

***ACTION PLAN***

*Application for Acknowledgement of Human Resources in Research*

2019- 2022 A – Internal Review - A Coruña, May 2019



## Content

---

- 1 Contact Details2
- 2 Organizational Information3
  - 2.1 Organizational profile3
  - 2.2 Key figures for the organization4
- 3 Actions5
  - 3.1 Actions to be undertaken in this HR strategy5
  - 3.2 Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:20
- 4 Implementation22



## 1 Contact Details

---


**Name of Organisation under Review:**

Universidade da Coruña


**Organisation's contact details:**

Prof. Salvador Naya Fernández

Vice-rector for Science Policy, Research and Transfer

 vpcit@udc.es

 +34 881 01 1156

 Rúa da Maestranza, 9; 15001 A Coruña - Spain

**Internal Review date**

May 2019

**Resubmission date**

May 15th 2017

**Submission date:**

15th November 2016

**Date endorsement Charter and Code:**

30<sup>th</sup> August 2016

**Link to web site:** <http://www.udc.gal/investigacion/hrs4r/>



## 2 Organizational Information

---

### 2.1 Organizational profile

The University of A Coruña (UDC) was founded under the Galician Universities Law 11/1989 on July 20th, 1989, and is territorially situated in the Campus of A Coruña and the Campus of Ferrol.

The UDC is a public institution whose primary objective is the generation, management and dissemination of cultural, scientific, technological and professional knowledge through the development of research and teaching.

The UDC conceives its essential purpose as a quality public service aimed at achieving greater levels of welfare for society through the pursuit of social, scientific and technological advances in a framework of ethical values. Part of its mission is the formation of an open, critical, democratic and solidarity citizenship, capable of analysing reality, diagnose problems, formulate and implement solutions based on knowledge and oriented towards the common good.

The UDC explicitly expresses its commitment to the study and the integral development of Galicia, its social, cultural and linguistic identity, and it will promote its full integration into the European Higher Education and the projection in Latin America.

The UDC Foundation, a private charitable and academic foundation, has been created to provide the University with permanent social support.

## 2.2 Key figures for the organization

The following table shows the main indicators regarding human resources and main research funding sources.

Table 1 Key Figures – Updated 2019

Staff & Students	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2.781
Of whom are international (i.e. foreign nationality)	255
Of whom are externally funded (i.e. for whom the organization is host organization)	286
Of whom are women	1.203
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	670
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	331
Of whom are stage R1 = in most organizations corresponding with doctoral level	1.780
Total number of students (if relevant)	18.727
Total number of staff (including management, administrative, teaching and research staff)	2.192
Research Funding (figures for most recent fiscal year)	€
Total annual organizational budget	129.967.323,45€
Annual organizational direct government funding (designated for research)	92.983.549,93€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	6.576.510,86€
Annual funding from private, non-government sources, designated for research	690.000,00€



### 3 Actions

---

#### 3.1 Actions to be undertaken in this HR strategy

The next table shows the list of actions to be undertaken in this HR strategy. The members of the Steering Committee responsible for leading the startup of each action are:

- Rector: Prof. Julio E. Abalde Alonso
- Vice-rector for Science Policy, Research and Transfer (VR\_SPRT): Prof. Salvador Naya Fernandez
- Vice-rector for Teaching Staff and Planning (VR\_TSP): Prof. Alberto Valderruten Vidal
- Vice-rector for Internationalization and Cooperation (VR\_IC): Prof. Pilar García de la Torre
- Vice-rectorate for Economy, Infrastructures and Sustainability (VR\_EIS): Prof. Domingo Calvo Dopico
- Vice-rectorate for Academic Offer and Teaching Innovation (VR\_AOTI): Prof. Nancy Vazquez Veiga.

Different UDC units will participate in the design and implantation of individual actions, for example:

- General Secretariat (GS) [http://www.udc.es/gobierno/equipo\\_reitoral/secretaria/](http://www.udc.es/gobierno/equipo_reitoral/secretaria/),
- Management (M) [http://www.udc.es/gobierno/equipo\\_reitoral/xerencia/](http://www.udc.es/gobierno/equipo_reitoral/xerencia/) and
- Vice-rectorate for Academic Offer and Teaching Innovation (VR\_AOTI) [http://www.udc.es/gobierno/equipo\\_reitoral/voaid/](http://www.udc.es/gobierno/equipo_reitoral/voaid/).

Table 2 List of all actions to be undertaken in the UDC HR strategy in 2019-2022 (updated)

Nº	C&C	Title Action	Description	Timing	Responsible Unit	Indicator(s) / Target(s)
1	All	Awareness of the Charter & Code and alignment of all institutes	Awareness and implementation of the Charter & Code: <ul style="list-style-type: none"> <li>Film a video explaining the advantages of the application of the C&amp;C principles, and distribute its web link among all the researchers.</li> <li>Open call for researchers that wish to join the working group, to become “delegate for HRS4R” in each School and Campus.</li> <li>Schedule periodical briefings in Departments, schools and governing boards, to influence the dissemination of the C&amp;C key lessons to University alumni, pre-doctoral students and UDC research staff.</li> <li>Schedule periodical briefings to the University’s management committees and boards to introduce the OTM-R and C&amp;C key lessons to the Administration staff.</li> </ul>	Q4-2020  (Status: in progress)	VR_SPRT	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 .



Alignment of the strategic planning of research institutes with the HR Action Plan

- Inclusion in the strategic plans of the University Research Institutes, Singular Centres, Strategic Alliances, etc. of the objectives and action lines of this HRS4R UDC Action Plan.

2	2	Write and disseminate the “UDC Ethical code of research”.	Elaboration of an Ethical Code for researchers. Starting with the notion of academic freedom as the leading principle of our research, at all levels, UDC is committed to promoting and maintaining high standards of integrity and accountability in the conduct of academic research and is keen to embed and endorse a culture of honesty and transparency in all its institutional activities.	Q4- 2018	VR_SPRT	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 2.</li> <li>2. Benchmarking of ethical code of research of outstanding research centres and Universities to identify the topics that should be included in the code.</li> <li>3. Writing of the draft of the code.</li> <li>4. Approval of the draft by ethical committee, working group and governing board.</li> <li>5. Ethics Code published online and included in Welcome Manual.</li> </ol>
				<b>(Status: completed)</b>		





3	5, 32	Write and disseminate the “UDC Guidelines and Procedures for Good Research Practice”	Write and disseminate Good Research Practices and Procedures Guideline, to make all the information over different issues available in a clear and user-friendly fashion. As a starting point, a benchmark of procedures of good research practices in outstanding institutions will be done. Among other subjects, the guidance should contain information about the IP regulation and co-authorship. This document will be part of the UDC’s ethics code and will set out the UDC’s expectations for research groups, departments and research institutes in the form of principles, guidelines and standards to foster good research practice in all funded research.	Q1 – 2019  (Status: completed)	VR_SPRT	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 3.</li> <li>2. Benchmarking of best practices of research of outstanding research centres and universities to identify the topics that should be included in the code.</li> <li>3. Writing of the draft of the guidance.</li> <li>4. Approval of the draft by the research committee, working group and governing board.</li> <li>5. Good practice handbook in research published online and included in Welcome Manual.</li> </ol>
4	7	Define a strategy to protect all the research data, including sensitive biomedical data.	To define a strategy and create a Guide that provides information on research data management; data discovery; terms and conditions of access and use; data security; dataset metadata and documentation; data reposting, preservation and open data sharing. Also, to design a cooperative strategy for IT data security, study the possibility of implementing a global agreement with a provider of Data	Q2 -2020  (Status: in progress)	M  VR_EIS	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 4.</li> <li>2. Global agreement with a provider of data storage.</li> <li>3. Identify researchers that use personally-sensitive data.</li> <li>4. Survey the real needs of data storage in the different departments.</li> </ol>



Storage. Finally, identify researchers that use personally-sensitive data and design specific courses for Personal Data Protection Law.

5. Define a strategy based on the accomplishment of the previous indicators.
6. Publish the guidance online, and include it in the Welcome Manual.

5 (ex 5+6)	3, 5, 8, 13, 14, 27, 28, 31, 32, 37, 38, 40.	Design a training Plan on C&C: new courses and activities for awareness of various principles and reinforce courses.	Design of new courses: These events are regarded as an initial stage of training as part of an awareness raising exercise for potential users concerning issues of the C&C and OTM-R. Organize seminars, or produce online courses resembling MOOCs to raise awareness about: i) Technology transfer and intellectual property, with a special focus on messages directed to the different profiles of researchers, which will be provided by CUFIE (Universitary Center of Educational Training and Innovation) ii) Good practices for selection committee procedures, iii) Gender issues; iv) Team management for senior researchers, etc.	Q3-2019	VR_TSP VR_AOTI	(Status: in progress)	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 5 and 6.</li> <li>2. Quick survey to prioritize the most highly-demanded topics.</li> <li>3. Awareness-raising; research new seminars programmed on: TT &amp; IP, GP for selection committee procedures, Gender, Team management, transversal skills, project manager, entrepreneurship, etc.</li> <li>4. Reinforced courses programmed.</li> <li>5. New activities defined at the Doctorate School.</li> <li>6. Procedures revised.</li> </ol>
		Strengthen the Doctorate School.	Other issues could also be considered for the implementation of training courses. A quick survey with the titles of possible courses will be performed, including transversal skills, project management, entrepreneurship, etc.				



The researchers' feedback will be used to prioritize the most highly-demanded courses.

Evaluate the possibility of establishing a stable framework of collaboration with the Fundación Barrie as provider of courses.

Strengthen the Doctorate School (Vice-rectorate for Academic Offer and Teaching Innovation) to develop the Independence of Young researchers. For example: include in the Doctorate working plan courses or activities.

Revise the Doctorate school regulation to broaden the enrollment period to avoid bureaucratic hurdles for newly-hired R1 researchers.

6	9	Boost the UDC's Chair of scientific outreach.	Focus all the outreach activities of the UDC on the Chair of Scientific Outreach that will: i) raise awareness at the UDC; ii) give support to the scientists in outreach activities; iii) raise awareness to R1 and R2 researchers for science outreach. The main goals will be (i) popularize science and findings of UDC researchers through news and press releases, social networks, outreach	Q2- 2020	VR_TSP	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 7.</li> <li>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</li> </ol>
---	---	---	--	----------	--------	--

(Status: in progress, delayed from Q42019)



activities and educational activities, etc.; and (ii) act as a liaison between researchers and the UDC community on one side and the media and journalists on the other side.

Boost the UDC’s Chair of scientific outreach, Outreach events and dissemination and communication activities, possibly in coordination with the UDC’s associated research centers, CICA and CITIC. Finally, UDC will provide additional measures to implement the Outreach & Communication Department.

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.

7	11	Design the performance of periodic evaluations of the research groups.	Evaluation of the quality of academic research has become increasingly important. It determines, often to a large extent, the amount of research funding flowing into universities and similar institutes from governmental agencies and it impacts academic careers. Analyze the possibility of making a periodic evaluation of the research groups, inspired by the CICA and CITIC evaluation criteria, introducing in the evaluation the compliance of C&C principles.	Q4-2019	VR_SPRT	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 8.</li> <li>2. Perform a high-level meeting to discuss the inclusion of this criteria into the UDC regulation.</li> <li>3. Definition of the evaluation’s scope and procedures.</li> <li>4. Include this criteria in the UDC regulation.</li> <li>5. Trend in the number of Evaluations</li> </ol>
---	----	--	---	---------	---------	---

(Status: in progress)



8 (ex 9+10)	12, 13, 14, 15, 16, 17, 18, 19.	<p>Update the regulation of extra budgetary researchers recruiting.</p> <p>Revise regulation and write the “UDC Code of conduct for the recruiting of researchers”. Advertise all researcher vacancies on Euraxess.</p>	<p>The present regulation does not reflect the recruiting actions that were at practice. It is necessary to start a debate with the appropriate stakeholders and approve a new regulation that incorporates the C&amp;C and OTM-R recommendations. INTALENT good recruiting practices could be a model for the elaboration of the new regulation of the recruitment of researchers with projects funded by companies, or by competitive projects. Additionally, efforts will be made to identify and overcome bureaucratic hurdles that challenges the recruitment of R1 researchers, like the limited Doctorate school enrollment period.</p>	Q2-2020  <b>(Status: in progress)</b>	VR_SPRT + VR_SPRT & M	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 9 + 10.</li> <li>2. Perform a high-level meeting to discuss the different sensibilities of the departments regarding to this criterion.</li> <li>3. Elaboration of the regulation.</li> <li>4. Approval of the regulation.</li> <li>5. Make the regulation available online.</li> <li>6. Apply this regulation to UDC.</li> </ol>
			<p>Revise the Doctorate school regulation, to broaden the enrollment period to avoid bureaucratic hurdles for newly-hired R1 researchers.</p>			
			<p>Write a Code of conduct and an implementation manual for the recruiting of researchers, in which the following topics should be introduced: i) Set a clear priory merit valuation scale; ii) Set the composition of the</p>			



committee introducing an administrative staff supervisor that will ensure the correct assignation of the merit valuation scale of the specific call; iii) The list of the candidates, with the punctuation obtained by each merit could be published on the corresponding webpage to assure an open and transparent election, taking into account the personal data protection law; iv) Design a feedback process with the participation of the PI; v) the code of conduct should include stop the clock measures for mothers etc. and other variations in the chronology of the CV; vi) recognition of mobility, vii) Include non-official qualification as other merits, etc.

Publish all the job opportunities for researchers in EURAXESS, in addition to the channels that were presently used.

9 (ex 11)	18, 25,28	Design professional career at UDC.	<p>Preliminary study for defining a Research Career Plan at the UDC: Analysis on the concept and teaching research tasks of the Teaching and Research Staff.</p> <p>Research Career Plan at the UDC: Preparation and approval of a</p>	Q2-2018	VR_SPRT & M	<p>(Status: completed)</p> <ol style="list-style-type: none"> <li>1. Specific working group established to develop Action 11.</li> <li>2. Career framework published and disseminated.</li> <li>3. Grants improved.</li> </ol>
-----------	-----------	------------------------------------	--	---------	-------------	--



			Research Career Plan Career at the UDC. It will establish professional research categories, functions and responsibilities, the minimum criteria to access each of them; the contractual arrangements and funding mechanisms will be associated, etc. It will also be aligned with the Training Plan.			
10 (ex 12)	18, 25,28	Elaborate a map for “Alternative professional careers for UDC researchers” and review the mobility grants for researchers.	Elaborate a document to map “Alternative professional careers for UDC researchers” to explore career options, giving information on possible options for careers and funding in research within academia and/or industry at national and international level. It will include the process of building our collection of career profiles as a resource for UDC community.  Review and improve the conditions of the mobility grants.	Q3-2018  (Status: completed)	VR_SPRT  VR_IC  VR_AOTI	<ol style="list-style-type: none"> <li>1. Specific working group established to develop Action.</li> <li>2. Career framework published and disseminated.</li> <li>3. Grants improved.</li> </ol>
11	23	Elaborate the “Map of access to the UDC infrastructures” including a “Catalog of	Elaborate the “Map of access to the UDC infrastructures”. The map will show the location of the internal and external research infrastructures to provide access to UDC researchers. These infrastructures are part of	Q1-2020	VR_SPRT  VR_EIS	<ol style="list-style-type: none"> <li>4. Specific working group established to develop Action 13.</li> <li>5. Compile an exhaustive list of the infrastructures present or available at the UDC.</li> </ol>



		outstanding scientific and technical nets of interest for the UDC”	networks with a view to making the most of existing facilities by optimizing their use for the benefit of the scientific community.  Elaborate a “Catalog of outstanding scientific and technical nets of interest for the UDC” in which researchers could participate choosing the more convenient for their research and strategic areas.	(Status: in progress)		6. Build a database of the current research infrastructures, build a platform to host the database, and make it accessible online.
12	14, 15, 26	Implement INTALENT program for attracting talented researchers.	Fostering the Implementation of INTALENT program for the recruitment of postdoctoral researchers with projection and extensive international experience for a maximum period of 3 years; InTalent UDC-Inditex is a collaborative program between the University of A Coruña and Inditex. INTALENT Good practices will also be adopted by the recruitment of researchers with projects funded by companies.	Q3-2017	VR_SPRT	1. Contact Inditex officers to set the INTALENT Program Implementation scenario. 2. Increase the number of INTALENT grants.
13	27,28,30,31, 34, 35	Write the “UDC Researcher Welcome Manual”	The Welcome Manual will provide researchers (from R1 to R4) with additional specific information that will be useful in their everyday lives. This Welcome Manual will be available through digital documents stored in the intranet, and online video courses.	Q2-2019	VR_SPRT	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





It will also include information about: i) Gender equality issues at the UDC, ii) Description of the training and counselling unit (UFA), FEUGA and FUAC activities, iii) Intellectual property issues, etc., iv) Include a reference to the complaints procedures.

One of the objectives of this Welcome Pack will be to invite newcomers to participate in the academic institutions and decision boards, and to acquire a broader vision of the different sensitivities included at the UDC's governing bodies.

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

14 (new action)	3 (OTM-R)	New course on OTMR for researchers and administrative staff.	The implementation of OTM-R regulations and procedures will require a cultural change in the personnel involved in the recruitment processes of researchers. Therefore, the design and implementation of a course on concepts, standards and new procedures aligned with OTM-R is proposed.	Q4-2020	VR_SPRT	1. Number of attendees
						(Status: in progress)
15	5 an23 (OTMR)	External audit to evaluate the quality of the implementation of	The audit will be carried out by an external organization with the objective of randomly verify the level of implementation of the HRS4R and in	Q2-2020	VR_SPRT	1. Audit report and recommendations



---

the HRS4R (C & C and OTM-R).

particular the OTM-R criteria, by the researchers in departments and research centers, as well as by the UDC officials (hiring personnel). The results of the audit will be used to improve both the process and the level of implementation.

**(Status: in progress)**

---



Table 3 Timing for actions

Nº	Title Action	2017		2018				2019				2020				2021			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Awareness of the Charter & Code and alignment of all institutes.																		
12	Implement INTALENT program for attracting talented researchers.																		
9	Design Professional Career.																		
10	Elaborate a map for “Alternative professional careers for UDC researchers” and review the mobility grants for researchers.																		
2	Write and disseminate the “UDC’s Ethical Code of Research”.																		
3	Write and disseminate the “UDC’s Guidelines and Procedures for Good Research Practice”.																		
13	Write the “UDC’s Researcher Welcome manual”.																		
5	Design a Training Plan on C&C: new courses and activities for awareness of various principles and reinforce courses. + Strengthen the Doctorate School.																		
15	External audit to evaluate the quality of the implementation of the HRS4R (C & C and OTM-R).																		
7	Design the performance of periodic evaluations of the research groups.																		
11	Elaborate the “Map of access to the UDC infrastructures” including a “Catalog of outstanding scientific and technical nets of interest for the UDC”.																		
8	Update the regulation of extra budgetary researchers recruiting. + Revise regulation and write the “UDC Code of Conduct for the Recruiting of Researchers”. Advertise all researcher vacancies on Euraxess																		





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

The main measure that will be implemented to assure the OTM-R principles will be the updated recruiting regulation, which will include the C&C principles. This regulation will develop a key role in the development of the OTM-R policy.

- Providing clear and transparent information on the whole selection process,
- Posting a clear and concise job advertisement with links to detailed information,
- Ensuring that the levels of qualifications and competencies required are in line with the needs of the position,
- Considering the inclusion of explicit pro-active elements for underrepresented groups,
- Keeping the administrative burden for the candidate to a minimum, and
- Reviewing, where appropriate, the institutional policy on languages.

The second main action will be the “Good recruiting practices for researchers guide” that will be disseminated by attendance-based sessions for all the staff implicated in the recruiting process: both researchers and administrative staff. In the case that further training is demanded, seminars will be addressed to PI and other members of the selection committees. The need to promote specific training in recruiting, especially for interviews, will be evaluated. The “UDC’s Code of Conduct for the Recruiting of Researchers” will set clear and explicit rules and procedures for the recruitment of all researcher positions. We will also consider the European Framework for Research Careers to identify the career profiles for researchers (R1, R2, R3 and R4).

The third main action will be the continuous follow-up of the recruitment processes, assuring that all the staff implied in recruiting processes, from selection to recruiting, integrate the OTM-R practices, described in the “Good recruiting practices for researcher’s guide”, in each selection and recruiting process.

A special OTM-R seminar will be organized for all the Human Resources staff, the directors of the research institutes, and all the UDC’s staff interested in this process.

The quality control system for the UDC’s OTM-R policy will check (internally) the whole recruitment process, to be administered by the HR department or designated staff, and will also have a periodical, external review by an independent observer (a national expert in HRS4R). To monitor and assess the extent to which the OTM-R system is being implemented, the UDC will also adopt standards and reporting templates for internal reporting of all phases of a recruitment process.

Additionally, these good practices that initially will be applied to all the extra budgetary researchers will be applied to all the recruitment processes of the UDC, when possible. INTALENT (\*) <http://www.intalent.udc.es/>, the UDC’s flagship project for recruiting researchers, already incorporates some of the OTM-R recommendations in its human resources strategy, and will include all of them in the following editions.

The UDC does not have a recruitment strategy to implement the principles of Open, Transparent and Merit-Based Recruitment, therefore no web link is available.



(\*) InTalent UDC-Inditex is a collaborative programme between the University of A Coruña and Inditex for the recruitment, for a maximum period of 3 years, of postdoctoral researchers with projection and extensive international experience. Through InTalent we aim to generate, retain, retrieve and attract research talent to generate a scientific and research network of excellence.



## 4 Implementation

---

The implementation process will be performed through 4 different levels of responsibility.

**A.1) Steering Committee, chaired by the Rector will oversee the implementation process on a regular basis:** Initially, UDC constituted a **Steering group**, to monitor the Gap Analysis and Action Plan developed in this proposal, and the latest improvements in Human Resources management, in addition to its executive functions. In the implementation phase, the steering committee will communicate the advances of the different actions to the teaching and research staff and governing board of the UDC.

**A.2) Research committee** will coordinate the implementation and the follow-up of the HRS4R derived measures. Also, it will align the strategic plan of all the UDC's units and schools with the Action Plan defined in the Gap Analysis. In addition, it will communicate to the Steering Committee about HRS4R implementation. This committee, will coordinate the introduction of the action, and the day to day follow-up of the implementation, the revision of the performance indicators, and will elaborate reports about the activities followed to design and implement each action. The commission will **inform monthly** about progress. [http://www.udc.es/goberno/organos\\_colexiados\\_e\\_estatutarios/consello\\_goberno/comisions\\_es\\_tables.html?language=gl](http://www.udc.es/goberno/organos_colexiados_e_estatutarios/consello_goberno/comisions_es_tables.html?language=gl)

**A.3) Working group** constituted to oversee and follow up the implementation of this action plan. It will revise the performance indicators and will be responsible for the communication and awareness actions.

**A.4) Working teams** designed for each of the 15 actions will be constituted by 3-5 people comprising of: i) the people in charge for each, ii) representatives of the different areas and services responsible for human resources at the UDC, iii) researchers, etc. These different backgrounds will stimulate a fluent debate with multiple perspectives of the same problem, to prepare each of the deliverables and their correspondent **road maps**.

**B) To test the implementation of the processes** and to manage these changes in reduced groups, small scale piloting trials were foreseen. The results of these piloting trials will be analyzed, corrected and implanted at the adequate level in each action.

An information distribution workflow will be maintained along the implementation of the C&C principles: a cloud tool for accessing the information, regular meetings and ad-hoc subcommittees with key stakeholders for specific topics depending on the evolution of the process.

**C) Measures to ensure that the proposed actions will also be implemented:** There is a strong institutional support, that has generated interesting discussions in which many key stakeholders were aware of the changes that should be performed, and were committed to impulse the necessary measures for the change. In addition, the regulation of extra budgetary researchers' recruiting is expected to be updated and released at 2018. The design and implementation of some of these actions was begun during the last quarter of 2016, after the first submission of the Gap Analysis and Action Plan.



In case of this necessity, to assure the execution of the actions is on schedule, UDC will contract external professional assistance to start up the actions that, due to its content or its workload, could not be achieved by the working teams.

**D) Evidence of any alignment of the HRS4R with organizational policies:** The alignment of this policy is assured because it will be included in the annual revisions of the UDC 2013-2020 strategic plan.

**E) For the preparation of the internal and external review:** The internal evaluation will be performed by the working group and informed to the Steering Group, by the revision of the advance of the Project after the compromises reflected in the Action Plan, the revision of the indicator progress reports, the reports of activities, and the fulfillment of road maps for each action. With this data, a progress report will be elaborated, 12 months after the activity was initiated. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available in EURAXESS will be used.