

laSalle

UNIVERSIDAD RAMON LLULL

HRS4R
(HUMAN RESOURCES
STRATEGIES FOR
RESEARCHERS)

Action Plan

--- 2021.10.29---



HR EXCELLENCE IN RESEARCH

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1. PROPOSED ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
Free text -100 words max	Retrieved from the GAP Analysis			
<p>Action 1: Constitution of LaSalle's ethics committee, in charge of:</p> <ul style="list-style-type: none"> - Writing our own ethics manual, from "The European Code of Conduct for Research Integrity" and the ethics code of LaSalle's organisations. - Advising research projects when necessary. - Providing training in research ethics. 	2. Ethical principles.	Q4 2021	General Director	<p>Indicators:</p> <ul style="list-style-type: none"> - Ethics Committee Rules approved. - Ethics Code available online. - Training course on ethics available. <p>Targets:</p> <ul style="list-style-type: none"> - At least 50% of researchers attend the training course. - At least 60% of researchers know the Ethics Code.
<p>Action 2: Implement the new reporting system for research projects:</p> <ul style="list-style-type: none"> - Complete and deploy this management and reporting tool, allowing senior researchers immediate tracking of project expenses. - Provide training for researchers. 	6. Accountability.	Q4 2021- Q2 2023	Controller Manager	<p>Indicator:</p> <ul style="list-style-type: none"> - Project management system available. <p>Target:</p> <ul style="list-style-type: none"> - All Principal Investigators can manage their research projects
<p>Action 3: Write a Manual on Good Research Practices:</p> <ul style="list-style-type: none"> - Gathering all information, draft a handbook of good research practices, including security and protection measures of data. - Make the manual available to researchers. 	7. Good practice in research.	Q4 2021- Q3 2022	Research Policy Director	<p>Indicators:</p> <ul style="list-style-type: none"> - Good practice in research manual available online. - Good practice in research manual sent to researchers. <p>Target:</p> <ul style="list-style-type: none"> - Get all researchers to know the manual.

<p>Action 4: Write an Intellectual Property protection norm:</p> <ul style="list-style-type: none"> - Draft an IPR norm. - Provide workshops to researchers about laSalle's policies on intellectual property and technology transfer. - Include highlights in the Researcher Welcome Manual (see action 12). 	<p>8. Dissemination, exploitation of results. 31. Intellectual Property Rights.</p>	<p>Q4 2021- Q4 2022</p>	<p>TBC</p>	<p>Indicators:</p> <ul style="list-style-type: none"> - Intellectual Property Rights policy approved. - IPR training workshop. <p>Targets:</p> <ul style="list-style-type: none"> - All researchers receive the new IPR policy. - At least 50% of researchers attend the IPR training workshop.
<p>Action 5: Develop a new Research communication plan:</p> <ul style="list-style-type: none"> - Draw up a plan for the dissemination of science activity, defining target audiences, media, and selection of events and actions. - Connect researchers with the communication department. 	<p>9.Public engagement.</p>	<p>Q2 2022- Q2 2023</p>	<p>Corporate Communication Director</p>	<p>Indicators:</p> <ul style="list-style-type: none"> - Outreach Plan published online. - New procedures are set up. <p>Target:</p> <ul style="list-style-type: none"> - Increase at least 20% in Outreach activity
<p>Action 6: Complete and implement the assessment plan:</p> <ul style="list-style-type: none"> - Implement the evaluation and appraisal systems, as part of the professional career plan. 	<p>11. Evaluation/ appraisal systems.</p>	<p>Q4 2021- Q4 2022</p>	<p>HR Director and Corporate Governance Manager</p>	<p>Indicator:</p> <ul style="list-style-type: none"> - Evaluation Plan approved. <p>Target:</p> <ul style="list-style-type: none"> - All researchers are evaluated following the Evaluation Plan

<p>Action 7: Define and implement the OTMR policy, describing the selection process following the OTMR and C&C principles:</p> <ul style="list-style-type: none"> - Consisting of norms about selection, recruitment, adequate gender balance, composition of committees. - Defining more detailed scales, including those defined in the C&C which are not currently collected (e.g. creativity, independence, variations in the chronology of CV, intersectoral mobility). - Publishing job offers in English on EURAXESS. - Write the "OTMR Policy: Selection and recruiting guide," including templates with C&C and OTMR criteria - Provide online material for OTMR and C&C (in Catalan, Spanish and English) and organise training sessions. 	<p>12. Recruitment. 13. Recruitment (Code). 14. Selection (Code). 15. Transparency (Code). 16. Judging merit (Code). 17. Variations in the chronological order of CVs (Code). 20. Seniority (Code).</p>	<p>Q2 2022- Q2 2023</p>	<p>HR Director and Corporate Governance Manager</p>	<p>Indicators:</p> <ul style="list-style-type: none"> - OTMR policy published. - Publish detailed scales. - Publish OTMR Policy: Selection and recruiting guide and templates. - OTMR and C&C material and training courses available. <p>Targets:</p> <ul style="list-style-type: none"> - 100% job offers published online and on EURAXESS. - 100% job offers include additional information. - Selection Committee participates in 100% of selection procedures. - 100% of researchers are trained on the OTMR and C&C policies. - 100% of HR staff are trained on OTMR and C&C policies.
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<p>Action 8: Complete the implementation and communication of the LaSalle’s professional career development plan for researchers:</p> <ul style="list-style-type: none"> - Clarify professional career options for researchers. - Write a document describing possible professional career options (inside and outside LaSalle) in collaboration with the career services department. - Include specifically R2 researchers. - Include highlights in the Researcher Welcome Manual (see action 12). - Make the document available/presented during the doctoral week. 	<p>21.Postdoctoral appointments (Code). 26. Funding and salaries. 28. Career development. 30. Access to career advice. 37.Supervision and managerial duties. 38. Continuing Professional Development. 39. Access to research training and continuous development. 40. Supervision.</p>	<p>Q4 2021- Q2 2023</p>	<p>HR Director and Corporate Governance Manager</p>	<p>Indicators:</p> <ul style="list-style-type: none"> - Professional Career Options document available online. - Training course on Professional Career Options available. <p>Targets:</p> <ul style="list-style-type: none"> - At least 50% of researchers attend the Professional Career Options course. - 100% of doctoral students receive the Professional Career. - Options training course during the “Doctoral Week”.
<p>Action 9: Conduct a study on the possibilities of teleworking and sabbaticals:</p> <ul style="list-style-type: none"> - Impact on research, teaching and management considering Institution’s pedagogical model and Spanish legislation. - Write recommendations. 	<p>24. Working conditions.</p>	<p>Q3 2022 – Q2 2023</p>	<p>HR Director and Corporate Governance Manager</p>	<p>Indicator:</p> <ul style="list-style-type: none"> - Impact evaluation report on teleworking and sabbaticals options presented to General Management. - Recommendation guide available.
<p>Action 10: Review current activity planning system:</p> <ul style="list-style-type: none"> - Policy on the balance of teaching, research, and management burden by academic level. - Review the career plan to adapt dedication to research and compliance indicators. - Optimise planning system throughout the year. 	<p>33. Teaching. 37.Supervision and managerial duties.</p>	<p>Q3 2022 – Q1 2023</p>	<p>Corporate Governance Director</p>	<p>Indicator:</p> <ul style="list-style-type: none"> - Planification System improved. <p>Target:</p> <ul style="list-style-type: none"> - Avoid deviation of teaching workload.

<p>Action 11: Assign the task of the researcher's ombudsman to the Director of Research and establish a complaining procedure:</p> <ul style="list-style-type: none"> - Write a procedure for resolving conflicts between investigators. - Include information in the Welcome Manual 	<p>34. Complains/ appeals.</p>	<p>Q3 2022 Q1 2023</p>	<p>General Director</p>	<p>Indicator:</p> <ul style="list-style-type: none"> - Complaints and appeal procedures set up.
<p>Action 12: Prepare the Researcher Welcome Manual:</p> <ul style="list-style-type: none"> - Include all information on good research practices, innovation policy, ethics committee, etc. - Include specific Information for foreign researchers. - Organise 2 training seminars annually for new researchers and present the contents of the Manual. - Generate annual updates. - Spanish and English versions available on the web. 	<p>5. Contractual and legal obligations. 7. Good practice in research. 8. Dissemination, exploitation of results. 31. Intellectual Property Rights. 35. Participation in decision-making bodies.</p>	<p>Q4 2021 – Q3 2022</p>	<p>Academic Organization Director and Research Policy Director</p>	<p>Indicators:</p> <ul style="list-style-type: none"> - Welcome Manual available online. - Seminars available. <p>Target:</p> <ul style="list-style-type: none"> - All new researchers attend the Welcome seminar.

<p>Action 13: HRS4R Kick-off, awareness, and communication of HRS4R and OTM-R:</p> <p>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. The group will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefing departments to influence the dissemination of the C&C key lessons to research staff.</p> <p>Training session on OTMR to HR staff, and C&C criteria for PI researchers and HR staff will also be held, during the Annual Innovation and Research Symposium at LaSalle and during the Annual Researchers Symposium at the URL.</p> <p>New contents on OTMR and HRS4R will be available in Spanish and English on the website.</p>	All		TBC	<ul style="list-style-type: none"> - WG HRS4R constituted. - WG OTMR constituted. - Surveys to address the awareness. - At least 50 researchers attend to C&C training sessions. - At least 5 HR staff attendants at the C&C training sessions.
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2. IMPLEMENTATION

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.

In the action plan outlined, there are the specific actions that will take place to full deploy the Open, Transparent and Merit-Based Recruitment principles, specifically actions 7 “Define OTMR’s policy” and action 13 “HRS4R project’s kick-off and strength awareness of the charter & code principles at LaSalle”.

To briefly detail the main key aspects of the process, we highlight 3 points that we understand fundamental to achieve success.

First important issue will be general management and board of directors’ involvement in the process. They will host the kick-off meeting and stress the importance of the C&C standards.

Secondly, the implementation working group will have a key role in the whole process. They will insist on the awareness to attain an increase the application of the C&C criteria in the research community and in everyday research practices. An important activity will be the seminars or briefings to departments for the dissemination of the C&C key lessons to research staff.

Finally, partnership with internal stakeholders like HR, or senior PI will be also critical. A good awareness of the importance of these standards is already taking place. Most probably, quick wins such as increasing outreach to a wider international audience by publishing scientific job advertisements on EURAXESS will appear and make that relevance visible.

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:

URL: <https://www.salleurl.edu/en/la-salle/management-of-the-quality/audit>

2.1. GENERAL OVERVIEW

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 LaSalle 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 Q4 2021.

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

1. Steering Committee on HRS4R (SC) will be the main responsible and will oversee the implementation process on a regular basis. It will be composed of the General Director, the Managers of Corporate Management, Academic Organization, the Research Director, the HHRR Manager, the Research teaching staff and Research Policies and the Heads of Departments responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will also communicate the advances to LaSalle'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.
3. Implementation OTM-R Working Group (OTM-R IWG) will be composed of 2-3 head members of the Human Resources department, 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. Project Leader (PL) will be led by the Research Director and reporting to the SC will support the IWT and OTM-R IWG areas for the preparation of deliverables and will support the SC to follow up on indicators. The PL 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.

The commitment of LaSalle includes a budgetary allocation, aimed at hiring/designating specialised staff for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

2.2. CHECKLIST

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
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Once the different IWG and OTM-RIWG members are chosen, a kick-off meeting will be held with the PL to assess the different tasks needed for the fulfilment of the actions.</p> <p>The IWGs will meet on a bi-monthly basis with the PL to report about the progress in the tasks defined and problems encountered.</p> <p>The PL will report and hold bi-monthly meetings with the Steering Committee.</p> <p>The SC will report to the Board of Directors on a quarterly basis.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>As seen above, the research community (R1-R4) will be 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 PL.</p> <p>Additionally, several surveys (surveys to increase the awareness of the HRS4R criteria, to identify training needs, etc.) will be launched to the research community.</p> <p>A specific action, ACTION 13. HRS4R KICK-OFF, AWARENESS AND COMMUNICATION OF HRS4R AND OTM-R, is 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. Each semester, a mail will be sent to all the research community to explain the progress in the implementation of the action plan.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.</p>	<p>LaSalle will include in the next Strategic Plan 2020-2024 the HRS4R and OTM-R actions plan.</p> <p>The IWG will also be responsible for verifying that the policies of LaSalle regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The SC will alert from deviations of the timeline to the Governing board, that will take the corresponding actions to add more resources to address the deviations of the original plan.</p> <p>Additionally, a quality control will be performed every two years by an external reviewer and international expert on HRS4R issues.</p> <p>Finally, on the fourth year, an Internal audit will be performed.</p>
<p>How will you monitor progress (timeline)?</p>	<p>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 PL to review the</p>

	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 LaSalle's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organisational policies.