New Action Plan

(Next 3 Years)

Over the next three years, the University of Navarra aims to consolidate the progress achieved during the previous HRS4R cycle, addressing emerging institutional needs and strengthening the key areas identified in the analysis. The new Action Plan focuses on enhancing talent attraction, ensuring the effective implementation of the updated professional development framework for research staff, and improving the coordination and procedural consistency of the committees and working groups involved in HRS4R governance.

These actions have been designed to be realistic yet strategically significant, reinforcing the University's commitment to continuous improvement, international competitiveness, and full alignment with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The actions presented below provide a structured and pragmatic roadmap for advancing these objectives.

1. Implementation of a Structured Internal Communication Plan for HRS4R

Objective: Improve awareness, visibility, and understanding of the HRS4R process among research staff.

Description: Develop a light but systematic communication plan including quarterly updates, a dedicated HRS4R webpage optimisation, and brief visual summaries after each milestone.

2. Formalisation and Improved Coordination of HRS4R Working, Implementation, and Steering Groups

Objective: Strengthen the internal structure of the HRS4R process through the formal regulation of all committees and working structures.

Description: Define roles, responsibilities, functions, and meeting frequency for working groups, implementation groups, and the steering committee.

- Establish standardised templates for minutes, action tracking, and evidence collection.

- Create a centralised digital repository (e.g., Teams/SharePoint) ensuring traceability, transparency, and continuity of work.

3. Strengthening International Talent Attraction

Objective: Consolidate and expand the institutional strategy for attracting national and international research talent.

Description: Implement a set of light but systematic measures to improve the University's visibility as a research destination:

- Systematic publication of all research vacancies on EURAXESS, LinkedIn, and Talent Clue.

- Preparation of an annual short report on outcomes (vacancies posted, countries of origin of candidates, types of profiles).

- Establishment of regular contacts with international researcher networks such as ECUSA or other equivalent associations.

4. Implementation of the Updated Professional Development Programme for Researchers

Objective: Ensure the effective deployment of the renewed professional development programme for research staff.

Description: Roll out the updated programme through specific training sessions tailored to each research-career stage (R1–R4).

Establish an annual structured training offer (minimum 3–4 modules) covering transversal skills, ethics, project leadership, and Open Science.

Introduce an annual mechanism to evaluate programme impact (participation, satisfaction, identified needs).

5. Strengthening of International Researcher Onboarding (Basic Welcome Pack)

Objective: Support international talent and improve early-stage integration.

Description: Produce a concise digital welcome pack—including visa guidance, campus contacts, accommodation guidance, and local administrative steps.

OTM-R (Next 3 Years)

ID	Element	Improvement Commitment	KPI
1	Publication of the OTM-R policy	Finalise review and publish in ES/EN	Policy published + number of channels
2	Internal OTM-R guide	Create and publish consolidated guide	Guide published
3	OTM-R training	Establish annual training plan	Nª. of sessions
4	Use of e-recruitment tools	Continue publishing and disseminating vacancies	Nº. processes managed via platform
5	Quality-control system	Define and implement control mechanisms	Number of improvements implemented
6	Attraction of external candidates	Strengthen attraction actions	Number of attraction actions/year
7	Attraction of international talent	Consolidate international agreements	Nº. international candidates + hires
11	Templates/guidelines for job postings	Standardise job-posting templates	≥ 100% postings with template
12	Links in job postings	Systematic incorporation of links	≥ 100% postings with links
13	Use of EURAXESS	Maintain regular publication	Increase in job offers published on EURAXESS compared to the previous year
14	Other channels	Diversify publication channels	≥3 channels used per process
15	Administrative workload	Optimise onboarding	Onboarding time reduced (50%)
16	Rules for committees	Disseminate procedures	No. of dissemination sessions
17	Committee composition	Maintain systematic application	100% compliance
18	Gender balance	Standardise minimum criteria	Committees ≥40/60
19	Objective-evaluation system	Maintain three-year evaluation	Three-year cycle completed