



## Document 1. Preamble

### **Human Resources Strategy for Researchers (HRS4R)**

As a public university, the Universitat Politècnica de Catalunya (UPC) is committed to continuous improvement in selection and working conditions, and in the career prospects of its researchers. Since its foundation, the UPC has created a series of specific units and developed a set of regulations and practices for this purpose, culminating in **2013** with the **University's endorsement of the European Charter and Code for Researchers**. At this point, an internal process began to obtain the HRS4R badge referred to in this report.

This process involved several university departments:

- Office of the Rector: university governing unit
- Personnel Service: staff administration unit
- European Projects Office: international project management unit
- Sustainable Management and Equal Opportunities Office: unit in charge of reinforcing and promoting the commitment to society
- International and Corporate Relations Bureau: unit in charge of planning, organising and supporting activities in the field of institutional relations and internationalisation
- Occupational Health and Safety Unit: unit in charge of safety and occupational health
- Ombuds Office
- Innovation Management Service: unit devoted to the promotion of research, innovation and entrepreneurship at the University
- Legal Services: unit in charge of providing legal advice to UPC units and staff
- Libraries, Publications and Archives Service
- Research, Development and Innovation Office: service for the design and management of the Descriptor of Research and Academic Activity at the UPC (DRAC)
- Doctoral School
- Communication Service

The process was organised according to the following work plan:

1. Creation of the work structure
2. Internal analysis
3. Definition of actions in the Work Plan

#### 4. Implementation of the Work Plan



##### 1. Creation of the work structure

Under the initiative of the Vice-Rector for Research, the Steering Committee was formed to set guidelines and appoint the Executive Committee and the working group that is in charge of undertaking the self-assessment process. On the basis of this process, the main areas of action will be determined and included in the Work Plan.

The Steering Committee is composed of the following:

- Vice-Rector for Research
- Vice-Rector for Knowledge Transfer
- Vice-Rector for Teaching and Research Staff
- Director of the Research and Transfer Area
- Director of the Staff and Organisation Area
- General Manager

The core of the Executive Committee is composed of the following:

- Vice-Rector for Research
- Vice-Rector for Teaching and Research Staff
- Director of the Research and Transfer Area
- Director of the Staff and Organisation Area

The former appoints a working group, whose core is composed of the following:

- Members of the Personnel Service
- Members of the European Projects Office

- Sustainable Management and Equal Opportunities Office
- International and Corporate Relations Bureau
- Libraries, Publications and Archives Service
- Communication Service

Other occasional collaborators are involved, depending on their attachment to each of the main blocks into which the self-assessment and plan of action are divided in the participating units listed in the introduction.



Milestones of the process were:

- Presentation of the HRS4R initiative
- HRS4R project kick-off at the UPC
- Formation of the Executive Committee
- Identification of the relevant units at the UPC (2nd ring of work), and the subjects that affect them
- Internal analysis of the UPC (mid-term)
- Proposal of areas of action
- Specification of actions and proposal of timing
- Consultation of a group of researchers selected by the Steering Committee
- Internal approval of the 2017-2019 Work Plan
- Submission of the Work Plan to the University's Executive Council for its final approval

	Oficina projectes Europeus	Servei de Personal	Oficina de Doctorat	RRII	GPAQ	EI Gabinet Jurídic	L'ICE	UPC-Innova i Of. Patents	Of. Gestió sostenible i d'Igualtat	L'oficina tècnica RDI	Prevençió i Riscos Laborals	SEPI Serv. Biblioteq.	Serv. Comunicació i promoció	Síndic de Greuges	Gestió Acadèmica
1) Research Freedom															
2) Ethical principles															
3) professional Responsibility															
4) professional attitude															
5) contractual and legal obligations															
6) Accountability															
7) Good practice in Research															
8) dissemination, exploitation of results															
9) Public engagement															
10) Non discrimination															
11) Evaluation / appraisal Systems															
12) Recruitment															
13) Recruitment code															
14) selection															
15) Transparency															
16) Judging merit															
17) Variations in the chronological order of CVs															
18) Recognition of mobility experience															
19) Recognition of qualifications															
20) Seniority															
21) Postdoctoral appointments															
22) Recognition of the profession															
23) Research environment															
24) Working conditions															
25) Satability and permanence of employment															
26) Funding and salaries															
27) Gender balance															
28) Career development															
29) Value of mobility															
30) Access to career advice															
31) Intellectual property rights															
32) co authorship															
33) Teaching															
34) Complains															
35) Participation in decision-making bodies															
36) Relation with supervisors															
37) Supervision and managerial duties															
38) Continuing Professional Development															
39) Access to research & continuous development															
40) Supervision															

European Projects Office; Personnel Service; Doctoral School; International Relations; Planning, Assessment and Quality Bureau; Legal Bureau; ICE; UPC Innova and Patents and Licences Office; Sustainable Management and Equal Opportunities Office; Technical R&D Office; Occupational Health and Safety Service; Intellectual Property Service and Libraries Services; Communication Service; Ombuds Officer; Academic Management Service

## 2. Internal analysis

The internal analysis was led by the working group under the mandate of the Steering Committee. This was an ambitious initiative in so far as the UPC aimed to carry out a comprehensive assessment that would lead to the clear identification of gaps and, above all, potential opportunities on which to work.

The objectives determined for the internal analysis were the following:

- To identify all the relevant legislation
- To identify existing internal rules
- To identify shortfalls and potential improvements in the current situation
- To propose areas of action that combine regulations (EU, Spanish, autonomous community and institutional) and policies (EU, Spanish, autonomous community and institutional) with needs.

See: Document 2: Internal analysis UPC

## 3. Definition of actions in the Work Plan

As a result of the internal analysis and the identification of shortfalls and potential opportunities, the 2017-2019 Action Plan was drawn up and validated by all of the relevant stakeholders. We believe that this Action Plan should do the following:

- Provide a real analysis of the current situation of the UPC based on objective criteria, which can be used to design additional actions for improvement and create new ones.

- Improve and optimise current resources.
- Improve existing channels of communication and relations, and establish new ones.
- Improve mechanisms for welcoming researchers to the University.

The Work Plan was proposed by the working group, checked and verified by a group of researchers and by the Steering Committee, and approved by the UPC's Executive Council.

See: Document 3 : Action Plan 2017-2019

#### **4. Implementation of the Work Plan**

The first step in the implementation of the Plan will be to consult research project leaders to adapt some of the actions for improvement proposed in the Plan, and to suggest further actions.

The implementation of the Plan will be monitored by the Steering Committee and the UPC's Research Committee. The university community will be informed of the progress made in the implementation of the Plan.