



## Supporting to Researchers and their Careers An HR Strategy for the Andalusian Agency of Knowledge (AAC)

### Implementation

In January 2017, the European Commission (EC) recognized with the 'HR Excellence in Research Award' to the Andalusian Agency of Knowledge (AAC).

The granting of the "HR Excellence in Research Award" represents the end of the Initial Phase and the start of the Implementation Phase.

The AAC will continue to count on the support of management for the Implementation Phase. Also, it has informed the HRS4R procedure to all staff, involving them in the process.

During this period, the AAC has been working on the HRS4R process with the main objective of integrating the 'Charter & Code' principles in their own funding criteria and trying ensure that Open, Transparent and Merit based recruitment (OTM-R) is taken into account, requiring host institutions to implement this strategy.

After two years, the AAC must document progress and quality of the actions and accompanying measures (such as embedding the HRS4R process into their current policies and practices) and submit to the EC an Internal Review on how its Action Plan has been implemented.

The Internal Review allows the AAC to assess its own activity and report on the status of achievement for each of the actions previously planned, alter actions or timing of actions if necessary as well as create new actions for the upcoming years.

At the end of 2018, the AAC underwent an Interim Assessment fostered by the EC. The AAC Internal Review is coordinated by the internal working group, composed of AAC EURAXESS Service Centre, Knowledge Transfer and International Programmes Department, Advanced Training Department, Technology & Foresight Studies Department and Direction of Evaluation and Accreditation (under supervision of the Secretary General), in close consultation with the Legal Department, HR Management and Department of Communication.

To carry out the Interim Assessment, the template provided by the European Commission and the indicators defined in the Initial Phase was used as a guide. The following steps took place:

- a) The first step was a meeting of the internal working group, where the ESC provided information about the procedures to be carried out.
- b) The second step undertaken was a revision "gap analysis" of the AAC policies and procedures with respect to the 40 points of 'Charter & Code'. It was performed by the group.

The result of this work can be found in Annex I – AAC Internal Analysis Updated

- c) The third step was a measurement of the indicators to assess progress and quality of the actions and establish accompanying measures, if necessary (Annex X – AAC Indicators Results 17-18)



According to the results of the defined indicators, the established objectives have been reached for the most part.

During this time, the AAC did not launch any new calls on its own. It has only worked on the Andalusian government's calls as a collaborating entity. For this reason, the priorities for the short- and medium term have not changed, the actions defined in the initial phase are adequate to the current needs of the AAC to achieve the established objectives and implement the 'Charter&Code' Principles.

In conclusion, the AAC is in line with legislation and recommendations of best practice but any weaknesses will have to be looked at and possibly some procedures be revised.

Agencia Andaluza del Conocimiento (AAC)  
WORKGROUP for the implementation of  
“HR Excellence in research” Logo  
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