Universidad de
Oviedo

ACTION PLAN – MAY 2021

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of 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	3.149
Of whom are international (i.e. foreign nationality)	196
Of whom are externally funded (i.e. for whom the organisation is host organisation)	68
Of whom are women	1.476
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1.118
Of whom are stage R2 = in most organisations corresponding with post-doctoral level	364
Of whom are stage R1 = in most organisations corresponding with doctoral level	1.666
Total number of students (if relevant)	22.000
Total number of staff (including management, administrative, teaching and research staff)	3.838
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	211.048.902
Annual organisational direct government funding (designated for research)	958.225
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11.609.135
Annual funding from private, non-government sources, designated for research	1.703.400
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The University of Oviedo (UNIOVI) is a public institution of higher education and research in Asturias (Spain). It offers a full range of undergraduate degrees adapted to the European Higher Education Area (EHEA) in all branches of knowledge and postgraduate degree programmes. UNIOVI undertakes 80% of the R&D activities carried out in Asturias and has cutting-edge services to facilitate the transfer of knowledge to the business world and a long experience in the different Framework Programmes, with more than 50 projects in the last 5 years. In 2010, it was award with the seal of Campus of International Excellence.	

2. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

https://www.uniovi.es/investigacion/hrs4r

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)

ACTION 1. CREATE THE UNIOVI OTMR POLICY BY UPDATING RECRUITMENT PROCEDURES TO HRS4R AND OTMR CRITERIA.
 	
• Modify and translate into English the regulations for competitions for IDPs on an interim basis and the instructions of the Vice-Rectorate for the recruitment of personnel for research projects, including all the aspects mentioned in OTM-R, such as:
  - Favouring the recruitment of disadvantaged groups, for example by adding a section in the job offers to allow the identification of researchers belonging to disadvantaged groups, and include it in the assessment criteria.
  - Requirement of mobility experiences and reference the documents in the corresponding job offers.
  - Modify the electronic recruitment platform by including functionalities such as providing automatic feedback to rejected candidates, for example by breaking down the score given to each selection criterion.
  - Make more frequent use of other international employment platforms such as EURAXESS to achieve greater dissemination of job offers for contracts longer than one year.
  - Develop guidelines for scoring candidates' CVs for each category of the offer, including all HRS4R and OTMR criteria to guide selection committee assessments.
  - Draft rules for setting up selection committees, including, for example, gender parity, presence of non scientific staff in the selection comittee and
	12. Recruitment
	
	13. Recruitment (Code)
	
	14. Selection (Code)
	
	15. Transparency (Code)
	
	16. Judging merit (Code)
	
	17. Variations in the chronological order of CVs (Code)
		Q2 Q3 2021	Elena Ruiz Gonzalez (research management area)	• Publish OTM-R Policy in Spanish and English online: Selection and recruiting guide and templates.
				
				• Publish detailed scoring ranges.
				
				• Favouring the recruitment of researchers from disadvantaged groups.
				
				• 100% of job offers with a length over 1 year published online and on EURAXESS.
				
				• All recruitment procedures are supported by the electronic platform.
				
				• More than 95% of candidates receive feedback.
				
				• OTM-R and C&C material and training courses available.
				
				• More than 95% of selection staff trained in OTM-R.
				
				• At least 70% satisfaction in the quality survey.

instructions for members of evaluation committees. - Provide feedback to the rejected candidates. • Include relevant information in the welcome manual and on the website.				
ACTION 2. PROVIDE INFORMATION ON CAREER DEVELOPMENT OPTIONS. • Produce guides and materials for exploring career options, (including a document on career options, Individual Support Guide, etc.) and publish them in website. • Offer training and assesment to researchers on career options, either from group coordinators centralised in the centres, or from UNIOVI. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction.	28. Career development	Q3 Q4 2021 Q1 2022	Nuria López Mielgo (Deputy Director of the International Graduate Center)	• UNIOVI career development plan section available on the net. • At least 5 training events in professional career development. • 200 of visits to career development section. • 100% of welcome meetings provide information on career development plan. • At least 70% satisfaction on the plan in the quality survey. • At least 70% satisfaction on the Research Manager assistance in the quality survey.
ACTION 3. DESIGN A PILOT MENTORING PROGRAMME TO SUPPORT CAREER DEVELOPMENT FOR RESEARCHERS. • Mentorship's benchmark of international good practices will be followed. It could be inspired by the REBECA programme (EURAXESS). • Design, deploy and evaluate a pilot mentoring programme for R2 researchers. In this pilot version, the members of the research or teaching commissions could be the candidates for mentoring and will receive specific training. A selection of R2 researchers from different knowledge areas will be mentored. The programme is aimed at developing the potential of young researchers by transfer of knowledge and learning through the experiences of seniority. Mentors (UNIOVI's researchers) will help and guide the mentees to	28. Career development 30. Access to career advice	Q2 2022	Julio Raúl Ogás Jofre (area of support to research groups)	• Mentorship programme published. • Workshops and material available for mentees. • At least 5 mentors participate in the pilot programme. • At least 15 mentees follow the pilot mentorship programme. • Report on pilot programme. • At least 70% satisfaction on the plan in the quality survey.

develop their research career, as well as other aspects in their personal and professional life. • Training workshops and materials will be available for mentees. • Write the pilot programme evaluation report, update the programme and make it available to research community. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction.				
ACTION 4. IMPROVE THE EVALUATION SYSTEM FOR PERMANENT AND NON-PERMANENT RESEARCHERS. • Carry out a recurrent evaluation of the researchers funded by research projects with contracts that exceed one year, providing them with a certification of the positive evaluation. • Implement the Docentia programme to evaluate teaching quality. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction.	11. Evaluation/ appraisal systems 33. Teaching	Q1 Q2 2022	Elena Ruiz Gonzalez (research management area) & Carmen González Menéndez (quality area)	• Set the commission to define the evaluation templates for non-permanent researchers. • Implement the use of Docentia software for the evaluation of teachers. • More than 95% of non-permanent researchers are evaluated using these templates. • More than 95% of teachers are evaluated with the Docentia software. • At least 70% satisfaction in the quality survey.
ACTION 5. MAKE UNIOVI'S COMPLAINTS MECHANISMS VISIBLE. • Make visible the existence of the ombudsman as a mediator in the conflicts between researchers and explain its functions. • Include relevant information in the welcome manual and on the web. • Communicate the procedure in the welcome meeting, receiving an accordance of the reception of the information.	34. Complaints/ appeals	Q2 2021	Humberto Rodríguez Solla (Vice Rector for Institutional Relations and Coordination) & Paz Andrés Sáenz de Santa María	• Complaints procedure published clearly on the website. • Number of complaints received increased in a 15%. • 90% of complaints mediated. • More than 95% of complaints resolved. • 70% satisfaction in the quality survey.

• Periodic evaluation on user's satisfaction.			(university ombudswoman)	
ACTION 6. PROMOTE MEASURES TO ATTRACT AND RETAIN TALENT. • Study and define possible alternatives to assign teaching hours for R1 and R2 funded by competitive programmes (FPI, FPU, RyC, MSC ERA) that will allow them to be accredited as teachers to follow their research career within the University. • Design a procedure for reallocating space to provide research facilities for researchers funded by competitive programmes (FPI, FPU, RyC, MSC ERA). • Design a set of measures for the attraction and retention researchers granted by international competitive calls. • To attract international talent, relevant documents of the University will be translated into English, and also, focus group sessions of foreign researchers will be scheduled to identify the most frequent problems for the incorporation of researchers. • Include relevant information in the welcome manual and on the web.	23. Research environment 24. Working conditions 33. Teaching	Q4 2021 Q1 2022	Jesús Ángel del Brío González (Faculty Policies Area) & Julio Raúl Ogás Jofre (area of support to research groups)	• Norm of talent attraction approved by UNIOVI's authorities. • Perform biannual focus group sessions with foreign researchers to identify gaps and problems for their integration process at the University. • Increase in a 15% of researchers funded by competitive programmes with teaching duties. • 30% increase of talent researchers funded by competitive grants incorporated. • 5% of the total laboratory space release for the incorporation of researchers. • 70% satisfaction in the quality survey.
ACTION 7. WRITE AND APPROVE A TELEWORKING NORM. • Standardise the COVID-caused working flexibility and study initiatives for a better conciliation, like teleworking. • Include relevant information in the welcome manual and on the web.	24. Working conditions	Q2 2021	María del Pilar Manero Alegre (Manager)	• Teleworking manual published on the website. • 100% compliance of the conciliation measures adopted. • 70% satisfaction in the quality survey.

ACTION 8. ADOPT AND CUSTOMISE A MANUAL OF GOOD RESEARCH PRACTICES IN ONIOVI. • Benchmark good research practices manuals to be adopted and customised to UNIOVI, such as "The European Code of Conduct for Research Integrity" (published by ALLEA), or the CRUE manual of good research practices. • Offer training seminars in good research practices, both to permanent researchers and newcomers. • Include relevant information in the welcome manual and on the web.	3.Professional responsibility 7. Good practice in research	Q3 2022	Julia Mª Alvarez Gutiérrez (biomedicine and health cluster, research ethics committee coordinator)	• Publish good research practice manual on the web. • More of 200 downloads of the manual. • More than 95% of the researchers knew of the existence of the manual. • 70% satisfaction about the manual in the quality survey.
ACTION 9. DEFINE UNIOVI'S PUBLICATION POLICY. • Approve a publication policy to promote international excellence, including recommendations for authorship in each area of knowledge, also indicating the recommendations of when and how to publish (1Q,1D), indicate how the affiliation should be formulated, etc. • Include relevant information in the welcome manual and on the web.	7. Good practice in research 32. Co-authorship	Q4 2022	Fausto Virgilio González González (UNIOVI's library director)	• Define the publication policy and publish it on the web. • 10% increase in the number of Q1 research papers. • 100% of the publications' authorship agrees with the University criteria. • 70% satisfaction in the quality survey.

ACTION 10. UPDATE THE MANUAL OF PREVENTION OF OCCUPATIONAL RISKS.
 	
• Update the manual of prevention of occupational risks with sections covering:
  o Computer safety.
  o Prevention of occupational risks.
  o Protection of personal data.
	3.Professional responsibility
	
	7. Good practice in research
		Q4 2021	Miguel del Valle Soto (Head of the occupational risk prevention service)	• The new manual is published on the website.
				
				• 100% of the newcomers receive training in prevention of occupational risks.

• Provide training seminars about prevention of occupational risks to newcomers in the welcome meeting and non-permanent and permanent staff. • Include relevant information in the welcome manual and on the web.				• More than 95% of the permanent staff knows the existence of the manual. • 70% satisfaction in the quality survey.
ACTION 11. SUPPORT INITIATIVES TO PROTECT INTELLECTUAL PROPERTY. • Update the current UNIOVI Industrial Property Regulations to include issues like the ownership of intellectual property rights of researchers' property of scientific production, commercial software and databases (books, articles, documentation for teaching support, etc.). • Provide information and training to research staff on protection, dissemination of results and knowledge transfer (IP license agreements, MTA, NDA, contracts art. 83). • Prepare a guide of recommendations for the protection and dissemination of knowledge in an open science contest. • Define the norms for the creation of technology-based companies. • Update the UNIOVI policy on open access. • Include relevant information in the welcome manual and on the web.	8. Dissemination, exploitation of results 31. Intellectual Property Rights	Q1 Q2 & Q3 2023	Jorge García García (Transfer and Company's Chairs area)	• New IP norm, recommendations of open access and technology-based companies' norms are published on the website. • Information about IP norm in UNIOVI is provided to all newcomers. • 80% of the researchers are familiar with the existence of an IP norm. • Ratio of number of IP norm downloads per number of researchers higher than 0.2. • 70% satisfaction in the quality survey.
ACTION 12. VISUALISE THE COMMUNICATION AND IMPLEMENTATION OF THE TECHNOLOGY TRANSFER (TT) ACTIVITIES FROM UNIOVI. • Update the technology transfer and technology offerings website.	8. Dissemination, exploitation of results 23. Research environment 31. Intellectual Property Rights	Q1 Q2 & Q3 2023	Jorge García García (Transfer and Company's Chairs area), Itziar Ahedo Raluy (UCC+i) & Julia Mª Alvarez Gutiérrez	• Improvement of the TT activities performed. • Increase of 20% of the UNIOVI technology offers. • Number of visits to the technology offers website increased in a 20%.

• Visualise the research projects and results developed at UNIOVI's clusters and also communicate to the researchers the joint actions in which UNIOVI participates.
• Creation of an observatory of the R+D+i strategy of the Principality of Asturias
    o Bringing science and technology closer to society and proposing solutions for the great challenges it faces
    o Improve research, with a gender perspective, problem-oriented science and innovations that best adapt to the changing needs of society
    o Improve the public image of scientists, obtain funding and support by increasing opportunities to involve society in science
    o Ensure that social impact is taken into account from the early stages of research and innovation. Give voice to citizens by involving them in scientific debates and decision making, guaranteeing the participation of under-represented groups
• Development of a plan to encourage participation in committees and working groups with social agents in the Asturian, Spanish, European and International fields
    o Recover the role of the University as a nerve center for debate and confrontation of ideas in all areas of culture
• Include relevant information in the welcome manual and on the website.
	(biomedicine and health cluster, research ethics committee coordinator)	• Number of new transversal projects planned by laboratories from different areas, performed in the clusters increased in a 20%.
		
		• Updated scientific and technological capabilities catalogue.
		
		• 70% satisfaction in the quality survey.
		
		• Creation of a single point of communication with industry, and perform a satisfaction survey about its performance.
		
		• Develop of and write an incentive plan for working with social agents.
		
		• Creation of an observatory for the R&D&I strategy of the Principality of Asturias.
		
		• Analysis of policies and strategies, preparation of an annual report on their impact on regional development and their materialization in the PCTI and RESOE.
		
		• Elaboration of a plan for the best management of talent and return of talent to the local system.

ACTION 13. IMPROVE THE PERFORMANCE OF SUPERVISORS. • Develop a "Thesis Supervision Guide" to be distributed among supervisors. • Provide specific training to supervisor on the management of junior researchers. • Include relevant information in the welcome manual and on the web.	37. Supervision and managerial duties 40. Supervision	Q3 2021	Julio Raúl Ogás Jofre (area of support to research groups)	• Supervision guide published on UNIOVI's website. • More than 95% of new supervisors receive training in HR management. • More than 95% of researchers are familiar with the existence of this guide. • 70% satisfaction of the supervised researchers in the quality survey.

ACTION 14. IMPROVE THE MANAGEMENT OF RESEARCH BY EMPHASISING THE TRAINING OF RESEARCHERS.
 	
• Catalog the currently available training offer for the researchers.
• Perform a survey to detect the management training needs for researchers.
• Elaborate guides and offer courses for researchers on:
    o Project management
    o Human resource management
    o Dissemination of science to society
    o Data management
    o RRI
    o Gender
• Include relevant information in the welcome manual and on the website.
	4. Professional attitude
	
	9. Public engagement
	
	37. Supervision and managerial duties
	
	40. Supervision
		Q4 2021	Lourdes Villalustre Martínez (INIE)	• Guidelines for training supervisors written and published on the web.
				
				• Written guidelines and/or courses for training in project management, human resources management dissemination of science to society data management ,RRI, and gender
				
				• 70% completion of the quality survey.
				
				• 90% of the R3 and R4 researchers have attended a training course.
				
				• 70% satisfaction in the quality survey.

ACTION 15. UPDATE THE WELCOME MANUAL. • Write and update the welcome manual annually (in digital version), available in Spanish and English.	All	Q1 2022	Julio Raúl Ogás Jofre (area of support to research groups)	• Welcome manual is published on the website.

• Present its content in the welcome sessions for new researchers.	Q1 2023 Q1 2024 Q1 2025 Q1 2026		• 99% of new researchers knew the existence of a welcome manual. • 70% satisfaction in the quality survey.
ACTION 16. AWARENESS & COMMUNICATION; LAUNCH AND MONITORING OF HRS4R AND OTM-R. • An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefings for departments to influence the dissemination of the C&C key lessons to research staff. Awareness-raising seminar for researchers and managers (e.g. within the framework of the annual research summit). • Training sessions on OTM-R for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held. • New contents on OTM-R and HRS4R will be available in Spanish and English on the website. • New survey on HRS4R will be sent to researchers before the intermediate review (2 years). All	Q1 2022 Q1 2023 Q1 2024 Q1 2025 Q1 2026	Julia Mª Alvarez Gutiérrez (biomedicine and health cluster, ethics committee coordinator)	• WG HRS4R constituted. • WG OTM-R constituted. • At least 50% of researchers attend C&C training sessions. • At least 50% of HR staff attendees at C&C training sessions. • Survey on HRS4R to address the awareness. • Survey on quality satisfaction. • Zero deviation in chronogram of the Action Plan.

• Monitoring of the action plan: a continuous supervision and monitoring of the plan will be established, holding quarterly meetings to review the development of the implementation of the tasks according to the plan's schedule. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction.				

ACTION 17 IMPLEMENT UNIOVI' S INTERNACIONALIZATION PLAN
 	
• Consolidation of the plan to promote participation in European calls
   o Increase participation
   o Increase the number of coordinated proposals from the University of Oviedo
   o Increase the success rate
   o Increase the income obtained in competitive international calls
   o Increase the number of people from the University of Oviedo evaluating calls
• Development of a program for financing participation in strategic networks, platforms and other international organizations
   o Increase the attraction of international research funding
   o Improve the positioning of UNIOVI in the rankings
   o Increase the number of foreign partners with whom we collaborate (academia, institutions and companies)
	23. Research environment	Q1 2022 to Q4 2022	Julia Mª Alvarez Gutiérrez (biomedicine and health cluster, ethics committee coordinator)	• Increase by 15% the funding obtained for R+D+i projects in European calls
				
				• Increase the number of international projects by 15%

3. OTMR

In the Action Plan described above there are several actions that deal with specific elements of the principles of open, transparent, and merit-based recruitment.

Actions 1 and 16 address the provision and dissemination of guidelines that establish clear contracting procedures and practices.

With the publication of scientific employment announcements on EURAXESS and in other international academic platforms, UNIOVI will guarantee the dissemination of job offers to a wider audience in order to increase the internationalization of the institution´s researcher staff. In addition, a special effort will be performed to attract researchers that belong to underrepresented groups.

The main actions that will be carried out to address the principles of the OTM-R will be: 1. Define an OTM-R recruitment policy: include in the quality manual the criteria described in C&C AND OTM-R» and «16. Launch, awareness and communication on HRS4R and OTM-R» The strengthening of researchers' knowledge about the principles of the C&C in UNIOVI will include the dissemination of these principles in all of the institution, and the inclusion of the procedures in the Welcome meeting. These tasks will be implemented by OTMR WG.

In order to assure the OTM-R principles, UNIOVI will update its recruiting procedure including the C&C principles.

Based on the results of the OTM-R checklist, UNIOVI will update the following actions:

1. Advertising and application phase:

    • Update the recruitment regulations. Publish it online in English and Spanish.

    • Write and publish on the web, in English and Spanish, the norms for the recruitment of collaborating professors and the regulations for the incorporation and promotion of researchers or professors.

    • Make offers more accessible to staff outside UNIOVI by publishing offers on international portals.

    • To inform about the selection procedures in all the faculties of the University.

2. Evaluation and selection phase:

    • Provide training to the staff involved in the selection and promotion processes to avoid bias.

    • Include in the scale's indications to favour access to vulnerable groups.

    • Provide feedback to selected and unselected candidates.

3. Appointment phase:

    • Improve and communicate career development for teachers and researchers by: Publishing information in the website and at the welcome meeting,

    • Monitor and assess whether the OTM-R system is being implemented. UNIOVI will also adopt a quality control system that will check (internally) the whole recruitment process.

At the end, the OTM-R system will implement the following principles:

1. REVIEW CURRENT OTM-R POLICY, PRACTICES AND PROCEDURES

UNIOVI will carry out an initial review of the current system.

2. DEVELOP AND PUT IN PLACE A REVISED OTM-R POLICY

The OTM-R policy will encourage external applicants by:

> a) Providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable.
>
> b) Posting a clear and concise job advertisement with links to detailed information.
>
> c) Ensuring that the levels of qualifications and competencies required are in line with the needs of the position.

3. PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published on the UNIOVI website. The OTM-R policy will be complemented with templates for the process.

4. QUALITY CONTROL SYSTEM

As mentioned, the whole recruitment process is administered by the Research Service, and the Vice-rectorate for academic organization and both the IWG and OTM-R-IWG will oversee the quality control system (review of indicators and level of implementation of each proposed action).

5. ESTABLISH OR ADAPT AN INTERNAL OTM-R GUIDE

As mentioned, an internal guide setting out clear and explicit rules and procedures for the recruitment of all researcher positions, and their templates, scales, etc. will be available on the website following the European Framework for Research Careers, which identifies four broad career profiles for researchers (R1-R4).

The guide will address all the issues in the toolkit which sets out, in chronological order, the whole recruitment process, from the job advertising/application phase through to the appointment phase.

6. TRAINING AND AWARENESS-RAISING WITHIN THE INSTITUTION

Training sessions will be provided to all those who are involved in the recruitment process. Communication meetings will include updates regarding the use of the OTM-R guide.

4. IMPLEMENTATION

General overview of the expected implementation process:

The design of this plan has allowed the development of a governance model, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research, which, in turn, will allow UNIOVI to be in line with its European competitors.

Therefore, regardless of the duration of the evaluation process to obtain the HR Award, the implementation of the plan will begin in the second quarter of 2021.

The implementation process will be carried out through four different levels of responsibility:

1. The Steering Committee of HRS4R (SC) will be the maximum responsible and will supervise the implementation process on a regular basis. It will be integrated by:

the Rector, Ignacio Villaverde Menéndez

Vice Rector for Faculty Policies: Pedro Alonso Velázquez

Vice Rector for Academic Management: José Miguel Arias Blanco

Vice Rector for Internationalization: Jesús Daniel Santos Rodríguez

Vice Rector for University Extension and Culture: María del Carmen Adams Fernández

Vice Rector for Students Affairs: Alfonso Joaquín López Muñiz

Vice Rector for Sustainability, Mobility and Environment: Sandra Velarde Suárez

Vice Rector for Transfer and Business Relations: Susana Menéndez Requejo

the General Secretary: Ángel Espiniella Menéndez

Vice Rector for Institutional Relations and Coordination: Humberto Rodríguez Solla

and the UNIOVI's Manager: María del Pilar Manero Alegre

1. The SC will be responsible for supervising and providing the necessary resources and has the highest decision power. The SC is informed of all the meetings and actions and will make the necessary decisions to allow the correct advance of the Action Plans, always at the request of the Project Leader.

2. The Project Leader (PL), will be the manager of the Biomedicine and Health Cluster, that will report to the SC, will support both the IWG and the IWG OTM-R for deliverables development and progress and will support the SC in their control and follow-up of indicators. The PL will also be responsible for the workflow of the Plan: an easy-to-access tool for information, regular meetings, ad-hoc subcommittees with key people for specific issues, quality control and international reference perspective will be developed.

3. The Implementation Working Group (IWG) will consist of 6-8 members and will include members of the administrative and research staff (R1 to R4). It will coordinate the deployment of the HRS4R Action Plan and will also oversee quality control.

4. The OTM-R Implementation Working Group (OTM-R IWG) will be composed of the UNIOVI's representatives from all the central departments and services in charge of research HR issues. Other members of the administrative staff and researchers involved in recruitment processes, will be invited to participate. It will coordinate the deployment of specific actions related to OTM-R of the HRS4R Action Plan and will also oversee quality control and monitoring of the indicators.

These IWGs will be gender balanced. A subcommittee will be clearly identified for the implementation of each action within its expected timelines. A system of meeting minutes will be established to facilitate the review of the different actions.

The IWG and OTM-R IWG, together with the Project Leader, will be in charge of writing a quarterly progress report to check the implementation progress. A 6-month progress report will be prepared by the Project Leader and presented to the Steering Committee for validation. Any change, deviation and delay will be analyzed, explained and validated. Based on the conclusions of the progress reports, assessment of the progress will be prepared. Once validated, the progress report will be made available on UNIOVI's HRS4R webpage.

The research community will be represented at the different levels the governance. To communicate the implementation progress of the action plan, a special mail account will be created for the dissemination of HRS4R news. Mails from this account will be sent to the UNIOVI´s general mailing list.

Technical Support: www.effectia.es