

ACTION PLAN (2026– TILL APRIL 2029)

Following the review of the current implementation status of the actions and indicators submitted as part of the HR Excellence in Research Strategy in 2022, the University of Cantabria (UC) presents this **Revised Action Plan for the period 2026–April 2029**.

This Action Plan includes:

- Actions previously **partially completed or delayed**, duly rescheduled,
- **Reformulated actions** reflecting lessons learned during the renewal phase,
- **New actions** addressing gaps identified in the internal review.

The Plan is conceived as a **living document** and may be complemented with additional actions proposed by the HRS4R Working Group where justified.

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target
A1. Creation of the HRS4R Implementation Working Group	All	On an ongoing basis	- UC's Management unit - Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies	<p>Targets:</p> <ul style="list-style-type: none"> - To establish a Steering Committee (SC) as the highest representation body, composed by Vice-Rectors (VRs) with competences within the HRS4R field. - To establish a Permanent Working Group (IWG) aimed at the implementation of the HRS4R, under direction of the Vice-Rector for Research, Knowledge Transfer and Doctoral Studies. The IWG will be composed by the team who conducted the Gap analysis (initially 6 members). This Permanent Working Group may have support from other university services and research staff from R1-R4 levels. - To define and supervise the actions proposed for the implementation of the HRS4R strategy <p>Indicators:</p> <ul style="list-style-type: none"> - HRS4R Implementation Working Group (IWG) - Specific working group for the design of UC's OTMR policy (OTM-R WG).

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				<p>- E-mail distribution of the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers" to the Directors of Department, Research Groups and Doctorate School.</p> <p>-Survey* sent to UC's research staff to measure their degree of satisfaction regarding implemented measures.</p> <p>- Analysis of survey results.</p>
<p>A2. Design and implementation of UC's Open, Transparent and Merit-based recruitment policy (OTM-R)</p>	<p>5, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 29, 30, 34</p>	<p>Q4 2028</p>	<p>- Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies - Vice-Rectorate for Knowledge Transfer and Entrepreneurship</p> <p>- UC's Management unit</p> <p>- PDI, Remuneration and Social Security Service</p> <p>- UC Placement Agency</p> <p>-Research Management Service</p> <p>-Teaching and Research Staff Service</p>	<p>Targets:</p> <p>- To reinforce the procedures and institutional recruitment practices that already meet the Charter and Code criteria.</p> <p>- To adapt current policies on recruitment and staffing to those C&C principles seen as less developed during the internal analysis stage.</p> <p>- To design a selection and recruitment protocol based on common criteria for every research staff category (including R1-R2 staff funded by public grants for research projects).</p> <p>- To disseminate the new recruitment procedure guidelines and distribute them among target groups.</p> <p>- To ensure that all internationally accessible information on research vacancies is available in English.</p> <p>- To implement training actions in OTM-R for all the staff involved in the selection and recruitment procedures of research staff.</p> <p>Indicators:</p> <p>- Code of Good Practices on Research Staff Recruitment and Selection (ENG and ES versions) published and disseminated among the university community.</p>

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				<ul style="list-style-type: none"> - No. of job offers for researchers published by the UC in English. - Time-to-hire for different researcher categories- Evaluation of the researchers' satisfaction with the transparency and fairness of the selection processes. International diversity of the pool of candidates. - Translation of UC Placement Agency website contents - Evaluation of performance regarding adopted recruitment and selection procedure. - Training sessions on the Open, Transparent and Merit-based recruitment policy (OTM-R): 1. No. of training sessions. 2. No. of attendees.
A3. Design and disseminate a Welcome Protocol for new researchers at the UC	5, 10, 11, 12, 13, 14, 15, 18, 19, 23, 24, 26, 27, 28, 36, 38, 39	Q2 2027	<ul style="list-style-type: none"> - Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies - Vice-Rectorate for International Relations and Strategy - Teaching and Research Staff Service - PDI, Remuneration and Social Security Service - Research Management Service 	<p>Targets:</p> <ul style="list-style-type: none"> - To design a set of guides and welcome and integration handbooks for newly recruited research staff, with information on UC's services - To design an ES/EN version of the Welcome manuals for foreign researchers. -To disseminate the guides and manuals through the centralized website, eg. "Researchers Portal" <p>Indicators:</p> <ul style="list-style-type: none"> - Informational materials, "Welcome Pack" published- -No. of visits to the "Researchers Portal" website/No. of content downloads.
A4. Adaptation of the "Protocol on flexibility in the workplace for Research Staff, Plan Concilia 2019"	10, 23, 24, 25 ,26, 27	Q1 2028	<ul style="list-style-type: none"> - Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies 	<p>Targets:</p> <ul style="list-style-type: none"> - To adapt current institutional policies and practices covering work life balance to the needs of research staff based on periodic performance assessments.

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			<ul style="list-style-type: none"> - Vice-Rectorate for University Community Affairs (Equality Unit) 	<p>Indicators:</p> <ul style="list-style-type: none"> - Survey* sent to research staff to measure their level of satisfaction with existing work conciliation policies at the UC (teaching and research workload, assignation of working schedules, etc.) - Evaluation of survey results. - Protocol on flexibility in the workplace for Research Staff, “Plan Concilia 2019”, adapted to research staff needs assessment.
<p>A5. Disseminate our current institutional policies supporting research integrity</p>	<p>1, 2, 3, 4, 7, 31, 32</p>	<p>Q2 2028</p>	<ul style="list-style-type: none"> - Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies - Research Ethics Committee - Vice-Rectorate for Coordination and Communication (UC Communication Service and Scientific Culture Unit) - Vice-Rectorate for Digital Transformation 	<p>Targets:</p> <ul style="list-style-type: none"> - To update the Code of Good Practices for Research through a participatory process. -Broadening the dissemination of the Code of Good Practices for Research. -Raise awareness on research staff about the importance of complying with the Code of Good Practices for Research, by means of dissemination materials (guides, brochures and website) and informational events. - To provide training on research integrity protocols and responsible research and innovation codes of conduct - To design and distribute a “Frequently Asked Questions” document regarding issues such as co-authorship, supervision, etc. - To provide training and guidance on the responsible use of AI in research — including issues of authorship, data integrity and transparency. <p>Indicators:</p> <ul style="list-style-type: none"> - Dissemination campaign and participatory consultation on the Code of Good Practices in Research (launched by UC’s Communication Service) - Updated Code of Good Practices in Research

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				<ul style="list-style-type: none"> - No. of cases handled (e.g. project ethics review reports) by the Research Ethics Committee -Publication of the “Frequently Asked Questions on Research Integrity” - No. of training actions and round tables on good practices in research issues organized. -Survey* measuring the efficiency of the promotional measures on research ethics already implemented. - Incorporation of the responsible use of AI into the Code of Ethics or internal regulations before the end of the HRs4R period. - No. of annual AI training activities (courses, workshops, webinars, micro-credentials).
A6. Guidance services for post-doctoral researchers	24, 25, 28, 30, 36, 37, 38, 40	Q1 2029	<ul style="list-style-type: none"> - Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies - Vice Rectorate of Academic Affairs - Vice-Rectorate for Digital Transformation - Doctoral School of the University of Cantabria (EDUC) -UC Placement Agency (COIE) 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To update current regulations regarding career counselling for postdoctoral research staff especially for R2 researchers. - To design and implement new supporting services for professional development of post-doctoral staff. -To integrate career development information into the Welcome Protocol and the Research Staff Portal, ensuring that R2 researchers have access to clear, up-to-date information on career pathways, stabilisation routes (including the R3 certification), evaluation criteria, and available support services from the moment of their incorporation. - To incorporate career development workshops into the existing Faculty Training Plan, <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Updated internal regulations.

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				<ul style="list-style-type: none"> - Mentoring programme for Post-Doctoral researchers. - Career progression tracking for programme participants. - Researcher self-assessed competence development. - Evaluation of supervision and mentoring activities carried out by supervisors (evaluation of mentoring actions). - N^o of training actions, workshops and master classes received by Post-Doctoral staff.
A7. Increase the presence of HR excellence in research initiatives into the UC's research community.	All	Q2 2029	Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies	<p>Targets:</p> <ul style="list-style-type: none"> - To systematically integrate HR Excellence in Research into the UC research ecosystem, thereby increasing its visibility, understanding and practical application amongst research staff and research managers. <p>Indicators:</p> <ul style="list-style-type: none"> - At least the 75% of the UC's researchers are familiar with HR excellence in research initiative in the next survey*. - Number of references to HR Excellence in events and strategic documents.
A8. Monitoring and improvement of inclusion and working conditions of researchers with functional diversity	10, 12, 24	Q2 2028	<p>Vice-Rectorate for Research, Knowledge Transfer and Doctoral Studies</p> <p>Vice-Rectorate for University Community Affairs</p> <p>Vice-Rectorate for Students, Employability and Entrepreneurship (SOUCAN Services)</p>	<p>Targets:</p> <ul style="list-style-type: none"> - To have access to reliable, disaggregated data on researchers with disabilities throughout their research careers - To assess the level of satisfaction with the adjustments and support available. - To identify persistent barriers (infrastructural, organisational, digital or attitudinal). - To incorporate the findings into institutional planning for human resources and inclusion.

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				<p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number and percentage of researchers with functional diversity, disaggregated by: <ul style="list-style-type: none"> • Career stage (R1–R4) • Type of contract - Percentage of researchers with functional diversity participating in satisfaction surveys*. - Average satisfaction score regarding workplace adaptations and support services. - Percentage of respondents reporting that adaptations meet their needs. - No. of improvement measures adopted as a result of monitoring outcomes.
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ACTIVITY SCHEDULE												
PROJECT ACTIVITY	2026		2027				2028				2029	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
A1. Creation of the HRS4R Implementation Working Group												
A2. Design and implementation of UC's Open, Transparent and Merit-based recruitment policy (OTM-R)												
A3. Design and disseminate a Welcome Protocol for new researchers at the UC												
A4. Improvement of research environment conditions for researchers with functional diversity												
A5. Disseminate our current institutional policies supporting research integrity												
A6. Improvement of guidance services on professional development for post-doctoral researchers												
A7. Increase the presence of HR excellence in research initiatives into the UC's research community.												
A8. Monitoring and improvement of inclusion and working conditions of researchers with functional diversity												

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