

## TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: University of León

Organisation's contact details: Avenida Facultad, 24, León, E-24004 (Spain)

Web-link to published version of organisation's HR Strategy and Action Plan:

<https://www.unileon.es/investigadores/investigar-transferir/hrs4r>

Web-link to organisational recruitment policy (OTM-R principles):<sup>45</sup>

**SUBMISSION DATE TO THE EUROPEAN COMMISSION: 6-09-2022**

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1,272
Of whom are international (i.e. foreign nationality)	132
Of whom are externally funded (i.e. for whom the organisation is host organisation)	73
Of whom are women	620
Of whom are stage R3 or R4 <sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	450
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	278
Of whom are stage R1 = in most organisations corresponding with doctoral level	544
Total number of students (if relevant)	10,432
Total number of staff (including management, administrative, teaching and research staff)	1,512
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	104,229,657
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	16,475,471
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6,297,509
Annual funding from private, non-government sources, designated for research	3,584,182
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
The University of León (ULE) is a public university founded as an autonomous entity in 1979. It is structured in two campuses: the main one, the campus of Verganza in the city of León, and the second one the campus of Ponferrada.	
As a general university, its areas of teaching and research activities are Arts and Humanities, Sciences, Health	

<sup>1</sup> [http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf)

*Sciences, Social and Legal Sciences, Engineering and Architecture.*

*The ULE has 9 faculties (Veterinary, Biological and Environmental Sciences, Education, Law, Philosophy and Literature, Labour Sciences, Economics and Business, Health Sciences and Sports Sciences), 4 schools (Industrial Engineering, Computer and Aerospace Engineering, Agricultural and Forestry Engineering and Mining Engineering), 10 research institutes, and 12 research support services. Its teaching offer is composed of 42 degrees and 35 university master's degrees for 10,432 students.*

## **2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)**

### **Ethical and professional aspects**

To provide a better service, adapted to the needs of researchers, in February 2022 a reorganization of the Knowledge Transfer (KT) support services, including financial management support, was conducted. At this time, the whole services are concentrated in a new specialized unit, which has been reinforced with new technical staff (two full time persons).

Furthermore, apart from the creation of this unit, a number of measures, included in the so-called Knowledge Transfer Support Plan, have been implemented to boost KT. Some of the actions referred are the preparation of a catalogue of scientific-technological offers for promotion actions addressed to companies and other potential clients; the creation of prizes for KT activities (20 candidates nominated in the first edition 2022); and the entry into force of a new regulation for industrial secrets as a measure to protect the knowledge generated by ULE researchers (the University Supercomputing Centre is proceeding with the digitization of industrial secret registration procedures through Block Chain technology), new models for patent disclosures and a new regulation on entrepreneurship.

To strengthen the commitment to society, the R&D undertaken at the ULE will be available by different ways: the BULERÍA Repository has been made fully accessible to all the institution's researchers, and a new service - the ULE Scientific Portal- has been set up; this portal includes the main contributions of the ULE researchers in magazines and books. Likewise, within the framework of an internal funding programme, a new line of grants has been launched to promote open publication.

In this period, a Scientific Culture Unit has been created at the ULE, accredited by the Spanish Foundation for Science and Technology (FECYT), whose specific website is being developed. Several collaboration agreements have been signed with regional media.

The update of the priority research lines of the ULE is pending; this task is undertaken in the framework of the new Strategic Plan for Knowledge Transfer, which will come into force in 2023; These priority R&D lines will be aligned with the RIS3 priorities for the region of Castilla y León.

The new regulations on information security are also being developed; their goal is to regulate the use of computer and communications equipment by the research community.

### **Recruitment and selection**

During the first implementation period of the Action Plan, a reform of the national regulations regarding the hiring of research personnel was announced. Finally, the new law entered into force in April 2022. Most of the actions included in this section have been delayed in order to adapt them to the new legal context. This has especially affected actions 12 and 13 (Preparation of an OTM-R Recruitment Guide), and those related to the

composition of the selection committees, information protocols for candidates, assessment of merits and the improvement of fixed-term contracts. In addition, two other national laws concerning the hiring of teaching and research staff in universities are currently being reformed: the Law of Science and the reform of the Organic Law of the University System (to enter into force in the 2022/23 academic year). The modifications to be introduced in both laws must be taken into account in the definition of the internal OTM-R protocols.

For the internationalization of job offers through Euraxess, a protocol has been launched in 2021. The offers are received at the International Projects Office of the ULE, which reviews their adaptation to the Euraxess templates. Applications are addressed directly to the researcher responsible for the recruitment.

### **Working conditions**

In September 2021, the Manual of Safety and Good Laboratory Practice was approved and entered into force.

In addition, new regulations on the support of people with functional diversity and special needs have been defined and approved. The research community is intensively involved in this action, which is promoted by the University Ombudsman Office.

A new action has been added during the internal review: the FAB LAB UNILEÓN, a prototyping and digital manufacturing facility aimed at giving support to researchers for the development of products coming from research results of final degree projects, masters and doctoral theses.

Some actions are still pending, such as the measures to reduce the limitations in the access to travel grants included in the internal funding programme (attendance at courses or conferences), the creation of the Support Unit for Professional Development of Researchers and new regulations on sabbaticals.

### **Training and development**

During the period, nearly 100 courses and workshops addressed to all levels of researchers have been held within both the Training Plan of the Training School and the FGULEM programme. They addressed professional development tools and topics such as data protection, entrepreneurial businesses valorisation, Technology watch, techniques and tools to support researchers, papers writing, open science in research, IPR management, preparation of scientific dissemination plans, good laboratory practices, etc.

A protocol to obtain the "Industrial Doctorate" has been drawn up, including templates and documents for the different phases of the application process and agreement between the interested parties: doctoral students, ULE and companies. In addition, the Doctorate School proposes a number of activities to reinforce this action, such as the creation of a presentation and awareness-raising campaign addressed to regional companies, the incorporation of the Industrial Doctorate to the internal regulations on doctorate studies, etc.

In July 2022, the Code of Good Practices of the Doctorate School was approved; In addition, the proposal called "Creation of the Mentoring Program of the Doctoral School" has been prepared and submitted to the ULE governing bodies for review and approval.

The Task Force 1 is currently working with a specialized consultancy firm to update the ULE Regulations on entrepreneurship.

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Have any of the priorities for the short- and medium term changed?

No

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

Some activities have been delayed due to the COVID-19 pandemic and many others, such as working and coordination meetings, presentations, etc. had to be hold online.

Apart from some delays in the implementation of certain Action Plan activities, no major impact on the planned strategy is expected.

Are any strategic decisions under way that may influence the action plan?

By decision of the Steering Committee, the position of the Internal Project Coordinator was created, undertaking the following responsibilities and tasks:

- Mobilize the necessary internal resources to support the implementation of the action plan, i.e. persons in charge of providing indicator's information to the scorecard, technical support for events...
- Monitor the preparation of official templates according to the procedures established by Euraxess, in collaboration with external services.
- Coordinate all tasks concerning the HR Excellence website.

The person designated as Internal Project Coordinator is Luis Carlos Robles García (Vice-rectorship for Research and Knowledge Transfer).

### 3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

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

Examples:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter /semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>	<i>Current status</i>	<i>Remarks</i>
<p><b>1-IPR regulation.</b> The current regulation on IPR will be reviewed for a better adaptation to the researcher's demands and to update it with the latest national legislative developments: Law 24/2015 on Patents, and Law 1/2019 on trade secrets.</p>	3, 31, 39	From Q1 to Q4	Office for the Transfer of Research Results (OTRI)	<p><u>Target:</u> -Updating of internal regulation.</p> <p><u>Indicators:</u> -Invention communication model (8 downloads).  - Intellectual property communication document (107 downloads).</p>	In progress	<p>-A new regulation of industrial secrets as a measure to protect the knowledge generated by ULE researchers has been elaborated. At the moment, the document is being reviewed by the ULE research community. The University Supercomputing Center is proceeding with the digitization of industrial secret registration procedures through Block Chain technology).</p> <p>-New models for patent disclosures.</p>
<p><b>2-HR Excellence Training.</b> Different training courses and awareness-raising actions on the needs detected in the GAP analysis will be brought into the annual Training School plan. Some of these contents will be: -Industrial and intellectual property, -Data protection and confidentiality, -Open Science, -Research data management,</p>	3, 5, 7, 8, 14, 28, 31, 32, 36, 38, 39	Continuous	<p>Training School</p> <p>Office for the Transfer of Research Results (OTRI)</p> <p>Doctorate School</p> <p>University Library</p>	<p><u>Targets:</u> -Training of researchers and other ULE staff on the contents of the C&amp;C principles. - Training of members of the selection committees.</p> <p><u>Indicators:</u> -Number of courses/workshops organized: 19 (2020), 62 (2021) and 14 (2022)</p>	Extended	<p>Courses and workshops addressed to all levels of researchers held within both the Training Plan of the Training School and the FGULEM programme.</p>

<ul style="list-style-type: none"> <li>-Publication in high impact journals.</li> <li>-External funding of R&amp;D projects,</li> <li>-Transversal skills related to evaluation and selection procedures,</li> <li>-Research career</li> <li>-Introductory course on doctoral studies management.</li> <li>-Charter and Code, and HRS4R process.</li> </ul>				<ul style="list-style-type: none"> <li>-Number of participants: 578 (2020), 1870 (2021) and 350 (2022)</li> <li>-Satisfaction of participants: (results of the Average Satisfaction Rating for each event, according to a 1-5 Likert scale): 4,24 (2020), 4,42 (2021) and 4,5 (2022).</li> </ul>		
<p><b>3-Knowledge transfer services.</b></p> <p>Current services will be evaluated and redefined in order to provide a more researcher-oriented support on the valorization process of their research, from its protection to its exploitation by licenses or through the creation of spin-offs. Joint work procedures between the different units involved will be setup. Researchers will be informed about new services and the related regulations.</p>	3, 8, 31, 32, 39	From Q1 to Q6	<p>FGULEM</p> <p>Vice-Rectorate for Research</p> <p>Office for the Transfer of Research Results (OTRI)</p>	<p><u>Target:</u></p> <p>-Adaptation of services to the researcher's needs.</p> <p><u>Indicator:</u></p> <p>-295 researchers involved in Knowledge Transfer activities.</p>	Extended	<ul style="list-style-type: none"> <li>-Since February 2022, all support services for Knowledge Transfer have been relocated to a new specialized unit.</li> <li>-In 2022 the staff of this unit has been reinforced with two full-time workers.</li> <li>-A new TK Support Plan has been launched with specific measures.</li> <li>-A scientific-technological offer catalog has been prepared for promotion among companies and other potential clients.</li> </ul>
<p><b>4-Strategic research objectives.</b></p> <p>Priority areas of research will be updated within the framework of a strategic plan.</p>	4, 5	From Q6 to Q8	Vice-Rectorate for Research	<p><u>Target:</u></p> <p>-ULE research orientation.</p> <p><u>Indicator:</u></p> <p>-Document adopted (pending).</p>	In progress	The new KC Strategic Plan is being prepared and will come into force in 2023; its priority lines will be aligned with the priorities of the RIS3 of Castilla y León.
<p><b>5-Welcome protocol.</b></p> <p>Implementation of a welcome service for all stages' researchers who join the ULE in order to facilitate their adaptation to the institution and the city. The protocol will include a guide containing relevant</p>	5, 23, 24	From Q1 to Q3	Vice-Rectorate for Research	<p><u>Targets</u></p> <p>-Service to new hired researchers</p> <p><u>Indicator:</u></p> <p>-Number of researchers using the service.</p>	In progress	Protocol being elaborated by the services involved.

information about services, facilities, regulations and procedures, among other contents.						
<b>6-Manual of Good Laboratory Practice.</b> In the framework of the new policy on prevention of occupational risks adopted by the institution in 2019, the Manual of Good Laboratory Practice will be updated in order to ensure and reinforce safety conditions of researchers.	7, 23	From Q6 to Q8	Prevention of Occupational Risks Unit	<u>Target:</u> -Updating of internal rules.  <u>Indicators:</u> -Manual adopted: document finalized in sept. 2021. -Internal dissemination of the document (to be included in the next reports)	Completed	A working subgroup has been created to prepare the Manual.
<b>7-Information security.</b> Information security regulations will be developed to regulate the use of computer and communication equipment by the research community, in aspects such as: not allowed uses, information storage, use of memory devices, equipment protection, encryption of information, electronic signature, document cleaning, etc.	7	From Q4 to Q7	Vice-Rectorate for Resource Management and Infrastructure	<u>Target:</u> -Safe practices in the handling of information.  <u>Indicators:</u> -Internal dissemination of the document.	In progress	
<b>8-Institutional repository.</b> Information, diffusion and awareness-raising activities will be implemented in order to boost the role of the BULERIA repository within the institutional open-access policy, encouraging the uploading of all types of documents: articles, monographs, communications in congresses, conferences, seminars, doctoral theses, teaching materials, etc.	8	From Q2 to Q6	University Library	<u>Target:</u> -Access to scientific production.  <u>Indicators:</u> -3,600 documents uploaded to BULERÍA. -901 researchers registered in the Scientific Portal (June 2022) -929 documents available on the Scientific Portal (98 theses and 831 scientific papers)	Extended	-BULERIA repository; accessible to all ULE researchers.  -This action 8 has been reinforced with the creation of the ULE Scientific Portal, which collects the main contributions published in journals and books by ULE researchers. Prepared in collaboration with the DIALNET Foundation.  - Grants to promote open publication have been implemented.
<b>9-Research for society.</b>	9	Continu	Vice-	<u>Target:</u>	Extended	-The Scientific Culture

<p>A number of measures will be put in place to bring closer to the society both the ULE research and development activity and its results, including those of knowledge transfer. Some of these actions will be:</p> <ul style="list-style-type: none"> <li>-Creation of a specific website,</li> <li>- Greater presence in social networks,</li> <li>-Launch of a new quarterly magazine, which will include a section devoted to R&amp;D contents,</li> <li>-Agreements with local and national media,</li> <li>-Consolidation of a Scientific Culture Unit of the ULE.</li> </ul>		ous	<p>Rectorate for Institutional Relationships</p> <p>Vice-Rectorate for Research</p>	<p>-Presence of ULE R&amp;D activity in its social setting.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>-Active website.</li> <li>-Regular collaboration with 18 media: 12 newspapers, 2 and 6 radio stations.</li> <li>-Indicators of activity in social networks (2021). 1461 LINKEDIN, 14627 INSTAGRAM, 2.512 TWITER, 19.927 FACEBOOK.</li> <li>-6 editions of the magazine "León en Positivo".</li> </ul>		<p>Unit in the ULE, accredited at national level by FECYT. A specific website for this unit is currently being designed.</p> <p>-Magazine "León en Positivo" (quarterly), with a specific section for the research and KT activities of the ULE.</p> <p>-Several collaboration agreements signed with regional media.</p>
<p><b>10- Regulation on support for people with functional diversity and special needs.</b></p> <p>New regulations aimed at guaranteeing the equal rights of all university collectives, including the research staff.</p>	10, 24	From Q1 to Q4	Social Responsibility Area	<p><u>Target:</u></p> <ul style="list-style-type: none"> <li>-Strengthening of non-discrimination policies.</li> </ul> <p><u>Indicator:</u></p> <ul style="list-style-type: none"> <li>-Internal dissemination of the document.</li> </ul>	Completed	<p>The research community is intensively involved in this action, which is promoted by the University's Ombudsman Office.</p>
<p><b>11-Ombudsman.</b></p> <p>New responsibilities for the defense of the specific rights of researchers will be assigned to this figure. The reinforcement of its role will be adopted in the new regulation, which is being updated.</p>	10, 34	From Q1 to Q4	Vice-Rectorate for Social Responsibility, Culture and Sports	<p><u>Target:</u></p> <ul style="list-style-type: none"> <li>-Adaptation of services to the researcher's needs.</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>-Number of complaints received from researchers.</li> </ul>	In progress	
<p><b>12-OTM-R Guide.</b></p> <p>Preparation of a guide setting out all ULE contracting procedures in accordance with the principles of the C&amp;C, including the institution's policy on the subject. The document will be available on the University's website, and will be attached to the official</p>	12, 13, 14, 15	From Q2 to Q7	Human Resources	<p><u>Target:</u></p> <ul style="list-style-type: none"> <li>-Collection and adaptation of internal regulations and procedures.</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>-Internal dissemination of the document.</li> <li>-Number of contracting procedures to</li> </ul>	In progress	<p>Action delayed due to the entry into force of new national regulations in April 2022.</p>



documentation in all the recruitment processes for research staff.				which it is attached.		
<b>13-OTM-R web space.</b> Hosted on the website devoted to the HR Award, this web space will collect all contents concerning recruitment of researchers. Calls, vacancies, regulations, information services, etc. will be posted, improving the description of the offers (with templates or ad-hoc information forms), giving details about recruitment processes, and gathering all official documents and regulations to provide a better service to applicants.	13	From Q2 to Q8	Vice-Rectorate for Research	<u>Target:</u> -Service for applicants.  <u>Indicators:</u> -Visits and downloads.	In progress	Action delayed due to the entry into force of new national regulations in April 2022.
<b>14-Internationalization of job offers (OTM-R).</b> Protocols for the international dissemination of job offers in foreign forums, mainly through EURAXESS, will be implemented. The protocol will indicate the types of job position for which international dissemination will be mandatory and the supervision procedures.	13	From Q2 to Q6	Vice-Rectorate for Research	<u>Target:</u> -Protocol for job offers dissemination.  <u>Indicators:</u> -Number of job offers on Euraxess: 15 (11 for H2020/Horizon Europe projects and 4 for projects funded by national calls)	Extended	Protocol defined in 2021. Collaboration of the International Projects Office in the publication process of job offers.
<b>15-New contract modalities (OTM-R).</b> Creation of new modalities of contracts linked to collaboration agreements with companies (the so-called "Article 83") with the aim of avoiding the personalization of job offers. It would be implemented through a modification of the ULE Research Staff Regulations.	13	From Q5 to Q8	Research Management Service  Human Resources	<u>Target:</u> -New types of contracts to improve transparency.  <u>Indicators:</u> -Modalities of contracts. -Number of hired researchers.	In progress	Action delayed due to the entry into force of new national regulations in April 2022.
<b>16-Composition of the</b>	14, 15, 27	From	Research	<u>Targets</u>	In progress	Action delayed due to

<p><b>selection committees (OTM-R).</b> The appointment criteria for members of selection panels concerning hiring processes of non-official research staff will be reviewed, and a number of measures will be introduced to reach a higher diversity (origin of members, sector...) and parity improvement. The profiles of the committee members will be published in the OTM-R Space as a measure of transparency.</p>		Q2 to Q6	Management Service  Human Resources	<p>-More balanced selection committees.</p> <p><u>Indicators:</u> -Variety in the origin of the members of selection committees. -Ratio men/women. -Published profiles of panel members.</p>		the entry into force of new national regulations in April 2022.
<p><b>17-Information to candidates (OTM-R).</b> New protocols will be incorporated to the different recruitment processes to give detailed information to applicants, especially those who have not been selected, on the results of the items evaluated.</p>	15	From Q2 to Q6	Human Resources	<p><u>Target:</u> -Information to candidates about the result of the selection processes.</p> <p><u>Indicators:</u> -Protocol incorporated into the selection processes. -Number of informed applicants.</p>	In progress	Action delayed due to the entry into force of new national regulations in April 2022.
<p><b>18-Rating scale for hiring criteria (OTM-R).</b> Review and modification of the merit assessment of all contracting categories with two objectives: 1-A more precise adjustment of the weight of the different criteria to the researcher profiles to which the call is addressed. Some of the merits concerned will be teaching, publications, research activity, knowledge transfer and management activities, 2-Incorporate or reinforce merits that are not sufficiently weighted such as variations in chronology,</p>	16, 17, 19, 29	From Q2 to Q6	Vice-Rectorate for Research  Vice-Rectorate for Teaching Staff	<p><u>Target:</u> -Merit adaptation to job profiles.</p> <p><u>Indicator:</u> -Modalities of contract with rating scale adaptations.</p>	In progress	Action delayed due to the entry into force of new national regulations in April 2022.

recognition of international qualifications and mobility between the private and public sectors.						
<b>19-Access to mobility.</b> Some limitations for accessing to travel expenses aids regulated by the ULE grants program for mobility of researchers will be revised. These limitations, concerning some types of fixed-term contract modalities, are linked to aspects such as the duration of the beneficiary's contract or the existence of previous contracts.	25	From Q2 to Q4	Vice-Rectorate for Research	<u>Target:</u> -Remove limitations to mobility of researchers.  <u>Indicator:</u> -Number of researchers obtaining mobility aids.	In progress	
<b>20-Support Unit for Professional Development of Researchers.</b> Setting up and deploying a new support structure on professional development, including advice for employment for researchers. As part of this strategy, a mentoring program will be implemented: senior researchers will be in charge of monitoring the progress of R1 and R2 researchers in their research career. At the same time, a set of mentoring modalities for stages R2 and R3 will be implemented, with the participation of research group directors, department or research institute directors, among others figures, to assist them in the definition and conduct of a professional development plan which will be evaluated on a yearly basis.	25, 28, 30, 39, 40	From Q4 to Q6	Vice-Rectorate for Teaching Staff  Vice-Rectorate for Research	<u>Target:</u> -New support service.  <u>Indicator:</u> -Number of researchers using the service.	In progress	
<b>21-Improvements in</b>	25, 33	From	General	<u>Target:</u>	In progress	Action delayed due to

<p><b>fixed-term contracts.</b> For some hiring modalities regulated by the ULE Research Staff Regulation, a number of improvements will be introduced in order to:</p> <ul style="list-style-type: none"> <li>-Avoid the succession of fixed-term contracts.</li> <li>-To allow the researcher to combine his research activity with teaching tasks, if the contract modality allows it.</li> </ul>		Q4 to Q5	Secretariat Vice-Rectorate for Research	<p>-Regulatory changes for contract modalities.</p> <p><u>Indicator:</u> Number of researchers concerned.</p>		the entry into force of new national regulations in April 2022.
<p><b>22-Regulations on sabbaticals.</b> Sabbatical leaves will be promoted as an instrument for professional development of researchers. A specific regulation will be defined and adopted for this purpose.</p>	29	From Q1 to Q4	Vice-Rectorate for Teaching Staff  General Secretariat	<p><u>Targets:</u> -Promotion of mobility and internationalization.</p> <p><u>Indicators:</u> -Number of sabbaticals.</p>	In progress	
<p><b>23-Regulations on entrepreneurship.</b> The regulations governing the creation of spin-off companies will be updated with the aim of promoting entrepreneurship as a way for professional development to be considered by researchers. This measure is planned within the Strategic Plan for Knowledge Transfer of the ULE.</p>	8, 31	From Q1 to Q4	Vice-Rectorate for Research  FGULEM	<p><u>Targets:</u> -Updating of internal rules. -New option for professional development.</p> <p><u>Indicators:</u> -Manual adopted. -Internal dissemination of the document -Spin-off companies set up by researchers.</p>	In progress	<p>-Updating of Spin-off Creation Regulations in collaboration with a specialized consultancy firm.</p> <p>This activity has been delayed due to the entry into force of new national regulations (the new Science Law).</p>
<p><b>24-Code of good doctoral practices.</b> The Code of Good Practices of the Doctoral School will be updated in order to incorporate the modifications recently adopted in the Doctorate regulations.</p>	36	From Q1 to Q2	Doctorate School	<p><u>Target:</u> -Updating of internal regulation.</p> <p><u>Indicators:</u> -Document approved by the ULE Governing Council on July 18, 2022 -Internal dissemination of the document (detailed information to be included in the next reports).</p>	Completed	Final name of the document: "Code of Good Practices of the Doctoral School"

<p><b>25-Doctorate in industry.</b> The participation of PhD students in R&amp;D projects directly related to their thesis and carried out in companies will be supported. The goal of this action is both to promote knowledge transfer between academia and industry and to improve the employability of the PhD student with a business experience. This action is a key measure to be developed in the Strategic Plan for Knowledge Transfer of the ULE.</p>	39	Continu ous	Vice- Rectorate for Research  Doctorate School	<p><u>Targets:</u> -Improvement of the employability of R1 researchers.</p> <p><u>Indicators:</u> -Number of PhD students participating in this action</p>	In progress	<p>-A procedure to obtain the industrial doctorate has been drawn up, including documentation linked to the different phases of the process: framework agreement between the ULE and the company, research plan model, application model for the "Industrial Doctorate" mention...</p> <p>-Approval and implementation pending.</p> <p>-In the coming years, new actions will be implemented to boost the industrial doctorate.</p>
<p><b>26-Sponsorship program.</b> PhD students in their last academic stages would sponsor newly arrived students, providing support in the initial steps of their doctoral studies and research activities.</p>	40	From Q2 to Q8	Doctorate School	<p><u>Targets:</u> -Initial support for R1 researchers.</p> <p><u>Indicators:</u> Number of students involved.</p>	In progress	Proposal "Creation of the Mentoring Program of the Doctoral School" prepared and submitted to the ULE governing bodies for review and approval.
<p><b>27-Prizes for Knowledge Transfer activities.</b> Three types of awards: -KT activities with social impact. -KT activities with an impact on business productivity. -Companies and other entities that have applied ULE research results.</p>	8, 9	Q7-Q8	Vice- Rectorate for Research	<p><u>Targets:</u> Acknowledge and make visible the research results generated at ULE with an impact on society and its stakeholders.</p> <p><u>Indicator:</u> 20 nominations submitted (2022)</p>	New action	First edition in 2022. Organized in collaboration with the Social Council of the ULE.
<p><b>28-FAB LAB UNILEÓN</b> Prototyping and digital manufacturing facility aimed at giving support to researchers for the development of products coming from research results of final degree projects,</p>	23	Q6-Q8	Vice- Rectorate for Research	<p><u>Targets:</u> New support service addressed to researchers for the development of R&amp;D projects</p> <p><u>Indicators:</u> -Number of users</p>	New action	

masters and doctoral theses.				-Number of projects		
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The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

<https://www.unileon.es/investigadores/investigar-transferir/hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

During the first phase of the first two years of the Action Plan, the Spanish government announced the entry into force of a new regulation for the hiring of research personnel. This regulation, the Royal Decree Law 8/2022 of April 5, contains urgent measures to be adopted by the actors of the Spanish system of science-technology-industrial in terms of recruitment

All the planned actions within the Action Plan related to the implementation of a new recruitment procedure (OTM-R) have been affected. The uncertainty about the aspects that the new regulations would modify and the need to adapt the new internal Human Resources policy to them has been the reason why the work of Task Force 4 did not begin until the end of the Action Plan period.

The tasks undertaken by this Task Force concerning the implementation of OTM-R are

- Analysis of the new regulations
- Review of internal procedures and rules for their adaptation to the new regulation
- Preparation of a new contract model for researchers

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist<sup>45</sup>.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

#### 4. IMPLEMENTATION (MAX. 1 PAGE)

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

The three key elements applied in the implementation of the Action Plan are:

1. The Steering Committee, in charge of supervising the project.
2. The HR Excellence Working Group (WG-HRE), in charge of the coordination and general planning of the actions included in the Plan.
3. 4 Task Forces in charge of implementing the actions.

Creation of the 4 task forces: the Working Group HR Excellence (WG-HRE) designated a number of members from the management services and government bodies, allocated to each task force according to technical criteria. In addition to it, in march 2021, the WG-HRE launched an internal call, addressed to researchers, in order to engage candidates for the defined task forces.

The final composition of the 4 task forces is:

##### **TASK FORCE 1 (in charge of actions nr. 1, 3, 4, 8, 9 and 23)**

Coordinator: Liliana Herrera, Director of Knowledge Transfer Unit.

Members:

- María José Barrios Lerma, Knowledge Transfer Office.
- José Carlos Alonso Marcos, General Foundation of the University of León and Business (FGULEM).
- Isabel de la Puente Bujidos, University Library.
- Ana Lanero Carrizo, Vice-Rector for International Relations.
- Raúl Mateos González, researcher (R2).
- Javier Díez González, researcher (R2).
- Héctor Argüello Rodríguez, researcher (R3).
- Michal Letek Polberg, researcher (R3).
- Ana Patricia Fanjul Alemany, researcher (R1).
- Carlos Alonso Calleja, investigador, researcher (R3).
- Luis Enrique Pedauga Sanchez, researcher (R3).
- Gloria Sánchez González, researcher (R3).
- María Teresa Tascón Fernández, researcher (R3).
- María Camino Fierro Castro, researcher (R2).
- Adrián Álvarez Molina, researcher (R1).

##### **TASK FORCE 2 (in charge of actions nr. 2, 24, 25 and 26)**

Coordinator: Miguel Ángel Ferrero, Director of the Doctorate School

Members:

- Miriam Fernández Álvarez, Training School.
- Ana Isabel García Prieto, Knowledge Transfer Office.
- Leticia Barrionuevo Almuzara, University Library.
- Verónica Blanco Machío, General Foundation of the University of León and Business (FGULEM).
- Felicidad Robles Aláiz, Doctorate School.
- Felipe Martínez Pastor, researcher (R3).
- Santiago Gutiérrez Martín, researcher (R4).
- María José Ranilla García, researcher (R4).

- Estela González González, researcher (R1).
- Eduardo Fidalgo Fernández, researcher (R2).
- Luis Miguel Ramos Martínez, researcher (R1).
- Cristina Rodríguez Melcón, researcher (R1).
- Tania Fernández Villa, researcher (R2).
- José María Fresno Baro, researcher (R4).
- Elias Rodriguez Olivera, researcher (R3).
- María Fernández Raga, researcher (R3).
- María Del Carmen González Velasco, researcher (R3).

### **TASK FORCE 3 (in charge of actions nr. 5, 6, 7, 10, 11 and 20)**

Coordinator: Adelina Rodríguez Pacios, Director of the University Social Responsibility Area.

Members:

- José Ámez del Pozo, Occupational Risk-Prevention Unit.
- José Óscar González Cubillas, Vice-Rector for Infrastructure and Resources management.
- Beatriz Abella García, Vice-Rector for Social Responsibility, Culture and Sports.
- Vanesa Robles Rodríguez, Vice-rectorship for Research and Knowledge Transfer.
- Fernando Jose Pereira García, researcher (R2).
- Paulino César Pardo Prieto, University Ombudsman.
- Daniel Abarquero Camino, researcher (R1).
- Cristina Saro Higuera, researcher (R2).
- Henar Álvarez Cuesta, researcher (R3).
- Leticia González Arias, Laboratory Technician.
- Roberto Baelo Álvarez, researcher (R3).
- Maria Jose Vieira Aller, researcher (R3).
- Óscar Fernández Álvarez, researcher (R3).
- Miguel Díaz y García Conlledo, researcher (R4).

### **TASK FORCE 4 (in charge of actions nr. 12, 13, 14, 15, 16, 17, 18, 19, 21 and 22)**

Coordinators:

M<sup>ª</sup> Luisa Álvarez Andrés, Head Human Resources Service.

Ana Cobos, Head of Research Management Service.

Members:

- Luis Carlos Robles García, Vice-rectorship for Research and Knowledge Transfer.
- M<sup>ª</sup> Jesús Otero Álvarez, Research Management Service.
- Carmen González Cubero, Human Resources Service
- Felicidad Robles Sáiz, Human Resources Service
- Ariadna Cases Bergón, Director of European Projects Office.
- Maximino Fernández Caso, Vice-Rectorship for Teaching Staff.
- Antonio Vaquera García, General Secretariat.
- M. Carmen González Cubero, Management.
- Andrés Merino Suances, researcher (R2).
- Pablo López Gómez, researcher (R1).
- Beatriz Martin Fernández, researcher (R2).
- Hugo Mélida, researcher (R3).
- María Dolores Teijeira Pablos, researcher (R3).
- Blanca Rodríguez Bravo, researcher (R4).
- Manuel Gómez García, researcher (R1).
- Enrique Alegre Gutiérrez, researcher (R4).
- Aurelia Álvarez Rodríguez, researcher (R3).



- Alejandro González Pérez, researcher (R1).
- Pedro Antonio Casquero Luelmo, researcher (R4).
- Juan Carlos Redondo Castán, researcher (R2).
- Javier Fernández Lozano, researcher (R3).
- Pedro Pérez Grande, researcher (R1).
- Ana María De Benito Trigueros, researcher (R3).
- Adriana Suárez Corona, researcher (R3).
- Cristina Esteban Blanco, researcher (R1).
- Susana Rodríguez Escanciano, researcher (R4).
- Kora Mónica Portilla Cueto, researcher (R1).
- Erica Renes Bañuelos, researcher (R1).
- Avelino Álvarez Ordóñez, researcher (R3).
- Roberto López González, researcher (R2).
- Ana Carvajal Urueña, researcher (R4).

The internal functioning of each Task Force has been mainly defined by the coordinators themselves, allowing a high degree of flexibility to adapt their agenda to the circumstances of the different actions. Thus, the Task Force 1 has run through working meetings from a generic approach, while Task Force 2 and 3 have created working subgroups to address certain actions.

Likewise, the WT-HRE has carried out a continuous review of the 40 Charter and Code principles to detect new gaps and define corrective actions, incorporating the following new actions into the revised Action Plan:

- Action 27: Awards for Knowledge Transfer activities.
- Action 28: FAB LAB UNILEÓN

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

An external consultant has been in charge of collecting and structuring the information concerning the plan through the following ways:

- Meetings with the Task Force coordinators
- Direct contact with the Internal Project Coordinator
- Indicators scorecard
- Monitoring application for recording information concerning the implementation of the Action Plan.

At the end of July, a first version of the report was prepared, and sent to the WG-HRE for final adjustments and, subsequently, to the Steering Committee for final approval.

- How have you involved the research community, your main stakeholders, in the implementation process?

The participation of researchers in the WG-HRE and the 4 Task Forces has been crucial for the proper orientation of the actions. Thus, a total of 60 all level researchers have been involved in the implementation of the Action Plan, distributed as follows:

	R1	R2	R3	R4	Total
<b>WG-HRE</b>	2	1	1	3	<b>7</b>
<b>TF-1</b>	2	3	6	0	<b>10</b>
<b>TF-2</b>	2	2	4	3	<b>12</b>
<b>TF-3</b>	1	2	4	1	<b>8</b>
<b>TF-4</b>	7	4	7	5	<b>23</b>
<b>Total</b>	<b>14</b>	<b>12</b>	<b>22</b>	<b>12</b>	<b>60</b>

A major contribution of researchers has been done in the preparation of the following specific actions:

Action 1: IPR Regulation

Action 2: Manual of Good Laboratory Practice

Action 3. Regulation on support for people with functional diversity and special needs

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

Yes, we do: the Working Group for HR Excellence, whose composition is:

- Carlos Polanco de la Puente, Vice-rector for Research and Knowledge Transfer.
- Luis Carlos Robles García, Research Support Area (Vice-rectorship for Research and Knowledge Transfer.).
- Miguel Ángel Ferrero, Director of the Doctorate School.
- Antonio Vaquera García, Vice-General Secretary.
- María Luisa Álvarez Andrés, Head Human Resources Service.
- María José Barrios Lerma, Knowledge Transfer Office.
- Ariadna Cases Bergón, Director of European Projects Office.
- Blanca Rodríguez Bravo, Resarcher R4 (Department of Artistic and Documentary Heritage).
- Avelino Álvarez Ordóñez, Researcher R3 (Department of Hygiene and Food Technology).
- Adrián Álvarez Molina, Researcher R1 (Department of Hygiene and Food Technology).
- Ana Carvajal Urueña, Researcher R4 (Department of Animal Health)
- Manuel Gómez García, Researcher R1 (Department of Animal Health)
- Enrique Alegre Gutiérrez, Researcher R4 (Department of Electrical Engineering and Automation).

- Eduardo Fidalgo Fernández, Researcher R2 (Department of Electrical Engineering and Automation).

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

The HRS4R strategy is aligned with institutional policies through two instruments:

- The Strategic Plan for Knowledge Transfer 2019-2022, currently underway, which includes actions connected to the Action Plan, such as no. 1 (IPR regulations), no. 3 (support services in knowledge transfer), no. 9 (research for society), no. 23 (regulations on entrepreneurship) and no. 25 (industrial doctorate).
- A Strategic Plan for Knowledge Transfer, which will allow not only the renewal of the priority research lines of the ULE to be adapted to the regional RIS3 priorities (action no. 4) but also a significant reinforcement of some of the actions included in this Action Plan. This plan is expected to be in force in 2023.

The University of León confirms its strategic commitment to the European HR Excellence in Research award within the framework of the Knowledge Transfer Plan of Castilla y León, a regional initiative aimed at supporting cooperative R&D and innovation actions between the academic world and industry.

- How is your organisation ensuring that the proposed actions are also being implemented?

The Action Plan is considered an institutional strategic document. Its implementation is assumed as a main institutional commitment by the university governing bodies.

The supervision and coordination tasks entrusted to the new position of Internal Project Coordinator will help to ensure its implementation. One of his tasks is to support the implementation of the Plan's actions, boosting the necessary internal resources and personnel for each one.

- How are you monitoring progress?

The planned monitoring tasks are the following:

- Meetings of the WG-HRE, supervising the progress.
- Annual progress report on the status of the actions included in this renewed Action Plan.
- Direct supervision of the Internal Project Coordinator
- Survey to researchers about the implemented actions

- How will you measure progress (indicators) in view of the next assessment?

The main tool to monitor and evaluate the evolution of the indicators will be the Scorecard of indicators (already used in the first phase of the Action Plan), that includes a description of the indicators assigned to each action and the persons in charge of each one (staff of different unit and services of the institution, such as Human Resources, IT services, university library, and so on). The Internal Project Coordinator will manage and control the information gathering process, providing assistance to the persons involved.

Additionally, specific surveys will be conducted to measure the satisfaction of researchers on the actions included in the plan.

- How do you expect to prepare for the external review?

The Internal Project Coordinator will be the person in charge of the preparation of the report and will update the progress of each action in the monitoring application and the indicator scorecard.

Six months before the submission deadline, the final compilation of information from the task forces will take place, preparing a first version of the Template 3, which will be reviewed by the WG-HRE, introducing the necessary adjustments. Also, within this period, the EC visit will be prepared, following the guidelines proposed in Euraxess.

Two months before submission, the final version will be submitted to the Steering Committee for final approval. Once obtained, it will be transferred to the Euraxess application.

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

*Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.*