



Universidad
Zaragoza

HUMAN RESOURCES STRATEGY FOR RESEARCHERS
HRS4R – UZ

ACTION PLAN

<http://www.unizar.es/>
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1. INTRODUCTION

This document describes the **actions scheduled** in the Human Resources Strategy for Researchers (HRS4R) of the University of Zaragoza, as result of the Gap Analysis carried with respect to the principles of European Chart for Researchers and the Code of conduct of the Recruitment of Researchers (C&C).

Those actions correspond to the points where the University of Zaragoza intends to improve, as an answer to **the results of the Gap Analysis**, in which C&C 40 principles were compared with the rules and practices existing in the University of Zaragoza.

The Gap Analysis has consisted of:

- a) A **survey** aimed at to all the UZ researchers.
- b) 5 **Work-meetings** with the researchers, grouped by categories (R1-R4)
- c) An **analysis based on the template** (40 points C&C) proposed by the European Commission and made by the Working Group (Technical Committee) appointed to this purpose.

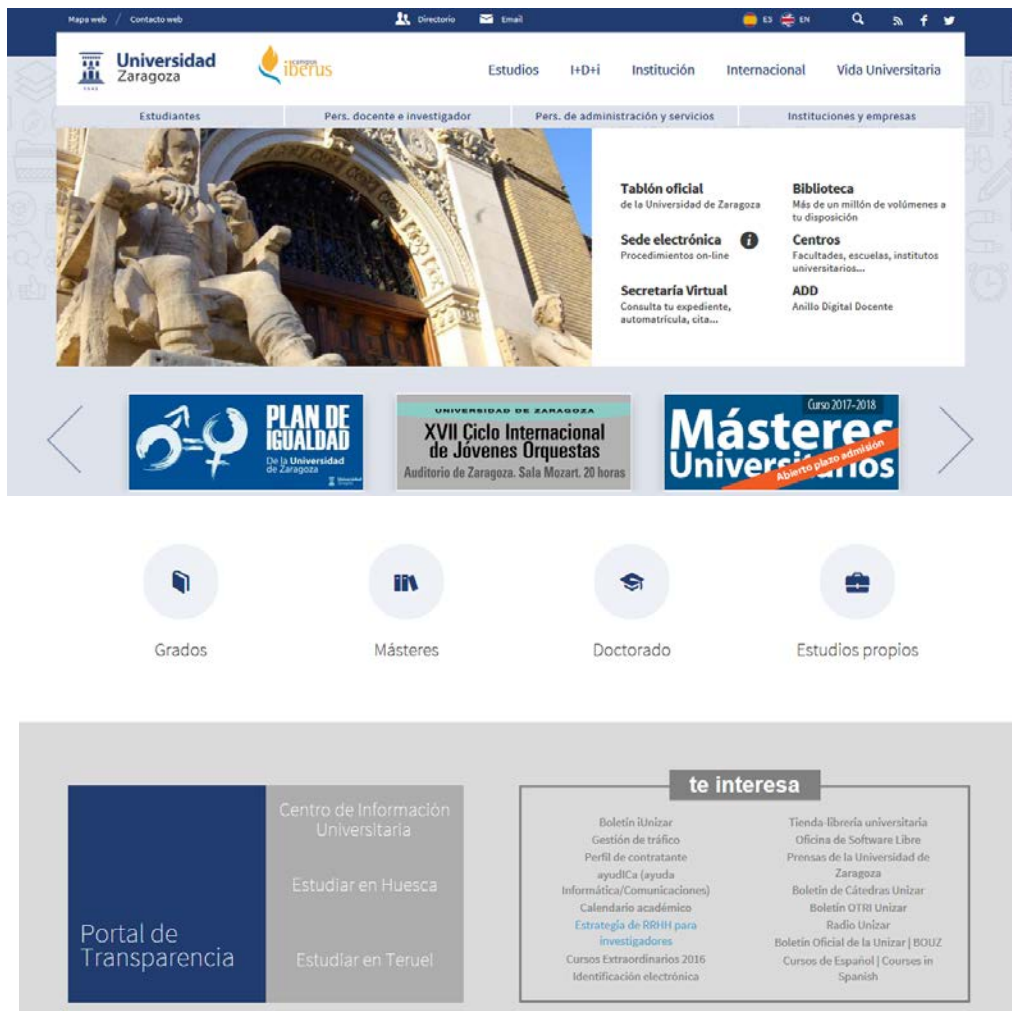
The survey shows that the evaluation from the researchers was very positive in the sections of Ethical and professional aspects and Training and weaker in the sections of Recruitment and Working Conditions & Social Security. In fact, most of the actions proposed in the meetings with researchers were focused in those sections.

For each scheduled action, **chapter 2** of this Action Plan includes:

- The objective of the proposed action
- The principles of C&C to which correspond this action.
- It is also indicated the correspondence between the Action & Gap Analysis, to which proposal among those made in the meetings with researchers or to which point of the survey is this action related. These points are named and numbered as:
SR- X : where SR corresponds to the Survey to Researchers and
MR-X: where MR corresponds to Meetings with Researchers.
When actions selected have been proposed by working Group (Technical Committee) & approved by Governing Board during meetings, it is indicated.
- The responsible to carry on the scheduled action
- The date when the action should be finished

In addition, the **third chapter** of the Action Plan analyses how the requests made by the researchers and the points of improvement detected in the survey have been answered with the scheduled actions, and the reasons why there is not a scheduled action for a request.

Both UZ documents, Gap Analysis & Action Plan can be found at <https://hrs4r.unizar.es/>
For a greater visibility a new link has also been added on the main page of the university, <http://www.unizar.es/>, on chart **“Te interesa”**, see **Estrategia de RRHH para investigadores**



<http://www.unizar.es/>



More attractive web page *Estrategia de RRHH para investigadores*, both in Spanish and English.

Universidad Zaragoza

ESTUDIOS | I+D+i | INSTITUCIÓN | INTERNACIONAL | VIDA UNIVERSITARIA

Estrategia de Recursos Humanos para Investigadores (HRS4R)

970 761 000

Inicio | HRS4R Unizar | HRS4R | Antecedentes | Enlaces de Interés

ENGLISH

Documentación

- Análisis interno HRS4R UZ
- Plan de Acción HRS4R UZ
- Carta de Adhesión C&C

PLAN DE ACCIÓN

Plan de Acción

Publicación de los resultados del análisis o Estrategia de RRHH para implementación del C&C en la institución (acciones a tomar, cuándo y por quién).

ANÁLISIS | DE ACCIÓN | EVALUACIÓN | SITUACIÓN EXTERNA

HRS4R process on the website

2. LIST OF SCHEDULED ACTIONS

The scheduled actions correspond to the points where a need for improvement was detected and have been classified in **five groups, ordered upon the importance detected in the Gap Analysis** (the CE Template sections corresponding to the 40 principles of C&C are given in brackets).

- A. **Research career** (CE Template, section III- Work Conditions and Social Security)
- B. **Recruitment procedures** (CE Template, section II-Recruitment)
- C. **Ethical and professional aspects** (CE Template, section I)
- D. **Training** (CE Template, section IV)
- E. **Professional development** (CE Template, section III- Work Conditions and Social Security)

A Monitoring system has been set up as a **transversal Action** for self-assessment.

Working group set up to follow up the development of the actions to be implemented and to provide an overall assessment of the results. It is composed by UZ HRS4R Governing Board & Working Committee, and it is scheduled to hold 6 monthly Work-meetings on a periodic basis to monitor Action Plan. It will be in charge of self-assessment phase of the UZ HRS4R Strategy Including OTM-R Policy)

The **Working Group** that will follow up the development of the actions and asses the results on UZ HRS4R is composed by 9 members, 5 female and male, representing management research areas and all researcher stages (R1,R2,R3,R4). All Members have been selected both by the UZ Governing Board or by the researcher members of the UZ Senate and Researcher Tenure Track *Ramon y Cajal* Programme.

See Chart below.

UZ HRS4R Working Group to follow up the development of the actions and assessment of the results is composed by:

| Person Working Group | Male/ Female | Function | Stage Researcher |
|--|-------------------------|---|-----------------------------|
| Luis Miguel García Vinuesa | Male | Vice-rector for Science Policy | R4 |
| Ismael Jiménez Compaired | Male | Vice-rector for Teaching Staff | R4 |
| Miguel Menéndez Sastre | Male | Director of Secretariat for European Projects | R4 |
| Carmen Baras Escolá | Female | Vice-Manager for Research | - |
| M^a Pilar Calatayud Sanz | Female | Director for the European Projects Office | - |
| M^a Pilar Borrajo Lorente | Female | Desk Officer Staff Euraxess Center | - |
| Rafael Domingo Martínez | Male | Tenure track researcher on Antiquity Sciences (<i>Ramon y Cajal</i> Programme) | R3 |
| Laura Culleré Varea | Female | Post-doc on Analytical Chemistry | R2 |
| Almudena Marrufo Curtido | Female | PhD Student on Analytical Chemistry | R1 |

* Members have been selected both by the UZ Governing Board or by the researcher members of the UZ Senate and Researcher Tenure Track *Ramon y Cajal* Programme.

2. A- Research career

Action 1. Regulatory framework for Professional Career Development for recruited Post-doctoral Researchers by modifying their contractual situation to a favorable contract (from CD-i to CD).

| | |
|---------------------------|--|
| Objective | To allow the change of contract from CD-i to CD, when the teaching needs justify it and under the conditions established by the Governing board. |
| Principles C&C | 28 |
| Gap Analysis | MR-2; SR-9 |
| Responsible | Vice-rector for Teaching Staff |
| Deadline | 12 months |

Action 2. Regulatory framework to set up clauses to permit to recruited researchers teaching on research Masters.

| | |
|---------------------------|---|
| Objective | To allow the participation of researchers under contract to participate in the teaching activities in Research Masters, under the conditions established by laws. |
| Principles C&C | 28 |
| Gap Analysis | MR-3; SR-9 |
| Responsible | Vice-rector for Teaching Staff |
| Deadline | 12 months |

Action 3. Regulatory framework to set up new recruitment figures for Researchers to improve their professional career by permitting them to participate and to apply for research projects according to Spanish Science Law.

| | |
|---------------------------|---|
| Objective | To approve a program with contract of access to the Spanish system of Science and Technology, as researcher employed on a temporary basis, analogous to the national PhD contracts <i>Juan de la Cierva</i> or <i>Ramón y Cajal</i> . This kind of contract would allow researchers to participate and request research projects. Likewise, pre-doctoral or distinguished researcher contracts. |
| Principles C&C | 28 |
| Gap Analysis | MR-1,4,5; SR-9, SR-15 |
| Responsible | Vice-rector for Science Policy |
| Deadline | 12 months |

Action 4. Definition of a permanent recruited research figure within the UZ Research career, through meetings held on a periodical basis with Aragon Government on a new Regulatory Framework for new permanent contracts of employment for researchers according to National Regulation (Law for Science) & Development of internal rules and budgetary tools.

| | |
|---------------------------|---|
| Objective | To request to the Aragon Government to regulate a research career in the university with the figure of researcher under indefinite employment contract. |
| Principles C&C | 25, 28 |
| Gap Analysis | MR-1; SR-9, SR-15 |
| Responsible | Vice-rector for Science Policy |
| Deadline | 12 months (*) |

(*) This deadline is to make the request, a deadline to achieve the request can not be established, since the university is not the competent authority for approval of the law.

Action 5. Application to ACPUA (Agency for University Quality and Prospective in Aragon) to permit research assessment on regional six year period (*Sexenios autonómicos*) for temporary post-doctoral recruited Researchers, as *Ramon and Cajal Post-doctoral* programme , CDi figures and new figures of Post-doctoral contract (Contracts of access)

| | |
|---------------------------|--|
| Objective | To obtain from ACPUA assessment on regional six year period for temporary post-doctoral recruited Researchers. |
| Principles C&C | 28 |
| Gap Analysis | MR-7; SR-9 |
| Responsible | Vice-rector for Science Policy |
| Deadline | 6 months |

2. B- Recruitment procedures

Action 6. E-procedure to facilitate recruitment application for researchers according to new regulation Law 39/2015 on electronic administration.

| | |
|---------------------------|--|
| Objective | To change the current procedure, making it more transparent, as requested by the Administrative Proceeding Law 39/2015, including the negotiation with UZ Trade Union Representatives. |
| Principles C&C | 12,13 |
| Gap Analysis | Decision making: UZ HRS4R Working Group & Governing Board |
| Responsible | Vice-rector for Teaching Staff / Vice-rector for Science Policy (*) |
| Deadline | 12 months * Action has already started to be developed on current 2017 |

(*) Vice-rector for Teaching Staff will be responsible to the update of rules for teaching staff and Vice-rector for Scientific Policy will be responsible for the researcher positions.

Action 7. Adaptation of UZ rules for call for recruitment of researchers according to C&C Principles on an adequate recognition on based merit international mobility and UZ Equality Plan

| | |
|---------------------------|---|
| Objective | To adapt the recruitment procedures to the C&C principles in those points where the Gap Analysis found that was not well covered, such as a larger rating of international expertise and mobility outside the university or conciliation of professional and familiar lives, including the preparation of changes negotiation with UZ Trade Union Representatives. |
| Principles C&C | 12,13, 24 |
| Gap Analysis | MR-13; SR-6 |
| Responsible | Vice-rector for Teaching Staff |
| Deadline | 24 months * Action has already started to be developed on current 2017 |

Action 8. Publication on Euraxess Jobs Portal of Post-doctoral Researchers UZ Positions (Calls Procedures in English to be published).

| | |
|---------------------------|---|
| Objective | To improve the visibility of postdoctoral positions to attract talent to UZ. Calls Procedures to be published in English. Action implies different phases: Advertising/application phase/evaluation phase |
| Principles C&C | 13 |
| Gap Analysis | MR-17; |
| Responsible | Vice-rector for Science Policy |
| Deadline | 18 months |

*Post –doctoral Researchers UZ positions related to European Projects, as Marie Curie positions, have been already published in Euraxess Jobs.

2- C- Ethical and professional aspects

Action 9. Preparation and publication UZ Code for Ethic

| | |
|---------------------------|---|
| Objective | To provide all the university workers with a set of clear ethical rules |
| Principles C&C | 2 a 9 |
| Gap Analysis | MR-18, RI-34 |
| Responsible | Vice-rector for Teaching Staff |
| Deadline | 24 months |

Action 10. Preparation and publication UZ Code for Good Research Practices

| | |
|---------------------------|---|
| Objective | To provide clear indications about the procedures, ethical rules and administration procedures to the researches. |
| Principles C&C | 2 to 9 |
| Gap Analysis | Decision making: UZ HRS4R Working Group & Governing Board |
| Responsible | Vice-rector for Science Policy |
| Deadline | 12 months |

2. D. Training

Action 11. Welcome Manual for Researchers

| | |
|------------------|---|
| Objective | To provide the researchers with basic information about the university structure, rights and duties, basic aspects of research management, technology transfer, development of the research career and complaint procedures and to include requests from meetings with researchers and identified shortcoming/weaknesses from UZ Questionnaire Survey on HRS4R (to be updated on a regular basis depending on new actions based |
|------------------|---|

| | |
|---------------------------|---|
| | on a regulatory framework: new contracts |
| Principles C&C | 4, 29, 24, 39 |
| Gap Analysis | MR-19; SR-19, SR-20 |
| Responsible | Vice-manager for research |
| Deadline | 18 months |

Action 12. UZ new Call for international research mobility

| | |
|---------------------------|---|
| Objective | To foster mobility to permit researchers leaving of absence with reservation of job post according to the national regulation |
| Principles C&C | 29 |
| Gap Analysis | MR-22; |
| Responsible | Vice-rector for Science Policy |
| Deadline | 12 months |

2. E- Professional development

Action 13. UZ Call for proposals for young researchers to organize networking meetings

| | |
|---------------------------|---|
| Objective | To support the professional development, by helping in the creation of a research contact network, taken into account UZ R1 demand and according to the Bratislava Declaration of young researchers (July 2016) |
| Principles C&C | 39 |
| Gap Analysis | MR-22; SR-12 |
| Responsible | Vice-rector for Science Policy |
| Deadline | 18 months |

Action 14. Call of Actions to promote research and mobility of researchers in Hospitals for their professional development

| | |
|---------------------------|---|
| Objective | to promote research and mobility of researchers in Hospitals for their professional development |
| Principles C&C | 30 |
| Gap Analysis | MR-24 |
| Responsible | Vice-rector for Science Policy |
| Deadline | 36 months. * Action has already started to be developed on current 2017 |

Action 15. New UZ Regulation on mobility permission for researchers leaving of absence of up two years (Both on research centers or Firms) with reservation of job position.

| | |
|---------------------------|---|
| Objective | To permit for researchers leaving of absence for up to 2 years (both on research centers and Firms) with reservation of job post according to the national regulation |
| Principles C&C | 29 |
| Gap Analysis | Decision making: UZ HRS4R Governing Board (Rector) |
| Responsible | Vice-rector for Teaching Staff |
| Deadline | 12 months |

3. CONNECTION BETWEEN THIS ACTION PLAN AND THE UZ GAP ANALYSIS

This section explains how points, found in the Gap Analysis to be improved, are answered by the UZ HRS4R Working Group with actions included in the Action Plan and approved by the UZ HRS4R Governing board. When differences have been observed between R1-R4 Researchers answers to Survey, have been evaluated by UZ HRS4R Working Group to offer an answer to every category.

3.1 Survey to researchers. (SEE GAP ANALYSIS, Chapter II. Researchers questionnaire results)

An answer clearly lower than 2.5 was found in the survey to researchers in the following questions (the evaluation of the value and proposed action is given in brackets):

- Question 2.5 Survey “Job stability” and Question 18 “Professional development”. Evaluation and proposed action: Actions 3 and 4 tend towards an improved stability in the job and to improve the professional development of researchers.
- Question 2.10 “Access to professional orientation. UZ offers professional orientation to the researcher in the different stages” Evaluation and proposed action: There are already courses on this topic offered by the Doctorate School. Information on these courses will be included in the Welcome Manual (Action 11).

A somewhat low mean (around 2.5) has been found in the following questions:

- Question 1.6. “Variations in the chronological order of CVs. Career breaks or variations in the chronological order of CVs should not be penalised in the selection process” Evaluation and proposed action: Interruptions because maternity are recognized by the Law on Equal Gender. Interruptions because changes in activity (e.g. working in a Company) are not regulated. The selection procedure for researchers under contract will be modified, including a rule in such a way that activity changes must not penalize in the evaluation (Action 7).
- Question 1.9. “Professional career”. Evaluation and proposed action: Worries about the professional career of researchers also appeared in the meetings with researchers, and improvements have been included in several actions (Action 1 to Action 5).



- Question 2.2 “Research environment. UZ ensures the most stimulating research or research training environment with resources and opportunities.” Evaluation and proposed action: networking meeting between young researchers will be favored by means of specific calls (Action 13).

 - Question 2.6 “Funding and salaries”. Evaluation and proposed action: Salaries are established in general by external rules or general wages agreements. Any action has been proposed in this topic.

 - Question 2.9. “Value of mobility”. Evaluation and proposed action: There are several possibilities and rules for mobility.
- Question 2. 4. Working conditions. UZ ensures that the working conditions for disabled researchers are appropriated for successful research performance. There is an Office aimed at Disable people attention.
- Question 2. 11. Intellectual Property Rights. UZ ensures the appropriate protection of Intellectual Property Rights of researchers R&D results. There is a Transfer & Innovation Office (OTRI)
- Question 2. 14. Complains/ appeals. UZ establishes appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers. There is ombudsman in the University of Zaragoza.
- The low score in these points suggests lack of information. Information related with this topic will be included in the Welcome Manual (Action 11) and the mobility of researchers will be supported (Action 15).

3.2. Meetings with researchers. (SEE GAP ANALYSIS, Chapter III. Meetings with Researchers- Chart on Proposals of improvement)

The requests relative to the research career have been included in actions 1 to 5, except the following ones: a) Request 6, because it is outside the university responsibility, b) Request 8, because it is against a resolution of the regional government on that topic, c) Request 9, about the reduction of teaching load, because it is related with the future development of a specific plan (DEDICA).

Requests related with the hiring procedure are included in actions 6 to 8, with the following exceptions:

- a) Request 12, because it is not included in the current rules.
- b) Request 14, because it is already ruled with respect to maternity (Law on Equal Rights) and in other actions will be included in Action 7.
- c) Request 15, because it is not related with the strategy of human resources for researchers.
- d) Request 16, because flexibility already exists in the research hiring procedures, since those can include an interview in the final stage, which can be the final step. In addition, a larger flexibility could be against the improvement of transparency (proposal 18).

Requests related to Training are included in actions 9 to 12, except the request 20, because there are courses in the Doctorate School and request 21 because the Institute for Education Science (ICE) has also courses on those topics widely spread out in iunizar e-bulletin and unizar web site. ICE Dissemination will be included in Manual for Researchers.

The request related with professional development has been included in Action 13.

With respect to the remaining requests (other requests), request 24 has been included in action 14.

Request 25 (startup of a nursery school), will be studied by the Governing Board, it depends on the financial feasibility and therefore has not been included in the action plans.

Other requests are not feasible, due to financial reasons (request 26), in other cases because the Trade Union Representatives for PAS (administration and services staff) and PDI (teaching and researching staff) are different (request 27), and It not concerns to the Governing Board to equalize them.



4. ANNEX: GANTT SCHEME ON ACTIONS VS C&C POINTS

| ACTIONS UZ HRS4R | OBJECTIVES | RESPONSIBLE | C&C POINTS | INDICATORS OF IMPLEMENTATION |
|---|---|--|---------------------------|---|
| Monitoring system | Working group set up to follow up the development of the actions to be implemented and to provide an overall assessment of the results | UZ HRS4R Governing Board & Working Committee | 12, 24,25,28/OTM-R | 6 monthly Work-meetings on a periodic basis |
| 1. Regulatory framework for Recruited Postdoctoral Researchers (Cdi) | To permit recruited Post-doctoral Researchers to modify their contractual situation to a favorable contract (from CD-i to CD). | Vice-rector for Teaching Staff | 28 | Approval & number of modified contracts |
| 2. Regulatory framework for recruited researchers to collaborate on Research Masters | To permit to recruited researchers teaching on research Masters according to legal system | Vice-rector for Teaching Staff | 28 | Approval & number of recruited researchers participating on masters |
| 3. Regulatory framework for new recruitment figures of Researchers employed on a temporary basis | To improve their professional career by permitting them to participate and apply for research projects according to Spanish Science System (Law) | Vice-rector for Scientific Policy | 28 | Approval & number of projects with the temporary recruited researchers participation & number of applied projects with them |
| 4. Definition of a permanent recruited research figure within the UZ Research career | To set up periodical meetings with Aragon Government on a Regulatory Framework on new permanent contracts for researchers according to National Regulation & to develop internal rules and budgetary tools. | Vice-rector for Scientific Policy | 25, 28 | Number of meetings (12 months) & Number of permanent contracts |

| ACTIONS UZ HRS4R | OBJECTIVES | RESPONSIBLE | C&C POINTS | INDICATORS OF IMPLEMENTATION |
|---|---|--|------------------------|---|
| 5. Application to ACPUA in Aragon on 6 year periods assessment of temporary post-doctoral recruited researchers | To permit research assessment on regional six year period for temporary post-doctoral recruited Researchers | Vice-rector for Scientific Policy | 28 | Application requested & number of applications of researchers |
| 6. e-procedure for recruitment application for researchers | To facilitate recruitment application for researchers according to new national regulation on electronic administration. | Vice-rector for Scientific Policy & Vice-rector for Teaching Staff | 12, 13 | Number of procedures adapted to new regulation on e-administration & rate of increase of applications of the total per year |
| 7. Adaptation of UZ rules for call for recruitment of researchers on based merit international mobility and UZ Equality Plan | To adapt UZ rules for call for recruitment of researchers according to C&C Principles on an adequate recognition on based merit international mobility and UZ Equality Plan | Vice-rector for Teaching Staff | 12, 13, 14 | Approval & number of calls for recruitment procedures supervised |
| 8. Publication on Euraxess Jobs Portal of Post-doctoral Researchers UZ Positions | To improve the visibility of postdoctoral positions to attract talent to UZ .Calls Procedures in English to be published implies different phases: | Vice-rector for Scientific Policy | 13 | Number of positions posted |
| 9. Preparation and publication UZ Ethical Code | To provide all the university workers with a set of clear ethical rules | Vice-rector for Prospective, Sustainability and Innovation | 2,3,4,5,6,7,8,9 | Approval & dissemination on web iunizar |

| ACTIONS UZ HRS4R | OBJECTIVES | RESPONSIBLE | C&C POINTS | INDICATORS OF IMPLEMENTATION |
|---|--|-----------------------------------|------------------------|--|
| 10. Preparation and publication UZ Code for Good Research Practices | To provide clear indications about the procedures, ethical rules and administration procedures to the researches. | Vice-rector for Science Policy | 2,3,4,5,6,7,8,9 | Approval & dissemination on web iunizar |
| 11. Welcome Manual for Researchers | To provide to researchers with basic information about the university to include requests from Gap Analysis (meetings with researchers and identified shortcoming/weaknesses from UZ Questionnaire Survey on HRS4R | Vice-Manager for Research | 4,24,29,39 | Approval & dissemination on web iunizar to be updated on a regular basis depending on new actions based on a regulatory framework: new contracts |
| 12. UZ New Call for proposals on international research mobility | To foster mobility to permit researchers leaving of absence with reservation of job post according to the national regulation | Vice-rector for Scientific Policy | 29 | Number of expressions of interest /applicants & number of research stays |
| 13. UZ Call for proposals for young researchers to organize networking meetings | To support their professional development, by helping in the creation of a research contact network | Vice-rector for Scientific Policy | 39 | number of expressions of interest & Number of meetings organized & Number of participants in event per year |
| 14. Call for Actions for research & mobility In hospitals | to promote research and mobility of researchers in Hospitals for their professional development | Vice-rector for Scientific Policy | 30 | Number of actions / number of participants |
| 15. New UZ Regulation leaving of absence for researchers on international mobility | To permit for researchers leaving of absence for up to 2 years (both on research centres and Firms) with reservation of job post according to the national regulation | Vice-rector for Teaching Staff | 29 | Number of expressions of interest/applicants & participants |

| ACTIONS UZ HRS4R | 2017 | | 2018 | | 2019 | |
|--|----------------|-----------------|----------------|-----------------|----------------|-----------------|
| | First Semester | Second Semester | First Semester | Second Semester | First Semester | Second Semester |
| Monitoring system | | | | | | |
| 1. Regulatory framework for Recruited Postdoctoral Researchers (Cdi) | | | | | | |
| 2. Regulatory framework for recruited researchers to collaborate on Research Masters | | | | | | |
| 3. Regulatory framework for new recruitment figures of Researchers employed on a temporary basis | | | | | | |
| 4. Definition of a permanent recruited research figure within the UZ Research career | | | | | | |
| 5. Application to ACPUA on 6 year periods assessment of temporary PhD recruited researchers | | | | | | |
| 6. E-procedure for recruitment application for researchers | | | | | | |
| 7. Adaptation of UZ recruitment rules for researchers on based merit international mobility and UZ Equality Plan | | | | | | |
| 8. Publication on Euraxess Jobs Portal of Post-doctoral Researchers UZ Positions | | | | | | |
| 9. Preparation and publication UZ Ethical Code | | | | | | |
| 10. Preparation and publication UZ Code for Good Research Practices | | | | | | |
| 11. Welcome Manual for Researchers | | | | | | |
| 12. UZ New Call for proposals on international research mobility | | | | | | |
| 13. UZ Call for proposals for young researchers to organize networking meetings | | | | | | |
| 14. Call for Actions for research & mobility In hospitals | | | | | | |
| 15. New UZ Regulation leaving of absence for researchers on international mobility | | | | | | |

ANNEX ACTION PLAN

Open, Transparent and Merit-based Recruitment of Researchers (OTM-R)

Checklist for institutions: University of Zaragoza

| | Open | Transparent | Merit-based | Answer: Yes completely/ Yes substantially/ Yes partially/ No | Suggested indicators (or form of measurement) | UZ PLAN ACTIONS ALIGNED WITH OTM-R |
|--|------|-------------|-------------|--|---|------------------------------------|
| OTM-R System | | | | | | |
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)? | x | x | x | Yes, Partially | [web-link] | ACTION 8 |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | x | x | x | Yes, Completely | [Date of latest update; ensure that it is sent to all staff] | |
| 3. Is Everyone involved in the process sufficiently trained in the area of OTM-R? | x | x | x | Yes ,Completely | - Existence of training programmes for OTM-R - Number of staff following training in OTM-R | |
| 4. Do we make (sufficient) use of e-recruitment tools? | x | x | | No | Web-based tool for (all) the stages in the recruitment | ACTION 4 |
| 5. Do we have a quality control system for OTM-R in place? | x | x | x | Yes, Substantially | | |
| 6. Does our current OTM-R policy encourage external candidates to apply? | x | x | x | Yes ,Partially | Trend in the share of applicants from outside the | ACTION 6 |

| | | | | | | |
|---|---|---|---|--------------------|--|-------------------------|
| 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? | x | x | x | Yes, Partially | Trend in the share of applicants from abroad | ACTION 8 |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? | x | x | x | Yes, Substantially | Trend in the share of applicants among underrepresented groups | ACTION 7 |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | x | x | x | Yes, Completely | Trend in the share of applicants from outside the institution | ACTION 1,2,3,4,5 |
| 10. Do we have means to monitor whether the most suitable researchers apply? | | | | Yes, Completely | | |
| Advertising and application phase | | | | | | |
| 11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions? | x | x | | Yes, Partially | | ACTION 8 |
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)] | x | x | | Yes, Substantially | | |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? | x | x | | Yes, Partially | - The share of job adverts posted on EURAXESS; - Trend in the share of applicants recruited from institution/abroad | ACTION 8 |
| 14. Do we make use of other job advertising tools? | x | x | | Yes, Partially | | |
| 15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)] | x | | | No | | ACTION 6 |
| Selection and evaluation phase | | | | | | |

| | | | | | | |
|--|--|---|---|-----------------|---|-------------------------|
| 16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)] | | x | x | Yes, Completely | Statistics on the composition of panels | |
| 17. Do we have clear rules concerning the composition of selection committees? | | x | x | Yes, Completely | Written guidelines | |
| 18. Are the committees sufficiently gender-balanced? | | x | x | Yes, Partially | | |
| 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? | | | x | Yes, Completely | Written guidelines | |
| Appointment phase | | | | | | |
| 20. Do we inform all applicants at the end of the selection process? | | x | | Yes, Completely | | |
| 21. Do we provide adequate feedback to interviewees? | | x | | Yes, Partially | | |
| 22. Do we have an appropriate complaints mechanism in place? | | x | | Yes, Completely | Statistics on complaints | ACTION 11 |
| Overall assessment | | | | | | |
| 23. Do we have a system in place to assess whether OTM-R delivers on its objectives? | | | | No | | UZ HRS4R MONITOR |