

Internal Review

Case number: UPM - 2018ES358314

Name Organisation under review: Universidad Politécnica de Madrid

Organisation's contact details:

1.Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research * (1) SUMA DE = PDI (excluyendo Prof asociados)+Estudiantes de doctorado+Doctores (RyC, Jde la Cierva, ...) + Doctores contratados por OTT	4.948
Of whom are international (i.e. foreign nationality) * Idem pero extranjeros solo	402
Of whom are externally funded (i.e. for whom the organisation is host organisation) * Doctores y predoc contratados por OTT, FGUPM, RyC, JdIC,	1.111
Of whom are women * Idem pero mujeres solo	1.287
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	2.066

PDI (PTU, CU, TEU, CEU y contratados doctors)	
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	719
Investigadores doctors (contratados OTT, RyC, Jdela Cierva)	
Of whom are stage R1 = in most organisations corresponding with doctoral level *	2.163
Estudiantes de doctorado	
Total number of students (if relevant) *	37.553
Estudiantes de Grado y Máster	
Total number of staff (including management, administrative, teaching and research staff) *	6.554
SUMA de PDI+PAS+FGUPM (no investigadores)	

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	402.804.994,94
Annual organisational direct government funding (designated for research)	75.590.461,00
Subvenciones directas de entidades públicas solo para investigación	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	72.025.927,24
Todos Recursos obtenidos en convocatorias competitivas	
Annual funding from private, non-government sources, designated for research	26.278.647
Recursos obtenidos de empresas, fundaciones, etc para investigación	

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Universidad Politécnica de Madrid (UPM) is the largest Spanish engineering and technological university and first in employability (QS Graduate Employability Rankings 2022). Leader in attracting external R&D&I resources and in patents granted. Ranked among the 75 best universities in the world in Engineering and Technology (QS World University Rankings by Subject 2024). It coordinates the European University Alliance EELISA (comprising 10 universities).

It has 17 schools, 1 affiliated college, 220 research groups, and 21 research centers/institutes. It has 36.394 Bachelor, Master and PhD students, about 3500 faculty and researchers and 1800 staff. Its annual budget is € 402 mill (2023).

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Strengths

Good research practices: UPM's manual of good research practices was completed and published in May 2021. Its final version is published at the web. The UPM's Governing Board, in its meeting of the 14th of July, 2020, approved the adoption of the European Code of Conduct for Research Integrity. An online seminar was offered in April 2024 to support the dissemination of knowledge on good research practices.

Ethics: Additionally, there is a UPM's Manual on Ethics whose latest version was published in March 2021. In addition, Ethical aspects are covered regularly on the training courses offered to R1 students by the International Doctorate School.

Evaluation: An updated procedure for the evaluation of teaching activity (DOCENTIA 2.0) was approved by the UPM's Governing Board on May 2021. Since then, four assessment editions have been carried out, and it is currently mandatory for all teaching staff to go through DOCENTIA assessment every five years. All R1 researchers, with independence of their funding source (competitive grants, projects, etc.) are evaluated annually by the Doctorate School. The R1 researcher must elaborate a report which is evaluated by their supervisor(s), by the Academic Commission of the Doctorate Program (CAPD), and by the Doctorate School. All the evaluation process is supported by the THESIS digital application. R2 researchers which are also teaching staff are subject to the same evaluation procedures as R3 and R4 researchers. The evaluation of R2 researchers funded by research projects has been addressed by the definition of an assessment procedure that provides the R2 researcher's supervisor with an evaluation tool and a model for the evaluation report. The procedure is voluntary, is performed when requested by the R2 researcher, and the evaluation result is confidential since it is meant to provide the R2 researcher with honest feedback and recommendations for improvement.

Dissemination: Several prizes for transfer and different outreach calls have been implemented since the HRS4R accreditation was obtained. The modalities of these prizes are: i) Awards to UPM professors, ii) Innovation and Transfer of Research Results developed at the UPM: iii) Science and Technology for Society developed at the UPM. Iv) Awards for R&D&I results of UPM professors and researchers: v) Most Cited Scientific Article of the UPM. Vi) Most cited scientific article of a doctoral thesis developed and defended at the UPM.

Weaknesses

Evaluation: Due to the voluntary and confidential nature of the evaluation of R2 researchers funded by research projects, it is not possible to collect evidence about the number of R2 researchers that have been evaluated to date or to perform a reliable statistic. However, according to the recent awareness survey conducted among researchers, it was shown that they were mostly not aware of the existence of this evaluation programme for R2 researchers (only 23,02% declared they knew it).

Remarks

A new action in the plan to promote the awareness and application of the evaluation procedure for R2 researchers funded by research projects.

Recruitment and selection:

Strengths

Recruitment process: A new OTM-R recruiting norm was published. This new norm is followed for 100% of the new recruitments since March 2021, with 100% compliance with the OTM-R guidelines in every recruiting process. During 2021, 2022 and 2023, 3172 researchers were recruited (an average of about 1000 per year), of which 523 were R2 researchers, 186 were non-residents (with an increasing trend 38-71-77). Currently, all non-Spanish native language researchers sign English translations of the contracts and additional documentation. A short manual for good practices in recruitment was published and is used by every researcher responsible for recruiting new researchers as well as by HHRR staff. In addition, all the required templates, model of call, evaluation forms, etc. are available in English. New digital tools were developed to support the recruitment process. Presently the digitalization of the publication of new offers is achieved. A second tool to finalize the recruitment process and collect all necessary documents and data is under development. In the following months a third tool to digitalize the management of the intermediate steps from the job offer publication to the selection of the best candidate, including the presentation and evaluation of candidatures, and communication with candidates, will be available.

Job offers: A unified job offer website for researchers has been created, and 100% of job offers are being published there. All job offers are published at least partially in English, following the job offer model. The publication at the Euraxess platform was initially not imposed as mandatory in the new recruitment regulation, to allow for an adaptation period, but now it is required for all job offers' calls.

Training in OTM-R. In addition to the seminars performed previously to the intermediate report about OTM-R, a new seminar in which the importance of OTM-R recruiting in the research organizations was performed on June 13 2024, with 44 attendants. The recording of this seminar is now used as training material for newcomers. Although there is not a regular training for all the administrators in charge of recruitment given that the set of personnel with this responsibility is quite stable, whenever a new staff incorporates to the research units that can hire researchers, they are trained in OTM-R by their senior colleagues, and they also receive personal assistance as required by the OTT's officer in charge of recruitment.

Dissemination: Basic information on OTM-R has been included in the Welcome Manual that every new researcher receives. A Welcome Pack including this Welcome Manual and information on OTM-R principles has been prepared and is delivered by the staff responsible for the contracting of teaching staff and researchers.

Weaknesses

Job offers: The creation of distribution lists for the communication of job offers was pending.

Remarks (max 500 words)

Job offers: a new action in the plan which is addressing the website re-design and the implementation of the distribution lists. In addition, a common web entry point to job offers will be created to access both the job offers associated to research projects and the teaching positions which are open for different profiles.

Currently we are re-designing the UPM's website, and the improved job offer website will offer additional tools such as distributions lists, which could not be implemented with the current technology.

Working conditions:**Strengths**

Teaching: The new model for the estimation and control of teaching load in departments was approved by the UPM's Management Board in January 2020. After approval, the necessary modifications were implemented in the existing teaching management tool, Apolo, in course 2021-2022. Presently, UPM is working in the creation of a new digital application for the reporting of the researchers teaching load, that will enhance the automated recollection of data from other digital tools.

Gender: the percentage of women in teaching and research positions at UPM is slowly increasing. In the latest four years (2020 to 2024) the percentage of women in R3 and R4 positions has increased from 28,08% to 28,56%. As for R1 and R2 positions, the percentage has grown from 28,83% to 30,25%. In addition, UPM organizes training courses, participates in workshops and outreach events, to foster the dissemination of gender issues and to increase the research vocation among young females.

Mobility: UPM detected the need to centralize the support to foreign researchers in a specific unit, instead of involving several people in different units. On the 25th of April 2024, the UPM's Governing Board approved the creation of Central Unit for the Reception of Foreign researchers (CURF) and the assignment of two new staff positions. For the next months a specific web site for the CURF will be published, the new staff will get familiar with all the services currently offered in other units, and the CURF will be officially open to foreign researchers.

Research environment: UPM has a centralized I+D+i Observatory in which the catalogue of research structures and infrastructures can be accessed. It includes a link to the Digital Innovation Hub, in which a catalogue of infrastructures is available. There is a description for each scientific infrastructure, and the possibility to filter the contents according to several criteria.

Career advice: The pilot mentorship program was performed in the 2019-2021 period, coordinated by the Doctorate School, with a total of 8 mentor-mentee couples. The evaluation survey revealed a high satisfaction of all participants.

Career development: UPM has specialized units whose aim is to manage, promote and market the activities developed by the university community (professors, researchers and students) and to transfer them to public administrations, city councils, NGOs, companies and society in general: CAIT, OTRI, Business Center, etc. The transfer of researchers out of the academia is facilitated by the organization of annual Virtual Employment Fairs, and several employment events conducted by some of the schools. Other units are focused on supporting research careers more oriented towards international collaborations from the academia: OPI, Research Service, etc. UPM has been very active organizing different events in which students and researchers can have more information about career development possibilities:

Talent: Several calls for the incorporation and retention of talented researchers are open annually. In the last 3 years (2021 to 2023) a total of 5 calls have been launched with a total of 130 candidates presented and 24 selected candidates. The calls belong to the Ramón y Cajal program, the Juan de la Cierva program, and the César Nombela program. There is a specific call in the UPM's research funding program which is aimed to complement the retribution of Ramón y Cajal and Juan de la Cierva contracted researchers. The Ministry of Science, Innovation and Universities has recently approved a new budget for the Program for the Incorporation of Talent in Teaching and Research to the Spanish public universities, in the period 2024-2030. This program is aimed to fund 3.361 R2 teaching and research positions, of which 656 have been assigned to the Community of Madrid.

Weaknesses

Research environment: It was not possible to compute the number of downloads or consultations to relevant documents and web pages, since the existing UPM's website technology did not offer this capability. UPM is currently undergoing a full re-design of its website, and a change in the underlying technology.

Career advice: in our analysis of the pilot mentoring program, we identified several barriers that prevented the program from being institutionalized. First, it was hard to recruit mentors from the population of senior researchers, an indicator of the difficulty of sustaining the programme on a long-term voluntary basis. Second, we considered that mentoring should not be focused just on doctoral students (R1) but also R2 researchers, and consequently the Doctorate School should not be the unit to lead of the overall mentoring programme. Third, we consider that mentoring should be a mechanism that opens the mind of researchers towards the wide variety of possible career paths, possibly out of the academia. In this respect, UPM has another very successful mentorship program, the Actuaupm program for business creation.

Remarks (max 500 words)

Perform a new specific action focused on tracking the use of relevant public resources, including several access counters in pages of interest such as the catalogue of scientific infrastructures.

A new action in the plan addresses the improvement of guidance on professional career, including the development of a specific website, designation of contact points, training and mentoring.

Training and development:**Strengths**

Training: Collected data shows that the training contents offer has increased a 83% from 2019 to 2024.

100% of R1 researchers attend at least the pre-doctoral courses. The training offer is well known by researchers (according to the recent awareness survey conducted among researchers, 73,81% declare being aware of the ICE's training offer, 71,43% are aware of the GATE's offer, and 38,10% are aware of the Mesa de Formación's offer -, and 61,11% declare having participated in some of the training opportunities -. A total of 16 new courses on soft skills have been offered in the period 2021-2024, with a total of 152 attendees.

Weaknesses

Is difficult to identify the research profiles of the attendants to the courses in UPM's training offer, given that this information was not explicitly requested in enrolment forms, and it is dynamic information that might be different at present and at the time of enrolment.

Remarks (max 500 words)

We plan to modify the enrolment method to be able to track precisely how the training offer is reaching different segments in the researcher population.

Have any of the priorities for the short and medium term changed? (max 500 words)

The reforms of the Spanish labor law, the law of science and technology and the time control law, although all aligned with some aspects of HRS4R, have meant a change in the institution's procedures and consequently in the strategy for the implementation of the action plan.

Finally, the new Law on Universities (LOU), approved September 5, 2022, although will not fully implemented yet, is expected to have a strong impact in UPM.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

Yes, external circumstances have impacted in the UPM's recruitment procedures. Spain has changed its labor legislation and UPM, as all the Spanish research institutions, is adapting its procedures to this new legislation.

As mentioned, several national legislative changes occurred during these years, that impacted on human resources policy in research:

- Royal Decree-Law 8/2019, of March 8, on urgent measures for social protection and the fight against labor precariousness in the working day.
- Law 10/2021, of July 9, on telecommuting.
- Royal Decree 901/2020, of October 13, which regulates equality plans and their registration and amends Royal Decree 713/2010, of May 28, on registration and deposit of collective bargaining agreements.
- Royal Decree 902/2020, of October 13, on equal pay for women and men.
- Royal Decree-Law 32/2021, of December 28, on urgent measures for the labor reform, the guarantee of employment stability and the transformation of the labor market.
- The new Law of science and technology approved September 5, 2022.

All these legislative changes have had some impact on the UPM's human resources policy. Specifically, the labor reform law has had a radical impact on the recruitment of researchers. The publication of Royal Decree-Law 8/2022 adopting urgent measures in the field of employment contracts in the Spanish Science, Technology and Innovation System, has meant a radical change in our recruitment policy, which presently is firmly committed to providing stability and permanence in the employment of our research personnel, as established in the European Charter for Researchers.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

In the coming years, several circumstances may affect the HRS4R implementation:

The implementation of the new Organic Law 2/2023 on Universities (LOSU), although aligned with the HRS4R strategy, will impact the UPM's current procedures of recruitment and selection of candidates.

Also, in the fourth quarter of 2024 UPM will elect its new rectoral team, whose electoral plan could affect some of the HRS4R initiatives. In order to ensure a smooth transition to the new rectoral team and guarantee the successful implementation of the HRS4R action plan, the Governing Board has approved and committed to the plan in September 2024. We have clearly defined the set of working groups required for managing the implementation of the different actions, and their composition and responsibilities. Some of the working group positions will be filled with permanent staff already involved in HRS4R, while other positions shall be appointed by the new rectoral team. Some members of the current rectoral team have committed to continue their collaboration in working groups although in non-governing-related positions.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude
 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 8.
 Dissemination, exploitation of results 9. Public engagement 10. Non discrimination 11. Evaluation/
 appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15.
 Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18.
 Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)
 21. Postdoctoral appointments (Code) 22. Recognition of the profession 23. Research environment 24.
 Working conditions 25. Stability and permanence of employment 26. Funding and salaries 27.
 Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31.
 Intellectual Property Rights 32. Co-authorship 33. Teaching 34. Complains/ appeals 35.
 Participation in decision-making bodies 36. Relation with supervisors 37. Supervision and managerial
 duties 38. Continuing Professional Development 39. Access to research training and continuous
 development 40. Supervision

ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicators/ Target(s)	Current Status	Remarks
A1. HRS4R KICK-OFF, AWARENES S AND FOLLOW-UP.	All	Q32019 - Q42024	HRS4R responsible VR (Quality, Research, Innovation and Doctorate)	<p>T: teams ready to start the implementation</p> <p>I: WG HRS4R constituted</p> <p>I: WG OTM-R constituted</p> <p>I: Available organizational support (TS, cloud, VR Quality leadership)</p> <p>T: Awareness of HRS4R in the research</p>	COMPLETED	<p>During the internal review of 2021, this action was considered as completed, however, during these 3 years further actions to advance in the HRS4R awareness were performed, such as:</p> <ul style="list-style-type: none"> A set of three specific seminars concerning the HRS4R implementation were organized during the first semester of 2024 to deal with topics that had been previously identified as key for further improvement during the next cycle, namely: <ul style="list-style-type: none"> Good Research Practices and Open Science. Performed on the 24th of April 2024, with 161 attendants. https://tinyurl.com/4ybbwfpn Researcher Professional Careers. Performed on the 23rd of May 2024, with 28 attendants. https://tinyurl.com/32fejxep HRS4R and its impact on organizations. Performed on the 20th of June 2024, with 44 attendants. https://tinyurl.com/z4t9c42n Every presentation or colloquium related with any of the HRS4R initiatives is systematically announced and presented including the HRS4R logo. (As some examples, https://tinyurl.com/u92324xm, see slides 27-41. 27/09/2023. https://tinyurl.com/msynynnt . 31/05/2023) The HRS4R web site has been fully redesigned with a better organization of relevant information and materials for different stakeholders, and to make it more accessible and attractive. https://web.upm.es/hrs4r/es Every two years, as part of the Teaching and Research Staff Satisfaction Survey, the satisfaction with the support provided by UPM for contracting research personnel is measured. In the last survey performed in 2022, this aspect obtained an average value of 4,65/10, which indicated the necessity to further improve it. A more recent survey to investigate more in depth the current perception of the HRS4R implementation was distributed to

			<p>community and HHRR services</p> <p>At least 100 attendees and online participants in HRS4R-OTM-R seminars</p> <p>At least 5 new researchers joining the IWG</p> <p>10 minutes scheduled in every UPM's management committees to inform about HRS4R updates.</p> <p>T: Follow up mechanisms available</p>	<p>relevant stakeholders of the research community in the period April-May 2024 (Research group directors, Directors of research centers, Directors of departments, Directors of Schools) the results of this survey showed that 61% of the researchers consulted were aware of the implementation of the HRS4-R award at the UPM</p> <p>Regarding follow-up, the Steering Committee (SC) and the Implementation Working Group (IWG) have been meeting regularly (every two months on average). During the last year, meetings happened on the 06/07/23 https://tinyurl.com/evkvuz25, 13/09/23, 11/10/23, 15/11/23, 13/12/23, 20/03/24, 08/05/24, 19/06/24 https://tinyurl.com/ysaj9hyz. (links to examples of the slides of the first and last meetings are included.</p> <p>The composition of the IWG has been updated as necessary whenever new actions were tackled.</p> <p>A new action has been proposed to continue with the acknowledgement of HRS4R (A22)</p>
--	--	--	---	---

				I: Publish the result of Surveys to address the awareness (Quality Observatory)		
A2. WRITE THE UPM'S MANUAL OF GOOD RESEARCH PRACTICES.	2,3, 6, 7, 31, 32	Q4 2020	VR RID	<p>T: UPM recruiting process in compliance with OTM-R</p> <p>researchers, specially newcomers, adopt good research practices</p> <p>I: Every newcomer researcher is provided with the manual</p> <p>I: At least 100 attendees and on-</p>	COMPLETED	<p>During the IWG's initial meetings became clear the need to extend the initially planned UPM's manual of good research practices for covering additional UPM's research related topics such as intellectual property co-authorship and basic ethical issues. This manual was completed and published in May 2021.</p> <p>Its final version is published at the web (link in English, link in Spanish)</p> <p>The UPM's Governing Board, in its meeting of the 14th of July, 2020, approved the adoption of the European Code of Conduct for Research Integrity (https://tinyurl.com/2xxsf32m statement 10th in page 2).</p> <p>Additionally, there is a UPM's Regulation on Ethics whose latest version was published in March 2021 (https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Investigacion/Servicio%20de%20Investigacion/Ayudas_y_Convocatorias/C.ETICA-REGLAMENTO.pdf in Spanish; https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Investigacion/Servicio%20de%20Investigacion/Comite_de_etica/2017/REGLAMENTO-COMITE-ETICA-EN.pdf in English).</p> <p>All relevant information regarding good research practices (UPM's Good Research Practices Manual, ALLEA's European Code of Conduct, and UPM's Ethics Manual) have been included in a Welcome Pack that is</p>

			<p>line participant s in seminars</p> <p>I: At least 10% of researcher s (have) answered a Multiple-choice test to evaluate the knowledge of the topic included in the manual of good research practices.</p> <p>I: Evaluation of the ethical contents of the cross-disciplinary education course of R1.</p>	<p>delivered to every new researcher arriving at UPM (https://tinyurl.com/ty3spn7y)</p> <p>Ethical aspects are covered regularly on the training courses offered to R1 students by their Doctoral Programmes, Doctoral Areas, and International Doctorate School.</p> <p>An online seminar was offered in April 2024 to support the dissemination of knowledge on good research practices, with 161 attendants, and a very positive evaluation in the satisfaction survey completed by 55 attendants. A vast majority of respondents (54/55) considered the contents and quality of presentation excellent or good, and found the seminar was useful for their professional career: https://tinyurl.com/4ybbwfpn</p>
--	--	--	--	--

<p>A3. WRITE A MANUAL IN GOOD RECRUITMENT PRACTICES.</p>	<p>7, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21</p>	<p>Q4 2020</p>	<p>VR AE</p>	<p>T: All researchers, especially those responsible of research recruitment, and all human resources personnel are informed about relevant information</p> <p>I: Every newcomer R4-R2 researcher is provided with the manual</p> <p>I: At least 10% of researchers answers a Multiple-choice test about the information included</p>	<p>COMPLETED.</p>	<p>As mentioned in the last report, a good recruitment practices document was published. https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Investigacion/HRS4R/REGLAMENTO_CONTRATACION_CG_25_03_2021.pdf in Spanish and https://tinyurl.com/29vf4atv in English.</p> <p>In addition to the seminars performed previously to the intermediate report about OTM-R, a new seminar in which the importance of OTM-R recruiting in the research organizations was performed on June 13 2024, with 44 attendants, and a very positive evaluation in the satisfaction survey completed by 29 attendants. A vast majority of respondents considered the contents and quality of presentation excellent or good (29/29), and found the seminar was useful for their professional career (28/29). https://tinyurl.com/z4t9c42n</p> <p>The 2024 HRS4R survey showed that 57% of the researchers believe that UPM has an Open, transparent and merit-based recruitment process.</p>
---	--	----------------	--------------	--	-------------------	--

				<p>in the manual concerning recruitment practices.</p> <p>I: Published OTM-R self-assessment report</p>		
<p>A4. IMPROVE THE CONTROL AND EVALUATION SYSTEMS OF TEACHING ACTIVITY.</p>	11, 33	Q3 2019-Q2 2020	VR CE	<p>T: Control teaching load</p> <p>I: Teaching control software operative inclusion</p> <p>I: Published Teaching load report</p>	COMPLETED	<p>The new model for the estimation and control of teaching load in departments was approved by the UPM's Management Board on January 2020. https://www.upm.es/sfs/Rectorado/Legislacion%20y%20Normativa/Normativa/Normativa%20de%20Campus,%20Centros%20y%20Departamentos/Modelo_estimacion_actividad_departamentosConEnmiendas%20Definitivo.pdf After approval, the necessary modifications were implemented in the existing teaching management tool, Apolo, in course 2021-2022. Presently, UPM is working in the creation of a new digital application for the reporting of the researchers teaching load, that will enhance the automated recollection of data from other digital tools (planned teaching hours for each course, creation of student groups for each course, assignment of teaching rooms and professors to student groups, etc.) and it is expected to improve the consistency and correctness of data.</p> <p>On the other hand, an updated procedure for the evaluation of teaching activity (DOCENTIA 2.0) https://tinyurl.com/3npczr2s was approved by the UPM's Governing Board on May 2021. Since then, four assessment editions have been carried out, and it is currently mandatory for all teaching staff to go through DOCENTIA assessment every five years.</p> <p>A new digital application was developed to support all the assessment process. https://tinyurl.com/453y9r6b</p>

A5. ANALYSE THE PARTICIPATION OF WOMEN IN RESEARCH, INNOVATION AND DOCTORATE.	10	Q1- Q2 2020	VR RID	<p>T: Obtain information about the distribution of women by professional level and activity (research, innovation, doctorate)</p> <p>I: Report of the results of the analysis.</p> <p>I: If necessary, increase the number of R3 and R4 woman.</p>	COMPLETED	<p>According to data, the percentage of women in teaching and research positions at UPM is slowly increasing. In the last four years (2020 to 2024) the percentage of women in R3 and R4 positions has increased from 28,08% to 28,56%. As for R1 and R2 positions, the percentage has grown from 28,83% to 30,25%. https://tinyurl.com/5n97t6y9</p> <p>Periodically, the UPM's Equality Unit performs a diagnosis of the situation of women at UPM, with the last one published in 2023, analyzing data up to 2021. https://www.upm.es/gsf/SFS05094</p> <p>In addition, UPM organizes training courses, participates in workshops and outreach events, to foster the dissemination of gender issues and to increase the research vocation among young females, as detailed in the annual activity report of the UPM's equality unit. https://www.upm.es/gsf/SFS09423</p>
A6. ESTABLISH PROCEDURES FOR THE OFFICIAL	11	Q1- Q2 2020	VR AE VR-RID	<p>T: Evaluate every R1 and R2 hired within</p>	COMPLETED	<p>All R1 researchers, with independence of their funding source (competitive grants, projects, etc..) are evaluated annually by the doctorate school. The R1 researcher must elaborate a report which is evaluated by their supervisor(s), by the Academic Commission of the Doctorate Program (CAPD), and by the Doctorate School. All the</p>

EVALUATION OF R1 AND R2 RESEARCHERS HIRED WITHIN RESEARCH PROJECTS.				<p>research projects</p> <p>I: Guidelines or official procedures for the evaluation of R1 and R2.</p> <p>I: 100% of R1 and R2 evaluated at the end of the period</p> <p>I: 100% compliance with the guidelines for the evaluation of R1 and R2 researchers process at the end of the period.</p>		<p>evaluation process is supported by the THESIS digital application. https://tinyurl.com/yx6ef44d</p> <p>R2 researchers which are also teaching staff are subject to the same evaluation procedures as R3 and R4 researchers.</p> <p>The evaluation of R2 researchers founded by research projects has been addressed by the definition of an assessment procedure that provides the R2 researcher's supervisor with an evaluation tool and a model for the evaluation report. The procedure is voluntary, is performed when requested by the R2 researcher, and the evaluation result is confidential since it is meant to provide the R2 researcher with honest feedback and recommendations for improvement. Due to the voluntary and confidential nature of this evaluation, it is not possible to collect evidence about the number of R2 researchers that have been evaluated to date or to perform a reliable statistic The procedure, templates etc. are published in https://www.upm.es/Investigacion/HRS4R/HRS4R/impulso ..</p> <p>However, according to the recent awareness survey conducted among researchers, 58,5% admitted they were not aware of the existence of this evaluation programme for R1&R2 researchers, while 15% stated they already knew about it but had never used it. It becomes apparent the need to enforce the communication actions about the evaluation programme and further promote its application. Therefore, even if we consider this action completed (the procedure has been established), we have included a new action in the plan to promote the application of the procedure. (A23)</p>
A7. CREATE THE CENTRAL UNIT FOR THE	12, 13	Q1-Q3 2021	VR EAI VR-IAS	T: New foreign researchers assisted by CURF	IN PROCESS	<p>After an initial diagnosis conducted during 2020, it became clear the need to centralize the support to foreign researchers in a specific unit, instead of involving several people in different units.</p>

RECEPTION OF FOREIGN RESEARCHERS.				<p>I: Central Unit for the Reception of foreign researchers operating.</p> <p>I: Website published.</p> <p>I: 100% of new foreign researchers assisted by CURF</p> <p>I: At least 60% satisfaction with CURF in the second year</p>	<p>A specific Working Group was established to plan and execute the phases needed to complete the action.</p> <p>As a first step, there was a period of information gathering and interviews with the people presently involved in foreigners' support (both students and researchers), to identify their profiles (students, researchers hired as teaching staff, researchers funded by research projects, visiting researchers) and define the common and distinct support needs for each profile.</p> <p>Bearing in mind that the final location for researcher's positions are mainly engineering Schools, and that some of these Schools already offer some support services to foreigners, a survey was conducted among the UPM's engineering Schools to gather information about the kind of support that was presently offered. https://tinyurl.com/wye3p8ch</p> <p>The analysis of the results of the survey revealed that the support offered at the schools' services preferably was provided to incoming mobility students, and to a lesser extent to foreign researchers staying temporarily at the Centre. The needs of the remaining profiles were not covered (foreign students doing doctoral studies at the UPM, foreign lecturers hired by the UPM, foreign researchers hired by the UPM through projects or external funding), with one exception in which foreign students accessing and enrolling in UPM degrees were supported. Before the foreigner arrives at the UPM, only information on visas and accommodation is provided, leaving out other important aspects such as residence permits, health care, obtaining NIE and TIE, or recruitment procedures. These results confirmed the need to centralize the support in a specific office and expand the services. https://tinyurl.com/42yjs3rs</p> <p>The next step was the design of the new Central Unit for the Reception of Foreign researchers (CURF) and the identification of the necessary personnel profiles. https://tinyurl.com/67awhdkb</p>
--	--	--	--	---	--

						<p>Finally, UPM, initiated the provision of the new CURF with qualified personnel. On the 25th of April 2024, the UPM's Governing Board approved the modification of the staff positions, with two new positions assigned to the CURF. https://tinyurl.com/yptf8y5w</p> <p>After completing a selection process, one of the positions has already been covered starting 1st of July 2024.</p> <p>For the next months a specific web site for the CURF will be published, the new staff will get familiar with all the services currently offered in other units, and the CURF will be officially open to foreign researchers. Two new actions were designed to foster this initiative (A25 and A26).</p>
A8. TRANSLATE JOB OFFERS AND CONTRACTS TO ENGLISH.	5,10, 12,13 , 15, 24, 26	Q1-Q2 2020	VR AE	<p>T: All foreign researcher sign contracts in English</p> <p>I: 100% Contracts and job offers written in English.</p> <p>I: 100% of foreign researcher s sign the contract in English.</p>	COMPLETED	<p>All necessary documents for contracting were translated to English. https://tinyurl.com/5y9yddnf</p> <p>Currently, all non-Spanish native language researchers sign English translations of the contracts and additional documentation.</p> <p>All job offers are published at least partially in English, following the job offer model https://tinyurl.com/mumnsy2f</p>

A9. IMPROVE THE DIFFUSION OF UPM'S TRAINING OFFERS AND ADDRESS THE TRAINING OFFER TO ALL RESEARCH PROFILES.	3, 5, 9, 31, 33, 36, 37, 38, 39, 40	Q3-Q4 2020	VR RID	<p>T: Researcher s know new training offer</p> <p>I: At least 20% of New training contents offer.</p> <p>I: Public engagement website published.</p> <p>I: Self-funded research programme list published.</p> <p>I: Increase at least 50% attendance of R1 and R2 researchers to training courses</p>	COMPLETED	<p>Since the upload of the interim self-evaluation report, two of the indicators: the increase in the training contents offer, and the increase in the attendance of the R1 and R2 researchers to training courses, have been analyzed.</p> <p>Collected data shows that the training contents offer has increased a 83% from 2019 to 2024.</p> <p>Regarding attendance of R1 and R2 researchers to training courses, we must differentiate between the training offer coordinated by the Doctorate School, which is targeted to the R1 profile, and the training offer coordinated by other UPM's units (Mesa de Formación, Instituto de Ciencias de la Educación-ICE, Gabinete de Teleenseñanza-GATE), which is targeted to the whole UPM's community, including R2 researchers.</p> <p>The training offer at the pre-doctoral level include the specific training offer for each Doctoral Programme https://tinyurl.com/e8773spr (as an example, see the training offer of the Software, Systems and Computation Doctoral Programme https://dssc.fi.upm.es/en/actividades.php), and the training offer of the Doctorate School, which covers more transversal topics for all programs https://tinyurl.com/3jb2z6j9 and is communicated to R1 researchers via a periodic newsletter (as an example, see the announcements for the first months of 2024 https://tinyurl.com/y57yuwds). Every R1 researcher enrolled in a Doctoral Programme must complete a set of courses that guarantees the acquisition of mandatory competences. Therefore, 100% of R1 researchers attend at least the pre-doctoral courses.</p> <p>Regarding the common UPM's training offer, we found difficulties in the identification of the research profiles of the attendants to the courses, given that this information was not explicitly requested in enrolment forms, and it is dynamic information that might be different at present and at the time of enrolment. We plan to modify the</p>
--	-------------------------------------	------------	--------	---	-----------	---

						<p>enrolment method to be able to track precisely how the training offer is reaching different segments in the researcher population.</p> <p>We can say that the training offer is well known by researchers (according to the recent awareness survey conducted among researchers, 73,81% declare being aware of the ICE's training offer, 71,43% are aware of the GATE's offer, and 38,10% are aware of the Mesa de Formación's offer - question S6P1), and 61,11% declare having participated in some of the training opportunities - question S6P3.</p> <p>A new action has been included in this action plan to Improve analysis of participation in the training events. (A24)</p>
A10. PUBLISH A CATALOGUE OF SCIENTIFIC INFRASTRUCTURES.	23	Q1-Q2 2021	VR RID	<p>T: Researchers has centralized information about infrastructure available</p> <p>I: Scientific infrastructures catalogue published.</p> <p>I: Number of downloads /consultations.</p>	COMPLETED	<p>UPM has a centralized I+D+i Observatory in which the catalogue research structures and infrastructures can be accessed. https://www.upm.es/observatorio/vi/index.jsp</p> <p>It includes a link to the Digital Innovation Hub, in which a catalogue of infrastructures is available. https://www.upm.es/recursosidi/en/</p> <p>There is a description for each scientific infrastructure, and the possibility to filter the contents according to several criteria. (as an example, see Zeiss-evo-10-sem) https://www.upm.es/recursosidi/en/infraestructura/zeiss-evo-10-sem/</p> <p>It was not possible to compute the number of downloads or consultations, since the existing UPM's website technology did not offer this capability. UPM is currently undergoing a full re-design of its website, and a change in the underlying technology. We consider this action complete except for this item, so we have included in our action plan a specific action focused on tracking the use of relevant public resources, including several access counters in pages of interest such as the catalogue of scientific infrastructures. (A27)</p>

<p>A11. LAUNCH A PILOT MENTORSHIP PROGRAM ME.</p>	<p>28, 30</p>	<p>Q3 2019-Q1 2021</p>	<p>VR RID</p>	<p>T: Young researcher mentored</p> <p>I: Evaluation of the alumni of the mentorship service.</p> <p>I: At least 20 mentors</p> <p>I: At least 100 young researchers.</p> <p>I: At least 60% satisfaction with Mentor program in the second year.</p>	<p>COMPLETED</p>	<p>The pilot mentorship program was performed in the 2019-2021 period, coordinated by the Doctorate School, with a total of 8 mentor-mentee couples (lower than expected due to the impact of the COVID pandemic). The evaluation survey conducted at the end revealed a high satisfaction of all participants. 62.5% of the participants preferred the programme to focus on mentoring doctoral students in their final years, compared to 37.5% who thought it was more interesting for doctoral students in their first years. As for which mentors should be involved, 62.5% preferred "senior" researchers with university experience, as opposed to experienced young PhDs, senior researchers from non-university research centers, or researchers or technical professionals from the private sector (choices selected by 12.5% each). https://tinyurl.com/5n7u9cu</p> <p>We consider this action completed, as the pilot was indeed launched and positively evaluated. However, in our analysis we identified several barriers that prevented the program from being institutionalized. First, it was hard to recruit mentors from the population of senior researchers, an indicator of the difficulty of sustaining the programme on a long-term voluntary basis. Second, we considered that mentoring should not be focused just on doctoral students (R1) but also R2 researchers, and consequently the Doctorate School could not be the unit in charge of the overall mentoring programme. Third, we consider that mentoring should be a mechanism that opens the mind of researchers towards the wide variety of possible career paths. In this respect, UPM has another very successful mentorship program, the Actuaupm program for business creation. It is an annual competition with 3 phases. In the first phase, the best business ideas are selected. In the second phase, the selected groups receive: seminars and courses for the optimal development of a business plan (marketing, finance, communication, branding, legal framework...); specialized advice thanks to an extensive network of mentors and expert tutors; and conferences and meetings with successful entrepreneurs. In the third phase, the best start-ups created receive: support, access to financing and venture capital, possibility of location in the UPM business center,</p>
--	---------------	------------------------	---------------	---	------------------	--

						<p>and access to a network of contacts. https://www.upm.es/Investigacion/innovacion/CreacionEmpresas/Servicios/Competicion_Creacion_Empresas</p> <p>In addition, UPM has other mentorship programs such as the Excellence mentorship program for young female researchers, https://minasyenergia.upm.es/00-estudiantes/6888-programa-mentoring-de-excelencia.html,</p> <p>A new action has been included in this action plan to Improve guidance on professional career options and opportunities for researchers (A28)</p>
<p>A12. UPDATE THE EXISTING NORMS AND WRITE A GUIDE FOR THE RECRUITMENT OF RESEARCHERS HIRED WITHIN RESEARCH PROJECTS (MANAGED BY THE OTT).</p>	<p>12, 13, 14, 15, 16, 17, 18, 19, 21</p>	<p>Q1-Q3 2020</p>	<p>VR AE</p>	<p>T: UPM recruiting process in compliance with OTM-R</p> <p>I: Updated norm</p> <p>I: Recruitment guide approved.</p> <p>I: At least 50 attendees and on-line participants in OTM-R seminars.</p>	<p>COMPLETED</p>	<p>The action was already completed in the interim self-assessment. The new norm is followed for 100% of the new recruitments since March 2021, with 100% compliance with the OTM-R guidelines in every recruiting process. During 2021,2022 and 2023, 3172 researchers were recruited (an average of about 1000 per year), of which 523 were R2 researchers, 186 were non-residents (with an increasing trend 38-71-77). https://tinyurl.com/54t2mux9</p> <p>Several seminars were carried out to disseminate the OTM-R based current recruitment policies to researchers, with the last one conducted on the 20th of June 2024, with 44 attendants, and a very positive evaluation in the satisfaction survey completed by 29 attendants. A vast majority of respondents considered the contents and quality of presentation excellent or good (29/29), and found the seminar was useful for their professional career (28/29). https://tinyurl.com/z4t9c42n</p>

				I: 100% compliance with the OTM-R guidelines for every recruiting process.		
A13. CREATE THE UPM'S PRIZE FOR SCIENTIFIC DISSEMINATION.	9	Q1-Q2 2021	VR RID	<p>T: Encourage scientific communication</p> <p>I: Prize call disseminated, and prize awarded.</p> <p>I: At least 20 applications received every year.</p>	COMPLETED	<p>The action was already completed in the interim self-assessment.</p> <p>Several prizes for transfer and different outreach calls have been implemented since the HRS4R accreditation was obtained. https://www.upm.es/Investigacion/Programa_Propio_UPM/2024/Lista_doConvocatorias?id=CON12870&fmt=detail</p> <p>The modalities of these prizes are: i) Awards to UPM professors, ii) Innovation and Transfer of Research Results developed at the UPM:.iii) Science and Technology for Society developed at the UPM. Iv) Awards for R&D&I results of UPM professors and researchers: v) Most Cited Scientific Article of the UPM. vi) Most cited scientific article of a doctoral thesis developed and defended at the UPM.</p> <p>A total of 29, 36 and 32 applications were received for these prizes in 2021, 2022 and 2023, respectively. https://tinyurl.com/yn64yy3s, https://tinyurl.com/y65xi2vj,</p>
A14. OFFER SUPPORT FOR PROFESSIONAL CAREER	28, 30	Q1 2020-Q4 2024	VR RID	T: Provide support to researchers on their professional career	COMPLETED	This action is strongly linked to A11 (related to mentorship), as mentorship is one of the possible mechanisms to support professional career development.

DEVELOPMENT.				<p>I: Publication of the map of professional career options.</p> <p>I: At least 100 attendees and on-line participants in training activities on “professional research career options”</p>	<p>To support industry-oriented professional careers, UPM has extensive experience in the planning and execution of activities linked to the promotion of technological innovation and technology transfer to the productive industry. To that end, UPM has specialized units whose aim is to manage, promote and market these activities developed by the university community (professors, researchers and students) and to transfer them to public administrations, city councils, NGOs, companies and society in general:</p> <ul style="list-style-type: none"> - CAIT (Center for the Support of Technological Innovation) https://montegancedo.upm.es/Transferencia/CAIT - OTRI (Office for the Transfer of Research Results) https://www.upm.es/Investigacion/innovacion/OTRI - Business Center. With this initiative, the UPM wishes to promote quality and highly qualified employment, develop research work that benefits society, collaborate actively and in solidarity with the development of the business of the Community of Madrid and generate wealth for our region. Our aim is to foster collaboration with the industrial environment and the partnerships of public and private entities that choose to be strategic associates of the UPM in research and innovation and are installed in one of the UPM’s Business Centre premises. https://ce.upm.es/en/home/ <p>The transfer of researchers out of the academia is facilitated by the organization of annual Virtual Employment Fairs, and several employment events conducted by some of the Schools. https://www.upm.es/Estudiantes/EmpleoPracticas/TalentUPM</p> <p>Management of research is another possible career path that is strongly supported by UPM, offering a very demanded Postgraduate Programme for European Research Managers, which is currently in its 15th edition. https://blogs.upm.es/researchmanager/</p>
---------------------	--	--	--	---	---

					<p>Other units are focused on supporting research careers more oriented towards international collaborations from the academia:</p> <ul style="list-style-type: none"> - OPI (Office for International Projects). Numerous seminars and materials are available to help researchers in the development of their international career. OPI also takes care of the opportunities for international researchers to develop a career at UPM funded by Marie Sklodovska-Curie Actions or the European Research Council. The OPI also incentives and supports researchers to become research evaluators for the European Commission. https://www.upm.es/Investigacion/soporte/OPI https://www.upm.es/Investigacion/soporte/OPI/career https://www.upm.es/Investigacion/soporte/OPI?prefmt=articulo&fmt=detail&id=CON05908 - Research Service. They facilitate access to post-doctoral career funding opportunities. https://www.upm.es/Investigacion/personal/ayudasContratos/contratosPostdoctorales <p>Regarding additional information and training resources, several seminars were carried out to disseminate the professional career options to researchers, with the last one conducted on the 23th of May 2024, with 28 attendants, and a very positive evaluation in the satisfaction survey completed by 14 attendants. A vast majority of respondents considered the contents and quality of presentation excellent or good (14/14), and found the seminar was useful for their professional career (13/14). https://tinyurl.com/32fejxep</p> <p>Previous seminars, support materials developed, and existing tools, can be found at:</p> <ul style="list-style-type: none"> - Seminar conducted the 20th of March 2020 https://tinyurl.com/mu8v4bxz
--	--	--	--	--	---

						<p>- The Events page offers links to different info sessions for researchers, symposiums, conferences, calls for applications, etc. https://www.upm.es/rekursosidi/en/events-working-day-courses/</p> <p>- Reference document on research career paths, edited by FECYT. https://tinyurl.com/5earhmb4</p>
A15. CREATE A UNIFIED JOB OFFER WEBSITE.	13	Q3- Q4 202 0	VR AE	<p>T: All job offers are managed centralized</p> <p>I: Job offer website operative.</p> <p>I: 100% of job offers published on line</p>	COMPLETED	<p>A unified job offer website for researchers has been created, and 100% of job offers are being published there. https://www.upm.es/Investigacion/HRS4R/HRS4R/Empleo</p> <p>In our search for an improved recruiting process, we are developing digital tools to support the different steps of recruiting. Currently there is a first tool (about to be deployed) to digitalize the registration of a new job offer. We are also working in a second tool to finalize the recruitment process and collect all necessary documents and data. In the following months we will initiate the development of a third tool to digitalize the management of the intermediate steps from the job offer publication to the selection of the best candidate, including the presentation and evaluation of candidatures, and communication with candidates. Two new actions have been added to the plan for these new developments (A29, A30).</p>
A16. LAUNCH A CALL FOR THE INCORPORATION AND RETENTION OF TALENTED	26, 25	Every Q3 201 9- 202 4	VR RID	<p>T: Retain talented researchers</p> <p>I: Call launched annually.</p>	COMPLETED	<p>The action was already completed in the interim self-assessment.</p> <p>Several calls for the incorporation and retention of talented researchers are open annually. In the last 3 years (2021 to 2023) a total of 5 calls have been launched with a total of 130 candidates presented and 24 selected candidates. https://tinyurl.com/3sefc7rs</p> <p>The calls belong to the Ramón y Cajal program, the Juan de la Cierva program, and the César Nombela program. There is a specific call in the</p>

RESEARCHERS.				I: At least 5 researchers recruited annually.		<p>UPM's research funding program which is aimed to complement the retribution of Ramón y Cajal and Juan de la Cierva contracted researchers.</p> <p>https://www.upm.es/Investigacion/personal/ayudasContratos/contratosPostdoctorales/RamonCajal https://www.aei.gob.es/convocatorias/buscador-convocatorias/ayudas-contratos-juan-cierva-2023/convocatoria https://gestion3.madrid.org/quadrivium/convocatorias/home/talento?cookieCheck=true https://www.upm.es/gsf/SFS06674</p> <p>Periodically there are also calls for the incorporation of doctors with research profile as permanent professors (I3 Program). In the last years UPM created 8 new positions in 2023 (4 R3 and 4 R4), 4 in 2022 (3 R3 and 1 R4), and 5 in 2021 (4 R3 and 1 R4). https://www.upm.es/Personal/PDI/Concursos/ProfesoresContratados/PermanentesLaborales?id=CON10159&fmt=detail</p> <p>The Ministry of Science, Innovation and Universities has recently approved a new budget for the Program for the Incorporation of Talent in Teaching and Research to the Spanish public universities, in the period 2024-2030. This program is aimed to fund 3.361 R2 teaching and research positions, of which 656 have been assigned to the Community of Madrid.</p> <p>https://www.lamoncloa.gob.es/serviciosdeprensa/notasprensa/ciencia-innovacion-universidades/Paginas/2024/190624-profesores-ayudantes-doctor-universidad.aspx</p>
A17. ELABORATE A WELCOME MANUAL	1,2, 3, 4, 5, 6, 7, 8, 10,	Q2 2020	VR RID	T: All researchers, especially newcomer	COMPLETED	<p>The action was already completed in the interim self-assessment.</p> <p>A Welcome Manual for Researchers was developed, both available in English and in Spanish. It has been available at the UPM's website, and it has been distributed to all new researchers funded by research</p>

FOR RESEARCHERS.	11, 13, 23, 24, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 39, 40.			s, are informed about relevant information I: Published manual. I: Nº of downloads /consultations		<p>projects. https://www.upm.es/Investigacion/HRS4R/HRS4R/Manual https://tinyurl.com/2n7pwbzv Falta enlace a versión en español, una vez maquetada y colgada en la web</p> <p>It was not possible to compute the number of downloads or consultations, since the existing UPM's website technology did not offer this capability. UPM is currently undergoing a full re-design of its website, and a change in the underlying technology. We consider this action complete except for this item, so we have included in our action plan a specific action focused on tracking the use of relevant public resources, including several access counters in pages of interest such as the welcome pack.</p> <p>We have recently built a Welcome Pack that includes several documents of interest for new researchers, including the Welcome Manual, but also the Manual of Good Research Practices (see Action A2) https://tinyurl.com/ty3spn7y.</p> <p>The Welcome Pack will be distributed not only to researchers contracted in projects but also to researchers contracted in teaching positions.</p>
A18 IMPROVE GENERAL OTM-R PROCEDURES.	Responds to evaluator suggestions	Q3 2020 – Q2 2022		T: UPM recruiting process in compliance with OTM-R I: Introduce a distribution list for the communication of	COMPLETED	<p>The action was almost completed in the interim self-assessment, as the UPM recruiting process was fully in compliance with OTM-R starting in March 2021. However, the creation of distribution lists for the communication of job offers was pending.</p> <p>Currently we are re-designing the UPM's website, and the improved job offer website will offer additional tools such as distributions lists, which could not be implemented with the current technology.</p> <p>Moreover, we will offer a common entry point to access both the job offers associated to research projects and the teaching positions which are open for different profiles. https://www.upm.es/Personal/PDI/Concursos</p>

			<p>new job offers.</p> <p>I: Include all the calls for R3 and R4 researchers at the unified job search portal.</p> <p>I: 100% of candidates informed automatically by mail about the selection process, including the evaluation reports for the unselected candidates .</p> <p>I: 100% of the job offers published in English and Spanish.</p>	<p>The publication at the Euraxess platform was initially not imposed as mandatory in the new recruitment regulation, to allow for an adaptation period, but now it is required for all job offers.</p> <p>All the other indicators have been achieved, so we consider this action as completed, and we are including a new action in the plan which is addressing the website re-design and the implementation of the distribution lists. (A29)</p>
--	--	--	---	--

				<p>I: 100% of job offers published at EURAXESS platform.</p> <p>I: Publication of the evaluation criteria for each position.</p> <p>I: OTM-R policy revised and published.</p>		
<p>A19. NORMALISE THE OTM-R'S REGULATIONS FOR THE RECRUITMENT OF RESEARCHERS.</p>	<p>Responds to evaluator suggestions</p>	<p>Q3 2020 – Q2 2022</p>	<p>T: UPM recruiting process in compliance with OTM-R</p> <p>I: Selection and Recruiting OTM-R guide published.</p>	<p>COMPLETED</p>	<p>After the new norm for selection and recruitment was approved, a short manual for recruitment was published and is used by every researcher responsible for recruiting new researchers as well as HHRR staff</p> <p>https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Investigacion/HRS4R/GUIA_RAPIDA.pdf. In addition, all the required templates, model of call</p> <p>https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Investigacion/HRS4R/oferta_de_trabajo_HRS4R.pdf, evaluation forms, etc. are available</p> <p>https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Investigacion/HRS4R/REGLAMENTO_CONTRATACION_CG_25_03_2021.pdf (see anexes)</p>	

				<p>I: Training courses on OTM-R for administrative staff available.</p> <p>I: Training courses on OTM-R for researchers involved in recruiting processes available.</p> <p>I: Basic information on OTM-R included in Welcome Manual</p>		<p>Basic information on OTM-R has been included in the Welcome Manual that every new researcher receives. A Welcome Pack including this Welcome Manual and information on OTM-R principles has been prepared and is delivered by the staff responsible for the contracting of teaching staff and researchers https://tinyurl.com/ty3spn7y.</p> <p>Although there is not a regular training for all the administrators in charge of recruitment given that the set of personnel with this responsibility is quite stable, whenever a new staff incorporates to the research units that can hire researchers, they are trained in OTM-R by their senior colleagues, and they also receive personal assistance as required by the OTT's officer in charge of recruitment.</p> <p>In addition, a set of lessons learned and recommendations collected during the first years of implementation of the recruitment norm were presented in a seminar concerning OTM-R recruitment, in June 2024, and the recording of this seminar is now used as training material for newcomers https://tinyurl.com/6spbt8hv</p>
A20. OPEN SCIENCE CALL TO SUPPORT JUNIOR AND SENIOR RESEARCHERS:	Responds to evaluator suggestions	Q3 Q4 2020		T: Support Open Science policy (following evaluators recommendation although not diagnosed)	COMPLETED	<p>The UPM's policy on open access was approved by the Governing Council in October 2010 (https://www.upm.es/sfs/Rectorado/Vicerrectorado%20de%20Tecnologias%20de%20la%20Informacion%20y%20Servicios%20en%20Red/Servicio%20de%20Biblioteca%20Universitaria/Sostenibilidad/Acceso%20Abierto/Politica_de_acceso_abierto_UPM.pdf). Since then, several actions have been carried out to promote open access publication:</p> <ul style="list-style-type: none"> An open science webpage was launched describing UPM's position and facilities to support open science

				<p>I: Nº of candidates to the Open Science Call</p> <p>I: Increase in the % of papers published in open access (at least 25% annual)</p>	<p>https://www.upm.es/UPM/Biblioteca/SostenibilidadODS/accesoabierto</p> <ul style="list-style-type: none"> • Every year, two internal funding calls are open to support the payment of open access fees in Q1 journals https://www.upm.es/Investigacion/Programa_Propio_UPM/2024/Lista_doConvocatorias?id=CON07482&fmt=detail • In 2020 the UPM resolved to finance a four-year internal project dedicated to this aim led by one of the most experienced researchers in the area. Through this Project the University is performing and designing an institutional strategy (see final report https://tinyurl.com/pcaf3w6t) • The international research office pays special attention in guides https://tinyurl.com/bdfjp9a2 and working documents and organizes webinars on the subject. • The UPM maintains an open access repository of publications and research results https://oa.upm.es/ which currently holds about 60000 items https://tinyurl.com/y3352r93. The contents are recollected by the Spanish National Aggregator Recolecta https://recolecta.fecyt.es/ and also by the UE aggregator https://explore.openaire.eu/ • The UPM through Conference of Rectors of Spanish Universities (CRUE) has signed transformative agreements with the main editors (https://www.crue.org/proyecto/acuerdos-con-editoriales/) so that the APC (Article Processing Charges) are paid by the university, with no additional cost to individual researchers. • A seminar was organized in April 2024 on Good Research Practices and Open Science, with 161 attendants. <p>The analysis of the current status is based on several indicators:</p>
--	--	--	--	--	---

						<p>- Participation in the call for funding OA publishing in Q1 journals (https://tinyurl.com/bv4s5nxc)</p> <p>- Number of items in the open access institutional repository (currently about 60000 items https://tinyurl.com/y3352r93)</p>
A21: TRAINING CATALOGUE UPDATED:	Respon ds to evalua tor sug gestions	Q3 202 2 – Q1 202 3		<p>T: Provide enhanced training offer in soft skills (following evaluators recommendation although not diagnosed)</p> <p>I: % of new courses</p> <p>I: At least 70% of the researchers attend to presential and online training courses</p> <p>I: At least 60%</p>	COMPLETED	<p>Following the evaluator's suggestion, an action was planned to improve the training offer on soft skills, complementing the already existing training catalogue offered by the UPM's ICE (Institute for Education Science) (which is open to all faculty and researchers), GATE (Office for Educational Technologies), and the IDS (International Doctoral School) (which is mainly oriented towards R1 researchers).</p> <p>A total of 21 new courses on soft skills have been offered in the period 2021-2024, with a total of 152 attendees in 2021-2023 (data from 2024 still not consolidated). https://tinyurl.com/22azzfp5</p> <p>The satisfaction of the UPM's researchers with the training catalogue has been tested in several ways:</p> <ul style="list-style-type: none"> - Five questions (30-34) in the professors' survey that is regularly conducted every two years. The average satisfaction with the training was 6,97/10 in the last survey of 2022 (2024 survey is ongoing). - A specific set of questions in the HRS4R awareness survey conducted in April-June 2024 more than a 70 % of researchers knew the present UPM's training opportunities and 85% considered that the present training is very good or excellent. <p>According to these metrics, UPM's researchers are quite satisfied with the current training catalogue.</p>

				satisfac n with the UPM's raining Catalogue		A new action has been included in this action plan to Improve guidance on professional career options and opportunities for researchers, which will also improve our training offer (A28)
<p>A22. INCREASE AWARENES S OF HRS4R AND OTM-R</p> <p>This action is centered both at the analysis of the awareness situation and evolution of HRS4R and OTM-R and the actions organized to increase it.</p> <p>A specific working group was previously created and it has been leading some actions during 2023 and 2024</p>	ALL	Q1 202 3– Q4 203 0	WG on Awarenes, (leader) Steering Group	<p>T: Increased awareness of HRS4R and OTM- R in the research communit y and HR services</p> <p>T: Actions for increasing awareness on HRS4R and OTM- R completed</p> <p>T: Actions and indicators defined to measure awareness on HRS4R and OTM- R completed</p>	NEW	

<p>period, particularly the design of an awareness survey that has been performed in 2024, and the organization of a cycle of seminars.</p> <p>As this actions begin to be executed we expect that the level of awareness at UPM will show a positive evolution. The awareness level indicators will be formally measured and analyzed. Indicators will be segmented for different</p>				<p>I: At least one seminar about HRS4R and OTM-R organized per year</p> <p>I: At least one method for information collection on HRS4R and OTM-R awareness run every two years</p> <p>I: Awareness level indicators achieved</p>		
--	--	--	--	---	--	--

researcher profiles.						
<p>A23. PROMOTE APPLICATION OF THE PROCEDURE FOR THE EVALUATION OF R2 RESEARCHERS FUNDED BY RESEARCH PROJECTS</p> <p>This action will be executed in coordination with A22 concerning with the promotion of awareness of the R2 evaluation procedure.</p> <p>As we promote the application of the procedure, we expect</p>	11	Q1 2025 – Q2 2026	WG on evaluation of researcher (leader), Steering Group	<p>T: Increased awareness of the R2 evaluation procedure implemented</p> <p>T: Actions to promote the application of the procedure are systematically executed</p> <p>T: Mechanisms to track the participation in the program are designed and implemented</p>	NEW	

<p>to observe a positive trend in participation</p>				<p>I: All new hired R2 researchers and their supervisors receive information about the evaluation procedure</p> <p>I: Participation in the evaluation program of the 80% of the R2 researchers</p>		
<p>A24. IMPROVE ANALYSIS OF PARTICIPATION IN THE TRAINING EVENTS</p> <p>The diffusion of the training offer has been improved</p>	<p>3, 5, 9, 31, 33, 36, 37, 38, 39, 40</p>	<p>Q1 2025 – Q1 2026</p>	<p>WG training (leader), VR Research (EID, OPI), VR Digital Transformation (GATE), VR Staff (Mesa Formación), ICE</p>	<p>T: Mechanisms to track the participation in the training events are designed and implemented</p> <p>T: The participati</p>	<p>NEW</p>	

<p>(action A9) as well as the content of the training catalogue (action A21). Now we would like to improve our capability to analyze how the training offer is reaching different segments in the researcher's population. As a result of this analysis, we might identify the need of further diffusion actions, or further improvements in the training catalogue.</p>				<p>on of different research profiles in training events is systematically tracked</p> <p>I: Report on participation in training offer is produced annually</p> <p>I 20% increase in the performance of training courses</p>		
<p>A25. IMPLEMENT NEW WEBSITE</p>		<p>Q3 2024 – Q2</p>	<p>WG on Welcome and Orientatio</p>	<p>T: CURF website is complete and</p>	<p>NEW</p>	

<p>FOR THE CENTRAL UNIT FOR THE RECEPTION OF FOREIGN RESEARCHERS (CURF)</p> <p>A specific working group responsible of improving our welcome and orientation practices has already been created and it has been leading some actions during 2023 and 2024, particularly the design of the new CURF.</p> <p>Once the CURF has been created and staff has</p>	<p>18, 29</p>	<p>2025</p>	<p>n (leader), VR Internationalization, VR Digital Transformation</p>	<p>operationa l</p> <p>T: CURF website is systematically updated as necessary</p> <p>I: Number of accesses to the website</p> <p>I the 100% of the International researchers were informed at the CURF</p>		
--	---------------	-------------	---	--	--	--

<p>been assigned, the design and implementation of a new website that serves as initial orientation for new foreign researchers is on course.</p> <p>The staff at the CURF will maintain the website to guarantee its completeness and correctness</p> <p>The website should track the number of accesses. We expect to observe an increase in the number of accesses as</p>						
--	--	--	--	--	--	--

the website is published.						
<p>A26. ANALYSIS OF ACTIVITY IN THE CENTRAL UNIT FOR THE RECEPTION OF FOREIGN RESEARCHERS (CURF)</p> <p>The goal of this action is to collect and analyze information about the activity carried out in the new CURF.</p> <p>With the analysis of this information we hope to discover weaknesses in how UPM guides and welcomes foreign</p>	18, 29	Q1 2025 – Q4 2029	WG on Welcome and Orientation (leader), VR Internationalization	<p>T: CURF activity is monitored</p> <p>T: Analysis of CURF activity reveals improvement opportunities</p> <p>I: Number of interventions by activity type</p> <p>I: Number and classification of incidents</p>	NEW	

<p>researchers, highlighting the areas where additional information and guidance should be provided (via websites or staff), and gathering data on the most frequent problems that this population faces in order to motivate additional new actions in our HRS4R strategy.</p>						
<p>A27. TRACK AND ANALYZE ACCESS TO RELEVANT PUBLIC RESOURCES</p> <p>A full re-design of</p>	<p>23, 24</p>	<p>Q1 2025 – Q4 2029</p>	<p>WG on follow up (leader), VR Digital Transformation</p>	<p>T: A list of relevant public resources for the HRS4R is defined</p> <p>T: Access and</p>	<p>NEW</p>	

<p>the UPM’s website is in progress. The new website will implement a set of access and download counters for those public resources that are considered as relevant for the HRS4R.</p> <p>The Working Group on Follow Up will be responsible of periodically collecting and analyzing the counters and, if necessary, suggesting new improvement actions.</p>				<p>download counters are operational</p> <p>T: Access and download data are systematically analyzed</p> <p>I: Number of accesses/downloads to relevant public resources</p>		
--	--	--	--	---	--	--

<p>A28. IMPROVE GUIDANCE ON PROFESSIONAL CAREER OPTIONS AND OPPORTUNITIES FOR RESEARCHERS</p> <p>Following work performed regarding actions A14 (Offer support for professional career development) and A11 (Launch a pilot mentorship programme), we envision a section in our website that is specifically devoted to guidance on professional</p>	<p>28-30</p>	<p>Q1 2025 – Q4 2028</p>	<p>WG on Professional Career (leader), VR Research (leader), VR Teaching Staff. VR Students</p>	<p>T: Section on professional career guidance is operational in the HRS4R’s website</p> <p>T: Training on professional career paths</p> <p>T: Contact points for professional career guidance are designated</p> <p>I: Number of attendants to professional career paths training events increase in a 20%</p>	<p>NEW</p>	
---	--------------	----------------------------------	---	--	------------	--

<p>career options and opportunities, with links to the resources and units that play a role for different career paths.</p> <p>A list of contact points for different career paths will be designated within UPM. Their role will be interacting with researchers and providing them with guidance on relevant options and opportunities.</p>						
<p>A29. DIGITALIZE THE</p>	<p>12, 13</p>	<p>Q1 2023 – Q4</p>	<p>WG on hiring and evaluation of</p>	<p>T: Registration of new</p>	<p>NEW</p>	

<p>RECRUITMENT PROCESS</p> <p>In our search for an improved recruiting process, we are developing digital tools to support the different steps of recruiting. Currently there is a first tool (about to be deployed) to digitalize the registration of a new job offer. We are also working in a second tool to finalize the recruitment process and collect all necessary documents and data.</p>	<p>14</p>	<p>2027</p>	<p>researchers (leader), VR Digital Transformation</p>	<p>job offers digitalized</p> <p>T: Finalization of recruitment process digitalized</p> <p>T: Presentation of candidatures and selection of best candidate digitalized</p> <p>T: Distribution lists implemented</p> <p>I: 100% of recruitment processes fully digitalized</p>		
---	-----------	-------------	--	---	--	--

<p>In the months to come we will initiate the development of a third tool to digitalize the management of the intermediate steps from the job offer publication to the selection of the best candidate, including the presentation and evaluation of candidatures, and communication with candidates</p>						
<p>A30. IMPROVE ANALYSIS OF THE RECRUITMENT PROCESS</p>	<p>12, 13, 14, 15, 16, 17,</p>	<p>Q1 2028 – Q4 2029</p>	<p>WG on hiring of researchers (leader), VR Research,</p>	<p>T: Mechanisms to collect and analyze data</p>	<p>NEW</p>	

<p>Following the digitalization of the recruitment process (action A28) we will increase our capability to extract and analyze relevant data on the recruitment process.</p> <p>We expect to analyze process performance data (number of offers, resolution time, incidents, etc.) as well as OTM-R-related recruitment indicators (number of applicants, distributions by country, gender, qualification</p>	<p>18, 19, 20, 21</p>		<p>Steering Group</p>	<p>regarding the recruitment process are designed and implemented</p> <p>T: Data on the recruitment process are systematically tracked and analyzed</p> <p>I: Report on recruitment process analysis is produced annually</p>		
---	-----------------------	--	-----------------------	---	--	--

s, funding projects, selection criteria, etc.)						
<p>A31. WELCOMING DIVERSITY</p> <p>Beyond the promotion of gender equality in research, innovation and doctorate (action A5), the UPM enforces all kinds of diversity in their human research resources. Accessibility of infrastructures and resources should be guaranteed.</p>	10	Q1 2026 – Q4 2029	WG on follow up (leader), VR Research, Equality Unit, Disability Office	<p>T: Indicators to analyze diversity in HRS4R are designed</p> <p>T: Indicators on diversity are systematically tracked and analyzed</p> <p>I: Report on human research resources diversity is produced bi-annually</p>	NEW	
<p>A32. RESEARCH</p>	2, 7	Q1 2025 –	WG on professional aspects	T: Researchers are	NEW	

<p>SUSTAINABILITY</p> <p>This action aims to advance in the promotion of the DNSH (Do Not Significant Harm) principle in research and the consideration of sustainability in research projects.</p>		<p>Q4 202 7</p>	<p>(leader), VR Research, VR Quality</p>	<p>aware of and apply research sustainability principles and practices</p> <p>T: A guide for researchers to conduct sustainable research is prepared</p> <p>I: Training offer for researchers covers research sustainability</p> <p>I: Guide for research sustainability is published</p> <p>I: Awareness of research sustainability</p>		
---	--	-------------------------	--	--	--	--

				principles and support resources		
<p>A33. OPEN SCIENCE AND CITIZEN SCIENCE</p> <p>This action aims to advance in the implementation of open science principles throughout UPM, beyond open access, and particularly by providing support and orientation for citizen science initiatives.</p>	3, 9	Q1 2025 – Q4 2027	WG on professional aspects (leader), VR Research	<p>T: Researchers are aware of and apply open science principles</p> <p>T: A guide for researchers to conduct citizen science is prepared</p> <p>T: A registry of citizen science initiatives is created</p> <p>I: Training offer for researchers covers open science and citizen science</p>	NEW	

				<p>I: Guide for citizen science is published</p> <p>I: Entries in the registry of citizen science initiatives</p> <p>I: Awareness of open science principles and support resources</p>		
<p>A34. RESEARCH ETHICS</p> <p>Two issues have been selected for further advancement in the diffusion and promotion of ethics good</p>	2,3	Q1 2025 – Q4 2027	WG on professional aspects (leader), VR Research	<p>T: Researchers know how to identify and manage conflicts of interest</p> <p>T: Protocols are in place to prevent,</p>	NEW	

<p>research practices:</p> <p>Proper management of conflicts of interest</p> <p>Prevention of fraud in research</p>				<p>detect and deal with fraud in research</p> <p>I: Training offer for researchers covers conflicts of interest and fraud</p> <p>I: Protocols for dealing with conflicts or interest and fraud are published</p>		
--	--	--	--	--	--	--

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

<https://www.upm.es/Investigacion/HRS4R/HRS4R>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

Actions 3, 8, 12, 15, 18, and 19, of the action plan are related with the implementation of OTM-R

Recruitment process

A new OTM-R recruiting norm was published. This new norm is followed for 100% of the new recruitments since March 2021, with 100% compliance with the OTM-R guidelines in every recruiting process. During 2021,2022 and 2023, 3172 researchers were recruited (an average of about 1000 per year), of which 523 were R2 researchers, 186 were non-residents (with an increasing trend 38-71-77). Currently, all non-Spanish native language researchers sign English translations of the contracts and additional documentation.

A short manual for good practices in recruitment was published and is used by every researcher responsible for recruiting new researchers as well as HHRR staff. In addition, all the required templates, model of call, evaluation forms, etc. are available in Spanish and English.

New digital tools are being developed to support the recruitment process. Presently the digitalization of the publication of new offers is achieved. A second tool to finalize the recruitment process and collect all necessary documents and data is under development. In the following months a third tool to digitalize the management of the intermediate steps from the job offer publication to the selection of the best candidate, including the presentation and evaluation of candidatures, and communication with candidates will be available.

Job offers

A unified job offer website for researchers has been created, and 100% of job offers are being published there. All job offers are published at least partially in English, following the job offer model.

We are including a new action in the plan which is addressing the website re-design and the implementation of the distribution lists for job offers.

Training in OTM-R

In addition to the seminars performed previously to the intermediate report about OTM-R, a new seminar in which the importance of OTM-R recruiting in the research organizations was performed on June 13 2024 with 44 attendants. The recording of this seminar is now used as training material for newcomers.

Although there is not a regular training for all the administrators in charge of recruitment given that the set of personnel with this responsibility is quite stable, whenever a new staff incorporates to the research units that can hire researchers, they are trained in OTM-R by their senior colleagues, and they also receive personal assistance as required by the OTT's officer in charge of recruitment.

Dissemination

Basic information on OTM-R has been included in the Welcome Manual that every new researcher receives. A Welcome Pack including this Welcome Manual and information on OTM-R principles has been prepared and is delivered by the staff responsible for the contracting of teaching staff and researchers.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

<https://www.upm.es/Investigacion/HRS4R/HRS4R>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

From the 21 actions of the action plan 20 were fully completed

- A1. HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP.
- A2. WRITE THE UPM'S MANUAL OF GOOD RESEARCH PRACTICES.
- A3. WRITE A MANUAL IN GOOD RECRUITMENT PRACTICES.
- A4. IMPROVE THE CONTROL AND EVALUATION SYSTEMS OF TEACHING ACTIVITY.
- A5. ANALYSE THE PARTICIPATION OF WOMEN IN RESEARCH, INNOVATION AND DOCTORATE.
- A6. ESTABLISH PROCEDURES FOR THE OFFICIAL EVALUATION OF R1 AND R2 RESEARCHERS HIRED WITHIN RESEARCH PROJECTS.
- A8. TRANSLATE JOB OFFERS AND CONTRACTS TO ENGLISH.
- A9. IMPROVE THE DIFFUSION OF UPM'S TRAINING OFFERS AND ADDRESS THE TRAINING OFFER TO ALL RESEARCH PROFILES.
- A10. PUBLISH A CATALOGUE OF SCIENTIFIC INFRASTRUCTURES.
- A11. LAUNCH A PILOT MENTORSHIP PROGRAMME.
- A12. UPDATE THE EXISTING NORMS AND WRITE A GUIDE FOR THE RECRUITMENT OF RESEARCHERS HIRED WITHIN RESEARCH PROJECTS (MANAGED BY THE OTT).
- A13. CREATE THE UPM'S PRIZE FOR SCIENTIFIC DISSEMINATION.
- A14. OFFER SUPPORT FOR PROFESSIONAL CAREER DEVELOPMENT.
- A15. CREATE A UNIFIED JOB OFFER WEBSITE.
- A16. LAUNCH A CALL FOR THE INCORPORATION AND RETENTION OF TALENTED RESEARCHERS.
- A17. ELABORATE A WELCOME MANUAL FOR RESEARCHERS.
- A18 IMPROVE GENERAL OTM-R PROCEDURES.
- A19. NORMALISE THE OTM-R'S REGULATIONS FOR THE RECRUITMENT OF RESEARCHERS.
- A20. OPEN SCIENCE CALL TO SUPPORT JUNIOR AND SENIOR RESEARCHERS:
- A21: TRAINING CATALOGUE UPDATED:

And only one of them is still in progress

- A7. CREATE THE CENTRAL UNIT FOR THE RECEPTION OF FOREIGN RESEARCHERS.

A set of new actions are proposed for the new implementation period:

Actions derived from the former action plan:

- A23. PROMOTE APPLICATION OF THE PROCEDURE FOR THE EVALUATION OF R2 RESEARCHERS FUNDED BY RESEARCH PROJECTS
- A24. IMPROVE ANALYSIS OF PARTICIPATION IN THE TRAINING EVENTS
- A25. IMPLEMENT NEW WEBSITE FOR THE CENTRAL UNIT FOR THE RECEPTION OF FOREIGN RESEARCHERS (CURF)
- A26. ANALYSIS OF ACTIVITY IN THE CENTRAL UNIT FOR THE RECEPTION OF FOREIGN RESEARCHERS (CURF)

- A27. TRACK AND ANALYZE ACCESS TO RELEVANT PUBLIC RESOURCES
- A28. IMPROVE GUIDANCE ON PROFESSIONAL CAREER OPTIONS AND OPPORTUNITIES FOR RESEARCHERS
- A29. DIGITALIZE THE RECRUITMENT PROCESS
- A30. IMPROVE ANALYSIS OF THE RECRUITMENT PROCESS

Actions derived from the new HRS4R criteria from the new European researchers chart:

- A31. WELCOMING DIVERSITY
- A32. RESEARCH SUSTAINABILITY
- A33. OPEN SCIENCE AND CITIZEN SCIENCE
- A34. RESEARCH ETHICS

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

For the internal review, the following actions were carried out:

- Consultants were hired to support the Steering Committee
- An "Intermediate Evaluation Commission" was created, consisting of the technical secretariat, HHRR staff involved in the implementation and team of consultants.
- New members to the OTM-R and HRS4R working groups were appointed.

The reaccreditation review was prepared gradually for 12 months. A document explaining the evolution of the fulfilment of indicators was prepared to help in the follow up of the process. Once the current situation map and indicators was prepared, numerous meetings were held to identify improvements in the action plan and prepare the current evaluation.

Reaccreditation Review Templates were written and the Steering Committee was informed and approved its content. The deliverable documents were reviewed ensuring that they contain the contents provided, the procedures, etc. 3 months before the evaluation, a survey was launched aimed to selected staff researchers to collect information on the level of knowledge of the HRS4R award.

How have you involved the research community, your main stakeholders, in the implementation process? *

The research community participates at different levels:

- 1) Steering Committee: its members (from the University's government team) are also researchers, mainly R4.
- 2) Implementation working group: Is the HRS4R's technical office, led by Dr. Asuncion Gómez Vice rector of Research, Transference and Doctorate and Dr. Alberto Garrido Vice rector of Quality, is made up of members with marked research activity.
- 3) The research community was informed of the progress of the implementation of the action plan through a) the updated website, b) periodic newsletters, c) information sessions in the faculties, d) online seminars, etc. Meetings have been and will be organized (seminars, conferences, etc.) in which researchers actively participate.
- 4) The research community was consulted through an online survey to detect the level of knowledge of the implementation of the HRS4R action plan.

As seen, researchers and administrative staff are members of the implementation working group.

Research Groups, Centers and Institutes Managers are instrumental in implementing the Action plan. They provide insight opinion and suggestions. Consultations were made also with President of the Union of Professors about the OTM-R-Regulation.

A broad communication effort is being made at all levels of the organization to explain, create awareness and involve the UPM research and non-research community.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The implementation working group (IWG) meets systematically almost once a month. The meetings are developed in an efficient way with an agenda of topics to be discussed and consensus notes on the decisions taken. In addition, a virtual folder is available to file meeting notes, working material, intermediate documents and final results. https://drive.upm.es/index.php/s/5FvsavUD0LhiWyY?path=%2FHRS4R_2021%2FA1.%20HRS4R%20Kick-off%2C%20awareness%20and%20follow-up%2FSTEERING%20COMMITTEE. The IWG reports regularly to the Steering Committee (SC) as two of the IWG members are also members of the SC (Ms. Asunción Gomez and Mr. Alberto Garrido), in this case the governance team.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

The recruitment Regulation is already approved by the UPM's Governing Council, and will be included in the next updating of the UPM's strategic plan.

The implementation of the HRS4R action plan is not specifically included in the Strategic Plan 2017-2020 Document, However, the new 2021-2024 strategic plan is being drawn up where HRS4R will have an important place. Rector's Cisneros Electoral Programme, for the election on Oct. 2020, included a reference to implementing the HRS4R Action plan

The commitment to follow HRS4R criteria, extends throughout the university as other initiatives leverage the importance and need for the HRS4R's accreditation such as:

- 1) European Universities: The initiative of the European Commission, in which UPM participates through the EELISA alliance, leads to actions for the mobility of researchers, among many others. To achieve this, all the European universities of the consortium are obliged to comply with their own HRS4R strategies.
- 2) Initiatives of scientific excellence such as the Severo Ochoa-María de Maeztu call from the Ministry of Science, oblige their candidates to comply with the HRS4R criteria, UPM has centers recognized with this distinction.
- 3) Private calls such as La Caixa Research, only finance positions of researchers for those institutions that comply with HRS4R.

This confluence of internal and external interests at the UPM makes the commitment unavoidable.

How has your organisation ensured that the proposed actions would be also implemented? *

There is a strong institutional commitment. Professors and Staff holding key positions are sensitive to changes that must be implemented and are committed to their achievement.

Furthermore, to ensure the implementation of actions in a timely manner, efforts are made to allocate enough internal resources. In this sense two new recruitments were carried out at the OTT, an administrator officer and a OTT's link advisor for the Vice Rectorate

How are you monitoring progress (timeline)? *

The leadership and direction of the whole process is being headed by two Vice rectors at UPM. The monitoring is carried out by Mr. Alberto Garrido, Vice Rector of Quality and Efficiency, which is responsible for monitoring the development of indicators and reports every six months. Performance indicators chosen for each action are reviewed every six months, and reported to the Steering Committee, which take corrective measures in case of deviation in time or scope.

How will you measure progress (indicators) in view of the next assessment? *

To pursue with the ongoing actions, indicators will be revised and adapted, this will not substantially change the current working schedule, as most of these pending actions will be completed at the end of 2021.

How do you expect to prepare for the external review? *

The next evaluation will be conducted by the same members of the current “Internal Evaluation Committee”, with the help of the Working Group and reported to the Steering Committee. This will be carried out by reviewing the progress of the Project in accordance to the commitments of the Action Plan, the revision of indicators’ reports, and compliance with roadmaps for each action. With this, an interim report after 12 months of activity will be drafted and a final report matching with the 5th year will be prepared, as is set in the new procedures. For these reports the evaluation templates available in Euraxess will be used.

In addition, an evaluator from Euraxess will perform a pre-evaluation to prepare the UPM for the onsite evaluation.

Additional remarks/comments about the proposed implementation process