

UNIVERSITY OF NAVARRA

ACTION PLAN



Universidad
de Navarra



HR EXCELLENCE IN RESEARCH

CASE NUMBER: 2018ES345354

NAME ORGANISATION UNDER REVIEW: UNIVERSITY OF NAVARRA (UNAV)

ORGANISATION'S CONTACT DETAILS:

SERVICIO DE GESTIÓN DE LA INVESTIGACIÓN

AVD. PÍO XII, 53

31008 PAMPLONA (NAVARRA) SPAIN

WEB LINK TO PUBLISHED VERSION OF ORGANISATION'S HR STRATEGY AND ACTION PLAN:

[HTTPS://WWW.UNAV.EDU/EN/WEB/INVESTIGACION](https://www.unav.edu/en/web/investigacion)

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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	997
<i>Of whom are international (i.e. foreign nationality)</i>	42
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	76
<i>Of whom are women</i>	443
<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>	572
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	160
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	265
<i>Total number of students (if relevant)</i>	11.998
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	2.107
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	442.327.523€
<i>Annual organisational direct government funding (designated for research)</i>	0 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	6.483.260€
<i>Annual funding from private, non-government sources, designated for research</i>	9.164.946 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
University of Navarra (UNAV), a nonprofit private university with 12,000 students (25% of which are international), is 1st in Spain (48th in the world) in the QS Graduate Employability Ranking and 3rd in Europe in Teaching Quality (THE ranking). UNAV is composed of 6 campuses (2 outside Spain), 16 faculties and schools, 1 university hospital and 5 Research Centers devoted exclusively to R&D: <u>Centre for Applied Medical Research</u>; <u>Biomedical Engineering Centre</u>; <u>Centre for Nutrition Research</u>; <u>Institute of Tropical Health</u>, <u>Institute of Data Science</u>, <u>Institute for Biodiversity and Environment</u>, and <u>Institute for Culture and Society</u>. UNAV has a long track record in European projects, participating in over 100 FP5, FP6, FP7 and H2020. It is also worth mentioning that UNAV counts with 6 ERC grants, Starting, Consolidator and Advanced and has a dedicated team of senior international project managers to provide support in legal, financial and managerial issues.	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

2.1. Ethical and Professional aspects

Ethical aspects such as freedom of research, ethical principles and non-discrimination are to be found embedded in the University's DNA and reflected within the core values of the University of Navarra.

UNAV supports and promotes **freedom of research**. There are no restrictions placed on university research staff and this is demonstrated in the existing diversity of research groups; currently over 106 registered groups.

UNAV complies with **ethical principles** thanks to the activity headed by the Research Ethics Committee (CEI), Ethics Committee for Animal Experimentation (CEEa) and Good Laboratory Practices (GLP) certified by the Spanish Ministry of Health, allowing access to continuous improvement in the existing protocols. UNAV, also counts with two certified Data Protection Officers to ensure compliance with GDPR requirements.

Furthermore, the UNAV counts with a specialised Research Management Unit offering support to its research community in tailored project management and public/private funding search. Additionally UNAV also counts with a specialised unit at the Technology Transfer Office supporting researchers on IP and the transfer and exploitation of results. Specialists of this unit are recognised as official Advisors of the European Commission's IP Helpdesk. On the other hand, the Science Dissemination Unit develops a unique role in bringing together UNAV's research activity closer to society through informative and training activities, newsletters and its Science Museum. However, an additional effort to improve the knowledge of these assets among the research community should be carried out, especially directed to newly recruited researchers.

UNAV has clearly embedded in its essence the **principle of non-discrimination** through The Disability Support Unit whose sole aim is to guarantee access and inclusion under equal conditions of all students. It seeks to collaborate in the construction of better, more supportive university for everyone in accordance with national guidelines. However, the latter, more focused on students, must be reinforced to offer regular service to the research community.

With regards to **good practice in research**, UNAV counts with an in-house Occupational Risk Prevention Service, which monitors compliance with current legislation and safe working practices.

From the latter, it can be determined that UNAV has in place thorough institutional regulations, committees and action plans that safeguard ethical and professional aspects. Nonetheless, after the Gap Analysis, the need to compile all regulations in a unique package, clearly accessible to the entire research community, has been detected.

STRENGTHS	WEAKNESSES
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1. Research freedom: There is a Research Ethics Committee (CEI), which guarantees freedom while solving problems and warning about ethical limits according to circumstances. A Code of Good Research Practice is embedded within UNAV that analyses freedom of research and its limitations.

2. Ethical principles: The Committee on Ethical Research (CEI) oversees monitoring and compliance with ethical standards and fundamental ethical principles. The approved guidelines and methodological procedures are available on the web portal.

11. Evaluation/assessment systems: Professional Development Program: there is an internal indicator-based system to monitor and evaluate the research performance of the Research Groups annually, accessible to the entire research community on the University's Intranet

10. Non-discrimination: UNAV is working on an Equality Plan as established by Spanish legislation R.D 6/2019, urgent measures to guarantee equal treatment and opportunities between women and men in employment and occupation.

11. Evaluation appraisal systems: Professional Development Program: there is an internal system based on indicators to monitor and evaluate the research performance of the Research Groups on an annual basis, accessible to the entire research community on the University's Intranet.

3. Professional responsibility: There are internal regulations which govern this point: "Regulations of the Committee on Ethics in Research" and the "Ideology of the University of Navarra". Nonetheless, the need to gather the different sources of the regulations in an online document, which can be updated and made available to all researchers, in order to help and guide them in the area of Professional Responsibility, has been detected.

4. Professional attitude: UNAV has a sound Research Management Unit that offers support to the entire Research community, nonetheless, it has been detected that its services are not adequately endorsed by new recruits. Incorporate information on UNAV's Management Support Services in the Welcome Manual for Researchers.

5. Contractual and legal obligations: There are various internal and external regulations on matters of legal and contractual obligations. However, the need to make it accessible to all researchers, including its translation into English, is considered noteworthy.

It has been detected that sometimes the information is difficult to locate and is not fully translated.

7. Good practice in research: There are numerous internal regulations governing this item. However, the need to include a "Handbook of good practices" related to Prevention of Occupational Risks, Intellectual property, Data management and Professional Responsibility, has been detected.

8. Dissemination, exploitation of results: There is sufficient internal documentation on the publication of research results. However, a thorough review is considered necessary: in the definition, planning and prevention of commercial use, definition and control of information for communication purposes and obligations in terms of preserving UNAV's interests.

9. Public engagement: In the annual report of the University, the data referring to the research activity at a general level is exposed in the section of Research. Carry out a review and evaluate whether all channels are being used and how to enhance them.

2.2. Recruitment and selection

UNAV has a clear commitment to incorporating high level and talented researchers as well as post-doctoral staff with great potential. UNAV, through its own Researchers, Directors of Departments, Department of Human Resources, and the Research Management Service, ensures that each person incorporated meets the technical requirements and competencies necessary for the position, and shares and respects the principles and values of the University of Navarra. Each recruitment is evaluated by at least two people: Principal Researcher and Human Resources.

In addition, each recruitment must count with the explicit the approval of at least internal representatives, which generally consists of: Principal Researcher, Department Director, Project Manager, Faculty Manager, Head of Research HR and Director of the Research Management Service. In

addition, UNAV makes available to the Centres and Researchers a Bibliometric Service which carries out bibliometric studies of the CV of the candidates to be incorporated. Likewise, there is a Research Commission which evaluates the CV for research personnel and consequently assigns them the corresponding category within the internal Researcher Professional Development Program.

Nonetheless, UNAV is currently working on updating, improving and completing its **Procedure for the Recruitment, Selection and Recruitment** of personnel so that these processes are standardized, transparent and open. The updating of this procedure should include the complete process from the need to fill a position, the publication of the job offer through different communication channels, the establishment of a Selection Committee, the systematic evaluation process known to the candidates, the selection process and the feedback to the candidates and the hiring. **The intention is to put into practice certain elements of OTM-R, such as selection process, transparency in committee reports, improved selection panel practices, and the publicising of positions, thereby attracting more foreign researchers.**

STRENGTHS	WEAKNESSES
16. Judging merit (Code): There are rules and processes for the evaluation of merit: PDPI regulations; recruitment process; bibliometric unit; professors' regulations, ANECA-UNAV agreement for the evaluation of research activity. 17. Variations in the chronological order of CVs (Code): UNAV has an evaluation criteria based on merit. UNAV also have an equality and conciliation programme in place. 18. Recognition of mobility experience (Code): The university recognizes and supports the international mobility of its researchers. At the beginning of the research career (pre-doctoral), it offers PhD programs with international mention. It also offers its employees scholarships and mobility assistance. It also supports researchers in all the procedures and coverage necessary for their stays. 19. Recognition of qualifications (Code): UNAV bases its practice on national legislation R.D 1002/2010 and R.D 967/2014 on the recognition of professional qualifications. Likewise, the Professional Development Programme establishes the criteria for access to each category. 20. Seniority (Code): UNAV counts with a Professional Development Program which establishes criteria for evaluation based on merit. 21. Postdoctoral appointments (Code): UNAV establishes rules and criteria for the recruitment of postdoctoral personnel in the Professional Development Program. Likewise, there are different postdoctoral categories according to professional development.	12. Recruitment: There is a "Recruitment Procedure", as well as a Welcome Handbook and Open Days for new recruits. However, it is necessary to review and update the Recruitment, Selection and Hiring Procedure. 13. Recruitment (Code): There is a "Recruitment Procedure" within the scope of research, but it is not updated. Current recruitment procedures do not fully meet the C&C and OTM-R items. 14. Selection (Code): Although there is a "Recruitment Procedure" where each application is approved by a minimum of six people, the process does not clearly state the procedure for recruiting and selecting candidates. 15. Transparency (Code): There are no guidelines or criteria for advertising offers or requirements for the position. Lack of systematic process to manage international dissemination of job offers.

2.3. Working conditions

The University of Navarra offers a **suitable working environment** in terms of health and safety conditions, facilities and infrastructures, and compliance with current regulations for **working conditions** in salaries, flexible hours, part time work, sabbatical, etc. The dissemination of information

on these regulations, services and procedures however need to be improved. Additionally it has been detected that training of transversal skills, such as a "Training Plan" for researchers and a training program on "Ethics in Research", should be improved. With regard to the professional development of researchers, UNAV counts with an embedded Professional Development Program through which researchers are evaluated by an Evaluation Commission. This program is published on UNAV's website. Likewise, UNAV's Bibliometric Service offers personalized advice and training sessions on aspects related to research career. The University of Navarra is working on the compilation of regulations regarding Intellectual Property Rights. It will be verified that it is up to date and translated into English. Equally, an internal procedure and protocol will be carried out.

STRENGTHS	WEAKNESSES
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22. Recognition of the profession: UNAV counts with internal procedures for the recognition and development of professional careers according to status: Administrative Staff, Research Staff, as well as Pre-doctoral Research Personnel in Training.

23. Research environment: UNAV has procedures and protocols in place so that researchers count with a sound working environment, access to training, as well as adequate facilities and tools for the performance of his/her work. The latter is managed through the Occupational Risk Prevention Service, the Research Management Service, the Maintenance Service and IT.

24. Working conditions: UNAV applies Spanish legislation in situations of maternity, paternity, reductions in working hours and leave of absence for the care of family members. Likewise, UNAV has an Equality and Conciliation Plan in place, providing financial aid for children and a flexible working day plan so that its employees can reconcile family and professional life. Work is currently underway on the Equality Plan in order to comply with the provisions of Royal Decree 6/2019, which establishes urgent measures to guarantee equal treatment and opportunities for men and women in employment and occupation.

25. Stability and permanence of employment: UNAV is steered by the following criteria: 1) National regulations in the area of employment, 2) Funds for the stability and preservation of employment, 3) A clear orientation towards the preservation and stability of employment of its employees, whether permanent or temporary. There is an evaluation procedure for the incorporation of permanent staff into the university. However, it should be updated and made public, with the steps and criteria to be followed.

26. Funding and salaries: The University of Navarra has salary tables for all its Administrative, Teaching and Research staff. The salary tables are established according to categories, and are based on functions and responsibilities.

27. Gender balance: UNAV is committed to gender balance and non-discrimination. So much so that the university has an Equality Plan. Furthermore, the selective processes are carried out openly and without gender discrimination. Currently 53% of staff are women and 47% men. In the group of Directors 57% are men and 43% are women. In the Research Staff, 44% are women and 56% men.

29. Value of mobility: The University of Navarra has a Mobility Plan which takes the form of a programme of aid for international mobility (Mobility Grants). In addition, in the initial stage of the research career, the mention of International Doctorate is promoted.

33. Teaching: UNAV, in application of Royal Decree 103/2019, favours the teaching activity of pre-doctoral

28. Career development: There is no specific training plan for the researcher's career. Training is offered in specific topics and areas, but there is no overall, planned training strategy for each stage of the research career. The figure of the mentor exists but it is not focused on research staff.

30. Access to career advice: There is a multitude of information on the web but it is scattered. The university's Bibliometric Service offers advice on the development of a research career. However, the "Mentoring Procedure" for researchers has not been developed to date.

31. Intellectual Property Rights: There are numerous internal regulations on intellectual property, although it has been detected that sometimes it is not easily located, it may not be updated and sometimes it is not translated.

32. Co-authorship: Co-authorship is promoted among research staff but in an informal way. It needs to be encouraged in a more institutionalised manner at different levels.

34. Complaints/ appeals: There is currently no procedure in place. Current policies need to be reviewed to define and ensure that adequate coverage is given to staff in conflict situations. An independent "ombudsman" figure is needed, devoted to the defence of the interests of researchers with regards to work related and professional development issues.

staff, who may collaborate in teaching up to 60 hours per year and a maximum of 180 hours during the extension of the pre-doctoral contract. UNAV also has a set of regulations for teaching staff and research staff. 35. Participation in decision-making bodies: The University of Navarra has its own Statutes. It also has Regulations on the Governance and Management of (Research) Centres and Research Groups.	
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2.4. Training and development

When a researcher joins the University of Navarra, he or she is assigned a Mentor. This Mentor is in charge of professionally guiding the employee during his or her stay at the university. During the first weeks of work, the Department of Human Resources provides the Mentor with a Checklist with the basic information points: Introduction to the University of Navarra as an institution, organization of the University, work environment, and labour aspects. However, there is no internal procedure or regulation regarding the figure and role of the Mentor and Supervisor. For this reason, UNAV is working on a document which describes the functions of the Mentor and Supervisor, as well as the regulations and basic principles which must be applied between supervisor, mentor and employee.

UNAV uses internal communication channels in order to inform employees on training courses offered throughout the academic year. After the Gap Analysis, it has been proposed to compile the entire training offer for the researcher in order to unify it and make it accessible to researchers. Likewise, UNAV is planning to work on a specific "Training Plan" for researchers and a specific training programme on "Ethics in Research".

STRENGTHS	WEAKNESSES
39. Access to research training and continuous development: UNAV offers researchers, through the Bibliometric Unit, a list of services which include advice and training during their professional career. Likewise, the Research Management Service offers in house, tailored made training courses, on public/private funding opportunities and collaboration opportunities through its Monthly Newsletter. The HR Department offers through the employee's intranet a wide variety of professional courses accessible to all research and academic community. UNAV's Doctoral School also offers a wide catalogue of training activities published annually on its website.	36. Relation with supervisors: There are no internal regulations or guidelines governing the relationship with supervisors. It is necessary to develop a guide that establishes the relationship between supervisors and researcher. 38. Continuing Professional Development: Although a multitude of training initiatives are managed in different areas for research staff, sometimes they are not easily located or do not have significant continuity. 40. Supervision: All junior researchers are assigned a mentor/supervisor to support them in their professional development. However, there is no procedure in place to ensure that all training proposals are assessed.

3. ACTIONS

*URL: <https://www.unav.edu/en/web/investigacion>

Following the Gap Analysis based on the results of the survey carried out amongst R1, R2, R3 and R4 researchers, the University of Navarra has identified a list of proposals for improvement to bridge the

gaps detected and thus comply with the principles of C&C.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1.- Improved visibility – improved website. UNAV is committed to uploading all relevant legislation concerning research. The Research section will be reorganised to make job offers more visible. Maintenance of the HSR4R site, keeping research community informed of all novelties.	5, 8, 13, 25, 30, 31	4 th QUARTER (2020)	Administrative Office for Research	Target: -New HSR4R web section Indicators: -URL of the web section. -Number of documents added to the intranet. -Number of hits on job offers.
2.-Welcome Guide for new recruited researchers at UNAV. This Guide aims to provide new employees with the basic necessary information on UNAV in order to safeguard a sound integration. The guide will approach aspects related to their contracting conditions, access to facilities, labour rights amongst others.	4, 13, 28, 29	1st QUARTER (2021)	Research Management Unit and Human Resources Department	Target: -Presentation of the Welcome Guide. Indicators: -Number and type (R1 to R4) of attendees. -Satisfaction survey to evaluate the quality of teaching and information taught.
3.- Researcher's Hands On Manual and Promotional video. A hands-on manual, designed to help researchers manage the different services and resources available to them, within UNAV: • University Library: Publication Support Service • Research Management Unit • HR Department • Funding and Training Opportunities. Both will be easily accessible on UNAV's website	4, 5, 8, 12, 14, 15, 23, 24, 25, 30, 31, 32	1st QUARTER (2021)	Research Management Unit	Target: - Presentation of the Manual and Promotional video to the Research Community. Indicators: -Satisfaction survey to measure usefulness and scope of the manual. -Number of web downloads.
4.-Annual Training Programme on Ethical Aspects and Professional Responsibility in Research. These workshops will be organized within UNAV's annual training schedule. Speakers will be either internal or external and trending topics evaluated on an annual basis in order to keep up to date with all novelties.	3, 8, 31	Continuous	Research Vice Rectorate	Target: -Training seminars included in UNAV's Annual Training Plan. -2 annual seminars. Indicators: -Number and type (R1 to R4) of attendees. -Satisfaction survey to evaluate the quality of teaching and information taught.

5. - Code of Good Practices in Research. UNAV aims to consider this Code as an instrument of self-regulation, reinforcing and complementing the commitments and future recommendations included in UNAV's internal directives. The code will include amongst others, the following aspects: conflicts of interest; research protocols, supervision of personnel in training; protection of results and custody of sensitive information; safety and environment. Once approved by the Steering Committee, the Code will be embedded in UNAV's internal directives.	2, 3, 4, 7, 8, 28, 33, 39	4 th QUARTER (2021)	Research Rectorate	Vice	Target: -Dissemination of the Code amongst the Research community Indicators: -An internal survey will be launched in order to measure the acceptance and applicability of the Code.
6.-Awareness-raising workshops on the newly approved Code of Good Practices in Research. An initial kick-off presentation of the Code will be made to the entire Research community, once approved by the Steering Committee. After the latter, this workshop will be included in the Annual Training Plan, offered to new recruits. This will safeguard that the Code is known and accepted by the entire research and academic community at UNAV.	2, 3, 4, 7, 8, 28, 33, 39	Continuous	Research Rectorate-Human Resources Department	Vice	Target: -Entire Research and Academic Community at UNAV. -After the Kick-Off workshop, this workshop will be offered to new recruits biannually. Indicators: -Satisfaction survey of assistants.
7.-Training Catalogue for Researchers. To be included in UNAV's Annual Training Courses. This Plan should be composed of practical and updated seminars for Researcher (R1 to R4)	28, 31, 32, 38, 39	1 st QUARTER (2021)	Research Management Unit and Human Resources Department		Target: -Biannual Catalogue of training sessions for Researchers (R1 to R4). Topics should be up to date with demand. -Easily accessible on web and also disseminated through internal newsletter. -Offered in UNAV's annual Training Plan Indicators: -Number and type (R1 to R4) of attendees. -Satisfaction survey to evaluate the quality of teaching and information taught.

8.-Mentoring Plan. The aim of this action is to instruct department heads on how to become effective supervisors and take responsibility for the professional development of their researchers.	25, 30, 37	3rd QUARTER (2021)	Research Rectorate	Vice	Target: -Protocol that will define the role and obligations of a supervisor. Indicators: -Number of informative sessions carried out throughout Faculties and Centres. -Annual number of supervisors
9.-Elaboration of a conflict resolution protocol. The aim of this action is to establish a written procedure on the roles and duties of a faculty/centre mediator. Once the protocol has been approved by the Steering Committee, the selected Ombudsmen, will be trained.	32, 34, 36, 37	3rd QUARTER (2021)	HR Department/ Legal Advisory Service		Target: - Protocol that will define the role and obligations of the Ombudsman. -Training of the selected faculty Ombudsman Indicators: -Number of disputes received. -Number of Ombudsmen selected.
10.-Boosting Mobility of Researchers. UNAV seeks to enhance TALENT through a clear strategy of encouraging mobility and attracting new external talent. Incite the participation of Researchers in Marie Skłodowska Curie Actions.	29	Continuous	Research Management Unit		Target: -Reinforce the International Project Management Unit at UNAV for preparation of more competitive proposals. Indicators: -Number of researchers involved in international mobility actions.
11.-OTM-R Protocol. The aim of this protocol is to recompile all internal procedures on Advertisement, selection and hiring of research staff at all levels. A unique and publishable document will be created.	12, 13, 14, 15, 16, 17, 18, 19, 20	4 th QUARTER (2021)	HR Department		Target: -Review of C&C principles. -Reinforcement of the OTM-R items. -Implementation of new measures, needed to comply with C&C. -Protocol should be approved by Steering Committee. -Protocol should be of public domain within UNAV. Indicators: -Number of web downloads. -Satisfaction Survey

12.-OTM-R Internal Training Sessions. Organised for staff members	14	4 th QUARTER (2021)	HR Department	Target: -Training session included in UNAV's annual Training Courses. -1 annual training course. Indicators: -Number and type (R1 to R4) of attendees. -Satisfaction survey to evaluate the quality of teaching and information taught.
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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.

Currently, the University of Navarra has a transparent "Contracting Procedure" which is publicly known among researchers. The procedure for the approval of hiring consists of the following phases: 1) Proposal of a candidate for a vacancy, 2) Process of interviews, at least two, with the Principal Investigator and Human Resources, 3) Once the candidacy is validated, the approval of the hiring is formally requested 4) There are six persons who must approve the hiring: Principal Investigator, Director of the Department, Manager of the Faculty or Center, Project Manager, Head of Human Resources for Research, and Director of the Research Management Service.

The University of Navarra is committed to ensuring that the recruitment, selection and hiring processes are open, transparent and based on merit. To this end, work is already underway to improve and implement a more open, transparent and merit-based process.

The OTM Protocol of the University of Navarra, which will incorporate and improve the current "Recruitment Procedure", will consist of the following phases:

1. The Principal Investigator will provide the necessary requirements to be met by the selected candidate.
2. The offer will be published on the University of Navarra's website in a visible and appropriate section as well as the EURAXESS platform when deemed necessary.
3. A first curricular screening will be carried out and those candidates who meet the requirements of the offer will be selected. Candidates who are discarded in this first phase will be sent an e-mail explaining the reasons why their application has been discarded.
4. The Principal Investigator and Human Resources, in a personal interview, will evaluate each candidate. From this interview, a report will be issued on the degree of compliance with the technical and professional competences of each candidate.
5. Candidates who do not pass the assessment of the personal interviews will be informed and the result of the assessment will be made available to them.
6. The welcome protocol will be immediately activated for selected candidates. Welcome guide (action 2) will be made available to the new recruits' offering all the necessary information (contracting

conditions, access to facilities, labour rights amongst others) in order to safeguard a fast and effective integration. Furthermore, depending on their category, new recruits will also be offered the Researcher's Hands on Manual and Promotional video (*action 3*), facilitating information on services and resources available at UNAV. The guide will include relevant information on existing information, services and procedures concerning contractual and legal rights and obligations, accountability, intellectual property rights and the exploitation of R&D results, complaints, non-discrimination, and all aspects concerning OTM recruitment. Additionally, guidance services on professional development will be provided including mentoring (*action 8*).

4. IMPLEMENTATION

4.1. General overview of the expected implementation process

Monitored by its Steering Committee, the University of Navarra is fully committed to the correct implementation of HSR4R process.

Following the Gap Analysis, twelve Actions have been identified to improve our procedures and internal regulations. For the implementation of this "Action Plan", Action Working Groups (AWG), for each Action, have been assigned.

The mission of each established working group will be to gather information, elaborate, design and develop the sub-tasks for obtaining the required result for the Action. For this purpose, depending on the implementation phase, the working group will seek collaboration with different departments/services at UNAV: Researchers, Technical Secretariat for Research, Research Management Service, Institutional Communication, Doctoral School, Valorisation and Technology Transfer Office, IT and other possible departments that will facilitate a smooth and effective implementation of the process.

A schedule has been drawn up to monitor and control the degree of compliance and implementation of each action. This chronogram is composed of the 12 Actions to be implemented. Each Action is broken down into tasks.

The Implementation Committee will meet with those responsible for each Action on a monthly basis. At these meetings, the status of implementation of each Action will be assessed, objectives and goals will be set for the next meeting, and any doubts or incidents that arise will be reported and resolved.

A more global review of the progress of the implementation of each Action and the degree of general compliance will be reported yearly to the Steering Committee (Annual HSR4R Progress Report). The pace of work will be redefined according to compliance with the planned schedule.

General work structure for implementation:

The implementation of each Action will follow as a general rule the following structure:

1. Work plan and strategy.
2. Gathering of information. Meetings with Researchers and specialised departments (Legal Service, Communication Department, IT, etc.).
3. Development of processes and procedures.
4. Scoreboard indicators
5. Review and validation of these processes and procedures.
6. Approval of the Steering Committee.
7. Implementation.
8. Publication on the website.

Once implemented, they will be periodically reviewed to determine the degree of compliance with each Action already implemented.

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering committee group regularly oversee progress?	The "Implementation Committee" at UNAV will be composed of the Implementation Committee (IC) established for the Gap Analysis and the Action Working Group (AWG) created for each action detected in the Action Plan. Researchers who participated in the Gap Analysis will be invited to join the corresponding AWG in order to guarantee continuity of commitment. To ensure the correct implementation of each action, a specific timeline has been created with the necessary tasks to achieve the final objective of each Action. Each Action has a Manager assigned to it who, in collaboration with the Implementation Committee, will evaluate monthly the progress of the action and its compliance with the schedule. For each action, the AWG will seek the involvement of the corresponding departments/services in order to assure conciliation. In addition to the monthly meetings held between the Implementation Committee and the AWGs leaders, every 6 months a thorough review of the progress of each Action and the degree of general compliance will be reported to the Steering Committee every.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The very fact of including all types of Researchers in the Working Groups (R1 – R4), directly involved in the design and implementation of the actions, guarantees the participation of the research community in any action that implies the development and approval of new guidelines, regulations and protocols. Furthermore, the entire university community will be updated on the progress of any actions through regular postings on the HSR4R website, expressly created for this purposes. HSR4R awareness will also be sustained thorough the University's newsletter. In addition, UNAV's research community (R1 to R4) will be directly involved in the assessment of the actions implemented, through satisfaction surveys, consultation tools and testing actions.
How do you proceed with the alignment of organisational policies with the HSR4R? Make sure the HSR4R is recognised in the organization's research strategy, as the overarching HR policy.	The University of Navarra is committed to improving its Human Resources strategy, processes and procedures. For the University of Navarra, the guide provided by the European Commission through the items to be evaluated in the Gap Analysis has been of great importance and useful for making an in-depth analysis and reflection of the internal policies of Human Resources in the area of research. The University has adopted the HSR4R as a structural project, which will eventually vertebrate the future internal policies and practices of HR. From the beginning, this project has been promoted by the Rector's Office of the University of Navarra and has worked on the involvement of all the agents who work in the field of research at the University of Navarra.
How will you ensure that the proposed actions are implemented?	To guarantee and ensure the implementation of the Action Plan in time and form, the following means have been established: 1. A general schedule has been established for all actions and a specific one for each Action. This schedule sets the final date for the full implementation of each Action. In addition, tasks have been set for this purpose, the total implementation of each Action, which will be evaluated on

	a monthly basis. 2. The Implementation Committee and the AWGs will meet monthly to evaluate the progress of each task and set new milestones. They will also have specific meetings with other departments involved in the implementation of the Action. 3. The Implementation Committee will meet monthly to report to the Vice-Rector's Office for Research on the progress made in the implementation of each Action. 4. Every six months there will be a general review of each Action reviewing the degree of compliance of the implementation of each Action according to the established schedule. 5. The Implementation Committee will report annually (Annual HSR4R Progress Report) on the results and progress of the implementation to the Steering Committee.
How will you monitor progress (timeline)?	In order to monitor the short, medium and long term implementation of the Action Plan, it has been planned over time through a concise schedule. A general schedule has been drawn up for all the actions in which the date of achievement and implementation of each action is established within a time frame of 24 months. This schedule will be reviewed every six months which will allow us to monitor the degree of achievement of the tasks. In addition, a specific timetable has been drawn up for each Action. This specific schedule includes the tasks to be carried out for the implementation of each Action. This will be the schedule that will be worked on monthly with the people in charge of each Action, reviewing the performance of each marked task. In these meetings, the degree of achievement of the tasks in a short term will be reviewed. There will also be weekly meetings between the Vice-Rector for Research and the Implementation Committee to unify criteria and resolve doubts or incidents.
How will you measure progress (indicators) in view of the next assessment?	The Implementation Committee (IC) together with the Action Working Groups (AWGs) will assume the permanent task of monitoring and measuring the progress of the set Actions in the HSR4R Action Plan. A Data Collection Manager will be assigned to each AWG who will be in charge of in mechanisms of data collection, data bases and reference indicators for each given action. The Data Collection Managers will safeguard that all necessary indicators are available for the due interim reports and notify the IC of any incident that may occur.