

TEMPLATE 4: ACTION PLAN

Case Number: 2019ES379029

Name Organisation under review: MIGUEL HERNÁNDEZ UNIVERSITY OF ELCHE (UMH). SPAIN

Organisation's contact details: VICERRECTORADO DE INVESTIGACIÓN E INNOVACIÓN

Avda de la Universidad S/N. Edificio Rectorado y Consejo Social

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SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	693
Of whom are international (i.e. foreign nationality)	34
Of whom are externally funded (i.e. for whom the organisation is host organisation)	33
Of whom are women	272 (39.3 %)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	350
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	196
Of whom are stage R1 = in most organisations corresponding with doctoral level	147
Total number of students (if relevant)	13,002
Total number of staff (including management, administrative, teaching and research staff)	1,875
RESEARCH FUNDING (figures for most recent fiscal year - 2017)	€
Total annual organisational budget	30,977,655.79
Annual organisational direct government funding (designated for research)	6,295,592.87
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7,829,388.00
Annual funding from private, non-government sources, designated for research	885,613.40

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

The UMH www.umh.es is a public university located in Elche (Valencian Community / Spain).

It has four campuses: Elche, Altea, Orihuela and Sant Joan

<https://www.youtube.com/watch?v=hYlgVeylKp8>

It has a [Strategic Plan](#)

Awards: http://www.umh.es/contenido/Universidad/:premios/datos_es.html

Structure:

31 Service departments and administrative units

7 Faculties (Fine Arts, Experimental Sciences, two for Social and Legal Sciences, Social and Health Sciences, Pharmacy and Medicine)

2 Polytechnic schools

4 University Research Institutes

9 Research centres

20 Academic departments

8 [Institutional chairs](#)

18 [Research chairs](#)

99 [Research groups](#)

There are a total 25 degrees, 46 master's degrees and 13 doctoral degrees on offer

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	(+) There is a collegiate body that evaluates the ethical aspects of research, as well as a technical office which provides support for it, the Office for Responsible Research http://oir.umh.es/

	<p>There is an Research Management Service, which assesses on industrial and intellectual property matters http://otri.umh.es/proteccion-resultados/</p> <p>There are several science dissemination and communication tools available http://comunicacion.umh.es/presentacion/informacin-de-contacto/</p> <p>There is a Plan for Equality among men and women http://igualdad.umh.es/files/2013/02/Dossier-Normativo.pdf</p> <p>The Social Responsibility decalogue of the UMH http://vdo.reinst.umh.es/files/2012/06/Deca%CC%81logo-de-Responsabilidad-Social-de-la-Universidad-Miguel-Herna%CC%81ndez.pdf</p> <p>UMH data protection http://calidad.umh.es/files/2010/09/Normas-de-protecci%C3%B3n-de-datos.pdf</p> <p>Balanced scorecard for the management of teaching and research staff http://serviciopdi.umh.es/files/2014/03/Cuadro-de-mando-integral-para-la-gesti%C3%B3n-del-personaldocente-e-investigador.pdf</p> <p>(-)</p> <p>Code of Good Scientific Practices in need of updating ✓ IMPROVEMENT ACTION: ACT 1</p> <p>Limited collaboration among UMH Research Groups ✓ IMPROVEMENT ACTION: ACT 2</p> <p>Lack of a Researcher Welcome Manual ✓ IMPROVEMENT ACTION: ACT 3</p>
Recruitment and selection	<p>(+)</p> <p>There is extensive recruitment regulation, such as research staff recruitment regulation http://serviciopas.umh.es/files/2015/12/Nt.-acu.-mod.-Reglamento-Contrataci%C3%B3n-PI-y-Colab.-Tareas-Invest.pdf</p> <p>Promotion of personal mobility www.umh.es/contenido/Universidad/:uor_1798/datos_es.html</p> <p>Recruitment transparency http://transparencia.umh.es/files/2017/03/05-07-17-MEMORIA-RSUmh-2014-2015-cara-completa.pdf</p> <p>Merit-based competitive recruitment http://serviciopas.umh.es/unidad-pas/convocatorias/concurso-de-meritos/</p> <p>Postdoctoral researcher recruitment https://otri.umh.es/2018/06/27/convocatoria-para-la-contratacion-de-personal-investigador-en-fase-postdoctoral-2018-2019-ucv/</p>

	<p>(-)</p> <p>An OTM-R policy which meets all the requirements established by the European Commission in Spanish and in English is needed ✓ IMPROVEMENT ACTION: ACT 7</p> <p>The regulation for the recruitment of research staff must be translated into English ✓ IMPROVEMENT ACTION: ACT 7</p> <p>Little dissemination of the recruitment regulation and job offers on Euraxess Jobs. Low participation quota of external candidates ✓ IMPROVEMENT ACTION: ACT 7</p> <p>We have tried improving the visibility of job offers on our website, the notification of all the steps of the selection process, its dissemination in Spanish and English, and to expand our international reach ✓ IMPROVEMENT ACTION: ACT 8</p> <p>The current process for calls has an administrative burden for researchers ✓ IMPROVEMENT ACTION: ACT 8</p> <p>Streamline our complaint processing and solving procedures in order to provide efficient corrective actions ✓ IMPROVEMENT ACTION: ACT 8</p> <p>Ensure the regulation for recruiting researchers followed by the Selection Committees includes parity criteria ✓ IMPROVEMENT ACTION: ACT 9</p> <p>There is a lack of parity criteria in the regulation followed to structure the Selection Committees that appraise the candidates ✓ IMPROVEMENT PLAN: ACT 10</p> <p>We need a more specific guide to follow during the recruitment of research staff ✓ IMPROVEMENT ACTION: ACT 11</p>
Working conditions	<p>(+)</p> <p>Disabled Student Support Service http://atenciondiscapacidad.umh.es/</p> <p>University Ombudsman www.umh.es/contenido/Universidad/:uor_840/datos_es.html</p> <p>Appraisal of teaching and research staff merits with the Research and Technological Transfer Teaching Resource Implementation Plan (PAREDITT) http://serviciopdi.umh.es/files/2014/03/Not.-acu.-reconocimiento-creditos-docentes-invest.-cargos-acad%C3%A9micos.pdf</p> <p>Criteria for the accreditation of doctoral courses through the Valencian Agency of Assessment and Forward Planning (AVAP) by delegation of the National Agency for the Evaluation of Quality and Accreditation (ANECA) https://avap.es/la-agencia/marco-legal/</p>

	<p>Ingrastructure management http://infraestructuras.umh.es/</p> <p>Occupational risk prevention management https://prevencion.umh.es/</p> <p>Mobility is incentivised https://internacional.umh.es/2018/10/16/la-umh-organiza-sesiones-informativas-sobre-los-programas-de-movilidad/</p> <p>Co-ownership agreement among several entities http://otri.umh.es/files/2010/12/20160321-Normativa-sobre-los-Derechos-de-Propiedad-Industrial-e-Intelectual-de-la-Universidad-Miguel-Hern%C3%A1ndez-de-Elche-UMH.pdf</p> <p>Procedure for researchers on how to become professors One third of the positions are allocated to researchers by law EAITT (Research Activity and Technological Transfer Evaluation), a CV manager</p> <p>University community Ombudsman. Work-related grievances https://defensor.umh.es/</p> <p>Plenary Commission, a quality-related body where all the elements of the university community have representation http://calidad.umh.es/calidad-umh/comision-plenaria/</p> <p>(-)</p> <p>The Department of Teaching and Research Staff (http://serviciopdi.umh.es/) of the UMH has a list of services where they are notified of their duties and of the economic management of human resources. In order to make it more accessible for external researchers, it shall be translated into English ✓ IMPROVEMENT ACTION: ACT 15</p> <p>The installations have to be reviewed to facilitate access for people with disabilities ✓ IMPROVEMENT ACTION: ACT 15</p> <p>Existing services for the teaching staff must be implemented for the research staff IMPROVEMENT ACTION: ACT 11</p>
<p>Training and development</p>	<p>(+)</p> <p>There are continuous training plans for the teaching and research staff, as well as specific initiatives for research staff (http://oep.umh.es/formacion-etica/formacion-continua/)</p> <p>Access to Project Directors www.umh.es/buscador/Universidad/search_es.html?search=directores+de+proyectos</p>

	<p>The Project Director. Each Project has a Principal Researcher http://serviciopdi.umh.es/files/2014/07/Normas-de-Ejecuci%C3%B3n-y-Funcionato-2017.pdf</p> <p>Training on Research http://estudios.umh.es/files/2016/04/Not-acu-Normativa-de-Estudios-de-Doctorado-de-la-UMH1.pdf</p> <p>EAITT (Research Activity and Technological Transfer Evaluation) https://aitt.umh.es/</p> <p>(-)</p> <p>Funds should be specifically allocated to research staff training ✓ IMPROVEMENT ACTION: ACT 16</p> <p>Little regulation regarding Project supervision ✓ IMPROVEMENT ACTION: ACT 18</p> <p>Members of the Research Committee need to improve their knowledge on the OTM-R strategy ✓ IMPROVEMENT ACTION: ACT 8</p> <p>Specific basic training for researchers ✓ IMPROVEMENT ACTION: ACT 19</p> <p>Have a written system which allows us to assess whether the targets defined in the OTM-R of the UMH are being met ✓ IMPROVEMENT ACTION: ACT 8</p>
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: www.hrs4r.edu.umh.es

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words</i>	<i>Retrieved</i>	<i>Fulfilment</i>	<i>The person</i>	<i>Indicator(s):</i>

<p style="text-align: center;"><i>max</i></p> <p><i>Each Action (ACT) has several tasks associated to it: a), b), c)..., which shall be conducted as subsequent previous steps in order to complete the Action.</i></p> <p><i>Total = 20 Actions. (ACT 1, ACT 2, ..., ACT 20)</i></p>	<p style="text-align: center;"><i>from the GAP Analysis</i></p> <p><i>(Non-selected/ excluded principles: None = 0)</i></p>	<p style="text-align: center;"><i>deadline</i></p> <p><i>The first date is that of the fulfilment of the Action (ACT).</i></p> <p><i>The following dates refer to the fulfilment of actions. They are indicators of the fulfilment or lack thereof of the established guidelines</i></p>	<p><i>responsible for fulfilling the Action is named in first place.</i></p> <p><i>In some tasks there may be explicit participants who support it.</i></p>	<p><i>Each Action (ACT) has several tasks associated to it: a), b)..., with a fulfilment deadline.</i></p> <p><i>The Indicators (i) correspond to the quarterly monitoring of the fulfilment of these tasks and other measurements detailed in this column.</i></p> <p><i>The Target(s) (*) are linked to the completion of the Action.</i></p>
<p style="text-align: center;">Action</p> <p>ACT 1: HAVE AN UPDATED CODE OF GOOD SCIENTIFIC PRACTICES AND DISSEMINATE IT ACROSS THE VARIOUS FIELDS OF KNOWLEDGE</p> <p style="text-align: center;">Tasks</p> <p>a) Compile the procedures and policies which are already being carried out in the UMH regarding good scientific practices</p> <p>b) Analyse the status of ethics at the UMH (procedures and policies)</p> <p>c) Review the ethical codes of other universities. Four blocs: Education, Research, Funding, Human Resources</p> <p>d) Define the departments and the people who will be</p>	<p>1, 2, 3, 6, 32, 35.</p>	<p style="text-align: center;">Action fulfilment date</p> <p>ACT 1. December 2020</p> <p style="text-align: center;">Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). September 2019</p> <p>d). December 2019</p>	<p>Head of the Office for Responsible Research</p> <p>Participant:</p> <p>Head of the Communication Service</p>	<p style="text-align: center;">Indicator</p> <p>1i. No. of fields of knowledge that have the Code implemented</p> <p>2i. No. of attendees to training sessions on the Code. Sorted by field of knowledge</p> <p>3i. Survey on the satisfaction of those who attended the training</p> <p style="text-align: center;">Target</p> <p>1* Have an updated Code of Good scientific practices and disseminate it across the various fields of knowledge.</p>

<p>involved in writing the various blocks</p> <p>e) Define the additional procedures and policies that must be developed, and search for collaborators in the various academic and service departments</p> <p>f) Submit it before the relevant body for approval</p> <p>g) Disseminate it among the various fields of knowledge</p>		<p>e). March 2020</p> <p>f) June 2020</p> <p>g) September 2020</p>		
<p>Action</p> <p>ACT 2: PROMOTE COLLABORATION AMONG UMH RESEARCH GROUPS</p> <p>Tasks</p> <p>a) Ensure the various research groups know what others are researching</p> <p>b) Internal UMH conference to disseminate research activities</p> <p>c) Design an on-line application form to facilitate requests/queries following the conference</p> <p>d) Have a specific proposal of collaboration among research groups</p> <p>e) Prepare a report with the strengths and points of improvement from</p>	<p>3.</p>	<p>Action fulfilment date</p> <p>ACT 2. December 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). September 2019</p> <p>d). December 2019</p> <p>e) March 2020</p> <p>f) June 2020</p>	<p>Vice-Rector for Research and Innovation Participants: The Heads of the four Research Institutes of the UMH (Bioengineering, Molecular and Cellular Biology, Neurosciences and Operations Research Centre) Head of the Department of Communication</p>	<p>Indicator</p> <p>1i. No. of Groups that know what others are researching</p> <p>2i. No. of requests/queries received</p> <p>3i. List of synergies and/or benefits of the collaboration among groups</p> <p>Target</p> <p>1* Have at least two collaborations among UMH research groups.</p>

the collaboration f) To have disseminated the benefits of the collaboration g) Have two specific collaboration proposals		g) September 2020		
<p style="text-align: center;">Action</p> <p>ACT 3: PRODUCE A RESEARCHER WELCOME MANUAL</p> <p style="text-align: center;">Tasks</p> <p>a) Gather structural data and links of interest for a Welcome Manual that compiles diverse information, with links to the various procedures (also in relation to the Ethical Code)</p> <p>b) Management mechanisms for funding research</p> <p>c) Greater knowledge on training regulation and work conditions</p> <p>d) Learn how to work safely – occupational hazard prevention</p> <p>e) Complete development of the Welcome Manual</p>	4, 5, 6, 7, 11, 23, 26, 34.	<p style="text-align: center;">Action fulfilment date</p> <p style="text-align: center;">ACT 3. March 2020</p> <p style="text-align: center;">Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c) September 2019</p> <p>d) September 2019</p> <p>e) December 2019</p>	<p>Head of the Department of Quality</p> <p>Participants:</p> <p>Head of the Research Management Service</p> <p>Head of the Study Management Service</p> <p>Head of the Department of Infrastructure</p> <p>Head of the Department of Occupational Hazard prevention</p>	<p style="text-align: center;">Indicator</p> <p>1i. No. of attendees to the creation of the Welcome Manual</p> <p>2i. Satisfaction survey on the Welcome Manual</p> <p style="text-align: center;">Target</p> <p>1* Have the Researcher Welcome Manual created and operational</p>
<p style="text-align: center;">Action</p> <p>ACT 4: HAVE AN UPDATED DATA PROTECTION PLAN</p> <p style="text-align: center;">Tasks</p> <p>a) Define the Data</p>	7, 8, 31.	<p style="text-align: center;">Action fulfilment date</p> <p style="text-align: center;">ACT 4 September 2020</p> <p style="text-align: center;">Task fulfilment date</p>	<p>Head of the Department of Data</p> <p>Participant:</p>	<p style="text-align: center;">Indicator</p> <p>1i. No. of attendees to training sessions on data protection</p> <p>2i. Survey of satisfaction on the data protection training sessions</p>

<p>Protection Adaptation to European Regulation Plan</p> <p>b) Write and approve the procedures</p> <p>c) Implement a training plan on the issue of data protection for UMH staff</p> <p>d) Have the staff trained on the issue of data protection</p>		<p>a). June 2019</p> <p>b). September 2019</p> <p>c). December 2019</p> <p>d). June 2020</p>	<p>Head of the Research Management Service</p>	<p>3i. No. of training sessions on data protection in each UMH campus</p> <p>Target</p> <p>1* Have an updated and implemented data protection plan at the UMH</p>
<p>Action</p> <p>ACT 5: HAVE A SCIENCE DISSEMINATION PLAN</p> <p>Tasks</p> <p>a) Compile all the information related to science of the UMH. Keeping it compiled is a continuous process</p> <p>b) Have internal regulation on the dissemination of science at the UMH</p> <p>c) Produce a procedure for the dissemination of science at the UMH</p> <p>d) Create a Science Dissemination Plan: Sapiens magazine, research/patents videos, UMH news, social networks</p> <p>e) Categorise the daily news items by relevance. Create press releases at the Department of</p>	<p>8, 9, 30.</p>	<p>Action fulfilment date</p> <p>ACT 5 June 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). December 2019</p> <p>d). March 2020</p> <p>e). March 2020</p>	<p>Head of the Department of Communication</p> <p>Participants:</p> <p>Heads of the UMH Institutes (Bioengineering, Molecular and Cellular Biology, Neurosciences, Operations Research Centre)</p> <p>Head of the Research Management Service</p> <p>Head of the Polytechnic School</p>	<p>Indicator</p> <p>1i. No. of attendees to science dissemination conferences</p> <p>2i. No. of suggestions received in relation to the dissemination of science</p> <p>Target</p> <p>1* Have a Science dissemination plan implemented at the UMH</p>

Communication				
<p>Action</p> <p>ACT 6: PRODUCE A DIVERSITY PLAN</p> <p>Tasks</p> <p>a) Have the groups included in the plan defined</p> <p>b) Analyse the current and future status of UMH staff</p> <p>c) Learn the requirements of each group</p> <p>d) Look for the spokesperson for each group</p> <p>e) Write the Diversity Plan</p> <p>f) Negotiate and approve the Diversity Plan</p> <p>g) Train the staff in charge of managing the plan</p>	10.	<p>Action fulfilment date</p> <p>ACT 6 December 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c) September 2019</p> <p>d). December 2019</p> <p>e). March 2020</p> <p>f) June 2020</p> <p>g) September 2020</p>	<p>Head of the Department of Equality Participants:</p> <p>Head of the Department of Occupational Hazard Prevention</p> <p>Head of the Office of the University Ombudsman</p>	<p>Indicator</p> <p>1i. No. of People/Groups</p> <p>2i. No. of people trained on diversity</p> <p>Target</p> <p>1* Have a diversity plan updated and implemented</p>
<p>Action</p> <p>ACT 7: IMPROVE THE ACCESS AND DISSEMINATION OF BOTH INTERNAL AND EXTERNAL REGULATION REGARDING THE RECRUITMENT OF STAFF</p> <p>Tasks</p> <p>a) Facilitate access to on-line information.</p>	12, 27.	<p>Action fulfilment date</p> <p>ACT 7 June 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p>	<p>Head of the Department of Communication Participants:</p> <p>Vice-Manager of Human Resources</p> <p>Head of the Department of Teaching and Research Staff</p>	<p>Indicator</p> <p>1i. Internal UMH survey of satisfaction on the access to information on staff recruitment</p> <p>2i. No. of external candidates per call</p> <p>3i. External UMH survey of satisfaction on the access to</p>

<p>Clear templates in Spanish and English (Euraxess)</p> <p>b) Analyse the dissemination tools that are external to the UMH to attract external researchers</p> <p>c) Verify access to the regulation. Have the regulation on the recruitment of research staff available in Spanish and English</p> <p>d) Publish researcher job openings online on Euraxess Jobs. Achieve extensive dissemination which prompts external candidates to sign up</p> <p>e) Verify the extensive dissemination of calls in Spanish and English</p>		<p>b). September 2019</p> <p>c). September 2019</p> <p>d). December 2019</p> <p>e). March 2020</p>		<p>information on staff recruitment</p> <p>4. No. of calls published on Euraxess Jobs</p> <p>Targets</p> <p>1* Achieve an average external candidate quota of more than 10%</p> <p>2* Publish all offers on Euraxess Jobs</p>
<p>Action</p> <p>ACT 8: IMPROVE THE EFFICIENCY OF RECRUITMENT PROCESSES</p> <p>Tasks</p> <p>a) Analyse the needs, complaints and their procedure. Incorporate the processing and management of documents via electronic management</p> <p>b) Streamline the relevant procedures via electronic management</p> <p>c) OTM-R strategy</p>	<p>13.</p>	<p>Action fulfilment date</p> <p>ACT 8 December 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). December 2019</p>	<p>Head of the Department of Teaching and Research Staff Participants:</p> <p>Vice-Manager of Human Resources</p> <p>Head of the Operations Research Centre Institute</p>	<p>Indicator</p> <p>1i. No. of complaints related to recruitment</p> <p>2i. Time spent by teaching and research staff on document management per call</p> <p>3i. No. of people trained on OTM-R at each UMH campus</p> <p>4i. No. of suitable suggestions received</p> <p>5i. Time employed by researchers on administrative</p>

<p>approved and in English</p> <p>d) Training on OTM-R</p> <p>e) Design a survey on possible improvements to the recruitment process, to be filled out by the Selection Committees</p> <p>f). Analysis of the surveys and implementation of improvements to the process, so that there is little administrative burden on the candidate</p> <p>g) Audit OTM-R compliance</p>		<p>d). March 2020</p> <p>e) March 2020</p> <p>f). June 2020</p> <p>g). September 2020</p>		<p>procedures per call</p> <p>Targets</p> <p>1* 40 people trained on OTM-R at the UMH (the total number of Selection Committee members)</p> <p>2* Updated complaint procedure</p> <p>3* Favourable OTM-R Audit report</p>
<p>Action</p> <p>ACT 9: ADAPT THE RESEARCH STAFF REGULATION FOLLOWED BY SELECTION COMMITTEES SO THAT IT INCLUDES PARITY CRITERIA</p> <p>Tasks</p> <p>a) Study and modify the research staff regulation followed by Selection Committees so that it includes parity criteria</p> <p>b) Submit it before the Governing Board of the UMH for their approval of the regulation changes</p> <p>c) Promote the participation of women in calls</p>	<p>14.</p>	<p>Action fulfilment date</p> <p>ACT 9 June 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). December 2019</p>	<p>Vice-Manager of Human Resources Participants: Head of the Department of Equality Head of the Department of Communication</p>	<p>Indicator</p> <p>1i. % of women on Selection Committees per call</p> <p>2i. % of women candidates per call</p> <p>Targets</p> <p>1* Have the research staff recruitment regulation updated to include Selection Committee parity criteria</p> <p>2* Achieve an average participation of women in calls of over 30%</p>
<p>Action</p>	<p>14, 15.</p>	<p>Action fulfilment date</p>	<p>. Deputy Vice-</p>	<p>Indicator</p>

<p>ACT 10: ENSURE CALLS FOR THE SELECTION OF RESEARCH STAFF INCLUDE INFORMATION ON THE ASSESSMENT SCALES THAT WILL BE APPLIED TO THE CANDIDATES</p> <p>Tasks</p> <p>a) Determine general criteria to appraise candidates that apply for the calls, establishing a point bracket</p> <p>b) Modify the research staff regulation so that this information is published in the calls. Have a clear understanding of the rules that govern the naming of the Selection Committees</p> <p>c) Submit it before the UMH Governing Board for its approval</p>		<p>ACT 10 March 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). June 2019</p> <p>c) September 2019</p>	<p>Rector for Research and Innovation</p>	<p>1i. Survey in Spanish and English on the criteria for members of internal and external UMH Selection Committees</p> <p>2i. % of calls that include the applicable assessment scales</p> <p>Target</p> <p>1*Specific appraisal criteria included in the Regulation</p>
<p>Action</p> <p>ACT 11: RECRUITMENT GUIDE THAT INCLUDES MERITS</p> <p>Tasks</p> <p>a) Production of a recruitment guide</p> <p>b) Submit it before the UMH Board of Directors for its approval</p> <p>c) Distribute it among the Selection Committees</p>	<p>16.</p>	<p>Action fulfilment date</p> <p>ACT 11 June 2020</p> <p>Task fulfilment date</p> <p>a) June 2019</p> <p>b). September 2019</p> <p>c). December 2019</p>	<p>Vice-Manager of Human Resources Participant: Head of the Department of Teaching and Research Staff</p>	<p>Indicator</p> <p>1i. Survey in Spanish and English on the merits to be taken into account by internal and external UMH Selection Committee members</p> <p>2i. % of calls including all the requirements of the recruitment guide</p> <p>Target</p> <p>1* Have the recruitment guide for research staff</p>

d) Verify its effectiveness		d) March 2020		created and approved, and ensure it includes the merits to be considered 2* Have a procedure created in order to verify its effectiveness
<p style="text-align: center;">Action</p> <p>ACT 12: ENSURE RESEARCH STAFF RECRUITMENT REGULATION TAKES INTO ACCOUNT PERSONAL CIRCUMSTANCES FOR EXTENDED LEAVES OF ABSENCE</p> <p style="text-align: center;">Tasks</p> <p>a) Review the research staff and teaching and research staff recruitment regulation of the UMH to verify whether there are considerations regarding specific periods of time and if so, to add considerations for extended leaves of absence</p> <p>b) Submit it before the Governing Board for its approval</p>	17.	<p style="text-align: center;">Action fulfilment date</p> <p style="text-align: center;">ACT 12 December 2019</p> <p style="text-align: center;">Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p>	Head of the Department of Teaching and Research Staff	<p style="text-align: center;">Indicator</p> <p>1i. No. of people with extended leaves of absence and their causes</p> <p style="text-align: center;">Target</p> <p>1*Have the regulation on the recruitment of research staff reviewed and ensure there are considerations for extended leaves of absence</p>
<p style="text-align: center;">Action</p> <p>ACT 13: PROMOTE AND RECOGNISE MOBILITY AMONG RESEARCH STAFF</p>	18, 29.	<p style="text-align: center;">Action fulfilment date</p> <p style="text-align: center;">ACT 13 March 2020</p>	Deputy Vice-Rector for International Relations Participant: Head of the	<p style="text-align: center;">Indicator</p> <p>1i. % of researchers with mobility</p> <p>2i. No. of sessions conducted to promote mobility in each UMH campus</p>

<p>Tasks</p> <p>a) Study and allocate more aids for mobility</p> <p>b) Review the regulation on the recognition of mobility among research and teaching and research staff. Write a section of the regulation so that mobility among research staff is recognised</p> <p>c) Submit it before the UMH Governing Board for its approval</p>		<p>Task fulfilment date</p> <p>a) June 2019</p> <p>b) September 2019</p> <p>c) December 2019</p>	<p>Department of Teaching and Research Staff</p>	<p>Targets</p> <p>1* Increase aids for mobility by 5%</p> <p>2* Ensure research staff mobility is recognised</p>
<p>Action</p> <p>ACT14: ADAPT THE RESEARCH STAFF REGULATION REGARDING THE CAREER DEVELOPMENT OF RESEARCHERS</p> <p>Tasks</p> <p>a) Revise and adapt the regulation once the Collective Bargaining Agreement and the Research Staff Statute are published</p> <p>b) Add that which is specified in the Research Staff Collective Bargaining Agreement and Statute, which are currently being negotiated in the Valencian Community</p> <p>c) Have a defined career for research staff</p> <p>d) Submit it before the</p>	<p>19, 20, 21, 22, 25, 28, 33.</p>	<p>Action fulfilment date</p> <p>ACT 14 December 2020</p> <p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). June 2020</p> <p>d) September 2020</p>	<p>Vice-Manager of Human Resources</p>	<p>Indicator</p> <p>1i. The amount and type of improvement suggestions received regarding the careers of the research staff</p> <p>Target</p> <p>1* Adapt the regulation to the research staff rules and statute</p>

UMH Governing Board for its approval				
<p style="text-align: center;">Action</p> <p>ACT 15: DEVELOP A SUPPORT SERVICE FOR RESEARCHERS WITH DISABILITIES</p> <p style="text-align: center;">Tasks</p> <p>a) Absorb the regulations on support for students with disabilities for the research staff. Provide attractive work conditions for researchers</p> <p>b) Analyse the statistics of UMH staff, and specifically research staff</p> <p>c) Analyse the UMH installations regarding their accessibility for people with disabilities</p> <p>d) Prepare a report on the minimum renovation works to be conducted and estimate the costs, along with the benefits it would entail for staff with disabilities</p> <p>e) Submit it before the UMH Governing Board for its approval</p>	24.	<p style="text-align: center;">Action fulfilment date</p> <p style="text-align: center;">ACT 15 September 2020</p> <p style="text-align: center;">Task fulfilment date</p> <p>a). June 2019</p> <p>b). June 2019</p> <p>c). September 2019</p> <p>d). December 2019</p> <p>e) June 2020</p>	<p>President of the Board of Teaching and Research Staff, from the Department of Health Psychology</p> <p>Participants:</p> <p>Deputy Vice-Rector for Infrastructure</p> <p>Head of the Department of Occupational Hazard Prevention</p>	<p style="text-align: center;">Indicator</p> <p>1i. No. of people at the UMH with disabilities and which type of disabilities</p> <p>2i. No. and type of installations at the UMH which are not accessible for people with disabilities</p> <p>3i. No. of foreign researchers</p> <p style="text-align: center;">Targets</p> <p>1* Implement a service for researchers with disabilities</p> <p>2* Have an average participation of external applicants of over 10%</p>
<p style="text-align: center;">Action</p> <p>ACT 16: ADAPT THE INTERNAL TOOL FOR THE EAITTDiC, TO BE ABLE TO APPRAISE THE PROFESSIONAL</p>	18.	<p style="text-align: center;">Action fulfilment date</p> <p style="text-align: center;">ACT 16 June 2020</p>	<p>Vice-Rector for Information Technologies</p> <p>Participants:</p>	<p style="text-align: center;">Indicator</p> <p>1i. No. of researchers appraised with the adapted internal tool at each Research Institute</p> <p>2i. Satisfaction</p>

<p>CAREER OF RESEARCH STAFF</p> <p>Tasks</p> <p>a) Analyse the EAITTDiC tool to be able to evaluate research conducted by the research staff</p> <p>b) Verify its suitability in a pilot test</p> <p>c) Submit it before the Governing Board for its approval</p> <p>d) Implement the tool and verify its efficiency when including research staff</p>		<p>Task fulfilment date</p> <p>a). June 2019</p> <p>b). September 2019</p> <p>c). December 2019</p> <p>d). March 2020</p>	<p>Heads of UMH Institutes (Bioengineering, Molecular and Cellular Biology, Neurosciences and Operations Research Centre)</p>	<p>survey for the appraised researchers</p> <p>Targets</p> <p>1* Have an internal tool for appraising the professional career of the Research Staff</p> <p>2* Verify its efficiency in the four UMH institutes</p>
<p>Action</p> <p>ACT 17: DISSEMINATE THE DUTIES OF THE RESEARCH STAFF OMBUDSMAN AND THOSE OF THE COMMISSION IN THE CASE OF COMPLAINTS AND/OR CONFLICT</p> <p>Tasks</p> <p>a) Write the Mediation Procedure before uncertainty and conflicts related to research</p> <p>b) Training of the Department Heads and Principal Researchers in Leadership and Mediation techniques</p> <p>c) Define the agents involved in the Conflicts Commission and their way of collaborating</p>	<p>34.</p>	<p>Action fulfilment date</p> <p>ACT 17 December 2020</p> <p>Task fulfilment date</p> <p>a). September 2019</p> <p>b) December 2019</p> <p>c) March 2020</p>	<p>Head of the Department of Occupational Hazard Prevention</p> <p>Participants:</p> <p>Head of the Office of the University Ombudsman</p> <p>Head of the Department of Communication</p>	<p>Indicator</p> <p>1i. No. of dissemination sessions of the duties of the Research Staff Ombudsman in each UMH campus</p> <p>2i. No. and type of conflicts</p> <p>Target</p> <p>1* Defined and disseminated roles of the Research Staff Ombudsman and the conflicts commission across all four UMH campuses</p>

<p>d) Meet with the agents involved in the Conflicts Commission and appraise their progress</p> <p>e) Define the duties of the Research Staff Ombudsman</p> <p>f) Communicate the duties of the Research Staff Ombudsman across all UMH campuses</p>		<p>d) June 2020</p> <p>e) June 2020</p> <p>f). September 2020</p>		
<p>Action</p> <p>ACT 18: CREATE A MANUAL FOR PROJECT DIRECTORS AND SUPERVISORS</p> <p>Tasks</p> <p>a) Gather current information on activities to be conducted. Analyse the information and detect deficiencies</p> <p>b) Write the manual</p> <p>c) Obtain its approval</p> <p>d) Notify of its content and implement it</p>	<p>36, 37, 40.</p>	<p>Action fulfilment date</p> <p>ACT 18 September 2020</p> <p>Task fulfilment date</p> <p>a) June 2019</p> <p>b) December 2019</p> <p>c) March 2020</p> <p>d) June 2020</p>	<p>Vice-Rector for Economy and Businesses</p> <p>Participants:</p> <p>Heads of the UMH institutes (Bioengineering, Molecular and Cellular Biology, Neurosciences and Operations Research Centre)</p> <p>Head of the Department of Communication</p>	<p>Indicator</p> <p>1i. No. of attendees to training sessions for Project Directors in each UMH campus</p> <p>2i. No. and types of suitable suggestions to be added to the Manual</p> <p>Target</p> <p>1* Have the manual for project directors written and implemented</p>
<p>Action</p> <p>ACT 19: CREATE A UNIFIED PLAN FOR BASIC RESEARCHER TRAINING AND DISEMMINATE IT</p> <p>Tasks</p>	<p>38.</p>	<p>Action fulfilment date</p> <p>ACT 19 December 2020</p> <p>Task fulfilment date</p>	<p>Deputy Vice-Rector for Students and Sports</p> <p>Participants:</p> <p>Head of the Study Management</p>	<p>Indicator</p> <p>1i. No. of researchers attending the training in each UMH campus</p> <p>2i. No. and types of suitable suggestions to add to the unified Training Plan</p>

<p>a) Gather current information on activities to be conducted</p> <p>b) Have the current information provided to researchers compiled. Analyse the information and detect deficiencies</p> <p>c) Write the basic training plan for researchers</p> <p>d) Obtain approval for the plan</p> <p>e) Notify of its content and implement it</p>		<p>a) June 2019</p> <p>b) September 2019</p> <p>c) December 2019</p> <p>d) March 2020</p> <p>e) September 2020</p>	<p>Service</p> <p>Head of the Department of Communication</p>	<p>Target</p> <p>1* Have the basic researcher training plan implemented and disseminate it</p>
<p>Action</p> <p>ACT20: CONDUCT AN ANALYSIS OF THE TRAINING NEEDS FOR THE VARIOUS BRANCHES OF KNOWLEDGE</p> <p>Tasks</p> <p>a) Gather current training information and define what would be needed to overcome any deficiencies detected</p> <p>b) Plan the training programme for each branch of knowledge</p> <p>c) Approval of the planning conducted</p> <p>d) Implement the required training</p>	<p>39.</p>	<p>Action fulfilment date</p> <p>ACT 20 December 2020</p> <p>Task fulfilment date</p> <p>a) September 2019</p> <p>b) December 2019</p> <p>c) March 2020</p> <p>d) September 2020</p>	<p>Deputy Vice-Rector for Teaching Staff</p> <p>Participants:</p> <p>Heads of the four UMH research institutes (Bioengineering, Molecular and Cellular Biology, Neuroscience and Operations Science Centre)</p> <p>Head of the Polytechnic School</p> <p>Head of the Study Management Service</p>	<p>Indicator</p> <p>1i. Survey on the training needs of each branch of knowledge</p> <p>2i. No. of participants in the information gathering sessions in each UMH campus</p> <p>3i. No. and type of suitable suggestions to overcome training deficiencies</p> <p>Target</p> <p>1* For researchers to have the required training for future research needs</p>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The research staff recruitment policy of the UMH is coordinated by the Department of Teaching and Research Staff (<http://serviciopdi.umh.es/>), and its recruiting policy has been defined in accordance with the OTM-R, as follows:

Recruitment and Staff Selection at the UMH based on the European Union's OTM-R Strategy

OTM-R: Open, Transparent and Merit-based Recruitment of Researchers.

(<https://euraxess.ec.europa.eu/europe/news/new-open-transparent-and-merit-based-recruitment-researchers-otm-r>)

The UMH applies the European Union's OTM-R strategy and thus guarantees that the best candidate is recruited for a specific work position by way of an open, transparent and merit-based selection process. This promotes the international mobility of researchers and the flow and exchange of knowledge, making research careers more appealing and therefore increasing research quality.

✓ Publishing

Job offers will be published on the UMH's website (www.umh.es), and offers for research staff will also be uploaded to the Euraxess Jobs site (<https://euraxess.ec.europa.eu/jobs>) at least fifteen days before the final application admission date.

The published offer will include the name of the position on offer, the main duties to be carried out, the requirements demanded and the application evaluation criteria.

✓ Transparency

Each call will define its access requirements, the structure of the evaluating board, the weight of each of the requirements, the list of candidates accepted or rejected, the reason for being rejected, an appraisal of candidates accepted in the process and the person or people ultimately selected.

✓ Equality

The call shall guarantee that nobody is excluded, except for not meeting the requirements established in the call. A clause of non-discrimination shall be included therein.

✓ Merit

The selection will be based on curricular appraisal according to a previously established

scale, the conducting of interviews and/or carrying out of technical and/or aptitude tests, or any other system that ensures objectivity throughout the process.

✓ Impartiality, Independence, Professionalism

The Selection Committee shall be comprised of professionals from the Department of Human Resources, science professionals or technicians from the various departments, ensuring there is no conflict of interests among the candidates accepted in the selection process.

✓ Selection procedure

It will be done through tendering and will have two phases, one which will appraise merits, and a second with an aptitude assessment and a personal interview.

All candidates who have applied for the offer will receive an email confirming reception of the application form.

Candidates will be able to submit photocopies of the documents during the selection phase, whereas original copies will be required if they are selected and before the contract is formalised.

Once the eligibility of the candidates has been assessed, a provisional list of candidates included in the selection process will be published on the UMH website, as well as another with those excluded, along with the reasons why. Excluded applicants will have a five-day period to submit allegations.

Once the correction period is over, the definite list of candidates admitted and excluded in each phase will be published on the website of the UMH.

The admitted candidates shall be appraised in accordance with the merit-based scale of the job offer.

The decision on the chosen candidate shall be published on the UMH website.

Research staff recruitment regulation

<http://serviciopas.umh.es/files/2015/12/Nt.-acu.-mod.-Reglamento-Contrataci%C3%B3n-PI-y-Colab.-Tareas-Invest.pdf>

✓ General UMH regulation

<http://serviciopdi.umh.es/legislacion/>

UMH equality plan among men and women

<http://serviciopdi.umh.es/files/2014/03/Acuerdo-de-aprobaci%C3%B3n-del-Plan-de-Igualdad-entre-Mujeres-y-Hombres-2017-2020-de-la-Universidad-Miguel-Hern%C3%A1ndez.pdf>

January 2019.

At the UMH, the recruitment of research staff is regulated by article 83 of Spanish Organic Law 6/2001 on Universities (LOU) (<https://www.boe.es/buscar/pdf/2001/BOE-A-2001-24515-consolidado.pdf>). The **regulation for the recruitment of research staff** is based on this law, and was approved by the Governing Board and agreed upon by the Business Committee and the Research Committee on 10 May 2017 (<http://serviciopas.umh.es/files/2015/12/Nt.-acu.-mod.-Reglamento-Contrataci%C3%B3n-PI-y-Colab.-Tareas-Invest.pdf>). This allowed the UMH selection policy to become focused, open, transparent and merit-based.

- ✓ OPEN. The Call Management regulation, article 7, section 2, page 13 / 28, indicates that **publishing** of the offer shall be done on the University's official boards and will be sent to the Regional Department of Job Placement so that it is then disseminated across its Offices.
- ✓ TRANSPARENT. The Call Management regulation, article 7, section 3, page 13 / 28, establishes the way in which **notifications** shall be issued during the selection process.
- ✓ MERIT-BASED. The Staff Selection regulation, article 8, Staff Selection, page 13 / 28, indicates that there shall be a Selection Commission comprised of at least three members, which will **appraise** the candidates in accordance with the established assessment scale.

When conducting the GAP Analysis, we have detected deficiencies in our staff recruitment policy, which is why we have prepared actions to overcome them and comply with the OTM-R requirements. They correlate the following way:

OTM-R system (Checklist)	ACT: Improvement Action (Action Plan code)	OTM-R system (Checklist)	ACT: Improvement Action (Action Plan code)
1. Publish the OTM-R of the UMH in English	ACT 8	13. Publish offers on Euraxess	ACT 7
2. Complete internal guide	ACT 7	14. Use other tools for calls	ACT 7
3. OTM-R training	ACT 8	15. The least administrative burden for the candidate	ACT 8
4. Recruitment tools	ACT 7	16. Clear Committee selection rules	ACT 10

5. Selection system monitoring in each phase	Does not require an ACT	17. Clear Committee structure rules	Does not require an ACT
6. Encourage external candidates	ACT 7	18. Gender balance on Committees	ACT 9
7. Attract researchers from abroad	ACT 7	19. Candidate selected by merits	ACT 11
8. Attract underrepresented groups (women)	ACT 9	20. Candidates are notified at the end of the process	Does not require an ACT
9. Appealing work conditions	ACT 15	21. Interviewees are notified at the end of the process	Does not require an ACT
10. Know whether the best researchers are applying	ACT 8	22. Have a complaint management system	ACT 8
11. Templates for advertising (I.e.: Euraxess)	ACT 7	23. Have a system to know whether OTM-R targets are being met	ACT 8
12. Job Advertisements in relevant areas	ACT 7

Each improvement action (ACT) is time-bound, with clear tasks for it to be fulfilled and a person who is responsible for its fulfilment, who is supervised and aided (if necessary) every quarter by the HRS4R - UMH Action Plan 2019 - 2020 Monitoring Committee, who shall ensure its appropriate implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

4. IMPLEMENTATION

General overview of the expected implementation process:

We believe that a suitable GAP Analysis has been produced, with high participation and motivation. Deficiencies have been detected, which will be overcome with the Improvement Actions detailed in the HRS4R - UMH Action Plan 2019 - 2020. To ensure this is the case and to fulfil all identified targets, there is a person responsible for each Action, as well as a Monitoring and Support Committee.

In order to facilitate the quarterly monitoring of the Improvement Actions and the main tasks to be conducted, their action codes are laid out hereunder as a guide. The complete articulation of the Actions and tasks can be found in the Action Plan.

Action code	Task June 2019	Task September 2019	Task December 2019	Task March 2020	Task June 2020	Task September 2020	Task December 2020
ACT 1	a)	b) c)	d)	e)	f)	g)	TARGET
ACT 2	a)	b) c)	d)	e)	f)	g)	TARGET
ACT 3	a)	b) c) d)	e)	TARGET			
ACT 4	a)	b)	c)		d)	TARGET	
ACT 5	a)	b)	c)	d) e)	TARGET		
ACT 6	a)	b) c)	d)	e)	f)	g)	TARGET
ACT 7	a)	b) c)	d)	e)	TARGETS 1 and 2		
ACT 8	a)	b)	c)	d) e)	f)	g)	TARGETS 1 and 2
ACT 9	a)	b)	c)		TARGETS 1 and 2		
ACT 10	a) b)	c)		TARGET			
ACT 11	a)	b)	c)	d)	TARGETS 1 and 2		
ACT 12	a)	b)	TARGET				
ACT 13	a)	b)	c)	TARGETS 1 and 2			
ACT 14	a)	b)	c)	d)	TARGET		

ACT 15	a) b)	c)	d)		e)	TARGETS 1 and 2	
ACT 16	a)	b)	c)	d)	TARGETS 1 and 2		
ACT 17		a)	b)	c)	d)	f)	TARGET
ACT 18	a)		b)	c)	d)	TARGET	
ACT 19	a)	b)	c)	d)		e)	TARGET
ACT 20		a)	b)	c)		d)	TARGET
Total no. of Improvement Actions = 20	No. 20	No. 25	No. 18	No. 19	No. 18	No. 11	No. 8

We are optimistic regarding the implementation process, as there is a comprehensive amount of regulation and procedures already in effect at the UMH, as well as experience in working with a quality system, so some work has already been done in this regard. Now we mainly need to streamline procedures we already have, gather and refine documentation that is a little scattered, notify and train those interested so they can adapt to the changes that will take place, and to notify the four UMH campuses regularly and constantly of the guidelines they must follow so we all align and work with the HRS4R - UMH strategy.

An essential point in order to have this confidence in the appropriate implementation of the Action Plan is the high degree of involvement that exists at the UMH, from the Rector, to the Governing Board, Manager, Vice-Rectors, Deputy Vice-Rectors, Research Committee, Research Institute Heads, the Head of the Polytechnic School, Academic and Service Department Heads, and a long list of people who are ready to follow the principles of the Charter and Code of the European Commission.

The Vice-Rector for Research and Innovation will coordinate the implementation process of the Action Plan following this indicative timetable of meetings and issues to be addressed:

Date	Meeting with	Main issue
Last week in January 2019	1) UMH Governing Board	1) Approval of the GAP Analysis, the HRS4R Action Plan 2019 - 2020 and the UMH OTM-R policy
February 2019	1) The people responsible for the Improvement Actions and the Monitoring Committee 2) Research Committee	1) Determine operational guidelines. Hold quarterly meetings the first week after the relevant quarter 2 and 3) Notify of the implementation of the HRS4R Action Plan 2019 - 2020 at the

	3) UMH Social Council	UMH
March 2019	1) Head of the Department of Communication	1) Establish a fortnightly communication programme with issues related to the HRS4R - UMH strategy
First week in July 2019 Last week in July 2019	1) The people responsible for the Improvement Actions and the Monitoring Committee 2) Governing Board 3) Research Commission	1) Review the tasks and the degree of advancement of each Improvement Action during the April – June 2019 quarter 2 and 3) Notify of the degree of advancement of the HRS4R Action Plan
Second week in July 2019	1) Researchers of the four UMH campuses chosen at random	1) Conduct a consultation/survey to learn the degree of effectiveness of the OTM-R policy of the UMH
First week in October 2019	1) The people responsible for the Improvement Actions and the Monitoring Committee 2) Governing Board 3) Research Commission	1) Review the tasks and the degree of advancement of each Improvement Action during the July – September 2019 quarter 2 and 3) Notify of the degree of advancement of the HRS4R Action Plan
First week in January 2020	1) The people responsible for the Improvement Actions and the Monitoring Committee 2) Governing Board 3) Research Commission 4) UMH Social Council	1) Review the degree of advancement of each Improvement Action during the October – December 2019 quarter 2, 3 and 4) Notify of the degree of advancement of the HRS4R Action Plan
Second week in January 2020	1) Researchers of the four UMH campuses chosen at	1) Conduct a consultation/survey to learn the degree of effectiveness of

	random	the OTM-R policy of the UMH
First week in April 2020	<p>1) The people responsible for the Improvement Actions and the Monitoring Committee</p> <p>2) Governing Board</p> <p>3) Research Commission</p>	<p>1) Review the tasks and the degree of advancement of each Improvement Action during the January – March 2020 quarter</p> <p>2 and 3) Notify of the degree of advancement of the HRS4R Action Plan</p>
First week in July 2020	<p>1) The people responsible for the Improvement Actions and the Monitoring Committee</p> <p>2) Governing Board</p> <p>3) Research Commission</p>	<p>1) Review the tasks and the degree of advancement of each Improvement Action during the April – June 2020 quarter</p> <p>2 and 3) Notify of the degree of advancement of the HRS4R Action Plan</p>
Second week in July 2020	1) Researchers of the four UMH campuses chosen at random	1) Conduct a consultation/survey to learn the degree of effectiveness of the OTM-R policy of the UMH
First week in October 2020	<p>1) The people responsible for the Improvement Actions and the Monitoring Committee</p> <p>2) Governing Board</p> <p>3) Research Commission</p>	<p>1) Review the tasks and the degree of advancement of each Improvement Action during the July – September 2020 quarter</p> <p>2 and 3) Notify of the degree of advancement of the HRS4R Action Plan</p>
First week in January 2021	<p>1) The people responsible for the Improvement Actions and the Monitoring Committee</p> <p>2) Governing Board</p> <p>3) Research Commission</p> <p>4) UMH Social Council</p>	<p>1) Review the tasks and the degree of advancement of each Improvement Action during the October – December 2020 quarter</p> <p>2, 3 and 4) Notify of the degree of advancement of the HRS4R Action Plan</p>

Second week in January 2021	1) Researchers of the four UMH campuses chosen at random	1) Conduct a consultation/survey to learn the degree of effectiveness of the OTM-R policy of the UMH
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The system is structured and capable of fulfilling the Action Plan 2019 - 2020 step by step, and we have planned to conduct another GAP Analysis during the first quarter of the year 2021, which will give us information on how far we have progressed and will allow us to establish Improvement Actions for any deficiencies detected.

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

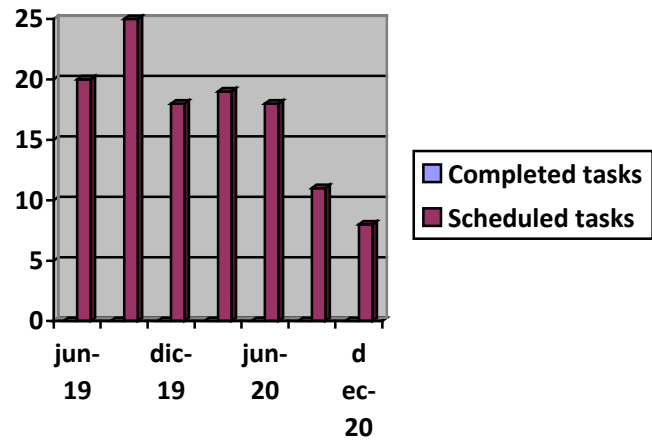
Checklist	*Detailed description and duly justification																						
How will the implementation committee and/or steering group regularly oversee progress?	<p>With all the Improvement Actions that need to be conducted defined and classified, along with the person responsible for fulfilling them and the period of time in which each one must be implemented, a suitable monitoring system was established for the appropriate fulfilment of the established plan for the 2019 – 2020 period.</p> <p>It is worth noting that the people who are responsible for the fulfilment of the scheduled Actions are senior officials of the UMH, such as Deputy Vice-Rectors and/or Department Heads.</p> <p>The person responsible for each Improvement Action will also keep a Data Collection and Monitoring record for the main tasks they conduct and/or coordinate, with the following format, which will be reviewed every quarter.</p> <p>Record of the Data Collection on the main tasks that are conducted to fulfil each Improvement Action:</p> <table border="1" data-bbox="429 1659 1386 1809"> <thead> <tr> <th>Action Code</th> <th>Action Description</th> <th>Person Responsible for the Action</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <table border="1" data-bbox="429 1843 1386 1993"> <thead> <tr> <th>Main task</th> <th>Date</th> <th>Result</th> <th>Noteworthy Data</th> </tr> </thead> <tbody> <tr> <td>a)</td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>b)</td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Action Code	Action Description	Person Responsible for the Action				Main task	Date	Result	Noteworthy Data	a)				b)							
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b)																							

The monitoring shall be conducted by the HRS4R - UMH Monitoring Committee, appointed by the Rector of the UMH, who will supervise the evolution of the tasks to be conducted for each Improvement Action every quarter by way of a meeting with the person responsible for its fulfilment, in order to provide support if in any case there are problems with the degree of advancement, and to agree on the decisions that they deem appropriate to ensure the proposed Action Plan is fulfilled.

This HRS4R - UMH Monitoring Committee is comprised of five people with relevant positions at the UMH, which are detailed hereafter.

PERSON HRS4R - UMH Monitoring Committee	GENDER	UMH MANAGEMENT STRUCTURE	POSITION
Emma Benlloch	Female	Management	Manager
Manuel Jordán	Male	Vice-Rectorate for Research and Innovation	Vice-Rector
María Teresa Pérez	Female	Vice-Rectorate for Institutional Relations	Vice-Rector
Alberto Pastor	Male	Office for Responsible Research	Head
David León	Male	Department of Quality	Head

This monitoring will allow us to have an appropriate control of the situation regarding the degree of implementation of the HRS4R Action Plan of the UMH in due time and manner, and we will see its development and the general degree of compliance visually by way of a representation of the completed and scheduled tasks.



We define the indicator of the degree of fulfilment of the Action Plan as the number of tasks completed in that quarter divided by the number of tasks to be completed (scheduled) in that period and multiply this by 100 (= fulfilment %).

HRS4R - UMH Action Plan Indicator	June 2019	Sept 2019	Dec 2019	March 2020	June 2020	Sept 2020	Dec 2020
Fulfilment %							
No. of completed tasks							
No. of scheduled tasks (Total = 119)	20	25	18	19	18	11	8
Observations							

The Vice-Rector for Research and Innovation is the person in charge of convening the monitoring meetings every quarter and to keep the records of each meeting.

The evolution of each of the Indicators included in the Action Plan shall also be reviewed in these meetings, as learning the degree of participation and/or implementation of the various Actions will be valuable information.

How do you intend to

During the GAP analysis process, in the Focus Groups that were created, there was a high level of participation by researchers of the various profiles, R1, R2, R3 and

<p>involve the research community, your main stakeholders, in the implementation process?</p>	<p>R4, and in all four UMH campuses, in the 22 work teams that were created, there was great motivation and involvement in suggesting improvement ideas for the UMH following the principles of the Charter and Code (C&C). On several occasions, the matter of whether their suggestions would be taken into account was brought up. Therefore, the first step towards implementing the HRS4R strategy in the UMH will be to offer credibility, extensively notifying the steps that are being taken and their result. This will show that there is seriousness in achieving real and continuous improvement with a clear and coherent orientation following the C&C guidelines, which will allow them to maintain their positive predisposition and motivation to achieve the proposed targets.</p> <p>Each Action that is implemented will be correlated to their proposals, and why it is being done and the benefits it provides both researchers and the University itself shall be explained. Furthermore, the Heads of the Research Institutes and Departments will be involved in their implementation, so that they can inform their teams.</p> <p>Coordinating the implementation will be the duty of the Vice-Rector for Research and Innovation, who will rely on the aforementioned Heads and the Head of the Department of Communication to notify, <i>at most fortnightly</i>, the UMH staff (research, administrative, services and management staff) of updated information on the Improvement Actions that are being worked on and the progress that is being achieved, and to request their collaboration if necessary.</p> <p>This Project has to be seen by the whole UMH Staff as a live and exciting Project on which we all contribute in order to achieve a better management of the UMH. This means we must all contribute by being informed, trained and fulfilling the C&C requirements.</p> <p>The Vice-rectorate for Research and Innovation will carry out an audit in each UMH campus <i>every six</i> months, to verify the degree of knowledge and implementation of the HRS4R strategy in the UMH, and its result will tell us whether we are working in the right direction or if we need to stimulate any specific aspect.</p> <p>The most relevant achievements of the HRS4R - UMH shall be mentioned in all the meetings held with the Governing Board, the Research Commission and the Social Council, as well as whether the collaboration of any of these UMH entities is required.</p> <p>The HRS4R - UMH strategy will be added to the UMH Strategic Plan during the upcoming review of 2019.</p> <p>With these aforementioned actions and our open and strong attitude to gradually implementing the improvement targets laid out in the Action Plan, we are convinced that in the short-to-medium term it will become a part of the management culture of the UMH.</p>
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<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The GAP Analysis has been very important for the UMH and we have realised that we have already done some work in this regard, with positive aspects such as a structured Human Resources Management Service which is well focused and in line with the C&C, and Researcher Recruitment regulation which serves as a guide. Furthermore, we also have a degree of satisfaction of 82% among researchers regarding the 40 principles of the C&C.</p> <p>We also realised that we have some work to do, and the first step to become aligned with the HRS4R is to implement the Improvement Actions proposed in the Action Plan. With them, we will take a great step towards continuous improvement, as we will solve our main weaknesses and begin a routine of evaluating ourselves regularly in regard to these 40 principles, which lay out the guidelines we must follow in each of the four areas: Ethical and professional aspects, Recruitment and selection, Work conditions and Social security, and Training and Development.</p> <p>Both the Vice-Manager of Human Resources as well as the Head of the Department of Teaching and Research Staff took part in a Focus Group, where they reviewed legislation, regulation and procedures that are applied in the UMH as regards the 40 principles of the C&C. From this process came several Improvement Actions, detailed in the Action Plan 2019 - 2020, aimed at streamlining the Human Resources policy of the UMH and guide it completely towards the HRS4R - UMH strategy.</p> <p>It is the will of the UMH, as per the Governing Board, that there is a Human Resources policy at the UMH that is totally aligned with the HRS4R strategy, and the alignment of the UMH with the principles of the C&C and OTM-R will be specifically added in the upcoming review of the UMH Strategic Plan.</p> <p>The Vice-Rectorate for Research and Innovation will conduct quarterly monitoring audits in order to learn the degree of adaptation of the UMH Human Resources policy to the C&C principles.</p> <p>At the moment there are already several specific Actions and tasks scheduled in the Action Plan which are directly related to improving the management of the Department of Human Resources of the UMH, and there is a high degree of commitment to its implementation on behalf of the Management of the Department of Human Resources, so the first step in becoming aligned with HRS4R has already been taken.</p>
<p>How will you ensure that the proposed actions are</p>	<p>To ensure that the planned Improvement Actions are implemented efficiently, the following points are taken into account:</p> <p>Those responsible for each Action have taken part in the GAP Analysis process,</p>

<p>implemented?</p>	<p>and know and want to remedy the deficiencies detected. They are high-level people from within the UMH (Vice-Rector and/or Department Head) with the capability to implement changes and have the required infrastructure to carry them out. Furthermore, they have people in charge of other Academic and/or Service Departments as participants, who are identified in the Action Plan, and who will help achieve the targets.</p> <p>High involvement of the Department of Human Resources to incorporate the principles of the C&C in the regulation and procedures of the UMH. To do so, the base regulations will be reviewed, as specified in the Action Plan 2019 - 2020, such as the Regulation for the Recruitment of Researchers, which will explicitly add the HRS4R - UMH guidelines and will be translated into English.</p> <p>High involvement of the UMH Governing Board, Research Commission, the Heads of the four Research Institutes, the Head of the Polytechnic School and Department Heads. They must be informed of the progress of the Action Plan, and have offered their assistance for situations where they may be needed.</p> <p>There is a Monitoring Committee with people of high ranks within the UMH (Manager, Vice-Rector and/or Service Head) who will supervise and support the fulfilment of the targets laid out for each Action every quarter. This will be coordinated by the Vice-Rector for Research and Innovation.</p> <p>A six-monthly audit will be conducted by the Vice-rectorate for Research and Innovation on the four campuses of the UMH to verify that the proposed Actions and the time-bound tasks detailed in the Action Plan 2019 - 2020 are being implemented.</p>
<p>How will you monitor progress (timeline)?</p>	<p>To monitor the progress of each proposed Improvement Action, progressive time-bound tasks have been defined with a fulfilment deadline and are clearly established in the Action Plan 2019 - 2020.</p> <p>Every person responsible for an Action will keep a document for collecting data on the different actions they complete and/or coordinate, noting the date, the result obtained and relevant data for each case, thus making it more effective when showing the Monitoring Committee the state of advancement of each Improvement Action.</p> <p>The Monitoring Committee shall be convened every quarter by the Vice-Rector for Research and Innovation, who will meet with all the people who are responsible for the Actions, supervising the completed tasks and the degree of progress of each Action, and offering support in the case that any of them has difficulties, taking the most appropriate decisions for the case between all of them while understanding that it is the duty of the person responsible for each Action who must coordinate and take responsibility for its implementation.</p> <p>This Monitoring Committee, represented by the Vice-Rector for Research and Innovation, shall inform every quarter of the degree of advancement of each</p>

	<p>Improvement Action and of the Action Plan as a whole before the Governing Board, the Institute Heads, the Head of the Polytechnic School and the Heads of the various UMH Departments, so that they can relay it to their collaborators.</p> <p>From the Department of Communication, fortnightly information on the HRS4R - UMH strategy will be sent to all UMH Departments, detailing the Actions conducted in relation to the UMH Action Plan 2019 – 2020.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The GAP Analysis carried out has been seen by the UMH as very useful and informative in order to define the Improvement Actions in accordance with the HRS4R strategy, which is clearly influenced by the C&C principles. Therefore, it has allowed us to detect our strong points and weaknesses, which will be remedied with the Improvement Actions listed in the Action Plan 2019 – 2020.</p> <p>It has also helped to fine tune an operational and practical work methodology, in order to analyse our status as regards the C&C while involving researchers from different profiles, R1, R2, R3, R4, as well as administration and services staff and management staff, which has allowed us to obtain very valuable information which will greatly help guide continuous improvement appropriately at the UMH.</p> <p>With the Action Plan 2019 – 2020 in place, each of the people responsible for implementing an Action will be backed by a quarterly Monitoring Committee, where the appropriate fulfilment of the defined targets will be reviewed and supported, all of which will be recorded in the minutes of the meetings, which will be safeguarded by the Vice-Rector for Research and Innovation, and which will serve as records and indications for the following assessment.</p> <p>A six-monthly assessment will be conducted by the Vice-rectorate for Research and Innovation in order to detect the degree of implementation. This assessment will also include a report on each of the Actions, which will complement the documentation provided by the Monitoring Committee.</p> <p>Another relevant aspect will be the regular notifications made to all UMH Departments on the progress of the HRS4R strategy, which will help promote a continuous improvement culture guided by the C&C principles. There will also be a record of these notifications.</p> <p>All this will be seen as a very positive qualitative and quantitative leap forward at the UMH regarding its Human Resources management policy.</p> <p>In line with this continuous improvement culture at the UMH, and in light of the success of the applied methodology for detecting deficiencies and to prepare the corresponding improvement actions, a GAP Analysis will be conducted in the first quarter of 2021, which will include a survey of all UMH researchers regarding compliance with the 40 principles of the C&C as well as in-person meetings (Focus Groups) with researchers at the four UMH campuses, and with administrative and services staff and management staff. From these meetings we will obtain the necessary information to prepare the following HRS4R - UMH Improvement Plan</p>

	2021 – 2024.
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Additional remarks/comments about the proposed implementation process:

Carrying out the GAP Analysis on the 40 principles of the C&C in the year 2018 has entailed the detection of 20 Improvement Actions, which were used to establish the HRS4R - UMH Action Plan 2019 – 2020, which was approved by the HRS4R Work, Executive and Research Committees, as well as the Governing Board.

It has been published on the website www.hrs4r.edu.umh.es and has been disseminated across the UMH.

This is why the HRS4R strategy is known and embedded in the UMH. The people responsible for coordinating and ensuring compliance with the Improvement Actions came forth voluntarily and have the broad support of both Department Heads as well as their collaborators.

If an Action were to prove difficult, we have enough resources and support to act swiftly, take the necessary decisions and ensure it is completed. This is the case because there is great involvement in the HRS4R - UMH strategy, from the Rector and the entire Governing Board, the Heads of Research Institutes, the Research Committee, the Department Heads, the Heads of Service Departments, researchers and administrative staff.

For all of the above, we are convinced that we will fulfil the targets laid out in the Action Plan, and that it will have helped increase the level of satisfaction among UMH Staff.

The UMH will also be more open to external researchers, it will improve its level of management and will be vigilant in complying with the OTM-R policy, whose efficiency will be reviewed every six months by the Vice-rectorate for Research and Innovation.

In order to confirm that we have conducted a process adapted to the HRS4R strategy, we have carried out an internal audit on the initial HRS4R phase at the UMH.

- *Has the UMH provided enough information to researchers and administration and services staff to understand the HRS4R strategy?*

Yes.

Communication sessions, explanatory Power Points, general information emails, the survey on researchers with an explanation beforehand, in-person meetings (Focus Groups), meetings with the Research Commission and with Department and Service Heads.

Explanatory emails to all UMH staff and presentations in all four campuses.

- *Have researchers been involved in the HRS4R process, and have all profiles, R1, R2, R3 and R3 been represented?*

Yes.

From the four researcher profiles and from the four UMH campuses.

- 1) *Has an Executive Committee and a work group responsible for the HRS4R process been created?*

Yes. An Executive Committee and a Work Committee.

- 2) *Has the opinion and proposals of the management departments with influence on Human Resources and of researchers been taken into account?*

Yes.

. Of researchers, through the survey and in-person meetings (Focus Groups).

. Of administrative and services staff and management staff through in-person meetings (Focus Groups).

- *Does the UMH have an Open, Transparent and Merit-based policy for the recruitment of researchers?*

Yes. It is available on the OTM-R section of the website, www.hrs4r.edu.umh.es

- *Are the Department Heads sufficiently involved in the HRS4R process to guarantee a solid implementation?*

Yes. Eight communication sessions have taken place on the HRS4R strategy, distributed among the four UMH campuses, and the Department Heads have been expressly invited.

The following groups have also been notified of the HRS4R strategy and also have the involvement of Department Heads:

- Executive Committee (5 participants)
- Work Committee (16 participants)
- Research Commission (32 participants)
- 4 Focus Groups of administrative and services staff and management staff

(19 participants)

- 22 Focus Groups of researchers (97 participants)
- Specific participation of the R4 researchers

. Answering the survey on the C&C

52 % of all the R4 researchers of the UMH (59 participated out of a possible 106 possible)

. In-person meetings (Focus Groups)

Eight R4 researcher work groups were created

4 in the Elche campus, 2 in the San Juan campus, 1 in the Orihuela campus and 1 in the Altea campus.

- *Is the proposed Action Plan consistent with the GAP Analysis?*

Yes. A multidisciplinary work team was created to analyse all the proposals obtained in the Focus Groups, both from researchers as well as administrative and services staff and management staff, as well as the information from the surveyed researchers.

The main deficiencies detected were used to submit the Improvement Actions. A total 20 Improvement Actions were obtained, and they are all included in the HRS4R Action Plan 2019 – 2020 of the UMH.

- *Are the actions proposed appropriate and of high quality?*

Yes.

. *Have they been approved by Department Heads?*

Yes. Approved by the Work Committee, Executive Committee, Research Committee and Governing Board.

. *Is there a commitment to support their implementation?*

Yes, there is a person responsible for each Improvement Action, all of which have a position at the UMH.

. *Has information on the HRS4R been published?*

www.hrs4r.edu.umh.es

. *Is its planning seen as appropriate?*

Yes. Its planning is clear and enforceable.

. Is there support for addressing implementation difficulties?

Yes. A Monitoring Committee comprised by people with high-level positions in the UMH.

- *Are the proposed targets sufficiently ambitious for the UMH?*

Yes.

They are in line with the principles of the C&C

- *Is there a person responsible for the fulfilment of each Improvement Action?*

Yes. People with a position of responsibility in the UMH.

- *Is there an appropriate monitoring indicator for each Improvement Action?*

Yes. These are detailed in the Action Plan.

. And for when it has been completed?

Each Action has a clear target to fulfil and a deadline.

. And for how it was completed?

Quarterly fulfilment monitoring

- *Have the Strategy and the Action Plan been backed by the Rector of the UMH?*

Yes.

It was approved by the Governing Board on 30 January 2019.

- *Is the appropriate progress of the Action Plan verified?*

Yes.

Every quarter by the Monitoring Committee, with an indicator for the degree of fulfilment of the actions to be conducted.

- *How will the centre prepare for the assessment by the European Commission?*

All the records and minutes of the quarterly monitoring meetings are duly

completed and stored.

Result of the internal audit: Satisfactory.