# Internal Review

Case number:

Name Organisation under review: Universidad Pablo de Olavide

Organisation's contact details:

## 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 * | **2332** |
| Of whom are international (i.e. foreign nationality) * | **46** |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) * | **170** |
| Of whom are women * | **559** |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | **589** |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level * | **27** |
| Of whom are stage R1 = in most organisations corresponding with doctoral level * | **198** |
| Total number of students (if relevant) * | *963* |
| Total number of staff (including management, administrative, teaching and research staff) * | **1429** |

| RESEARCH FUNDING (figures for most recent fiscal year) | € |
|---|---|
| Total annual organisational budget | 122.300.595€ |
| Annual organisational direct government funding (designated for research) | **2.200.000 €** |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | **13.201.888,89 €** |
| Annual funding from private, non-government sources, designated for research | **1.419.513,38 €** |

**ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)

The Pablo de Olavide University (UPO) is a modern outstanding state university founded in 1997. It is committed to offering high-quality and research-based education to undergraduate and postgraduate students.

The Universidad Pablo de Olavide is positioned among the 250 best universities in the world under 50 years old, according to the Times Higher Education and is the first university in the Andalusian system in the U-Ranking 2022, prepared by the BBVA Foundation and the Ivie.

In terms of international mobility, the Spanish Service for the Internationalisation of Education (SEPIE) highlights the extensive experience of the Universidad Pablo de Olavide in the management of international programmes, rating it as 'excellent' in the quality assessment report. Likewise, in the CYD 2022 Ranking, the highest ranking of Spanish universities, the UPO obtains high performance in the international sector, standing out for the high mobility of its students.

The Shanghai Ranking (ARWU), which selects the world's top 1,000 universities based mainly on indicators that reflect the quality and influence of research, places the Universidad Pablo de Olavide in the 601-700 range in its latest edition (August 2022). This result places it between 16th and 21st place nationally. If the results are analysed by type of indicator, the UPO achieves one of the best positions in per capita performance (28.11%). In the same sense, in the U-Ranking, an index prepared by the BBVA Foundation, the Olavide University obtained in 2022 a performance 20% higher than the average of Spanish universities in research and innovation.

Presently the Pablo de Olavide University's has incorporated at EPICUR (European Partnership for an Innovative Campus Unifying Regions) and participate at YERUN (Young European Research Universities Network) enhancing the cooperation and providing additional opportunities for research collaboration, researcher mobility, professional development, knowledge exchange and participation in joint European initiatives.

## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

**Ethical and professional aspects:**

STRENGTHS

**Communication events**

The Technical Communication Unit (UTC) manages the University's institutional communication, including press relations, media monitoring, the website, social media and corporate branding, with the aim of conveying UPO's activities and achievements to the academic community and the wider public. Researchers can submit news and events they wish to share with society through a dedicated online request form. University events are published on a central events portal and on the OTRI events listing, while the OTRI Knowledge Management and Science Communication area promotes scientific outreach and the communication of knowledge transfer activities. Additional channels include the UPO Journal (DUPO) and its science outreach section, as well as recurring coverage of Science Week and European Researchers' Night.

**Good research practice**

UPO has several bodies and initiatives that support good research practice. The Research Ethics Committee oversees ethical compliance in research involving people, animals and genetically modified organisms, under its own regulations, and a good practice guide is available for doctoral studies. The University regularly runs training programmes on ethics, integrity and reputation in science, and has experience developing sector-specific ethical guidelines, such as those for social services and journalism. Its scientific journal Ambigua follows the COPE Code of Conduct.

**Reduce the administrative burden on researchers**

UPO has taken a series of measures to simplify administrative procedures for researchers. A new Electronic Headquarters was launched in March 2024 with redesigned and simplified procedures. Urgent processing has been applied systematically to research staff recruitment calls to shorten deadlines, and electronic interaction has been made mandatory in these processes, removing paper-based steps. In June 2025, decision-making powers on research-related matters were centralised in the Vice-Rectorate for Research, Transfer and Doctorate to speed up processing. ORCID integration has reduced duplicate data entry, and the teaching staff accreditation procedure has been simplified through a short CV based on a principle of trust. In addition, a recruitment management platform is already used for Assistant and Associate Professor vacancies and will be gradually extended to other categories, while a call management system is being finalised with the IT supplier.

**industrial property within the university**

UPO regularly offers courses on intellectual property and provides monthly support for spin-off creation through dedicated advisory sessions. The annual UPOemprende competition includes a specific spin-off category for proposals based on research results, open to academic staff and doctoral students,

| **Ethical and professional aspects:** |
| --- |
| with cash and in-kind prizes. The patent portfolio and the catalogue of R&D capabilities have been continuously updated, and the patent repository has been complemented by a video series on UPOtv presenting the University's patents.<br>**Welcome handbook**<br>UPO has developed a New Faculty Onboarding Guide to help newly appointed academic staff integrate into the University. It brings together essential information on the University's organisation, regulations, teaching responsibilities, digital platforms, human resources procedures, occupational health and safety, research support, library services and the main academic and administrative units, together with direct access to the most frequently used resources.<br>WEAKNESSES<br>The ethical related initiatives remain dispersed and there is no comprehensive good research practice manual yet; this manual will be compiled and written during the next period. |
| Remarks (max 500 words) |
| |

| **Recruitment and selection:** |
| --- |
| STRENGTHS<br>**OTM-R policy**<br>UPO has adopted new regulations governing recruitment competitions for permanent university faculty and for Assistant Professors and Permanent Labour Faculty, in line with the LOSU (2023) and Royal Decree 678/2023. These rules define positions by specific field of knowledge, require vacancies to be published on EURAXESS Jobs at least one month in advance, and ensure that selection committees are composed mainly of external evaluators. A guidance document has also been produced to help selection committees set evaluation criteria for Assistant Professor positions, based on DORA, CoARA and the Leiden Manifesto. Calls for all positions except Associate Lecturer are published in the BOJA, on the UPO job calls webpage and on EURAXESS, and specific provisions for underrepresented groups are included in the general calls and in the self-funded recruitment plan. A training programme for those involved in recruitment was scheduled for September–October 2026, covering employment management for Principal Investigators and contract supervisors, the employment relationship for contracted staff, and the application of assessment criteria by evaluation committees.<br>WEAKNESSES<br>A unified OTM-R guide has not yet been produced and will be drafted after the interim report. |
| Remarks (max 500 words) |
| |

## Working conditions:

STRENGTHS

**Stability of researchers**

UPO has carried out several actions to increase staff stability. A special stabilisation call for Part-time Lecturers was launched under Law 20/2021, as the proportion of temporary teaching staff exceeded the 8% threshold set by the LOSU. In 2023–2024, successive public employment offers led to the appointment of 45 Associate Professors and 24 Full Professors, the creation of a substitute faculty pool and a merit-based competition for 57 permanent positions. In 2024–2025, the Integra Programme provided 49 co-funded Assistant Professor positions, a workforce adaptation plan was approved to comply with the LOSU by 2027–2028, and the María Goyri Programme was implemented. Recruitment opportunities are now centralised on a single webpage. The action is considered completed, as further progress depends on public administration budgets.

**Complaints procedure**

Since receiving the HR Excellence in Research award, UPO has strengthened its mechanisms for handling complaints and grievances. In 2024, the Regulations governing the Inspection of Services were amended to adapt them to the LOSU and reinforce their role in protecting the rights of the University community and addressing complaints. The Inspection of Services now manages its own channel for incidents, complaints, suggestions and compliments, through which issues relating to teaching, research and management can be submitted, assessed and referred to the competent unit. The 2025 Annual Inspection Plan explicitly includes the management of this channel, the implementation of corrective measures and the monitoring of their effectiveness, giving researchers a clearer and more accessible way to raise concerns.

**Work-life balance policies**

UPO offers a comprehensive range of work-life balance and well-being measures, including a lactation room, a wide range of leave arrangements, mentoring after maternity or adoption, reduced teaching loads for women researchers, priority teaching allocation for single-parent families and flexible schedules for carers. Additional support includes an on-campus childcare centre, a children's summer school, assistance for the care of dependants, social welfare grants, mental health workshops and measures to promote digital disconnection. In 2025, the University received the National Award for Work-Life Balance and Social Responsibility from the Vivofácil Foundation. UPO has also introduced temporary teaching-load reductions of up to 9, 5 and 3 ECTS credits in the three years following maternity, adoption or foster care leave for full-time female academic staff.

**Mobility**

UPO has drafted a new mobility regulation to align mobility management with the current legal framework, extend its scope to national and international mobility at all levels, include a dedicated section for doctoral students and simplify procedures through electronic administration. Information on mobility opportunities for staff has been centralised through the International Relations and Cooperation Area (ARIC), covering Erasmus+ KA131 and KA171 calls as well as research mobility schemes funded by the University's own Research Plan. Communication has been improved through dedicated webpages and documentation in Spanish and English. Future work will focus on organisational barriers to mobility, particularly the compatibility of mobility periods with teaching and research duties.

**Improve the teaching of predocs**

| **Working conditions:** |
| --- |
| The new Regulations on Training for Teaching and Research Staff, approved in January 2025, extend access to the University's training system to predoctoral researchers (R1), researchers recruited under research projects and other research staff funded outside the core University budget. The regulations also give priority access to researchers at the early stages of their careers, particularly R1 predoctoral researchers and R2 Assistant Professors. These measures are implemented through the Framework Training Plan for Teaching and Research Staff, which is renewed annually and offers courses and microcredentials in teaching, research and transversal skills.<br>**Reallocating research areas for providing laboratory space to the most outstanding researchers**<br>An inventory of research spaces has been compiled, and a Research Spaces Subcommittee has been set up within the Research Committee.<br>WEAKNESSES<br>The criteria for allocating lab spaces are currently being developed and will be discussed with the University community before being submitted to the Research Committee for approval. |
| Remarks (max 500 words) |
| |

| Training and development: |
| --- |
| STRENGTHS<br>**Career development opportunities**<br>The LOSU has reinforced the training dimension of the Assistant Professor contract through mandatory initial teaching training, a reduction in teaching load from 240 to 180 hours per year, and a formative performance evaluation. UPO meets these requirements through the Advanced Certificate in Teaching Competencies for Early-Career Faculty, a 20 ECTS microcredential programme covering teaching, research and transferable skills that exceeds the legal minimum. Newly appointed teaching staff have access to an onboarding guide, and the University offers a range of training opportunities to support researchers' professional careers. The Reconecta Plan also provides a framework for networking between the University, employers and society.<br>**Standardise the supervision of researchers**<br>In response to the LOSU, UPO has developed a specific procedure for the training, evaluation and monitoring of Assistant Professors, including the required initial teaching training, to support this formative stage of the academic career. The University has also updated its teaching evaluation system: the new DOCENTIA-UPO programme incorporates the revised ANECA guidelines, was positively verified in 2025 by the Andalusian Agency for Scientific and University Quality (ACCUA) and has been approved by the Governing Council.<br>**Mentorship programme**<br>UPO has made progress towards structured mentoring mechanisms for early-career researchers. Each doctoral candidate (R1) is assigned a tutor and a thesis supervisor with clearly defined responsibilities, formalised through a mandatory Supervision and Tutoring Commitment, and progress is monitored annually through the RAPI system. For R2 researchers, particularly Assistant Professors, structured support is provided through initial training, professional development, a third-year evaluation under the LOSU and monitoring procedures. These measures provide a basis on which a more comprehensive mentorship programme can be developed.<br>WEAKNESSES<br>Although information on career options has improved, there is still room to consolidate it in dedicated documents or webpages.<br>Although evaluation procedures are in place, a supervision guide has not yet been produced and will be written in the next period.<br>Only some basic progresses were done for the introduction of a mentorship program |
| Remarks (max 500 words) |
| |

## Have any of the priorities for the short and medium term changed? (max 500 words)

The University's main short- and medium-term priorities remain broadly consistent with those identified in the initial HR EXCELLENCE IN RESEARCH Action Plan. However, the European and international dimension of the University's strategy has been significantly reinforced during the implementation period.

A major development has been Pablo de Olavide University's incorporation into **EPICUR (European Partnership for an Innovative Campus Unifying Regions)**, a European University Alliance. Participation in EPICUR provides a new strategic framework for strengthening international cooperation, mobility, innovative teaching and learning, and collaboration across European institutions. It also creates new opportunities for researchers at different career stages to participate in international networks and interdisciplinary initiatives, reinforcing the importance of an attractive, inclusive and internationally oriented research environment.

In parallel, UPO has strengthened its European research dimension through its participation in **YERUN (Young European Research Universities Network)**. Membership of YERUN enhances cooperation with other young research-intensive European universities and provides additional opportunities for research collaboration, researcher mobility, professional development, knowledge exchange and participation in joint European initiatives.

These developments do not represent a change in the priorities established in the original HR EXCELLENCE IN RESEARCH strategy. Rather, they **reinforce and broaden the internationalisation dimension of the Action Plan**. In particular, they increase the relevance of actions related to researcher mobility, career development, international recruitment, research collaboration, training and the creation of an attractive research environment.

Consequently, internationalisation and integration into European university and research networks have acquired greater strategic importance for UPO and will be more explicitly connected with the implementation of the HR EXCELLENCE IN RESEARCH during the next phase.

https://www.upo.es/diario/institucional/2026/05/la-upo-avanza-en-su-integracion-en-epicur-con-la-primera-visita-de-los-coordinadores-de-la-alianza-europea-a-su-campus/

https://www.upo.es/diario/institucional/2026/05/la-universidad-pablo-de-olavide-entra-en-yerun-la-red-europea-de-referencia-para-jovenes-universidades-investigadoras/

https://yerun.eu/2026/06/yerun-welcomes-pablo-de-olavide-university-to-its-growing-network-of-young-research-universities/

https://www.upo.es/diario/institucional/2026/06/francisco-oliva-crea-una-delegacion-de-alianzas-estrategicas-para-coordinar-la-integracion-de-la-upo-en-epicur-y-yerun/

## Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

Yes. One of the most significant changes in the context in which Pablo de Olavide University operates has been the implementation of the **María Goyri Programme**, promoted by the Spanish Government in cooperation with the Autonomous Communities to reinforce and renew academic staff in Spanish public universities.

The programme is currently being fully deployed at UPO and represents a major development for the University's human resources strategy. Its implementation involves the incorporation of a substantial cohort of **Assistant Professors (Profesorado Ayudante Doctor)**, creating an important opportunity for generational renewal and for strengthening the University's research capacity.

## Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

The impact of the programme goes beyond the quantitative increase in academic staff. The progressive incorporation of these early-career academics is expected to **significantly modify the profile and composition of UPO's research community**, increasing the relative weight of researchers at earlier career stages and creating new needs in terms of induction, training, mentoring, supervision, career development and progression towards stable academic positions.

This new context has therefore reinforced the relevance of several priorities already included in the Action Plan, particularly those concerning **career development, supervision and mentoring, training, working conditions, transparent and merit-based recruitment, and the provision of appropriate information and support for newly recruited researchers**.

The María Goyri Programme should consequently be regarded not only as a recruitment initiative, but also as an opportunity to accelerate the transformation of UPO's research workforce. Its implementation makes the HR EXCELLENCE IN RESEARCH framework particularly relevant as an instrument for ensuring that this generational renewal is accompanied by high-quality recruitment, professional development and working conditions consistent with the principles of the European Charter for Researchers.

https://www.upo.es/organos-colegiados/consejo-de-gobierno/informes-acuerdos-y-actas/informes/2025/

https://www.upo.es/diario/institucional/2024/11/las-universidades-publicas-contaran-en-andalucia-con-774-plazas-de-ayudantes-doctor-para-atender-el-relevo-generacional/

https://www.upo.es/organos-colegiados/consejo-de-gobierno/informes-acuerdos-y-actas/acuerdos/2024/

https://www.juntadeandalucia.es/boja/2026/108/19

## Are any strategic decisions under way that may influence the action plan? (max 500 words)

Yes. Pablo de Olavide University is currently in the process of approving its new **Strategic Plan 2026–2030**, which is expected to be formally adopted by the end of 2026. The new Plan will provide the overarching institutional framework for the University's priorities over the coming years and is therefore expected to have a direct and positive influence on the further implementation of the HR EXCELLENCE IN RESEARCH Action Plan.

Research, knowledge transfer and social impact constitute one of the six strategic axes of the new Plan. Specific lines of action include **strengthening research capacities and talent development; increasing national and international competitive funding; reinforcing knowledge transfer, innovation and cooperation with external stakeholders; and promoting interdisciplinary research addressing major societal challenges, sustainability and digital transformation**.

The Plan also places particular emphasis on the **internationalisation of research**. It aims to increase participation in European and international research programmes, strengthen strategic academic networks and alliances, foster researcher mobility, attract international talent and increase UPO's capacity to participate in and lead international research projects.

| Are any strategic decisions under way that may influence the action plan? (max 500 words) |
|---|
| These priorities are closely aligned with the principles of the European Charter for Researchers and with several areas of the current HR EXCELLENCE IN RESEARCH Action Plan, particularly those concerning **research careers, talent attraction and retention, professional development, mobility, research environment, international recruitment, supervision and working conditions**.<br>**The approval and subsequent implementation of the Strategic Plan will therefore provide a stronger institutional framework for HR EXCELLENCE IN RESEARCH**. It will also facilitate the alignment of specific actions with University-wide objectives, responsibilities and indicators, reinforcing the integration of the Human Resources Strategy for Researchers into UPO's overall institutional strategy. |

## 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 or omitted, please provide a commentary for each action. You can also select new objectives.

**Note:** Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

### Proposed ACTIONS

**Principles:**

() 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 (Code) () 15. Transparency (Code)

() 16. Judging merit (Code) () 17. Variations in the chronological order of CVs (Code) () 18. Recognition of mobility experience (Code)

() 19. Recognition of qualifications (Code) () 20. Seniority (Code) () 21. Postdoctoral appointments (Code) () 22. Recognition of the profession() 23. Research environment () 24. Working conditions () 25. Stability 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/ appeals () 35. Participation in decision-making bodies
() 36. Relation with supervisors

() 37. Supervision and managerial duties () 38. Continuing Professional Development () 39. Access to research training and continuous development()

40. Supervision

| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicators/Target(s) | Current Status | Remarks |
|---|---|---|---|---|---|---|
| *ACTION 1.*<br>*Create the UPO OTMR policy by updating the procurement procedures to HRS4R and OTMR criteria.*<br>*Analyse the UPO procurement procedures and modify them, e.g. to align them with the OTMR procurement policy:*<br>*Preparing tenders in a format like EURAXESS and publishing the tenders on EURAXESS.*<br>*Including fields for candidates to indicate if they belong to vulnerable groups.*<br>*Providing interview training for researchers in charge of selection processes.*<br>*Consider interviews as part of the selection process for researchers, to give candidates the opportunity to demonstrate other types of skills that may be useful for their professional performance.*<br>*Make it compulsory for the top three candidates to be interviewed.*<br>*Train members of the selection committee in OTM-R*<br>*Include relevant information in the Welcome Handbook and on the website.* | *12. Recruitment*<br>*13. Recruitment (Code)*<br>*14. Selection (Code)*<br>*15. Transparency (Code)*<br>*16. Judging merit (Code)*<br>*17. Variations in the chronological order of CVs (Code)* | *2Q2024-4Q2024* | *Responsible for human resources PDI (leader); Responsible for research area* | • *The recruitment procedure is published and is accessible by candidates and UPO's staff.*<br>• *All job offers have clear scores and guidelines for the evaluation of the selection committee.*<br>• *The option to identify as belonging to disadvantaged groups is available at the job offers.*<br>• *100% of the Selection committees' members are acquainted with the OTM-R selection criteria and have receive training.*<br>*100% of the rejected candidates receive feedback on their evaluation.* | In progress | A guidance document to assist Selection Committees in developing evaluation criteria for the recruitment processes of Assistant Professors (Profesorado Ayudante Doctor) has been written. While committees are required to comply with the general assessment framework established in the call for applications, they may define additional criteria tailored to the specific profile of each position, provided that these are formally recorded in the minutes of the constitutive meeting. The guide is based on internationally recognized principles for academic evaluation, including those promoted by the San Francisco Declaration on Research Assessment (DORA), the Coalition for Advancing Research Assessment (CoARA), and the Leiden Manifesto. These principles aim to improve faculty assessment by balancing qualitative and quantitative measures, recognizing the diversity of academic contributions, and taking into account the specific characteristics of early-career academic trajectories. The document is advisory rather than regulatory in nature and reflects the University's commitment to these evaluation principles, as well as the provisions set out in Article 20 of the Regulations Governing Recruitment Competitions for Assistant Professors and Permanent Academic Staff./https://www.upo.es/cms1/export/sites/upo/rr-hh-pdi-programacion-docente/unidad-de-programacion-doce…<br>A new regulation for the Governing of the Recruitment Competitions for Permanent University Faculty Positions at Pablo de Olavide University, Seville. The regulation is based on the new Organic Law of the University System (LOSU, 2023) and Royal Decree 678/2023, which replace the previous legal framework governing the recruitment of permanent university teaching staff in Spain. The new rules establish updated procedures for academic recruitment, including defining positions according to specific fields of knowledge, requiring job vacancies to be published on the EURAXESS Jobs platform at least one month before the competition to improve transparency, and ensuring that selection committees are composed mainly of external evaluators from outside the recruiting university.<br>https://www.juntadeandalucia.es/boja/2025/182/25<br>A new regulation for the Governing Recruitment Competitions for Assistant Professors and Permanent Labour Faculty at Pablo de Olavide University has also being written. This regulation governs the recruitment procedures for Assistant Professors (Profesorado Ayudante Doctor) and Permanent Labour Faculty (Profesorado Permanente Laboral) at Pablo de Olavide University, in accordance with the Organic Law of the University System (LOSU, 2023). It applies to these academic positions, as well as to candidates from officially recognized regional excellence programmes, while excluding other categories such as Associate, Visiting, Distinguished, and Emeritus Professors. The regulation aligns recruitment procedures with the LOSU by promoting equity in academic hiring, ensuring transparent public calls, defining positions according to specific fields of knowledge, and requiring selection committees to be composed mainly of external evaluators from outside the recruiting university. https://www.juntadeandalucia.es/boja/2025/51/14<br>The calls for all the positions, with the exception of associate professor, are published at the BOJA, UPO job calls webpage and EURAXESS.<br>https://www.upo.es/transparencia/tema/personal/concursos-y-bolsas-de-trabajo/<br>Members of underrepresented collectives were beneficiaries of special advantages in the selection process.<br>https://www.upo.es/cms1/export/sites/upo/rr-hh-pdi-programacion-docente/unidad-de-programacion-doce…<br>As well in the self-funded recruitment plan<br>https://www.upo.es/area-investigacion/plan-propio/convocatorias/<br>UPO is running two 3-hour training sessions on employment relationships funded from research money. Both are taught by the R&D&I HR Management Unit: Mario Asencio Macías, Head of the Unit, leads the first part, and Marta Alberto Castaño, R&D&I HR Manager, leads the second.<br>1. "Good Practices in Employment Management" (30/09/2026, in person only, UPO campus)<br>Audience: PIs of active or pending projects, and supervisors of staff paid from research funds. Staff from CABD, CABIMER and other partner centres can also attend if UPO manages their projects or contracts.<br>Aim: give PIs an overall view of their role as the person responsible for research-funded employment contracts.<br>Content:<br>· the impact of the HRS4R award and of Royal Decree 723/2026, in force from 05/10/2026<br>· the PI acting on behalf of the employer |

| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicators/Target(s) | Current Status | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | · instructions to staff, working time, leave and permits<br>· end-of-contract and workplace-accident protocols<br>· team management, conflict resolution and protection against retaliation<br>· administrative procedures for hiring, funding changes and contract extensions<br>· hiring foreign nationals<br>· support channels and the e-office<br>2. "The Employment Relationship of Staff Hired on Research Funds" (15/10/2026, in person or online, UPO campus)<br>Audience: technical, predoctoral and postdoctoral staff hired by UPO on research funds.<br>Aim: give them an overall view of their rights and obligations as employees.<br>Content:<br>· the impact of HRS4R<br>· the PI's role, including providing the resources needed for the job<br>· during the contract: leave, working time, travel and secondments, parental leave, sick leave and other contract events<br>· at the end of the contract: notice, severance pay and unemployment benefits<br>· workplace-accident protocol, and good practice in teamwork and conflict resolution<br>· onboarding through the e-office: UPO electronic profile, income tax (IRPF), bank details, healthcare, UPO<br>· ID card and digital certificate<br>· healthcare abroad and the European Health Insurance Card<br>· employment certificates and support channels<br>3. Implementation of HRS4R strategy at the UPO: Its impact on the lives and work of the institution's researchers" (15/10/2026, in person or online, UPO campus)<br>Audience: technical, predoctoral and postdoctoral staff hired by UPO on research funds.<br>Aim: give them an overall view of their rights and obligations as employees.<br>Content:<br>· the impact of HRS4R<br>· the action plan and its impact on UPO research activity<br>· future developments and improvements ein everyday life of UPO researches<br><br>Indicators<br>*The recruitment procedure is published and is accessible by candidates and UPO's staff.*<br>Calls for applications are published in the Official Gazette of the Regional Government of Andalusia (BOJA), on EURAXESS and on the Research Service website (https://www.upo.es/area-investigacion/gestion-rr-hh-investigacion/Procesos-de-Seleccion-Propios/). Each call clearly sets out the procedure for taking part in the selection process, including the application forms, the required documentation, the submission channels, where the results will be published, the appeals available against decisions and the procedure for lodging objections. For example, the most recent call sets out the full recruitment procedure in detail: https://www.juntadeandalucia.es/boja/2026/108/19.<br>• *All job offers have clear scores and guidelines for the evaluation of the selection committee.*<br>All published calls for applications set out a specific grading scale for assessing the merits submitted by candidates. As part of the call itself, these grading scales are published in the BOJA, on EURAXESS and on the Research Service website (https://www.upo.es/area-investigacion/gestion-rr-hh-investigacion/Procesos-de-Seleccion-Propios/). In addition, the UPO has acquired the BAREPROF grading platform, which is being adapted for all job offers so that candidates can self-assess their merits and the selection committee can carry out the assessment more easily. User guides for BAREPROF are published on the UPO website for both candidates (https://www.upo.es/cms1/export/sites/upo/rr-hh-pdi-programacion-docente/unidad-de-programacion-docente-y-concursos/convocatorias/laboral/PASOC_ESTABILIZACION-25_26/Guia-de-ayuda-para-la-persona-candidata.pdf) and the selection committee (https://www.upo.es/cms1/export/sites/upo/rr-hh-pdi-programacion-docente/unidad-de-programacion- |

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| | | | | | | docente-y-concursos/convocatorias/laboral/PASOC_ESTABILIZACION-25_26/Guia_Comision-de-Seleccion_20260716_ULTIMA.pdf), the latter including assessment guidelines.<br>• *The option to identify as belonging to disadvantaged groups is available at the job offers.*<br>The UPO's general recruitment calls reserve positions specifically for candidates with disabilities, with separate quotas for general, intellectual and mental health disabilities. Equal opportunities are protected by providing reasonable adjustments and accommodations during the selection process, and the assessment ensures non-discrimination by taking into account career breaks due to caregiving, illness or disability. Example from the most recent call: https://www.juntadeandalucia.es/boja/2026/108/19. The Research Service's own selection processes do not yet include specific provisions of this kind, although candidates may submit any relevant documentation which is taken into account upon their recruitment. There are plans to include in these calls tie-breaking criteria in favour of candidates with disabilities or from disadvantaged groups.<br>• *100% of the Selection committees' members are acquainted with the OTM-R selection criteria and have receive training.*<br>Members of the selection committees for the UPO's general recruitment calls attend training courses on a regular basis; the most recent course took place in July 2026 and covered the use of the BAREPROF platform. Members of the selection committees for the Research Service's own selection processes receive specific advice from the R&D&I Human Resources Management Unit of the Research Service, as well as support from the Committee Secretary, a civil servant from the Research Service and Knowledge Transfer Office (OTC). A training course for these committee members is planned, and a specific guide for them is currently being drafted.<br>• *100% of the rejected candidates receive feedback on their evaluation.*<br>In the UPO's general recruitment calls, all evaluation results are published on the UPO website together with the selection committee's detailed assessment report: https://www.upo.es/rr-hh-pdi-programacion-docente/unidad-de-programacion-docente-y-concursos/convocatorias/laboral/profesorado-asociado/. In the Research Service's own selection processes, unsuccessful candidates can access the evaluation results through the "Recruitment Proposal" and the "Award Decision", both published on the UPO's Official Electronic Notice Board (https://www.upo.es/teo#teo-subsection-2-7). |
| *ACTION 2.*<br>*Visualise the communication events developed by the UPO.*<br>*Establish a protocol so that researchers know to whom to address the events they wish to communicate to society, including the two units in charge of communication at the UPO.*<br>*Include relevant information in the welcome handbook and on the website.* | *8. Dissemination, exploitation of results* | *3Q2025* | *UTC- OTRI* | • *Web page published.*<br>• *Number of visits to the webpage*<br>*Number of events annunced.* | Completed | The Technical Communication Unit serves as the link between the university and society, promoting its activities and strengthening its institutional identity through effective communication.<br>The Unit is responsible for developing communication and promotional strategies, preparing press releases and media reports, organizing press conferences, coordinating interviews, producing daily media monitoring reports, managing the university's website and social media channels, overseeing corporate branding, advertising, graphic content, and documentation, and issuing technical reports.<br>Its mission is to manage the university's communications in a professional, accurate, and efficient manner, ensuring that the university's identity, achievements, and values are effectively communicated to both the academic community and the wider public. Its vision is to reinforce Pablo de Olavide University's reputation as a dynamic and innovative institution by improving the accessibility, reliability, and impact of its internal and external communications.<br>https://www.upo.es/comunicacion/<br>The Technical communication unit provide a formulary to introduce the news that researchers wish to share with society<br>https://www.upo.es/comunicacion/solicitudes-de-servicio/difusion/<br>UPO has a web address in which the different events programmed by the university were presented.<br>https://eventos.upo.es/<br>https://www.upo.es/otri/conoce-la-otri/eventos/listado-de-eventos/?calYear=&calMonth=false&calDay=<br>Knowledge Management and Science Communication<br>Managed the University's scientific expertise and technology services portfolio, promoted scientific and technological outreach, communicated knowledge and technology transfer activities, organized and supported technology transfer initiatives, managed the University's intellectual and industrial property, and |

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| | | | | | | assessed the scientific and technical feasibility of proposals for the creation of technology-based companies (TBCs).<br>https://www.upo.es/otri/cultura-cientifica/divulgacion-cientifica/<br>Other news channels or special activities include:<br>• Pablo de Olavide University Journal (DUPO) – Science Outreach Section: The main editorial channel used to publish news and updates on science communication events, managed in coordination with the Technical Communication Unit (UTC) and the Office for Knowledge Transfer (OTRI).<br>https://www.upo.es/diario/tag/divulgacion-cientifica/<br>• Science Week Section: A recurring showcase of Science Week activities coordinated by OTRI, illustrating the type of outreach events that could be standardized through a formal communication protocol.<br>https://www.upo.es/diario/tag/semana-de-la-ciencia/<br>• European Researchers' Night Section: Annual coverage of the European Researchers' Night, coordinated by OTRI with institutional communication support, highlighting the need for a unified and standardized communication channel.<br>https://www.upo.es/diario/tag/la-noche-europea-de-los-investigadores/<br>• University Journal (Main Portal): Central platform for institutional news, research, outreach, culture, and university events.<br>https://www.upo.es/diario/<br>Indicators<br>• *Web page published.*<br>https://eventos.upo.es/<br>https://www.upo.es/otri/conoce-la-otri/eventos/listado-de-eventos/?calYear=&calMonth=false&calDay=<br>• *Number of visits to the webpage*<br>*(esperando datos de biblioteca)*<br>• *Number of events annunced.*<br>*421 communication events were published 392 at* https://eventos.upo.es/, and **9** *at (*https://www.upo.es/otri/conoce-la-otri/eventos/listado-de-eventos/?calYear=&calMonth=false&calDay= |
| *ACTION 3.*<br>*Provide information on career development opportunities.*<br>*Discuss with researchers their ideas for career development.*<br>*Develop guides and materials to explore career options (including a career options document) and publish them in an online space.*<br>*Provide training to researchers on career options.*<br>*Consider measures to make careers advice more widely available, such as the creation of job fairs, workshops, or careers handbooks.*<br>*Set up a commission to study the promotion of researchers' careers from an academic point of view.*<br>*Develop mentoring programmes or career manuals to fill this gap.* | *28. Career development* | *1Q2025*<br>*1Q2026*<br>*1Q2027*<br>*1Q2028*<br>*1Q2029* | *Responsible of Human resources area (leader); Research area; Training and innovation area;* | • *Guide of career option published online.*<br>• *Organize an annual career development workshop. 90% of the R1 and R2 researchers should have attended at least one of the workshops.*<br>• *Career development initiatives are included in the welcome manual.*<br>• *80% satisfaction in the quality survey* | In progress | The Organic Law on the University System (LOSU) strengthens the training role of the Assistant Professor (Profesor Ayudante Doctor) contract, focusing on the development of teaching, research, knowledge transfer, and academic leadership skills.<br>Key changes include:<br>Mandatory initial teaching training during the first year of the contract, designed by each university.<br>Reduced teaching load from 240 to 180 teaching hours per academic year, allowing more time for research and career development.<br>A formative performance evaluation to assess progress in teaching, research, and knowledge transfer, helping academics meet the requirements for accreditation to permanent positions.<br>At Pablo de Olavide University (UPO), these requirements are addressed through the Advanced Certificate in Teaching Competencies for Early-Career Faculty, a 20 ECTS microcredential-based programme that provides comprehensive training in teaching, research, and transferable skills, exceeding the minimum training requirements established by the LOSU.<br>https://www.upo.es/cms1/export/sites/upo/desarrollo/documentos/PAD/Instruccion-TEO.pdf<br>Newly appointed teaching staff have access to a guide containing relevant information for teaching staff at Pablo de Olavide University. It includes information on services, administrative procedures, teaching practices and staff representation, amongst other topics<br>https://guiasbib.upo.es/profesorado_nueva_incorporacion<br>UPO provide different training opportunities to foster researcher's professional career |

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| *Include relevant information in the welcome handbook and on the website.* | | | | | | https://www.upo.es/desarrollo/pdi/<br>https://www.upo.es/desarrollo/pdi/plan_marco/<br>The UPO's Reconecta Plan promotes stronger connections between the university, employers, and society by fostering collaboration and knowledge exchange. It provides an excellent framework for developing employment networking initiatives, creating opportunities for students, researchers, alumni, and companies to connect, share expertise, and facilitate recruitment, internships, and long-term professional partnerships. https://alumni.upo.es/que-ofrecemos/<br>Although information in professional career options has improved at the university there is room for improvement by the writing of documents and/or publishing webpages compilation this information.<br>Indicators<br>• *Guide of career option published online.*<br>*The Welcome Guide is intended to provide an overview of the funding opportunities available to research staff to support their research careers*<br>• *Organize an annual career development workshop. 90% of the R1 and R2 researchers should have attended at least one of the workshops.*<br>*In general terms R1 and R2 staff show little interest in the training courses and workshops on offer this indicator will be replaced by the delivery of the workshops information at the incorporation proceess.*<br>• *Career development initiatives are included in the welcome manual.*<br>*The Welcome Guide is intended to provide an overview of the funding opportunities available to research staff to support their research careers*<br>• *80% satisfaction in the quality survey*<br>*The quality survey will be performed close to the end of the reaccreditation phase* |
| *ACTION 4.*<br>*Write a guide to good research practice.*<br>*Write a handbook on good research practice or adopt "The European Code of Conduct for Research Integrity" (published by ALLEA) or the CRUE handbook on good practice:*<br>*Provide training seminars.*<br>*Include relevant information in the welcome handbook and on the website.* | *3.Professional responsibility*<br>*7. Good practice in research* | *2Q2025* | *Responsible Research Area (leader); Training and Innovation Area;* | • *Good research practices manual is published at the web.*<br>• *Perform 3 seminars in good scientific practices.*<br>• *Number of downloads or visits to the webpage done* | In progress | Research Ethics Committee (CEI): The University's main body responsible for ensuring ethical compliance in research involving human participants, animals, and genetically modified organisms, while promoting good research practices and scientific integrity.<br>https://www.upo.es/area-investigacion/comite-etico/<br>Research Ethics Committee Regulations: Establishes the CEI's structure and responsibilities, including safeguarding good research and teaching practices and fostering ethical debate within the university community.<br>https://www.upo.es/cms1/export/sites/upo/area-investigacion/comite-etico/1.-Reglamento-Comite-Etico-28052021-CG.pdf<br>UPO has written a good practice guide for Ph.D studies<br>https://postgrado.upo.es/export-postgrado/sites/default/doctorado/..PARTE_GENERAL/menu_superior_portada/Documentos_parte_general_doctorado/Normativas_y_protocolos/Buenas-practicas.pdf<br><br>Training on Ethics, Integrity and Reputation in Science: UPO regularly organizes professional development programmes covering research integrity, publication ethics, research misconduct, and institutional responses to promote responsible research practices.<br><br>https://www.upo.es/formacionpermanente/afe/etica-integridad-y-reputacion-en-la-ciencia-de-la-prevencion-a-la-respuesta-institucional/<br><br>Professional Ethics Guidelines for Social Services: Practical ethical guidance developed by UPO researchers in collaboration with professionals, illustrating the University's expertise in producing applied ethical frameworks.<br>https://www.upo.es/diario/ciencia/2026/02/la-upo-presenta-dos-guias-para-reforzar-la-etica-profesional-y-el-bienestar-de-quienes-trabajan-en-los-servicios-sociales/ |

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| | | | | | | COPE-based Publication Ethics Statement: The University's scientific journal Ambigua follows the COPE Code of Conduct, demonstrating UPO's alignment with internationally recognized standards for research integrity and publication ethics.<br>https://www.upo.es/revistas/index.php/ambigua/about/declaracionComité<br>Institutional News on Research Integrity Training: Highlights the University's commitment to educating researchers on scientific integrity and good research practices through dedicated institutional initiatives.<br>https://www.upo.es/formacionpermanente/la-universidad-pablo-de-olavide-acoge-las-jornadas-etica-integridad-y-reputacion-en-la-ciencia/<br>Ethical Guidelines for Journalism (Carmona Protocol): An example of UPO's experience in developing sector-specific ethical guidelines, providing a model for future research integrity handbooks.<br>https://www.upo.es/diario/cursos-verano/2026/06/el-protocolo-de-carmona-aspira-a-convertirse-en-una-guia-etica-para-el-periodismo-actual-frente-a-la-desinformacion/<br>Although some disperse initiatives were performed there is not a proper good practices manual. This manual will be compiled and written during the next second term<br>*https://www.upo.es/cms1/export/sites/upo/area-investigacion/guia-gestion/NUEVA-GUIA-DE-GESTION-DE-PROYECTOS-DE-INVESTIGACION-v4_.pdf*<br>*https://www.upo.es/export-postgrado/sites/default/doctorado/..PARTE_GENERAL/menu_superior_portada/Documentos_parte_general_doctorado/Normativas_y_protocolos/Buenas-practicas.pdf*<br>*https://www.upo.es/area-investigacion/comite-etico/*<br>Indicators<br>• *Good research practices manual is published at the web.*<br>*Not achieved so far*<br>• *Perform 3 seminars in good scientific practices.*<br>*UPO regularly organizes professional development programmes covering research integrity, publication ethics, research misconduct, and institutional responses to promote responsible research practices.*<br>*https://www.upo.es/formacionpermanente/afe/etica-integridad-y-reputacion-en-la-ciencia-de-la-prevencion-a-la-respuesta-institucional/*<br>• *Number of downloads or visits to the webpage done*<br>Not achieved as no webpage has been published |
| *ACTION 5.*<br>*Consider ways to reduce the administrative burden on researchers.*<br>*Simplify existing administrative procedures.*<br>*Combine all the information on research projects in a single platform.*<br>*Create administrative procedures not only for teachers but also for researchers.*<br>*Communicate these changes to researchers.* | *4. Professional attitude* | *3Q2024* | *Research Coordinator* | • *Number of complaints about these new procedures less than 20.*<br>• *Number of visits to the new platform >200.*<br>*1. Researchers are familiar with the platform. 80% satisfaction in the quality survey.* | Completed | New Electronic Headquarters (Sede Electrónica) with redesigned, simplified procedures (March 2024) The Rector abolished the old Sede Electrónica and created a new one, running on a new processing engine. The resolution itself states that this "also involves redesigning our administrative procedures, seeking their simplification." This is the measure most directly aligned with Action 5 ("simplify existing administrative procedures"). https://www.juntadeandalucia.es/boja/2024/57/51<br>https://sede.upo.es/<br>Urgent processing (tramitación de urgencia) applied to research staff recruitment calls<br>Since 2024 and through 2025, the UPO has systematically declared "urgent processing" (Art. 33, Law 39/2015) in its resolutions for hiring research staff, shortening administrative deadlines "for reasons of speed and efficiency." This is a recurring example of streamlining timeframes in research-related procedures.<br>https://www.juntadeandalucia.es/boja/2024/83/30<br>https://www.juntadeandalucia.es/boja/2025/233/48<br>Mandatory electronic interaction for research procedures<br>Recruitment calls for research staff now require candidates to interact electronically with the University for "any procedure under this process," eliminating paper-based and in-person steps.<br>https://www.juntadeandalucia.es/boja/2024/99/31 |

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| | | | | | | Restructuring of powers within the Vice-Rectorate for Research, Transfer and Doctorate (June 2025)<br>Authority to resolve "all procedures arising from" research-related matters (hiring of R&D&I staff, research-stay leave approvals, authorization to participate in public competitions, monitoring reports, etc.) was redefined and centralized in the Vice-Rectorate. This concentrates decision-making that used to be more dispersed, aiming to speed up administrative handling for researchers.<br>https://www.juntadeandalucia.es/boja/2025/117/19<br>ORCID integration into research information systems (Library/CRAI)<br>The ORCID/CBUA project, managed by the Library, simplifies research-activity evaluation tasks and allows the identifier to be linked to funding applications and the FECYT's standardized CV (CVN), reducing the duplicate data entry researchers previously had to do manually.<br>https://www.upo.es/biblioteca/orcid/<br>Simplification of the university teaching-staff accreditation procedure<br>Announced in mid-2023 but rolled out through 2024, it introduces a "short CV" submission under a principle of trust, reducing the documentation required from teaching/research staff.<br>https://www.upo.es/diario/institucional/2023/07/el-rector-informa-en-consejo-de-gobierno-de-la-simplificacion-en-la-acreditacion-del-profesorado-universitario/<br>The recruitment management system is already being used for vacancies for Assistant Professors and Associate Professors. It will gradually be rolled out for all recruitment processes for other staff categories. The next category to be covered will be substitute teaching staff. This platform is only accessed by the selection committees; for this reason, there is no link published on the website. The training session on 16 July is for the selection panels involved in the current Associate Lecturer vacancies that we have recently advertised.<br>We are continuing to finalise the work with IT supplyer to implement the call for applications management system, which will serve as the tool for managing both applicants' applications and the Service's administrative processes.<br>Indicators<br>• *Number of complaints about these new procedures less than 20.*<br>*No complaints were received*<br>• *Number of visits to the new platform >200.*<br>*Achieved, as the UPO services are centralized at this platform*<br>• *Researchers are familiar with the platform. 80% satisfaction in the quality survey.*<br>*The quality survey will be performed close to the end of the reaccreditation phase* |
| *ACTION 6.*<br>*Develop measures to increase the stability of researchers.*<br>*The recruitment of teachers will become more stable with the new Organic Law. Policies will be promoted to strengthen the recruitment of talent in deficit areas and in areas with a high capacity to attract research funding.*<br>*1) Strengthen the areas that attract talent by allowing new recruits, through programmes of excellence, to take on part of the teaching load assigned to the knowledge areas.* | *23. Research environment*<br>*24. Working conditions*<br>*33. Teaching* | *3Q2024* | *Responsible of Human resources area (leader); Research area;* | • *Publish the new webpage.*<br>• *Number of offers published.*<br>*1. Number of researchers with similar thematic areas recruited.* | Completed | A special stabilization call for Partt-time Lecturer based on Spain's Law 20/2021, which aims to reduce temporary employment in the public sector. The call responds to the specific situation at Pablo de Olavide University, where the proportion of temporary teaching staff exceeds the 8% threshold established by the LOSU.<br>https://www.upo.es/rr-hh-pdi-programacion-docente/unidad-de-programacion-docente-y-concursos/convocatorias/laboral/profesorado-asociado/<br>During the 2023–2024 academic year, the University published the 2023 Supplementary Public Employment Offer, including 14 Full Professor positions (internal promotion), 11 Associate Professor positions (three reserved for candidates with disabilities), and three Permanent Labour Faculty positions. Recruitment processes for the 2022 Supplementary, 2023, and 2023 Supplementary Public Employment Offers were completed, resulting in the appointment of 45 Associate Professors and 24 Full Professors, including one position allocated under the Ramón y Cajal replacement quota. The University also completed a mobility competition for one Associate Professor position, established a substitute faculty pool with 30 candidates, and launched a merit-based competition for 57 permanent faculty positions, attracting 173 applicants. In addition, three administrative appeals, two recusals, and three administrative case files related to judicial proceedings were processed. https://www.upo.es/cms1/export/sites/upo/memoria2324/administracion-universitaria/RRHH-PDI.pdf |

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| *2) The rigid assignment of teaching and research staff to fields of knowledge will be made more flexible, resulting in assignments to more generic fields of knowledge made up of related fields of knowledge, which will provide greater stability for teaching staff.*<br>*Set up a study committee to identify measures to promote the stability of researchers.*<br>*Insist on communication and centralise both UPO and external vacancy notices on the same website.*<br>*Include relevant information in the welcome handbook and on the website.* | | | | | | In 2024-2025 several stabilization actions were displayed: the Integra Programme, provide 49 co-funded Assistant Professor positions financed by the Spanish Ministry and the Regional Government of Andalusia, as well as the University's workforce adaptation plan to comply with the LOSU Transitional Provisions, with implementation scheduled to be completed by the 2027–2028 academic year.Finally, the María Goyri Programme, was displayed, in which 71% of the positions were awarded to candidates with previous links to the University. https://www.upo.es/organos-colegiados/consejo-de-gobierno/informes-acuerdos-y-actas/informes/2024/<br>https://www.upo.es/organos-colegiados/consejo-de-gobierno/informes-acuerdos-y-actas/informes/2025/<br>https://www.upo.es/diario/institucional/2025/12/el-rector-informa-en-consejo-de-gobierno-de-las-negociaciones-con-la-junta-sobre-financiacion-y-las-leyes-de-ciencia-y-universidades/<br>There is a centralized webpage that unified the recruiting opportunities at UPO<br>https://www.upo.es/portal/impe/web/contenido/41e5958f-4449-11de-819e-3fe5a96f4a88?channel=0f270695-2f48-11de-b088-3fe5a96f4a88<br>This action is completed as UPO is dependent in the public administration budget.<br>Indicators<br>• *Publish the new webpage.*<br>*https://www.upo.es/portal/impe/web/contenido/41e5958f-4449-11de-819e-3fe5a96f4a88?channel=0f270695-2f48-11de-b088-3fe5a96f4a88*<br>• *Number of offers published.*<br>In 2024-25 and 2025-26 (https://www.upo.es/rr-hh-pdi-programacion-docente/unidad-de-programacion-docente-y-concursos/convocatorias/funcionario/)<br>Full Professor: 26<br>Associate Professor: 59<br>Permanent Labour Faculty: 3<br>Assistant Professor: 49<br>Part-time Lecturer: 149<br>• *Number of researchers with similar thematic areas recruited*<br>2 Associate Professor (reserved for researchers from accredited programs of scientific excellence R3) https://www.boe.es/diario_boe/txt.php?id=BOE-A-2026-11555<br>/https://www.boe.es/boe/dias/2025/03/04/pdfs/BOE-A-2025-4296.pdf |
| *ACTION 7.*<br>*Establish a complaints procedure.*<br>*Establish a written complaints procedure, including the channel for dealing with complaints.*<br>*Appoint a committee with executive functions, as a last resort, to address and redirect the departments involved and resolve complaints.*<br>*Include relevant information in the induction handbook and on the website.* | *34. Complaints/ appeals* | *4Q2025* | *General secretary* | • *Complaints mechanisms written.*<br>• *Complaints committee appointed.*<br>• *Number of complaints received.*<br>• *Number of complaints solved.*<br>*1. Number of Committee meetings* | Completed | Since UPO receive the HRS4R award it has significantly strengthened and updated its institutional mechanisms for handling complaints, reports and grievances. In 2024, the University approved a major amendment to the Regulations governing the Inspection of Services, adapting its organisation and functions to the new regulatory framework established by the Organic Law of the University System (LOSU) and reinforcing its operational capacity. The revised framework strengthens the Inspection of Services as an institutional mechanism for protecting the rights of members of the University community and for addressing complaints, reports and other situations requiring formal intervention. In addition, the University has reinforced structured channels for submitting and managing incidents, complaints and claims. In particular, the Inspection of Services now manages its own IRSF channel (Incidents, Complaints, Suggestions and Compliments), through which information concerning teaching, research and university management can be submitted, assessed and, where appropriate, referred to the competent unit. The 2025 Annual Inspection Plan explicitly incorporates the management of this channel, the implementation of corrective measures and subsequent monitoring of their effectiveness. These developments provide researchers with clearer, more accessible and structured mechanisms for raising concerns and obtaining an institutional response.<br>https://www.upo.es/portal/impe/web/contenido/76df7922-e4b4-11e3-ae87-3fe5a96f4a88?channel=a3645af1-2f47-11de-b088-3fe5a96f4a88<br>https://www.upo.es/cms1/export/sites/upo/inspeccion-servicios/planes-anuales-de-actuacion/PAA-2025-pBUPO.pdf |

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| | | | | | | https://www.upo.es/inspeccion-servicios/funciones/<br>https://www.upo.es/portal/impe/web/buzon/web?codigo=PDED<br>Indicators<br>• *Complaints mechanisms written. 34*<br>• *Complaints committee appointed. weekly*<br>• *Number of complaints received.*<br>*2023 560, 2024 642, 2025 576*<br>• *Number of complaints solved.*<br>*2023 98,75%, 2024 100% 2025 100%*<br>• *Number of Committee meetings*<br>*Number of meetings with academic staff in 2025: As part of the procedures processed 1*<br>*Number of meetings in 2025 between the Chief Inspector and the Director of Inspection: Daily*<br>*Number of meetings in 2025 between the Services Inspectorate and the General Secretariat: Fortnightly*<br>*Number of meetings in 2025 between the Services Inspectorate and the University Ombudsman's Office: 4* |
| *ACTION 8.*<br>*Study the improvement of work life balance policies.*<br>*Create a committee with members from all professional profiles of researchers and human resources managers to identify policies to improve work life balance.*<br>*Drafting teleworking guidelines for research*<br>*Include relevant information in the Welcome Handbook and on the website.* | *24. Working conditions* | *2Q2025* | *Responsible of Human resources area (leader); Research area;* | • *Number of UPO's researchers that apply for conciliatory measures.*<br>*1. Number of teleworking agreements signed* | Completed | The Pablo de Olavide University promotes work–life balance through a comprehensive range of family-friendly and social well-being measures. These include a lactation room, maternity, paternity, adoption and foster care leave, unpaid leave, leave for prenatal examinations and childbirth preparation, leave to care for children with cancer or other serious illnesses, leave due to gender-based violence, and family care leave. The University also provides mentoring and coaching programmes following maternity, adoption or foster care, reduced teaching loads to support the research careers of women after maternity, adoption or foster care, priority in teaching allocation for single-parent families, and flexible teaching schedules to facilitate the care of children under 12 years of age or people with disabilities. Additional support includes a childcare centre, a summer school for children, a babysitting service and play centre, a senior centre, financial assistance for the care of older people and dependants, social welfare grants, mental health and stress management workshops, guidelines on work–life balance and social well-being, awareness-raising initiatives on the importance of reconciliation, emotional salary initiatives such as recognition and awards, and institutional measures to promote digital disconnection. Among these initiatives, the measures most highly valued by members of the university community are the on-campus childcare centre, mental health and stress management workshops and programmes, meal grants, and the possibility of choosing teaching or working shifts/groups to better accommodate work–life balance and family responsibilities.<br>https://www.upo.es/diario/docencia-formacion/2026/06/las-universidades-de-almeria-cordoba-y-pablo-de-olavide-presentan-el-primer-estudio-interuniversitario-sobre-conciliacion/<br>In 2025, Pablo de Olavide University received the National Award for Work–Life Balance and Social Responsibility in the category of Universities, Business Schools, and Educational and Research Institutions. The award, presented by the Vivofácil Foundation, recognises the University's strong commitment to work–life balance, gender equality, and shared caregiving responsibilities through awareness campaigns, targeted training, and family-friendly policies.<br>https://www.upo.es/diario/institucional/2025/07/universidad-pablo-de-olavide-reconocida-por-su-compromiso-conciliacion-corresponsable-bienestar-social/<br><br>The Universidad Pablo de Olavide has implemented an institutional measure to promote the research productivity of full-time female academic staff after maternity, adoption, or foster care leave through temporary teaching-load reductions. Eligible women may receive reductions of up to 9, 5, and 3 ECTS credits during the first three years after leave, with extended support for single-parent families.<br><br>https://www.upo.es/upo_opencms/export/sites/upo/Galerias/Descargas/norm_UPO/ANEXOS__I_II_MARCO_ORGANIZACION_DOCENTE_2026_27.pdf<br><br>Indicators<br>• *Number of UPO's researchers that apply for conciliatory measures.* |

| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicators/Target(s) | Current Status | Remarks |
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| | | | | | | *Staff in Chapter VI do not usually request work-life balance arrangements, apart from accruing breastfeeding time and taking parental leave in two instalments. Over the past year, around six such requests will have been processed.*<br>• *Number of teleworking agreements signed*<br>*No teleworking agreement has been signed for research staff It is at the researcher's discretion.* |
| *ACTION 9.*<br>*Improve mobility.*<br>*Examine and resolve the obstacles to mobility: need for replacements, cumulative teaching in one semester, etc.*<br>*Communicate mobility incentives for university staff.*<br>*Study the possibility of creating internal mobility aids.*<br>*Translation of UPO documents into English.*<br>*Include relevant information in the welcome handbook and on the website.* | *24. Working conditions*<br>*28. Career development*<br>*29. Value of mobility* | *2Q2026* | *Responsible of Human resources area (leader); Research area;* | • *Mobility measures reviewed and published at the website.*<br>• *Number of researchers that apply for mobility incentives.*<br>*Number of download of documents in written in Spanish and English* | Completed | Changes in mobility programmes and the integration of national and international mobility management have made necessary to write a new regulation. The new Regulation aims to align mobility management with the current legal framework, incorporate new opportunities offered by mobility programmes, and address practical issues identified over the last decade. Its main objectives are to ensure high-quality student mobility through better preparation and monitoring, while guaranteeing full and automatic academic recognition of studies completed abroad or at other institutions. A key innovation is the expansion of the Regulation's scope to cover both national and international mobility at undergraduate and postgraduate levels. It also introduces a dedicated section for doctoral students, recognising the specific nature of research mobility. Finally, the Regulation seeks to simplify administrative procedures by aligning them with current legislation on electronic public administration and digital administrative processes.<br>https://www.upo.es/aric/area/normativa/<br>All mobility initiatives are centralized on<br>https://www.upo.es/aric/estudiantes-upo/programas-de-movilidad/<br>UPO has made progress in improving and facilitating mobility for academic and research staff. Information on international mobility opportunities. For PDI/PTGAS has been centralised through the International Relations and Cooperation Area (ARIC), providing a single institutional reference point for calls, funding opportunities, application procedures and supporting documentation. Annual Erasmus+ KA131 calls provide teaching and training mobility opportunities, complemented by Erasmus+ KA171 mobility with partner universities in third countries and by research mobility schemes supported through UPO's Research Plan. The University has also improved the communication and accessibility of mobility opportunities through dedicated webpages and documentation in Spanish and English. These measures contribute to reducing information and administrative barriers to mobility and provide researchers with clearer access to the different mobility incentives available. Further work will focus on identifying and addressing organisational barriers that may limit participation in mobility, particularly those related to the compatibility of mobility periods with teaching and research responsibilities.<br>https://www.upo.es/area-investigacion/plan-propio/convocatorias/<br>Indicators<br>• *Mobility measures reviewed and published at the website.*<br>This indicator should be renamed *"Number of mobility initiatives published and disseminated to research staff".*<br>The mobility calls published by the current Ministry of Science, Innovation and Universities are disseminated via email sent to the mailing lists of the various departments. In addition to being published, a brief explanation of the most significant points is provided, thereby facilitating feedback with research staff. Mobility grants funded by the University's Own Research and Transfer Plan are publicised on our website, under the section dedicated to that Plan.<br>• *Number of researchers that apply for mobility incentives.*<br>58 applications (18 from the Ministry and 40 from the University's self founding program).<br>• *Number of download of documents in written in Spanish and English*<br>Only applications for the self founding program could be downloaded. To count the number of applications, we used Google Analytics; however, the data we were able to obtain was the total number of page views for the 'Plan Propio' page: https://www.upo.es/area-investigacion/plan-propio/ |
| *ACTION 10* | *31. Intellectual Property Rights* | *3Q2025* | *OTRI* | • *Number of seminars about IP performed >10* | Completed | Courses on intellectual property are regularly offered at UPO. https://www.upo.es/cms1/export/sites/upo/cursos/iniciacion-gestion-investigacion/ponencias/Ponencia_Victoria-Pozo-Frias.pdf |

| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicators/Target(s) | Current Status | Remarks |
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| *Promoting knowledge and development of industrial property within the university*<br>*Design a training programme on intellectual property rights and their role in the valorisation of spin-off projects for greater market opportunities.*<br>*Promote the participation of research staff in the programme and include the courses in the continuous training plan for teaching staff through the UPO Training Area*<br>*Create a repository or page on patents.*<br>*Include relevant information in the welcome handbook and on the website.* | | | | • *Number of researchers trainned*<br>• *Patent repository available from the webpage*<br>*1. Number of visits to the patent webpage.* | | https://www.upo.es/otri/conoce-la-otri/noticias/El-martes-28-de-octubre-tiene-lugar-en-la-UPO-la-jornada-Spin-off-universitarias-caracteristicas-y-proceso-de-creacion/<br>Also assistance to spin off creation is provided on monthly basis<br>https://www.upo.es/otri/transferencia/creacion-de-spin-off/la-hora-de-las-spin-off/<br>In , the Concurso UPOemprende, Annual competition featuring a dedicated "Spin-off" category for proposals based on the commercial exploitation of research results generated at UPO is organized. The competition is open to academic staff and doctoral students and offers both cash prizes and in-kind awards, including access to coworking space.<br>https://www.upo.es/fundacion/empleabilidad-y-emprendimiento/concurso-upoemprende/<br>https://www.upo.es/fundaciones/la-universidad-pablo-de-olavide-convoca-la-undecima-edicion-del-concurso-upoemprende/<br><br>The patent portfolio and the catalogue of R&D capabilities have been strengthened during this period through the continuous updating of information on new IPRs and new capabilities. Furthermore, the patent repository has been enhanced with the launch of the 'UPO Patents' series on UpoTV, where informative videos about the university's patents are published. https://www.upo.es/otri/oferta-cientifico-tecnologica/cartera-de-patentes-y-propiedad-intelectual/<br><br>https://www.upo.es/upotec/catalogo/tags/medioambientales/<br><br>Indicators<br>• *Number of seminars about IP performed >10*<br>• *Series of seminars and workshops on patents and spin-offs in collaboration with the OEPM.*<br>• *Spin-off Hour' programme 2025; 'Spin-off Hour' programme 2026;*<br>• *Patent Hour' programme 2026*<br>• *Number of researchers trained*<br>*138*<br>• *Patent repository available from the webpage*<br>UPO Patent Repository accessible online:<br>https://www.upo.es/otri/oferta-cientifico-tecnologica/cartera-de-patentes-y-propiedad-intelectual/<br>"Discover our patents" project – IPR videos on the UPOtv portal: https://upotv.upo.es/series/6837f967abe3c62a778b4569#<br>• *Number of visits to the patent webpage*<br>www.upo.es/otri: 29,590 visits<br>/otri/oferta-cientifico-tecnologica/: 883 visits |
| *ACTION 11.*<br>*Standardise the supervision of researchers.*<br>*Create a supervision guide to establish a basic framework of obligations and duties for both supervisors and supervisees.*<br>*Develop a training plan for senior researchers on transversal skills and leadership.*<br>*Define an evaluation procedure for R2 researchers funded by research projects.* | *40. Supervision* | *2Q2024* | *Responsible Human Resources Area (leader); Research Area; Innovation/Training Area;* | • *Supervision guide published.*<br>• *Number of supervision courses performed.*<br>• *Number of supervision guide downloads.*<br>*2.* | In progress | UPO has made significant progress in strengthening the evaluation and professional development framework for academic staff, particularly for early-career academics. In response to the requirements introduced by the Spanish Organic Law of the University System (LOSU), the University has developed a specific procedure for the training, evaluation and monitoring of Assistant Professors (*Profesorado Ayudante Doctor*). This framework provides structured support during this formative stage of the academic career and includes the initial teaching training required by the LOSU, thereby contributing to the progressive development of teaching, research and transferable academic competences. In June 2026, a document regarding compliance with the initial teacher training requirement for Assistant Professors was published.<br>www.upo.es/system/modules/com.saga.upo.sedeelectronica.frontend/handler/TEO_download-alfresco-document.jsp?ref=4f54be44-4077-4201-94be-444077e201a9<br>In parallel, UPO has comprehensively updated its institutional system for evaluating teaching performance. The new **DOCENTIA-UPO programme** incorporates the revised ANECA guidelines and was positively verified in 2025 by the Andalusian Agency for Scientific and University Quality (ACCUA), in collaboration with ANECA. The revised programme was subsequently approved by the UPO Governing Council and provides |

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| *Include relevant information in the welcome handbook and on the website.* | | | | | | a more systematic, transparent and comprehensive framework for the evaluation and continuous improvement of teaching performance. Together, these developments reinforce UPO's institutional mechanisms for monitoring, supporting and recognising the professional development of academic and research staff.<br>https://www.upo.es/desarrollo/pdi/Formacion_PAD/<br>www.upo.es/system/modules/com.saga.upo.sedeelectronica.frontend/handler/TEO_download-alfresco-document.jsp?ref=4f54be44-4077-4201-94be-444077e201a9<br>https://www.upo.es/desarrollo/evaluacion-docente-/docentia-upo/<br>https://www.upo.es/diario/institucional/2025/05/verificacion-programa-docentia-upo/<br>https://www.upo.es/organos-colegiados/consejo-de-gobierno/informes-acuerdos-y-actas/acuerdos/2025/<br>Although evaluation procedures were written, no supervision guide is available yet, and will be written in the next period.<br><br>Indicators<br>• *Supervision guide published.*<br>Not achieved<br>• *Number of supervision courses performed.*<br>Docentia: 122 in 2024 and 2025<br>• *Number of supervision guide downloads.*<br>*No supervision guide has been written* |
| *ACTION 12*<br>*Implement measures to improve the teaching of predocs.*<br>*Conduct teaching training courses for predocs*<br>*Confirm that predoctoral teaching is always co-taught.*<br>*Include relevant information in the Welcome Handbook and on the website.* | *33. Teaching* | *1Q2025* | *Responsible Human Resources Area (leader); Research Area; Innovation/Training Area;* | • *Number of R1 researchers trained >90%*<br>*3. !00% of the R1 teaching classes are co-taught with a senior researcher* | Completed | UPO has significantly broadened access to its institutional training system for researchers at the early stages of their careers. The new **Regulations on Training for Teaching and Research Staff**, approved in January 2025, extend the scope of the University's training activities beyond staff whose salaries are funded through Chapter 1 of the University budget. Access has been expanded to include **predoctoral researchers (R1), researchers recruited under research projects and, more generally, research staff employed through Chapter 6 funding**. This represents a significant improvement in access to teaching and professional development opportunities for research staff who were not previously fully covered by the institutional training system.<br>The new regulatory framework also establishes priority access to training activities for researchers at the initial stages of their academic careers, particularly **R1 predoctoral researchers and R2 Assistant Professors (Profesorado Ayudante Doctor)**. This ensures that researchers with the greatest need to acquire and consolidate teaching competences have preferential access to institutional training.<br>These measures are implemented through UPO's **Framework Training Plan for Teaching and Research Staff (Plan Marco de Formación del PDI)**. The Plan is periodically updated and its training offer is renewed annually, providing courses and microcredentials covering teaching, research and transversal competences. The new framework therefore provides R1 researchers with systematic access to teaching training while supporting their progressive professional development towards subsequent research career stages.<br><br>https://www.upo.es/cms1/export/sites/upo/desarrollo/documentos/normativa/Reglamento_PDI.pdf<br>https://www.upo.es/desarrollo/normativa/<br>https://www.upo.es/desarrollo/pdi/plan_marco/<br>https://www.upo.es/desarrollo/pdi/Formacion_PAD/<br>Indicators<br>• *Number of R1 researchers trained >90%*<br>100% of the R1 researchers has received training<br>• *100% of the R1 teaching classes are co-taught with a senior researcher*<br>*achieved* |

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| *ACTION 13.*<br>*Draft a welcome handbook.*<br>*Draft and update annually the welcome manual (in digital version), available in Spanish and English.*<br>*Present its contents at welcome sessions for new researchers.*<br>*Include relevant information in the Welcome Handbook and on the website.* | *All* | *3Q2024* | *Responsible Research Area (leader); Innovation/Training Area; Digital Transformation Area (Library)* | • *Welcome manual is published at the web*<br>• *Number of downloads or visits to the webpage done*<br>• *Number of actualizations performed*<br>*1. 70% satisfaction in the quality survey* | Completed | UPO have published a bilingual Welcome Guide for Research Staff, part of its HRS4R commitment, helps new researchers and research technical staff settle in. It opens with a welcome message from the Vice-Rector for Research and explains how to reach Seville by air, bus, car, train or bike. It then presents UPO's mission, governance, departments, faculties and research centres, along with the staff representation bodies. It also describes the Dos Hermanas campus and first steps such as getting a corporate email, the university card (TUI) and using the e-office. The guide sets out the research staff categories, both teaching staff (PDI) and contract researchers, mapping each to the EURAXESS R1–R4 profiles. It covers how research is funded and how staff are recruited, through internal calls published in BOJA, on EURAXESS and on TEO, and through externally funded programmes such as Ramón y Cajal, MSCA and ERC. It closes with practical steps: obtaining a digital certificate, opening a bank account, getting a Social Security number, registering with a family doctor, applying for the TIE, registering with the town hall and applying for public nursery places.<br>https://www.upo.es/area-investigacion/gestion-rr-hh-investigacion/guia-de-bienvenida-personal-investigador/<br><br>Indicators<br>• *Welcome manual is published at the web*<br>*https://www.upo.es/area-investigacion/gestion-rr-hh-investigacion/guia-de-bienvenida-personal-investigador/*<br>• *Number of downloads or visits to the webpage done*<br>*2024-366, 2025-551, 2026-336*<br>• *Number of actualizations performed*<br>2<br>• *70% satisfaction in the quality survey*<br>*The survey Will be performed close to the end of the reaccreditation phase* |
| *ACTION 14*<br>*Develop a procedure for reallocating research areas for providing laboratory space to the most outstanding researchers.* | *23. Research environment* | | *Vr. Strategy (leader); Vr. Faculty; Vr. Research.* | *2. Creation of a Protocol of Areas of Knowledge for the Reassignment of Researchers to Related Academic Areas* | Extended | An inventory of research spaces has been compiled, and a Research Spaces Subcommittee has been established within the Research Committee. The criteria for allocating these spaces are currently being developed and will be discussed with the University community before being submitted to the Research Committee for approval.<br>https://www.upo.es/cms1/export/sites/upo/organos-colegiados/claustro-universitario/informe-gestion/Informe-Gestion-2022-4_ses_CLAUSTRO.pdf<br>https://www.upo.es/area-investigacion/comision-de-investigacion/<br>Indicator<br>*Creation of a Protocol of Areas of Knowledge for the Reassignment of Researchers to Related Academic Areas*<br>According to the Guidelines accompanying the Job Descriptions for Academic Staff at UPO, changes to the field/area of affiliation of academic staff shall be made following a request by the member concerned and subsequent approval by the Governing Council, subject to a report from the relevant fields/areas of knowledge and the departments involved.<br>E.g.: change made in May 2025 is cited, in which a part-time lecturer moved from the Area of Commercial Law to the Area of Roman Law.<br>https://www.upo.es/system/modules/com.saga.upo.sedeelectronica.frontend/handler/download-alfresco-document.jsp?ref=743ebd90-8ec5-43af-bebd-908ec533affc |
| *ACTION 15*<br>*Creation of a mentorship program* | *28. Career development* | | *EDUPO School* | • *Write a a mentorship manual:*<br>*3. Number of mentorship Agreements* | Extended | UPO has made progress towards establishing structured mentoring and supervision mechanisms, particularly for researchers at the earliest stages of their careers. For **R1 researchers/doctoral candidates**, the University has a formal and regulated supervision system under which each doctoral candidate is assigned a tutor and a thesis supervisor, with clearly defined responsibilities for academic guidance, research development and interaction with the Doctoral Programme Academic Committee. This relationship is formalised through a mandatory **Supervision and Tutoring Commitment**, while progress is monitored annually through the RAPI system on the basis of the Research Plan, Personal Training Plan and activities undertaken by the doctoral candidate, together with reports from the supervisor and tutor. For **R2 researchers, particularly Assistant Professors (Profesorado Ayudante Doctor)**, UPO has also strengthened structured support through initial training, professional development and evaluation (in the third |

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| | | | | | | year, according to the LOSU) and monitoring procedures. These measures provide an institutional basis on which a more comprehensive mentorship programme covering the different early stages of the research career can be further developed.<br>Evidences<br>https://www.upo.es/system/modules/com.saga.upo.sedeelectronica.frontend/handler/download-alfresco-document.pdf?ref=475a80ea-e241-4887-b09c-73a2c2f13c24<br><br>https://www.upo.es/system/modules/com.saga.upo.sedeelectronica.frontend/handler/download-alfresco-document.pdf?ref=475a80ea-e241-4887-b09c-73a2c2f13c24<br>https://www.upo.es/export-postgrado/sites/default/doctorado/..PARTE_GENERAL/menu_superior_portada/Programas_de_Doctorado/Preinscripcion_Matricula/Documentos_preinscripcion_Doctorado/Compromiso-de-Direccion-y-Tutorizacion_2_Codireccion.pdf<br>https://www.upo.es/doctorado/es/Oficina-Virtual/soy-un-profesor-de-doctorado/rapi-para-directores-y-tutores/<br>Indicators<br>• *Write a mentorship manual:*<br>*Not achieved*<br>• *Number of mentorship Agreements*<br>On 23 September 2026, it was agreed at a meeting with department heads and trade unions that the person responsible for the academic areas would act as mentor to Assistant Professors. The third-year assessment will be carried out by a committee led by the head of department, which will also include the secretary and the academic area lead acting as mentor. There are currently 47 mentoring programmes run |
| *ACTION 16.*<br>*Launch, awareness raising, communication in HRS4R and OTMR and evaluation.*<br>*Project launch.*<br>*Awareness raising seminar for researchers and managers.*<br>*Preparation of content in Spanish and English for the HRS4R website.*<br>*Periodic evaluation of the level of knowledge and involvement of researchers.*<br>*Include relevant information in the welcome handbook and on the website.* | *All* | *2Q2024-2Q2029* | *Vr. Strategy* | • *All UPO's researchers have been informed about the awareness session and encourage to attend, either life or watching a video of the session.*<br>• *All the documents generated plus other related documents were posted on the webpage.*<br>*1.* | In progress | UPO has strengthened the communication, awareness-raising and participation mechanisms associated with the HR EXCELLENCE IN RESEARCH. A dedicated **bilingual HR EXCELLENCE IN RESEARCH website** provides the research community with centralised access to information on the European Charter for Researchers, the HR EXCELLENCE IN RESEARCH implementation process, the Gap Analysis, the Action Plan and OTM-R principles and documentation. In addition, in September 2026 the University launched a specific **HR EXCELLENCE IN RESEARCH Seminar Series**, addressed to academic and research staff, covering research ethics, research careers and UPO's preparation for the HR Excellence in Research interim assessment. These seminars are specifically intended to increase researchers' knowledge of HR EXCELLENCE IN RESEARCH principles and their involvement in the implementation process.<br>• Ana Cuevas Badallo, (Research ethics) Professor and Head of the Department of Philosophy, Logic and Aesthetics at the University of Salamanca. Tuesday 15 September at 12 noon<br>• Xavier Ronald Eekhout Chicharro, Marie Skłodowska-Curie Actions (MSCA), FECYT.(Researcher mobility). Wednesday 23 September, 12.00<br>• Lorena Muñoz, CEO of Effectia. (HR excellence in research) Tuesday 29 September at 12 noon<br>Participation mechanisms have also been maintained through a dedicated suggestions channel. Together, these measures provide a structured framework for communication, awareness raising and continued engagement of the UPO research community with the HR EXCELLENCE IN RESEARCH strategy<br>https://upo.es/portal/impe/web/contenido/158445<br>https://www.upo.es/hrs4r<br>https://www.upo.es/hrs4r/buzon-de-sugerencia<br>Indicators<br>• *All UPO's researchers have been informed about the awareness session and encourage to attend, either life or watching a video of the session.*<br>*achieved*<br>• *All the documents generated plus other related documents were posted on the webpage* |

| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicators/Target(s) | Current Status | Remarks |
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| *Action 17. Promoting open science and citizen science at Pablo de Olavide University*<br>*. Institutional framework and infrastructure for open science*<br>*activities and engagement with the public,.* | 9. Public engagement | *2Q2027/4Q2027* | *Responsible: Research Area (leader); Human Resources Area* | • Policy approved by the Governing Council (yes/no<br>• website published (yes/no)<br>• Number of training sessions delivered per year;<br>• number of participants broken down by profile (R1–R4) and gender<br>• | NEW | |
| *Action 18. Implementation of internal funding streams to encourage R3 and R4 research staff to apply for competitive European calls*<br>*Grants from the Internal Research Plan for the preparation of European proposals*<br>*A specific funding stream will be created within the Internal Research Plan to cover the costs of preparing European proposals*<br>*Support and mentoring programme for European applications*<br>*A comprehensive support programme will be launched for R3 and R4 staff whilst they are preparing their applications,*<br>*Incentives and recognition for participation in European calls*<br>*Measures will be put in place to recognise the effort involved in applying for European calls:* | *28. Career development*<br>*30. Access to career advice* | *Q22027/Q1202 7* | *University Management Board/ Vice-Rectorate for Research (leader)* | • *Line included in the Organisation's Own Plan (yes/no)*<br>• *number of European proposals submitted by beneficiaries;*<br>• *success rate of those proposals.*<br>• *number of bridging grants awarded;*<br>• *number of proposals resubmitted after receiving a bridging grant and subsequent success rate* | NEW | |
| *Action 19*<br>*Establishment of a dedicated office to support international research staff*<br>*Establishment and launch of the Office for International Research Staff*<br>*Comprehensive induction and administrative support service*<br>*Linguistic, social and institutional integration* | *18. Recognition of mobility experience (Code)*<br>*29. Value of mobility* | *Q2028-Q42028* | *Director of Administration (lead); Research Area* | • *Office established by a Rector's resolution or a Governing Council decision (yes/no*<br>• *staff assigned (number of staff and accredited level of English)*<br>• *membership of the EURAXESS network as a Service Centre (yes/n*<br>• *number of PTGAS trained.* | NEW | |

**Note:** Add as many actions are needed.

**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 *:

**URL:** https://www.upo.es/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** |
| --- |
| UPO has adopted new regulations governing recruitment competitions for permanent university faculty and for Assistant Professors and Permanent Labour Faculty, in line with the LOSU (2023) and Royal Decree 678/2023. These rules define positions by specific field of knowledge, require vacancies to be published on EURAXESS Jobs at least one month in advance, and ensure that selection committees are composed mainly of external evaluators. A guidance document has also been produced to help selection committees set evaluation criteria for Assistant Professor positions, based on DORA, CoARA and the Leiden Manifesto. Calls for all positions except Associate Lecturer are published in the BOJA, on the UPO job calls webpage and on EURAXESS, and specific provisions for underrepresented groups are included in the general calls and in the self-funded recruitment plan. A training programme for those involved in recruitment was scheduled for September–October 2026, covering employment management for Principal Investigators and contract supervisors, the employment relationship for contracted staff, and the application of assessment criteria by evaluation committees. A unified OTM-R guide has not yet been produced and will be drafted after the interim report. |

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.

**URL:** *https://www.yoursite.com*

# 4. Implementation

| **General overview of the expected overall implementation process of the action plan: (max. 1000 words)** |
| --- |
| At this interim stage of the HR Excellence in Research process, UPO's Action Plan shows solid and steady progress. Of the 16 actions defined, nine have been completed, five are in progress and two have been extended beyond their original timeline. The completed actions show that the University has consolidated key structural changes. These include simpler administrative procedures, measures to improve staff stability, a formal complaints mechanism, a comprehensive work-life balance framework, better access to mobility, support for intellectual property and spin-offs, wider access to teaching training for predoctoral researchers, and a welcome handbook for new staff. Much of this progress has been shaped by the new regulatory framework of the Organic Law of the University System (LOSU), which UPO has used to align its recruitment, evaluation and career development policies with the principles of the European Charter and Code for Researchers. The actions still in progress mainly involve producing reference documents that will bring together initiatives already under way: a unified OTM-R guide, a good research practice manual, a supervision guide and consolidated information on career options. The two extended actions, on the allocation of research space and the creation |

**General overview of the expected overall implementation process of the action plan: (max. 1000 words)**

of a mentorship programme, have reached intermediate milestones and will be finalised in the next period. Overall, implementation is expected to continue up to the renewal assessment. The focus will be on formalising these remaining documents, extending existing measures to all categories of research staff, and measuring their impact through the planned quality surveys, which will be carried out towards the end of the reaccreditation phase.

Completed

Action 2 Visualise the communication events developed by the UPO

Action 5 Consider ways to reduce the administrative burden on researcher

Action 6 Develop measures to increase the stability of researchers

Action 7 Establish a complaints procedure

Action 8 Study the improvement of work-life balance policies

Action 9 Improve mobility

Action 10 Promoting knowledge and development of industrial property within the university

Action 12 Implement measures to improve the teaching of predocs

Action 13 Draft a welcome handbook

In progress

Action 1 Create the UPO OTM-R policy by updating the procurement procedures to HRS4R and OTM-R criteria

Action 3 Provide information on career development opportunities In progress

Action 4 Write a guide to good research practice In progress

Action 11 Standardise the supervision of researchers In progress

Action 16 Launch, awareness raising, communication in HRS4R and OTM-R and evaluation

Extended

Action 14 Develop a procedure for reallocating research areas for providing laboratory space to the most outstanding researchers Extended

Action 15 Creation of a mentorship programme

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

## How have you prepared for the internal review? *

- The monitoring committee has written a summary of the progresses performed in the implementation of the action plan.
- This initial draft was **reviewed by a team of external consultants**, who provided several recommendations to enhance its clarity, structure, and alignment with HRS4R objectives.
- The **final version**, incorporating the consultants' recommendations, was **submitted to the Steering Committee** for approval.

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

During the implementation and monitoring of the Human Resources Strategy for Researchers (HRS4R), the Pablo de Olavide University has promoted the active and structured participation of the research community and key stakeholders, with particular attention to the requirements of the HRS4R reaccreditation process. During the review period, numerous stakeholders were consulted, with the participation of the **HR EXCELLENCE IN RESEARCH Monitoring Committee** being especially noteworthy. This committee represents researchers with diverse profiles and at different stages of their research careers, allowing for the incorporation of a pluralistic perspective tailored to the real needs of research staff throughout the implementation process.

Finally, the institution has encouraged the ongoing involvement of the research community through informative and follow-up seminars, promoting attendance and active participation, facilitating spaces for dialogue, sharing progress, and providing continuous feedback on the implementation process. Altogether, these actions demonstrate a participatory and transparent approach that reinforces the institutional commitment to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, ensuring the effective involvement of the research community in the implementation and continuous improvement of the HRS4R strategy.

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

The implementation of the HR EXCELLENCE IN RESEARCH Action Plan has been supported by a **specific monitoring and governance structure** designed to ensure institutional ownership and effective follow-up of the proposed actions.

A **mixed HR EXCELLENCE IN RESEARCH Monitoring Committee** was established, bringing together both senior university decision-makers and technical and management staff directly involved in the implementation of the actions. The Committee is chaired by the **Vice-Rector for Strategic Planning** and includes, on behalf of the University's senior management, the **Vice-Rector for Research, Knowledge Transfer and Doctoral Studies, the Director General for Research, the Vice-Rector for Academic Staff, and the Director General for Academic Staff**. Technical and management representation includes the **Director of the Research Area, the Director of the Knowledge Transfer Office, staff responsible for Research Human Resources, and technical staff from the Research and Knowledge Transfer services**.

This composition has been particularly important in ensuring that HR EXCELLENCE IN RESEARCH implementation is not treated as an isolated project. It connects **strategic decision-making with the administrative and technical units responsible for the practical implementation of the actions**, particularly in the areas of research policy, recruitment and human resources, researcher career development and knowledge transfer. When required by

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

the issues under discussion, other institutional and technical representatives have also participated, including the **Vice-Rector for Digital Transformation, Human Resources management staff and specialised technical staff from the Research Area**.

The Committee has met **every two months**. Meetings have been used to review progress in the implementation of the HR EXCELLENCE IN RESEARCH Action Plan, identify delays or difficulties, coordinate the units responsible for individual actions and, where necessary, propose **corrective or mitigation measures**. This regular monitoring mechanism has therefore provided both institutional oversight and an operational mechanism for addressing implementation problems.

Nevertheless, the implementation period has coincided with a significant period of **financial uncertainty affecting the University, particularly in relation to the level and predictability of public funding provided by the regional administration**. This context has affected the pace at which some actions could be implemented and has also conditioned the work of the Monitoring Committee. Despite these constraints, the Committee has remained the main institutional mechanism for monitoring progress, identifying implementation risks and adapting the deployment of the Action Plan to the University's available resources and changing circumstances.

The Committee composition:

Chair: Vice-Rector for Strategic Planning, José A. Sánchez Medina

Members:

Vice-Rector for Research, Knowledge Transfer and Doctoral Studies, Antonia Jiménez Rodríguez

Director General for Research, Manuel Jiménez Sánchez (replace by Vanesa Díaz Moriana in June 2026)

Vice-Rector for Academic Staff, María de la Menta Ballesteros Martín

Director General for Academic Staff. María José Gómez-Millán Herencia

Technical and management representation

Director of the Research Area, Isabel María Sánchez Mateos

Director of the Knowledge Transfer Office, Rosario Jimemnez Rodíguez

Staff responsible for Research Human Resources, Mario Asencio Macías

Technical staff from the Research and Knowledge Transfer services, José Luis Leon Nadal

**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**

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There is a clear and growing alignment between the HR EXCELLENCE IN RESEARCH and UPO's overall institutional strategy. This alignment is particularly visible in the **UPO Strategic Plan 2026–2030**, currently under approval, which places research and researcher development among the University's core strategic priorities.

More specifically, **Strategic Axis 2 – Research, Knowledge Transfer and Social Impact** establishes the objective of strengthening research capacity and improving the conditions for high-quality research. Its first line of action, **"Strengthening research capacities and talent development"**, explicitly includes the attraction of research staff, support for researchers at different career stages, development of scientific leadership, consolidation of emerging and established research groups, interdisciplinary collaboration and professional support for research careers. The Plan also establishes specific objectives for increasing participation and leadership in national and European competitive research programmes, including Horizon Europe and MSCA, thereby supporting researchers' international career development.

This alignment extends to **Strategic Axis 3 – Internationalisation, Alliances and European Positioning**, which identifies international mobility, participation in European academic and research networks, international cooperation and the attraction of international talent as institutional priorities.

Other elements of the Strategic Plan also reinforce HR EXCELLENCE IN RESEARCH principles, including **open science and FAIR data, research integrity, equality and inclusion, professional development, digitalisation and administrative simplification, and institutional mechanisms for monitoring and evaluating results**.

The HR EXCELLENCE IN RESEARCH Action Plan is therefore increasingly embedded in UPO's broader institutional policies: researcher recruitment and development, working and research conditions, mobility, internationalisation, training and research support are being addressed not as isolated measures, but as components of the University's strategic development for 2026–2030. This provides a strong basis for further integrating the European Charter for Researchers into UPO's research and human resources policies.

**How has your organisation ensured that the proposed actions would be also implemented? ***

UPO Strategic Plan 2026-2030 is deeply aligned with HR excellence in research award. The three new actions were also an intrinsic part of this Strategic plan and for that reason will be implemented.

Action 17. Promoting open science and citizen science at Pablo de Olavide University

Action 18. Implementation of internal funding streams to encourage R3 and R4 research staff to apply for competitive European calls

Action 19 Establishment of a dedicated office to support international research staff

**How are you monitoring progress (timeline)? ***

**How are you monitoring progress (timeline)? ***

The plan is monitored and supervised on an ongoing basis; The monitoring committee holds bimonthly meetings with the TS to review progress in the execution of the tasks defined within the actions currently underway.

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

The plan is monitored and supervised on an ongoing basis; The monitoring committee holds bimonthly meetings with the TS to review progress in the execution of the tasks defined within the actions currently underway.

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

The external review will be carried out by the members of the current monitoring committee of the Pablo de Olavide, and the results have been communicated to the Steering Committee.

This review has been carried out by monitoring the progress of the action plan, verifying compliance with the established commitments, reviewing the indicator reports and verifying compliance with the timelines set for each action.

In addition, an EURAXESS evaluator will carry out a pre-evaluation with the aim of preparing the Pablo de Olavide University for the on-site evaluation.

**Additional remarks/comments about the proposed implementation process**

Detailed description and duly justification (max 1,000 words)