

TEMPLATE 4: ACTION PLAN

Case number: [2019ES407122](#)

Name Organisation under review: Universidad del País Vasco/Euskal Herriko Unibertsitatea (UPV/EHU)

Organisation's contact details:
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SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	4.119
<i>Of whom are international (i.e. foreign nationality)</i>	171
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	1.154
<i>Of whom are women</i>	1.949
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	2.338
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	881
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	900
<i>Total number of students (if relevant)</i>	44.076
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	4.119 + 1.922 = 6.041
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	436.963.605,70€
<i>Annual organisational direct government funding (designated for research)</i>	19.470.313,60€
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	44.197.361,54€
<i>Annual funding from private, non-government sources, designated for research</i>	8.870.957,14 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<i>The University of the Basque Country (UPV/EHU) is a public university located in the Basque Country with an intellectual leadership and an ethical and social commitment within Basque society.</i>	
<i>The UPV/EHU is a multi-campus organisation with a wide offer of recognised Official Degrees, Masters and PhD programmes.</i>	

The UPV/EHU's priorities are defined in the [Strategic Plan 2018–2021](#).

According to the [Shanghai Ranking](#), in 2019 the UPV/EHU appeared among the top 500 universities in the world; the 8–13th of 92 in Spain.

The UPV/EHU shows its strong commitment to society, democratic values and good governance through its [Transparency Portal](#).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>According to the consultative survey, our main asset is, precisely, the ethical and professional aspects, where most of those surveyed considered them already fully implemented.</p> <p>STRENGTHS:</p> <p>As regards the ethical and professional aspects, besides our gap analysis, other universities have confirmed that we have already done a good job concerning this first block of principles. The regulations of the UPV/EHU set out how research and teaching projects must be assessed, and they establish a number of bodies at the disposal of personnel. Together they constitute the Ethics Commission for Research and Teaching (CEID/IIEB). Thus, for instance, we have been chosen as the lead university for the Spanish Research Platform Model named "Hercules".</p> <p>The UPV/EHU has recently developed and published its Strategic Action Plan 2018–2021, as well as a Research Plan 2019–2022 with clear objectives and concrete actions to implement. Most of these objectives and action relate directly to many of the principles in the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers.</p> <p>The UPV/EHU clearly follows the principles of non-discrimination, and it has recently approved its III Gender Plan 2019–2022. Furthermore, it belongs to the Network of Gender Equality Unities for University Excellence (RUIGEU), which includes more than 50 public universities</p>

	<p>throughout Spain.</p> <p>The UPV/EHU has made a significant effort to adapt its procedures to the new legislation on data protection.</p> <p>The International Relations Office works day by day to facilitate the adaptation of foreign students and researchers to the University. The Basque Yourself Visitor's Centre, the Buddy Programme or the EHUwelcome App are some examples of the initiatives developed in this field.</p> <p>The UPV/EHU is committed to promoting scientific and technological knowledge within Basque society and spreading scientific culture in all of the fields in its geographic, administrative and cultural scope. The aim is to bring research closer to society. The Zientzia Astea and the Chair of Scientific Culture are just two examples of the effort made in recent years.</p> <p>WEAKNESSES:</p> <p>All researchers are committed to the efficient use of public funds, and they are supported by administrative and technical staff in all management aspects of their projects. However, many researchers consider that the number of those staff is insufficient to meet the existing needs. In addition, a certain level of dissatisfaction has been identified due to the excessive bureaucracy of the procedures: a high volume of documents to fill in, the length and lack of effectiveness of the different processes, etc.</p> <p>An important part of the university community highlights its lack of knowledge about current regulations and the lack of training procedures in this regard. Many researchers mentioned the high volume of regulations in force and the difficulties in locating them on the website. As an example, the UPV/EHU has different computer tools that allow the detection of incorrect citations and possible plagiarism in doctoral theses, End of Master's Projects and Final Degree Projects. However, many researchers admit that they do not have enough information about them.</p> <p>Even though the UPV/EHU has an Office for the Transfer of Research Results (OTRI) prepared to make available to companies and institutions the knowledge generated by university research, some researchers denounce the insufficient number of personnel in that office to support IPR issues and the need for clear procedures for the communication and protection of the results.</p>
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	<p>One of the most important targets we have set for ourselves is the need to develop a policy regarding Open Science and Open Access. We see that as a strategic development for the future, and we consider that the Spanish context does not promote it.</p> <p>Another action deemed imperative is the creation of a web-based platform to ease the communication and exchange of information among research teams. We have already published in the Vice Rectorate of Research a list of the current research groups with their main lines of research. The aim is to strengthen contacts among them, but additional efforts should be made in this context.</p>
Recruitment selection and	<p>According to our survey, these aspects can be considered “partially implemented”.</p> <p>STRENGTHS:</p> <p>There is an extensive recruitment regulation published on the UPV/EHU’s website. The selection processes for the vacancies offered are also published so that the interested researcher can know at all times the status of his/her application.</p> <p>As regards the selection process for tenured positions, it is strictly regulated by law, so the process needs to be strictly followed as it is.</p> <p>The HRS4R Steering Committee is looking at establishing mechanisms to ensure that there is no discrimination when assessing candidates for a position and that gender balance is one of the priorities of our recruitment policy. Even though we are aware that these actions may not suffice to address the noticeable imbalance in senior positions, the Steering Committee strongly believe that this groundwork and the Equality Plan will help improve gender balance in the future.</p> <p>The UPV/EHU is clearly committed to facilitating the access of disadvantaged groups. As an example, a quota of vacancies is reserved for people with disabilities in the internal calls of predocs and postdocs. Moreover, returning people to a research career also is a concern. In this sense, the UPV/EHU has an internal call to facilitate this process.</p> <p>The UPV/EHU values and promotes professional mobility through different calls:</p> <ul style="list-style-type: none"> • Mobility of research staff in stays from 30 to 150 days • Participation in governing bodies of international scientific associations 2020 • Mobility of research staff for stays in agents of the Basque Network of Science and Technology and Innovation (RVCTI) from 15 to 90 days–2020

WEAKNESSES:

There is a need for a proper webpage in English, not only as regards the HRS4R process but as a first step towards clarity and accessibility of what we already have. Thus, we have decided that the first action to take is the development of a webpage in English to be used as an appropriate dissemination platform. The translation of all the important documents into English will be part of this first step.

The UPV/EHU has two official languages and one of them can be considered a minority language. This poses several issues concerning the recruitment of candidates that do not have a good command of that language. Some researchers consider that the UPV/EHU's entry and admissions procedures are not as clearly specified as desired and do not facilitate access for non-Basque-speaking people. In this sense, the recruitment procedures are considered excessively rigid, restricting the use of interviews and maximising the merit contest.

Some researchers have criticised the lack of international personnel in the composition of Selection Committees, which makes these organs endogamous on many occasions. The vast majority of the researchers consider that qualifications could be assessed better and that using a numerical score in the evaluation process is sometimes insufficient. The process should require a greater degree of detail.

There is also room for improvement in the external communication of existing job vacancies at the UPV/EHU, especially for non-permanent researchers and technicians. All recruitment opportunities are internally published on the [website](#) but only a few of them receive international dissemination through Euraxess (for example Marie Skłodowska-Curie actions). This process can be extended to other calls with the aim of increasing the number of job positions advertised internationally.

There must be an OTM-R policy that meets all the requirements set by the European Commission, both in Spanish and English.

It is established as a priority to define and develop a research career model and a promotion policy that prioritises internationalisation, adapted to the needs of our society and the capabilities of the UPV/EHU. A vast majority of researchers believe that there is not enough investment in research and that the vacancies available are insufficient. Therefore, many postdoctoral researchers are relegated to temporary positions for many years, making their professional development almost impossible.

	<p>According to some researchers, there are still discriminatory issues regarding women. Our senior research staff is predominantly male, while our junior researchers show more diversity. New initiatives to help ease the conciliation of a career in research and family responsibilities are needed since it has been noted that this could be one of the barriers female researchers must face when developing their careers. The participation of the research community in decision-making also must be improved, since it has been difficult to communicate the importance of what the Charter & Code principles stand for. This might be due to a considerable burden of work by researchers. We definitely need to do more to involve the research community in this process.</p>
Working conditions	<p>The vast majority of the researchers surveyed have noted this aspect as our main weakness. However, our University follows the Spanish law and, when possible, it improves the working conditions.</p> <p>STRENGTHS:</p> <p>The UPV/EHU has made a considerable effort regarding infrastructure, and it allocates 400,000 euros of its budget each year to a specific call to finance the acquisition and renewal of scientific infrastructure and bibliographic funds in the University.</p> <p>The University has as one of its priority objectives, to guarantee the safety and health of all staff, students and users. The Prevention Service is responsible for carrying out the necessary preventive activities in order to guarantee adequate protection of the safety and health of the university community, advising and assisting the Administration, the workers, their representatives and the Campus and Intercampus Committees on Occupational Safety and Health.</p> <p>The UPV/EHU approved its III Equality Plan 2019–2022 last year. It includes actions on combining family and work, flexible working hours, part-time working and teleworking. Furthermore, the Basque Country has been ahead of the rest of the Autonomous Communities of the State, extending paternity leave from 8 to 16 weeks.</p> <p>The Service for Attention to People with Disabilities has been instituted to guarantee the principle of equal opportunities and to facilitate the access of students to studies, services and their full participation in the University.</p> <p>The UPV/EHU has provided guidance in supporting researchers' career progression and development, giving researchers the tools and confidence to develop a proper career. Various vice-rectors have conducted informative sessions for the research community, and recorded videos are available on the University's website. However, we must make additional efforts of dissemination. For this purpose, several</p>

	<p>activities concerning the dissemination of information about career development will be undertaken during the coming years.</p> <p>WEAKNESSES:</p> <p>As mentioned before, the UPV/EHU needs to make a greater effort to promote visibility, particularly in English. The website must be fully adapted to that language to ensure that foreign personnel have access to all existing procedures and regulations.</p> <p>The structural situation of the public research sector in Spain and the Spanish regulations do not help to achieve the stability of the PDI. Young researchers are condemned for years to chain temporary contracts. Salaries for PhD students and PhD are not positively valued, even if their work is competitive at the national and international level.</p> <p>Despite the efforts made to promote academic careers, PhD students and researchers with less seniority in the organisation seem not to be familiar enough with the institutional strategic goals and existing governing bodies. In addition to this, some researchers claim not to be familiar enough with the national, sectoral or institutional regulations governing training and/or working conditions</p> <p>The ALDEZLE was created at the UPV/EHU as the body responsible for ensuring respect for the rights of all members of the university community. However, the vast majority of researchers demand an internal conflict resolution procedure.</p> <p>There is a Research Management Service, which assesses matters of industrial and intellectual property. However, it is necessary to improve the management structure with more staff and resources.</p> <p>Although the UPV/EHU values and promotes professional mobility through different internal calls, part of the university community demands a greater effort in this area.</p>
Training and development	<p>STRENGTHS:</p> <p>The UPV/EHU Doctoral School is the Center in charge of coordinating and managing the UPV/EHU doctoral programs and the master's degrees integrated into the Latin American Postgraduate Network. Our internal regulations identify duties for both PhD students and their supervisors.</p> <p>There is a wide variety of courses and training activities for researchers, managed by the Educational Development Service (SAE/HELAZ).</p> <p>The UPV/EHU's Psychological Care Service (SAP/APZ) offers both staff</p>

	<p>and students its specialised resources in psychological care.</p> <p>WEAKNESSES:</p> <p>Despite the efforts to publicise the different procedures, further dissemination of information about existing procedures seems to be a must.</p>
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3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL:

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.

The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
	<i>Retrieved from the GAP Analysis</i>			
1. HRS4R Kick-off. Constitution of the 3 committees that will manage the different procedures to obtain HRS4R recognition: Steering Committee (SC); Implementation	All	1 st Semester 2021	Rector Vice-Rectors	Steering Committee Constitution

Working Group (IWG) and the OTM-R Implementation Working Group (OTM-R IWG) review of the actions to be implemented, deadlines and persons in charge.				<i>Implementation Working Group Constitution</i> <i>OTM-R Implementation Working Group Constitution</i>
2. Define and develop a research career model that prioritizes internationalization, adapted to the needs of our society and the capabilities of the UPV / EHU.	5	<i>2nd Semester 2021</i>	<i>Vice - Rectorate for Research</i>	<i>Research Career published</i>
3. Renew our University's website, both in its graphic design and architecture. On the institutional website, which is in the redesign phase, the section dedicated to research will be one of the main axes, and it will prioritise the dissemination of the scientific work carried out at the UPV / EHU	9	<i>1st Semester 2022</i> <i>to</i> <i>2nd Semester 2022</i>	<i>Vice-Rectorate for Research</i>	<i>New website</i>
4. Give visibility to the awards or mentions received by UPV/EHU's female academics and researchers.	9	<i>2nd Semester 2021</i> <i>to</i> <i>2nd Semester 2022</i>	<i>Vice Rectorate for Innovation, Social Commitment and Cultural Action</i>	Annual publication on the website of the UPV / EHU report "Equality in Figures" Creation of a repository for the scientific contributions of women at the UPV/ EHU
5. Have an active role in the Spanish Research Platform Model named "Hercules", which aims to create a system for research management that can be shared by all Spanish universities.	23	<i>2nd Semester 2021</i> <i>to</i> <i>2nd Semester 2022</i>	<i>Vice Rectorate for Research</i>	<i>Report on the development and implementation of the project</i>
6. Develop measures to promote equality between women and men in social and labor relations, with special attention children care.	24	<i>2nd Semester 2021</i> <i>to</i>	<i>All Vice Rectorates</i>	Increase the number of people who benefit from remote

		<i>2nd Semester 2022</i>		working arrange- ments
7. Promote the program of training contracts for research staff by launching calls co-financed by other research entities.	28	<i>1st Semester 2021</i>	<i>Vice Rectorate for Research</i> <i>Vice Rectorate for Scientific Develop- ment and Transfer</i>	<i>Calls published</i>
8. Promote the creation of stable international consortia and networks to attend international projects by launching the call for Cross-Border Cooperation Laboratories (LTCs) in collaboration with the University of Bordeaux.	29	<i>1st Semester 2021</i>	<i>Vice Rectorate for Research</i> <i>Vice Rectorate for Scientific Develop- ment and Transfer</i>	<i>Call published</i>
9. Strengthen relationships with prestigious international research groups, encouraging mobility, exchange and collaborative research projects by launching a call for "Collaborative Projects".	29	<i>1st Semester 2021</i>	<i>Vice Rectorate for Research</i> <i>Vice Rector for Scientific Develop- ment and Transfer</i>	<i>Call published</i>
10. Promote the IRAKER Program for the academic development of the UPV/EHU faculty	30/39	<i>1st Semester 2022</i>	<i>Vice Rectorate for Innovation, Social Commit- ment and Cultural Action</i>	<i>Number of participants</i>
11. Create a specific banner in each Faculty to denounce sexual harassment and offensive or aggressive conduct or any sort	34	<i>1st Semester 2022</i>	<i>Vice Rectorate for</i>	<i>Banner</i>

of gender discrimination			<i>Innovation, Social Commitment and Cultural Action</i>	
12. Establish an OTM-R Policy. Design a vacancy dissemination policy accessible to staff from outside the UPV/ EHU. Establish protocols for the adaptation to English of all the procedures and regulations related to the hiring of personnel as well as for the dissemination of vacancies through international platforms (Euraxess)	All	2 nd semester 2021 to 2 nd semester 2022	<i>See details in the next section</i>	<i>See details in the next section</i>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
Design and publish the UPV/EHU's OTM-R policy in English, Spanish and Basque. A) Develop an outreach protocol including OTM-R procedures and practices for all types of positions. B) Consider the inclusion of explicit pro-active policies for underrepresented groups in certain positions, particularly women in R4 positions.	1. Have we published a version of our OTM-R policy online (in the national language and in English)? 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	2 nd Semester 2021 to 1 st Semester 2022	Vice Rectorate for Teaching and Research Staff Vice Rectorate for Research	OTM-R Policy published Number of international researchers (who have not studied at the UPV/EHU) applying for open positions. Ratio of underrepresented groups that get to open positions.

Design a protocol to promote the available research vacancies among the international research community by promoting the use of the EURAXESS platform.	6. Does our current OTM-R policy encourage external candidates to apply?	2 nd Semester 2021 to 1 st Semester 2022	Vice-Rectorate for Teaching and Research Staff Vice-Rectorate for Research	Protocol designed and applied
	11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?			
	12. Do we include in the job advertisement references/ links to all the elements foreseen in the relevant section of the toolkit?			
	13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?			Number of candidates that applied from EURAXESS

Implement OTM-R training courses.	3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	1 st Semester 2022 to 2 nd Semester 2022	Vice Rectorate for Innovation, Social Commitment and Cultural Action	Number of courses offered and staff that attended them.
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Improve the existing job portal by: 1. Promoting the use of e-recruitment tools 2. Reducing the administrative burden to a minimum 3. Guaranteeing that all the necessary information in the recruitment process is available in Spanish, Basque and English.	4. Do we make (sufficient) use of e-recruitment tools?	1 st Semester 2022 to 2 nd Semester 2022	Vice-Rectorate for Teaching and Research Staff Vice-Rectorate for Research	Number of applications submitted electronically
	15. Do we keep the administrative burden to a minimum for the candidate?			Number of candidates from outside the University for the places offered
	10. Do we have means to monitor whether the most suitable researchers apply?			Number of documents in English
	14. Do we make use of other job advertising tools?			

Translate into English the regulations regarding the selection procedures, with special emphasis on selection committees: appointment, composition and gender-balanced requirements.	16. Do we have clear rules governing the appointment of selection committees?	2 nd Semester 2021 to 2 nd Semester 2022	Vice-Rectorate for Teaching and Research Staff Vice-Rectorate for Research	Regulations in English
	17. Do we have clear rules concerning the composition of selection committees?			
	18. Are the committees sufficiently gender-balanced?			
	19. Do we have clear guidelines for selection committees which help to			

	<p>judge 'merit' in a way that leads to the best candidate being selected?</p> <p>20. Do we inform all applicants at the end of the selection process?</p> <p>21. Do we provide adequate feedback to interviewees?</p> <p>22. Do we have an appropriate complaints mechanism in place?</p>	
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Design an on line survey for controlling the quality of the implementation.	5. Do we have a quality control system for OTM-R in place?	2 nd Semester 2022	Vice-Rectorate for Teaching and Research Staff	Procedure to increase the awareness of the OTM-R criteria
	23. Do we have a system in place to assess whether OTM-R delivers on its objectives?		Vice-Rectorate for Research	

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

The design of an OTM-R policy has been established as a priority action. At the time it is completed, the final document will be posted both on the staff recruitment website and on the website dedicated to the HRS4R strategy.

4. IMPLEMENTATION

General overview of the expected implementation process:

The design of this plan has enabled the development of a model of governance, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research. This, in turn, will enable UPV/EHU to be in line with its European references.

For these reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the 1st Semester 2021.

The implementation process will be performed at four levels of responsibility:

1. Steering Committee on HRS4R (SC) will be the maximum office. It will oversee the implementation process. It will comprise the Rector and the five Vice-Rectorates responsible for coordinating the implementation and the follow-up of the HRS4R-derived

measures.

2. Implementation Working Group (IWG) will comprise six to eight members of the Working Group. It will invite other research and administrative staff members to participate. It will coordinate the deployment of the HRS4R Action Plan, and it will exercise quality control and it will follow up on indicators.
3. Implementation OTM-R Working Group (OTM-R IWG) will comprise three or four Human Resources staff members. Other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.
4. Technical Secretariat (TS), reporting to the Steering Committee, will support the IWT and OTM-R IWG in the preparation of deliverables, and it will support the SC to follow up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool for easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>Once the different IWG and OTM-R IWG, members are chosen, a kick-off meeting will be held with the TS to assess the different tasks needed for the fulfilment of the action. The IWGs will meet on a bi-monthly basis with the TS to report their progress on the tasks defined and problems encountered.</p> <p>The TS will report to and hold bi-monthly meetings with the Steering Committee.</p> <p>The SC will Report to the Board of Directors on a quarterly basis.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The involvement of the university community in this process is one of the key aspects that we should intend to improve. Although it is true that there has been representation in the development of the various plans of the University and in the surveys carried out for the gap analysis; we strongly believe that this involvement must be increased.</p> <p>Therefore, we will conduct several surveys of the research community, such as a survey to increase the awareness of the HRS4R criteria and a survey to identify training needs.</p> <p>Moreover, a communication plan will be designed with the</p>

	<p>objective of raising awareness in the university community about the C & C and OTM-R criteria and to report on progress in implementation. The communication plan will include updating the web contents and creating content for UPV/EHU's regular communications.</p> <p>Each semester a mail will be sent to the whole research community to explain the progress in the implementation of the HRS4R Action Plan.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The UPV/EHU will consider the HRS4R and OTM-R actions a key aspect within its Strategic Plan.</p> <p>The IWG will also be responsible for verifying that UPV/EHU policies regarding different areas are in line with the HRS4R and the actions developed in the Action Plan.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The SC will alert the Governing Board to deviations from the timeline, and it will take corrective action to restore the process to its original timetable.</p> <p>In addition, a quality assessment will be performed every two years by an external reviewer and international expert on HRS4R issues.</p> <p>Finally, in the fourth year, an internal audit will be performed by the Vice-Chancellor for Research and Research Policy.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. The IWGs will hold bi-monthly meetings with the TS to review the implementation of the tasks defined for the actions currently in progress.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The indicators specified in Section 3 of this action plan will be included in UPV/EHU's scorecard, and it will be verified quarterly to determine whether there has been any deviation from the HRS4R or from organisational policies.</p>