# ACTION PLAN 2022 - 2024

| Pillar I: Ethical and professional issues | | | | | | |
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| **Ref** | **Action (description of actions at the end)** | **GAP Principle(s)** | **Timing** | **Unit/Service accountable** | **Unit/Service involved** | **Status** | **Indicators** |
| E1 | Support mechanisms to facilitate the **access and professional development of PDI (Teaching and Research Staff) with disabilities** at UC3M. | 9, 10, 12, 13, 14, 28 | Q4 2023 | Human Resources and Organization Service | **Human Resources and Organization Service,** Disability Legal Clinic, "Gregorio Peces-Barba" Institute of Human Rights | NEW | · Approval by the competent bodies.<br>· Publication and dissemination of the program |
| E2 | **Promoting inclusivity, diversity management and fight against racism and xenophobia** | 10 | Q3 2023 | VR Institutional Relations and Sustainable Development | VR Institutional Relations and Sustainable Development, Sustainable Development Unit, Recursos Humanos y Organización, VR de Estudiantes e Igualdad, Unidad de Igualdad | NEW | · Obtain information on diversity management in our university community through a pilot program.<br>· Benchmarking to learn about best practices in reference universities.<br>· No. of training and awareness-raising activities for teaching and research personnel. |
| E3 | Establish an action procedure to **integrate professors and researchers from at-risk countries into the university community**. Emphasis on women researchers. | 1, 9, 10 | Q3 2023 | VR Institutional Relations and Sustainable Development | VR Institutional Relations and Sustainable Development, Sustainable Development Unit, VR Faculty, Human Resources and Organization Service | NEW | · Text of the protocol approved by the Governing Council.<br>· UC3M Refuge Program Website.<br>· No. of persons covered by the program.<br>· No. of grants awarded to refugee researchers. |
| E4 | Creation of an **Internal Information System** after the approval of the Law on the **Protection of People Reporting Offenses and the Fight against Corruption**, which transposes the Whistleblower Directive. | 1, 2, 5, 34 | Q3 2023 | General Secretary | VR Faculty, VR Science Policy, General Secretary, Gerencia, Legal Services | NEW | · Approval by the competent bodies.<br>· Record of suggestions received. |
| E5 | **ACEEU:** Entrepreneurial and Committed Universities Accreditation:<br>- Design of **social entrepreneurship** actions/sessions.<br>- **Citizen science and public engagement.**<br>- **Science4Goverment.** | 6, 8, 9, 31 | Q4 2023 | VR Science Policy | VR Science Policy, Research and Transfer Vice-manager, Entrepreneurship and Innovation Service, Research Service, VR Institutional Relations and Sustainable Development, Sustainable Development Unit | NEW | · **Entrepreneurship:** Program design, No. of sessions and attendees.<br>· **Public engagement:** No. of proposals received, No. of projects developed that include social agents.<br>· **Science4Goverment:** No. of actions organized by UC3M under the Spanish Presidency of the European Council. |
| E6 | Participation in the Coalition for the Advancement of Research Evaluation. (**COARA**) | 8, 9, 11, 31, 32, 38 | Q4 2022 | VR Science Policy | VR Science Policy, Research and Transfer Vice-manager,a, Research Service, VR Faculty, Human Resources and Organization Service | NEW | · UC3M's membership in the Coalition.<br>· No. of researcher evaluation initiatives that take into account COARA principles. |

| Ref | Action (description of actions at the end) | GAP Principle(s) | Timing | Unit/Service accountable | Unit/Service involved | Status | Indicators |
|---|---|---|---|---|---|---|---|
| E7 | Open Science-related actions: **eArchivo4OS and Open Access** | 8, 9, 31, 38, 39 | Q3 2023 | VR Science Policy | VR Science Policy, Research and Transfer Vice-manager,, Research Service, Library | NEW | **eArchivo4OS:** No. of improvements included in the institutional repository e-Archivo<br><br>**Open Access:** No. of APC (article processing charges) managed under transformative agreements (by publisher), No. of APCs (article processing charge) managed outside transformative agreements (per publisher) |
| E8 | **FOS** (Full Open Science) Intiative for research groups. | 6, 8, 9, 31, 38, 39 | Q4 2022 | VR Science Policy | VR Science Policy, Research and Transfer Vice-manager, Research Service, Biblioteca | NEW | · No. of research groups adhering to FOS call.<br>· No. of researchers involved in FOS call.<br>· No. of UC3M research groups awarded the FOS seal.<br>· Increase in the No. of publications visible in the institutional repository (e-Archive) through participation in the FOS initiative.<br>· Increase in the number of datasets visible in the data repository (e-ScienceData) through participation in the FOS initiative. |
| E9 | Mobility program for **international cooperation actions for sustainable development.** | 9, 18, 29 | Q1 2023 | VR Institutional Relations and Sustainable Development | VR Institutional Relations and Sustainable Development. Sustainable Development Unit VR Faculty, Human Resources and Organization Service | NEW | · Text of the call for proposals for mobility grants.<br>· No. and amount of grants awarded.<br>· Final reports of the activities carried out. |

| Pillar II: Recruiment | | | | | | | |
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| Ref | Action (description of actions at the end) | GAP Principle(s) | Timing | Unit/Service accountable | Unit/Service involved | Status | Indicators |
| R1 | Joint participation through the **YUFE Alliance** in obtaining funds for attracting talent. **(YUFE4Postdoc)** | 12, 13, 14, 15, 16, 18, 21, 26 | Q2 2023 - Q2 2024 | Human Resources and Organization Service | **Human Resources and Organization Service, VR Faculty, VR Internationalization and European University y International Relations Service, VR Science Policy, Research Service,** | NEW | · Development and publication of the joint call.<br>· No. of candidates submitted.<br>· No. Of successful candidates.<br>· Amount of funds obtained. |
| R2 | UC3M : **Research support personnel employment guide.** | 3, 4, 5, 12, 13, 14 | Q3 2022 | Human Resources and Organization Service | **Human Resources and Organization Service, Research Service, VR Faculty.** | NEW | · Development and publication of guidelines.<br>· Introduction to all researchers. |
| R3 | Regulations for the **use of English in the University administrative procedures.** | 15, 19 | Q2 2023 | General Secretary | **Secretaria General, VR Relaciones Internacionales, Human Resources and Organization Service, VR Faculty, Legal Services** | IN PROGRESS | · Approval by the competent bodies. |

| Ref | Action (description of actions at the end) | GAP Principle(s) | Timing | Unit/Service accountable | Unit/Service involved | Status | Indicators |
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| R4 | Plan to improve advice on internal procedures for researchers and professors who join UC3M through the **Welcome Portal** | 12, 13, 18 | Q3 2023 | VR Faculty, VR Internationalization and European University | Human Resources and Organization Service VR Faculty VR Internationalization and European University , International Relations Service | NEW | · No. of actions to disseminate the Portal. · No. of visits to the Welcome Center portal. · No. of temporary visitors registered. |

## Pillar III: Working Conditions

| Ref | Action (description of actions at the end) | GAP Principle(s) | Timing | Unit/Service accountable | Unit/Service involved | Status | Indicators |
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| W1 | Design of a **Teaching and Research Staff Career Map** | 22, 28 | Q4 2024 | VR Faculty | **Human Resources and Organization Service, VR Faculty** | EXTENDIDA | · Development and publication |
| W2 | **Medical insurance** coverage for **international stays.** | 24, 26, 29 | Q3 2023 | Human Resources and Organization Service | VR Faculty, Human Resources and Organization Service, International Relations Service, VR Internationalization and European University | IN PROGRESS | · Countries covered. · No.of teachers/researches with international stays covered. |
| W3 | **Pay gap** analysis. | 10, 22, 23, 24, 26, 27 | Q1 2023 | VR Faculty | VR Faculty, Human Resources and Organization Service | NEW | · Gap by group of age. · Gap by branch of knowledge · Gap by type of workday · Gap for licenses (leaves). · Gap by type of salary complement. |
| W4 | Tool to facilitate the control and monitoring of **departmental staffing**. | 25, 26 | Q1 2023 | VR Faculty | VR Faculty, Human Resources and Organization Service | NEW | · No. of departmental teaching groups for cost monitoring. · No. of simulations of hiring figures in the Departments. · No. of tickets uploaded through the new system. |
| W5 | **DOCENTIA:** System for the evaluation of the teaching activities of the professors. | 11, 22, 28, 33 | Q2 2023 | VR Faculty | VR Faculty, Human Resources and Organization Service, International Relations Service | NEW | · Evaluate 18% of the group susceptible to evaluation. |
| W6 | **Dual career.** | 24, 29, 30 | Q1 2024 | Human Resources and Organization Service | VR Faculty, Human Resources and Organization Service, International Relations Service, VR Internationalization and European University | NEW | · Design a protocol. · No. of people advised / assisted. |
| W7 | **Personal well-being** Program. | 24 | Q2 2022 | Human Resources and Organization Service | VR Faculty, Human Resources and Organization Service | NEW | · Launch campaign · No. registered users |

## Pillar IV: Training and career development

| Ref | Action (description of actions at the end) | GAP Principle(s) | Timing | Unit/Service accountable | Unit/Service involved | Status | Indicators |
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| T1 | New actions to disseminate information on the **HRS4R** | All | Q1 2024 | Human Resources and Organization Service | Human Resources and Organization Service, VR Faculty, VR de Relaciones Internacionales y Universidad Europea | NEW | · Types of actions. · No. of actions and participants. |
| T2 | Executive Program on **Leadership for Department Heads.** | 7, 36, 37, 38, 40 | Q3 2023 | Human Resources and Organization Service | Human Resources and Organization Service, VR Faculty | NEW | · Program design. · No. of people trained. |

| Ref | Action | | | | | | |
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| T3 | UC3M **Mentoring Programme for PDI** (Teaching and Research Staff)**.** | 7, 28, 30, 36, 37, 38, 40 | Q2 2023 | Human Resources and Organization Service | Human Resources and Organization Service. VR Faculty | NEW | · No. of couples who have completed the program.<br>· Evaluation of the program by Mentees and Mentors. |
| T4 | **Training on C&C** to members of the Selection Committees**.** | 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22 | 2023 | Human Resources and Organization Service | Human Resources and Organization Service, VR Faculty, VR de Estudiantes e Igualdad, Unidad de Igualdad | IN PROGRESS | · No. of people trained. |
| T5 | Update the **English Language Accreditation** Program **C1 y C2**. | 19, 38 | Q3 2023 | Human Resources and Organization Service | Human Resources and Organization Service, VR Faculty | IN PROGRESS | · No. of accreditations performed. |
| T6 | New training program in **SDG.** | 38, 39 | Q3 2023 | VR Institutional Relations and Sustainable Development | VR Institutional Relations and Sustainable Development. Sustainable Development Unit VR Faculty, Human Resources and Organization Service | NEW | · No. of training activities offered.<br>· No. Participants. |
| T7 | **Networking breakfast:** Sharing knowledge with... | 7, 38 | Q3 2022, 2023, 2024 | Human Resources and Organization Service | Human Resources and Organization Service. VR Faculty, VR Institutional Relations and Sustainable Development, VR Internationalization and European University, VR de Estudiantes e Igualdad, VR Science Policy, VR Strategy and Digital Education | NEW | · Publication of the resolution.<br>· No. of breakfasts carried out.<br>· No. of attendees |

## DEFINITION OF THE ACTIONS 2022-2024

| Ref | Action | Definition | |
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| E1 | Support mechanisms to facilitate the **access and professional development of PDI** (teaching and research staff) **with disabilities** at UC3M. | UC3M is committed at all levels to SDG10 (Reducing Inequality), particularly trying to ensure equal opportunities and reduce inequality in relation to access to education and scientific results. The objective of this action is to create a program of supportive measures to enable the effective and active incorporation of people with disabilities in the teaching and research staff environment. | 1 |
| E2 | **Promoting inclusivity, diversity management and fight against racism and xenophobia** | Develop initiatives that allow us to know how diversity is being managed and create training and awareness-raising activities for the university community. | 2 |
| E3 | Establish an action procedure to **integrate professors and researchers from at-risk countries into the university community**. Emphasis on women researchers. | UC3M has successfully developed several initiatives to host teaching and research staff from countries at risk, especially during the war in Ukraine. It has also provided grants for women researchers from these countries.<br>All this has involved the mobilization of institutional, financial and human resources to develop programs that reflect the university community's commitment to refugees. The knowledge gained in the past months can culminate in the creation of an action protocol that allows a quick response to academics at risk and institutionalize the resources available for these programs, paying special attention to refugee women researchers. | 3 |
| E4 | Creation of an **Internal Information System** after the approval of the Law on the **Protection of People Reporting Offenses and the Fight against Corruption**, which transposes the Whistleblower Directive. | December 31, 2023 is the deadline for the adaptation of the Administrations to the Law regulating the protection of persons who report infringements.<br>In September 23, 2022, the Draft Law regulating the protection of persons who report regulatory infringements and the fight against corruption, which transposes the Whistleblower Directive, has been introduced.<br>Once the Law has been passed (expected in the first half of 2023), the Internal Reporting System will have to be implemented within three months. | 4 |

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| E5 | **ACEEU:** Entrepreneurial and Committed Universities Accreditation:<br>- Design of **social entrepreneurship** actions/sessions.<br>- **Citizen science and public engagement.**<br>- **Science4Goverment.** | Include **social entrepreneurship** sessions in the activities of the company's own program to promote entrepreneurship, similar to those already provided in the star-ups acceleration program.<br>Promote sustainable relationships with entities willing to promote programs and activities for the promotion of social entrepreneurship and with socioeconomic impact.<br><br>UC3M will be part of **Ibercivis**, the Spanish non-profit organization that carries out and promotes research in many different areas at local, national and international levels. Ibercivis provides technical support, dissemination and training so that anyone can participate in scientific research, according to their interests and dynamic capabilities. This collaboration will start at the end of 2022.<br><br>Active participation of UC3M in the activities organized around Open Science, **Science4Government**, etc. during the Spanish Presidency of the European Council (Second semester 2023). | 5 |
| E6 | Participation in the Coalition for the Advancement of Research Evaluation. (**COARA**) | UC3M will closely follow all developments of the newly created (September 2022) COARA: Coalition for the Advancement of Research Assessment and will participate in pilot experiences for the reform of Investigator evaluation at different levels, including ( if National policy allows) tenured researchers. | 6 |
| E7 | Open Science-related actions: **eArchivo4OS and Open Access** | **eArchivo4OS:** Improve the technical capabilities of the institutional repository (e-Archivo) to facilitate all levels of researchers to deposit their work in Green Open Access to comply with the requirements of the EC and the new Spanish Science Law (Law 17/2022, art. 37). UC3M is carrying out a project (eArchivo4OS) partially funded by the Spanish Foundation for Science and Technology, to adapt and improve its Green Open Access Repository.<br><br>**Open Access:** UC3M will continue to participate in transformational agreements to fund Open Access, through a series of APCs ((article processing charges) agreed through national contracts with major publishers, while UC3M explores other publishing alternatives such as diamond Open Access. | 7 |
| E8 | **FOS** (Full Open Science) Intiative for research groups. | UC3M leads WP5 of the YUFERING project (Open Science: Establishing the new normal) and Task 5.3 on the recognition of the practice of Open Science by research groups, granting them the label "YUFE-FOS". For this action, UC3M has launched in 2022 a call for research teams to become FOS and has defined, together with other YUFE partners, the criteria to become a "Full Open Science" research group. | 8 |
| E9 | Mobility program for **international cooperation actions for sustainable development.** | Through this program, grants will be provided for the mobility of teachers and researchers for research, teach, innovate, and transfer knowledge and technology, or the creation of networks and projects that respond to the global challenges of the 2030 Agenda. The program will be completed with the consideration of measures for the recognition of these activities. | 9 |
| R1 | Joint participation through the **YUFE Alliance** in obtaining funds for attracting talent. (**YUFE4Postdoc**) | Participate within the YUFE Alliance in the definition of the Partnership Agreement and the Grand Agreement. UC3M will lead WP3, which is responsible for the development of the Call. The objective of the action is to obtain funds for the attraction of Postdoctoral talent in UC3M. | 10 |
| R2 | UC3M : **Research support personnel employment guide.** | The objective is to inform about the different ways of hiring people who provide support in research, following the new national regulations published in December 2021. | 11 |
| R3 | Regulations for the **use of English in the University administrative procedures.** | It is essential to regulate the use of English in the administrative activity, particularly with regard to the personnel who provide their services at the University Carlos III of Madrid, without prejudice to the fact that Spanish continues to be the official language for administrative purposes. Thus, it seeks to facilitate the access and exercise of the rights of foreign personnel through a flexible use of English in line with the principles contained in the European Charter for Researchers and in the Code of Conduct for the Recruitment of Researchers. | 12 |
| R4 | Plan to improve advice on internal procedures for researchers and professors who join UC3M through the **Welcome Portal** | This action would consist of conducting an analysis of the difficulties that the new PDI (Teaching and Research Staff) has in seeking information / advice to perform certain internal administrative processes at the university (apart from all the necessary documentation to formalize their stay) and then design the plan itself with the proposed actions + implementation in phases. As possible measures, it could be standardized the support of the secretariats in the departments to the new incorporations or, even, with the design of a web page type I want/need as it has computer science... Along the same lines, a help section could be incorporated to help in the search for accommodation. The possible incorporation to the Welcome Portal of information to facilitate the departure of UC3M researchers to other institutions will also be analyzed. | 13 |

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| W1 | Design of a **Teaching and Research Staff Career Map** | Within the project for the implementation of a Career Path, the design of a career map will be based on the four profiles established in EFRC (European Framework for Research Careers), the entry points in each of the profiles will be defined, as well as the requirements needed to move to the next profile, in accordance with national legislation. | 14 |
| W2 | **Medical insurance** coverage for **international stays.** | Medical coverage plan for the PDI (Teaching and Research Staff) during research stays in other countries outside Europe. The objective during the period 2022-2024 is to extend, with funding to the PDI, the coverage to countries where up to now it has to be financed by the professors and researchers who carry out the mobility. Special emphasis on R1s. | 15 |
| W3 | **Pay gap** analysis. | The main objective of this study is to provide a general overview of the Gender Pay Gap (GPG) in the salaries of Teaching and Research Staff (PDI), based on the analysis of university data. The Gender Pay Gap, or the difference between the average salaries received by men and women, is a key indicator in terms of equality in the workplace. Although gender differences have narrowed in recent years as a result of public policies on equality, women still earn on average less than men. | 16 |
| W4 | Tool to facilitate the control and monitoring of **departmental staffing**. | Within the HR and Organization digital transformation strategy of UC3M, it is necessary to have an appropriate budget management of the Teaching and Research Staff. The management of staff expenses includes, in addition to expenditure control and budget monitoring, budget estimates for the future and the expected evolution of the Teaching and Research Staff in the Departments. The objective of this action is to provide the directors of teaching departments with a tool that facilitates the control and monitoring of their staff. | 17 |
| W5 | **DOCENTIA:** System for the evaluation of the teaching activities of the professors. | The DOCENTIA-UC3M model develops a system of evaluation of the teaching activity of the professor, based on the reflection on the development of the teaching task itself, including the assessment of students, of those responsible for the centers and departments. The aim of DOCENTIA-uc3m is to favor the development and recognition of the teaching staff and to promote quality teaching focused on students. | 18 |
| W6 | **Dual career.** | Program that aims to analyze and guide, in a personalized way, the couples of researchers who come to uc3m, regarding labor and socio-cultural integration in terms of Recruitment, Entrepreneurship, Volunteering; Intermediate with system agents and our Network | 19 |
| W7 | **Personal well-being** Program. | The main objective will be a service to support emotional and mental well-being through the design and development of a program that contributes to an environment for the improvement of the well-being of all UC3M staff, both in the field of mental and emotional health. The program will allow the monitoring of user behavior through an app for smartphones and Cloud environment, where all these data are stored and processed.<br>The provision of support services through the implementation of different services/activities (sports, prevention, psychology, webinars, workshops, courses, lectures, etc.) to improve the well-being of university staff. | 20 |
| T1 | New actions to disseminate information on the **HRS4R** | Analysis of survey answers to measure the knowledge of the university community about the HR strategy for PDI and the C&C. and carry out actions aimed at promoting the parts where there is less knowledge. | 21 |
| T2 | Executive Program on **Leadership for Department Heads.** | To provide the directors of teaching departments with the appropriate tools for the management of the department's personnel. | 22 |
| T3 | UC3M **Mentoring Programme for PDI.** | After the success of the pilot experience launched last year, we propose to launch the UC3M Mentoring Program for PDI (Teaching and Research Staff), which aims to put in contact young researchers in early stage of their career, with professionals with a solid track record working both in the academic environment and outside it, in order to expand their career options after the doctorate. | 23 |
| T4 | **Training on C&C** to members of the Selection Committees**.** | The members of the Selection Committee must know and understand the principles of S&C and commit themselves to objectively apply the defined scales, constantly struggling to make a selection according to the principles of merit and capacity in a multidimensional curriculum. | 24 |
| T5 | Update the **English Language Accreditation** Program **C1 y C2**. | Group of training actions, within the Training Plan for teaching and research staff, aimed at obtaining the accreditation of the English level C1 and C2. | 25 |
| T6 | New training program in **SDG.** | Design of training activities on sustainable development aimed at UC3M personnel and offered through Human Resources channels for PAS (administrative staff) and PDI. | 26 |

| T7 | **Networking breakfast:** Sharing knowledge with... | Action addressed to the PDI (teaching and research proffesionals) with the objective of introducing topics not necessarily linked to the academic or research field. The breakfasts will be proposed by members of the PDI and PAS of UC3M, unlike the seminars and workshops/courses, and will be conducted by invited third parties who must be experts from outside UC3M. | 27 |