TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: Universidad Autónoma de Madrid

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Web-link to published version of organisation's HR Strategy and Action Plan: http://afly.co/99s

Web-link to organisational recruitment policy (OTM-R principles):[45] Future project

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 21/12/2018

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*Total researchers FTE (31/12/2017) = 1.938,8* *Catedrático de Universidad = 208,75* *Profesor Titular Universidad = 527* *Profesor Interino Titular de Universidad = 7,75* *Catedrático de Escuela Universitaria = 1,33* *Profesor Titular de Escuela Universitaria = 13* *Ayudante = 52* *Profesor Ayudante Doctor = 120* *Profesor Contratado Doctor = 276,67* *Profesor Contratado Doctor Interino = 34* *Profesor Asociado = 132* *Profesor Asociado de C.C. de Salud = 77,92* *Profesor Asociado Permanente LRU = 1,33* *Profesor Colaborador = 30* *Profesor Visitante = 4* *Investigador Predoctoral en Formación = 27* *Predoctoral Garantía Juvenil CM = 17* *Ramón y Cajal = 36* *Titulado Superior Predoctoral FPI Ministerio = 118* *Titulado Superior Predoctoral FPI País Vasco = 1* *Titulado Superior FPI UAM = 114* *Titulado Superior FPU Ministerio = 121* *Titulados Superior Juan de la Cierva = 19*
Of whom are international (i.e. foreign nationality)	*87,92*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*339*
Of whom are women	*856,3*

Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*Data not available*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*Data not available*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*398 (this amount reflects only the staff funded by competitive programmes)*
Total number of students (if relevant)	*29.532*
Total number of staff (including management, administrative, teaching and research staff)	*Data not available*
RESEARCH FUNDING (figures for most recent fiscal year)	***€***
Total annual organisational budget	*253.179.490,31*
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,…)	*14.919.960,37*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*Data not available*
Annual funding from private, non-government sources, designated for research	*10.514.758,94*
ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*	
Universidad Autónoma de Madrid (UAM) is a Spanish state university offering graduate and postgraduate degrees in many different fields. Although it is a young university -founded only 50 years ago-, it has already achieved an outstanding international reputation for its high-quality teaching and research. It is generally recognized as one of the best universities in both national and international rankings (10th worldwide position in the QS Top 50 Under 50 and the first Spanish university in the QS World University Ranking 2018/2019 -159th worldwide position).	

2. NARRATIVE (MAX. 2 PAGES)

Universidad Autónoma de Madrid (UAM) is a state university offering graduate and postgraduate degrees in many different fields. It is a young university -founded only 50 years ago- but has already achieved an outstanding international reputation for its high-quality teaching and research. It is generally recognized as one of the best universities in both national and international rankings (10th worldwide position in the QS Top 50 Under 50 and the first Spanish university in the QS World University Ranking 2018/2019 -159th worldwide position). **UAM** is a modern and democratic institution in which decisions are taken with the participation of all the members of the community, and which is characterised by its strong social commitment and participation in society.

UAM is a member of YERUN and A4U (UC3M, UB, UPF and UAM). It participates in CIVIS-A European University (Université Libre de Bruxelles (ULB), Aix-Marseille Université (AMU),

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[1] http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

National and Kapodistrian University of Athens (AU), Sapienza Università di Roma, Eberhard Karls Universität Tübingen (TU), Stockholms Universitet (SU), Universitatea din Bucuresti (BU)).

Short after the endorsement of the C&C (The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers), UAM decided to implement the **Human Resources Strategy for Researchers (HRS4R)**, which supports research institutions and funding organizations in the implementation of the Charter & Code in their policies. Achieving the Excellence in HR Logo has contributed to make UAM more attractive to top quality researchers, with all of the indirect benefits to the institution that hosting the best possible researchers can bring. UAM considers the quality and wellbeing of its researchers as essential to its excellence as an institution. It is therefore committed to excellence in recruiting at all levels and to offering the best possible conditions for researchers to carry out their work in accord with the principles of equal opportunity, the highest ethical standards, and a respect for work-life balance.

UAM started to work on the HRS4R performing an internal analysis and proposing an action plan. Four main objectives were identified in UAM's Human Resources Strategy:
1. To improve the university's policies and practices concerning the recruitment.
2. To guarantee that UAM's policies and practices meet the standards of the best institutions in Europe.
3. To distinguish UAM as an institution whose vision and mission assigns a prominent place to best practices in recruitment and working conditions for its researchers.
4. To situate UAM in an optimal position to compete in European funding calls where a commitment to European standards and practices in HR is a factor in evaluation.

The initial internal analysis at UAM was based on the Principles of the European Commission's Recommendations: The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers and an inventory of external and internal legal regulations relating to the principles of the C&C.

The actions developed in this process are as follows:
1. Creation of a working group that includes all the actors involved in different stages of the internal analysis. This analysis was focused on:

    a. Ethical and professional aspects
    b. Recruitment
    c. Working conditions and social security
    d. Training

2. Defining a schedule of meetings to discuss the main points of the internal gap analysis.

3. Online work.

The working group has frequently met during last months, revising all the objectives proposed in the action plan and working intensively on the actions.

Action Plan

UAM has decided to translate all the important documents regarding the 'Human Resources Strategy for Researchers' to English, since they were only provided in Spanish.

The working group is working and revising the areas that need to be improved and that were the basis of its action plan:

- UAM will create a **Welcome Pack** for new researchers with all the reference documents regarding internal procedures and practical information of the UAM.

- **Recruitment and Selection:** UAM will ensure the clarity and transparency of recruitment criteria by improving its recruitment procedures. An informative and regulatory framework should be established to ensure the reliability of the process through the creation of an internal manual with a description of the requirements on the selection process. An **Internal manual on hiring practices** is currently being developed.

- **Career development:** UAM will provide guidance in supporting researchers career progression and development, giving researchers the tools and confidence to develop the proper career, especially though the transition from PhD to Postdoc positions. This support service will include personal advice as well as seminars and specific sessions oriented:

  o To increase competitiveness in the labour market of PhD research.
  o To add value to the experience and knowledge gained through the doctorate.
  o To develop new skills and competences.

- **Creation of a Monitoring Committee,** which has revised the work done by the working group in order to present the internal review**.**

3. ACTIONS

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
Intranet and dissemination	Continuous	Directorate for Research and Transference Unit	Documents upload at http://afly.co/99s (UAM information regarding the HRS4R)	This is a continuous action. The information on the University website should be updated with the news.
Document's review	Currently	- Directorate for Research and Transference Unit - HR Unit - Procurement Unit	Number of documents affecting relevant issues for researchers, must be available, updated and in English	In preparation
Self-Assessment	Currently	Working group for HRS4R	Rector's resolution with the appointment Meeting minutes	Working on it, meetings every 15 days. In those meetings, the group revises

				documents and procedures.
Welcome Pack for new researchers	*Currently*	*Working group for HRS4R*	*Published document on the University official webpage*	*The preliminary versions did not have all the relevant information for newcomers. It was considered to introduce information about how to deal with purchases at UAM and Occupational Risks Prevention*
Creation of a Monitoring Committee	*May 2018*	*Rector*	*Rector's resolution with the appointment*	*The Committee was appointed and it is working*
Manual for hiring practices	*Done*	*Working group for HRS4R*	*Published internal document on the University official webpage*	*Pending*
Update of the Hiring Procedure based on the OTM-R	*Currently*	*Working group for HRS4R*	*Published internal document on the webpage. IT tools for the processes*	*Pending approval by the Government Council.* *The hiring manual was completed*
Career Development Plan for Researchers / Research Career Path	*In study*	*Vice rectorate for teaching and research staff*	*Number of researchers hired (data by categories)* *https://transparencia.uam.es/recursos-humanos/pdi/*	*The information is updated in the transparency portal with the frequency established by law*
Proposals for actions to promote gender balance at the UAM	*New action*	*Gender Equality Unit*	*Women (1368)/ Men (1773)* *https://transparencia.uam.es/recursos-humanos/pdi/*	*Gender Equality UAM plan*
Documentation package for researchers with the main information for managing projects	*New action*	*Directorate for Research and Transference Unit*	*Number of ongoing projects (It should be included the number of national and international)*	*Document where researchers will find all the useful information for managing their projects according to the internal rules and the applicable laws*
Translation to English of the general clauses of the employment contracts	*New action*	*HR Unit*	*% type of contract translated*	*Completed* *The official form as well as the particular clauses are translated to English. However, the contract will be signed in Spanish, the official language.* *The HR department spent time with each new recruitment explaining the details of the contracts*

UAM is going to implement a process for hiring researchers. During these last months, the HR department has been working intensively on an internal regulation. It is foreseen to present the new process to the governing boards at UAM for its approval during the following year 2019.

This process includes all the principles: open, transparent and merit-based recruitment. Currently the recruitment process has some gaps, which it does not mean the UAM is not applying those principles. The process will let the institution guarantee the accomplishment of this strategy in human resource policy.

4. IMPLEMENTATION (MAX. 1 PAGE)

The internal review has been defined in an inclusive process involving an internal Working Group with representatives from all research professional categories, areas and roles. During the preparation of the internal review, the working group has met very often in order to revise the actions of the plan and has evaluated the degree of implementation of each of them. The UAM action plan is committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The actions proposed are under development and we hope they will be implemented in the next coming years (2019-2020).

It was also created a Monitoring Committee. This committee is composed by some of the highest representatives of each area at the University (Vice-rectors, General Manager, office administrative responsibles…)

UAM´s policies are in line with the HRS4R. The actions of the plan were planned three years ago and some of them were implemented. UAM will design and provide the best adjusted HR policies and procedures in order to provide the best work environment where equal opportunities, career prospects and the best work conditions are met, according to the national regulation and the internal procedures. It is important to know and understand all the issues that researchers and support staff may have, being as close as we can to the scientists. The HR Excellence in Research Award meant an impulse for the actions and objectives of the institution. The greatest achievement with the award is that it has caused us to consider and define a clear strategy in HR policy.

The second phase of the implementation will be completed with the launching of some of the plans that have not yet been implemented, but especially paying attention to the monitoring of the programs that we have already working.

After this period, the action plan will be reviewed by an External Committee, which will carry out the Assessment audit. Therefore, UAM will adjust, if necessary, the action plan, and will propose new actions for the subsequent 3rd year period. Every 3 years an external independent evaluation will be done in order to ensure that the HRS4R logo could be used as a proof of UAM HR practices.

The HRS4R project plan, following the previous one, will cover the action on four main aspects:

- ✓ Maintenance of monitoring committee and working group

- ✓ UAM career development plan

- ✓ Incorporating the OTM-R recommendations, ensuring that the best applicant for the job is recruited: *Transparent and Merit*-based recruitment practices.

- ✓ Providing and supporting career development inside the Organization, guiding the researchers for their next professional step