uc3m | Universidad Carlos III de Madrid

Actions	Indicators	Evidence and measured data			
		2019	**2020**	**2021**	**2022** **(data at 30/06/2022)**
Recruitment and selection					
R1. Implementation of the Human Resources Strategy for teaching and research staff at UC3M					
	Approval by the competent bodies			Approved by the Government Council 15/4/2021	
	Dissemination to the university comunity (PDI y PAS)			https://www.uc3m.es/hrs4r/estrategia-hrs4r-uc3m LinkedIn posting the week of 6 June Newsletter no. 214 week of 31 May to 6 June 2021 HRS4R Communication Report Link a encuesta HR Excellence	HRS4R Communication Report Current communication campaign: Clicks Web HRS4R & Videos 01.Post Launch: 409 02.Post Did you know that Recruitment...: 68 03. Post Working Conditions...: 221 04. Game " Roulette ": 260 05. Post Did you know that ethical chrompromise...: 88 06. Game "The Voice": 127 07. Post Closing: 55
	No. of visits to the HRS4R website		1.365	1.025	1.482
	Digital signage, social media				Digital ads: 2 Post. Linkedin: 7 Post.
R2. OTM-R UC3M Policy					
	Approval by the competent bodies			Approved by the Government Council 15/4/2021	
	Dissemination to the university comunity (PDI y PAS)- Nueva web OTM-R UC3M		Publication website Sept 2021 Job offer UC3M communication protocol	Linkedin: Post 3 Dec 2021 See actions carried out in Action R1. They are linked R1 and R	
	Ratio of job advertisements published on EURAXESS			35,00%	39,13%
	Evolution of the percentage of recruited candidates of non-Spanish nationality		100/640 15,63%	131/626 20,93%	41/313 13,10%
	Trend in the proportion of applicants from outside the institution	53,91% (69 external candidates out of 128)	56,67% (51 external out of 90)	42,48% (48 external out of 113)	43,18% (38 external out of 88)
R3.Establish assessment criteria for the selection, recruitment and renewal of non-tenured faculty					
	Publication of criteria on the Employment website		82 criteria published on the Job Portal 28 PIF; 25 AD y 29 Associates		83 criteria published on the Job Porta 28 PIF; 25 AD y 30 Associates
	Número de criterios consensuados y publicados en la Intranet (Criterios Selección interna - Renovación)		139 criteria published in the Intranet of PDI (Library 22; Law. 26; Social Sciences. 22; Engineering. 39 and IT 30)		139 criteria published in the Intranet de PDI (Library 22; Law. 26; Social Science. 22; Engineering. 39 and IT 30)
	Approval and dissemination	Policy approval 19/03/2018			
	Evaluation Criteria				
	Evaluation criteria for non-permanent contract teaching and research staff (renewal))		1.176	2.365	1.037
	Pre-doctoral evaluation criteria		620	631	224
	Evaluation criteria for associate teaching staff		2.679	2.360	1.067
	Evaluation criteria for teaching assistants		1.130	753	484

R4. Development of Talent Attraction Programmes at UC3M				
Development, publication and dissemination	I Conv. CONEX-Plus 01/07/2019 y II Conv. CONEX-Plus: 01/12/2019 CDEX PERMANENTES: 05/10/2018 CDEX TEMPORALES: 05/10/2018 Conv. Atracción Talento CAM 2019 Conv. RyC 2019 Conv. JdC 2019 Incorporación Conv. JdC 2019 Formación	Conv. Atracción Talento CAM 2020 Conv. RyC 2020 Conv. JdC 2020 Incorporación Conv. JdC 2020 Formación Call YUFE 2020	Call for Talent Attraction CAM 2021 Conv. RyC 2021 Conv. JdC 2021 Incorporación Conv. JdC 2021 Formación Call YUFE 2021 Convocatoria 30Postdoc: 01/03/2021 BIOENGINEERING CHAIRS 21/05/2021 I Call RECUALIFICACION: 01/07/2021 CDEX PERMANENT AND ECONOMY: 27/09/2021	Call for Talent Attraction CAM 2022 Conv. RyC 2022 Conv. JdC 2022 Incorporación Conv. JdC 2022 Formación II Call RECUALIFICACION: 31/05/2022
No. of calls published	9	5	9	6
No. of participants in the calls for proposals	I CALL CONEX: 66 II CALL CONEX: 55 CDEX: 22	YUFE: 8	30 POSTDOC: 69 I RECUALIF: 64 CDEX: 4 YUFE: 4	Open and pending calls II Call RECUALIFICACION: 35
No. of hires	I CALL CONEX: 20 II CALL CONEX: 10 CDEX: 16 Atracción Talento CAM: 2 RyC: 2 JdC Incorporación: 5 JdC Formación: 3 ERC STG: 1	Atracción Talento CAM: 2 RyC: 5 JdC Incorporación: 1 JdC Formación: 2 YUFE: 1	30 POSTDOC: 30 I RECUALIF: 46 CDEX: 4 YUFE: 1 ERC STG: 3	Open and pending calls ERC CoG: 2
R5. Support for the internationalisation of the Faculty				
No. of proposals submitted	6	10	9	4
No. of coordinated proposals submitteds	2	1	1	4
No. of proposals awarded	6	10	7	Pending
Total budget managed	1.029.576,00 €	762.598,00 €	244.787,00 €	N/A
Number of visitors received, measurable results of the visit (courses given, publications, work conducted)	At the moment there is no monitoring of the results derived from the stays carried out, nor of the courses given, publications or work directed.			
R6. Internationalisation UC3M through the Welcome Portal				
Approval and dissemination			Dissemination December 17th, 2021 Welcome Center for Faculty (WC4F)	
No. of visits to the Portal			665	1040 (January-April)

R7. Employment Portal, improving erecruitment services

Development and publication	Launch of the Job Portal: May 2019 https://www.uc3m.es/empleo/inicio	Improvement of the Employment Portal with updated content	Inclusion of Calls for visiting professors.	Inclusion of support for the **Ukrainian academic community** https://www.uc3m.es/conocenos/ucrania-ayuda
Media	Euraxess, Community of Madrid Employment Portal	Linkedin HHRR Communication Campaigns Report	YUFE job vacancies portal	
No. of visits to the employment website https://www.uc3m.es/empleo/inicio		49.452	53.294	27488
No. of calls published	VISITANTS (0) +predoc (10) +asociates (3) +AD (3) = 16	VISITANTS (0) +predoc (6) +asociates (3) +AD (2) = 11	VISITANTS (4) +predoc (5) +asociates (3) +AD (4) = 16	VISITANTS(7) +predoc (9) +asociates (2) +AD (2) = 20
Services provided		Welcome Center for Faculty International Talent Attraction Programmes (YUFE, CONEX)		
Welcome Center for Faculty			814	634
Nº personas que han hecho el Onboarding			11 (79%) 2021 Onboarding data	8 (62%) 2022 Onboarding data
YUFE			1.119	274
CONEX			2.493	535
Servicio RRHH.O		4.338	4.802	2.598
No. of contracts processed	VISITANTS (0) +predoc (75) +assciates (300) +AD (38) = 413	VISITANTS(0) +predoc (49) +associates (288) +AD (23) = 360	VISITANTES (6) +predoc (40) +asociados (283) +AD (20) = 349	VISITANTS (11) +predoc (15) +associates(no data) +AD (no data)) = 26

R8. Regulation on the use of English in proceedings

Approval by the competent bodies	A draft Instruction on the use of English in UC3M administrative procedures has been presented with the following characteristics: **a) Strengths** - The Instruction provides legal assurance as it establishes the criteria that determine the use of English with legal effectiveness. - It promotes the use of English in administrative activity by admitting English as the only language in those procedures/formalities in which it is possible, and it is considered as a complementary language in the rest.
Dissemination to the university comunity (PDI y PAS)	**b) Weaknesses** - The use of English in administrative procedures is not flexible, as it is limited by Spanish regulations that impose Spanish as the official language. - The Instruction does not list individually the procedures in which English can be used as a legally effective language, but it provides the criteria for determining them. Draft Regulation Use of English

Actions	Indicators	Evidence and measured data			
		2018	**2019**	**2020**	**2021**

Action 2019 - R3. Training the Selection Committee members, committing to compliance with the principles contained in the C&C

Number of people trained. Video viewing	December: 33 people 16 incomplete (no survey)	May/June: 10 people 6 incomplete (no survey)		April/May 2021: 17 answered questionnaire after watching the video: https://youtu.be/m539-Hf-liQ
Number of committees formed on C&C contents (gender-equalized and specialized)	Committees for part-time and full-time non-permanent professors and committees for Full Professors and Associate Professors (See new action R3)			Workshop - How to attract and retain the best talent: OTM-R Recruitment Policies
Merit assessment criteria document. Web publication.	The merit assessment crieria have been published: 27 departments in the categories of Part-time Instructors, Assistant Professors and PhD Candidate (previously agreed by the Committees). (See new action R3)			Publication of OTMR policy Approval by the Governing Council 15/4/2021 Web publication: Sept 2021

Recruitment and selection:

The university is continuously working to improve its hiring processes and its professional evaluation and assessment systems. To achieve this we have established objectives closely aligned with the C&C principles, including:

➔ establish a clear and transparent recruitment and talent attraction policy.

➔ to make more emphasis on advertising calls for applications.

➔ establish independent, specialized and gender-balanced selection committees.

➔ assess merits in a comprehensive qualitative and quantitative manner.

➔ recognize academic and professional mobility in a specific manner, both in the public and private sector.

In conclusion, we aim to find the best fit between candidates and positions, and to achieve so, we are implementing in the processes an appropriate combination of the analysis of the candidate's CV and professional competency tests and interviews, to ensure the hiring of the best candidates.

The recruitment and selection of teaching and Open, Transparent and Merit-based Recruitment of Researchers Policy are an essential part of our Human Resources Strategy. The aim is to have the best talent in the organization, and over the years we have made progress in evolving our recruitment and selection tools and processes.

Our basis is open, transparent recruitment, based on merit and ability. Universidad Carlos III de Madrid is working to adapt its Human Resources policies to best practices in order to incorporate high quality teaching and research staff and to promote their professional development. In this way, scientific and technological progress will be favoured, and as a consequence, the quality of life and welfare of society.

Our evolution in the application of the C&C principles for the recruitment of professors and researchers, as well as the development and implementation of our OTMR-UC3M policy, makes us an institution with clear and transparent recruitment processes. We strive to publicize our processes in different media, most notably on the Euraxess portal along with the use of national and international channels. The double recruitment and selection committees specialized in the areas and competences and balanced in gender, together with the evaluation criteria that both committees agree on, ensure that the people who join the university are the most suitable.

We intend and try to ensure that the assessment of candidates' merits in the selection processes is comprehensive, quantitative and qualitative, specifically recognising experience in academic and professional mobility, both in the public and private sectors. However, in this last aspect we still have *some way to go.*

The selection, hiring and renewal processes for non-permanent, full-time teaching and research staff shall be carried out by the corresponding Hiring Committees and Selection Committees. These independent and specialized committees are renewed every two years. The Selection Committees will be in

charge of making proposals for the coverage of non-permanent teaching and research staff positions. These proposals are made on the basis of the proposals submitted by the Hiring Committees of the Departments. In accordance with the established criteria, the Selection Committees will evaluate and modify, if necessary, the proposals submitted by the Departments and will propose them to the Vice-Rector's Office with competence in teaching staff matters. If they consider it necessary, the Selection Committees may request external reports from experts of recognized prestige.

Recruitment Regulation

OTM-R (Open, Transparent, Merit-based Recruitment)

Selected applicants or visitors have a single point of entry to welcome them. The International team will identify the processes that are activated to receive international visitors, as well as relevant information for their stay and general information about the University. Likewise, once they have arrived at the university, they have access to an onboarding programme that provides them with information and thus facilitates their integration into the university community. **Onboarding UC3M**

Remarks (max 500 words)

Carlos III University of Madrid has been developing several specific talent attraction programmes to attract the best professors and researchers. The talent attraction programmes are aligned with the 9 principles and requirements established in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The selection processes for attracting talent have different phases. Thus, to begin with, through the eligibility review, the proposals and CVs of the candidates are evaluated by **academic panels**, composed of experts from outside Universidad Carlos III de Madrid. Next, **interviews** of eligible candidates are conducted by panels of experienced professors (Department Directors/Deputy Directors and/or Professors), including job competency tests, and with the advice of **recruitment experts** who conduct **competency-based interviews**. It should be specified that the committees must comply with gender balance, as well as with criteria of internationalisation and interdisciplinarity in their composition. It should be indicated that the intervention of the Research Ethics Committee of the Carlos III University of Madrid is ensured.Talent Attraction UC3M

UC3M is a member of the YUFE alliance, which aims to build a new concept of a European, multi-campus, student-centred, inclusive and open university. Through the Alliance we develop mechanisms to facilitate the mobility and training of our employees and the exchange of resources with the aim of creating a single space for research and higher education in Europe. This gives us added value in attracting international talent.YUFE UC3M