

Action Plan

HUMAN RESOURCES AWARD PROPOSAL

21 NOVEMBER, 2018



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Case number:

Name Organisation under review: **Universidad de Castilla- La Mancha**

Organisation's contact details: **José Julián Garde López-Brea; Vice-chancellor for Research and Scientific Policy**; Edificio José Prat , Plaza de la Universidad, 2, 02071 Albacete, Spain; Telephone:+34 967 599 200, Ext: 2020, e mail: Julian.Garde@uclm.es

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1 ORGANISATIONAL INFORMATION

Key figures for UCLM.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2.956
Of whom are international (i.e. foreign nationality)	180
Of whom are externally funded (i.e. for whom the organisation is host organisation)	211
Of whom are women	1.872
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1.450
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	61
Of whom are stage R1 = in most organisations corresponding with doctoral level	1.445
Total number of students (if relevant)	25.729
Total number of staff (including management, administrative, teaching and research staff)	4.085
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational Budget	219.765.050
Annual organisational direct government funding (designated for research)	23.503.440
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	9.160.100,26
Annual funding from private, non-government sources, designated for research	4.363.056,83
ORGANISATIONAL PROFILE	
The University of Castilla-La Mancha is a modern and competitive institution, with almost 30,000 students, 2,270 lecturers and researchers and 1,059 administrative and service staff. In its thirty years of operation, the UCLM has provided young people with access to higher education and has dynamized life in the cities where its four campuses have been established: Ciudad Real, site of its vice-chancellorship-, Albacete, Cuenca and Toledo. At present, teaching extends also to the towns of Almadén (Ciudad Real) and Talavera de la Reina (Toledo).	

2 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

An overview of UCLM 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 is shown below:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	STRENGTHS: UCLM clearly provides freedom of research. An ethical committee is active and provides regulations to rule the ethical behaviour for Ph.D. studies. Also, UCLM protects researchers both from a contractual and legal side. In addition, COMPILATIO, an antiplagiarism software, is used at the university. The UCLM's system for economic management is strict. UCLM also has a special labour risks unit. UCLM's European projects office centralizes the necessary tools to train and support researchers for applying to competitive calls and project management. UCLM also has its own IP rights regulations, and UCLM's Technology Transfer Office oversees the assistance and training of issues related to IP. UCLM belongs to the Enterprise Europe Network that supports and facilitates technology transfer among Universities and industries. Entrepreneurship is also ruled by regulations and managed at a dedicated unit at UCLM. Most of the UCLM's outreach activities were led by UCLM's communication unit, that is very active in the participation in different events. In addition, special outreach training for researchers is available. UCLM also owns an institutional repository RUIdeRA, fully in line with European open access guidelines and regulations. In terms of no discrimination, UCLM organizes and participates in numerous events, regarding gender and collectives with special needs. The evaluation of the researchers is covered by UCLM's Master Academic Plan. Merit evaluation of R3 and R4 researchers is performed by external national agencies (<i>sexenios</i>), and UCLM (<i>quinquenios</i>). UCLM also has regulations in place for the merit assessment that leads to salary complements. R2 and R1 researchers granted by competitive calls are evaluated by the corresponding funding agencies. R1 researchers are evaluated yearly through their supervisor and PhD commission. Teaching activities are also evaluated by students through surveys. Co-authorship is recognized in UCLM internal rules and regulations. WEAKNESSES: Although ethical principles were fulfilled at UCLM, there is not a UCLM's written ethical code. In addition, there is not an ethical committee specialized in the survey, use and storage of sensitive data obtained in social sciences research projects. There is a general lack of awareness about co authorship procedures at UCLM. There is a general lack of awareness about the management of research projects: procedures, UCLM support mechanisms, economic issues, changes in the financial normative, Tech transfer possibilities etc.

	There is a general lack of awareness concerning IT security issues. IT security procedures were not always followed. There is not a procedure to back up the data generated by research instruments. Tech transfer units are overloaded. There is not an open science platform. Outreach activities are not coordinated.
Recruitment and selection	STRENGTHS: Recruitment of R3 and R4 researchers depends upon the specific calls provided from the Ministry of education and is controlled by the applicable law. UCLM is consolidating the position of the R2 researchers funded by Ramón y Cajal competitive calls. R1 and R2 researchers funded by competitive calls were recruited by the funding organisms. UCLM has a self-funded program for the recruitment of R1 researchers. There is a centralized job offer website, which includes regulations for the recruitment of researchers funded by research projects and researchers recruited by UCLM self-funded program. Selection of R3 and R4 researchers is performed following the categories defined in the applicable law. R2 and R1 researchers funded by competitive calls are selected following the criteria of the specific calls and the projects needs, according to PI's responsibilities. R2 and R1 researchers funded by research projects are selected following the procedures established by UCLM regulations. The results of the selection of the candidates are published including the final score and a list of UCLM's staff involved in the process is also made public. Merits are scored after the rating defined in the call for R4, R3 and R2 and R1 researchers recruited by competitive calls. In addition, scores for merits for salary complements for R4 and R3 researchers are also defined. WEAKNESSES: The online job offer platform could be improved by: creating a distribution list for job seekers, Incorporating the new R3 and R4 offers into the platform, and translating job offers into English. There is not a homogeneous criterion for the selection and merit judgement, for example: variations in the chronological order of cv of candidates, mobility for R1 and R2 researchers funded by research projects. The criteria depend on each project's necessities and PI requirements. There is not a specific evaluation procedure for R1 and R2 researchers financed by research projects.
Working conditions	STRENGTHS: Professional recognition. It is covered by the National law of science. Within the UCLM self-funded programs, there are calls for adaptation and improvement of scientific equipment. Flexible working hours are implemented at the UCLM, as well as agreements with nursery schools. In addition, UCLM organizes summer schools for employees' children. UCLM has drafted an equality plan and has appointed an equality commission. UCLM actively participates in different no discrimination initiatives such as international women's day. UCLM also has developed an anti-harassment protocol.

Training is widely available at UCLM. Courses were provided by different departments within the institution. Course thematic encompass from IP or entrepreneurship to teaching methodologies, mentorship, technical courses and soft skills. In addition, other training activities are organized at UCLM, such as special events for R2 and R1 scientists.

External **mobility** is promoted by UCLM through self-founded calls and external calls (e.g. Erasmus +). Sabbaticals were also considered within the self-funded programs. In addition, UCLM provides career guidance through CIPE (Job information Centre).

Co-authorship conflicts for R1 researchers are mediated by the doctorate school.

Teaching: the academic management plan states the teaching activities for each researcher's profile.

UCLM has a **University ombudsman** and regulations that define his/her functions.

Researchers are represented in every UCLM's collegiate bodies.

Teaching activities provided by R1 and R2 researchers, are considered by law as collaborations, and they receive a certification of their engagement in these activities.

WEAKNESSES:

There is a **centralized list of instrumentations** and research facilities present at the UCLM, but there is a general lack of awareness about the location of this list. There is not a centralized instrumentation unit.

There is a general concern about the **few opportunities for consolidation of employment**.

Although salary complements were more competitive than other Spanish Universities. **salaries are not comparable with other European countries**.

However, this is a national issue, not particular to UCLM.

There is **not a written UCLM gender plan**.

There is **not a mentorship plan** at UCLM, **neither a career development plan**.

Although UCLM provides a great number of **training courses**, and there is a **centralized information website**, its dissemination could be improved, as there is a general lack of awareness.

There is not a **strategy towards the improvement of mobility of researchers to industrial environments**, although creation of technology-based companies or spin offs is widely contemplated.

Although there are numerous **career advice opportunities** at UCLM, they are **not specially targeted for R1 and R2 researchers funded by research projects**.

There is a **general lack of awareness about IP an IP rights** at UCLM.

Training and development

STRENGTHS:

R1 scientists are **evaluated by the RAPI application**, there is a good practices manual for the performance of doctoral theses, and the doctorate school mediates in conflicts between R1 researchers and their supervisors.

UCLM **fosters the excellence in publishing by the organization of various training courses** to acquire professional aptitudes.

WEAKNESSES:

There are not official procedures to mediate in conflicts between supervisors and R1 and R2 researchers funded by research projects, apart from the Ombudsman.

There is not a career development plan for R1 and R2 researchers.

There is a general lack of awareness about the continuous development mechanisms for researchers at UCLM.

Although there are regulations for the supervision of R1 researchers, no regulations are provided for the supervision of R2 researchers.



3 ACTIONS

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

https://www.uclm.es/misiones/investigacion/hr_excellence_in_research?sc_lang=en

Next table shows a sum up list of all individual actions to be undertaken at UCLM'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)
A1. HRS4R Kick-off, awareness and follow-up. An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist in the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organizing seminars, or briefings departments to influence the dissemination of the C&C key lessons to research staff.	All	1Q 2019- 4Q 2022	Vice-Chancellor's Office for Research and Scientific Policy	• WG HRS4R constituted • WG OTMR constituted • Surveys to address the awareness
A2 Improve general OTMR procedures. The OTM-R implementation working group, will review and define the processes for selecting and recruiting researchers, for the progressive adaptation to the OTM-R system. The group will consist of representatives of all services with competence in selection and recruitment of researchers.	13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 20. Seniority (Code)	1Q 2019 to 4Q 2019	Vice-Chancellor's Office for Research and Scientific Policy and Human Resources Unit	• Introduce a distribution list for the communication of new job offers. • 100% of candidates informed automatically by mail about the selection process, including the evaluation reports for the unselected candidates. • 100% of the job offers published in English and Spanish. • 100% of job offers published at EURAXESS platform.

				• Include all the calls for R3 and R4 researchers at the unified job search portal. • Publication of the evaluation criteria for each position.
A3. Normalise the OTM-R's regulations for the recruitment of R1 and R2 researchers funded by research projects. To homogenize the current practices in job advertising, selection recruitment, rights and duties, complaints and evaluation.	13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 20. Seniority (Code) 32. Co-authorship 11. Evaluation/ appraisal systems 36. Relation with supervisors	2Q 2019	Vice-Chancellor's Office for Research and Scientific Policy	• Recommendations guide for the recruitment and selection of R1 and R2 published. • Guide to address different issues related with R1 and R2 (Co-authorship, relation with supervisor, teaching, conflicts solving, IP rights, etc.) published. • Procedure for evaluation and accreditation of excellence for these researchers published.
A4. Design a new self-funded program for the retention and attraction of talented researchers. To improve the scientific excellence of UCLM, calls for the incorporation or consolidation for R2, R3 and R4 will be published. The number and the required profiles of these job offers will depend on the funding of the regional government. Improvement of salaries of R1, R2 and R3 scientists funded by research projects will also be included,	28. Career development 25. Stability and permanence of employment 26. Funding and salaries	4Q 2020 - 1Q 2021	Vice-Chancellor's Office for Research and Scientific Policy	• New calls for the attraction of R2, R3 and R4 researchers published. • Regulations published for the improvement of salaries of R1, R2 and R3 scientists funded by research projects based on the quality of their performance.

or complementing their salaries by funds of arising from competitive or private projects (article 83 of the LRU)				
A5. Offer support for professional career development. Design a map of professional research career options, inside and outside UCLM, especially highlighting the influence and possibilities of international or industry opportunities in professional development.	38. Continuing Professional Development 28. Career development 11. Evaluation/ appraisal systems	4Q 2020 - 1Q 2021	Vice-Chancellor's Office for Transference and Innovation	- Workshops and courses organised for professional career development. - Map of professional research career options published.
A6. Improvement of collaborations with industry. The Technology Transfer Unit will be improved by the incorporation of new capacities such as improving communication and visibility techniques. In addition, bilateral contacts between industries and researchers will be encouraged. These contacts will be coordinated providing a higher visibility to the official agreements established with industry, business associations, business chairs, etc.	29. Value of mobility 4. Professional attitude 31. Intellectual Property Rights	3Q 2020	Vice-Chancellor's Office for Transference and Innovation	- Communication plan from Technology Transfer Office in order to combat lack of awareness of the research community (e.g. newsletter). - Communication strategy after signing agreements between UCLM and regional technological companies. - Organised b2b meetings between researchers/research groups and enterprises.
A7. Pilot a mentorship program. Starting with the selection of a network of mentors aimed to develop the potential of young researchers, by transfer of knowledge and learning through the experiences of seniority. This activity will be proposed both to active and recently retired researchers and professionals outside UCLM. Mentors will help and guide the mentees to develop their research	28. Career development	4Q 2020 - 1Q 2021	Vice-Chancellor's Office for Research and Scientific Policy	- To set up a pilot mentorship program. - Training courses to improve the mentorship abilities of R4 researchers available. - Workshops and courses organised for professional career development.

career, as well as other aspects in their personal and professional life.				
A8. Write an equality plan. Presently, the UCLM equality plan is drafted. The HRS4R will push the completion of a final version of the plan to be approved by the governing board of the University.	2. Ethical principles 27. Gender balance	3Q 2019 -2Q 2022	Vice-chancellor's Office for Students and Social Responsibility	• UCLM equality plan published. • Action implementation report
A9. Improve the UCLM research Ethics awareness and create new ethical committees. To show mechanisms to solve issues that historically were found to be controversial, such as co authorship, supervision etc. Create the Ethical Committee for Social Sciences.	2. Ethical principles	2Q 2021	Vice-Chancellor's Office for Research and Scientific Policy	• Research ethics manual published. • To create an ethical committee for taking care of social sciences data generated. • Ethical committee for solving specially complicated cases created.
A10. Improve IT security. To coordinate the existing approaches followed by researchers and filling the existing data storage gaps in the research teams.	7. Good practice in research	2Q 2021- 3Q 2021	General Secretary	• To provide methods for the backup of data generated by research instruments. • Virtual cloud storage replacing shared hard drives provided.
A11 Create an Open science platform. To make public funded UCLM's research results, publications and research data, freely accessible in digital format with no or minimal restriction.	8. Dissemination, exploitation of results	1Q 2022-4Q 2022	Vice-Chancellor's Office for Research and Scientific Policy	• Open science platform created. • Publication statistics of the scientific production per year
A12. Centralize scientific outreach. Coordinate the dispersed outreach activities of UCLM, to account for the individual outreach activities, find synergies and elaborate a common strategic outreach plan.	9. Public Engagement	1Q 2022-4Q 2022	Vice-Chancellor's Office for Research and Scientific Policy	• Scientific outreach unit created. • Strategic plan for outreach activities published.

A13. Improve research infrastructures access to researchers. Elaborate a catalogue including all the scientific and technological equipment available at the departments, institutes and research centres, and could also include other available scientific services, outside of UCLM.	23. Research environment	4Q 2021	Vice-Chancellor's Office for Research and Scientific Policy	• Catalogue of scientific infrastructures published. • To establish a procedure to request internally the use of scientific equipment
A14. Improve the R1 and R2's researchers teaching recognition. UCLM will provide official teaching certificates to all R1 and R2 researchers reflecting the number of teaching hours performed. As a new regulation has been published between the closure of surveys and the elaboration of this action plan, the new process established will be closely monitored, to assess its effectiveness.	33. Teaching	1Q 2019	Vice-Chancellor's Office for Research and Scientific Policy	• Accreditation document of the teaching activities of each R1 and R2 researcher that performs teaching activities available.
A15. Centralise, evaluate and disseminate UCLM training activities. By the performance of a survey to address the training activities that researchers need. Reinforcing the diffusion of the training offers, especially for R1 and R2 researchers in cross-disciplinary training and teaching. Reinforce the dissemination of the training courses centralising all the public engagement activities on one website and do it easily accessible.	39. Access to research training and continuous development 30. Access to career advice 31. Intellectual Property Rights	4Q 2021	Human Resources Unit	• Results of the Survey of researcher's training courses needs analysed. • New courses of continuous development, professional career and soft skills available. • Results of the participation and interest of the existing courses analysed. • To improve visibility of the existing website dedicated to training courses.
A16 Improve information flow to the University community by the Centralisation of the information in easily accessible websites and perform special	3. Professional responsibility 34. Complaints/ appeals	1Q 2020- 3Q 2020	General Secretary	• Website updated. • Special communication events performed

communication events in those items that were found to be less familiar.

Organize and centralize dispersed information in the UCLM's website.

- a) Technology transfer
- b) IP
- c) Outreach
- d) Training offers
- e) Project management
- f) Etc.

Perform special communication events regarding:

- a) IP
- b) Complaints appeals
- c) Postdoctoral appointments

35. Participation in decision-making bodies
 28. Career development
 33. Teaching
 32. Co-authorship
 39. Access to research training and continuous development
 40. Supervision
 38. Continuing Professional Development
 37. Supervision and managerial duties
 36. Relation with supervisors
 8. Dissemination, exploitation of results
 7. Good practice in research
 10. Non-discrimination
 24. Working conditions
 30. Access to career advice
 31. Intellectual Property Rights

A17. Write a welcome manual linked to the UCLM's welcome plan. It will include information about:

- a) Recruiting, performance assessment, and HRS4R strategy
- b) Participation of the different professional profiles in the governing and decision-making bodies of UCLM
- c) Complaints mechanism and functions of the University Ombudsman
- d) Ethical aspects
- e) Anti-plagiarism software
- f) Intellectual properties guidelines
- g) Co-authorship, co-direction normative, etc.
- h) Professional attitude and description of the existing support systems for project management
- i) Security and risk prevention issues; workplace health, also including insurance procedures for international mobility
- j) Personal and professional life balance measures, non-discrimination and gender policies.

5. Contractual and legal obligations
 6. Accountability
 3. Professional responsibility
 13. Recruitment (Code)
 34. Complaints/ appeals
 27. Gender balance
 4. Professional attitude
 5. Contractual and legal obligations
 35. Participation in decision-making bodies
 28. Career development
 33. Teaching
 32. Co-authorship
 39. Access to research training and continuous development
 40. Supervision
 38. Continuing Professional Development
 37. Supervision and managerial duties
 36. Relation with supervisors
 8. Dissemination, exploitation of results

1Q 2020 - 3Q 2020

Vice-Chancellor's Office for Research and Scientific Policy / General Secretary / Human Resources Unit

- Welcome manual published
- Centralised repository of training activities generated at UCLM

7. Good practice in
research
10. Non-discrimination
24. Working conditions
30. Access to career
advice
31. Intellectual Property
Rights

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. The table below shows how UCLM will use the Open, Transparent and Merit-Based Recruitment Toolkit and how we will intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment.

Proposed ACTIONS	OTM-R Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
AO1. Publish on line a guide of UCLM's OTM-R policies in English and Spanish and use international job offering platforms for attracting foreign researchers.	1. Have we published a version of our OTM-R policy online (in the national language and in English)? 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? 6. Does our current OTM-R policy encourage external candidates to apply? 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	2-3 Q 2019	Vice-Chancellor's Office for Research and Scientific Policy / Human Resources Unit	• Website • Translate job offerings to English. • Publish the job offers at EURAXESS • Number of international students applying for open positions • Perform a survey among researchers to identify improvement areas for attracting foreign researchers. • Design measures for talent attraction
AO2. Improve the existing centralized job portal to monitor the suitability of the candidates and the direct communication of	4. Do we make (sufficient) use of e-recruitment tools? 10. Do we have means to monitor whether the most suitable researchers apply?	3-4 Q 2019	Vice-Chancellor's Office for Research and Scientific Policy / Human Resources Unit	• Update existing website • Number of calls published • Number of offers received

the selection process and feedback to the candidates	20. Do we inform all applicants at the end of the selection process? 21. Do we provide adequate feedback to interviewees?			• Study the scientific profile of researchers that were incorporated to UCLM • Analyse the results of the study • Design indicators based in the detected Gaps detected in the study. • Include a protocol for providing feedback for the interviewees.
A03. Design protocols for job offer writing and distribution.	11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions? 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	4 Q 2019	Vice-Chancellor's Office for Research and Scientific Policy /Human Resources Unit	• Write protocol • Number of candidates that applied from EURAXESS
A04. Adequate UCLM's OTMR policies for attracting women.	8. Is our current OTM-R policy in line with policies to attract underrepresented groups? 18. Are the committees sufficiently gender-balanced?	4Q 2019	Vice-Chancellor's Office for Students and Social Responsibility	• Publication of UCLM's equality plan • Number of women incorporated. • Perform a statistic of the composition of the committees.
A05. Design of an OTMR training course.	3. Is everyone involved in the process sufficiently trained in OTM-R?	1Q 2020	Human Resources Unit	• Course designed • Number of staff following training in OTM-R
A06. Design of on line survey for controlling the quality of the implementation	5. Do we have a quality control system for OTM-R in place? 23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	1Q 2022	Human Resources Unit	• Design the survey • Launch the survey • Analyse results • Design a procedure to increase the awareness of the OTM-R criteria

4 IMPLEMENTATION

4.1 GENERAL OVERVIEW OF THE EXPECTED IMPLEMENTATION PROCESS:

The design of this plan has enabled the development of a model of governance, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research which, in turn, will enable UCLM to be in line with its European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q1 2019.

The implementation process will be performed through four different levels of responsibility:

1. Steering Committee on HRS4R (SC) will be the maximum office and will oversee the implementation process on a regular basis. It will be composed of the four Vice Chancellors responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will also communicate the advances to UCLM's Board of Directors.
2. Implementation Working Group (IWG) will be composed of 6-8 members of the Working Group and will invite other research and administrative staff members to participate. It will coordinate the deployment of the HRS4R Action Plan and will also control quality and follow up on indicators.
3. Implementation OTM-R Working Group (OTM-R IWG) will be composed of 3-4 Human Resources staff members responsible, and other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.
4. Technical Secretariat (TS), reporting to the Steering Committee will give support to the IWT and OTM-R IWG for the preparation of deliverables, and will support the SC to follow up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

As the first action, there will be a declaration of UCLM, signed by the Governing Board.

The commitment of UCLM includes a budgetary allocation, aimed at hiring/designating specialized personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the different IWG and OTM-RIWG, members are chosen, a kick off meeting will be held with the TS to assess the different tasks needed for the fulfilment of the action. The IWGs will meet on a bi-monthly basis with the TS to report about the progress in the tasks defined and problems encountered. The TS will report and hold bi-monthly meetings with the Steering Committee. The SC will Report to the Board of Directors on a quarterly basis.

How do you intend to involve the research community, your main stakeholders, in the implementation process?	As seen above, the research community (R1-R4) will be a part of the IWG. They will be involved in the design of the actions, the pilot deployment testing and the periodical surveys developed by the TS. Additionally, several surveys (surveys to increase the awareness of the HRS4R criteria, to identify training needs, etc.) will be launched to the research community. A communication plan will be designed with the objective of raising awareness in the university community about the C & C and OTM-R criteria and, also, to report on progress in implementation. The communication plan will include updating of the web contents, creation of content for UCLM's regular communications, etc. Each semester a mail will be sent to all the research community to explain the progress in the implementation of the action plan.
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.	UCLM will add an additional chapter or revision of the current strategic plan to include the HRS4R and OTM-R actions plan. The IWG will also be responsible for verifying that UCLM policies regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.
How will you ensure that the proposed actions are implemented?	The SC will alert from deviations of the timeline to the Governing board, that will take the corresponding actions to add more resources to control the deviations of the original plan. Additionally, a quality control will be performed every two years by an external reviewer and international expert on HRS4R issues. Finally, at the fourth year, an Internal audit will be performed by the Vice-Chancellor for Research and Research Policy.
How will you monitor progress (timeline)?	The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. IWG will hold bi-monthly meetings with the TS to review the development of the implementation of the tasks defined for the actions currently in progress.
How will you measure progress (indicators) in view of the next assessment?	The previously detailed indicators will be included in UCLM's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organisational policies.