TEMPLATE 4: ACTION PLAN

Case number: 022ES866179
Name Organisation under review:
Universidad de La Rioja
Organisation's contact details:
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SUBMISSION DATE: DECEMBER 21ST, 2022

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of 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	553
Of whom are international (i.e. foreign nationality)	15
Of whom are externally funded (i.e. for whom the organisation is host organisation)	24
Of whom are women	294
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	263
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	12
Of whom are stage R1 = in most organisations corresponding with doctoral level	70
Total number of students (if relevant)	4537
Total number of staff (including management, administrative, teaching and research staff)	305
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	52.006.063,00 €
Annual organisational direct government funding (designated for research)	16.562.067,00€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.127.599,00 €
Annual funding from private, non-government sources, designated for research	99.000€
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
he University of La Rioja (UR) is a public university based in Logroño, La Rioja (Spain). It was created by law in 1992.It is part of Grupo 9 de Universidades,3 which brings together the nine public universities that are unique in their autonomous community, and of Grupo Tordesillas, a network of Ibero-American centers that originated at the First Meeting of Rectors of Universities of Brazil, Spain and Portugal held in June 2000, on the occasion of the commemoration of the 500th anniversary of Brazil, at the Casas del Tratado, in	

Tordesillas. It offers 19 degrees adapted to the European Higher Education Area (Bologna),4 as well as a varied program of master's degrees,5 summer courses, Spanish language and culture courses for foreigners. It has obtained the Campus of International Excellence seal for the Iberus project presented together with the public universities of Zaragoza, Navarra and Lérida.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	Strengths Freedom of research: UR's Statutes states that is responsible for providing the public service of higher education through research accordance with the principles of academic freedom, which is manifested in the freedoms of teaching, research, and study. UR's research staff have the right to exercise their freedom of teaching and Ethics The University of La Rioja is committed to control the ethical aspects of research carried out to comply with the different national and community research ethics codes and regulations. In addition, researchers must comply with the deontological principles of their profession. In addition, UR must comply with the ethical guidelines of National and European research projects, UR also organizes courses on research ethics and ethics conferences. Professional responsibility: Researchers have access to the collective agreement that regulates working conditions. Teaching and research staff (PDI) can apply for permissions and licenses through the employee portal. UR has written instructions on how to avoid it and has anti-plagiarism tools (turniting) The intellectual and industrial property rights of discoveries and works were written at the Statutes. There are various agreements and stable collaborations between research groups and professional associations (Notaries, Registrars, Parliament of La Rioja, Bar Association, etc.) to ensure that research is transferred to society. The UR organises research ethics conferences Professional attitude: The UR provides information on the calls for research funding and the strategic objectives associated with them, as well as the obligations to be fulfilled in the event of obtaining funding. Both the Research Results Transfer Office (OTRI) of the UR Foundation

and the Research Management Service of the UR summarises the characteristics of the new calls and provide information on the obligations of researchers. The UR has a document explaining how to invoice the expenses derived from the projects. The university's strategic plan is currently being drafted with the participation of the entire university community. There is a catalogue of the patents generated by the UR. Also, UR has open repositories.

Accountability UR has a transparency portal, and a regulation on transparency and access to public information. The UR is audited. It has a general audit from the university and specific audits from the research projects.

Good practices: The UR has an occupational risk prevention service and a health and safety committee. The Technical work and Infrastructures Office is responsible for the creation, modification, maintenance, and management of the different campus infrastructures.

IP: UR provides the necessary mechanisms to protect the intellectual and industrial property derived from the scientific research and development activity carried out by its researchers. The UR Foundation designs training programmes on demand for companies and has a regulation on the creation of Technology-Based Companies (CEBICUR PROGRAMME).

Outreach: UR's Statutes define that the dissemination of knowledge and culture in all areas of society is one of its objectives. DIANET web page published papers, theses, and patents. The Scientific Culture Unit (UCC) oversees disseminating the research and to society. The institutional relations and dissemination unit organizes many communication events for society.

Equality: The Statutes of the UR establish the university's commitment to equality. UR's Statutes encourages a balanced presence of men and women, both in collegiate bodies and in management, evaluation or selection commissions and any other work teams that may be formed in the University. UR's research staff has the right not to be discriminated. The Equality and Inclusion Unit works to eliminate the differences between men and women and promoting respect for affective-sexual orientations and diverse identities. UR has an equality plan and an educational guide for the inclusion of the gender perspective in teaching and research.

Evaluation: UR encourages the evaluation of its researchers. its Statutes establishes that UR's teaching shall be periodically evaluated under conditions of objectivity and transparency. The UR has a teaching evaluation office. The evaluation of teaching quality is carried out

	through the DOCENTIA programme. The Social Council allocates additional remuneration for teaching and research staff linked to individual merits after an external committee's evaluation. The teaching evaluation is carried out every 5, and the evaluation of research is carried out every 6 years. R1 researchers are evaluated by an academic commission of the doctoral school. R2 researchers funded by external competitions (Ramón y Cajal Juan de la Cierva etc), are evaluated by their funding agency.
	Weakness
	The Working Group (WG) considers that guidelines on research ethics and good research practices, including co-authorship considerations, should be written. Also Researchers suggest complementing the current training offer with courses on personal data protection, suggest that websites dedicated to communication could be improved. Finally, sugests R2 researchers recruited by UR's self funding program or other externally funded sources such as European projects, should be evaluated.
Recruitment and selection	**Strengths**
	Job offers: There are transparent calls for applications, with profiles based on UNESCO profiles, with broad requirements for access to temporary contracts. The UR selects members of disadvantaged groups according to legal regulations. Application processes are carried out at the same times of the year, with a 15-day deadline. Researcher positions are available on the UR website and set out the appropriate requirements for the different applications. Work is being done to attract international talent, including mobility criteria in the university's own calls to attract talent, María Zambrano calls and Iberus campus calls. In addition, the UR tries to incorporate researchers with ERC, Juan de la Cierva or Ramón y Cajal grants. Postdoctoral appointments specify the maximum duration and objectives of the contract.
	Recruiting: There are clear regulations for the recruitment of consolidated research teaching staff and non-consolidated research teaching staff. Clear scales are published for the positions offered. The current recruiting regulations contemplate maternity leave and other career gaps due to circumstances such as temporary incapacity during pregnancy or other causes for a period of at least three consecutive months. The National Agency for Quality Assessment and Accreditation (ANECA) is currently developing recommendations on the admission of degrees of foreign or national researchers who have been working abroad. The UR considers strict scales to avoid selecting overqualified researchers in the selection processes. The number of recruitment complaints is decreasing every year because UR has defined a

	framework scale.
	Selection: The appointment and composition of the committees is regulated by a norm. For the selection of R3 and R4 researchers, the selection committees are determined in the terms and conditions of the call. The selection committees for the R1 and R2 researchers of the UR's own calls are appointed by the UR. The selection processes are fully transparent, giving all candidates the opportunity to access information about the selection. Everyone who asks for the assessment gets it. Information is provided by mail or in person. The results are published on the University's electronic bulletin boards. In the public examination for established researchers there is a regulated way of confirming creativity and management skills.
	Weakness
	Not all the OTM-R recommendations are followed in the UR's recruitment process.
	The structure of the job offers for established researchers and non-established research teaching staff could be standardized, and should also be written in English
	Researchers believe there is room for improvement within the selection procedures, for example the members of the selection commissions should receive training or include mobility experiences within the scales for job positions. The Working Group believes that not all recruitment processes consider career gaps.
Working conditions	Strengths
	Recognition of the profession: Researchers are professionals and are thus covered by Law 17/2022 on Science, Technology and Innovation and in the Labour Reform Law 32/2021.
	Research environment: UR has launched the Healthy University Project, which aims to turn the university space into healthy lifestyle habits place. UR Atiende is an UR's initiative to attempt to solve the staff's problems that go beyond the ordinary administrative channels. UR also runs courses to increase resilience towards stress. UR promotes the integration of groups in research networks.
	Working Conditions: One of UR's objectives is to promote the conciliation of family life with the professional and educational performance of the university community. Researchers has permission for sabbatical stays and have flexible working hours.

Stability: Science Law and the Labor Reform Law are aligned with the stabilization of research personnel. UR's self-funded program, publishes job offers to attract international talent. UR has created research institutes which, being an independent entity of the university system, facilitates the independent recruitment and stabilization of R2 researchers. UR stabilizes Ramón y Cajal and Beatriz Galindo researchers who are positively evaluated by the National Agency for Quality Assessment and Accreditation (ANECA).

Salaries are in accordance with current legislation and collective agreements. Also as mentioned before, researchers could apply for additional remuneration based upon their performance.

Career development: UR wants to develop a Statute for research staff as a preliminary step to the selection, recruitment, and stabilization of researchers. It also encourages research institutes to hire and consolidate researchers. UR is committed to the stabilization of researchers with Ramón y Cajal and Beatriz Galindo contracts.

Mobility: There are several calls for mobility support within the university plan. The University is interested in increasing its relations with private companies through industrial doctorates and the contracting of researchers in projects between research institutes and companies. The OTRI makes UR visible among companies and institutions by organizing R+D+i and transfer conferences supporting the creation of technology-based companies.

Career advice UR's welcome day workshop talks include information about professional careers. Also, several professional career related activities are performed. The University has an alumni program, called AUREA. The industrial doctorates program collects information that is used to increase the employability of researchers.

Teaching The teaching hours of both the permanent and non-permanent teaching and research staff have their teaching hours stipulated in their contract. R1 and R2 with contracts with teaching duties decide their teaching dedication from the maximum allowed by regulations.

Complaints: UR has a university regulation for complaints, suggestions, and congratulations with a digitally accessible procedure, which are collected by the Vice-Rector for Quality. There is a University Ombudsman, The UR has a harassment protocol

Participation The Statutes of the UR encourage the participation of the university community in decision-making bodies. Researchers are represented in the different boards departments and committees.

	Weakness
	The Working Group considers that RU does should foster professional career advice for example with a mentoring program, and that RU could take additional measures to encourage the researchers' career development, exploring also other ways of stabilizing researchers
	The Working Group considers that collaboration between UR groups and other groups within the university or outside the university could be encouraged, including international projects with private companies.
	The Working Group suggests that it would be desirable to develop a coexistence policy to seek alternative ways of resolving conflicts.
Training and development	Strengths
	Supervision: The UR has a Doctoral Commitment template, that should be compulsory signed by R1 researcher ant his/her supervisor, in which the supervision of doctoral students is established by means of a documentary commitment
	Training: The UR provides training for researchers who supervise doctoral theses in leadership, emotional-education and management. UR organizes training courses for the PDI in which any researcher can enrol, with the prior authorization of their supervisor.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

<u>Please provide the web link to the organisation's HR Strategy dedicated webpage(s):</u>

https://www.unirioja.es/servicios/sgib/investigacion/HRS4R.shtml

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	*GAP Principle(s)*	*Timing (at least by year's quarter/semester)*	*Responsible Unit*	*Indicator(s) / Target(s)*

*1. **Create the UR OTMR policy by updating the recruitment procedures to HRS4R and OTMR criteria.*** *Align contracting procedures to OTM-R's contracting policies, for example:* *Modify the scales of UR's job offers insisting that career breaks are not considered when assessing a candidate's CV.* *Consider interviews as part of the selection process* *Create common pre-established scales for all calls and specific criteria for each call, applying the framework scale for all calls.* *To homogenise the structure of the web page for job calls of applications from consolidated research teaching staff and research staff.* *To offer training courses for researchers participating in committees.* *To include information on career development perspectives in the job offer.* *To decouple the selection of teaching candidates from the departments and to set up an external committee to make the selection. In some cases, to include an external evaluator for the selection process.* *To draw up the UR's calls for applications in English.* *Include relevant information in the welcome manual and on the website.*	*12. Recruitment* *13. Recruitment (Code)* *14. Selection (Code)* *15. Transparency (Code)* *16. Judging merit (Code)* *17. Variations in the chronological order of CVs (Code)*	*3Q 2023* *4Q 2023*	*General Manager*	• *The recruitment procedure is published and is accessible by candidates and UR's staff.* • *All job offers have guidelines for the evaluation of the selection committee.* • *100% of the Selection committees' members are acquainted with the OTM-R selection criteria and have receive training.* • *100% of the rejected candidates receive feedback on their evaluation*
*2. **Consider regulatory changes that would help stabilise research staff, such as the adoption of the figure of Research Staff.*** *Carry out a comparison of the regulations of the Universities with research staff regulations, and write and approve UR´s own regulation.* *To study the possibility of using the call for research excellence incorporation programmes to enable the future stabilisation of researchers.* *Include relevant information in the welcome manual and*	*28. Career development*	*1Q 2024* *2Q 2024*	*General Manager* *Vice rectorate of research Manager of research area*	• *Research staff norm is written and approved* • *Number of researchers with research staff status* • *Number of researchers stabilized.* • *80% satisfaction in the quality survey*

on the website.				
3. Improve the employability of R1 and R2 researchers. *Develop guides and materials to explore career options, (including a document on career options, Guide to individual support, etc.) and publish them in an online space.* *Provide training for researchers on career options, through presentations on career guidance to new doctoral students.* *Reactivate the UR Alumni programme, AUREA. Include relevant information in the welcome handbook and on the website.*	*28. Career development*	*1Q 2024* *2Q 2024*	*General Manager* *Vice rectorate of research* *Manager of research area*	• *Guide of career option published online* • *Organize an annual career development workshop. 90% of the R1 and R2 researchers should have attended at least one of the workshops.* • *Career development initiatives are included in the welcome manual.* • *AUREA program includes at least 20% more UR's alumni* • *80% satisfaction in the quality survey*
4. Design a pilot Mentoring Programme to support career development for researchers. *Design a pilot mentoring programme on research career options for R2 researchers following the methodology developed in the REBECA project of Euraxess. In the pilot version, profiles with a diverse professional career will be sought to be the candidates for mentoring and a selection of R2 researchers from different areas of knowledge. Evaluate the pilot programme, redesign and make it available to all researchers. Include relevant information in the welcome manual and on the website.*	*28. Career development* *30. Access to career advice*	*1Q 2025* *2Q 2025*	*Vice rectorate of research* *Vice rectorate of alumni*	• *A pilot mentoring program for R2 researchers is performed* • *Once defined the final mentorship program will include 50% of the R2 researchers* • *70% satisfaction in the quality survey*
5. Enhancing the mobility of researchers *Create specific travel grants for R1s,* *Include international mobility experiences and experience in private sector research in the scales of the University's job offers.* *Incorporate external agents from the UR's research ecosystem, both foreign and industrial, in evaluation commissions.* *Encourage the internationalisation of researchers by generating projects with international*	*29. Value of mobility*	*2Q 2023* *2Q 2024* *2Q 2025* *2Q 2026* *2Q 2027*	*Vice rectorate of research* *Manager of research area*	• *Number of R1 researchers applying for travel grants* • *Number of selection commissions incorporating external members.* • *Number of international projects with companies formalized*

companies.				
6. Display the communication events developed by the UR. *Improve the UR's communication pages, especially the Campus Iberus page. Include relevant information in the welcome manual and on the website.*	*9. Public engagement.*	*3Q 2024*	*Communication department*	• *Number of events posted* • *Number of visits to the new webpage,* • *80% satisfaction in the quality survey*
7. Promote initiatives to disseminate equality. *Highlight the actions carried out for the dissemination of equality in the UR.*	*10. Non discrimination 27. Gender balance*	*1Q 2024 1Q 2025 1Q 2026 1Q 2027*	*Gender equality unit*	• *Number of events posted* • *Number of visits to the new webpage,* • *80% satisfaction in the quality survey*
8. Draft and approve a law on coexistence. *To develop coexistence regulations by establishing the bases for coexistence in the university environment, promoting the preferential use of alternative methods of resolving conflicts that could alter it, or that prevent the normal development of the essential functions of teaching, research, and knowledge transfer and, on the other hand, by updating the sanctioning regime for university students.*	*34. Complains/ appeals*	*2Q 2023*	*Vice rectorate of research Manager of research area*	• *Law is published at the UR's website* • *Number of conflicts reported* • *Number of conflicts solved* • *70% satisfaction in the quality survey*
9. Foster UR internal and external collaborations: *To promote collaboration between research groups or departments. To create structures such as centres or institutes To apply for networks of excellence in national calls for proposals. To improve the infrastructure and scientific and technical equipment. To promote inter multi- or trans-research networks.*	*23. Research environment*	*2Q 2023 2Q 2024 2Q 2025 2Q 2026 2Q 2027*	*General Manager*	• *The number of collaborations between research group is incremented in a 20%* • *Two new university institutes were created* • *Number of proposals presented increased in a 20%* • *Number of infrastructure related calls applied increase in a 20%* • *The participation in research networks increases in a 20%*
10. Write a good research manual including research ethical issues *To write a document on good research practice, including sections on co-authorship, personal data protection and research ethics.*	*1. Research freedom 2. Ethical principles 3.Professional responsibility 32. Co-authorship*	*2Q 2025*	*Ethics Committee*	• *Good research manual is published at the web* • *Number of downloads or visits to the webpage done*
11. To create a work-life balance policy or norm for researchers	*24. Working conditions*	*2Q 2023*	*General manager Vice rectorate*	• *Work-life balance policy published*

To be included at researchers' policies compendium, and implement this policy			*of research Manager of research area*	• *70% of satisfaction in quality surveys*
12. Design a process for the evaluation of researchers hired by research projects. *To carry out an evaluation of the researchers recruited under research projects and those financed by the UR self funded calls for proposals, providing them with a certification of the evaluation.* *Include relevant information in the welcome manual and on the website.*	*7. Good practice in research 11. Evaluation/ appraisal systems, 36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision*	*3Q 2023*	*Vice rectorate of research Manager of research area*	• *Set a commission to define the evaluation templates for R2 non-permanent researchers.* • *100% of non-permanent researchers are evaluated using these templates.* • *At least 70% satisfaction in the quality survey.*
13. The creation of a Research ethics Committee *To define the praxis in the area of research ethics.* *Include relevant information in the welcome manual and on the website.*	*2. Ethical principles*	*3Q 2024*	*General manager Vice rectorate of research*	• *Committee is appointed* • *Ethical instructions were published* • *Number of consultations to the ethical committee* • *70% satisfaction in the quality survey*
14. Write a welcome handbook. *Write and update annually the welcome manual (in digital version), available in Spanish and English.* *Present its contents in the welcome sessions for new researchers.* *Include relevant information in the welcome manual and on the website.*	*All*	*2Q 2023 3Q 2023 2Q 2024 2Q 2025 2Q 2026 2Q 2027*	*Manager of research area*	• *Welcome manual is published at the web* • *Number of downloads or visits to the webpage done* • *Number of actualizations performed* • *70% satisfaction in the quality survey*
15. Launch, awareness raising, communication in HRS4R and OTM-R and evaluation. *Project kick-off.* *Awareness-raising seminar for researchers and managers (e.g. in the framework of the annual researchers' conference).* *Elaborate contents in Spanish and English for the HRS4R website.* *Periodically evaluate the level of knowledge and involvement of researchers.*	*All*	*Q4 2023 Q4 2024 Q4 2025 Q4 2026 Q4 2027*	*General manager Vice rectorate of research*	• *All UR's researchers have been informed about the awareness session and encourage to attend, either life or watching a video of the session.* • *All the documents generated plus other related documents were posted on the webpage.* • *The involvement of researchers increases in successive evaluations.*

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

In the Action Plan described above there are several actions that deal with specific elements of the principles of open, transparent, and merit-based recruitment.

Actions 1 and 15 address the provision and dissemination of guidelines that establish clear contracting procedures and practices.

With the publication of scientific employment announcements on EURAXESS and in other international academic platforms, UR will guarantee the dissemination of job offers to a wider audience by increasing the internationalization of researchers. In addition, a special effort will be performed to attract researchers that belong to underrepresented groups.

The main actions that will be carried out to address the principles of the OTM-R will be

: 1. Define an OTM-R recruitment policy: include in the quality manual the criteria described in C&C AND OTM-R» and

2: Launch, awareness, and communication on HRS4R and OTM-R » The strengthening of researchers' knowledge about the principles of the C&C in UR will include the dissemination of these principles at the institution, and the inclusion of the procedures in the Welcome meeting. These tasks will be implemented by the General manager and the OTM-R WG

To assure the OTM-R principles, UR will update its recruiting procedure including the C&C principles.

Based on the results of the OTM-R checklist, UR will update the following actions:

1.   Advertising and application phase:

•   Update the recruitment regulations. Publish it online in English and Spanish.

•   Write and publish on the web, in English and Spanish, the norms for the recruitment of the researchers and the regulations for the incorporation of researchers

•   Make offers more accessible by publishing them on international portals.

•   To inform about the selection procedures.

2.   Evaluation and selection phase:

•   Include in the scale's indications to favor access to vulnerable groups

•   Provide feedback to selected and unselected candidates.

3. Appointment phase:

• Improve and communicate career development for researchers by publishing information in the website and at the welcome meeting,

• Monitor and assess whether the OTM-R system is being implemented. UR will also adopt a quality control system that will check (internally) the whole recruitment process.

At the end, the OTM-R system will implement the following principles:

1. REVIEW CURRENT OTM-R POLICY, PRACTICES AND PROCEDURES

UR will carry out an initial review of the current system.

2. DEVELOP AND PUT IN PLACE A REVISED OTM-R POLICY

The OTM-R policy will encourage external applicants by:

a) Providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable.

b) Posting a clear and concise job advertisement with links to detailed information.

c) Ensuring that the levels of qualifications and competencies required are in line with the needs of the position.

3. PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published on the UR's website. The OTM-R policy will be complemented with templates for the process.

4. QUALITY CONTROL SYSTEM

As mentioned, the whole recruitment process is administered by the HR staff in collaboration with the human resources committee, and both the (review of indicators and level of implementation of each proposed action).

5. ESTABLISH OR ADAPT AN INTERNAL OTM-R GUIDE

As mentioned, an internal guide setting out clear and explicit rules and procedures for the recruitment of all researcher positions, and their templates, scales, etc. will be available on the intranet following the European Framework for Research Careers, which identifies four broad career profiles for researchers (R1-R4).

The guide will address all the issues in the toolkit which sets out, in chronological order, the whole recruitment process, from the job advertising/application phase through to the appointment phase.

6. TRAINING AND AWARENESS-RAISING WITHIN THE INSTITUTION

Training sessions will be provided to all those who are involved in the recruitment process.

Communication meetings will include updates regarding the use of the OTM-R guide.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

The design of this plan has allowed the development of a governance model, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research, which, in turn, will allow UR to be in line with its European competitors.

Therefore, regardless of the duration of the evaluation process to obtain the HR Award, the implementation of the plan will begin in the Second quarter of 2023.

It is planned to perform an introductory meeting to all the UR's members about the HRS4R implementation, in which a call for volunteers to integrate the different committees will be done. Leaders of the different actions, and the technical secretariat will be appointed. Periodic meetings with representants of UR's units will be scheduled to receive their input

The implementation process will be carried out through four different levels of responsibility:

1. The Steering Committee of HRS4R (SC) will be the maximum responsible and will supervise the implementation process on a regular basis. It will be integrated by the UR's management. The SC will be responsible for coordinating the implementation and monitoring of the measures derived from HRS4R.

2. Training and mobility Committee and Ethic and Complaints Committee will consist of 6-8 members including members of the administrative and research staff (R1 to R4) These members will be voluntary It will coordinate the deployment of the HRS4R Action Plan and will also oversee quality control.

3. The Human Resources Committee, will be composed of the UR's General manager that will delegate into an UR's HR officer. Other members of the administrative staff and researchers involved in recruitment processes, will be invited to participate. It will coordinate the deployment of specific actions related to OTM-R of the HRS4R Action Plan and will also oversee quality control and monitoring of the indicators.

4. The Project Leader (PL), will be the Vicerector of research, that will report to the SC, and will be

supported by the above-mentioned committees for deliverables development and progress and will support the SC in their control and follow-up of indicators. The PL will also be responsible for the workflow of the Plan: an easy-to-access tool for information, regular meetings, ad-hoc subcommittees with key people for specific issues, quality control and international reference perspective will be developed.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the different members of the three committees were selected, an initial meeting will be held with the PL to evaluate the tasks necessary for the fulfilment of the actions. Each committee will meet every three months with the PL to report on the progress of the tasks defined and the problems encountered. The PL will inform and hold semi-annual meetings with the Steering Committee. Progress will be analysed by monitoring the indicators defined for each action.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	As previously seen, the research community (R1-R4 and non-research staff) will be part of the Committees. They will be involved in the design of the actions, the pilot tests deployment and the periodic surveys developed by the PL. In addition, one or several directed-researchers surveys will be launched (to learn more about researcher´s awareness of HRS4R criteria, to identify training needs, etc.) Through ACTION 13. The launch, awareness and communication of both the HRS4R and OTM-R, are designed with the objective of sensitising the research community about the C&C and OTM-R criteria as well as to report on its application progress. At least once a year an email will be sent to the entire research community to explain the progress in the implementation of the action plan. The committees will be responsible for the

	implementation of most relevant actions. e.g.: the improvement of the performance assessment tool, the mentoring programmes, training for supervisors, or the update and dissemination of Good Practices Guidelines, etc. These working groups will integrate staff from different units, representing the institutional diversity.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	Some of the actions defined in this action plan are already included in the UR's Strategic Plan that is currently being designed. The HRS4R strategy is totally aligned with the strategy of the centre, which establishes the need to build a team of people aligned with the organisational model, based on OTM-R policies, which implies promoting and energising the development of people and talent as well as facilitating an efficient organisational model. The PL will also be responsible for verifying that UR policies are consistent with the HRS4R and the actions developed within these action plans.
How will you ensure that the proposed actions are implemented?	The Steering Committee will check potential deviations from the original calendar, in order that contingency measures can be adopted to solve the problems and to accelerate the process. Finally, an internal audit will be carried out in the fourth year of implementation.
How will you monitor progress (timeline)?	A continuous supervision and monitoring of the plan will be established, as one of the main roles of the PL. In this sense, the committees will hold quarterly meetings with the PL to review the development of the implementation of the tasks according to the Plan schedule.
How will you measure progress (indicators) in view of the next assessment?	All previously detailed indicators will be included in the UR's scorecard and will be checked at least biannually to find evidence of any deviation from the HRS4R or the internal policies. Close to the end of the second year, it will be sent a new survey to all the employees, to assess again

	their satisfaction and awareness on HRS4R policies and actions implemented. The results of said survey will be analysed and considered for further actions. After 24 months, the final report will be submitted for formal interim assessment. The evaluation templates available in EURAXESS will be used for these reports. These reports will be approved by the Steering Committee.