



**RAMON LLULL UNIVERSITY**

**HUMAN RESOURCES STRATEGY FOR RESEARCH  
STRATEGY AND ACTION PLAN**

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
Free text -100 words max	Retrieved from the GAP Analysis			
<p><b>Action 1: Update ESADE's C&amp;C and OTM-R's policy and recruitment plan.</b></p> <ul style="list-style-type: none"> <li>• <b>Review</b> recruitment and employment policies.</li> <li>• <b>Update the recruitment procedure</b>, including all C&amp;C criteria. <ul style="list-style-type: none"> <li>○ Publish job offers in English on EURAXESS, international scientific portals and journals.</li> <li>○ Formalise the composition of the Selection Committee</li> <li>○ Define more detailed job recruiting scales,</li> </ul> </li> <li>• <b>Write the “OTM-R Policy: Selection and recruiting guide.”</b> <ul style="list-style-type: none"> <li>○ Include templates. Elaborate online material</li> <li>○ English version of all the working contracts.</li> </ul> </li> <li>• <b>Provide training</b> to staff acting on selection committees.</li> <li>• <b>Provide an overall e-recruitment tool</b>, which will facilitate the selection process.</li> <li>• Include information in the Welcome Manual.</li> </ul>	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 20. Seniority (Code)	3Q 2020 to-4Q 2020	Vice deanships faculty & research	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• ESADE recruitment policy updated and published.</li> <li>• ESADE recruitment procedure updated and implemented.</li> <li>• Publish OTM-R Policy: Selection and recruiting guide and templates.</li> <li>• OTM-R and C&amp;C material and training courses available.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>• 100% of job offers published online and on EURAXESS.</li> <li>• 100% of job offers include additional information.</li> <li>• 100% of IP researchers are trained on OTM-R and C&amp;C.</li> <li>• 100% of HR staff members are trained on OTM-R and C&amp;C.</li> <li>• All recruitment procedure is based on the e-recruitment tool.</li> </ul>

<p><b>Action 2: Align evaluation criteria with C&amp;C.</b></p> <ul style="list-style-type: none"> <li>• <b>Review and apply ESADE's procedures to systematise the evaluation of R1 and R2 researchers</b></li> <li>• <b>Write the Evaluation Guide with clearer norms for the evaluation</b> and promotion of researchers, aligning it with the professional career plan.           <ul style="list-style-type: none"> <li>• <b>Include public engagement as one of the criteria</b> for the triennial evaluation of researchers.</li> <li>• <b>Write guidelines for the supervisors.</b></li> </ul> </li> <li>• <b>Training and communication:</b> <ul style="list-style-type: none"> <li>• <b>Provide training to support PI's</b> and supervisors for the performance of evaluation reviews.</li> <li>• <b>Conduct briefing sessions</b> and communication procedures to support PIs acting as managers and supervisors of research staff.</li> <li>• Include information in the Welcome Manual.</li> </ul> </li> </ul>	<p>9. Public engagement 11. Evaluation/ appraisal systems 36. Relation with supervisors</p>	<p>3Q 2020 to-4Q 2020 and 1Q 2025 to 2Q 2025</p>	<p>Vice deanships faculty &amp; research</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Evaluation Guide for R1 and R2 approved.</li> <li>• New procedure approved for the evaluation of R1 and R2.</li> <li>• Guideline for evaluation published.</li> <li>• Training available.</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• All R1 and R2 researchers are evaluated following the Evaluation Guide.</li> </ul>
<p><b>Action 3: Foster public engagement.</b></p> <ul style="list-style-type: none"> <li>• <b>Reinforce ESADE's Knowledge Initiative</b> by:           <ul style="list-style-type: none"> <li>• The recruitment of a communication officer that will select the communication contents and will interview researchers about their research to be published on the "Do Better" web platform.</li> <li>• <b>Translate ESADE's research contents into Castilian and publish them on the website.</b></li> </ul> </li> <li>• <b>Draw up a plan for the communication unit</b>, defining a target audience, selection of events, actions, etc.</li> <li>• Include information in the Welcome Manual.</li> </ul>	<p>9. Public engagement</p>	<p>1Q 2021 to 2Q 2021</p>	<p>Director Contents</p>	<p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>• Outreach Plan published online.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Increase at least 20% in contents in ESADE's Knowledge Initiative.</li> <li>• Increase at least 20% in Outreach activity.</li> </ul>

<p><b>Action 4: Improve the employability of R1 &amp; R2 researchers.</b></p> <ul style="list-style-type: none"> <li>• Write a document on career advice and options for R1 and R2 researchers</li> <li>• Build a website containing the R1 and R2 researchers' profiles.</li> <li>• Provide mechanisms for enabling all R1 research assistants to perform teaching activities.</li> <li>• Offer individual consultations to postdoctoral researchers during their employment.</li> <li>• Provide training to develop transferrable skills.</li> <li>• Provide briefing sessions and workshops on career planning to R1 and R2 researchers and to PIs to reinforce their role as supervisors.</li> <li>• Inform PI's and Researchers about the importance of Professional Development Plans.</li> <li>• Include information in the Welcome Manual.</li> </ul>	<p>30. Access to career advice 33. Teaching</p>	<p>1Q2023 to 2Q2023</p>	<p>Vice deanships faculty &amp; research</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Professional Career Advice and Options document available online.</li> <li>• R1 and R2 profiles published online.</li> <li>• Individual consultations available to R2.</li> <li>• Briefing sessions on Career Planning available to R2.</li> <li>• Training course on Professional Career Options available.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• All R1 researchers' assistants can perform teaching activities.</li> <li>• At least 50% of R2 attend at least one individual consultation.</li> <li>• At least 50% of R2 attend briefing sessions on Career Planning.</li> <li>• At least 50% of R2 attend the Professional Career Options course.</li> <li>• 100% of doctoral students receive the Professional Career Options training course during the "Doctoral Week."</li> </ul>

<b>Action 5: Improve access to research databases.</b> <ul style="list-style-type: none"> <li>Identify the <b>researcher's needs</b> to access to new research databases.</li> <li><b>Centralise information</b> about databases' access in the intranet.</li> <li>Provide <b>additional resources</b> to SIC (Library services) in order to improve offer and service</li> <li>Include information in the Welcome Manual.</li> </ul>	23. Research environment	3Q2021 to 4Q2021	Director Research Office	Indicators: <ul style="list-style-type: none"> <li>Report on researchers' needs completed.</li> <li>Information updated in the intranet and Welcome Manual</li> </ul> Targets: <ul style="list-style-type: none"> <li>All new researchers are informed about access to databases.</li> <li>All new researchers receive the Welcome Manual.</li> </ul>
<b>Action 6: Improve ESADE's website.</b> <ul style="list-style-type: none"> <li><b>Improve the organisation and access</b> to contents of the intranet.</li> <li>Include <b>updated information about funding</b> opportunities though the new webpage.</li> <li><b>Improve the society's communication focus</b> translating ESADE's research contents into Castilian or Catalan. See Action 3.</li> <li><b>Centralise information about databases' access</b> in the intranet. See Action 5.</li> <li>Build a website containing the <b>R1 and R2 students' profiles</b>. See Action 4.</li> </ul>	4. Professional attitude 5. Contractual and legal obligations 9. Public engagement 23. Research environment 30. Access to career advice	3Q2021 to 4Q2021	Director Research Office/Director Contents	Indicators: <ul style="list-style-type: none"> <li>ESADE's web updated.</li> </ul> Targets: <ul style="list-style-type: none"> <li>Increase the number of downloads.</li> </ul>
<b>Action 7: Communicate gender initiatives.</b> <ul style="list-style-type: none"> <li><b>Promote policies</b> and practices to better support gender diversity and <b>equal opportunities in research for men and women</b>.</li> <li><b>Approve and communicate</b> ESADE's strategic plan for gender balance.</li> <li>Include information in the Welcome Manual.</li> </ul>	27. Gender balance	3Q2022 to 4Q2022	People Management	Indicator: <ul style="list-style-type: none"> <li>ESADE's strategic plan for gender balance published.</li> </ul> Target: <ul style="list-style-type: none"> <li>100% of staff and researchers are informed about Gender Policies</li> </ul>

<p><b>Action 8: Improve the participation in decision-making bodies.</b></p> <ul style="list-style-type: none"> <li>• Define a procedure to enable researchers to express their views and needs to the senior representing bodies. (E.g. nominate two representatives of the research community. Research representatives meet with members of ESADE's senior management team 2-3 times per year).</li> <li>• Include information in the Welcome Manual.</li> </ul>	<p>24. Working conditions 35. Participation in decision-making bodies</p>	<p>1Q2022 to 2Q2022</p>	<p>Vice deanships faculty &amp; research</p>	<p>Indicator:</p> <ul style="list-style-type: none"> <li>• Procedure for the participation in decision-making bodies approved.</li> </ul> <p>Target:</p> <ul style="list-style-type: none"> <li>• R1 to R4 participates in the decision-making bodies.</li> </ul>
<p><b>Action 9: Communicate Sabbatical leaves norm.</b></p> <ul style="list-style-type: none"> <li>• Establish and include <b>Sabbatical norms</b> in the Faculty regulations.</li> <li>• <b>Prepare a guide</b> of recommendations for sabbatical leaves in circumstances considered of interest for the organisation, both for ESADE researchers and for guest researchers/teachers.</li> <li>• Publish and communicate the Sabbatical leave norm.</li> <li>• Include information in the Welcome Manual.</li> </ul>	<p>24. Working conditions</p>	<p>3Q2022 to 4Q2022</p>	<p>Vice deanships faculty &amp; research</p>	<p>Indicator:</p> <ul style="list-style-type: none"> <li>• Recommendation guide on sabbatical periods available.</li> </ul> <p>Target:</p> <ul style="list-style-type: none"> <li>• Sabbatical periods available for researchers.</li> </ul>
<p><b>Action 10: Improve training offer to researchers.</b></p> <ul style="list-style-type: none"> <li>• <b>Budget an economic item for R1 and R2 training</b></li> <li>• <b>Select and provide new training contents to:</b> <ul style="list-style-type: none"> <li>• R1 and R2 researchers: The CEI will provide specific training for R1 and R2 researchers. Do compulsory tenure track meetings.</li> <li>• R3 and R4 researchers: Organise training courses for researchers supervising R1 or R2 researchers.</li> <li>• To all researchers: Extend the researchers' training in communication abilities, transferrable skills, etc.</li> </ul> </li> <li>• Include information in the Welcome Manual.</li> </ul>	<p>9. Public engagement 11. Evaluation/ appraisal systems 30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 39. Access to research training and continuous development 40. Supervision</p>	<p>1Q2022 to 2Q2022</p>	<p>People Management</p>	<p>Indicator:</p> <ul style="list-style-type: none"> <li>• New training offer on Researchers Supervising, communication abilities, soft skills, etc. available.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>• All new courses have at least 20 attendees.</li> <li>• At least 50% of R1 to R4 attend new training courses.</li> </ul>

<p><b>Action 11: Design ESADE's Researchers' Welcome Manual and welcome protocol.</b></p> <ul style="list-style-type: none"> <li>• <b>Design and establish ESADE's new Researchers' welcome protocol.</b></li> <li>• <b>Write ESADE's Welcome Manual for researchers</b>, English version, annually updated available on the web, including information about: <ul style="list-style-type: none"> <li>• Procedures for national and foreign researchers.</li> <li>• Legal obligation procedures, public engagement, ethics committees, intellectual property rights, etc.</li> <li>• Professional career, evaluation criteria, training offer, etc.</li> <li>• Access to research facilities and support, etc.</li> </ul> </li> <li>• <b>Celebrate an annual or biannual welcome seminar</b> and introduce the Welcome Manual.</li> </ul>	<p>5. Contractual and legal obligations 7. Good practice in research 8. Dissemination, exploitation of results 21. Postdoctoral appointments (Code) 31. Intellectual Property Rights 35. Participation in decision-making bodies</p>	<p>1Q2021 to 2Q2021</p>	<p>Vice deanships faculty &amp; research/ People management</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• New welcome protocol established.</li> <li>• Welcome Manual available online.</li> <li>• Biannual welcome seminar available.</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• All newcomer researchers attend the Welcome seminar.</li> </ul>
<p><b>Action 12: Standardise good research practice and develop RRI recommendations.</b></p> <ul style="list-style-type: none"> <li>• Establishment of a <b>Working Group in Research Ethics and Practices</b>. The <b>Working Group will develop mechanisms and materials</b> (manual, web contents, etc.) for embedding good research practice into the culture of all scholarship.</li> <li>• Write <b>ESADE's Good research practice guide</b>. Centralise information on good research practices Develop recommendation about RRI – Responsible Research and Innovation.</li> <li>• Launch of blended learning <b>training</b>. The programme will be designed to provide R1 to R4 with a basic understanding of responsible research practices in their area of study.</li> <li>• Include these contents in the Welcome Manual.</li> </ul>	<p>7. Good practice in research</p>	<p>3Q2021 to 4Q2021</p>	<p>Vice deanships faculty &amp; research/ People management</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• ESADE's Good research practice guide available online.</li> <li>• ESADE's Good research practice guide sent to all researchers.</li> <li>• Blended learning training available.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• All researchers know ESADE's Good research practice guide.</li> <li>• At least 50% researchers attend training courses.</li> </ul>

<b>Action 13: Communication of the figure of the Ombudsman.</b> <ul style="list-style-type: none"> <li>Further communication to <b>publicise the role of Staff Ombudsman</b> to research staff will be done by: improving the web contents and including information in the Welcome Manual.</li> </ul>	34. Complaints/ appeals	1Q2023 to 2Q2023	People management	Indicators: <ul style="list-style-type: none"> <li>Web updated.</li> <li>Information in Welcome Manual and during Welcome seminar.</li> </ul> Target: <ul style="list-style-type: none"> <li>All researchers know about ESADE's Ombudsman.</li> </ul>
<b>Action 14: Review the ESADE's seniority policies</b> on recruitment and employment of R2 researchers to include specific provisions for seniority.	20. Seniority (Code)	3Q2020 to 4Q2020	Vice deanships faculty & research/ People management	Indicators: <ul style="list-style-type: none"> <li>Seniority policies available online</li> </ul> Targets: <ul style="list-style-type: none"> <li>Seniority policies are applied and communicated to all R2 researchers</li> </ul>
<b>Action 15: Write and communicate ESADE's IP rights protection norm.</b> <ul style="list-style-type: none"> <li><b>Write IPR protection norm.</b></li> <li>Disseminate ESADE's policies on intellectual property and technology transfer among researchers through workshops.</li> <li>Include them in the Welcome Manual.</li> </ul>	8. Dissemination, exploitation of results 31. Intellectual Property Rights	1Q2021 to 2Q2021	People Management	Targets: <ul style="list-style-type: none"> <li>100% of researchers receive the new IPR policy.</li> <li>At least 50% of researchers attend the IPR training course.</li> </ul>

<p><b>Action 16: HRS4R Kick-off, awareness and communication of HRS4R and OTM-R.</b></p> <ul style="list-style-type: none"> <li>• An <b>implementation working group</b> will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers.</li> <li>• <b>Training sessions on OTM-R to HR personnel, and on C&amp;C criteria for PI researchers and HR personnel</b> will also be held, during Symposia in ESADE and URL</li> <li>• <b>New contents</b> on OTM-R and HRS4R will be available in Spanish and English on the website.</li> </ul>	<p>ALL</p>	<p>3Q2020 to 3Q2025</p>	<p>Quality Assurance Department</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• WG HRS4R constituted.</li> <li>• WG OTM-R constituted.</li> <li>• Surveys to address the awareness.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• At least 50 researchers attend the C&amp;C training sessions.</li> <li>• At least 5 HR staff members attend the C&amp;C training sessions.</li> </ul>
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

In the action plan outlined above there are several actions that deal with specific elements of the Open, Transparent and Merit-Based Recruitment principles.

The provision of guidelines, which set out clear procedures and practices, are addressed by the actions 1, and 16.

By publishing scientific job advertisements on EURAXESS ESADE will ensure outreach to a wider and especially international audience.

The main actions that will be implemented to address the OTM-R principles will be “Action 1. Define OTM-R’s policy” and “ Action 16 HRS4R project’s kick-off and strength awareness of the charter & code principles at ESADE, to be implemented by the General Management, which will include the C&C principles and a reference of the procedure will be included in the Welcome Manual.

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

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

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q2 2020.

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

1. Steering Committee on HRS4R (SC) will be the maximum office and will oversee the implementation process on a regular basis. It will be composed of the Business School's Vice-Dean for Faculty & Research, the Law School's Vice-Dean for Faculty & Research, the Director of People Department and the Director Quality and Programme Development Unit. It will be responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will also communicate the advances to ESADE's Board of Directors.
2. Implementation Working Group (IWG) will be composed of 6-8 members of the Working Group and will invite other research and administrative staff members to participate. It will coordinate the deployment of the HRS4R Action Plan and will also control quality.
3. Implementation OTM-R Working Group (OTM-R IWG) will be composed of 2-3 Human Resources staff members responsible, and other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.
4. Project Leader (PL), will be led by Head of Research & Innovation, reporting to the Steering Committee will give support to the IWT and OTM-R IWG for the preparation of deliverables, and will support the SC to follow up on indicators. The PL will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

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

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the different IWG and OTM-R-IWG, members are chosen, a kick off meeting will be held with the PL to assess the different tasks needed for the fulfilment of the actions.  The IWGs will meet on a bi-monthly basis with the PL to report

	<p>about the progress in the tasks defined and problems encountered.</p> <p>The PL will report and hold bi-monthly meetings with the Steering Committee.</p> <p>The SC will Report to the Board of Directors on a quarterly basis.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>As seen above, the research community (R1-R4) will be a part of the IWG. They will be involved in the design of the actions, the pilot deployment testing and the periodical surveys developed by the PL.</p> <p>Additionally, several surveys (surveys to increase the awareness of the HRS4R criteria, to identify training needs, etc.) will be launched to the research community.</p> <p>A specific action, <b>ACTION 16. HRS4R KICK-OFF, AWARENESS AND COMMUNICATION OF HRS4R AND OTM-R</b>, is designed with the objective of raising awareness in the university community about the C &amp; C and OTM-R criteria and, also, to report on progress in implementation. Each semester a mail will be sent to all the research community to explain the progress in the implementation of the action plan.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.	<p>ESADE will include in the next Strategic Plan 2020-2024 the HRS4R and OTM-R actions plan.</p> <p>The IWG will also be responsible for verifying that ESADE policies regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.</p>
How will you ensure that the proposed actions are implemented?	<p>The SC will alert from deviations of the timeline to the Governing board, that will take the corresponding actions to add more resources to control the deviations of the original plan.</p> <p>Additionally, a quality control will be performed every two years by an external reviewer and international expert on HRS4R issues.</p> <p>Finally, at the fourth year, an Internal audit will be performed.</p>
How will you monitor progress (timeline)?	The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. IWG will hold bi-monthly meetings with the PL to review the development of the implementation of the tasks defined for the actions currently in progress.
How will you measure progress (indicators) in view of the next assessment?	The previously detailed indicators will be included in ESADE's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organisational policies.