



Universidad de Valladolid

GAP ANALYSIS

TEMPLATE 1

**HUMAN RESOURCE STRATEGY FOR RESEARCHERS
GAP ANALYSIS – PROCESS**

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

Case number: 2018ES317987

Name Organisation under review: Universidad de Valladolid

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PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
OSCAR MARTINEZ SACRISTÁN	Vice-Rector of Research, Innovation and Transfer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Research, Innovation and Transfer, UVa
MARIA MONCADA SARACIBAR	Head of European Projects Office	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Innovation Department, FUNGE
ANGEL LLORENTE ANDRES	Head of Research Management Unit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Research Management Unit, UVa
JUAN GARCIA SERNA	Associated Professor, Researcher R3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chemical Engineering and Environmental Technologies, UVa
CLARISA PEREZ GOYANES	Head of Institutional Repository	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Library, UVa
ANDRES HOMBRIA MATE	Statistician	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Study and Evaluation Office, UVa
MATILDE ALONSO	Director of Research Area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Research, Innovation and Transfer
ENRIQUE BAEYENS	Director of Innovation and Transfer Area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Research, Innovation and Transfer, UVa
YOLANDA CALVO	Director of the Innovation Department. FUNGE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Innovation Department, FUNGE
MARTA RAMOS	Researcher R1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Chemical Engineering and Environmental Technology, UVa
ÍÑIGO MARTINEZ DE LAGRAN	Researcher R2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department of Prehistory, UVa

(table continues...)

Name	Position	Steering Committee	Working Group	Management line/ Department
JOAQUÍN NICOLÁS ADIEGO RODRIGUEZ	Trade unions Representative of the UVa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Trade unions Representative of the UVa, UVa
JULIO GARCIA OLEA	Manager of the Universidad de Valladolid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Manager of the Universidad de Valladolid, UVa
CARMEN VAQUERO	Vice-Rector of Communication and University Extension	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Communication and University Extension, UVa
ANTONIO LARGO CABRERIZO	Rector of the Universidad de Valladolid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Rectorate of the Universidad de Valladolid, UVa
FRANCISCO JAVIER DE FRUTOS BARAJA	Vice-Rector of Teaching Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Teaching Staff, UVa
JULIO GRIJALBA BENGOETXEA	Vice-Rector of Heritage and Infrastructure	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Heritage and Infrastructure, UVa
ABEL CALLE MONTES	Vice-Rector of Academic Organization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-Rectorate of Academic Organization, UVa
CARMEN CAMARERO IZQUIERDO	Director of the Doctoral School	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Doctoral School, UVa
MARIA DOLORES MIÑAMBRES DEL MORAL	Director of the Occupational Risk Prevention Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Occupational Risk Prevention Service, UVa
NATALIA MARTIN	(Former) Vice-Rector of Strategic Planning and Quality	<input checked="" type="checkbox"/>	<input type="checkbox"/>	(Former) Vice-Rectorate of Strategic Planning and Quality, UVa
JOSE RAMON LOPEZ LOPEZ	(Former) Vice-Rector of Scientific Research and Policy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	(Former) Vice-Rectorate of Scientific Research and Policy, UVa
LAURA PALACIO	(Former) Director of UVa Teachers Area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	(Former) UVa Teachers Area, UVa
OSCAR CAMPILLO MADRIGAL	President of the Social Council of the Universidad de Valladolid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Social Council of UVa, General Manager of VOCENTO
MERCEDES LECUE GOCHICOA	Studies and Evaluation Unit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Studies and Evaluation Unit, UVa

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
Vice-Rector for Research, Innovation and Transfer	Decision Maker, Steering Committee	Establishment of the Working Group HRS4R Impulse Decision-making Prioritization of actions
Director of Research Area. Universidad de Valladolid	Decision Maker, Advisory Board, Steering Committee	Advisory Board Prioritization of actions
Director of Innovation and Transfer Area	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
Director of the Innovation Department. FUNGE	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
Trade unions Representative of the UVa	Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R
Manager of the Universidad de Valladolid	Decision Maker, Steering Committee	Decision-making Prioritization of actions
Vice-Rector of Communication and University Extension	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
Researcher R1 and Researcher R2, Universidad de Valladolid	Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
(Former) Vice Rector of Strategic Planning and Quality	Decision Maker, Steering Committee (During her rectorial mandate)	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa Alignment with UVa University Strategy Alignment with EFQM
(Former) Vice-Rector of Scientific Research and Policy	Decision Maker, Steering Committee (During his rectorial mandate)	Establishment of the Working Group HRS4R Impulse Decision-making
Rector of the Universidad de Valladolid	Decision Maker, Steering Committee	Establishment of the Working Group HRS4R Impulse Decision-making Prioritization of actions
Vice-Rector of Teaching Staff	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
Vice-Rector of Heritage and Infrastructure	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
Vice-Rector of Academic Organization	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa
Vice-Rector of Internationalization	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVa

(table continues...)

Stakeholder group	Consultation format	Contributions
Director of the Doctoral School	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVA
Director of the Occupational Risk Prevention Service	Decision Maker, Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVA
UVA Study and Evaluation Cabinet	Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Support of elaboration of the survey Diffusion of HRS4R in the UVA
(Former) Director of UVA Teachers Area	Decision Maker, Steering Committee (During her rectorial mandate)	Establishment of the Working Group HRS4R Impulse Decision-making
President of the Social Council of the Universidad de Valladolid	External Advisory Board, Steering Committee	Attendance at meetings Advice and participation in the definition of HRS4R Diffusion of HRS4R in the UVA

How the Committee overseeing the process was appointed

Commitment UVA-EC to adopt Charter & Code

On March 6th, 2018, Universidad de Valladolid (UVA) acquired the commitment with the European Commission to adopt the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers ("Charter&Code"), documents that constitute the frame of reference at the European Union for an optimal management of research talent, defining in 40 principles the rights and obligations of researchers and the entities that hire them.

UVA signs the "Declaration of Commitment"

https://euraxess.ec.europa.eu/sites/default/files/cc-declarations/endorsement_UNIVERSIDAD_VALLADOLID_03062018.pdf [UNIVERSIDAD VALLADOLID_03062018.pdf](#)

with the strong conviction to improve its human resources policies and become a more attractive university for researchers. With this process, the University commits itself to support the initiative of the European Commission, whose aim is to promote actions aimed at consolidating and structuring a European research policy that fosters and improves the research career by creating an adequate European Research Area.

Main objectives HRS4R UVA

The UVA follows these EU recommendations willing to implement an appropriate Human Resources Strategy for research ("HRS4R UVA") targeting the main objectives listed below:

- Create an environment for recruiting research staff with current, innovative and quality European regulations.
- Establish a relationship between researchers and UVA that contributes positively to the process of creating, transferring, disseminating and sharing knowledge as well as the professional development career of researchers.
- Improve internal recruitment processes for research staff, ensuring fair and transparent selection.
- Implement a human resources management strategy providing university researchers with the same rights and obligations than in any of the EU countries where they can carry out their profession.

To achieve these general objectives, Universidad de Valladolid (UVa) has carried out an internal analysis (GAP Analysis) of the real and current situation of the HRS4R at UVa, which has allowed the Committee to:

- Involve the entire university community, especially the research staff of UVa.
- Evaluate the management of the research carried out in the UVa.
- Know the needs and expectations of the UVa research staff.
- Identify weaknesses and address areas for improvement in the management of UVa research.

First steps - Working Group and Steering Committee nomination

During the HRS4R process, the efforts to involve the whole research community have been strengthened always under the premises of Vice-Rector of Research, Innovation and Transfer (Vice-Rector of R&I&T) as a Coordinator of HRS4R UVa. The HRS4R strategy has been carried out with the constitution of a Working Group -responsible for implementing the process: carrying out the GAP Analysis, the survey, the dynamization and communication, as well as the elaboration of the questionnaire and proposals for corrective actions- in April 2017; and the Steering Committee -in charge of supervising the process and suggest improvements-. The Working Group & Steering Committee are formed by a multifunctional and interdisciplinary team with more than 25 people who agglutinates the main UVa collectives related to research such as representative of R1, R2, R3 and R4, Research Management Unit, European Projects Office, Laboral, Library, Manager at UVa, Doctoral School, Trade unions and Occupational Risk Prevention Service.

The HRS4R strategy has focused on consultation through a survey of all University researchers (from R1 to R4) on aspects related to the principles set out in the "European Charter for Researchers and Code of Conduct for the Recruitment of Researchers". The consultation was addressed to more than 1800 researchers.

How the Committee overseeing the process was appointed

In January of 2013 UVa approved an internal commitment to align its research policies with the "Charter&Code" and for this purpose was included in the "Code of Good Practices for research at UVa" by the Governing Council.

http://www.uva.es/export/sites/uva/3.investigacion/3.01.gestionproyectos/_documentos/codigo_buenas_practicas_investigacion_UVa.pdf

Since then, UVA is working hard for the fulfillment of all the European standards and legal norms (Art. 32 of the Annotated Model Grant Agreement) and national/regional regulations. It was in 2017 when the UVA promoted this internal work and carry it out externally and submit it to evaluation for the achievement of the "HR in Excellence Research Award" and insert it within its quality policy for the achievement of UVA EFQM.

In March 2017, started the Gap Analysis and the elaboration of the Action Plan with the aim to align the policies and practices of the UVA with the principles of the "Charter&Code". On March 7, 2017 it was took the first meeting to discuss the convenience of implementing at UVA the project "HRS4R UVA". The attendees were the (Former) Vice-Rector R&T&I, Prof. José Ramón López, promoter of the HRS4R, the Director of Innovation Department at Fundación General de la Universidad de Valladolid (FUNGE), Ms. Yolanda Calvo, Head of Research Management Unit UVA, Mr. Ángel Llorente, and Head of European Projects UVA, (FUNGE), Ms. María Moncada. It was agreed on the importance of launching the HRS4R UVA process and they planned the following steps to be carried out: next meetings and appointments of the Working Group and Steering Committee were initiated.

The (Former) Vice-rector R&I&T named Ms. María Moncada (Head of European Projects Office of UVA) as the Coordinator of the Working Group, with the objective of dynamizing and coordinating the Working Group (WG-HRS4R), as well as supporting the Vice-Rector.

After these initial meetings, the Coordinator of HRS4R UVA, attended on March 16, 2017 to the coordination meeting of the national network EURAXESS in Madrid, which involved almost 50 people from more than 35 centers of the network. During this event different experiences were shared to obtain the HR Excellence in Research Award. It was a good experience meeting other Universities/institutions and exchanging best practices to incorporate at UVA and booster the creation of the WG-HRS4R at UVA.

<https://www.euraxess.es/es/spain/spain-network/1%C2%AA-reuni%C3%B3n-de-coordinaci%C3%B3n-de-la-red-euraxess-spain-2017>

Once UVA had sufficient information about the HRS4R Process, the first action was to define the "Human Resources Strategy for Researchers" (HRS4R) and named the members of the Working Group by the Vice-Rector R&I&T. The kick off meeting of the HRS4R UVA was took place on 21 March 2017.

Decision on the definition of objectives and the strategical approach

The (Former) Vice-Rector of Research and Scientific Policy, Mr. José Ramón López, and the (Former) Vice-Rector of Strategic Planning and Quality, Ms. Natalia Martinez, defined the needs and institutional commitment to follow the recommendations of the European Commission and

launched the definition and implementation of the 'Human Resources Strategy for Researchers' at UVA. The 5 phases of the HRS4R process and the European Commission's approach to the implementation of the Human Resources Strategy for research was adopted:

STEP 1

1. Internal analysis and evaluation in relation to the principles of the Charter for Researchers and the Recruitment Code (professional ethics, recruitment, working conditions and training). HRS4R UVA used a survey to involve the entire scientific community. More than 1800 researchers were invited to participate, with special communication to younger researchers (R1 and R2).
 - 1.1: Communication: meetings/web/infodays
 - 1.2. Diagnosis: survey, Working groups, interviews
 - 1.3: strategic reflection: Working group, consultations, meetings, workshops
 - 1.4: elaboration of GAP Analysis
2. Draw up an Action Plan describing how the Strategy and improvement actions will be adopted. There were several consultations with different experts at UVA (Steering Committee & External Advisory Board) to get feedback and a multidisciplinary viewpoint.
 - 2.1: elaboration of Action Plan
3. Submit to European Commission → Approval by the European Commission and award of the seal of excellence "HR Excellence in Research"

STEP 2

4. Implementation of the strategy and self-assessment
5. External evaluation

Steering Committee and Working Group

On March 24, 2017, the Steering Committee is defined and constituted and the possible members of the HRS4R Working Group are outlined. The Vice-Rector for Research contacts the services likely to integrate the Working Group in order to have the maximum representation of members of the university community in the work process.

To ensure the participation of the youngest researchers in HRS4R, two representatives were appointed to participate in the public consultation of the Action Plan to be presented. These two people were:

- Marta Ramos Andrés, R1, Engineering Area
- Íñigo García Martínez de Lagran, R2, Humanities Area

The Steering Committee has the function of establishing and overseeing the implementation process of the Human Resources Strategy for Researchers' ('HRS4R') and validating its results.

Under the supervision of the Steering Committee and the support of an External Advisory Group. Advisory Board are:

- President of the Social Council of the University of Valladolid
- Instituto IMDEA Agua

Communication actions

During of all phases (1-3) of the first step to get the "HR in Excellence Research", the WG-HRS4R led by Vice-Rector of R&I&T (Former) and current Vice-Rector R&I&T, Prof. Oscar Martinez Sacristan, had carried out several communication and information campaigns aimed at UVA researchers to the HRS4R UVA project. The WG-HRS4R has participated in workshops, infodays and internal meetings to disseminate the HRS4R UVA process and get involved researchers in the GAP Analysis and Action Plan.

Communication with researchers has been done via e-mails, digital communication campaigns (web/social networks), workshops/infodays meetings and face-to-face meetings.

Please describe how the Working Group doing the Gap Analysis was appointed:

Decision on the implementation of HRS4R at UVa

The first meeting to discuss the convenience of implementing in the University of Valladolid the project "HRS4R", took place on March 7, 2017, brought together the Vice-Rector of Research, the Director Innovation FUNGE, the Head of Research Service and the Director of European Projects UVa-FUNGE.

After that, as indicated before, the Director of the European Projects Office UVa-FUNGE, attended on March 16, 2017 to the coordination meeting of the national network EURAXESS in Madrid, which involved almost 50 people from more than 35 centers of the network. During the first part of the meeting FECYT reviewed with the participants the contents of the new European EURAXESS portal, with particular emphasis on the new functionalities and the integration of the Extranet as a section of the portal visible only to users. In this sense, the main message launched was the importance of updating all profiles, personal and EURAXESS centres, in order to make the most of the new portal. Experiences were then shared to obtain the HR Excellence in Research logo awarded by the EC in recognition of good practices in research HR management. Finally, the second part of the meeting was devoted to a training on RRI (Responsible Research and Innovation).

<https://www.euraxess.es/es/spain/spain-network/1%C2%AA-reuni%C3%B3n-de-coordinaci%C3%B3n-de-la-red-euraxess-spain-2017>

Once the Universidad de Valladolid had sufficient information, the first action to define the "Human Resources Strategy for Researchers" (HRS4R) took place at the meeting on 21 March 2017. At the meeting of the Vice-Rector for Research and Scientific Policy and the Vice-Rector for Strategic Planning and Quality, the need and institutional commitment were established to follow the recommendations of the European Commission and to define and implement our 'Human Resources Strategy for Researchers'.

This meeting was also attended by the Director of the European Projects Office of UVa, the Director of the Innovation Department of FUNGE, the Coordinator of R&D&I Management, IMDEA Water and the Head of Research Support Service.

This first meeting explained in detail the HRS4R process and the European Commission's approach to the implementation of the Human Resources Strategy for research in the 5 phases (as explained before).

Nomination of the Working Group

In order to comply with phase 1: Analysis and Internal Evaluation of the UVa (GAP Analysis), it was decided at this meeting to create a Working Group led by the Vice-Rector of R&T&I and the Vice-rectorate for Strategic Planning and Quality.

The vice-rector of Research chose 7 members of the core working group, the profile of the members of the HRS4R Working Group formed a multifunctional and interdisciplinary team that brings together the main research-related UVa collectives:

1. María Moncada, as the Head of the European Projects Office from Fundación General UVa (FUNGE). She is very active and energetic to lead the group.
2. Angel Llorente, as the chief of the Research Support Service at UVa. He knows perfectly all the research policies, contracts, monetary requirements and personnel related to research.
3. Clarisa Pérez as one of the heads of the library in charge of the UVa digital repository and with good knowledge of a quality seal that the UVa library has EFQM-500+.
4. Juan García Serna, associate professor in Chemical Engineering, researcher R3 with a recognisable trajectory in research projects and very active.
5. Andrés Hombría, statistian with a huge background in surveys at UVa
6. UVa Study and Evaluation Cabinet. Member of the implementation of the strategy and quality in the UVa. Mr. Sergio Mirand
7. Director of UVa Faculty Area, Ms. Laura Palacio

The working group has the strength of combining people from the different services related to research.

Services involved and structure

Research Service, European Projects Office, Study and Evaluation Office, Faculty Service, Researchers, Library and Institutional Repository.

Work scheduling



HRS4R Working Group



Starting the process

The Vice-Rector call the possible members one by one and explained the commitment and the importance of the task. All of them agreed with enthusiasm.

On 31 March 2017, the first meeting with the proposed members of the Working Group was held and the HRS4R Working Group was officially constituted.

The whole process was explained to them highlighting the main aspects and advantages of implementing an HRS4R strategy at the University. Extensive information on HRS4R was provided, especially with reference to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Internal Evaluation and Analysis

Once the HRS4R Working Group was up and running, the HRS4R planning began. In the initial phase, when the Working Group met on **April 18, 2017**, the task was the distribution and analysis of the **4 main areas** and the **40 principles of the Charter & Code**:

For each one of the principles, a detailed internal analysis was carried out, in which documentation and compliance with legislation was evaluated at a National, European and Autonomous Community level, establishing the strong points and areas for improvement that could be incorporated into the UVA.

To be as efficient as possible the expertise of each of the members was taken into account and the work was initially divided until it was put in common.

A - Ethics and Professionalism (Clarisa Pérez)

An analysis was carried out related to the principles of ethics and professionalism related to the established aspects: Freedom of research, Professional responsibility, Professional attitude, Good practices in research, Dissemination, exploitation of results, Evaluation systems, etc.

B - Recruitment and Selection (María Moncada)

An analysis was carried out on the recruitment and selection of research staff related to the established principles, including: Transparency, recognition of mobility experience, Seniority, etc.

C - Working Conditions (Ángel Llorente)

Analysis of aspects related to the working conditions of researchers: Research environment, Working conditions, funding and salaries, Intellectual Property Rights, Participation in decision-making bodies, etc.

D - Training and Development (Juan García-Serna)

Continuing Professional Development, Access to research training and continuing development. Supervision, etc.

In addition other tasks where started:

- Web page (Juan García-Serna) using Wordpress with the technology implemented by the IT services at UVa (blogs UVa).
- Survey (Andrés Hombría)

PROCESS SCHEDULE

Chronology of the most significant meetings throughout the process of preparing the application for the HR Award.

Date	Meetings
07/03/2017	First meeting to discuss the convenience of implementing in the UVa the project "HRS4R".
16/03/2017	Coordination meeting of the EURAXESS national network in Madrid
21/03/2017	Institutional commitment to follow the recommendations of the European Commission, define and implement our 'Human Resources Strategy for Researchers'.
24/03/ 2017	The Steering Committee is established. The components of the HRS4R Working Group are defined.
31/03/2017	Constitution of the HRS4R Working Group
18/04/2017	Meeting of the HRS4R Working Group, distribution of tasks and organization of activities.

31/04/2017 to 14/06/2017	Weekly meetings of the HRS4R Working Group. Analysis of the main areas and principles of the Charter & Code.
2/06/2017	Creation of the web page HRS4R UVa. https://hrs4r.uva.es/ One of the first steps to communicate within the university community of the University of Valladolid the intention to achieve the quality seal "HR Excellence".
2/06/2017	News: Blog UVa-HRS4R: https://hrs4r.uva.es/work-start UVa is working on the Human Resources Strategy for Research.
28/06/2017	Meeting of the UVa HRS4R project presentation to the Strategic Quality Committee
05/07/2017 to 18/10/2017	Weekly meetings of the HRS4R Working Group. Analysis of the main areas and principles of the Charter & Code.
21/10/2017	UVa-HRS4R Blog News: https://hrs4r.uva.es/la-universidad-de-valladolid-inicia-el-camino-para-la-certificacion-europea-human-resource-strategy-for-researchers/ The University of Valladolid starts the way for the European certification "Human Resource Strategy for Researchers".
08/11/2017	Meeting of the Working Group HRS4R- Beginning of the elaboration of the Survey destined to know the perception of the researchers of the UVa.
22/11/2018	Participation of the Quality Assurance Commission for the previous review of the survey to be sent to the UVA scientific community.
3/12/2017	HRS4R group meeting. survey supervision.
4/12/2017	LAUNCH OF THE SURVEY TO THE RESEARCH COMMUNITY.
December- February 2018	DIFFUSION and COMMUNICATION CAMPAIGN directed to the UVa research: https://hrs4r.uva.es/ How does UVa manage research? Your opinion is essential

	<p>15 December 2017, https://hrs4r.uva.es/encuesta/</p> <p>Presentation HRS4R. Video</p> <p>16 January 2018 https://hrs4r.uva.es/que-es-el-hrs4r-mira-este-video/</p> <p>Posters, flyers and advertising documents for the HRS4R Project</p> <p>Distribution to all University centres</p> <p>Opening ceremony of the academic year Doctorate School (ESDUVa) and Presentation HRS4R</p> <p>The Doctorate School of the University of Valladolid has carried out the inaugural act of the academic year 2017/18 on Monday 31 January 2018 in the Paraninfo of the University of Valladolid.</p> <p>The event has been broadcasted live on the YouTube UVA channel: https://www.youtube.com/channel/UCeJ6B3SQszzgJv2AYCmQXyA</p> <p>María Moncada, director of the Office of European Projects of the UVA and coordinator of the working group for the achievement of the HRS4R seal, has made an introduction to the work that the HRS4R team is doing.</p>
10/01/2018	Periodic meetings of the HRS4R Working Group. Incorporation of the members Antonio and Cristian to the HRS4R WG.
29/01/2018	Analysis of the first results of the survey
5/02/2018	Poll Closes
08/02/2018	Day of dissemination of the HRS4R to senior researchers at the UVA by María Moncada. The diffusion is framed within the regional infoday of the FET OPEN program organized by the European Projects Office of the UVA
09/02/2018	Day of dissemination of the HRS4R to senior researchers at the UVA by Ángel Llorente
14/02/2018	Day of diffusion of the HRS4R to the youngest researchers (R1) at the UVA; within the opening day of the Doctorate course 2017/2018 of the Doctorate School (ESDUVA).

15/02/2018 13/03/2018	Regular meetings of the HRS4R Working Group. Analysis of the survey
6/03/2018	SENDING OF THE APPLICATION OF THE ADHESION TO THE CHARTER LETTER TO THE CE The University of Valladolid adheres to the "European Charter for Researchers and Code of Conduct for the Recruitment of Researchers" with the signing of the "Declaration of Commitment" on 6 March 2018.
March-July 2018	Regular meetings of the HRS4R UVA Working Group. Survey Analysis
July 2018	Results of the survey analysis: Final report of the survey to the research staff. http://hrs4r.uva.es/files/2019/03/Informe-Resultados-Encuesta-Investigacion-UVa-HRS4R-2019.pdf
September 2018	Survey Executive Summary: http://hrs4r.uva.es/files/2019/03/Resumen-Ejecutivo-Encuesta-Investigacion-UVa-HRS4R-2019.pdf Results in table format: http://hrs4r.uva.es/files/2019/03/Datos-y-Analisis-Encuesta-Investigacion-UVa-HRS4R-2019.pdf
October 2018- March 2019	News Blog Uva-HRS4R Survey result. Obtaining of the seal "HR Excellence in Research" UVA Published on 06 March 2019
March 2019 – June 2019	Situation diagnosis. Gap analysis
March 2019 – June 2019	Prioritization study of actions based on the internal analysis carried out in the UVA and the results of the survey with the aim of drawing up an Action Plan and correcting the deviations detected and implementing actions for the management of human resources for research.

July 2019	Final documents and upload to the EURAXESS platform
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INTERNAL EVALUATION AND ANALYSIS

Once the HRS4R Working Group is up and running, action planning begins. In the initial phase, when the Working Group met on **April 18, 2017**, the task was the distribution and analysis of the **4 main areas** and the **40 principles of the Charter & Code**:

For each one of the principles, a detailed internal analysis is carried out, in which documentation and compliance with legislation is evaluated at a National, European and Autonomous Community level, establishing the strong points and areas for improvement that could be incorporated into the UVa.

A - Ethics and Professionalism

An analysis was carried out related to the principles of ethics and professionalism related to the established aspects: Freedom of research, Professional responsibility, Professional attitude, Good practices in research, Dissemination, exploitation of results, Evaluation systems, etc.

B - Recruitment and Selection

An analysis was carried out on the recruitment and selection of research staff related to the established principles, including: Transparency, recognition of mobility experience, Seniority, etc.

C - Working Conditions

Analysis of aspects related to the working conditions of researchers: Research environment, Working conditions, funding and salaries, Intellectual Property Rights, Participation in decision-making bodies, etc.

D - Training and Development

Continuing Professional Development, Access to research training and continuing development. Supervision, etc.

PROCESS SCHEDULE

Chronology of the most significant meetings throughout the process of preparing the application for the HR Award.

Date	Meeting	Attendees
07/03/2017	First meeting to discuss the convenience of implementing in the UVA the project "HRS4R".	Vice-rector Research, Innovation FunGe Head, Chief Research
16/03/2017	Coordination meeting of the EURAXESS national network in Madrid	European Project Office UVA head
21/03/2017	Institutional commitment to follow the recommendations of the European Commission, define and implement our 'Human Resources Strategy for Researchers'.	Vice Rectors
24/03/ 2017	The Steering Committee is established. The components of the HRS4R Working Group are defined.	Vice-rector Research, Innovation FunGe Head, Jefe Research Service, European
31/03/2017	Constitution of the HRS4R Working Group	HRS4R Group Members
18/04/2017	Meeting of the HRS4R Working Group, distribution of tasks and organization of activities.	HRS4R Group Members
31/04/2017	Weekly meetings of the HRS4R Working Group. Analysis of the main areas and principles of the Charter & Code.	HRS4R Group Members
14/06/2017		
2/06/2017	Creation of the web page HRS4R UVA. https://hrs4r.uva.es/ One of the first steps to communicate within the university community of the University of Valladolid the intention to achieve the quality seal "HR	HRS4R Group Members
2/06/2017	News: Blog UVA-HRS4R: https://hrs4r.uva.es/work-start UVA is working on the Human Resources Strategy for Research.	
28/06/2017	Meeting of the UVA HRS4R project presentation to the Strategic Quality Committee	Steering committee

05/07/2017 to 18/10/2017	Weekly meetings of the HRS4R Working Group. Analysis of the main areas and principles of the Charter & Code.	HRS4R Group Members
21/10/2017	UVa-HRS4R Blog News: https://hrs4r.uva.es/la-universidad-de-valladolid-inicia-el-camino-para-la-certificacion-europea-human-resource-strategy-for-researchers/ The University of Valladolid starts the way for the European certification "Human Resource Strategy for Researchers".	
08/11/2017	Meeting of the Working Group HRS4R- Beginning of the elaboration of the Survey destined to know the perception of the researchers of the UVA	HRS4R Group Members
22/11/2018	Participation of the Quality Assurance Commission for the previous review of the survey to be sent to the UVA scientific community.	
3/12/2017	HRS4R group meeting. survey supervision.	HRS4R Group Members
4/12/2017	LAUNCH OF THE SURVEY TO THE RESEARCH COMMUNITY.	
December-February 2018	DIFFUSION and COMMUNICATION CAMPAIGN directed to the UVA research: https://hrs4r.uva.es/ How does UVA manage research? Your opinion is essential 15 December 2017, https://hrs4r.uva.es/encuesta/ Presentation HRS4R. Video 16 January 2018 https://hrs4r.uva.es/que-es-el-hrs4r-mira-este-video/ Posters, flyers and advertising documents for the HRS4R Project Distribution to all University centres Opening ceremony of the academic year Doctorate School (ESDUVa) and Presentation HRS4R	HRS4R Group Members Steering committee
10/01/2018	Periodic meetings of the HRS4R Working Group. Incorporation of the members Antonio and Cristian to the HRS4R WG.	
29/01/2018	Analysis of the first results of the survey	
5/02/2018	Poll Closes	
08/02/2018	Day of dissemination of the HRS4R to senior researchers at the UVA by María Moncada. The diffusion is framed within the regional infoday of the FET OPEN program organized by the European Projects Office of the UVA	María, Investigadores UVA
09/02/2018	Day of dissemination of the HRS4R to senior researchers at the UVA by Ángel Llorente	Vice-rector Research, Ángel, Researchers UVA

14/02/2018	Day of diffusion of the HRS4R to the youngest researchers (R1) at the UVA; within the opening day of the Doctorate course 2017/2018 of the Doctorate School (ESDUVA).	Vice-rector Research, María, Juan y Cristian; Researchers R1 and R4
15/02/2018 13/03/2018	Regular meetings of the HRS4R Working Group. Analysis of the survey	
6/03/2018	SENDING OF THE APPLICATION OF THE ADHESION TO THE CHARTER LETTER TO THE CE The University of Valladolid adheres to the "European Charter for Researchers and Code of Conduct for the Recruitment of Researchers"	
March-July 2018	Regular meetings of the HRS4R UVA Working Group. Survey Analysis	
July 2018	Results of the survey analysis: Final report of the survey to the research staff. http://hrs4r.uva.es/files/2019/03/Informe-Resultados-Encuesta-	
September 2018	Survey Executive Summary: http://hrs4r.uva.es/files/2019/03/Resumen-Ejecutivo-Encuesta-Investigacion-UVa-HRS4R-2019.pdf <u>Results in table format:</u> http://hrs4r.uva.es/files/2019/03/Datos-y-Analisis-Encuesta-Investigacion-UVa-HRS4R-2019.pdf	
	News Blog Uva-HRS4R Survey result. Obtaining of the seal "HR Excellence in Research" UVA Published on 06 March 2019	
	Situation diagnosis. Gap analysis	
	Prioritization study of actions based on the internal analysis carried out in the UVA and the results of the survey with the aim of drawing up an Action Plan and correcting the deviations detected and implementing actions for the management of human resources for research.	

SURVEYING UVA RESEARCHERS

Parallel to this analysis carried out by the HRS4R Working Group and in order to complete the diagnosis of UVA with the perception of the researchers, a Survey aimed at researchers is elaborated. In accordance with the HRS4R strategy, the representative community of researchers ranging from R1 to R4 is consulted¹.

The writing and design of the survey was a joint task of the HRS4R Working Group and the Steering Committee. Before launching the final survey, a pilot test was sent to the members of the Working Committee and other members of the University Community, their suggestions, nuances and proposals were collected to develop the final survey.

The questions of the Survey were structured in six sections: Research training, Selection and hiring of research personnel, Working conditions, Ethical norms and intellectual property rights, Tools for dissemination and exploitation of the results of the research activity and Other relevant aspects of research policy and suggestions. In order to know the opinion, needs and expectations, the survey is segmented by typologies (from level R1 to R4).

The survey consisted of 76 questions (66 scale questions from 1 to 7 and 10 free text questions). Each researcher, at the beginning of the survey, has selected his/her research career level, from the predoctoral level (R1) to the most advanced level (R4). The survey questions were common to all respondents. Except for some questions that were only applicable to some levels of research career.

The survey was conducted online, through the open source application "LimeSurvey". It was emailed to 2,825 researchers. The survey was active from December 4, 2017 to February 5, 2018.

The total percentage of participation was 26.41%. This participation is as follows: 17.98% participation (R1), 31.47% participation (R2), 30.82% participation (R3) and 46.31% participation (R4).

Three documents have been produced from the survey analysis process:

- Full report of the Research Staff Survey
<http://hrs4r.uva.es/files/2019/03/Informe-Resultados-Encuesta-Investigacion-UVa-HRS4R-2019.pdf>
- Survey Executive Summary
<http://hrs4r.uva.es/files/2019/03/Resumen-Ejecutivo-Encuesta-Investigacion-UVa-HRS4R-2019.pdf>
- Results in table format
<http://hrs4r.uva.es/files/2019/03/Datos-y-Analisis-Encuesta-Investigacion-UVa-HRS4R-2019.pdf>

¹ Towards a European Framework for Research Careers

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

The survey summary includes a ranking of the best and worst evaluated questions. The maximum score was 5.9 and the minimum was 2.2.

For the dissemination of the Survey to UVa researchers, the Working Group had the involvement of Mr. Cristian Pascual and Mr. Antonio Martín Rodríguez, from the Service of Communication and Difussion.

The data collection, analysis, and dissemination of survey results were carried out by the Cabinet of Study and Evaluation of the UVa, led by Mr. Andrés Hombría Maté, member of the HRS4R Working Group.

From the analysis of the results, aspects have been identified that should be improved in the internal procedures of the UVa. These have been taken into account as one of the criteria for prioritizing improvements and have been included in the Action Plan.

COMMUNICATION AND DIFUSSION

The actions carried out throughout the process, to disseminate among UVA researchers the actions undertaken by the University to implement the Human Resources Strategy for research and the actions to raise awareness of the 'European Charter and Code of Conduct for the Recruitment of Researchers, have been as follows:

- Presentation of the project 'Chart&Code in the UVA' in the Quality Assurance Commission of the Governing Council of the University of Valladolid (meeting 17 June 2017) and approval by assent to the adherence of the UVA to the European Charter for Researchers and the Code of Conduct for the recruitment of researchers.
- Creation of the page HRS4R UVA, (June 2, 2017) one of the first steps to communicate within the university community of the University of Valladolid the intention to obtain the seal of quality "HR Excellence". The website has also been the medium for transmitting the results of the Commission's work. <http://hrs4r.uva.es/>
 - How does UVA manage research? Your opinion is essential
 - 15 December 2017 <https://hrs4r.uva.es/encuesta/>
 - Presentation HRS4R. Video
 - 16 January 2018 <https://hrs4r.uva.es/que-es-el-hrs4r-mira-este-video/>
 - Opening ceremony of the academic year Doctorate School (ESDUVA) and Presentation HRS4R
 - The Doctorate School of the University of Valladolid has carried out the inaugural act of the academic year 2017/18 on Monday 31 January 2018 in the Paraninfo of the University of Valladolid. The event has been broadcasted live on the YouTube UVA channel.
- Creation of the HRS4R-UVA logo, with the help of Multimedia Multimedia Graphic Design Specialists from the UVA Web Area.
- Diffusion on the UVA website and in the UVA News sections, by the UVA Communication Cabinet.
- Advertising material. Posters were produced and distributed to all UVA Centres, informing and urging researchers to complete the survey with the aim of improving and achieving excellence in research management.
- Dissemination days:
 - Opening ceremony of the academic year Doctorate School (ESDUVA) and Presentation HRS4R The Doctorate School of the University of Valladolid held the opening ceremony for the academic year 2017/18 on Monday 31 January 2018 in the Paraninfo of the University of Valladolid. The event has been broadcasted live on the YouTube UVA channel.
 - Day of diffusion of the HRS4R to the senior researchers in the UVA by María Moncada. The diffusion is framed within the regional infoday of the FET OPEN program organized by the European Projects Office of the UVA.
 - Day of dissemination of the HRS4R to senior researchers at the UVA by Ángel Llorente
 - Day of diffusion of the HRS4R to the youngest researchers (R1) at the UVA; within the opening day of the Doctorate course 2017/2018 of the Doctorate School (ESDUVA).

Dissemination of the results of the survey to the entire university community. This communication was carried out by e-mail and through the UVA-HRS4R web page.

PRIORITISATION CRITERIA FOR THE IMPLEMENTATION OF THE ACTION PLAN

According to the internal analysis carried out in the UVa and the results of the survey, the University of Valladolid develops the Action Plan of its Human Resources strategy.

The parameters used to prioritize the projects that the UVa must undertake have been carried out according to three criteria.

The first was to determine the impact of the actions. Including as a priority those projects that when tackling them significantly impact on various improvement actions.

The next criterion used was the capacity of the UVa to manage and implement the improvements. In this sense, priority has been given to those actions that can be easily and quickly implemented by the institution, especially since they do not require many resources and do not depend on external factors.

Another prioritisation criterion was the analysis of the results of the survey aimed at researchers. The aspects that the UVa researcher considers should be improved in the internal procedures of the UVa have been identified.

Once the prioritisation criteria have been established and agreed upon, the improvement projects have been planned and reflected in the Action Plan. Their implementation will require regular monitoring. This monitoring is agreed to be carried out by the members of the HRS4R Working Group. The group will be responsible for ensuring that the improvements proposed in the Action Plan are carried out, monitoring their evolution and taking appropriate corrective action if necessary.