

HR Excellence in Research

Internal Review

Internal Review

Case number

2019ES383405

Name Organisation under review

University of A Coruña

Organisation's contact details

A Maestranza 9, A Coruña, A Coruña, 15071, Spain

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2657
Of whom are international (i.e. foreign nationality) *	83
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	17
Of whom are women *	847
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	923
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	520
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1214
Total number of students (if relevant) *	17481
Total number of staff (including management, administrative, teaching and research staff) *	3666
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	184394158,26
Annual organisational direct government funding (designated for research)	13403830
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11828260
Annual funding from private, non-government sources, designated for research	9138928

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The University of A Coruña (UDC) is a public institution of higher education and research located in the Autonomous Community of Galicia, in the Northwest of Spain. Established in 1989, the University operates through two main campuses, situated in the cities of A Coruña and Ferrol.

The institution is committed to academic excellence, scientific innovation, and the transfer of knowledge to society. Its mission is to contribute to the cultural, social, and economic development of its environment through the provision of high-quality education, the promotion of research and innovation, and active collaboration with public and private entities at both national and international levels.

The University comprises a wide range of faculties and schools that offer undergraduate, postgraduate, and doctoral programmes across diverse fields of knowledge, including:

- Engineering, Architecture, and Applied Sciences
- Health Sciences
- Social and Legal Sciences
- Humanities and Education

Research is a cornerstone of the University's mission. The UDC hosts numerous research groups, institutes, and centres that are recognised for their contributions to scientific progress and technological innovation. The University actively promotes international cooperation, participating in European programmes such as Erasmus+, and maintaining a broad network of partnerships and mobility agreements with higher education institutions worldwide.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*

**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

In the initial assessment phase performed at the University of A Coruña (UDC), concerning the ethical and professional aspects we observed important aspects that constitute strengths from the point of view of the current practice. More specifically, there are a number of aspects that are fully implemented in our organization that have an important impact in both ethical and professional aspects, such as, the research freedom (principle 1) by means of an Ethical committee already existing at the UDC, the professional attitude (principle 4) and accountability (principle 6) based on different calls and the rules and regulations that must be complied to attain the funds, its accountability, endorsed by both internal and external audits, and non discrimination (principle 10), by means of a gender office, a gender plan and a Center for gender issues already available at the UDC.

Also, there are a number of principles that, although not fully implemented, the UDC provides an implementation in different ways that, however, require further actions to be considered a strength. There are a group of principles that require a better dissemination and information among the academic community. More specifically, regarding the professional responsibility (principle 3) and the dissemination, exploitation of results (principle 8) we observed a general lack of knowledge in the community about these points, although some actions were already implemented in the UDC (i.e. Intellectual Property regulation, antiplagiarism mechanisms). Regarding the ethical principles (principle 2) and contractual and legal obligations (principle 5), there is, again, a lack of knowledge in the community about existing regulations which is leading to the development of proper guidelines and codes.

On the other side, in the initial assessment phase we have also detected some weaknesses regarding the ethical and professional aspects. More specifically, the good practice in research (principle 7) presents some lacks concerning the data safeguard and IT security (already mitigated through the Data Protection Delegation figure from action 4), public engagement (principle 9) depends greatly in individual efforts performed by the researchers and/or research centers and evaluation/appraisal systems (principle 11), although present, is no homogeneous among all research groups.

After performing the initial assessment phase, the main priority was focused on the actions that could have a short term impact in the academic community providing a higher improvement in the ethical and professional aspects. In this sense, the strategic decision was to develop, in a first phase, two actions that provided an Ethical Code of Research (action 2) and the Guidelines and Procedures for Good Research Practice (action 3) in order to address the lack of knowledge identified in the community regarding the ethical and professional aspects.

Strengths and Weaknesses (Award Renewal, max 500 words) ***Strengths**

The work undertaken by the Gender Equality Office (<https://www.udc.es/en/oficinaigualdade/oficina/>), together with the updated Gender Equality Plan (https://www.udc.es/export/sites/udc/oficinaigualdade/_galeria_down/3RD_EQUALITY_PLAN_24_27.pdf_2063069299.pdf), the implementation of the Harassment Prevention Protocol, (https://www.udc.es/export/sites/udc/oficinaigualdade/_galeria_down/Prop.-de-Protocolo-de-Acoso-da-UDC___GA.pdf_2063069299.pdf) and the establishment of the new Equality and Diversity Committees within the faculties and centres — coordinated by the Vice-Rectorate for Equality and Diversity — has significantly strengthened the University's strategic commitment to equity, inclusion, and respect. These structures have also contributed to the production of dissemination and awareness-raising materials, among which the *Cultural Shock Guide for International Researchers* (https://www.udc.es/export/sites/udc/gobierno/equipo_reitoral/vid/ADI/_galeria_down/03_UDC_Choque-cultural_diptico_ONLINE-1-1.pdf_2063069294.pdf) stands out as an exemplary initiative supporting integration and intercultural understanding.

The Ethics Committee has recently been renewed and expanded with additional members from the research community. This renewal has resulted in the development of updated regulations that are more closely aligned with current ethical standards and institutional priorities, thereby enhancing the overall integrity and governance of research activities.

Weaknesses

Some of the Ethics Committee's documents were originally drafted in Galician — the University's official language — and subsequently translated into Spanish and English. Furthermore, certain sections of the website (<https://www.udc.es/en/ceid/>) are in progress to be fully translated into English as the renewed Committee is firmly committed to ensuring accessibility, transparency, and inclusiveness for the entire research community.

Remarks (max 500 words)

Updated Regulations for Temporary Staff: A fairer and non-offensive designation has been introduced, accompanied by a humanised approach to the process and efforts to align working conditions with those of comparable groups performing similar tasks.

For the development of these new regulations, committees composed of representatives from various groups were established to form working teams and reach consensus on the provisions included in the updated frameworks.

The link to the regulation is available on the website: <https://www.udc.es/en/hrs4r/otmr/> (<https://www.udc.es/es/novas/Acuerdo-de-clasificacion-profesional-y-condiciones-de-trabajo-del-PCTI/>)

Also, the Ethics Committee has been renewed during this period, changing the government board and updating the regulation:

https://www.udc.es/export/sites/udc/ceid/reglamento-normativa/Ethics-Committee-Regulation.pdf_2063069299.pdf
(https://www.udc.es/export/sites/udc/ceid/reglamento-normativa/Ethics-Committee-Regulation.pdf_2063069299.pdf)

It has been also published the document Ethical Criteria for the Evaluation of Research Projects and Works of the Research and Teaching Ethics Committee.

<https://www.udc.es/en/ceid/procedemento-avaliacion/avaliacion-e-informes/>
(https://www.udc.es/export/sites/udc/ceid/_galeria_down/Criterios_eticos_avaliacion.report.pdf_2063069294.pdf)

And the Procedure for the Evaluation of Research Projects and Works of the Research and Teaching Ethics Committee:

<https://www.udc.es/en/ceid/procedemento-avaliacion/> (https://www.udc.es/export/sites/udc/ceid/_galeria_down/Procedemento-de-avaliacion.report.pdf_2063069294.pdf)

Or the Statement on Pseudoscience: https://www.udc.es/export/sites/udc/ceid/_galeria_down/3-CEID-UDC_STATEMENT-on-pseudoscience.pdf_2063069299.pdf (https://www.udc.es/export/sites/udc/ceid/_galeria_down/3-CEID-UDC_STATEMENT-on-pseudoscience.pdf_2063069299.pdf)

But keeping the same orientation and regulations: https://www.udc.es/export/sites/udc/ceid/etica_investigacion/UDC-Ethical-Code-of-Research.pdf_2063069299.pdf (https://www.udc.es/export/sites/udc/ceid/etica_investigacion/UDC-Ethical-Code-of-Research.pdf_2063069299.pdf)

Link to the Ethic Committee website: <https://www.udc.es/en/ceid/> (<https://www.udc.es/es/ceid/>) and more specifically: https://www.udc.es/en/ceid/etica_investigacion/ (https://www.udc.es/en/ceid/etica_investigacion/)

Recruitment and selection*

**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

In relation to recruitment and selection, in the initial assessment process performed at the UDC we observed the main aspects to be improved in terms of principles implementation. Nevertheless, the postdoctoral appointment (principle 21) constitutes the main strength of the UDC since the calls for post-doctoral positions are announced by the Office of Research and, in these calls, and in the recruitment of research staff financed through R+D projects or activities, clear rules and explicit guidelines are provided. Also note that seniority (principle 20) does not apply for UDC.

With regard to weaknesses, these refer mainly to the lack of regulation that provides a legal framework in the recruitment and selection process for research staff. More specifically, focusing on recruitment and recruitment (code) (principles 12 and 13, respectively), there are different regulations at different levels that do not reflect the present situation and there is a need for a Code of Conduct for the recruitment of researchers. With respect to selection (principle 14) and transparency (principle 15) in the assessment phase we identified a lack of common general regulation, with procedures depending on each Department. Also, it is important to note some positive aspects in these principles, such as, the publication of acceptance/rejection in the Departments announcement platforms and the good practices followed in the International InTalent program (internal program for post-doc research recruitment, <http://www.intalent.udc.es/?lang=en> (<http://www.intalent.udc.es/?lang=en>)).

Also, there are important weaknesses concerning judging merit (principle 16), variations in the chronological order of CVs (principle 17), recognition of mobility experience (principle 18) and recognition of qualifications (principle 19), with (i) selection criteria being more quantitative than qualitative, (ii) existing stop the clock policies but that could be improved, (iii) difficulties for accessing sabbatical leaves and (iv) the negative consideration of changes in discipline and the lack of regulation at the UDC for non-formal qualifications.

As a conclusion from the initial assessment phase, the recruitment and selection thematic area was considered highly important and the strategic decision of given a high priority to the related actions was taken. As a result, the main actions related with recruitment and selection were planned to be developed in the first phase and are, at this point, completed or nearly completed, such as the definition of Code of Conduct for the Recruiting of Researchers (action 10), the design of a Professional Career (action 11), the definition of a map of Alternative professional careers for UDC researchers (action 12) and the implementation of the InTalent program for attracting talented researchers (action 14).

Strengths and Weaknesses (Award Renewal, max 500 words) ***Strengths**

The selection processes have been systematised under OTM-R (Open, Transparent, and Merit-based Recruitment) criteria, ensuring fairness and compliance with international best practices.

Processes are subject to ongoing improvement and regular review to guarantee efficiency and alignment with institutional values.

An open consultation has been carried out with the entire university community regarding certain regulations, including those applicable to the personnel hired for research activities (PCTI).

Merge of Recruitment Units: The recruitment of research staff through excellence programmes, agreements and internal calls has been traditionally undertaken by two units, which are now in the process of being consolidated within a single department. This measure is intended to streamline the recruitment process for research personnel, enhance the efficiency of administrative procedures, strengthen interdepartmental communication, and improve the overall services provided to both administrative and research staff of the University.

Weaknesses

Challenges in the Application Process for International Candidates: The application process for foreign candidates still requires optimisation, as it is currently handled through a registry system that demands a valid digital certificate issued in Spain. This procedure is not fully streamlined and must be manually managed by the EURAXESS contact point coordinator.

Furthermore, the timeframe for submitting applications, along with specific requirements for foreign candidates—such as presenting degrees in Spanish or English and having them legalised or apostilled—represents a certain obstacle to their optimal participation in the selection processes. As a measure to mitigate this obstacle, a correction period is provided to allow individuals who were unable to submit the required documentation within the established deadlines to do so subsequently. In addition, the EURAXESS UDC Contact Point offers personalised guidance throughout the entire process, reviewing all submitted documents and providing feedback when necessary. When documentation is incomplete or incorrect, applicants receive specific instructions on how and where to obtain or amend the required materials.

Remarks (max 500 words)

A new training initiative has been implemented for members of selection committees (Action 20).

New regulations have been introduced for temporary staff, including both researchers and research managers/administrative personnel, with opportunities for the entire community to provide suggestions for improvement. This is the link to the new regulation:

<https://www.udc.es/en/hrs4r/otmr/> (<https://www.udc.es/es/novas/Acuerdo-de-clasificacion-profesional-y-condiciones-de-trabajo-del-PCTI/>)

The current Recruitment Regulation (OTM-R Policy) was approved in 2024, taking into consideration the suggestions gathered in the consensus reports of the experts after the site visit for the first renewal of the HR Award. It is available on the following link:

<https://www.udc.es/en/hrs4r/otmr/> (https://www.udc.es/export/sites/udc/exi/_galeria_down/Normativa-para-la-regulacion-de-la-contratacion....pdf_2063069299.pdf)

At present, work is underway on a new recruitment regulation that incorporates the recent developments in labour legislation implemented at the national level, while preserving the University's principles and ethos in alignment with the OTM-R (Open, Transparent, and Merit-Based Recruitment) framework. Once the draft has been prepared, it will be circulated to the entire University community for review and the submission of suggestions. After the final document is drafted, it will be approved by the University Governing Council and distributed to the entire University community via email. Additionally, it will be published in the relevant sections of the UDC website and translated into English.

Working conditions*

**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

Regarding the working conditions at the UDC, the initial assessment phase identified several strengths. More specifically, there are a few principles that are considered to be fully implemented, such as the recognition of the profession (principle 22) that follows the guiding principles of the Law 14/2011, of 1 June, of the Science, Technology and Innovation, the working conditions (principle 24) by means of the flexibility allowed by the UDC to achieve a good work-life balance and the stop the clock policies already allowed, the value of mobility (principle 29) considered a positive evaluation criterium, teaching (principle 33) with the number of teaching hours for each professional level already being subjected to regulation, the participation in decision making bodies (principle 35) being conveniently regulated by law and University statutes and the relation with supervisors (principle 36) is articulated by the bases of each call (for R2 researchers) and by the Doctorate commission (for R1 researchers).

Some other principles, although almost implemented present a general lack of knowledge by the members of the academic community that require some actions to improve their perception. In this case, we found the research environment (principle 23), with an already existing catalogue of the different equipments available at the UDC (including its location) but the limited user interface restricts its usage, the gender balance (principle 27) includes the Gender Office and the Gender Plan already available at the UDC, but some awareness and reinforcement actions would be desirable and the intellectual property rights (principle 31) with a regulation already available at the UDC, but a general lack of knowledge about this criterion.

On the other side, regarding the working conditions there were identified several weaknesses that require some action from the University. More precisely, the stability and permanence of employment (principle 25) was identified as a weakness derived from the law 24/2012 that imposes budget constraints which lead to limitations in the stabilization of researchers contracts and, funding and salaries (principle 26) as the UDC does not provide a budget for hiring researchers or improve salaries. Also, the career development (principle 28) and the access to career advice (principle 30) are clear limitations since the UDC does not provide a regulation regarding professional development. Likewise, co-authorship (principle 32) is not implemented due to the lack of proper regulation, and complaints/appeals (principle 34) are generally well resolved, although there have been some exceptional cases in which complaints could not being fully resolved by the University authorities.

The improvements in this area are considered important from a strategic point of view, which lead to the organization of a few actions in the short term that are expected to impact in the main weaknesses: the implementation of a map for alternative professional careers for UDC researchers (action 12), the preparation of the UDC Researcher Welcome Manual (action 15), the writing and dissemination of the UDC's Guidelines and Procedures for Good Research Practice (action 3) and the implementation of the InTalent program (action 14).

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

Significant efforts have been made to improve the working conditions of research personnel, as well as technical and administrative support staff.

The recent change in the University's governing board has brought a renewed focus on staff groups in more precarious situations, including those employed through programmes, agreements, and internal calls (temporary workers). These employees have historically been subject to regulations and internal frameworks that differ considerably from those applied to the broader University workforce, encompassing both administrative and service staff as well as research personnel. This disparity had generated dissatisfaction among these staff members, who had long expressed their concerns to University leadership. With the appointment of the current Rector's team, notable progress has been achieved in reducing these inequalities by aligning their working conditions more closely with those of other staff groups. These improvements have fostered a more positive work environment and strengthened the sense of commitment among these employees toward the institution.

Another significant initiative has been the enhancement of procedures aimed at stabilising the positions of both researchers and administrative and service personnel. Over the past four to five years, the University has shown a stronger commitment to creating permanent positions for researchers who joined through prestigious programs, such as Ramón y Cajal (RyC), Beatriz Galindo, ATRAE, and ERC fellowships. In addition, the number of positions offered through official selection processes for entry into the civil service has increased, benefiting research staff as well as administrative and management personnel.

Flexible working arrangements have also been introduced, including the option to work remotely two to three days per week. These measures contribute significantly to supporting work-life balance and ensuring a fairer equilibrium between personal and professional responsibilities.

Enhancements to compensation and working conditions for individuals recruited through talent attraction programs have likewise had a positive impact, resulting in a substantial increase in job applications for both open calls and specific programs such as RyC.

Weaknesses

Certain measures, such as remote work and flexible working hours, have been implemented only recently, and their effectiveness has yet to be fully evaluated.

Another challenge to be addressed is that some bureaucratic processes within the University continue to experience delays, as a result of staffing limitations and ongoing systematic updates to management tools by the state administration.

Remarks (max 500 words)

The University provides a comprehensive Welcome Service to all newly appointed staff members. This service offers active listening, guidance and referrals to other UDC units and services, and a one-stop desk for addressing questions and resolving concerns.

Special attention is given to international researchers, regardless of whether they are foreigners or Spanish researchers living abroad. The service is fully personalised, tailored to the needs of each individual and their family.

As part of this initiative, several guides have been produced and are available in three languages: Spanish, English, and Galician. In addition to the *Welcome to the UDC* guides — one specifically designed for international researchers and another for local staff — newcomers can access a wide range of documents related to their professional and administrative integration.

All these resources are gathered in a dedicated SharePoint site, accessible to all newly appointed University staff and also available to the rest of the UDC community upon request. Since its creation on 2 January 2024, this SharePoint page has recorded 941 visits from 135 different users.

The dedicated Welcome Pack can be accessed via the following link: **Welcome Pack**
(<https://udcgal.sharepoint.com/:f:/r/sites/BenvidBienvenidWelcome/Documentos%20compartidos/General?csf=1&web=1&e=3HITD8>)

Training and development*

**Strengths and Weaknesses (Initial Phase)**

Strengths and Weaknesses (Interim Assessment)

With regard to training and development, the initial assessment phase developed at the UDC lead to the identification of one main strength in this area, the supervision (principle 40) with the support of the International Doctorate School monitoring the supervision of R1 researchers.

On the other side, also some weaknesses were identified, mainly due to a lack of training for the researchers. In this sense, supervision and managerial duties (principle 37), although the University provides a restrictive regulation regarding PhD supervision, there is no specific training in team management. Also, the continuing professional development (principle 38) and the access to research training and continuous development (principle 39) present a general lack of proper training for the researchers in both points.

From the initial assessment phase, training and development, although being considered important the strategic decision at the time was not to give a high priority to the actions associated, which lead to a mid-term execution of the actions proposed in the training and development area, such as the Design of a Training Plan on Charter & Code (action 5).

Strengths and Weaknesses (Award Renewal, max 500 words) ***Strengths**

A comprehensive plan aimed at researchers and research support staff (technical and administrative) is organised by the Talent Attraction Office (OCPI) and the University Training and Innovation Centre (CUFIE). Among others, it includes training in transversal skills, proposal preparation for research projects, and interview preparation for ERC grants.

Further details are available on the following links:

- Link to the OCPI training offer website: <https://www.udc.es/en/ocpi/formacion/> (<https://www.udc.es/en/ocpi/formacion/>)
- Link to the Transversal Skills Training on CUFIE website: <https://www.udc.es/en/cufie/UFA/PFCTPD/Indice-de-contidos/> (<https://www.udc.es/en/cufie/UFA/PFCTPD/Indice-de-contidos/>)

Weaknesses

Access to internal training for temporary management staff is still very recent. These staff members have not yet had the opportunity to express their training needs, and it will be necessary to formalise this process in the coming months.

Due to limited human and financial resources, training for research staff on selection processes could not be conducted within the previously established timelines, resulting in a delayed start. However, the quality of this training has been ensured, and all individuals directly or indirectly involved in selection processes within the University have access to it at any time.

Remarks (max 500 words)

Additionally, training opportunities have been expanded for management staff, including access to highly prestigious national and international programs, stays abroad, and language courses. Before the new regulation for this collective, it was only a right for researchers and also for administration and services staff with a permanent status (civil servants).

This said, it is expected an increase in the number of training opportunities offered as well as in the number of trainees in the coming years.

The staff related to research activities and also the staff developing research management positions frequently attend training courses online and mainly outside of Spain, which are not part of the university's internal training plan.

Some illustrative examples include the participation of technical staff from the International Projects Office (OPI) and the Talent Attraction Office (OCPI) in high-profile international events of particular relevance to our institution. Notably, some representatives attended the annual meetings of EARMA, held in Odense (Denmark) and Madrid (Spain), as well as the meetings of major associations of Spanish researchers abroad, such as the Association of Spanish Researchers in Chili (held in Santiago de Chile), the Association of Spanish Researchers in Sweden (held in Stockholm), the Association of Spanish Researchers in the United Kingdom (held in London), and the Association of Spanish Researchers in Belgium (held in Brussels).

In all these events, our staff took an active part in training activities, seminars, and conferences, while also engaging in networking initiatives aimed at promoting our institution and presenting the professional and research opportunities available to prospective candidates.

Further details regarding these participations can be found on the social media channels of the University, as well as those of EURAXESS UDC and the professionals belonging to these offices.

Have any of the priorities for the short- and medium term changed? (max 500 words)

Since the last internal review in summer 2022 and the design of the current Action Plan 2022–2025, organisational changes have led to shifts in certain strategic focus areas.

In the short term, it became essential to develop and integrate new regulations and procedures for the recruitment of both research and support/management staff, aligned with the University's operational framework. The new recruitment regulations were formally approved and published by the Consello de Goberno (UDC Government Board) on 5 June 2024: <https://www.udc.es/en/hrs4r/otmr/> (<https://udc.es/en/exi/persoal-contratado-para-tareas-de-investigacion-pcti/normativa/>)

As part of the restructuring of the management team for the HRS4R strategy, a global call was made to the entire UDC research community. Dozens of interviews and meetings were conducted to gather perspectives, suggestions for improvement, and potential participation in the newly established working groups.

As a result of these meetings, several improvement needs were identified, with three emerging as particularly significant:

1. Need for a Clear Career Plan and Career Guidance Service

One of the principal priorities and needs identified among the University's research staff is the lack of clarity regarding career development plans and the available pathways toward professional stabilisation. Moreover, the majority of researchers remain largely unaware of alternative career opportunities, including the European initiative *Researchers Beyond Academia (REBECA)*.

To address these needs, the University initiated the provision of personalised guidance and advisory services to those who request support through a dedicated email account and individual consultations conducted either via video call or in-person at the office. These services are delivered by the professional responsible for the Welcome Service, the EURAXESS Contact Point, and the HRS4R management, a specialist with extensive experience in Human Resources and research career orientation fields.

In addition, a Career Development Focus Group has been established, with an open call for applications to join the group. A substantial number of researchers have expressed interest in participating as active members. Within this framework, the Focus Group is working toward the establishment of a formal Research Career Guidance Service at UDC, staffed by highly qualified, empathetic, and solution-oriented personnel. This service is anticipated to become a strategic and high-demand resource, addressing the evolving career development needs of the University's research community.

2. Equality of Working Conditions for staff performing similar tasks and responsibilities

Before the implementation of the new regulations governing contracts funded through projects, agreements, and programs, staff employed under these arrangements did not enjoy the same rights and working conditions as personnel hired under Chapter I of the University's General Budget, namely, tenured staff and permanent employees.

The regulatory changes promoted by the Vice-Rectorate for Research and Transference, in which all members of the community were invited to provide input, have now enabled the harmonisation of employment conditions and rights. This ensures that all staff members benefit from equitable working conditions, consistent contractual terms, and uniform access to professional rights and entitlements, fostering fairness, transparency, and organisational cohesion across the University.

As a result of this equalisation of rights, there has been a significant improvement in well-being within various departments and units. Previously, members within the same teams often faced discrepancies in conditions, such as vacation days or weekly working hours during periods of special activity (e.g., summer, local holidays, Christmas). The new framework has contributed to creating a more balanced, supportive, and cohesive working environment, benefiting all staff across research, administrative, and management roles.

3. Promotion and Strengthening of Existing Biopsychosocial Well-Being Support Services, as well as identification of new needs not yet addressed:

Although the University has several services and offices dedicated exclusively to the promotion and enhancement of biopsychosocial well-being, these resources remain relatively underutilised and poorly known within the University community, particularly among the research staff.

To address this, a new Biopsychosocial Well-Being Focus Group was established, composed of key representatives in this area within the University, including the Vice-Rector for Social Responsibility and the Director of Healthy UDC (UDC Saludable).

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Following the rectoral elections held in December 2023, a new rectoral team took office in January 2024. This transition entailed a restructuring of the various vice-rectorates, including the creation of new ones, which directly impacted the composition of, among others, the Steering Committee of the HRS4R Strategy at the University of A Coruña (UDC). While the overall policy direction remains continuous, there was a significant turnover among members of the governing council, with only one member from the previous team (the Vice-Rector for Equality and Diversity) remaining.

This transition led to a pause of several months regarding decision-making, the implementation of new strategic institutional projects, and the engagement of the new Rectoral Team (https://www.udc.es/en/gobierno/equipo_reitoral/xerencia/servizos/retribuciones_seguridade_social_e_accion_social/contacto/) with the HRS4R strategy.

Earlier, during the first two quarters of 2023, a comprehensive restructuring of the HRS4R management team had taken place, including changes in the members of the working group and the inclusion of research staff from all categories and centres, as recommended during the evaluation of the first renewal of the HR Award, both during and after the site visit.

The four focus groups were redesigned and strengthened to align more closely with the university's new priorities and the principles of the European Commission. Notable changes include:

- The specific **Ethics Focus Group** was dissolved, as it is now transversal to all actions.
- A new **Career Development Focus Group** was created to develop and support career progression initiatives.
- A new **Biopsychosocial Well-Being Focus Group** was established.
- The **Gender Equality Focus Group** was maintained and reinforced.
- The **OTM-R Selection Processes Focus Group** was updated, including key personnel involved in staff recruitment within the university.

This period has been of significant activity from these groups, including the drafting of two new regulations for the recruitment of research staff through agreements, programs, and projects.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

In response to the growing complexity of international research activities and the increasing importance of attracting and retaining research talent, the UDC undertook a major organisational reform to strengthen its research management system.

On 1 June 2023, UDC implemented a strategic separation that led to the creation of two new, independent but complementary offices within its research support structure:

- The International Projects Office (OPI), responsible for supporting the preparation, submission, and management of international research projects, particularly under the Horizon Europe framework. The OPI provides specialised guidance to researchers throughout the full project lifecycle, from identifying funding opportunities to grant implementation and reporting, thereby reinforcing UDC's capacity for international collaboration and leadership.

· The Research Talent Attraction Office (OCPI), focused on recruiting, retaining, and supporting researchers through national and European funding schemes, including MSCA, ERC, and Spanish talent programmes. The OCPI plays a key institutional role in promoting researcher career development, international mobility, and alignment with the European Charter for Researchers and the Code of Conduct for their Recruitment.

The establishment of these two offices in 2023 represented a strategic institutional milestone for UDC, enabling a more specialised, efficient, and coordinated approach to international project management and research talent development. This reform ensures that the university's research management ecosystem is fully aligned with European best practices and contributes directly to the goals of the European Research Area (ERA) and the HR Excellence in Research Award.

Thanks to the funding obtained through the UDC4HE project, the OPI has undergone a significant process of expansion and professionalisation. Within a single year, the OPI will have expanded from 2 to 9 technical staff members, reflecting the university's strong institutional commitment to strengthening research support and internationalisation.

Since the end of 2023, following the change in government and in accordance with the guidelines established in the University's Strategic Plan, a comprehensive restructuring of several key administrative and research management units was undertaken.

Previously, these units operated under the unified umbrella of the Research Results Transfer Office. Under the new organisational framework, they now function as independent offices, while remaining fully interconnected to ensure continued alignment with common objectives and the effective sharing of synergies.

As a result of this restructuring, the Office of International Projects (OPI), the Office for the Attraction and Retention of Research Talent (OCPI), and the Knowledge Transfer Office (OTC) were formally established. In addition, the EURAXESS Contact Point and HRS4R Strategy Management Office was constituted, providing welcome and onboarding services for all newly appointed staff, as well as targeted career guidance support.

Each of these offices maintains its own dedicated website, available in English, Spanish, and Galician (the official language of Galicia), and actively engages through its corporate social media profiles on major platforms. These efforts serve to enhance the visibility and accessibility of the newly established offices.

The directors of these offices, in coordination with the newly created Network of R&D&I Centers and Units (REDCIDI), contribute to fostering a shared strategic vision for all research-related activities. Their work is oriented towards achieving the highest standards of excellence while promoting the well-being of all staff, encompassing both research personnel and those in administrative and management positions.

All initiatives are framed within the HRS4R strategy, which serves as the guiding reference for all research-related actions and policies undertaken by these offices and the Vice-Rectorate for Research and Transference

The University of A Coruña considers its internationalisation to be a priority. Attracting talent is therefore essential, as it allows it to attract highly qualified researchers from all over the world, creating a diverse and competitive academic environment. Through various calls for applications, centralised in the OCPI, the UDC focuses on attracting scientists with excellent careers, such as the beneficiaries of Ramón y Cajal, Beatriz Galindo, MSCA Actions, ERC Grants... This not only strengthens the university's capacity to carry out advanced research, but also increases its

international visibility, fostering strategic collaborations with other institutions. The effort to attract and retain research talent has a positive impact on the scientific projection of the university, allowing the consolidation of emerging and strategic research areas that are key to the growth of the university.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Proposed ACTIONS

Action 1		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 1: Awareness of the Charter & Code and alignment of all institutes	GAP Principle(s)			
	1. Research freedom	Q4 2020	Vice-rector for Science	1. Specific working group established to develop Action 1. 2. Number of HRS4R delegates recruited. 3. Number of informative sessions. 4. Number of participants in HRS4R briefings. 5. Institutes' strategic plan containing action to fulfil the HRS4R UDC Action Plan.
	2. Ethical principles		Policy, Research	
	3. Professional responsibility		and Transfer	
	4. Professional attitude			
	5. Contractual and legal obligations			
	6. Accountability			
	7. Good practice in research			
	8. Dissemination, exploitation of results			
	9. Public engagement			
	10. Non discrimination			
	11. Evaluation/ appraisal systems			
	12. Recruitment			
	13. Recruitment (Code)			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)			
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
21. Postdoctoral appointments (Code)			
22. Recognition of the profession			
23. Research environment			
24. Working conditions			
25. Stability and permanence of employment			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries			
27. Gender balance			
28. Career development			
29. Value of mobility			
30. Access to career advice			
31. Intellectual Property Rights			
32. Co-authorship			
33. Teaching			
34. Complaints/ appeals			
35. Participation in decision- making bodies			
36. Relation with supervisors			
37. Supervision and managerial duties			
38. Continuing Professional Development			

Proposed
ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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39. Access to research
training and continuous
development

40. Supervision

Proposed ACTIONS

Current Status

Remarks

COMPLETED

This action has been developed throughout the whole five-year period, although it has been reinforced in the last year due to the incorporation of the new role of HRS4R implementation manager. KPIs: 1. This action is the responsibility of the whole HRS4R Working Group, so finally, no specific subgroup was created. 2. There are 9 delegates (one or two for each specialization campus and research centre). They have the role of taking the HRS4R messages, news and main actions implemented to the different campuses and research centres. Here is the list: <https://www.udc.es/en/investigacion/hrs4r/delegado/> 3. The HRS4R implementation manager in 2021-2022 delivered 4 sessions addressed to research and assistant staff at centres and campuses. All the sessions were delivered online and onsite. She also held 5 meetings with the delegates of the research centres and specialization campuses of the UDC to give them updated information, establish communication channels and procedures and introduce the new HRS4R Working Group. 4. 119 people attended the informative sessions at the Research Centres and 8 delegates attended the meetings. 5. The University of A Coruña has 4 research centres each of which has a strategic plan following the C&C principles and implementing OTM-R processes. Please, click on the links below to access the strategic plan and HRS4R related info in each centre: CICA: HRS4R dedicated page: <https://cica.udc.gal/en/talent-hrs4r> Strategic Plan: The strategic plan is currently in an advanced draft phase, pending approval and publication on the web. The provisional version already includes specific mention in strategic axis 3.3 "staff welfare plan". CITIC: HRS4R dedicated page: <https://citic.udc.es/en/hrs4r-en/> Strategic Plan 2017-2020: https://citic.udc.es/wp-content/uploads/2020/08/pe_citic_vfweb.pdf Strategic Plan 2021-2025: <https://citic.udc.es/wp-content/uploads/2022/01/Plan-Estrate%CC%81gico-2021-2025.pdf> CIT/CIF: The current website will shortly be updated after the redefinition of the new strategic lines of the technological centre of the Industrial Campus. We are right now in a period of transition for the creation of the centre (CITENI). Thus, the new Strategic Plan is currently being designed. As soon as it will be approved and published, this information will be updated. CITEEC: HRS4R dedicated page: <https://www.udc.es/citeec/HRS4R-en.html> Strategic Plan: <https://www.udc.es/citeec/documentos/reglamento-citeec.pdf>

Proposed ACTIONS

Action 2

Action 2: Write and disseminate the “UDC Ethical code of research”

GAP Principle(s)

2. Ethical principles

Timing (at least by year's quarter/semester)

Q4 2018

Responsible Unit

Vice-rector for Science Policy, Research and Transfer

Indicator(s) / Target(s)

1. Specific working group established to develop Action 2. 2. Benchmarking of ethical code of research of outstanding research centres and Universities to identify the topics that should be included in the code. 3. Writing of the draft of the code. 4. Approval of the draft by ethical committee, working group and governing board. 5. Ethics Code published online and included in Welcome Manual.

Current Status

Remarks

COMPLETED

The HRS4R working group completed this action before the interim assessment of 2019. KPIs: 1. Specific working group composed of the UDC Ethics in Research Committee members. 3. The UDC Ethics in Research Committee manager elaborated the UDC Ethical code of research draft. He was a member of the HRS4R working group and coordinated all tasks related to this action. 4. After reviewing the draft and making some suggestions, it was approved by the working group, by the Ethical Committee and later it was approved by the UDC Government Board on February 27th 2019. 5. It was published online on the HRS4R website: <https://www.udc.es/en/investigacion/hrs4r/codigo-etico/>

Proposed ACTIONS

Action 3

Action 3: Write and disseminate the “UDC Guidelines and Procedures for Good Research Practice”

GAP Principle(s)

5. Contractual and legal obligations

32. Co-authorship

Timing (at least by year's quarter/semester)

Q1 2019

Responsible Unit

Vice-rector for Science Policy, Research and Transfer

Indicator(s) / Target(s)

1. Specific working group established to develop Action 3. 2. Benchmarking of best practices of research of outstanding research centres and universities to identify the topics that should be included in the code. 3. Writing of the draft of the guidance. 4. Approval of the draft by the research committee, working group and governing board. 5. Good practice handbook

Current Status

Remarks

COMPLETED

The HRS4R working group completed this action before the interim assessment of 2019. KPIs: 1. Specific working group composed of the UDC Ethics in Research Committee members. 2. Initially, a benchmarking of the best practices of research was prepared in order to identify the topics to be included in the Code. 3. The working group (with the counselling of an external expert) developed and published on the HRS4R website the UDC Guidelines and Procedures for Good Research Practice so the UDC completed this action before the Interim Assessment of 2019. 4. The UDC Guidelines and Procedures for Good Research Practice was validated by the Working Group and the Research Committee. 5. The UDC Guidelines and Procedures for Good Research Practice was published on the HRS4R website: <https://www.udc.es/en/investigacion/hrs4r/boas-practicas-investigacion/> and it will be reviewed and updated (if necessary) along the next period 2022-2025.

Proposed ACTIONS

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 4: Define a strategy to protect all the research data, including sensitive biomedical data.	7. Good practice in research	Q2 2020	Management Vice-rectorate for Economy, Infrastructures and Sustainability	1. Specific working group established to develop Action 4. 2. Global agreement with a provider of data storage. 3. Identify researchers that use personally-sensitive data. 4. Survey the real needs of data storage in the different departments. 5. Define a strategy based on the accomplishment of the previous indicators. 6. Publish the guidance online, and include it in the Welcome Manual.

Proposed ACTIONS

Current Status

Remarks

COMPLETED

All related information is available on the dedicated website:

https://www.udc.es/es/gobierno/equipo_reitoral/secretaria/proteccion-de-datos/ Regulations about data protection: https://www.udc.es/es/gobierno/equipo_reitoral/secretaria/proteccion-de-datos/normativa/ KPIs: 1. Before the interim assessment of 2019 it was created the role of “Data Protection Delegate” at the UDC. The person in charge is Luz María Puente Alba. 2. An agreement was established with Microsoft to provide data storage on One Drive for the whole academic community. 3. All researchers who have any doubts or questions regarding data protection or information security send their questions directly to the heads of the 2 competent units in this matter: José Antonio Pizarro as head of Information Security and Luz María Puente as data protection delegate of the UDC, although there is no record as such of those who have contacted these units. 4. From the direction of the research groups, the needs of each group in this area are surveyed. In the event of detection of any unmet need, it is referred to those responsible for the information security and data protection units. 5. The Information Security Department of the UDC, which reports directly to the Rector, prepares the rules and regulations relating to information security. On its website (<https://www.udc.es/es/seguridade-da-informacion/>) you can consult the various regulations in force, as well as other types of documentation. Besides, for the past 3 years, both the information security director and the data protection responsible at the UDC have been providing online and onsite training to administration and services staff, as well as to teaching and research staff in both subjects. In addition to training, short videos are currently being produced in the form of informative pills for self-consumption by researchers interested in this matter. 6. The data protection unit has drawn up a data protection guide for research that will soon be published on the UDC website. It is pending review and input from the Ethics Committee of the UDC, which has recently changed its structure, so it has not been possible to finalize it before. It is expected that in the summer it will be published on the UDC website. Likewise, the responsible for data protection at the UDC is a member of the data protection working group at the CRUE (Conference of rectors of Spanish universities) which is preparing a guide for the protection of research data. This guide is also scheduled for completion and publication in the summer of 2022.

Proposed ACTIONS

Action 5				
Action 5: Design a training Plan on C&C: new courses and activities for awareness of various principles and reinforce courses.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	3. Professional responsibility			
	5. Contractual and legal obligations			
	8. Dissemination, exploitation of results			
	14. Selection (Code)		Vice-rector for Teaching Staff and Planning	
	27. Gender balance			
	28. Career development	Q3 2019	Vice-rectorate for Academic Offer and Teaching Innovation	
	31. Intellectual Property Rights			
	32. Co-authorship			
	37. Supervision and managerial duties			
	38. Continuing Professional Development			
	40. Supervision			
				1. Specific working group established to an initial stage of training as part of an awareness develop Action 5. 2. Quick survey to prioritize the most highly-demanded topics. online courses resembling MOOCs to raise awareness 3. Awareness-raising; research new seminars programmed on: TT & IP, GP for selection committee procedures, Gender, Team management, transversal skills, project manager, entrepreneurship, etc. 4. Reinforced courses programmed.

Proposed ACTIONS

Current Status

Remarks

COMPLETED

This action has been merged with action 6 due to the overlap detected between them since some training was provided through the International Doctorate School which provides researchers with several courses (including reinforcement courses) that cover different topics. The University of A Coruña through the University Center for Educational Training and Innovation (CUFIE) offers a wide variety of educational actions focused on different target groups, such as:

- Training on Digital Competency of the University Library (<https://www.udc.es/es/cufie/UFA/PFBUCronograma/>): searching and using information for PhD, strategies to increase visibility and impact for research results.
- Transversal Training for young researchers (<https://www.udc.es/es/cufie/UFA/PFTXI/Cronograma/>): organized by CITIC and open to researchers from all research institutes, covering research results protection, outreach and visibility of research results, and research career in Galicia.
- Academic and professional orientation (https://www.udc.es/es/eid/formacion/ciclo_xornadas/): scientific production visibility, research results protection, funding for PhD training and specialization, ERC and Marie-Sklodowska-Curie grants.
- PhD students Welcome Conference (https://www.udc.es/gl/eid/formacion/xornada_benvida/): doctorate studies presentation, funding and specialization for PhD students, scientific production visibility. An HRS4R presentation was delivered by the HRS4R manager in 2021 and it is expected to schedule it also for the coming years in order to raise the awareness of this target group on the C&C principles.
- Permanent training for teaching & research staff: <https://www.udc.es/es/cufie/UFA/PAE/Cronograma/> - Initial training plan for teaching & research staff : <https://www.udc.es/es/cufie/UFA/PFI/> - Gender training for teaching & research staff: https://www.udc.es/es/cufie/UFA/PFOIX/cronograma_profesorado/

KPIs: 1. There is a Focus Group for this action and all matters related to training and career development composed of the Director of the International Doctorate School (IDS) and the Vice-rector for Academic Offer and Teaching Innovation. 2. A quick survey is performed periodically at the end of each academic course to identify the most demanded topics from researchers. 3. The training offer for research and teaching staff is available on this link: <https://www.udc.es/es/cufie/?language=gl> 4. On the IDS website (<https://udc.es/en/eid/>) are available all the training courses: <https://udc.es/en/eid/formacion/> *This action shows an "in progress" current status as it will be continued throughout the following period.

Proposed ACTIONS

Action 6

Action 6:
Strengthen the
Doctorate
School.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	Q3 2019	Vice-rector for Teaching Staff and Planning Vice-rectorate for Academic Offer and Teaching Innovation	1. Specific working group established to develop Action 6. 2. New activities defined at the Doctorate School. 3. Procedures revised.
Current Status	Remarks		
COMPLETED	<p>This action has been merged with action 5. The Doctorate School, as described in the previous action, includes a variety of different activities covering multiple skills. KPIs: 1. There is a Focus Group for this action and all matters related to training and career development composed of the Director of the International Doctorate School (IDS) and the Vice-rector for Academic Offer and Teaching Innovation. 2. On the IDS website (https://udc.es/en/eid/) are available all the mobility grants (https://udc.es/en/eid/internacionalizacion/), offered activities (https://udc.es/en/eid/programas/) and training courses (https://udc.es/en/eid/formacion/). 3. All regulations related to the IDS are available on this link: https://udc.es/en/eid/normativa/. Some of them have been recently updated such as the Regulation of doctoral studies of the UDC (https://sede.udc.gal/services/electronic_board/EXP2021/009768), the Regulation of the IDS (https://sede.udc.gal/services/electronic_board/EXP2020/002113/document?logicalId=55aadfba-1626-4ffc-9ece-145f93b94c71&documentCsv=CJ7JH2NTUCF5RO07VG2RO2HN) and the Code of good practice of the IDS (https://udc.es/export/sites/udc/eid/_galeria_down/CODIGO-BUENAS-PRACTICAS-EIDUDC-2020-castelan.pdf_2063069294.pdf) among others. *This action shows an "in progress" current status as it will be continued throughout the following period.</p>		

**Proposed
ACTIONS**

Proposed ACTIONS

Action 7	Timing (at least by year's quarter/semester)			
	GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)	
Action 7: Boost the UDC's Chair of scientific outreach.	9. Public engagement	Q2 2020	Vice-rector for Teaching Staff and Planning	1. Specific working group established to develop Action 7. 2. Perform a kick-off meeting with all the stakeholders implicated, under the guidance of the Chair of scientific outreach, CICA and CITIC communication officers, and working committee, to define the clear objectives and indicators to accomplish this action. 3. Clearly define the UDC Budget for outreach activities. 4. Set an outreach global biannual action plan, with someone responsible for each action. 5. Make the UDC outreach activities available on the web page and social media.

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>During the previous period, some decisions have been taken by the Vice-Rectorate for Students, Participation and University Extension including a section for Cultural and Scientific Outreach:</p> <p>https://www.udc.es/en/futuros_estudiantes/orientadores/divulgacion-cientifica/ The department manager is Cristina Naya and from there she schedules and disseminates many scientific outreach activities. The UDC and its research centres welcome visits from schoolchildren to its facilities, in addition to organizing awareness talks on STEAM professional careers for high school students. They also organize a multitude of dissemination activities open to anyone interested, normally taught by researchers from the centre itself but also inviting leading researchers in the sector from outside the UDC:</p> <p>https://www.udc.es/en/futuros_estudiantes/orientadores/divulgacion-cientifica/ Besides, they organize and take part in many outreach events in order to present to society their scientific work and achievements. Some examples are the G-Night (https://cit.udc.es/anuncio-gnight/) and the Science Day on the streets (https://citic.udc.es/dia-de-la-ciencia-en-la-calle-de-a-coruna/). KPIs: 2. Meetings held between the WG and the outreach responsables at research centres (CICA and CITIC) and also with the Chair of scientific outreach. 3. Specific budget for outreach activities is set in the UDC annual general budget. In this link you can consult the budgets of the UDC until this year:</p> <p>https://www.udc.es/es/gobierno/equipo_reitoral/vepes/planificacion_economica/documentos/orzamentos/ 4. Regulations:</p> <p>https://www.udc.es/export/sites/udc/gobierno/_galeria_down/vicd/divulgacion/Reglamento.pdf_2063069294.pdf</p> <p>5. On the dedicated website (https://www.udc.es/es/gobierno/equipo_reitoral/vicd/divulgacion/) you can consult all outreach activities. Also, there are a lot of scientific outreach activities organized by the 4 research centres of the UDC: • CICA: https://cica.udc.gal/es/noticias/categoria/1 • CITIC: https://citic.udc.es/en/news-divulgacion/ • CIT (Ferrol Campus): https://cit.udc.es/ultimas-noticias/ • CITEEC: https://www.agrupacionciteec.udc.es/cursos/</p> <p>In total, in the period between 2017 and 2022, a total of 635 outreach activities were carried out by these 4 research centres. Please, click on the link to access the data:</p> <p>https://udcgal.sharepoint.com/:x/s/otrreros/ETKMF3uS-2lPk4WF8o_KyAQBRFM9k4q52HqIYmsyXKBdNw?e=fVHFr2. For more detailed information about these activities in each centre, please just let us know. Both the UDC in its general profiles and the research centres in their profiles on social media widely publicize all scheduled outreach activities. UDC SM profiles: https://www.udc.es/es/comunicacion/redes-sociais/ • Twitter: https://twitter.com/udc_gal • Facebook: https://m.facebook.com/udc.gal/ • LinkedIn: https://www.linkedin.com/school/universidade-da-coruna/ • Instagram: https://www.instagram.com/udc_oficial/</p>

**Proposed
ACTIONS****Current Status****Remarks**

Research centres SM profiles: • CICA: Twitter (<https://twitter.com/CICAUDC>) Facebook (<https://www.facebook.com/cicaudc/>) LinkedIn (<https://www.linkedin.com/company/cica-udc/>) • CITIC: Twitter (<https://twitter.com/citicresearch>) Facebook (<https://m.facebook.com/citic.centroinvestigaciontic.udc>) LinkedIn: (<https://www.linkedin.com/company/citic-centro-de-investigacion-tic-de-la-universidad-de-a-coru-a/>) • CIT (Ferrol Campus): Twitter (https://twitter.com/CIT_UDC) • CITEEC: Twitter (<https://twitter.com/ACiteec>) Facebook (<https://m.facebook.com/aciteec/>) LinkedIn:(<https://www.linkedin.com/company/aciteec/>)

Proposed ACTIONS

Action 8

Action 8:
Design the performance of periodic evaluations of the research groups.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	Q4 2019	Vice-rector for Science Policy, Research and Transfer	1. Specific working group established to develop Action 8. 2. Perform a high-level meeting to discuss the inclusion of this criteria into the UDC regulation. 3. Definition of the evaluation's scope and procedures. 4. Include this criteria in the UDC regulation. 5. Trend in the number of Evaluations
Current Status	Remarks		
COMPLETED	<p>The UDC is currently completing the modification of its evaluation system for the research activity of its groups. For this, and following the suggestions received from the State Research Agency https://www.aei.gob.es/en (external agent in charge of the evaluation), the Office of the Vice-Rector for Scientific Policy, Research and Transfer prepared a working document with the guidelines that will regulate the new system evaluation. The Research Commission, delegated by the Governing Council, is the body in charge of drawing up the new regulations based on these guidelines. After discussing the subject in meetings of the Commission and with a continuous flow with the Vice-rectorate, currently, an almost definitive document with the approval of the State Research Agency is available, and that will be approved by the UDC (and published on the website) in the coming weeks. KPIs: 1. The Research Commission is the working group for this action. 2. This issue was discussed in several meetings, the last one is scheduled for the end of June 2022. 3. The criteria and procedures will be specified in the regulations when they are approved. 4. These criteria have already been included in the UDC regulation (pending final approval by Governing Council). 5. The number of evaluations is supposed to grow because it is linked to the possibility of receiving funding to go under evaluation.</p>		

Proposed ACTIONS

Action 9

Action 9:
Update the regulation of extra budgetary researchers recruiting.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	Q2 2020	Vice-rector for Science Policy, Research and Transfer	1. Specific working group established to develop Action 9. 2. Perform a high-level meeting to discuss the different sensibilities of the departments regarding to this criterion. 1. Elaboration of the regulation. 2. Approval of the regulation. 3. Make the regulation available online. 4. Apply this regulation to UDC.
13. Recruitment (Code)			
14. Selection (Code)			
15. Transparency (Code)			
Current Status	Remarks		
COMPLETED	Due to the overlap with action 10, both actions have been merged. Since action 9 could be considered a sub-part of action 10, the working group, presided by the Vice-rector for Science Policy, Research and Transfer, decided to join both actions to provide a broader view of the regulation associated with action 9. Please, see KPIs for both actions in the chart below (Action 10).		

Proposed ACTIONS

Action 10		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 10: Revise regulation, and write the "UDC Code of conduct for the recruiting of researchers". Advertise all researcher vacancies on Euraxess.	GAP Principle(s)			
	12. Recruitment			
	13. Recruitment (Code)			
	14. Selection (Code)			
	15. Transparency (Code)			
	16. Judging merit (Code)			
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	19. Recognition of qualifications (Code)			
		Q2 2020	Vice-rector for Science Policy, Research and Transfer Management	1. Specific working group established to develop Action 10. 2. Perform a high-level meeting to discuss the different sensibilities of the departments regarding this criterion. 3. Elaboration of the regulation. 4. Approval of the regulation. 5. Make the regulation available online. 6. Apply this regulation to UDC.

Proposed ACTIONS

Current Status

Remarks

COMPLETED

Please, note that this action has been merged with action 9 because the regulation associated with both actions is directly related and it was considered more operative to work on a single regulation that includes both aspects. In 2019, just before the interim assessment, the former working group along with the Research Service elaborated a draft of the OTM-R Policy. The document was named “UDC Code of Conduct for the Recruiting of Researchers” and an internal draft version was introduced to the EURAXESS evaluators. In 2021 after reviewing all recommendations from The European Commission on the OTM- R principles and after the constitution of a new working group, we decided to start again from the beginning and design a package of documents that gathers all regulations, principles and good practices regarding OTM- R processes. The result is (<https://www.udc.es/en/investigacion/hrs4r/otmr/>): - The recently approved and published Regulations of research staff hiring. -The General Guidelines for research staff recruiting. - The ongoing preparation of a Guide on Good Practices for the selection and hiring of research staff (expected to be completed by June 2023) - It has also been elaborated a guidelines documents on how to post on EURAXESS: to facilitate the task of the people responsible for it. KPIs: 1. Specific focus group for this action is composed of the manager of the Research Service and the Deputy to the Vice-Rector for Research. 2. Some meetings have been held among all departments involved in the design and validation of the regulation, such as legal advice department, Research Service, Vice-rectorate for Science Policy, Research and Transfer. 3. The Regulations of the research staff hiring document were elaborated by the Research Service Manager and the Deputy to Vice-Rector for Research. 4. It was approved by the Government Board of the UDC in April 2022. 5. It is available in English, Spanish and Galician languages on the UDC website: <https://www.udc.es/en/investigacion/hrs4r/otmr/> 6. Here is the link to Electronic Board (https://sede.udc.gal/services/electronic_board/category/10) where all hiring calls for staff contracted under projects budget are posted and the link to EURAXESS profile where these same calls are posted in English. Please, note that the UDC holds more than one EURAXESS profile, so calls could have been posted in a profile different than the given one. In case you may need more detailed information please do not hesitate to contact the HRS4R manager.

Proposed ACTIONS

Action 11

Action 11:
Design
professional
career at UDC.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Q2 2018	Vice-rector for Science Policy, Research and Transfer Management	1. Specific working group established to develop Action 11. 2. Career framework published and disseminated. 3. Grants improved.
Current Status	Remarks		
COMPLETED	As previously explained in Actions 5 & 6, the International Doctorate School at the UDC organizes every year at the beginning of the academic year a welcome day for new doctoral students, where they are explained, among other issues, aspects related to the progression of the academic and research career within the UDC. In addition, it designs training plans targeted to this same group: https://udc.es/en/eid/formacion/pai/ and https://udc.es/en/eid/formacion/pftxi/ , and also academic and professional guidance sessions: https://udc.es/en/eid/formacion/ciclo_xornadas/ Please, note that the above links to the UDC website are still pending of English version. Some of the pages are currently being translated. KPIs: 1. The HRS4R working group elaborated the "Design professional career at the UDC" document and completed this action before the interim assessment of 2019. 2. This document was published and was made publicly available at the HRS4R website: https://www.udc.es/en/investigacion/hrs4r/carreira-profesional/ It is expected to be reviewed and updated during the next Action Plan 2022-2025.		

Proposed ACTIONS

Action 12

Action 12:
Elaborate a map for “Alternative professional careers for UDC researchers” and review the mobility grants for researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	Q3 2018	Vice-rector for Science Policy, Research and Transfer Vice-rector for Internationalization and Cooperation	1. Specific working group established to develop Action 12. 2. Career framework published and disseminated. 3. Grants improved.
25. Stability and permanence of employment		Vice-rectorate for Academic Offer and Teaching Innovation	
28. Career development			
Current Status	Remarks		
COMPLETED	KPIs: 1. The HRS4R working group elaborated the “Alternative professional careers for UDC researchers” document and completed this action before the interim assessment of 2019. 2. This document was published and was made publicly available at the HRS4R website: https://www.udc.es/en/investigacion/hrs4r/carreira-alternativa/ It is expected to be reviewed and updated during the next Action Plan 2022-2025.		

Proposed ACTIONS

Action 13

Action 13:
Elaborate the
“Map of access
to the UDC
infrastructures”
including a
“Catalog of
outstanding
scientific and
technical nets
of interest for
the UDC”

GAP Principle(s)

23. Research environment

Timing (at least by year's quarter/semester)

Q1 2020

Responsible Unit

Vice-rector for
Science
Policy,
Research and
Transfer Vice-
rectorate for
Economy,
Infrastructures
and
Sustainability

Indicator(s) / Target(s)

1. Specific working group established to develop Action 13. 2. Compile an exhaustive list of the infrastructures present or available at the UDC. 3. Build a database of the current research infrastructures, build a platform to host the database, and make it accessible online.

Current Status

Remarks

COMPLETED

The Map of the Scientific-Technological Structures of the University of Coruña has as general objective to obtain an X-Ray of the current situation of the research capacity of the University and also of the main infrastructures and equipment currently present in the UDC and in this way to create the bases on which to establish an R&D&i Strategy that contributes to increasing the sustainability and efficiency of the University research system. KPIs: 1. Members of the HRS4R WG worked along with the Vice-rector for Infrastructures and Sustainability with the cooperation of responsible people from each research centre, school and building. 2. Before the interim assessment of 2019, the HRS4R working group prepared a catalogue of infrastructures available at the UDC. This catalogue can be consulted on this link (https://documenta.udc.es/share/s/5L9COKZ8R_6N84KIF9015g). Please note the catalogue is not available in English yet. 3. Also an online platform is being used to locate and request access to these infrastructures. At the moment the platform includes most of the infrastructures available but it is expected that the remaining infrastructures will be shortly included. The online platform is available at: <http://espazos.udc.es>. Please note that this platform is available only to the academic community at the UDC.

Proposed ACTIONS

Action 14

Action 14:
Implement
INTALENT
program for
attracting
talented
researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	Q3 2017	Vice-rector for Science Policy, Research and Transfer	1. Contact Inditex officers to set the INTALENT Program Implementation scenario. 2. Increase the number of INTALENT grants.
15. Transparency (Code)			
26. Funding and salaries			
Current Status	Remarks		
COMPLETED	The InTalent Program (an internal program for post-doc research recruitment) has been successfully implemented with 6 post-doc researchers recruited since 2017. There is a public website (https://www.intalent.udc.gal/?lang=en) with all the relevant information about the program including an introduction of the InTalent Researchers (https://www.intalent.udc.es/researchers/?lang=en). Also, a short video has been produced to explain the details of the InTalent program: https://www.intalent.udc.es/wp-content/uploads/2016/11/intalent_ENGLISH.mp4 KPIs: 2. The UDC has signed an agreement with Inditex in 2022 to extend this initiative for another 5 years. This means an additional budget of €1.5m and the hiring of 15 new researchers: 1st edition (2016-2021) = 6 granted researchers. Budget: €1,45m 2nd edition (2022-2026) = 15 granted researchers. Budget: €1,5m *Although this action appears with a “completed” status, it is actually still in progress due to the renewal of the agreement with Inditex.		

Proposed ACTIONS

Action 15

Action 15: Write the “UDC Researcher Welcome Manual”

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance			
28. Career development			
30. Access to career advice		Vice-rector for Science Policy, Research and Transfer	
31. Intellectual Property Rights	Q2 2019		
34. Complaints/ appeals			
35. Participation in decision-making bodies			

1. Specific working group established to develop Action 15. 2. Perform a kick-off meeting with all the stakeholders implicated, under the guidance of the VR_SPRT, communication officers, and working committee, IT, FEUGA and FUAC officers to define the clear objectives, timeline and indicators to accomplish this set commissions and to write the different sections included in the manual. 3. Film the online course 4. Make the course and documentation available online

Current Status

Remarks

COMPLETED

The HRS4R working group elaborated the “UDC Researcher Welcome Manual” document and completed this action before the interim assessment of 2019. KPIs: 1. The UDC Researcher Welcome Manual has been developed under the guidance of the Vice-rector for Science Policy, Research and Transfer and the working group. 2. Also, relevant stakeholders, such as FEUGA and FUAC, have been included in the definition of the document. 3. The UDC Researcher Welcome Manual was approved by the UDC Government Board on February 27th 2019. Then the video was recorded and subtitled in the 3 languages. 4. The Welcome to the UDC for research staff manual and video are both available on the university website in English, Spanish and Galician languages: <https://www.udc.es/en/investigacion/hrs4r/manual-benvida/> This manual and video will be reviewed and updated (if necessary) during the next period 2022-2025. The aim of the University is to continue and strengthen the welcome plan for research staff. Please, see action 19.

Proposed ACTIONS

Action 16

New course on
OTM-R for
researchers
and
administrative
staff

GAP Principle(s)

3. Professional responsibility

Timing (at least by year's quarter/semester)

Q4 2020

Responsible Unit

Vice-rector
for Science
Policy,
Research
and Transfer

Indicator(s) / Target(s)

1. Number of attendees

Current Status

COMPLETED

Remarks

This action has been merged with action 18 due to the similar content and target of the training. Please see the indicators and explanation in Action 18.

Proposed ACTIONS

Action 17

External audit to evaluate the quality of the implementation of the HRS4R (C&C and OTM-R)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	Q2 2020	Vice-rector for Science Policy, Research and Transfer	1. Audit report and recommendations
23. Research environment			

Current Status

Remarks

COMPLETED

An external expert was hired who is also an evaluator of the HRS4R for the EC so she acted as an external auditor. The UDC will continue to rely on external auditing services to ensure optimal implementation of the strategy.

Proposed ACTIONS

Action 18				
Training in HRS4R and OTM-R for personnel involved in tasks related to research, research management and recruitment	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	10. Non discrimination	Q1 2024	Vice-rector for Science	1. Number of training sessions given. 2. Number of participants. 3. Degree of satisfaction with the training
	12. Recruitment		Policy,	
	13. Recruitment (Code)		Research and	
	14. Selection (Code)		Transfer Vice-rectorate for	
	15. Transparency (Code)		Teaching	
	16. Judging merit (Code)		Staff and	
	17. Variations in the chronological order of CVs (Code)		Planning	
	18. Recognition of mobility experience (Code)		Administrative personnel service	
	19. Recognition of qualifications (Code)		University	
	20. Seniority (Code)		Center for Educational	
	21. Postdoctoral appointments (Code)		Training and Innovation (CUFIE)	
	22. Recognition of the profession			

**Proposed
ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment			
24. Working conditions			
25. Stability and permanence of employment			
26. Funding and salaries			
27. Gender balance			

Proposed
ACTIONS

Current Status	Remarks
IN PROGRESS	<p>A new training initiative has been developed for researchers and research administration staff involved in recruitment and selection processes, particularly for members of selection committees. This online course, permanently available to all interested participants, has been jointly designed by the Contracts Office, the EURAXESS Contact Point, the HRS4R Strategy Management Team, and the Equality Commission of the CITIC Research Center. Its implementation has been entrusted to an external provider, with the course scheduled to launch in January. The initiative is funded by the Vice-Rectorate for Research, with additional financial support from REDCIDI and CITIC. The program includes modules on the HRS4R strategy at the University of A Coruña, the role of the EURAXESS Contact Point, and clear, practical guidance on the recruitment process for research personnel. A central module focuses on the design and execution of selection procedures, complemented by training on gender equality and diversity. The course content is supervised by the Vice-Rectorate for Equality and Diversity and the Gender Equality Office (OIX). The program is expected to reach approximately 1,200 participants from January onwards. A Webinar has also been conducted by the HRS4R Strategy Manager. The objective was to inform the university community about the updates on the HRS4R at the UDC and also to introduce the EURAXESS Contact Point services. 75 people were registered in this online event, which is scheduled to be repeated at least once a year. It is also designed to deliver during the Q4 of 2025 a tour around all the faculties and campuses of the UDC to introduce the services of some research-related offices, such as the Talent Atraction Office, the International Projects Office and the EURAXESS Contact Point. The presentation of this training includes a module about the HRS4R and OTM-R. Once the course has started, we will be able to assess the levels of student participation and satisfaction, which will serve as key indicators to be presented in the next Internal Review in 2028.</p>

Proposed ACTIONS

Action 19

Reinforcement of the welcome service for newly recruited researchers.

GAP Principle(s)

23. Research environment

24. Working conditions

Timing (at least by year's quarter/semester)

4Q 2023

Responsible Unit
Vice-rector for
Science Policy,
Research and
Transfer Research
Service Vice-
rector for
Internationalization
and Cooperation

Indicator(s) / Target(s)

1. Number of USBs delivered. 2. Number of collaborations with the EURES and EURAXESS networks. 3. Number of publications produced on practical aspects of living and working in A Coruña/Ferrol

Proposed
ACTIONS

Current Status	Remarks
COMPLETED	<p>A comprehensive welcome and onboarding program has been established for all individuals joining the University for the first time. The initiative includes a one-stop service desk to address inquiries and resolve administrative issues, with guides available in three languages and a dedicated contact person assigned to each newcomer. The service ensures ongoing follow-up for all new hires, with particular attention given to those arriving from outside the region. Through the EURAXESS Contact Point, continuous support is provided throughout the entire recruitment process — from the initial expression of interest and application submission, to monitoring of selection procedures, personalised guidance for successful candidates, and information on available resources or follow-up actions for those not selected. Close coordination is maintained with the Talent Attraction Office (OCPI) to provide advisory support and a single point of contact for individuals involved in recruitment or hiring processes, particularly those applying for competitive funding programs or positions funded through external grants. Special attention is given to candidates arriving from outside Spain. The service offers fully personalised assistance, including:</p> <ul style="list-style-type: none">• Guidance on school enrollment for children,• Support in job seeking for accompanying partners,• Assistance with both temporary and permanent accommodation,• Help and assistance with administrative and bureaucratic procedures,• And tailored advice on any other matters of concern to the individual user — such as schooling for children with special educational needs, vehicle transfers, property purchase from abroad, retirement procedures, or professional recognition. <p>It is expected to update the welcome package using some external funding to professionalise it. There is also expected to strengthen the Welcome Service by hiring a new professional specially dedicated to this service. This will create a new unit, able to provide the newcomers with more resources and time. Indicators/targets indicated in the previous Action Plan:</p> <p>1. Number of USBs delivered: 143 in 2023. At the end of 2022, several welcome materials for newcomers were produced and included on a USB drive along with other information of interest for research staff, including the HRS4R Action Plan. These USB drives were given to each new hire at the time of signing their contract. Since 2024, with the launch of the Welcome Service, the decision was made to send these updated documents via email, together with the contact information of the person acting as the single point of contact for questions and matters related to joining the university. During 2024 and 2025, 274 people received the welcome package.</p> <p>2. Number of collaborations with the EURES and EURAXESS Networks: 7</p> <p>There is a well-established and continuous collaboration between the EURES Adviser in A Coruña and the EURAXESS Contact Point at UDC. As a result of this synergy, several candidates have benefited from the services offered by both networks through mutual referrals, mainly Spanish researchers and their partners who are on the move to return to Spain after several years abroad. Participation in several events promoting</p>

Proposed
ACTIONS

Current Status	Remarks
	<p>employment and mobility, organised by other stakeholders within the academic and labour ecosystem. Participation in online and onsite events organised by the European Commission, the EURAXESS Network, and the EURAXESS Spain Network, such as meetings, webinars and infodays. 3. Number of publications produced on practical aspects of living and working in A Coruña/Ferrol: 5 guides and leaflets were produced, and we are in the process of producing another 2. They are published on the dedicated website: https://www.udc.es/en/hrs4r/ *All the materials are produced in 3 languages: English, Spanish, and Galician. *The general information guides are sent by email, while the more specific ones are available on the website or can be sent upon request. Other indicators/targets NOT indicated in the previous Action Plan: 1. Number of individuals who received the welcome guide:158 in 2024 and 116 in 2025.Total of: 274 2. Number of in-person consultations at the office: 29 during 2024 and 2025. Some of the people who attended in person at the office attended on several occasions. However, the vast majority of consultations with researchers are carried out via video call (Microsoft Teams) and email. 3. Number of users attended by EURAXESS UDC (not all of them were finally hired): - Nationals living out of Spain: 10 in 2025, 7 in 2024 - Foreigners: 173 in 2025, 129 in 2024 * Each user can be attended several times, mainly online but also at the office. 4. Number of residence permit applications processed: 27 in 2023, 32 in 2024, and 31 in 2025. In total: 90. *In addition, residence authorisations were processed for several immediate family members of the researchers hired, increasing the total number of residence permit applications.</p>

Proposed ACTIONS

Action 20				
Reinforcement of the training plan in transversal skills for research staff.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	27. Gender balance		Vice-rector for Science	
	28. Career development		Policy, Research and Transfer	
	30. Access to career advice		Vice-rectorate for Academic Planning and Teaching Innovation	
	38. Continuing Professional Development	Q2 2023	CUFIE	1. Number of new training proposals in initial and permanent training plans 2. Number of requests for assistance with said activities 3. Number of people attending the activities 4. Qualitative indicators.
	39. Access to research training and continuous development			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Periodically, the Talent Attraction Office (OCPI), along with the University Centre for Educational Training and Innovation (CUFIE), organises training courses aimed mainly at developing the skills and competences of the staff that form part of the research community of the UDC. The aim of the training provided by the OCPI is to promote scientific careers in Galicia, completing the training of new research staff so that, in the future, they are prepared to lead their own line of research. Courses are also offered to improve the ability to identify and take advantage of funding opportunities, to familiarise new research staff with European programmes and to promote the mobility of early-stage research staff, making them aware of the main support tools at the UDC and from other entities. Most of this training offer is also available for administration and management staff and could be conducted in Spanish or English, depending on the audience. Training offer and further details can be found on these websites: https://www.udc.es/en/ocpi/formacion/ https://www.udc.es/en/cufie/UFA/PFCTPD/Indicators/targets indicated in the previous Action Plan: 1. Number of new training proposals in initial and permanent training plans: Q4 2022: 5 workshops were delivered by an external professional master in her area, and a total of 85 staff members participated. In 2023, 7 workshops were organised: 1 was delivered by the OCPI team and the other 6 by experts in the area recognised at an international level. In 2024, 6 training actions have been conducted by the OCPI team. As of 2025: To date, the OCPI team has conducted 8 training actions. A total of 26 training actions were organised beyond the framework of the collaboration between the Talent Attraction Office (OCPI) and the University Centre for Educational Training and Innovation (CUFIE). 2. Number of requests for assistance with said activities: Q4 2022: a total of 85 staff members asked for participation. In 2023, a total of 164 staff members asked for participation. In 2024, a total of 250 staff members asked for participation. In 2025: Until September of the current year, 288 staff members have asked for participation. Total number of requests for seats in the training actions: 787 3. Number of people attending the activities: Q4 2022: a total of 85 staff members participated. In 2023, a total of 164 staff members participated. In 2024, a total of 250 staff members participated. In 2025: Until September of the current year, 274 staff members have participated in the training action within this programme. Total number of participants in the training actions: 773 4. Qualitative indicators: Although comprehensive satisfaction surveys were not conducted among the participants, the vast majority expressed their appreciation for the organisation of these training sessions. They also valued the opportunity for the sessions to be conducted in English and, on several occasions, for the workshops to be led by highly recognised experts in the field with international acclaim, such as, for example, Leticia Riaza, Spanish Expert for the European Research Council (ERC) Programme and National Contact Point for Marie Skłodowska-Curie Actions and Francisca Gómez who is a specialist in the</p>

Proposed
ACTIONS

Current Status	Remarks
	<p>preparation of competitive MSCA Doctoral Networks proposals. *While it may be recorded as a completed action in official documentation, it should be understood as part of a long-term, ongoing plan. Each year, a similar program will be implemented, carefully tailored to the needs and priorities of the target group, and providing fully up-to-date content delivered by highly qualified professionals in the respective field. This approach ensures the initiative remains responsive, relevant, and of the highest quality over time. Other indicators/targets NOT indicated in the previous Action Plan: Additional training courses organised at the UDC by offices related to research and transfer: Organised by the Talent Attraction Office OCPI): In 2024, 2 training actions were delivered beyond the framework of the OCPI-CUFIE collaboration. In 2025, 4 actions are still scheduled for October and November out of the framework of the OCPI-CUFIE collaboration. Organised by the Knowledge Transfer Office (OTC): During 2024 and 2025, this office has organised 5 training activities with a total attendance of 179 people *Additionally, some high-level training actions were delivered by the Talent Attraction Office (OCPI) out of Spain: During 2024 and 2025, and as part of the action plan of the nationally awarded STARS4UDC project, several training activities were carried out during the roadtrips conducted by members of this office across North American and South American countries. In addition, the office also participated in two European-level events. In detail, 4 training actions were delivered in Brazil, 2 in Mexico, 7 in Chile, one in Brussels and another one in Paris. A total of 681people attended these actions. For the last week of October, another road trip is scheduled in Costa Rica in the frame of the STARS4UDC project to promote the attraction of international researchers to our university.</p>

Proposed ACTIONS

Action 21

Bio-psycho-emotional well-being of the research staff.

GAP Principle(s)

23. Research environment

24. Working conditions

Timing (at least
by year's
quarter/semester)

Q3 2023

Responsible
Unit

UDC
Saudable
Vice-rector
for Science
Policy,
Research
and Transfer

Indicator(s) / Target(s)

1. Number of actions to disseminate events, activities and services for research staff. 2. Number of users of these services/activities that belong to the research community of the UDC.

Proposed
ACTIONS

Current Status	Remarks
COMPLETED	<p>In 2023, following a call to the entire university community to incorporate members into a new focus group, the FG on Biopsychosocial Wellbeing was created. It is composed of research staff from R1 to R4 categories, primarily with a background in the health sector, as well as in management positions. The group includes the Director of the UDC Healthy Service (UDC Saudable), a pioneering initiative in Spanish universities that centralises a range of services, training, and information on biopsychosocial wellbeing for the entire university community. Also part of this FG are the Vice-Rector for Social Responsibility, the Vice-Rector for Diversity and Equality and the Director of the Afrontemos Psychological Therapy Programme. You can view the composition of the group at the following link: https://www.udc.es/en/hrs4r/equipo-de-xestion/ In 2025, the Healthy Life and Wellbeing Plan 2025–2030 was launched. A comprehensive strategy to promote the health of the university community, with a particular focus on preventing mental health issues. The plan is organised into six key areas: biopsychosocial wellbeing, with special emphasis on mental health; healthy, sustainable, and socially responsible nutrition; women’s health; routines and time management; visibility and awareness; and governance and participation. Its goal is to promote health education, prevent illness, and enhance the quality of life for students, faculty, and researchers. The plan also includes training on women’s health topics, such as endometriosis and menopause, as well as workshops to encourage healthier eating and improve personal time management. It can be found at the dedicated website: https://www.udc.es/en/udcsaudable/ https://drive.google.com/file/d/1iLtXu1g2qMiELeMRZSaRThTUhiigUIzM/view UDC reaffirms its commitment to university health through initiatives such as the creation of a Quality of Life Observatory, fostering collaboration among Galician universities, and maintaining a smoke-free campus. After ten years of activity, UDC Saudable remains a benchmark for health promotion in the university setting, supported by 37 NGOs and various institutions, further demonstrating the university’s commitment to the well-being of its community. Since 2014, the UDC has been a member of the Spanish Network of Healthy Universities (REUS). In 2025, UDC Saudable took another step toward its professionalisation by becoming the Healthy Living and Wellness Unit, a change that grants it greater institutional standing to expand its programs, strengthen its impact on the university community, and promote a more comprehensive approach to health and well-being. In light of the creation and formal establishment of this new unit, the recruitment of additional technical and administrative personnel is planned to reinforce the existing team, responding to the considerable growth in the scope and volume of activities undertaken by the unit. Through this newly established focus group, two surveys have been developed and will soon be sent to the entire university community. One survey aims to identify the community’s needs in this area. At the same time, the other seeks to assess existing knowledge of the tools</p>

Proposed
ACTIONS

Current Status	Remarks
	<p>and resources already available within the institution, such as UDC Saudable, the Afrontemos Program, and the new Healthy Life and Wellbeing Plan 2025–2030. Indicators/targets indicated in the previous Action Plan: 1. Number of actions to disseminate events, activities and services for research staff. UDC Saudable from October 2022 to October 2025: - Sent 63 emails to the UDC community to promote its services and events. - Posted 2698 posts on its Facebook Profile (10.000 followers): https://www.facebook.com/UDC.Saudable - and 2435 posts on Instagram (1984 followers): https://www.instagram.com/udc.saudable/?hl=es 2. Number of users of these services/activities that belong to the research community of the UDC. The Afrontemos Programme (https://www.udc.es/en/afrontemos/), a psychotherapy service that provides free of charge to the UDC community, received more than 500 information requests since 2022. It provided services, both online and on-site, to 111 people in 2022, 114 in 2023, 107 in 2024, and 89 in 2025. A total of 421 people belonging to the UDC community attended this service. Most of them are students, with a significant percentage being PhD students. Just 2% of users belonged to the research community (PhD holders), who typically utilise external/private services rather than this free-of-charge resource. Regarding the rest of the resources provided by the university, such as workshops and seminars, the attendance is more than 1.500 people per year in both online and onsite formats.</p>

Proposed ACTIONS

Action 22				
Preparation of a Guide on good practices for the selection and hiring of research staff.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	12. Recruitment	Q2 2023	Vice-rector for Science	1. Publication of the good practice guide. 2. Degree of knowledge and use of it by UDC staff.
	13. Recruitment (Code)		Policy,	
	14. Selection (Code)		Research and Transfer	
	15. Transparency (Code)		Research Service	
	16. Judging merit (Code)		Ethics Committee	
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	19. Recognition of qualifications (Code)			
	20. Seniority (Code)			
	21. Postdoctoral appointments (Code)			
	22. Recognition of the profession			
	23. Research environment			

**Proposed
ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions			
25. Stability and permanence of employment			
26. Funding and salaries			
27. Gender balance			
28. Career development			
29. Value of mobility			
30. Access to career advice			

**Proposed
ACTIONS****Current Status****Remarks****COMPLETED**

In 2023, a document named "General guidelines for research staff recruiting at UDC according to OTM-R criteria" was published on the dedicated section of OTM-R on the HRS4R at the UDC website: <https://www.udc.es/en/hrs4r/otmr/> This document is currently not available, as it has been recently updated to align with the new regulations applied by the institution regarding researchers' hiring and the new classification and regulation for researchers and research support staff. The new document, now named " Guide of Good Practices on selection processes" is more than a good practice guide; the aim is to help UDC staff better understand how the recruitment process works. To this end, a brief practical guide has been developed, which includes updated regulations, information on each stage of the selection and recruitment process, as well as tips. This guide includes some transversal topics, such as, for example, aspects related to the gender perspective in the selection of research personnel. Indicators/targets indicated in the previous Action Plan: 1. Publication of the Guide of Good Practices on selection processes. It is published on the dedicated website: <https://www.udc.es/en/hrs4r/otmr/> 2. Degree of knowledge and use of it by UDC staff. The new regulation and also the guide on how to best practice are widely known by the research community, mainly by those interested in hiring new professionals, and also by the administration and management staff.

Proposed ACTIONS

Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Dissemination of the principles of the Charter and Code (C&C) in social media and other communication channels to reach the entire research community.	1. Research freedom	Q4 2023	Vice-rector for Science Policy, Research and Transfer Press & Communication Bureau	1. Number of sessions held on the principles of C&C and OTM-R processes in the UDC 2. Number of new profiles created in specific RRSS on HRS4R. 3. Number of followers in said profiles. 4. Number of visits to the page about HRS4R in SharePoint.
	2. Ethical principles			
	3. Professional responsibility			
	4. Professional attitude			
	5. Contractual and legal obligations			
	6. Accountability			
	7. Good practice in research			
	8. Dissemination, exploitation of results			
	9. Public engagement			
	10. Non discrimination			
	11. Evaluation/ appraisal systems			
	12. Recruitment			
	13. Recruitment (Code)			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)			
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
21. Postdoctoral appointments (Code)			
22. Recognition of the profession			
23. Research environment			
24. Working conditions			
25. Stability and permanence of employment			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries			
27. Gender balance			
28. Career development			
29. Value of mobility			
30. Access to career advice			
31. Intellectual Property Rights			
32. Co-authorship			
33. Teaching			
34. Complains/ appeals			
35. Participation in decision- making bodies			
36. Relation with supervisors			
37. Supervision and managerial duties			
38. Continuing Professional Development			

Proposed
ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
39. Access to research training and continuous development			
40. Supervision			

Proposed
ACTIONS

Current Status	Remarks
COMPLETED	<p>Creation of social media profiles on LinkedIn, Twitter/X and Bluesky. These are the links to our profiles: - LinkedIn: https://www.linkedin.com/company/euraxess-universidade-da-coru%C3%B1a/ - X:https://x.com/udc_otc - Bluesky:https://bsky.app/profile/euraxessudc.bsky.social Indicators/targets indicated in the previous Action Plan: 1. Number of sessions held on the principles of C&C and OTM-R processes in the UDC: one webinar was conducted in 2025, addressed to the whole research community. Another training course on selection and hiring processes was recently conducted by the HR Unit, including a module on OTM-R, the C&C and the HRS4R given by the HTS4R at the UDC Manager. Additionally, staff responsible for the administration and management of research have received information about OTM-R within the framework of the HRS4R in the UDC several times. 2. Number of new profiles created in specific RRSS on HRS4R: 1 profile in LinkedIn, a profile in Twitter/X and another one in Bluesky. Some months ago, the UDC made the decision to stop using X and start using Bluesky, so the track in this new social media network is still too short for us. *It is expected to launch a new profile on Instagram. 3. Number of followers in said profiles: 135 in LinkedIn, 1040 in Twitter/X and 39 in Bluesky. 4. Number of visits to the page about HRS4R in SharePoint: 961 visits from 138 different user profiles since January of 2024. Other indicators/targets and actions NOT indicated in the previous Action Plan: As already mentioned in Action 18, a webinar about C&C and the HRS4R Strategy at the UDC was conducted by the HRS4R at the UDC manager, taking the chance to inform the university community about the HRS4R at the UDC and also explaining the EURAXESS Contact Point services. 75 people were registered in this online event. It is scheduled to repeat this webinar yearly. It is also designed to deliver a tour around all the faculties and campuses of the UDC to introduce the services of some offices, such as the Talent Atraction Office, the International Projects Office and the EURAXESS Contact Point. The presentation of this training includes a module about the HRS4R and OTM-R. It will start at the end of October.</p>

Proposed ACTIONS

Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Creation of a Vice-management of Research Economic Affairs.	5. Contractual and legal obligations	Q4 2022	General Management	1. Qualitative indicators related to the streamlining of procedures. 2. Qualitative indicators related to the satisfaction of the research staff.
	6. Accountability			
	26. Funding and salaries			

Proposed
ACTIONS

Current Status	Remarks
COMPLETED	<p>This Unit is located in the Central Research Services Building (ESCI), as well as the rest of the research-oriented offices and units, which helps to establish a communication bridge that will benefit the research staff. The creation of the Vice-management of Research Economic Affairs Office and the Research Management Team (EXI), which has grown exponentially, allows the management of all research-related financial matters to be handled within a single, easy-to-reach and highly specialised department. This team is currently composed of almost 30 people, including the Contracts Office, and works closely with the EURAXESS Contact Point, among others. Indicators/targets indicated in the previous Action Plan: 1. Qualitative indicators related to the streamlining of procedures. The establishment of the Research Management Team (EXI), led by the Vice-Manager for Research Economic Affairs, has represented a significant improvement both in interdepartmental communication and in the fluidity of communication with researchers. This team functions as a one-stop service for providing information, resolving queries, and addressing issues for all university staff — both research and administrative personnel. In addition, it brings clarity and consistency to processes shared by several research staff management units, identifying the person responsible for each process to ensure proper referral when necessary and to achieve a quick and efficient resolution of incidents or requests from UDC staff. 2. Qualitative indicators related to the satisfaction of the research staff. From the perspective of the research community, they express satisfaction with the current clarity in processes such as staff recruitment, service procurement, material purchases, and expense requests and justification, thanks to the unit being unified and operating under consistent criteria. The identification of responsible figures for each process at the university and the centralisation of procedures is another advantage associated with the creation of this new multidisciplinary team, which researchers particularly highlight. Another remark we would like to highlight is that the impact of a change in national regulation regarding the recruitment of research positions has, at times, represented a step backwards in our recruitment processing times. This new national regulation introduces a new type of employment contract, as well as additional intermediate steps in the selection process, which lengthen the overall procedure. The University, through its new recruitment regulations, has sought to minimise these delays as much as possible; however, the improvements in process efficiency achieved during 2023 and part of 2024 were reduced following the entry into force of the national regulation in 2024.</p>

Proposed ACTIONS

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
New HRS4R website.	1. Research freedom	Q1 2024	Vice-rector for Science Policy, Research and Transfer Information and Statistics Service	1.Changes from the original design 2.Number of visits to the web.
	2. Ethical principles			
	3. Professional responsibility			
	4. Professional attitude			
	5. Contractual and legal obligations			
	6. Accountability			
	7. Good practice in research			
	8. Dissemination, exploitation of results			
	9. Public engagement			
	10. Non discrimination			
	11. Evaluation/ appraisal systems			
	12. Recruitment			
	13. Recruitment (Code)			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)			
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
21. Postdoctoral appointments (Code)			
22. Recognition of the profession			
23. Research environment			
24. Working conditions			
25. Stability and permanence of employment			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries			
27. Gender balance			
28. Career development			
29. Value of mobility			
30. Access to career advice			
31. Intellectual Property Rights			
32. Co-authorship			
33. Teaching			
34. Complains/ appeals			
35. Participation in decision- making bodies			
36. Relation with supervisors			
37. Supervision and managerial duties			
38. Continuing Professional Development			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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39. Access to research
training and continuous
development

40. Supervision

Current Status

Remarks

COMPLETED

The content and design of the HRS4R Strategy at the UDC website have been updated, alongside the creation of a dedicated EURAXESS Contact Point webpage, both managed by the same staff member. The person responsible for both services has been trained in web mastering so she can update, insert new content and make modifications more dynamically. These updates ensure that the information and resources provided are fully aligned with the current needs of the research and research management community, offering clearer, more accessible, and user-oriented content. These are the links to the above-mentioned websites: <https://www.udc.es/en/hrs4r/> <https://www.udc.es/en/euraxess/> Indicators/targets: 1. Changes from the original design: Different structure of subpages, removal of some, merging of documents of interest on a single page, and additional pages for living & working guides. 2. Number of visits to the HRS4R at the UDC web: 987 since the renewal on 1/03/2023 until 30/09/2025 Other Indicators/targets: 1. Number of visits to the EURAXESS UDC web: 863 since the start on 1/06/2024 until 30/09/2025

Proposed ACTIONS

Action 26				
Review and update documents prepared in previous phases of the HRS4R implementation.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	2. Ethical principles			
	5. Contractual and legal obligations			
	18. Recognition of mobility experience (Code)			
	25. Stability and permanence of employment		Vice-rector for Science Policy, Research and Transfer	
	27. Gender balance		Research Service	
	28. Career development	Q3 2024	Ethics Committee	
	30. Access to career advice		Gender Equality Office	
	31. Intellectual Property Rights			
	32. Co-authorship			
	34. Complaints/ appeals			
	35. Participation in decision-making bodies			
				1. Number of revised and updated publications. 2. Number of actions to disseminate the documents (for example, emailing, publications on SM and on the news section of the UDC website and performance of webinars & seminars to advertise these publications).

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>Review and update of documents of interest for the research community that were created in previous phases of the HRS4R strategy. After a thorough review of all of them, some have been removed or reformulated. The suitability of creating new and more relevant materials for the current stage has also been considered. Some of these documents are already available on the EURAXESS UDC and HRS4R at the UDC websites, while others are currently being updated or newly created. For the development of the new materials, researchers were directly consulted to identify the topics where they needed more precise information (e.g., NIE and TIE application or Remuneration & Taxes), or which arose from specific but highly impactful issues affecting the personal and professional lives of researchers (e.g., Pregnancy and Maternity) Indicators/targets: 1. Number of revised and updated publications: 4 Revised and updated documents: Following the review of the documents developed during the implementation phase of the HRS4R strategy, the management team considered that, in light of the strategic shift and the new priorities within the institution's research ecosystem, it was necessary to undertake a thorough restructuring of the documentation available to research staff — including both researchers and administrative or management support personnel involved in research. Consequently, the need emerged to develop new guidelines that reflect these requirements and address the frequently asked questions commonly raised by this group. We continuously gather feedback and suggestions from them in order to produce new practical guides and reference materials that better meet their evolving needs. The four documents available on the website since 2019 have been maintained:</p> <p>https://www.udc.es/en/hrs4r/documentacion-de-interese-para-personal-investigador/ The current Code of Ethics remains unchanged from previous phases. However, the Academic Career and Alternative Career Guides are expected to be withdrawn and replaced by a dedicated Career Guidance Service, which will provide support for both academic and non-academic research career paths. This service will be responsible for developing new guides and support materials for research staff, ensuring that these resources are more closely aligned with their actual needs. The current Code of Ethics remains unchanged from previous phases. However, the Professional Career and Alternative Career Guides are expected to be withdrawn and replaced by a dedicated Career Guidance Service, which will provide support for both academic and non-academic research career paths, as stated in Action 32. This service will be responsible for developing new guides and support materials for research staff, ensuring that these resources are more closely aligned with their actual needs. New guides and publications: - NIE and TIE applications (national identification number and ID card) - Retributions and taxes - Holidays and permits - Arranging business trips - Pregnancy and maternity - Ethical Criteria for the evaluation of research projects and papers - Good Practice Guide for the Selection of Personnel Hired for</p>

Proposed
ACTIONS

Current Status	Remarks
	<p>Research Tasks All documents are available on the following link:https://www.udc.es/en/hrs4r/documentacion-de-interese-para-personal-investigador/ Additionally, the Vice-Rectorate for Social Responsibility has recently (mid-October 2025) launched a Practical Guide on Immigration and Asylum for administrative and management staff. As the number of international researchers from third countries continues to increase every year, and since the UDC is an institution proud to welcome into its university community people coming from conflict-affected regions — particularly from Ukraine, Sudan, and the Middle East — it became necessary to train and provide resources to the staff who interact with these individuals in highly vulnerable situations. The aim is to ensure that they are received in the smoothest and most supportive way possible and to assist them with all the necessary procedures to regularise their situation and facilitate a comfortable and seamless integration into the UDC. This document is available on the dedicated website: https://drive.google.com/file/d/1iLtXu1g2qMiELeMRZSaRThTUhiigUlzM/view</p> <p>2. Number of actions to disseminate the documents (for example, emailing, publications on SM and on the news section of the UDC website and performance of webinars & seminars to advertise these publications): - Emails: 291 - Posts on Social Media: 65 on LinkedIn, 94 on Twitter/X (until February of 2025), since then 14 posts in Bluesky. - Webinars:2</p>

Proposed ACTIONS

Action 27				
Practical guide for candidates applying to calls funded through projects and agreements	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	2. Ethical principles			
	10. Non discrimination			
	12. Recruitment			
	13. Recruitment (Code)		EURAXESS	
	14. Selection (Code)	Q2 2026	Contact Point Research Personnel Office (OPCTI)	1. Elaboration of the guide 2. Number of guides sent to national and international candidates 3. Results of the Satisfaction survey
	15. Transparency (Code)			
	16. Judging merit (Code)			
	21. Postdoctoral appointments (Code)			
	34. Complains/ appeals			

**Proposed
ACTIONS****Current Status****Remarks**

NEW

In response to the growing number of inquiries received regarding participation in the University's recruitment and selection processes—particularly from applicants residing outside Spain, the majority of whom are international candidates—the University has undertaken the development of a Practical Guide for Applicants. This guide aims to promote equal access and participation in recruitment procedures, ensuring that international applicants are able to apply under the same conditions as national candidates. To date, a specific section has been incorporated into the calls for applications published on EURAXESS, detailing the documentation required to pass the administrative eligibility screening stage. This includes the submission of a valid passport or identification card, curriculum vitae, academic transcript, and a signed declaration confirming the accuracy of the information and merits stated in the CV. This section also guides candidates residing outside Spain on how to apply to the respective calls, directing them to contact the EURAXESS Contact Point at the University of A Coruña for further assistance. Once the Practical Guide for Applicants is fully implemented, all interested individuals will have access to comprehensive information on how the selection process operates, as well as practical recommendations to help them participate more effectively and successfully. International candidates are expected to be the group that benefits most from this initiative, as they often face language barriers and administrative challenges when engaging with local recruitment processes. Finally, this action will be accompanied by the distribution of a satisfaction survey to all candidates who make use of the guide. The feedback collected will help assess the usefulness of the initiative and identify potential areas for improvement in the University's application and selection procedures.

Proposed ACTIONS

Action 28				
Improvement of working conditions for research staff (researchers and research administration and management personnel) with temporary contracts.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	2. Ethical principles	Q3 2026	Vicerectorate for Research and Transference General Management	1. Development of a New Regulation Applicable to Research Staff Hired Under Agreements, Programmes, and Projects (Temporary Staff). 2. Assessment of Staff Satisfaction with the New Regulation.
	5. Contractual and legal obligations			
	10. Non discrimination			
	15. Transparency (Code)			
	16. Judging merit (Code)			
	22. Recognition of the profession			
	24. Working conditions			
	25. Stability and permanence of employment			
	26. Funding and salaries			
	27. Gender balance			
	28. Career development			
	34. Complains/ appeals			
	35. Participation in decision-making bodies			

**Proposed
ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors			
38. Continuing Professional Development			
39. Access to research training and continuous development			

Proposed
ACTIONS

Current Status	Remarks
NEW	<p>Although significant progress has already been made in this regard, further efforts are still required to ensure the full alignment of working conditions for all staff employed in support of research activities. Given the strongly collaborative and consensus-driven approach of the current University Executive Team, and in particular of the Vice-Rectorate for Research and Knowledge Transfer, new guidelines and regulations will be developed over the coming months. These measures are expected to contribute to the continuous improvement of the working conditions of staff employed through projects, programmes, and agreements. In the short term, the establishment of a staff committee representing personnel under this type of contractual category, as well as the formal inclusion of their trade union representation, is also foreseen. This will enable the collective to exercise greater decision-making influence in the development of future regulations and policies affecting this group of employees. In the short term, a significant increase in the minimum salary levels across all professional categories is anticipated, following the implementation of the new staff classification system recently approved by the University's Governing Council. This measure reflects the University's commitment to promoting fair, transparent, and competitive working conditions for all personnel engaged in research and administrative support. Notably, for certain positions—such as the newly established Project Manager profile—the revision may result in a salary increase of up to 71% in gross remuneration, depending on the qualifications and experience of the employee. The updated classification system introduces minimum salary thresholds directly linked to academic and professional qualifications, thereby aligning compensation with responsibility and expertise. For example, a Research Manager who currently earns approximately €2050 gross per month will, as of January 2026, receive €3500 gross per month under the new structure. This reform is expected to have a positive impact on staff motivation, retention, and institutional competitiveness, reinforcing the University's position as an attractive employer within both the national and international research landscapes. Moreover, it contributes to the University's broader strategic objectives of enhancing talent management and fostering excellence in research and innovation.</p>

Proposed ACTIONS

Action 29				
Creation of a comprehensive Research Human Resources Office (OPCTI)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	12. Recruitment			
	13. Recruitment (Code)			
	14. Selection (Code)		Vice-Rectorate for Research and Transference General Management	
	15. Transparency (Code)	Q2 2026		1.Establishment of a Unified Human Resources Department 2.Improvement of Recruitment and Selection Processes 3.Enhancement of Internal Communication
	24. Working conditions			
	34. Complains/ appeals			
	35. Participation in decision-making bodies			

**Proposed
ACTIONS****Current Status****Remarks**

NEW

The creation of a centralised Human Resources Department represents a strategic step towards optimising institutional efficiency and ensuring a coherent and transparent approach to staff management. This initiative aims to streamline administrative procedures, enhance interdepartmental coordination, and guarantee the consistent application of policies across all categories of University personnel. In parallel, the University is implementing a series of measures to improve the efficiency, transparency, and agility of recruitment and selection processes. These actions are fully aligned with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, reinforcing the principles of equal opportunity, fairness, and merit-based evaluation. Moreover, the University is working to strengthen internal communication mechanisms between the Human Resources Department and other institutional units. This improvement is expected to increase responsiveness, information flow, and coordination, contributing to a more supportive and effective administrative environment. Currently, responsibilities related to the recruitment and management of research staff—particularly those employed under temporary contracts funded through projects, programmes, and agreements—are distributed among several offices. This fragmentation of functions has, at times, led to procedural inconsistencies and difficulties in coordination. From the researchers' perspective, this dispersion can be confusing, as they may be uncertain about which unit is responsible for managing their contract or addressing specific administrative matters. To address these challenges, the University plans to unify all existing units involved in research staff management into a single, integrated Human Resources service. This restructuring will not only enhance efficiency and procedural clarity but also promote a shared institutional vision, foster greater satisfaction among researchers and administrative staff, and ensure compliance with the HRS4R principles related to Working Conditions and Social Security as well as Recruitment and Selection.

Proposed ACTIONS

Action 30				
Intensification of participation in European alliances and programs.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	7. Good practice in research			
	9. Public engagement			
	23. Research environment			
	26. Funding and salaries			
	28. Career development			
	35. Participation in decision-making bodies	Q1 2027	Vice-Rectorate for Research and Transference Vice-Rectorate for Degrees and Internationalisation	1.Number of new participations in programmes, consortia and alliances, both at national and international level
	37. Supervision and managerial duties		International Projects Office (OPI)	
	38. Continuing Professional Development			
	39. Access to research training and continuous development			

**Proposed
ACTIONS**

Current Status	Remarks
NEW	In the last months, the UDC has been involved in more international projects and consortia, giving the institution more visibility abroad and offering our research community more interesting projects to take part in, new ways of funding and impelling their research career at an international level. The idea is to keep the same way, strengthening this action and showing the UDC as a reference university in Spain for its participation in important alliances and projects.

Proposed ACTIONS

Action 31

Promote the social integration of international research staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)			
23. Research environment	Q3 2026	EURAXESS Contact Point	1.Number of users attended 2.Number of events conducted
25. Stability and permanence of employment			
29. Value of mobility			
Current Status	Remarks		
NEW	<p>Organisation of events and networking activities for the international research community and their families. The objective is to foster a community of researchers and their families coming from outside Spain who share similar concerns and circumstances. Establishing an informal and supportive environment where these matters can be addressed and where participants can benefit from the experience and advice of others who have faced comparable situations contributes significantly to their emotional well-being. Furthermore, for staff who may experience difficulties in social integration due to language barriers, such activities serve as an effective means of promoting a sense of belonging and facilitating their integration, not only within the university but also in the wider local community. Finally, this initiative also represents an opportunity to promote new employment prospects for researchers' partners and to support families with children, enabling them to build relationships with peers from similar backgrounds and fostering smoother communication and mutual understanding.</p>		

Proposed ACTIONS

Action 32				
Provide guidance on academic and non-academic careers	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	2. Ethical principles	Q4 2027	Vice-Rectorate for Research and Transference	1. Number of researchers attended 2. Results of the satisfaction survey 3. Elaboration of updated guides on the research path in the UDC, in Spain and at the international level
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	19. Recognition of qualifications (Code)			
	20. Seniority (Code)			
	22. Recognition of the profession			
	24. Working conditions			
	25. Stability and permanence of employment			
	26. Funding and salaries			
	28. Career development			
	29. Value of mobility			
	30. Access to career advice			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals			
36. Relation with supervisors			
38. Continuing Professional Development			
39. Access to research training and continuous development			

Current Status

Remarks

NEW

This action represents one of the most ambitious initiatives within the present Action Plan, as the university currently lacks a dedicated unit or team specifically focused on career guidance and development. To date, such support has been provided on an ad hoc basis through the EURAXESS Contact Point/Welcome Service/HRS4R responsible. However, the establishment of a specialised unit composed of qualified professionals is essential to provide comprehensive, personalised, and expert career support to researchers seeking guidance in both academia and non-academic sectors (REBECA). While this objective is particularly ambitious given the current institutional resources, the university is firmly committed to making it a reality within the forthcoming three-year period.

Unselected principles:

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site, multiple links must be comma separated *:

URL *:

<https://www.udc.es/en/hrs4r/otmr/> (<https://www.udc.es/en/hrs4r/otmr/>)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

At the moment, we are working on the development of a written OTM-R Institutional Policy derived from the actions already developed or as work in progress from the action plan. The action more directly related with the OTM-R principles is action 10 that consists on the implementation of the UDC Code of conduct for the recruiting researchers and the approval of this regulation at the UDC. This action was initially postponed due to the important number of stakeholders associated with this action and the legal implications associated with the regulation to be approved, which led to a delay to mid 2020. In this sense, our objective is to make the official OTM-R Institutional Policy formally approved by the UDC's governing bodies along with results of action 10.

Also, some other actions have a direct impact in the OTM-R policies and practices at the UDC. For example, action 2, which is already completed, consists on the definition of the UDC Ethical Code of Research; action 3, also already completed, consists on the definition of the UDC Guidelines and Procedures for Good Research Practice; action 5 focused on a training plan for the Charter & Code, which has been mostly completed and is due on the third quarter of 2019; actions 11 and 12, that work on the design of a professional career, both internally and externally, for the researchers; action 14, regarding the InTalent program (also completed), that is a test-bed for the OTM-R policies and practices at the UDC; and also action 15, consisting on the UDC Researcher Welcome Manual (also completed), that provides an important tool for new researchers arriving at our University.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Since 2021, the university has undertaken substantial efforts to align its Human Resources Policies with the guidelines set forth by the European Commission through the HRS4R Strategy and the Charter and Code. These efforts have primarily focused on revising and enhancing recruitment and selection processes to ensure they are fully open, transparent, and merit-based (OTM-R).

Beyond these procedural adjustments, the university has committed to fostering a culture of continuous improvement in Human Resources Management, aiming to create equitable opportunities for researchers at all career stages. This includes promoting transparency in decision-making, ensuring fairness in appointments, and establishing mechanisms to monitor and evaluate the effectiveness of the implemented policies. These measures reflect the institution's ongoing dedication to meeting the principles of the HRS4R framework and to strengthening its overall research environment.

In practice, this spirit of continuous improvement has been reflected in the development of a new regulation governing the recruitment and selection processes for research staff, which was drafted and implemented in 2022 and underwent a comprehensive revision in 2024.

For this latest update, the Rectoral Team, led by the Vice-Rector for Research and Transference and the General Manager, established a Working Group that included, among others, the UDC HRS4R Manager. The purpose of this group was to ensure that the new regulation fully complied with the European Commission's guidelines regarding open, transparent, and merit-based recruitment (OTM-R).

Following the drafting of the initial version, a consultation period was opened for the entire research community—including researchers as well as staff employed in research administration and management—during which they could submit directly to the Vice-Rector for Research and Transference their suggestions for improvement, comments, and concerns.

After a thorough review of all contributions received, a final draft of the regulation was prepared, and a document was sent to the entire university community addressing each question, concern, suggestion, and idea submitted by the community for which the new regulation is intended. This made the process collaborative, fostering a sense of participation among the community and enhancing direct, two-way communication between staff and the university's governing team.

The development of the Guide to Good Practices for Selection Processes, included in the 2022–2025 Action Plan, as well as the forthcoming Guide for Candidates to Internal UDC Calls (included in the Action Plan 2025-2028), will mark a new stage in this regard. This stage is characterised by a greater level of participation and is more focused on the internal client, bringing recruitment units and the relevant governing bodies closer to the staff they serve.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation process

General overview of the implementation process: (max. 1000 words)

The implementation of the Human Resources Strategy for Researchers (HRS4R) at the University of A Coruña (UDC) has been carried out through a structured, participatory, and transparent process, ensuring alignment with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Since the initial award was obtained, UDC has demonstrated a strong institutional commitment to continuous improvement in the working conditions, career development, and professional environment of its research community.

The HRS4R Action Plan is coordinated by the HRS4R at the UDC Manager, belonging to the Vice-Rectorate for Research and Transference, which has ensured strategic alignment between HRS4R objectives and UDC's overall institutional priorities. A dedicated Steering Committee was established to oversee the implementation process. This committee includes representatives from the Vice-Rectorates involved in Research and Transference, Internationalisation, Equality and Diversity, Teaching and Degrees, Social Responsibility and Communication.

The Working Group has representatives of researchers at different career stages and meets periodically to review progress, validate completed actions, and address any obstacles that arise during implementation. It also ensures that the principles of openness, transparency, merit, and fairness guide all decision-making processes related to the HR Strategy for Researchers.

Each action in the Action Plan has been assigned to a responsible unit or department, with defined objectives, measurable indicators, and expected outcomes. A monitoring system was developed to track the degree of progress and effectiveness of implementation.

Quantitative indicators are complemented by qualitative evaluations gathered through consultations, feedback sessions, and surveys conducted among researchers and administrative staff. These combined data sources have allowed UDC to identify successful initiatives as well as areas that require additional effort or adaptation.

A key aspect of the implementation process has been maintaining clear and open communication with the research community. Regular updates on the progress of the HRS4R Strategy are published on UDC's website, ensuring transparency and visibility both internally and externally. In addition, institutional newsletters and open meetings have been used to inform and engage researchers about new initiatives, opportunities, and policy developments related to the HR Strategy.

Researchers have been actively involved in providing feedback on the implementation of specific actions, particularly those related to recruitment procedures (OTM-R), training opportunities, and working conditions. Their input has been essential to ensure that the strategy remains relevant and responsive to the evolving needs of the research community.

The HRS4R process has been integrated into UDC's broader policy framework. The principles and objectives of the Action Plan are reflected in the university's Strategic Plan, the Equality Plan (https://www.udc.es/export/sites/udc/oficinaigualdade/_galeria_down/3RD_EQUALITY_PLAN_24_27.pdf_2063069294.pdf), and the institutional

policies for recruitment, research ethics, and professional development. The implementation of the Open, Transparent and Merit-Based Recruitment (OTM-R) Policy has been a particularly significant milestone, ensuring that recruitment processes are aligned with European standards and best practices.

The alignment with the Charter and Code has also contributed to reinforcing UDC's commitment to equality, diversity, and inclusion. Specific actions have been developed to promote gender equality, improve work-life balance, and enhance the visibility of researchers' achievements.

The implementation phase has led to tangible improvements in several key areas:

- Increased transparency and standardisation of recruitment procedures through the adoption of the OTM-R principles.
- Development of structured training programmes to support researchers' professional and transferable skills.
- Enhancement of communication channels between researchers and administrative units.
- Strengthening of institutional support for research ethics, data management, and open science practices.
- Improved awareness of the HRS4R principles across all levels of the institution.

One of the key lessons learned throughout the implementation process has been the importance of maintaining continuous dialogue between administrative staff and researchers. This interaction has facilitated the identification of real needs and the prioritisation of actions that have a direct impact on the daily work of the research community.

The sustainability of the HRS4R Strategy is ensured through its full institutional integration. The Action Plan is now embedded in the operational planning of the Vice-Rectorates and services responsible for its implementation. Regular monitoring and feedback mechanisms will continue to operate beyond the renewal phase, guaranteeing that progress remains ongoing and measurable.

For the next period, UDC aims to further strengthen the professional development framework for researchers, enhance internationalisation and mobility opportunities, and continue promoting open science and ethical research practices. Particular attention will be given to consolidating gender equality measures and mentoring programmes for early-stage researchers.

The implementation of the HRS4R Action Plan has been an inclusive, evidence-based, and iterative process that has progressively integrated the European Charter and Code principles into UDC's institutional culture. The university has developed robust mechanisms for monitoring, communication, and evaluation, which will ensure the sustainability of achievements and the ongoing alignment with European best practices in Human Resources Management for Researchers.

Through this process, the University of A Coruña reaffirms its long-term commitment to providing a stimulating, fair, and supportive environment for researchers, in line with the objectives of the HRS4R initiative and the European Research Area.

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

Since October 2022, following the site visit carried out by experts from the European Commission, the University embarked upon a comprehensive reform of its approach to Human Resources Strategy, and in particular, the implementation of the HRS4R. In this context, a number of structural measures were adopted, including the reconfiguration of the existing HRS4R management groups and the subsequent revision of their respective mandates and objectives. As part of this process, it was decided to discontinue one of the Focus Groups, whose remit was integrated transversally across the strategy, while at the same time two new Focus Groups were established, more closely aligned with the renewed priorities and with the European Commission's emphasis on improving the position of researchers within the institution.

The establishment of the new working groups was preceded by an open call addressed to the entire university community, thereby offering all interested staff the possibility to contribute. This inclusive approach not only ensured broader participation but also served to raise awareness among both research and administrative staff regarding the objectives of the HRS4R and the specific challenges faced by this collective.

Ultimately, a proportion of those expressing interest became actively involved in one of the four Focus Groups or in the Working Group, while the Steering Committee was composed exclusively of members of the Rector's team with direct responsibilities in the areas of research, internationalisation, faculty affairs, diversity, equality, communication, and social responsibility.

The HRS4R at UDC manager coordinates the university's management team. The Working Group prepared a series of ideas to be developed, both as a result of brainstorming sessions and through the identification of needs detected across the wider research community. All responses to the questions included in the internal review template were fully agreed upon by all Working Group members and received approval from the Steering Committee.

For certain data, support from the Data Management Analysis team was required, particularly for the general university indicators presented on the first pages of the report.

Additionally, the HRS4R manager requested collaboration from various offices and units within the university to collect details and data related to actions carried out by the university during the 2022–2025 period. This includes both actions listed in the Action Plan and others that, while not initially planned, were implemented over these three years due to the university's internal dynamics.

Since the first application for the HR Award, the HRS4R Strategy has been under the responsibility of the Vice-Rectorate for Research and Transference. In July 2021, this Vice-Rectorate reinforced several sections of the Research Results Transfer Office (OTRI), including the recruitment of a professional exclusively dedicated to managing the HRS4R Strategy at UDC.

At the beginning of 2024, this office (OTRI) underwent a major restructuring and was divided into several independent units: Talent Attraction Office (OCPI), International Projects Office (OPI) and Knowledge Transfer Office (OTC). As a result, the management of HRS4R and the staff member dedicated to it, became directly dependent on the Vice-Rectorate for Research and Transference. In addition, this role now also includes new responsibilities such as coordinating the EURAXESS Contact Point, acting as a one-stop service for all newly hired staff at the university, and serving as a liaison with the above-mentioned offices (OPI, OCPI and OTC).

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



Detailed description and duly justification (max. 500 words)

During 2021 and 2022, coinciding with the appointment of a new role dedicated exclusively to the development of the HRS4R Strategy, intensive efforts were made to raise the visibility of this strategy within the university.

A series of informative sessions was conducted across almost all faculties and campuses of the university. Additionally, a training course on the OTM-R policy and the HRS4R Strategy was included in the professional development programme for administrative and management staff, with several sessions held in various faculties and administrative units of the institution.

Furthermore, meetings and consultations were held with key offices and units of the university relevant to academic and research activities, such as the CUFIE (University Centre for Teacher Training and Educational Innovation), the International Doctoral School, the International Relations Office, the Gender Equality Office, and UDC Saudable (the UDC Healthy Service), as well as with the Rector, all Vice-Rectors, the Secretary General, and the General Manager of the university.

Particular attention was given to fostering regular communication and collaboration with the management and administrative staff of the university's research centres: CITIC, CICA, CITENI and CITEEC.

These actions were fully supported and promoted by the Rectoral Team (members of the Steering Committee), who leveraged their areas of influence to ensure widespread use of the HR Award logo across all institutional documents, as well as in the email signatures of all university community members.

The creation of dedicated promotional and dissemination materials, along with numerous information sessions across all UDC campuses, research centres, and faculties, proved invaluable in directly engaging both research staff and research support/management personnel with the strategy.

The four research centres display HRS4R information on their websites, and the strategy is included in their own Strategic Plans:

CITENI: <https://citeni.udc.es/hrs4r/>

CITEEC: <https://citeec.udc.es/el-centro/hrs4r-human-resources-strategy-for-researchers/>

CICA: <https://cica.udc.gal/en/talent-recruitment/>

CITIC: <https://citic.udc.es/en/hrs4r-en/>

The significant investment made during this period—financially, in personnel, and in other resources—has yielded results in subsequent years. While information about the HR Award remains consistently available, awareness of Human Resources Strategies for Researchers and the EURAXESS Services is now fully embedded within the research and management community, as well as among the university's most strategic positions.

At present, the continuation of the university's strategy—both overall and in terms of talent attraction and retention—is inconceivable without recognition from the European Commission through the HR Award. Consequently, strong efforts continue to maintain it, involving a broad number of people in its direct management and the entire community in consultation processes.

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



Detailed description and duly justification (max. 500 words)

Yes, the Steering Committee oversees and validates the documents and ideas already discussed and selected by the Working Group with the assistance of the Focus Groups. It is composed of all the Vice-Rectors whose responsibilities are most closely related to research and internationalisation, and both the General Manager and the General Secretary.

The implementation committee, here named the Working Group, is formed by 11 members with diverse backgrounds, all sharing a strong professional and personal commitment to improving working conditions for university staff, enhancing the quality of scientific output, and fostering a healthy, stable, and motivating environment:

<https://www.udc.es/en/hrs4r/equipo-de-xestion/> (<https://www.udc.es/en/hrs4r/equipo-de-xestion/>)

The restructuring of the group has led to a better understanding of the research staff ecosystem, allowing first-hand insight into their challenges and main concerns.

It was redesigned with the aim of including representatives from the majority of researcher profiles within the academic community, from R1 to R4 categories, in line with the recommendations made by the evaluation experts following the 2022 renewal phase. In this sense, it includes researchers from different research centres and knowledge areas, with diverse backgrounds and a common interest in improving the HR Policy in the university.

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

*



Detailed description and duly justification (max. 500 words)

The current UDC General Strategy Plan includes several objectives and activities directly related to the HRS4R strategy. It was developed concurrently with the site visit for the HR Award renewal in 2022, ensuring that both strategies are fully aligned.

Furthermore, to integrate both strategies more effectively, one of the individuals who joined the Working Group in 2023 was the initiator and coordinator of the UDC Strategic Plan. This brings a comprehensive institutional perspective and enhances the alignment of the two strategies.

All HRS4R guidelines and OTM-R principles are present in the UDC Strategic Plan for 2022-2026, as 2 objectives set in the Strategy are completely aligned with the HRS4R guidelines:

1. Strategic Objective: Efficient, responsible and transparent management of public resources:

- Operational objective 2. Design and implementation of HRS4R human resources recruitment, selection and promotion programs.

2. Strategic Objective: To improve the processes of selection, promotion and consolidation of the teaching and research staff in the institution, favouring the development of its research career:

- Operational objective 1: To improve the processes of promotion and consolidation of the research staff in the institution.
- Operational objective 2: To improve the recruitment of pre-doctoral and post-doctoral researchers
- Operational objective 3: Strengthen support and training services for researchers.
- Operational objective 4: To promote the development of the research career of the PDI belonging to the areas of knowledge in which the need to improve the indicators of scientific production is detected.
- Operational objective 5: Align staff policies with the guidelines for the HRS4R logo.

The UDC Strategic Plan can be accessed at: https://www.udc.es/export/sites/udc/gobierno/_galeria_down/vepes/documentos/Plan-Estratexico-2022-26.pdf_2063069299.pdf (https://www.udc.es/export/sites/udc/gobierno/_galeria_down/vepes/documentos/Plan-Estratexico-2022-26.pdf_2063069299.pdf)

The draft was introduced to the experts during the site visit in October of 2022 by the former Vice-Rector for Economy and Strategic Planning, and it was published in late 2022, just after the renewal site visit.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

The HRS4R strategy is firmly embedded in the daily practices of all university staff. The Vice-Rectorate for Research and Transference places particular emphasis on underscoring both the necessity and the advantages of adhering to the principles of this strategy, while fostering broad participation across the entire university community.

For several years, UDC has maintained an HRS4R management structure comprising four Focus Groups, a Steering Committee, and a Working Group. The latter is entrusted with leading and coordinating the implementation of the agreed actions set out in the Action Plan, as well as ensuring their systematic monitoring and completion. Furthermore, this group is responsible for requesting and gathering the necessary indicators to assess, both qualitatively and quantitatively, the degree of achievement of each proposed action.

The Working Group holds regular meetings to assess the progress of the actions included in the current Action Plan and to explore new ideas for improvement. It is a collaborative and dynamic group that maintains constant communication, ensuring that all voices are heard and all ideas are taken into consideration.

In developing the 2025–2028 Action Plan, we have taken into consideration the ideas and proposals collected from a wide range of sources within the research community, as well as from the administrative and management staff supporting research activities. The process sought to strike a balance between the feasibility of the proposed actions and a reasonable level of ambition, ensuring both realism and progress towards continuous improvement.

Furthermore, we acknowledge that high-impact initiatives may emerge in the future that were not initially foreseen in the HRS4R Action Plan. Such initiatives will also be regarded as positive contributions to the overall objectives of the strategy and will be duly reported and reflected in the internal review conducted for the next renewal cycle.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As in previous HRS4R Action Plans, a Gantt chart has also been prepared on this occasion, outlining realistic timelines that may be adjusted if new, unforeseen actions emerge and are deemed a priority by the institution. Nevertheless, we strive to adhere as closely as possible to the established schedule, as it serves as a tool for maintaining order and monitoring the achievement of the milestones set out in our proposal.

The timeline is included as an annex to this report and it is also included at the end of the Action Plan document.

For internal control, we have established a yearly assessment of the indicators reached.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

Since 2022, following the first renewal of the HR Award, particular emphasis has been placed on the establishment of clearly defined and measurable indicators and targets. Although the qualitative nature of certain actions does not always allow for a strictly quantitative assessment, efforts are consistently made to ensure the inclusion of measurable elements wherever feasible. This approach facilitates a more comprehensive and detailed analysis of the progress achieved in meeting the objectives set out in the Action Plan.

Accordingly, for the majority of actions, both the quantitative indicators and the corresponding means of attainment are explicitly specified.

A few months before the submission deadline for the renewal documentation, we set a cut-off date for the collection of data and indicators and initiated the compilation process. This involves contacting all university units directly related to the corresponding actions and indicators, as well as the Data Department, in order to obtain the general figures required on the first page of the Internal Review.

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



Detailed description and duly justification (max. 500 words)

In preparation for the external review, the University of a Coruña (UDC) has followed a structured, participatory, and evidence-based approach to ensure a comprehensive presentation of the progress achieved under the HRS4R Action Plan 2025-2028 and the institution's continued alignment with the principles of the European Charter for Researchers and the Code of Conduct.

Firstly, the UDC HRS4R Working Group, coordinated by the HRS4R at the UDC Manager, has compiled and updated all relevant documentation and evidence of implementation. This includes progress reports, institutional policies, indicators, and examples of good practices developed since the last assessment, particularly those related to the improvement of recruitment procedures, researcher training, internationalisation, and gender equality.

The Internal Review and supporting documentation have been reviewed and validated by the institutional governance bodies and by the Steering Committee to ensure full internal coherence and endorsement before submission. The results will also be communicated across the institution to foster transparency and engagement.

Through this coordinated and inclusive approach, the UDC aims to demonstrate continuous improvement and a consolidated commitment to fostering a research-friendly, inclusive, and internationally competitive working environment.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

All the data and indicators have been taken during the period between November 2022 to October 2025.

An additional document, containing the Action Plan, the Gantt Chart with a timeline for actions and a brief description of the current situation of the institution is included.

Several documents are available by clicking on the provided links to the web pages where they are published, or directly on the document titles themselves.

In case of any technical issues, or if a document is required in a different format, please do not hesitate to request it — we will be pleased to provide it upon request.

