

An official EU website

How do you know?

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Internal Review**Case number:** 2019ES412953**Name Organisation under review:** Universidad de Granada**Organisation's contact details:** Hospital RealCuesta del Hospicio s/n18071 Granada (Spain), Granada**Submission date to the European Commission:** 31/10/2019**1. Organisational Information**

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

STAFF & STUDENTS**FTE**

<input type="checkbox"/> An official EU website	FTE	How do you know?
STAFF & STUDENTS		
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	4045	
Of whom are international (i.e. foreign nationality) *	128	
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	501	
Of whom are women *	1634	
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	3461	
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	72	
Of whom are stage R1 = in most organisations corresponding with doctoral level *	429	
Total number of students (if relevant) *	47026	
Total number of staff (including management, administrative, teaching and research staff) *	5942	
RESEARCH FUNDING (figures for most recent fiscal year)	€	
Total annual organisational budget	428430564	
Annual organisational direct government funding (designated for research)	124235450	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	22597194	
Annual funding from private, non-government sources, designated for research	2153265	

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

The University of Granada (UGR) is a public university situated in the city of Granada.

How do you know?

This year, over 47,000 undergraduate students will be enrolled on our 89 bachelor's degrees at the UGR, with a further 5000+ students set to enrol on our master's degrees. The UGR has also increased the scope of its postgraduate offerings for the academic year 2019-2020, which now include over 100 master's degrees and 28 doctoral programmes.

Approximately 70,000 individuals – students, researchers, lecturers, and administrative and support staff – are directly linked to the UGR, making it the 4th largest university in Spain.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 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.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

An official EU website
Ethical and professional aspects*

How do you know?



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

In this category, the UGR already fulfils 8 out of 11 of the main obligations to implement the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Specifically, researchers at the UGR consider that they are encouraged to enjoy academic freedom and freedom of expression, and are encouraged to ensure that their research follows the principles of Responsible Research and Innovation and adheres to the principles of sound, transparent and efficient financial management, etc.

Regarding the actions to fulfil the rest of the obligations, the UGR has developed activities to cover the GAPs found in the Initial Phase, such as familiarising teaching staff members in charge of projects and hired researchers with the Code of Good Practice in Research at the beginning of the employment period, providing international candidates with all the information about services at the UGR, etc. Additionally, our researchers consider that the Induction Sessions, which are annually organised, help to increase awareness of research services. All these actions are documented in our Code of Good Practice in Research, which was recently published by the UGR.

Due to a lack of resources, the full implementation of the Code of Good Practice has suffered some delays. Nonetheless, researchers are continuously informed about how to follow this code and make the most of it. However, there are still some aspects missing in the process in order to fulfil all the obligations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. For example, this is the case with regard to public engagement obligations. Currently, there is still a huge lack of awareness about the importance of Bibliometric knowledge and the need to foster the 'immediate' societal impact of research. In order to strengthen the dissemination of research results, a new action has been added to the General Action Plan to try to reduce this GAP.

Remarks (max 500 words)

No major changes are included in this category.

An official EU website
Recruitment and selection*

How do you know?



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Recruitment and selection processes have been developed and improved substantially since we submitted the first HRS4R Action Plan. The UGR strictly follows the principles of the Code of Conduct for the Recruitment of Researchers in most areas. The University of Granada is committed to ensuring that recruitment and selection procedures are fair and transparent. A comprehensive comparison of the merits and experience of applicants is always conducted and they are treated equally throughout the selection process.

The University of Granada recognises the importance of continuously updating and improving our recruitment procedures and human resources strategy. Great efforts have been made to seek transparency, and ensure equal opportunities for all researchers. In particular, the UGR has an Equality and Conciliation Unit responsible for developing, implementing, monitoring and evaluating the Action Plan for Gender Equality. Candidates are to be evaluated without discrimination based on gender; nationality; ethnic or social background; disability; age; religion; sexual orientation; political opinions or their socioeconomic situation. Moreover, 7% of research positions are reserved for people with disabilities. Calls have been adapted to the principles of the Code, and they are published at the international level through the EURAXESS Job Portal. External evaluation committees are also employed, where necessary. Special emphasis is placed on gender balance in all calls, particularly in selection committees and among the candidates applying for the positions. Significant efforts have been made in planning communication activities to encourage women/men to apply in specific calls with a view to seeking gender balance. Furthermore, regarding gender balance in selection committees, the UGR has included mention of the UGR's Action Plan for Gender Equality in all offers of employment.

There is a need to provide candidates with information about the professional development opportunities and career prospects available to them, not only at the University of Granada, but also at other Spanish universities and organisations. Information should also be provided on alternative career options. Additionally, it is important to add that, currently, some of this information is still only available in Spanish, which makes it essential to introduce new actions in the revised Action Plan to produce information in English about recruitment procedures and employment conditions. Finally, in order to retain openness and equality in the recruitment of talented researchers, it is necessary to establish a greater balance between the researchers and trained staff available to support them. A training day to make the OTM-R policy known at our university to those responsible for recruitment issues will be organised annually in order to fulfil these requirements.

Remarks (max 500 words)



An official EU website

How do you know?

Although no major changes are included in this category, some new actions must be included in the Action Plan in order to continue to adjust the recruitment and selection process to the Code of Conduct for the Recruitment of Researchers. All these new actions are presented in-depth in the OTM-R document uploaded together with this form.

An official EU website
Working conditions*

How do you know?



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Regarding the working conditions defined in the Charter and Code, the UGR is fully committed to the principles established in the European Charter of Researchers, adopting measures to ensure staff members have a healthy work-life balance, sufficient holiday leave, and sufficient support in the event of temporary disability. The UGR has an International Welcome Centre that informs researchers about working conditions (as well as social security, taxation, etc.) in Spain and at the UGR. The UGR has also developed a Guide for International Researchers to help researchers with practical matters related to working conditions.

The UGR offers a large number of benefits, services and support opportunities to help researchers in their day-to-day activities. For example, the UGR offers flexible working hours and remote working opportunities to researchers. Digital and online tools and systems enable them to work from home or any other location. This gives them the chance to work from locations other than their place of work, facilitating the mobility of the researcher and their collaboration with other institutions.

Currently, mobility periods are a prerequisite in some external funding instruments and are a vital part of researchers' career advancement. All researchers, independently of the current stage in their career path, must internationalise their research and collaborate with or visit researchers from around the world. This mobility requirement is also part of the UGR's Action Plan in order to encourage researchers to increase their mobility activities, always with the support of the institution.

Additionally, the internationalization of their research directly influences the overall internationalization of the institution, as well as the international reputation of the UGR. In this regard, apart from being the most popular university for Erasmus students, currently the UGR is one of the most highly regarded universities in Spain for doctoral studies. In order to support this attractiveness, it is essential to provide clear instructions on how to apply for positions from abroad and simplify, where possible, application procedures.

Remarks (max 500 words)

No major changes are included in this category.

An official EU website
Training and development*

How do you know?



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Researchers actively participate in the research networks of their fields and in multidisciplinary networks. In order to develop their research careers it is essential that they broaden their networks. This will serve to internationalize their research and their opportunities to collaborate with international researchers and apply for funding for international research periods in a more proactive way.

For UGR researchers, applying for international research funding can sometimes be challenging. Even though researchers are supported by different UGR research services, they require more intensive support when it comes to applying for international research funding. New training sessions have been offered to researchers as part of the HRS4R process. The UGR offers courses on grant writing and project management to researchers in all stages of their career. For example, the UGR also offers courses on the 'Supervision of the doctoral thesis and dissertation' and 'How to write a research paper'. Additionally, all of these courses are documented in an annually published Action Plan for Research Promotion (PPI).

Despite the recent improvements in the orientation and support provided to new employees, there are still some aspects that researchers would benefit from, such as more personalised orientation or plans for career development. Following this principle, a customised individual Career Development Plan (CPD) will be designed for each doctoral student. This will be the first step in order to test this action before extending it to the rest of the research community. The PCDP takes into account factors such as student profiles and previous background, the required training to achieve the research objectives, personal interests, etc. The CDP will be used to identify, organise and plan their careers and will incorporate a clear definition of supervision and mentoring arrangements and career guidance.

Remarks (max 500 words)

The development of a Personal Career Development Plan (PCDP), which is updated annually, is a new action to be created during this second stage of the HRS4R. The PCDP contains in-house personnel training and courses, most of which aim to develop generic skills needed in work. This action will first be applied to doctoral students (Early Stage Researchers, ESR) and, later, will be extended to the rest of researchers, mainly postdocs. The PCDP takes into account factors such as the student's profile and previous background, the required training to achieve the research objectives, personal interests, etc.,

<input type="checkbox"/> An official EU website	How do you know?
---	------------------

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

No changes

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

No changes

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

No strategic decisions may influence the action plan

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 add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

An official EU website
Proposed ACTIONS

How do you know?

Action 1

Specific training on Ethical Principles and Code of Good Practices in Research will be taught in our Internal Training Plan

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	2017	VRKT	Number of seminars / 2

Current Status	Remarks
-----------------------	----------------

IN PROGRESS	A course has been designed together with the Vice-Rectorate for Equality, Inclusion and Sustainability and the different Ethical Committees. Meanwhile, individual and research group courses have also been taught in different faculties.
-------------	---

Action 2

To redact the hired researchers' rights and obligations commitment

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2017	VRKT	Publication of Commitment / October 2017

Current Status	Remarks
-----------------------	----------------

COMPLETED	All the rights and obligations have been included directly in the contract that must be signed by them during the hiring process.
-----------	---

An official EU website
Proposed ACTIONS

How do you know?

Action 3

To require the hired researcher to follow the Code of Good Practices in Research

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2017	VRKT	Number of researchers hired since publication of Code of Good Practice in Research / 1000
Current Status	Remarks		
COMPLETED	Please check the information on the following website: https://www.ugr.es/en/research/hrs4r/code-good-practice		

Action 4

To include in the Welcome Pack all the information referred to working conditions and Rights and Obligations

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2017	IWC	Publication of the Welcome Pack / October 2019
Current Status	Remarks		
COMPLETED	Please check the information on the following website: https://www.ugr.es/en/research/hrs4r/international-guide		

An official EU website
Proposed ACTIONS

How do you know?

Action 5

To hold a welcome meeting for national and international researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2017	IWC, VRKT	Welcome meeting / Once a year
Current Status	Remarks		
COMPLETED	Every year, the University of Granada organises a 2-day Induction Session to explain the activities and services of the University to new researchers and students.		

Action 6

To disseminate the Code of Good Practice in Research (CGPR) among the hired researchers who become part of the UGR

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2017	VRKT	Number of CGPR recipients / 1000
Current Status	Remarks		
COMPLETED	Every time that a new researcher is hired by the University they are provided with a copy of the Code of Good Practice in Research, upon signing their contract. Additionally, a briefing session has been held to inform the community about this resource.		

An official EU website
Proposed ACTIONS

How do you know?

Action 7

Broadcasting mass media will be used, such as medialab, social networks and communication of Videos For Science (A Ciencia Cerca)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	2017	PO, MediaLab	Number of videos / 10

Current Status**Remarks**

IN PROGRESS

For the UGR, the communication of research activities is part of our daily activities. Through the "CanalUGR" News website, a daily newsletter, and diverse communication channels, UGR research activities are made known to the general public. Research news and university news in English is published on:
<https://www.ugr.es/en/about/news/home> and
<https://canal.ugr.es/ugrdivulga/> Please also check the following links for further information: <https://canal.ugr.es/>;
<https://educa.ugr.es/divulgacion-cientifica/a-ciencia-cerca/>
<https://www.youtube.com/playlist?list=PL9bUmTqTetzbt8ehtKnzkQENPcg2vPEhw>
<https://www.ugr.es/en/>

An official EU website
Proposed ACTIONS

How do you know?

Action 8

Use of bibliometrics and an open access to our research results through a new, more accessible web (LIVEMETRICS)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	2016	VRKT, Medialab	Visit counter / 2000

Current Status	Remarks
-----------------------	----------------

COMPLETED	The website has been developed and is continuously updated with new research activities. Please check the following link for further information: https://livemetrics.ugr.es
-----------	---

Action 9

To disseminate our Special Research Programme's calls to recruit PhD Graduates through the EURAXESS Job portal

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	2017	VRKT	Number of positions / 10

Current Status	Remarks
-----------------------	----------------

IN PROGRESS	Some calls, such as Athenea3i MSCA COFUND calls, have been uploaded to the EURAXESS portal. We are continuously encouraging our researchers to upload their offers to this portal.
-------------	--

An official EU website
Proposed ACTIONS

How do you know?

Action 10

To broadcast our calls through social networks

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	2017	VRKT, Medialab	Number of positions published in social networks / 10
Current Status	Remarks		
IN PROGRESS	Some calls, such as the Athenea3i MSCA COFUND ones, have been broadcasted through social networks. We are continuously encouraging our researchers to upload their offers to social networks.		

An official EU website
Proposed ACTIONS

How do you know?

Action 11

To establish minimum qualification criteria (requirements) for members of Selection Committees

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	2017	VRKT	Number of selection committees fulfilling the requirements/ 100

Current Status**Remarks**

COMPLETED

The members of the selection or evaluation committee will be made public in an annex to the corresponding call for applications. The committee will comprise at least three experts in the relevant knowledge areas whose academic qualifications are on a par with those required for the position on offer, or superior. The committee members will be nominated by the person in charge of the project, research group, contract or corresponding agreement. To safeguard objectivity, external experts commonly feature in evaluation and selection committees.

An official EU website
Proposed ACTIONS

How do you know?

Action 12

To include in every call the need to consider gender balance in Selection Committee

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	2017	VRKT	Number of selection committees fulfilling the requirements/ 100

Current Status	Remarks
-----------------------	----------------

COMPLETED	Diversity and gender awareness are fundamental throughout the entire recruitment process. In particular, gender balance is sought when it comes to appointing the members of the evaluation and selection committees.
-----------	---

Action 13

To promote external evaluation in positions considered of greater responsibility, as an objectivity criterion

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	2017	VRKT	Number of external evaluations / 5

Current Status	Remarks
-----------------------	----------------

IN PROGRESS	To be improved.
-------------	-----------------

An official EU website
Proposed ACTIONS

How do you know?

Action 14

UGR will strengthen the involvement in international mobility programmes, researcher's comebacks and the development of Special Researchers Programmes that take these points into consideration

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	2018	VRKT	Number of calls taking into consideration mobility / 2
Current Status	Remarks		
IN PROGRESS	A MSCA COFUND Programme (Athenea3i) started in 2017 was created to cover this action.		

Action 15

We will look into measures which, within the Special Researchers Plan, would help the long term development of a researcher's career through postdoctoral contracts

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)	2018	VRKT	Number of postdoctoral contracts / 80
Current Status	Remarks		
IN PROGRESS	As a policy, the UGR has developed a strategy to open new permanent positions in departments to cover research needs.		

An official EU website
Proposed ACTIONS

How do you know?

Action 16

We will look into measures to boost the development of the postdoc researcher's professional career who were hired for research projects.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)	2018	VRKT, University Director's Office	Number of postdoctoral contracts in the UGR Research and Knowledge Transfer Fund (PPIT) / 20

Current Status	Remarks
-----------------------	----------------

IN PROGRESS	As a policy, the UGR has developed a strategy to open new permanent positions in departments to cover research needs.
-------------	---

Action 17

Dissemination of our Researchers' Code of Good Practices among Professors in charge of projects to achieve an effective engagement in its implementation

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
22. Recognition of the profession	2017	VRKT	Number of teaching staff members informed / 1000

Current Status	Remarks
-----------------------	----------------

COMPLETED	For each contract, the teaching staff member in charge of the project must sign an agreement indicating that s/he understands the Code of Good Practice in Research and that they will follow it with their employees.
-----------	--

An official EU website

How do you know?

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
We will establish a welcome protocol for new researchers (national and international) where rights and access to different services of the UGR will appear in line with the present researchers	24. Working conditions	2017	IWC, VRKT	Protocol publication date / October 2019
	Current Status	Remarks		
	COMPLETED	A protocol has been established to welcome researchers at the University: firstly, they are informed about how to access the different services that the UGR offers through our International Welcome Centre (IWC); secondly, they are given the Welcome Pack, the Guide for International Researchers and the Code of Good Practice in Research.		

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Our Internal Research Plan will be adapted to improve the inclusion of candidates with special educational needs, be it because of a disability or needs in balancing of family and working lives.	24. Working conditions	2018	VRKT	Number of candidates / 10
	Current Status	Remarks		
	COMPLETED	The UGR Research and Knowledge Transfer Fund (PPIT) indicates that gender balance will be sought in all calls, both among selection committees and selected candidates, and that 7% of research contracts will be reserved for people with disabilities.		

An official EU website
Proposed ACTIONS

How do you know?

Action 20

To elaborate a specific plan which regulates the development of researchers' professional career at the UGR, focusing on the recognition of merits of senior researchers in order to provide more stability in their work contracts

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2018	VRKT, VTL, Rector	Publication date / October 2017
Current Status	Remarks		
COMPLETED	As a policy, the UGR has developed a strategy to open new permanent positions in departments to cover research needs.		

Action 21

To work out an informative document which includes different possibilities of professional career development at the UGR. The document will be handed to new researchers who start their career in our institution.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2018	VRKT, VTL	Number of researchers informed / 1000
Current Status	Remarks		
EXTENDED	To be developed		

An official EU website
Proposed ACTIONS

How do you know?

Action 22

We will explore positive-discrimination measures, taking into account inter sectorial and geographical mobility along with the collaboration with other researcher's fields

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	2017	VRKT, Director for Academic Organization	Number of calls taking into account mobility / 10
Current Status	Remarks		
EXTENDED	To be developed		

Action 23

To elaborate a general rule for managing IPR inside UGR

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	2017	RTO	Publication date / January 2017
Current Status	Remarks		
COMPLETED	A general rule has been developed. Please check the following link: http://secretariageneral.ugr.es/bougr/pages/bougr115/_doc/ncg1151/!		

An official EU website
Proposed ACTIONS

How do you know?

Action 24

Specific training on IPR issues will be taught to master and doctorate students

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	2017	RTO	Number of workshops / 4
Current Status	Remarks		
COMPLETED	General courses have been included as part of master's and doctoral studies at the UGR.		

Action 25

We will promote the importance of IPR protection knowledge among the UGR's researchers community

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	2017	RTO	Number of workshop / 8
Current Status	Remarks		
COMPLETED	General courses have been designed to promote the importance of IPR protection knowledge among the UGR's researchers community. Please check the following link for further information:		

An official EU website
Proposed ACTIONS

How do you know?

Action 26

Dissemination of our Researchers' Code of Good Practices among Professors in charge of projects to achieve an effective engagement in its implementation

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	2017	VRKT	Number of researchers informed / 1000
Current Status	Remarks		
COMPLETED	For each contract, the teaching staff member in charge of the project must sign an agreement indicating that s/he understands the Code of Good Practice in Research and they will follow it with their employees.		

Action 27

Dissemination of the eCampus virtual learning platform will be performed, creating new blended courses and seminars for researchers, creating training itineraries for them.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	2017	CEVUG	Number of offered courses / 50
Current Status	Remarks		
COMPLETED	Please check the following link to further information: https://cevug.ugr.es/formacion/todoscursos		

An official EU website
Proposed ACTIONS

How do you know?

Action 28

To run workshops for administrative and support staff (PAS) and teaching and research staff (PDI) on open, transparent and merit-based recruitment practices. These training sessions will be aimed especially at researchers and administrative staff involved in recruitment processes

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	2020	VRKT	Number of workshops / 4
Current Status	Remarks		
NEW	To be developed.		

Action 29

To provide staff involved in the recruitment of international researchers with specialised training in conducting interviews in English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	2020	IWC	Number of workshops / 4
Current Status	Remarks		
NEW	To be developed.		

An official EU website

How do you know?

Proposed ACTIONS

Action 30

To offer candidates clearer instructions on how to apply for positions from abroad, simplifying procedures where possible.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2020	VRKT	Number of document / 1
Current Status	Remarks		
NEW	To be developed.		

Action 31

To monitor gender balance in selection committees in the medium to long term, implementing relevant actions where applicable. We will also include mention of the UGR's Action Plan for Gender Equality in all offers of employment.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	2020	VRKT, VEIS	Number of selection committees that fulfill the gender balance requirements / 200
Current Status	Remarks		
NEW	To be developed.		

An official EU website
Proposed ACTIONS

How do you know?

Action 32

To enhance the overall quality of the information in English regarding recruitment procedures and employment conditions on our main websites.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	2020	IWC, VRKT	International Visit counter / 500
Current Status	Remarks		
NEW	To be developed.		

Action 33

To design a protocol to encourage supervisor and researchers to develop a Personal Career Development Plan (PCDP) periodically renewed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	2020	VRKT	Number of PCDP developed / 100
40. Supervision			
Current Status	Remarks		
NEW	To be developed.		

An official EU website

How do you know?

Proposed ACTIONS

Action 34

To raise awareness about carrying out responsible research, with impact in both academia and society, targeting societal challenges already identified by the society.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	2020	VRKT	Number of courses / 1
Current Status	Remarks		
NEW	To be developed.		

Action 35

To organize a training day to make the OTM-R policy known in our university to those responsible for recruitment issues

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	2020	VRKT	Number of course / 1
Current Status	Remarks		
NEW	To be developed.		

Unselected principles:

1. Research freedom 3. Professional responsibility 4. Professional attitude 6. Accountability 8. Dissemination, exploitation of results
10. Non discrimination 11. Evaluation/ appraisal systems 12. Recruitment 15. Transparency (Code) 16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 23. Research environment

- An official EU website
25. Stability and permanence of employment 26. Funding and salaries 27. Gender balance 30. Access to career advice 32. Co-authorship How do you know?
33. Teaching 34. Complaints/ appeals 35. Participation in decision-making bodies 37. Supervision and managerial duties
39. Access to research training and continuous development

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 *:

URL *:

<http://investigacion.ugr.es/pages/hrs4r?lang=en>

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 (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

In 2016, the University of Granada (UGR) received the HR Excellence in Research Award in recognition of its continued commitment to adopting the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. These key EU documents establish the guidelines for European universities and institutions to improve the recruitment and working conditions of researchers, making research careers more attractive and accessible in Europe.

The Governing Team of the UGR believes that our University should be deeply involved at all levels to improve the recruitment and employment conditions of our researchers. To this end, a task force created in 2015, formed by the Vice-Rectorates for Research and Knowledge Transfer, for Internationalization, and for Academic and Research Staff, has been implementing a detailed Strategy and Action Plan to apply the requirements established in the Charter and Code at our University.

Our HR Excellence in Research: Strategy and Action Plan comprises 30 steps which, once complete, will contribute substantially to the University's aspirations towards fully adopting the principles of the Code and Charter. We are confident that this on-going process will reap major benefits for our entire research community.

The granting of the HR Excellence in Research Award not only lends support to our proposals to secure international funding and attract talented individuals to our University; it also raises our international profile and demonstrates our commitment to providing a favourable working environment for researchers.

We are currently at stage 4 of 5 of implementing our Strategy and Action Plan and are conducting an internal self-assessment to evaluate our compliance with the EURAXESS Human Resources Strategy for Researchers (HRS4R). This assessment will enable us to draft an updated and improved version of our Strategy and Action Plan.

The process we are undertaking is also essential to fulfil article 32 of Grant Agreements of projects within Horizon 2020, which establishes the obligation to take measures to implement the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. If it is not fulfilled, the measures stipulated in article 6A of the Grant Agreement regulating the eligibility of costs can be applied.

Accordingly, we expect the utmost involvement and consensus on behalf of the university community with the process that is being carried out to adapt our conditions to the European guidelines.

In accordance with the HR Excellence in Research Award, the purpose of this OTM-R Policy is to build on the core principles of the Code of Conduct for the Recruitment of Researchers. In what follows, we outline, in chronological order, the essential steps involved in the recruitment of researchers at the University of Granada, from the advertising/application phase and selection process to the appointment of candidates.

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.

URL:

4. Implementation

General overview of the implementation process: (max. 1000 words)

In the first stage, the UGR established a Steering Committee composed of members from the following Vice-Rectorates: Research and Knowledge Transfer, Internationalization, and Academic and Research Staff. Its mission was to elaborate the internal analysis described in step 1 of the procedure to obtain the HRS4R, leading to an Action Plan. The analysis was based on the standard template in which the 40 Charter and Code Principles are defined.

The group was formed in November 2015, starting with the design of the survey which was the basis for developing the Action Plan. The survey was sent to the university community (researchers and teaching staff) in December 2015. Subsequently the answers were analysed by the working group to draft the Action Plan, which was finished in May 2016. The draft was presented to our stakeholders in order to receive their feedback with new outcomes that would make the final document of the Action Plan a collaborative initiative for the entire university community. Following this process, the University of Granada was awarded HRS4R recognition. Immediately the working group began the implementation of the different lines of action by generating a document that has had a very positive impact on the human resources policy of the University of Granada. This document is currently used as the Code of Good Practice in Research and establishes a clear policy of transparency, honesty, rigour and prevention of conflicts of interest. This code has been widely publicised among all UGR researchers and, in fact, is now part of the contract signed by new researchers starting contracts at the UGR.

During these first two years we have also worked on another document to which we committed ourselves in our action plan — the "Guide for International Researchers", which is intended to help researchers from all over the world, and their families, with the process of relocating to Granada and developing their research careers at the UGR. It provides them with all the information necessary for their adaptation to the new research career, covering fields such as working conditions at the UGR, social security and welfare, labour regulations and legislation, visa and residence permits, healthcare and insurance, accommodation options, family matters and schooling, etc.

As a fundamental milestone in these two years, the UGR has elaborated and committed itself to comply with its OTM-R. This document will serve future researchers and the university itself as a means of implementing our action plan. Our OTM-R Policy lays out, in chronological order, the essential steps involved in the recruitment of researchers at the University of Granada, from the advertising/application phase and selection process to the appointment of candidates.

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

Note: Click on each question of the checklist to open the editor.

An official EU website
How have you prepared the internal review?*

How do you know?



Detailed description and duly justification (max. 500 words)

The commitment to the HRS4R objectives has been ensured by integrating actions into the university's strategic management and development objectives. During this first step of the implementation process, we have included significant changes to the international recruitment process, renewing job advertisement strategies and developing guidelines for our teaching, research and administrative staff.

In order to prepare the internal review, we held several meetings within the Steering Committee to design the steps to be performed in order to implement the UGR's Action Plan. This is an on-going process and is not limited only to the work done within the HRS4R implementation.

Although the internal review was scheduled to be completed in July, we were unable to complete it within this timeline due to the overlap with the elections of the Rector and because a number of changes were made to the steering committee. A new steering committee was formed, whose primary mission was to prepare the internal review through multiples meetings with the relevant stakeholders.

Firstly, four Working groups were defined for each of the thematic areas of the Charter and Code. These working groups organised several meetings with the corresponding decision-making bodies at the UGR. For example, the Training and Development Working Group had several meeting with the Director for Academic Organization and the Doctoral Studies Committee.

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

How do you know?



Detailed description and duly justification (max. 500 words)


We have involved the research community through sectoral meetings to inform them about the changes generated by the HRS4R implementation and get their feedback about the process. The meetings were held with different stakeholders such as senior postdoctoral researchers and teaching staff. The answers of these meetings were analysed by the corresponding working group to write a draft of the new Action Plan. The draft was presented to our stakeholders in order to receive their feedback with new outcomes that would make the final document for the Action Plan, a shared wish for the whole university community. All valuable suggestions expressed during these meetings were included into the Action Plan.

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



Detailed description and duly justification (max. 500 words)

The HRS4R Steering Committee will take the necessary measures to ensure that the personnel involved in our action plan are duly informed to ensure the implementation process. We will run workshops for administrative and support staff (PAS) and teaching and research staff (PDI) on open, transparent and merit-based recruitment practices. These training sessions will be aimed especially at researchers and administrative staff involved in recruitment processes.

Are the actions aligned with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy, etc. How do you know? 

Detailed description and duly justification (max. 500 words)

The implementation of the action plan itself has already modified several internal policies for the hiring of researchers, for example, the Code of Good Practice in Research and the Action Plan for the Consolidation of Research Positions And, of course, the implementation of the OTM-R will be a central part of our human resources policy.

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

Detailed description and duly justification (max. 500 words)

The HRS4R Steering Committee will have a systematic follow-up process that will ensure the implementation of the actions. As previously stated, periodic monitoring meetings will be held with the aim of pointing out deviations from the plan and proposing the corresponding measures to ensure the achievement of the objectives of the action plan.

How are you monitoring progress (timeline)?*

Detailed description and duly justification (max. 500 words)

For the preparation of the external review, the HRS4R monitoring committee of the University of Granada will meet twice a year for the first two years and once a quarter during the year prior to the external review. In these meetings in addition to the permanent members of the monitoring committee will include the main stakeholders who will be informed of the monitoring of the action plan. Minutes of each meeting will be taken and published on our HRS4R webpage.

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

How do you know?



Detailed description and duly justification (max. 500 words)

The HRS4R Steering Committee of the University of Granada will meet twice a year for the first two years and once a quarter during the year prior to the external review. In these meetings, in addition to the permanent members of the monitoring committee, the main stakeholders will also be present and will be informed about the monitoring of the action plan.

At each steering committee meeting, the indicators set out in our action plan will be reviewed and an indicator compliance officer will be appointed to monitor and report on deviations observed at the next meeting. The steering committee will take the necessary measures to comply with the indicators.

An official EU website
How do you expect to prepare for the external review?*

How do you know?



Detailed description and duly justification (max. 500 words)

The commitment to the HRS4R objectives has been ensured by integrating actions into the university's strategic management and development objectives. The UGR has increasingly benefited from the support the process provides for the continuous development of HR policy and procedures of institutions. The UGR expects the HRS4R external review to give new insights into the continuous improvement of the University as a high-quality working environment for researchers. In this regard, the preparation of the external review is an essential step for the assessment of the implementation of the HRS4R at the UGR. For the preparation of the external review, the HRS4R monitoring committee of the University of Granada will meet twice a year for the first two years and once a quarter during the year prior to the external review. In these meetings, in addition to the permanent members of the monitoring committee, the main stakeholders will be present and will be informed of the monitoring of the action plan:

1. Firstly, we will perform a self-evaluation on the basis of the OTM-R checklist and toolkit. We will distribute surveys and questionnaires to our researchers, to ensure that their opinions and suggestions, as well as those of other employees, are taken into account.
2. Secondly, a sequence of meetings will be carried out among the different decision-making bodies at the UGR, such as the Human Resources Committee, Director for Academic Organization, University's Director Office, Doctoral Studies Committee, HRS4R Steering Committee.
3. Thirdly, the HRS4R working groups will be organized into the four separate thematic areas of the Charter and Code. We will organise four separate discussion sessions for researchers and administrative personnel in charge of implementing actions to discuss the current practices, the changes generated by the implementation of the HRS4R and their opinion about the process.
4. Fourthly, a final document will be developed collecting the conclusions based on feedback, discussions and survey opinions.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)