

UNIVERSITY OF NAVARRA

INTERIM ASSESSMENT HUMAN RESOURCES STRATEGY FOR RESEARCH

INTERNAL REVIEW

CASE NUMBER: 2018ES345354

NAME ORGANISATION UNDER REVIEW: UNIVERSITY OF NAVARRA (UNAV)

ORGANISATION'S CONTACT DETAILS:

SERVICIO DE GESTIÓN DE LA INVESTIGACIÓN

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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

1.1 Staff and Students

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	1169
<i>Of whom are international (i.e. foreign nationality)</i>	139
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	89
<i>Of whom are women</i>	572
<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>	582
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	140
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	263
<i>Total number of students (if relevant)</i>	13.227
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	2.316

1.2 Research Funding (figures for most recent fiscal year)

RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	409.311.000 €
<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>	9.382.992,67 €
<i>Annual funding from private, non-government sources, designated for research</i>	11.021.037 €

1.3 Organisational Profile

The University of Navarra (UNAV), a private, non-profit university with 12,000 students (25% of whom are international), is ranked 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 8 Research Centers dedicated exclusively to R&D: Center for Applied Medical Research; Center for Biomedical Engineering; Center for Nutrition Research; Institute of Tropical Health and Institute of Culture and Society; Data Science and Artificial Intelligence Institute; Institute for Research on Biodiversity and Environment; Josemaría Escrivá Study Centre. UNAV has a long track record in European projects, participating in more than 150 FP5, FP6, FP7, H2020 and HE. It is also worth mentioning that UNAV has 6 ERC, Starting, Consolidator and Advanced grants and has a dedicated team of senior international project managers to provide support in legal, financial and management issues.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

2.1 Ethical and Professional aspects

The University of Navarra has worked intensively to implement improvements in those principles that it partially complied with. To this end, the Vice-Rector's Office for Research has promoted [training sessions for researchers on ethical and professional aspects](#).

Two sessions are organized for each academic year. Since 2020, the following sessions have been held:

ACADEMIC YEAR 2020-21	ATTENDEES	DATE
"Strain in the research career. Keys to manage it".	157	23/11/2020
"Being fair: ethical challenges of editors and reviewers of academic journals."	239	16/03/2021
ACADEMIC YEAR 2021-22	ATTENDEES	DATE
"Research and Data Protection"	434	23/11/2021
"Experiences in the ethical evaluation of research projects"	197	29/03/2022

The Doctoral School also organizes [training courses](#) for predoctoral researchers.

In addition, the University of Navarra has developed a Code of Good Practices in Research, a document that establishes the guidelines for the conduct of research activities. Its objectives are threefold: To improve the quality of research in all fields, to establish a system to guarantee honesty, responsibility and rigor in research and to acquire good scientific practices in the training stage of researchers.

The University of Navarra is firmly committed to complying with and overseeing compliance with the legal system in the different territories in which it operates, and to ensure that its actions are also governed by the ethical principles contained in its Ideology.

To this end, the University of Navarra has developed a Compliance Policy, which is aligned with the University's culture of integrity and respect for the rules of the University and takes into consideration not only the interests of the organization but also the requirements of third parties. In this sense, the Compliance Policy is aligned with the strategic objectives of the University of Navarra and, consequently, with its determination not to allow any conduct that contravenes current legislation and the rules and procedures it has voluntarily assumed.

The University of Navarra is aware that one of the best ways to promote the economic exploitation and social benefit of university research results is the Transfer of Research Results through Patents (TRIP). In addition, the capabilities that the University of Navarra, as a result of the work of the entire research community, possesses in terms of Know How generated is an intangible asset that should be considered for the benefit of companies and society. In order to ensure that the knowledge generated at the University of Navarra can have a positive impact on society, the Valorization and Transfer Unit works closely with researchers and companies. Amongst other actions, the [Valorization and Transfer Unit](#) organizes training sessions for researchers in the areas of Transfer, Promotion, Patents and Intellectual Property of research results. Likewise, the University of Navarra has a commitment with society regarding the communication of scientific knowledge. To this end, the [Scientific Culture Unit](#) has been created to promote actions on dissemination and communication of science, and the advice and training of research personnel in the dissemination of science and technology.

2.2 Recruitment and selection

The University of Navarra has worked over the last two years to improve, implement and publish the recruitment, selection and hiring policy and processes. As a result of this work, the objectives set out in the HRS4R Action Plan have been substantially developed and improved.

The University of Navarra strictly follows the principles of the [Code of Conduct for the Recruitment of Researchers](#) in all research recruitment.

The University of Navarra is committed to ensuring that recruitment and selection procedures are open and transparent. To this end, the University of Navarra has created a section on its website where job offers are published, detailing the functions, requirements and conditions of each position. It has also encouraged the use of other sources for advertising job offers and recruiting candidates, especially foreign researchers, such as the EURAXESS Employment Portal.

In addition, it has incorporated a simple and clear procedure for the selection and recruitment processes. This procedure allows researchers and all staff involved in the selection processes to be aware of the steps and phases, as well as their roles at each stage of the process. This permits candidates to be familiar with the principles that the University of Navarra applies in the Recruitment, Selection and Hiring processes, as well as the procedure followed in the selection processes.

Great efforts have been made to seek transparency and guarantee equal opportunities for all researchers. In particular, the University of Navarra has worked intensively on the implementation of its [Gender Equality Plan](#) and the formation of an Equality and Reconciliation Unit responsible for the development, implementation, monitoring and evaluation of the plan. Candidates must be evaluated without discrimination based on gender; nationality; ethnic or social background; disability; age; religion; sexual orientation; political opinions or socio-economic status.

To facilitate compliance with the [Code of Conduct for the Recruitment of Researchers](#), the University of Navarra has developed a "Guide of Good Practices for Interviewers". This guide is intended to help researchers and staff involved in selection processes to comply with the University of Navarra's OTM-R Policy and Principles, as well as the Code of Conduct for the Recruitment of Researchers.

The University of Navarra is aware of the importance of continuously updating and improving its recruitment procedures and human resources strategy, and is committed to doing so. To this end, it will continue to promote policies to attract talent, disseminate offers for greater outreach and inform and train University of Navarra staff on the principles contained in the [Code of Conduct for the Recruitment of Researchers](#) as well as in the Recruitment, Selection and Hiring Policies and Procedures of the University of Navarra.

2.3 Working Conditions

The University of Navarra in its commitment to adopt measures that guarantee the principles set out in the [European Charter for Researchers](#) has implemented measures that favor balance and conciliation between work and personal life, and offer working conditions that favor the employee both in their professional and personal development.

Specifically, during the COVID 19 pandemic and during the 20-21 academic year, the University of Navarra facilitated teleworking for its employees, providing them with the necessary work tools and flexibility to be able to reconcile the special circumstances experienced during the pandemic. In addition to maintaining jobs and continuing with the [Professional Development Plan \(PDP-I\)](#) for research staff.

In addition, the University of Navarra has worked to create a culture that facilitates among its employees the possibility of a real integration of work, family and personal life. This objective has been accomplished with the following measures: flexibility in the distribution of working hours, a review of the organization of work and the implementation of specific services such as, for example, the extension of activities for employees' children during the summer. A working group and a [Conciliation and Equality Observatory](#) have also been set up.

During the last two years, the University of Navarra has also worked on the improvement of information and training for the reception of new recruits. To this end, welcome sessions are organized once a year for new recruits where researchers are briefed on the ideology and organization of the university, working conditions (as well as social security, taxation) in Spain and in particular at the University of Navarra.

The Onboarding Plan has been implemented with the aim of providing employees, particularly researchers, with a deeper knowledge and training of the University of Navarra and all its activities and services. The Onboarding Plan consists of a welcome and training plan aimed, in particular, at new recruits, but from which all employees who so wish may benefit. The Onboarding Plan is structured in training sessions spread over two years. These sessions explain aspects of the company's ideology, values, employee services, research, teaching, etc.

The following sessions are planned for this 2022-2023 academic year in the Onboarding Plan.

MONTH	TITILE
OCTOBER	WELCOME DAYS
NOVEMBER	Training and professional development
DICIEMBER	Workshop: vocation for service
JANUARY	The value of freedom
FEBRUARY	Workshop: Team spirit and people orientation
MARCH	Research and transfer to society
APRIL	Economic sustainability
MAY	From Normality to Health in 7 steps

The University of Navarra has also prepared a Guide for international researchers ([EU](#) and [non-EU](#)) which informs and explains steps to follow in order to obtain immigration permits to work in Spain, as well as aspects related to Social Security and the Public Health System in Spain.

Likewise, for all researchers, and especially for international researchers, a [Welcome Manual](#) has been prepared which provides information on general aspects of research at the University of Navarra, as well as the services that the University of Navarra offers to researchers and the services that the city offers (for example: housing, cultural and sports activities, etc.). In this way it is intended to help researchers with practical matters related to their incorporation to the university, as well as their arrival to the city of Pamplona and the region of Navarra.

Mobility periods are an essential requirement for a research career at the University of Navarra, and are included in the [Professional Development Program for Researchers](#). To facilitate this mobility, the University of Navarra announces, on an annual basis, [grants for mobility](#) of professors and researchers. In addition, the University of Navarra participates in collaboration with the Government of Navarra and other public entities in the [WIT program](#).

The [WIT program](#) is led by the Government of Navarra and financed by the European Union (COFUND Action) and its main objective is to attract international research talent for Navarra, and foresees the launching of two calls for three-year pre-doctoral grants for young researchers from all over the world.

2.4 Training and Development

For the University of Navarra, the attraction of research talent is fundamental and strategic. To this end, we have worked conscientiously on the Recruitment, Selection and Hiring Policy and Procedures, as well as on the revision and improvement of working conditions. However, we are aware that there is no point in attracting talented researchers if they are not offered possibilities for Development and Training. For this reason, the University of Navarra is constantly working to offer professional development and training opportunities to its researchers. The University of Navarra has implemented and promoted the actions described below.

Researchers at the University of Navarra work actively in multidisciplinary projects that allow them contact with researchers from other fields of knowledge and allow them to acquire a broader vision. The University of Navarra also encourages the mobility of its researchers and their attendance at conferences and training both nationally and internationally.

The university disseminates training sessions, calls for proposals and grants for research personnel through the [Unclic Internal Newsletter](#) and the Research Management Service Newsletter.

Likewise, the University of Navarra offers researchers, through the Research Management Service Managers, personalized advice on the application of national and international calls for proposals, as well as support during the execution of the project. The Research Management Service disseminates through its website and monthly Newsletter the different calls and opportunities for project funding. It also organizes thematic information and training sessions on different calls programs.

With the aim of providing personalized advice for research personnel, not only focused on funding calls and grants, but also on professional development, the University of Navarra offers, through its [Bibliometrics Unit](#), personalized support to research personnel and the various centers in the processes for improving the visibility and impact of research at the University of Navarra. Among other issues, advice is provided on the use of [cientificacvn](#), the University's scientific and academic information system, on the different phases of the preparation of a publication, the preparation of bibliometric reports, and on the processes of accreditation. Researchers can access other [services](#) for the development of their research career.

The University of Navarra aims to attract, develop and retain research talent from the early stages of their professional career. To this end, the Doctoral School has a [program for monitoring doctoral students](#), which uses a computer application to enter all the training activities that they carry out throughout their training. The student must share his content with his Thesis Director and certain authorized users who can also propose activities to be carried out.

The University of Navarra has a [Professional Development Program for research personnel](#), which aims to promote scientific research of the highest possible level in all the areas of knowledge that they cultivate, for the benefit of their teaching work, and as a way of contributing knowledge to society and favoring innovation and development.

3. HAVE ANY OF THE PRIORITIES FOR SHORT AND MEDIUM TERM CHANGED?

The priorities at an institutional level remain as initially established. The recent change in government at the University of Navarra, and in particular the Vice President for Research, has not implied changes in the initial Action Plan, but rather a boost to improvements. The restrictions due to the pandemic have affected some of the activities programmed for the development of the Action Plan, especially group activities. However, the University of Navarra has provided the necessary work tools to work remotely, or to hold the planned meetings in online format.

4. HAVE ANY CIRCUMSTANCES IN WHICH YOUR ORGANIZATION OPERATES, CHANGED AND AS SUCH HAVE HAD AN IMPACT ON YOUR HR STRATEGY?

In January 2022 the composition of the university government changed. This meant a change in the composition of the Steering Committee with the departure of some of its members and the entry of new members. However, the Implementation Committee has continued to work on the proposed actions, driven by the new Steering Committee, which has not made any changes to the Human Resources strategy.

5. ARE ANY STRATEGIC DECISIONS UNDER WAY, THAT MAY INFLUENCE THE ACTION PLAN?

The 2025 strategy of the University of Navarra is based on three axes: Transformative Education, Impactful and Focused Research and Interdisciplinary University. The Action Plan will remain as proposed, however, it will be directed to align the Human Resources Policies with the 2025 strategic lines.

6. ACTIONS

6.1 Proposed

Actions

ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
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.	4TH 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.
	CURRENT STATUS		REMARKS
	COMPLETED		The visibility of the Human Strategy for Researchers website has been improved. The Human Resources Policy updates have also been published. The OTM-R Policy has also been published and a job offers section has been created.
ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
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	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.
	CURRENT STATUS		REMARKS
	COMPLETED		A Welcome Guide for researchers has been prepared. A checklist has also been prepared on legal issues related to foreigners and social security for foreign research personnel. In addition, the Welcome Sessions and the Onboarding Plan have been implemented. International mobility has been encouraged and promoted through mobility aids as well as the dissemination of public aids for the mobility of foreigners. Eurxess and other jobsites are used for selection processes to attract foreign talent.

ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS	
<p>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:</p> <ul style="list-style-type: none"> • University Library: Publication Support Service • Research Management Unit • HR Department • Funding and Training Opportunities. <p>Both will be easily accessible on UNAV's website</p>	1st QUARTER (2021)	Research Management Unit	<p>Target:</p> <ul style="list-style-type: none"> - Presentation of the Manual and Promotional video to the Research Community. <p>Indicators:</p> <ul style="list-style-type: none"> -Satisfaction survey to measure the usefulness and scope of the manual. -Number of web downloads 	
	CURRENT STATUS		REMARKS	
	COMPLETED			
ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS	
<p>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.</p>	Continuous	Research Vice Rectorate	<p>Target:</p> <ul style="list-style-type: none"> -Training seminars included in the UNAV Annual Training Plan. -2 seminars per year. <p>Indicators:</p> <ul style="list-style-type: none"> -Number and type (R1 to R4) of attendees. -Satisfaction survey to evaluate the quality of teaching and information. 	
	CURRENT STATUS		REMARKS	
	COMPLETED	Sessions on ethics and professional responsibility have been launched. Four sessions have been held since 2020 with a very positive response from the research community. In addition, specific training sessions on ethics and professional responsibility have been given to PhD students.		

ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
<p>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.</p> <p>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.</p> <p>Once approved by the Steering Committee, the Code will be embedded in UNAV's internal directives.</p>	4th QUARTER (2021)	Research Vice Rectorate	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.
	CURRENT STATUS		REMARKS
	COMPLETED	A Code of Good Practice in Research has been drawn up which establishes guidelines for the conduct of research activities. Its objectives are: To improve the quality of research in all areas, to establish a system to guarantee honesty, responsibility and rigour in research and to acquire good scientific practices in the training stage of researchers.	
ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
<p>Awareness-raising workshops on the newly approved Code of Good Practices in Research.</p> <p>An initial kick-off presentation of the Code will be made to the entire Research community, once approved by the Steering Committee.</p> <p>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.</p>	Continuous	Research Vice Rectorate-Human Resources Department	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.
	CURRENT STATUS		REMARKS
	COMPLETED	The Code of Good Practice in Research has been developed and published so that it is accessible to all researchers. A training programme in ethics and professional responsibility for researchers has been incorporated. The Onboarding Plan has also been implemented, which, among other issues, deals with questions of Good Practice in Research.	

ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
<p>Research Training Catalogue. To be included in the UNAV Annual Training Courses.</p> <p>This Plan should be composed of practical and refresher seminars for Researchers (R1 to R4).</p>	1st QUARTER (2021)	Research Management Unit and Human Resources Department	<p>Target:</p> <ul style="list-style-type: none"> -Biannual catalogue of training sessions for Researchers (R1 to R4). Topics should be up to date with demand. -Easily accessible on the web and also disseminated through internal newsletter. -Offered in the annual UNAV Training Plan. <p>Indicators:</p> <ul style="list-style-type: none"> -Number and type (R1 to R4) of attendees. -Satisfaction survey to evaluate the quality of teaching and information provided.
	CURRENT STATUS		REMARKS
	IN PROGRESS	<p>Although numerous training actions have been carried out for research staff. The aim is to compile in a single document (catalogue) all the training actions offered by the University of Navarra to researchers. This catalogue will be aimed especially at new recruits.</p>	
ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
<p>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</p>	3rd QUARTER (2021)	Research Vice Rectorate	<p>Target:</p> <ul style="list-style-type: none"> -Protocol that will define the role and duties of a supervisor. <p>Indicators:</p> <ul style="list-style-type: none"> -Number of information sessions held in all Faculties and Centres. -Annual number of supervisors
	CURRENT STATUS		REMARKS
	IN PROGRESS	<p>Mentoring at the University of Navarra is a reality. Each researcher has an assigned senior researcher who guides him/her during his/her stay at the University of Navarra. However, the process is to be monitored and monitored. To this end, a training and mentoring plan is being designed for new recruits.</p>	

ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
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.	3rd QUARTER (2021)	HR Department/ Legal Advisory Service	Target: - Protocol that will define the role and duties of the Employee Ombudsman. -Training of the selected Employee Ombudsman Indicators: -Number of disputes received. -Number of Ombudsmen selected.
	CURRENT STATUS	REMARKS	
	IN PROGRESS	Over the last two years, work has been carried out on the Compliance Policy, which has been published on the website and communicated to all employees. Together with the Compliance Policy, a Compliance Officer has been created to ensure compliance with this policy. A conflict protocol is being drawn up. Conflicts have been identified and work is being carried out with each area to draw up a protocol for action.	
ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
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.	Continuous	Research Management Unit	Target: -To strengthen the UNAV International Project Management Unit for the development of more competitive proposals. Indicators: -Number of researchers involved in international mobility actions.
	CURRENT STATUS	REMARKS	
	COMPLETED	The following have been developed: 1) a guide developed by the IPO with hints and tips for a successful MSCA proposal (see attached document "Hints and Tips for Success in Marie Skłodowska-Curie actions"), 2) a manual for the Mentor (see attached document "Mentor Guide") with practical advice and 3) a specific manual for the Fellow (see attached document "Fellow Guide").	
ACTION	TIME FRAME	PERSON IN CHARGE	INDICATORS
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	4th QUARTER (2021)	HR Department	Target: -Review of C&C principles. -Reinforcement of OTM-R elements. -Implementation of new measures, necessary to comply with C&C. -The protocol must be approved by the Steering Committee. -The protocol should be in the public domain within the UNAV.
	CURRENT STATUS	REMARKS	
	COMPLETED	The OTM-R Policy as well as the Recruitment, Selection and Hiring procedure, together with a Good Practice Guide, have been developed and published.	

6.2 Implementation of the OTM-R principles

The OTM-R policy has been an important action in the Human Resources strategy.

Firstly, the Implementation Committee defined the principles on which the Recruitment, Selection and Hiring Policy would be based. These principles are founded on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and the ideology of the University of Navarra.

These principles can be summarised as follows:

1. Selection processes shall be open. To this end, all offers shall be published.
2. The offers shall contain all the information about the position and the vacancies offered.
3. The processes will be based on merit and on the candidate's fit with the required profile.
4. Equal opportunities for all candidates.

Once the priorities of the OTM-R Policy were defined, the Implementation Committee analysed the areas for improvement within the organisation.

The first point to be addressed was the publicity of job offers. To this end, work was carried out with the Marketing-Web department at the University to create a section for the publication of offers. Likewise, the Human Resources area, together with researchers, drew up a list of websites (both national and international) recommended for the publication of offers. The International Projects and Human Resources Office promotes the use of Euraxess for the publication of offers.

Secondly, a checklist was drawn up with essential and additional information that all tenders should contain. Finally, an internal form was drafted to fill in the job descriptions in a homogeneous way.

Thirdly, a Recruitment, Selection and Hiring procedure was developed. The aim of this procedure is:

1. To establish the most appropriate way to attract, recruit and retain high potential and talented professionals.
2. Establish a Recruitment and Selection process (planning, advertising, competition, selection and recruitment) that ensures accessibility, transparency and merit-based recruitment.

In order to reinforce the OTM-R Policy and the principles to be followed in the selection process, a Guide of Good Practice in the selection of researchers has been drawn up.

Finally, the OTM-R Policy, the Selection and Recruitment procedure, and the Good Practice Guide were validated by the Steering Committee and made public on the university's website.

The University of Navarra seeks the best researchers, based on the principle of equal opportunities and meritocracy. To this end, it evaluates applications according to the scales established for each selection process. These scales are set according to the requirements demanded for the position, knowledge of the area of specialisation, other areas of scientific and technical knowledge, bibliometric indexes, professional competences necessary for each position, their potential for development and respect for the mission and values promoted by the University of Navarra. For research staff, the bibliometric indexes and the Professional Development Programme are two tools that, together with the personal interviews, complete the evaluation of candidates.

7. IMPLEMENTATION

7.1 General Process

Once the Seal was awarded in 2020, the University of Navarra set up the Steering Committee composed of members of the Vice Presidency, Research and Academic Staff, Communication Staff, the Human Resources Department and the Research Management Service.

An Implementation Committee was also formed to implement the actions and work with the Working Groups.

As soon as the HRS4R distinction was awarded, the Implementation Committee started to work on the implementation of the different action lines. The working system is based on monthly meetings where

the progress of each action, the difficulties encountered in the implementation and possible solutions are reported. The Implementation Committee works in close collaboration with the researchers who participate in the ideas and ways to implement each action. The Steering Committee meets twice a year to exhaustively monitor the progress of the implementation of the Action Plan.

The first actions that were addressed were those related to Ethics and professional responsibility, as well as the OTM-R Policy.

As a result of this work, ethics and professional responsibility sessions for researchers began to be organised in 2020. The Code of Good Practice in Research was also developed and published on the web to be accessible to the entire research community.

The OTM-R Policy and the Recruitment, Selection and Hiring procedure was an important milestone in establishing a clear and simple process that guarantees the principles set out in the [Code of Conduct for the Recruitment of Researchers](#). In relation to the recruitment process, a Welcome Manual for research staff and two guides for foreign staff ([EU](#) and [non-EU](#)) on foreigners and social security were produced.

Likewise, and with the aim of providing our researchers with a sound training from the moment they join, the Onboarding Plan was launched.

During these first two years, we have also worked on issues related to the training of researchers, the Compliance Policy, the Gender Equality Plan, etc.

The Implementation Committee has also started to work on a Training and Mentoring Catalogue and a Conflict Management Protocol.

The working methodology and the involvement of the Steering Committee, the Implementation Committee and the research community is making it possible to make progress in the actions and establish a climate of continuous improvement, which we continue to promote in all the actions proposed in the HRS4R.

7.2 How have you prepared the internal review?

The commitment of the University of Navarra as a whole to the objectives and actions proposed in the HRS4R seal has meant that not only have the Management Committee, the Implementation Committee and researchers been involved in the development and implementation of the actions, but also other departments have helped, from the perspective of their area of knowledge, in the correct design and implementation of the proposed improvements, the [Action Plan](#).

To carry out the internal review, the Implementation Committee has held a series of meetings to review action by action the degree of implementation. This has been done as a review of how the implementation has been carried out. In addition to these meetings, actions carried out at the University of Navarra and that have had a positive impact on the Human Resources Strategy for Researchers, such as the [Gender Equality Plan](#) or the [Compliance Policy](#), have been analysed. The Human Resources Strategy is and has been a continuous and joint process, which is not limited to the work carried out within HRS4R.

While it is true that the internal review of the University of Navarra was scheduled for September 2022, it could not be fully completed due to two issues:

The change of the Government, and especially the Vice President for Research, as well as substantial changes in the Steering Committee.

Once the new Steering Committee was formed, the Implementation Committee reported the internal review to the Steering Committee who finally approved the review.

7.3 How have you involved the research community, your main stakeholders, in the implementation process?

The University of Navarra has involved the research community through meetings and consultations on the actions proposed in the Action Plan.

The involvement of research staff has been crucial in the successful implementation of the actions, since these improvements were to have a positive impact on the recruitment, selection, reception, retention and development of research staff. Meetings and consultations have been held with predoctoral and postdoctoral staff, researchers and managers.

The Steering and Implementation Committee has taken careful consideration of all suggestions, observations and comments made by the research community during the implementation process.

7.4 Do you have an implementation committee and/or steering group regularly overseeing the progress?

Since the initial phase of the HRS4R distinction, the University of Navarra has established a Steering Committee made up of members of the Rector's Office, the Director of the Research Management Service and Human Resources. The Steering Committee defines the Human Resources Strategy and Policy and drives and supervises the implementation of improvements.

The Implementation Committee was also formed in the initial phase. This Committee is responsible for working with the working groups and researchers to implement the proposed improvement actions.

7.5 Is there any alignment of organizational policies with the HRS4R? For example, is the HRS4R recognized in the organization's research strategy, overarching HR policy?

The commitment of Government to the HRS4R distinction, as well as the involvement of the Steering Committee and the Implementation Committee, has led to significant improvements in several internal policies and processes.

An example of this is the Code of Good Practice in Research, the implementation of the Welcome Sessions and the Onboarding Plan. Of particular note is the implementation of the OTM-R Policy and Processes which is a major part of the Human Resources policy.

7.6 How is your organization ensuring that the proposed actions are also being implemented?

The Implementation Committee has a systematic working process to ensure the implementation of actions. Regular follow-up meetings are held with the aim of setting concrete actions for each action, assigning responsibilities for each of the actions. The Implementation Committee defines the objectives to be achieved and the working methodology with the Working Groups. The Implementation Committee reviews deviations from the plan and proposes corresponding measures to ensure the achievement are met.

The Steering Committee oversees the implementation process and approves improvements proposed by the Implementation Committee. Some members of the Steering Committee attend meetings of the Implementation Committee to follow up on the progress of the Action Plan.

7.7 How is progress monitored?

The HRS4R Steering Committee of the University of Navarra meets twice a year. At these meetings, in addition to the permanent members of the implementation committee, it reports on the main developments.

In addition to these meetings, the Steering Committee is regularly informed of all matters by the Director of Research Management Service and the Director of Human Resources.

Steering Committee members can attend Implementation Committee meetings.

The Implementation Committee meets monthly to follow up on proposed short-term actions, evaluate deviations and set new objectives. They work together with the research community to implement the proposed improvements.

7.8 How will progress be monitored (indicators) in view of the next assessment?

The University of Navarra intends to continue with the same working methodology:

1. Two annual meetings of the Steering Committee.
2. Periodic reporting to the Steering Committee.
3. Monthly meetings of the Implementation Committee.
4. Regular meetings with the Working Groups encouraging more participation from the research community and other University employees.

The HR Strategy is integrated in the institution and, therefore, most of the Services participate in it in some way.

Based on the in-depth analysis carried out in the internal review meetings of the implementation of the Action Plan, it has been noted that significant progress has been made in the improvements proposed in the Action Plan. However, as a result of this review, points for improvement not previously detected or new work objectives have also been identified.

For the next evaluation we will measure progress with the following indicators.

- Number of visits to the HR Strategy website.
- Number of HR Strategy dissemination activities organised.
- Number of attendees to training activities.
- Number of training courses organized.
- Number of attendees to the Welcome and Onboarding Plan sessions.
- Number of vacancies offered on international and national portals.
- Number of actions in the maintenance of the web section (regulations and procedures, relevant information for researchers, etc.).
- Number of information bulletins for researchers.
- Conflict management protocol implemented.

7.9 How do you expect to prepare for the external review?

The University of Navarra is committed to complying with the principles set out in the European Charter for Researchers.

The commitment to have a Human Resources Policy aligned with the principles of the European Charter for Researchers is ensuring integration into the strategic management of the University.

The University of Navarra is benefiting from the roadmap set by the HRS4R distinction. In addition, the working system (Steering Committee and Implementation Committee meetings) allows for continuous improvement in Human Resources Policies and Procedures.

For all these reasons, the University of Navarra will continue to work with the same methodology in the coming years:

1. Two annual meetings of the Steering Committee
2. Periodic reporting to the Steering Committee.
3. Monthly meetings of the Implementation Committee.
4. Periodic meetings with the Working Groups encouraging more participation from the research community and other University employees.

For the University of Navarra a thorough preparation of the external review will be an essential milestone for the evaluation of the work carried out during the last years. For the external review, the Steering Committee and the Implementation Committee will carry out a new internal review. For this purpose, four working groups, led by a member of the Implementation Committee, will be set up. Each group will review one of the thematic areas. They will maintain meetings with researchers and administrative staff involved in the implementation of HRS4R, with the aim of updating compliance with the set principles of the Action Plan. As a result, a final report will be drafted.