

HR STRATEGY - ACTION PLAN

Name Organisation under review: UNIVERSIDAD PÚBLICA DE NAVARRA

Organisation’s contact details: Vicerrectorate of Research, Campus Arrosadia, 31006 Pamplona, Spain. Email: vicerrectorado.investigacion@unavarra.es

Web link to published version of organisation’s HR Strategy and Action Plan:

<http://www.unavarra.es/investigacion/hrs4r-in-upna>

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1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	972
<i>Of whom are international (i.e. foreign nationality)</i>	20
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	45
<i>Of whom are women</i>	446
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	396
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	136
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	440
<i>Total number of students (if relevant)</i>	8,164
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1,541
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	71,410,016 €
<i>Annual organisational direct government funding (designated for research)</i>	16,685,182 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	4,003,912 €
<i>Annual funding from private, non-government sources, designated for research</i>	1,556,764 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Established in 1987, the Public University of Navarre (UPNA) (www.unavarra.es) is a young and modern university with around 7,000 undergraduate students and 1,000 postgraduate students. It is among the top third of Spanish universities according to its productivity (ISSUE-P ranking source http://www.u-ranking.es/en/analisi.php), and stands out because of its quality research, achieving a high position among the leading research universities in Spain, especially in fields such as Smart Cities, Advanced Materials, Economics and Food Chain. Research is conducted by around 1,000 people organised in 22 Departments, 4 Research Institutes and 104 research groups.</p>	

2. NARRATIVE

Ethical and professional aspects

The Statute of the university supports and promotes research freedom as one of its essential functions. University research staff has no limitation to apply to any call or topic, as well as to get involved in any privately funded research. R1 researchers are particularly reported on originality, innovation and plagiarism. Among R2, R3 and R4 researchers, these principles are observed but not gathered in any document. The university Research Service regularly informs the researchers about OpenAccess requirements and open repositories. It also organizes meetings with the researchers to explain the need for protection and the way to combine the protection procedures with the publication of results. It has also has clear regulations on IPR and a clear procedure for the communication and protection of the research results. Researchers are also supported by administrative and technical staff in their purchasing, accountancy, payments, financial management and financial reporting of funds. In addition, there is a Knowledge Transfer Unit for results exploitation and commercialization, and the Doctoral School organizes complementary learning activities for young researchers with topics related to dissemination and valorisation of research results.

The university has an Ethics Committee since 2004 that supervises the research activities affected by ethical laws, although its procedures should be more visible. The Units for Scientific Culture and Public Understanding of Science help researchers spread their research and results among the society. Unfortunately, researchers are not always familiar with their activities. In addition, the number of events and activities of science with and for society is low.

The university's Statute clearly states the principles of non-discrimination. In particular, there are a Gender Equality Unit, with a Gender Action Plan included in the Strategic Plan, and a Social Action Unit that support the implementation of non-discriminatory principles.

R3 and R4 researchers are evaluated under national and regional regulations and systems. For R1 researchers, there are clear evaluation procedures set by national laws and University's Doctoral School. There is nevertheless a lack for an evaluation system for excellent researchers.

Concerning good practices in research, the university has an internal Health and Safety Unit that watches over the compliance of the legislation and safe working practices. They also have a plan and inventory of health and safety risks. However, the researchers hardly know all this information about health and safety. IT service of university provides back-up systems to minimize IT disasters but they are not accessible to all researchers.

The university has recently developed and published its Strategic Action Plan 2016-2019, with clear specific goals for Research. Courses and information days are regularly organized to report the researchers on funding mechanisms and opportunities, as well as on the requirements of specific projects, programs and calls.

The university does not have a Code of Best Practices in Research to collect all this information and make it available for the researchers, nor a Welcoming Service for new researchers and professors.

Recruitment

The university has clear and transparent regulations and rules for the recruitment of professors and lecturers. However, regulations for researchers' recruitment are not so detailed, and consequently new regulation has to be developed. Present regulations guarantee non-discrimination and include complaints mechanisms. Selection criteria and composition of the selection committees are reviewed and controlled, particularly by Vicerectorates for Research and Teaching Staff, as well as by Human

Resources and Research Services. There are written guidelines for the advertising of positions, although a greater effort has to be done to attract researchers from abroad.

Present regulations take into account qualification and research experience, and evaluate merits based on the adaptation to the work to be carried out and without penalizing chronological variations. In the process for recruitment of researchers, the scales guarantee the recognition of qualifications, mobility, merit and seniority assessment.

The Code of Best Practices in Research should incorporate a Chapter concerning Researcher Recruitment that summarizes the new Regulation for Recruitment of Researchers and includes issues such as process, committees' reports, best practices for selection committees, advertising of positions, etc.

Working conditions and social security

All researchers, including R1, have employment contracts and included within the group of Teaching and Research Staff. They all, including R1, have social security protection and are paid accordingly to their professional level. Researchers are provided with the appropriate equipment and facilities. Benefits, advantages, conciliation measures and licenses established in national legislation are fulfilled and promoted. Stability of employment is determined by law and economic resources. Positions are clearly established for professors and lecturers, but new regulation for researchers' recruitment should include and detail the possible contractual figures.

The university has a professional development strategy for its researchers that specifically includes access to career guidance. In the case of R1s, the Doctoral School of Navarra, the thesis' supervisors and the academic commissions of the Doctorate Programs play a key role. The university also promotes mobility with specific calls for grants and academic licensing. Regulations establish the framework to make teaching and research compatible. In the case of R1, research is prioritized together with a small teaching dedication, which is valued in the evaluation systems.

As indicated before, regulations clearly establish the complaint mechanisms. However, the university does not have a specific procedure to solve conflicts between supervisor and R1. Such a procedure should be developed and incorporated to the Code of Best Practices for Research.

Training

Internal regulations of the Doctoral School of Navarra identify the duties of both PhDs and supervisors. Supervising activities include two annual reports on the research plan and the training activities of the R1 researchers. Both R1s and supervisors use dedicated web platforms. However, welcome workshops for R1, as well as a Welcome Service for both new professors and researchers, are found to be needed in order to help the new researchers and guest researchers get to know regulations and procedures.

A wide range of courses and other training activities are organized for R1. In addition, the university promote assistance of R1 to conferences with travel grants. The number of calls for these grants make it necessary to incorporate all of them into a single annual calendar. The Research Institutes of the university, recently created, have to be encouraged to organize dissemination days and training activities especially for new researchers. The employment rates and quality of jobs of PhDs are issues that should be analysed in order to improve the Doctorate Programs and try to keep them in line with industry needs.

Although university promotes PhD supervision and recognizes these activities in the teaching curricula of the professors and teachers, requirements to be thesis supervisor or tutor should be updated in order to include non-permanent researchers. Finally, regulations should also incorporate a protocol to solve conflicts between supervisor and R1, as indicated before.

3. ACTIONS

According to the Gap Analysis shown in the first document and the results of the surveys to the R1, R2, R3 and R4 researchers, a list of actions was determined in order to fill in the detected gaps and that way improve the compliance with the C&C principles (list of actions shown in Table II).

Then, and in order to select the most important actions, a prioritizing analysis was carried out. As shown in Table I, the actions were first analysed according to two critical factors, namely the capacity to tackle the action and the control of its implementation. Then, three contrast factors were defined to grade the actions. These factors were Impact on strategy, Impact on C&C principles and Impact on researchers according to the analysis of the survey results. Factors could take values from 1 (less impact) to 5 (highest impact). Once the actions were ranked, it was finally decided to implement in the first phase the actions with combined contrast greater than or equal to 10.

As a result of the prioritizing analysis, the list of prioritized actions is shown, including their corresponding timing, responsible unit, participants and indicator(s) (Table II).

Finally, a complete description of all the Actions to be implemented is given, including those addressing the implementation of Open, Transparent, Merit-Based Recruitment principles (OTM-R).

TABLE I. Prioritization of the Improvement Areas to tackle in the ACTION PLAN
(Complete actions with their timing, responsible unit, participants and indicators shown in Table II below)

Critical factors: Capacity to tackle the action and control its implementation (y/n)

Contrast factors: Impact on strategy, impact on C&C principles and Impact on researchers (analysis of the survey) (1 to 5)

First implementation phase: Actions coming to combined contrast above 10

	Improvement Area - Action Required according to Gap Analysis	CRITICAL FACTORS		CONTRAST FACTORS			Critical (Y/N)	Contrast (Σ)	Overall (Critical + > 10)
		Capacity	Control	Impact on Strategy (Institutional Strategy Plan)	Impact on C&C principles	Impact on researchers (survey)			
1	Code of Good Practices for Research, including all the provisions arisen during the Gap Analysis (Principles: 1, 5, 8, 31, 32)	Y	Y	5	5	5	Y	15	YES
2	Creation and implementation of a general Welcome Services for new Researchers and Professors (Principles: 12, 23, 24)	Y	Y	5	4	5	Y	14	YES
3	Improve the dissemination to UPNA community about the activities carried out by UCC and the service they give to researchers (Principles: 6, 8, 9)	Y	Y	5	3	4	Y	12	YES
4	Training actions and sessions focused on PhD supervisors (Principles: 30, 37)	Y	Y	4	4	4	Y	12	YES
5	Establishment of evaluation systems for excellent researchers (Principles: 11)	Y	Y	3	4	4	Y	11	YES
6	Development of a new regulation for the recruitment of researchers (Principles: 12, 13, 14, 15, 25)	Y	Y	4	5	2	Y	11	YES
7	Yearly introductory and welcome conferences for R1s (Principle 36):	Y	Y	4	4	3	Y	11	YES
8	Change of the requirements for being thesis supervisor (Principles: 40)	Y	Y	3	3	5	Y	11	YES

9	Organization and participation in more events and activities of science with and for society (Principles: 8, 9)	Y	Y	5	3	2	Y	10	YES
10	Establishment of mediation and conflict resolution protocols for R1s with supervisors (Principles: 34, 36, 40)	Y	Y	2	4	4	Y	10	YES
11	Establishment of annual list and calendar of internal calls for R1s (Principle 38)	Y	Y	3	3	4	Y	10	YES
12	Training and dissemination sessions in Research Institutes (Principle 38)	Y	Y	4	2	4	Y	10	YES
13	Development of a study about work placement and employability of PhDs (Principles 33, 39)	Y	Y	3	3	3	Y	9	NO
14	Make more accessible and visible to researchers all the information about health and safety (Principles: 7)	Y	Y	2	3	2	Y	7	NO
15	Explore the range and scope of the given IT backup service and make it more accessible to researchers (Principles: 7)	Y/N	Y	2	3	2	Y	7	NO
16	Improve the visibility of the Ethics Committee procedures (Principles: 1, 2, 3, 4)	Y	Y	2	3	1	Y	6	NO

TABLE II. PRIORITIZED ACTION PLAN

**Actions to be addressed in the first implementation phase (Include their corresponding timing, responsible unit, participants and indicators)
 (A complete description of these actions is given in the following section)**

	Title Action	Principles	Timing	Responsible Unit		Indicator
	Improvement Area - Action Required according to Gap Analysis			Responsible	Participants	
1	Code of Best Practices for Research, including all the provisions arisen during the Gap Analysis	1, 2, 3, 5, 8, 13, 14, 15, 16, 31, 32, 34	January 2017 till March 2018	Vicerrectorate for Research	Vicerrectorate for Research, Research Service, Human Resources Service, Research Committee, Doctoral School	Board of Government endorsement for new code
2	Creation and implementation of a general Welcome Services for new Researchers and Professors	12, 13, 23, 24, 36	January 2017 till March 2018	General Management	General Management, Vicerrectorate for Research, Vicerrectorate for Teaching Staff, Human Resources Service, Research Service, Doctoral School of Navarra Organizational Unit	Implementation of the new Welcome Services. Feedback from new Researchers and Professors
3	Improve the dissemination to UPNA community about the activities carried out by UCC and the service they give to researchers	6, 8, 9	Continuous (all the first implementation phase)	Unit for Scientific Culture	Unit for Scientific Culture, Unit for knowledge dissemination	Continuous monitoring of the effect: number of both activities and researchers making use of the service. Positive evaluations from researchers.

4	Training actions and sessions focused on PhD supervisors	30, 37	Continuous (all the first implementation phase)	Doctoral School of Navarra	Doctoral School of Navarra	Number of offered courses and training actions (Min. 4 per year)
5	Establishment of evaluation systems for excellent researchers	11	January 2017 till December 2017	Vicerrectorate for Research	Vicerrectorate for Research, Research Committee, Board of Governors	University Social Council endorsement for the new evaluation system
6	Development of a new regulation for the recruitment of researchers	12, 13, 14, 15, 25	January 2017 till June 2017	Vicerrectorate for Research	Vicerrectorate for Research, Vicerrectorate for Teaching Staff, Research Committee, Human Resources Service	Board of Government endorsement for new regulation
7	Yearly introductory and welcome conferences for R1s	36	September 2017, September 2018	Doctoral School of Navarra	Doctoral School of Navarra	Realisation of the Welcome Conferences (2 per year). Positive evaluations from R1
8	Change of the requirements for being thesis supervisor	40	September 2018	Doctoral School of Navarra	Doctoral School of Navarra, Vicerrectorate for Research	Board of Government endorsement for the new requirements
9	Organization and participation in more events and activities of science with and for society	8, 9	Continuous (all the first implementation phase)	Unit for knowledge dissemination	Unit for knowledge dissemination	Continuous monitoring of effect: number of events and people participating in them. Positive evaluations from researchers

10	Establishment of mediation and conflict resolution protocols for R1s with supervisors	34, 36, 40	January 2017 till June 2018	Doctoral School of Navarra	Doctoral School of Navarra	Board of Government endorsement for the new protocol. Reduction in the number of conflicts between R1s and supervisors
11	Establishment of annual list and calendar of internal calls for R1s	38	January 2017 till September 2017	Doctoral School of Navarra	Doctoral School of Navarra, Research Service	Continuous monitoring of effect: number of positive evaluations from R1
12	Training and dissemination sessions in Research Institutes	38	Continuous (all the first implementation phase)	Research Institutes	Research Institutes, Vicerrectorate for Research	Sessions on offer per year per Research Institute (Min. 2)
13	Development of a study about work placement and employability of PhDs	33, 38	Not carried out in this period	Doctoral School of Navarra	Doctoral School of Navarra, Research Institutes, Vicerrectorate for Students and Employability	Report on work placement and employability of PhDs
14	Make more accessible and visible to researchers all the information about health and safety	7	Not carried out in this period	Human Resources Service	Human Resources Service, Occupational health service	Information on health and safety available and translated on institutional website
15	Explore the range and scope of the given IT backup service and make it more accessible to researchers	7	Not carried out in this period	IT services	IT services, Research Service	Report on IT backup service accessibility and needs
16	Improve the visibility of the Ethics Committee procedures	1, 2, 3, 4	Not carried out in this period	Vicerrectorate for Research	Vicerrectorate for Research, Ethics Committee, Research Service, Communication Service	Information on Ethics Committee procedures and rules available and translated on institutional website

Description of the actions

Action 1 - Code of Best Practices for Research, including all the provisions arisen during the Gap Analysis

During the internal analysis process, it has been found that many of the research principles, rules, ethics, rights and recommendations weren't well established and gathered into a single document. This document, a "Code of Best Practices for Research in Universidad Pública de Navarra" should represent the main basic guidelines and reference document for all researchers in our University.

The document will aim at collecting a set of rules, obligations, recommendations and rights applicable to all research staff in Universidad Pública de Navarra with the objective of defining a framework of ethical behavior, principles, rights and commitments, all of them with the final goal which is to reach the highest quality of the research output.

The Code of Best Practices for Research will include the key documents, mainly those related to the evaluation of researchers, their recruitment and training, and also containing their rights and obligations, that are of interest for all researchers. All these documents will be translated into English and made publicly accessible.

The outcome of this action will result not only in an improvement of the information available for researchers but it will be also beneficial for the University itself, increasing the transparency of its HR strategy and policies.

It has been concluded that this action has an influence on 12 of the 40 principles of the Charter & Code (1, 2, 3, 5, 8, 13, 14, 15, 16, 31, 32, 34), and for that reason it has been highly prioritized in the list of actions to be carried out within this plan.

This action, considered the primary, most important action to be carried out, will be led by the Vice-rectorate for Research and the Research Service and will involve continuous work and interaction with other services in our University such as the Human Resources Service, the Research Committee, and the Doctoral School.

The action will start right away after the approval of this action plan and it is expected to be concluded before spring 2018.

Action 2 - Creation and implementation of a general Welcome Service for new Researchers and Professors

During the internal analysis of the compliance with principles 12, 13, 23, 24, 36, the need for a Welcome Service for Professors, Researchers and Doctoral Students arose.

Moreover, in the current Strategic Plan in Universidad Pública de Navarra there is a clear institutional commitment to implement and start up such a Welcome Service. That is one of the reasons why this action has been highly prioritized, and will ensure university's commitment and allocation of funds to this new service to be implemented.

The action will consist in the establishment of a whole new Service for Professors, Doctoral Students, and Researchers in our University, led by the general management of the University and involving almost all existing services and units.

This service will give guidance and help all those newly arrived at Universidad Pública de Navarra, but will also help existing professors, researchers and doctoral students to better understand the structure and services of the University, providing advice on regulations, rights and responsibilities.

This action will start in early 2017 and it is expected to be fully implemented before spring 2018.

Action 3 - Improve the dissemination to UPNA community about the activities carried out by UCC and the service they give to researchers

The analysis of UPNA's compliance with principle 9 of the Charter & Code has risen up the need to better spread and disseminate to UPNA's researchers about the activities carried out by its Scientific Culture Unit (UCC stands for "Unidad de Cultura Científica" in Spanish).

Universidad Pública de Navarra created in 2007 this new UCC Unit in order to help researchers spread their research and results among the society at large and improve public's understanding of their science.

The action, that will be continuously implemented and monitored during the whole length of the Action Plan, will consist in dissemination activities and meetings with university departments, research groups and research institutes in order to let them learn about UCC's service and engagement charter, and offer their knowledge and support in the broad dissemination of their research results and activities.

This action will not only have a great influence in the implementation of principle 9 of the Charter & Code but also will help to the better compliance with principles 6 and 8.

Moreover, information about UCC and provisions on science dissemination and communication of Science to Society will be included in UPNA's Code of Best Practices of Research (first action to be undertaken).

Actions to be carried out by the Doctoral School (EDONA - Escuela de Doctorado de Navarra) - Actions 4, 7, 8, 10 and 11.

During the analysis of all those principles of the Charter & Code included in the area "III. Working conditions and social security" with special influence over the rights and working conditions of young and doctoral researchers, and also when analyzing the whole area "IV. Training", we have detected many gaps to be corrected with actions to be carried out by the Doctoral School. These are:

- **Action 4 Training actions and sessions focused on PhD supervisors** (principles 30 and 37) that will converge in the abilities of supervisors to guide and give professional advice to the researchers they are supervising. This action will be continuously implemented during the first phase of the Action Plan.
- **Action 7 Yearly introductory and welcome conferences for R1s** (principle 36). The Doctoral School will set up yearly introductory and welcome conferences for new R1s that will allow

them learn, at the very first stage of their career at UPNA, about all their rights, benefits, available resources, obligations and responsibilities. This action will be deployed during the beginning of the course 2017/18 (Sept 2018) and it is expected to be done over every year.

- **Action 8 Change of the requirements for being thesis supervisor** (principle 40). It has been found that, even though many non-permanent researchers are very well qualified to be thesis directors and supervisors, internal regulations do not allow them to do it. The action will consist in the modification of the requirements to be supervisor or tutor of doctoral thesis, in order to include also non-permanent professors that may be qualified for it. This new regulation could be fully in force by summer 2018.
- **Action 10 Establishment of mediation and conflict resolution protocols for R1s with supervisors** (principles 30, 36 and 40), that will help the Doctoral School to facilitate open communication with R1s and their supervisors and will also provide guidelines for resolving conflicts between them. This protocol is expected to be fully implemented and fully operational before summer 2018.
- **Action 11 Establishment of annual list and calendar of internal calls for R1s** (principle 38), integrating all calls and internal plans of resources for R1 researchers (funds for mobility, research grants....). As well as the former action, it is expected to be implemented during the beginning of the course 2017/18 and repeated yearly.

Action 5 - Establishment of evaluation systems for excellent researchers

The analysis of principle 11 of the Charter & Code has revealed that there are not proper evaluation systems for excellent researchers.

The Vice-rectorate for Research is well aware of this lack of a proper appraisal system for Excellent Researchers in our University and has made a commitment to develop, agree, approve and introduce a new evaluation/appraisal system for them before the end of 2017. In the action will also participate the Research Committee of the University and the Board of Governors, evaluating and endorsing the new evaluation system.

Action 6 - Development of a new regulation for the recruitment of researchers

One of the actions to be undertaken in this implementation phase in Universidad Pública de Navarra that has an enormous influence on the principles of the Charter & Code, is the development of a whole new internal regulation for the recruitment of researchers.

This action will involve almost all Units and Services in our University and will consist in the development, agreement, approval and introduction of a whole new internal regulation for the recruitment of researchers in UPNA, and it is expected to be implemented before June 2017.

The Vice-rectorate for Research, conscious of the need for the introduction of the precepts and principles of the Charter & Code in our internal regulations, has already started to set up the germ of this new regulation, that will include and introduce at least the following changes:

- Introduction of new research contractual types that will help to the establishment and development of the Research Career in UPNA (principles 13, 15, 20, 21, 22, 25...)

- Establishment of the rules and mechanics for the international advertisement of the calls and vacancies in English (principle 13)
- Instructions to ensure the competences and experience of the selection committees (principle 14)
- Establishment of clear criteria on the information to be included in the calls and position announcements regarding recruitment process, selection criteria, and number of available positions (principle 15)
- Procedures that will allow candidates to access evaluation reports with the strengths and weaknesses of their applications and resumes (principle 15)

This new regulation for the recruitment of researchers, that will be translated into Basque and English, will be developed in a participative way, taking into account all stakeholders, and introducing a complete new scenario for the recruitment of researchers at UPNA. It will consist in a huge step forward in the compliance with many principles of the Charter & Code and also of the OTM-R.

Action 9 - Organization and participation in more events and activities of science with and for society

Besides those activities carried out by UPNA's UCC (Action 3), and in order to better ensure the proper dissemination of research results and activities in UPNA, improving those led to increase the awareness in society about research activities, a new Unit for Knowledge Dissemination has been set up.

The launch of this new unit will lead into UPNA's more active organization and participation in events and activities of Science With and For Society, as well as into a more committed engagement of our University with the public in general.

As well as actions 3, 4 and 12, this one will be continuously implemented and monitored during the whole length of the first phase of the Action Plan.

Action 12 - Training and dissemination sessions in Research Institutes

Integrated within UPNA's institutional policy for the implementation of research of excellence through the Research Institutes, training and continuous professional development courses, workshops and sessions will be organized for researchers at all levels.

These activities will not only be focused on technical or scientific matters but will also give a special importance to the complementary skills to be acquired by researchers such as proposal drafting, project management or entrepreneurship. The action will be continuously implemented and monitored during the whole length of the first phase of the Action Plan, by the Research Institutes.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Many of the actions that will be implemented in this Action Plan will have a crucial importance in the implementation of the OTM-R principles.

It is logical to think that all planned actions with influence on those principles in area “II. Recruitment” of the Charter & Code will also have a great influence on the compliance with the OTM-R principles.

The actions with greatest influence on the OTM-R principles are:

Action 1 - Code of Best Practices for Research, including all the provisions arisen during the Gap Analysis:

The “Code of Best Practices for Research in Universidad Pública de Navarra”, among many other aspects, will gather the main basic guidelines for the recruitment of researchers.

- The principles “Open”, “Transparent” and “Merit-based” will of course be included in the Code of Best Practices for Research, constituting the main basic guideline and germ for the implementation of a basic OTM-R policy and system.
- It will also content guidelines with influence in the selection and evaluation of the candidates, such as provisions on the composition of evaluation committees and judging merits.

Action 2 - Creation and implementation of a general Welcome Service for new Researchers and Professors

The action will consist in the establishment of a completely new service for professors, doctoral students, and researchers that will have an influence on the advertising and application phases, and also in the appointment phase, helping to spread the information and providing advice to external candidates willing to apply to the new positions.

Action 6 - Development of a new regulation for the recruitment of researchers

This is the action in the action plan with the greatest influence on the OTM-R principles. This new regulation will introduce a complete new scenario for the recruitment of researchers at UPNA and will consist in a huge step forward in the compliance with many principles of the Charter & Code and also of the OTM-R.

- Advertising and application phases: The new regulation will have a great influence on the advertising and application phases, as it will establish the rules and mechanics for the international advertisement of the calls and vacancies, and also by setting clear criteria on the information to be included in the calls and position announcements.
- Selection and evaluation phase: It will have guidelines that will ensure the competences and experience of the selection committees.
- Appointment phase: Procedures to allow candidates to access evaluation reports are expected to be included.

4. IMPLEMENTATION

After the approval of the Action Plan and the submission of this HRS4R strategy to Euraxess Rights, the Rector will appoint an Implementation Committee in charge of start up and activate the actions included in it. This Implementation Committee will be composed by personnel of all those services and units in charge of the implementation of the actions or with key roles in it. As well as when defining the composition of the HRS4R Strategy Working Group, a broad representation of researchers at all stages (R1, R2, R3 and R4) will be included in this Implementation Committee.

The Steering Group in charge of overseeing the progress will be the same Steering Committee overseeing the HRS4R strategy process. This committee, that will be continuously informed about the progress in the implementation plan, includes the Rector, Vice-rectors for Research and Teaching Staff, Directors of the Research and Human Resources Services and the General Manager.

Researchers of all levels will directly participate in all the actions involving the development and approval of new guidelines, protocols and regulations. Moreover, all the University community and general public will be informed about the progress of the actions by regular publications in UPNA's HRS4R website of all the progress and evaluation reports.

As seen in the "Improvement Areas to tackle in the ACTION PLAN – PRIORITIZATION" (table I of this document), the proposed HRS4R strategy is perfectly aligned with UPNA's policies. One of the key factors in the selection and prioritization of the actions has been their impact on the institutional strategy and UPNA's approved Strategy Plan. This will not only ensure that the actions are in tune with the strategy but it will also guarantee the correct allocation of funds and resources for their implementation.

The progress in the implementation of the actions will be continuously monitored and evaluated by the establishment of Monitoring and Evaluation Milestones every six months during the progress of the implementation phase. In these milestones, a report on the progress of each action will be issued by the Implementation Committee and corrective actions or even a redesigning of the actions will be considered.

The internal review will be conducted by the Steering Group and will take place two years after starting up the action plan. It will be based on the half-yearly reports of the Implementation Committee, the analysis of the progress of the action plan and eventually on new surveys to the research community. In addition, a group of researchers including all stages (R1, R2, R3 and R4) will be selected and consulted about the implementation of the action plan and the reasons for eventual deviations from the initial roadmap. For the external review, the Steering Group will nominate an External Assessment Group consisting of external researchers at all stages. The Steering Group will be responsible for giving these researchers access to whatever information they need to assess the progress of the implementation plan, including monitoring reports, updated values for the indicators, and interviews with both researchers of the university and technical and administrative staff from the Human Resources and Research Units and the Doctoral School of Navarra.