



### Actions

(September 2022)

**Case number:** 2019ES377419

**Name Organisation under review:** UNIVERSITY OF ZARAGOZA

**Organisation's contact details:**

Edificio Interfacultades 1ª Planta. C/ Pedro Cerbuna 12;  
Zaragoza-50009 (Spain)



**Universidad**  
**Zaragoza**

## **Proposed ACTIONS**

In this section it is going to be analyzed all the actions proposed throughout this project, including those that were considered completed in the Internal Review, since in some of them, data will be provided to ensure that the action continues to develop and that it is throwing positive results. Past information will be written in grey colour and the new information will be highlighted in black bold type.

Additionally, the proposed actions in the Internal Review will be evaluated and the new actions will be proposed as result of the gap analysis carried out with the qualitative and quantitative collected data.

Before going into the details of each action and its follow-up, we would like to point out that due to COVID 19 pandemic and the change in the governing council in 2021, many of the proposed actions have been slowed down, therefore, the progress has not been as fast as expected. However, it is believed that at this stage, UNIZAR has the right conditions to promote them again and give them continuity until their achievement.

ACTIONS UNIZAR HRS4R/ CURRENT STATUS	IMPLEMENTATION	RESPONSIBLE	GAP PRINCIPLE	INDICATO RS/TARGE T
<b>Monitoring system</b> Working group set up to follow up the development of the actions to be implemented and to provide an overall assessment of the results	<p>Members Working Group See Point 4. IMPLEMENTATION. After the Internal Review, these meetings have been held on:</p> <ul style="list-style-type: none"> <li>- 20/11/2019</li> <li>- 19/10/2020</li> <li>- 12/05/2021</li> <li>- 28/03/2022</li> <li>- 19/05/2022</li> <li>- 23/06/2022</li> <li>- 27/07/2022</li> </ul>	<p>UNIZAR HRS4R Governing Board &amp; Working Committee</p>	<p><b>12,24,25,28/ OTM-R</b></p>	<p>6 monthly Work-meetings on a periodic basis</p>
<p><b>1. Regulatory framework for Recruited Postdoctoral Researchers (Cdi)</b> To permit recruited Post-doctoral Researchers to modify their contractual situation to a favourable contract (from CD-i to CD).</p> <p><b>COMPLETED</b></p>	<p>✓ Meeting on labor stability held between VR for Scientific Policy and post-doc Researchers (both CD-i and <i>Ramón y Cajal</i> Program) on 11/12/2017 (CD-I: Tenured Doctor Researcher)</p>	<p>Vice-rector for Teaching Staff</p>	<p><b>28</b></p>	<p>Board of Government endorsement of new regulation</p> <p>From 2018, the 78% of CD-I has modified their position to CD. <b>launched</b></p>

<p>2. <b>Regulatory framework for recruited researchers to collaborate on Research Masters</b> To permit to recruited researchers teaching on research masters according to legal system</p> <p><b>COMPLETED</b></p>	<p>✓ Chancellor Resolution on 14/09/2017 that authorizes researchers teaching on research Masters according to legal system</p>	<p>Vice-rector for Teaching Staff</p>	<p><b>28</b></p>	<p>Board of Government endorsement of new regulation</p> <p><b>This question was asked in the 5<sup>th</sup> question of the questionnaire, and it was highly valued by researchers.</b></p>
<p>3. <b>Regulatory framework for new recruitment figures of Researchers employed on a temporary basis according to Spanish Science Law</b></p> <p>To improve their professional career by permitting them to participate and apply for research projects according to Spanish Science System (Law)</p> <p><b>COMPLETED</b></p>	<p>✓ New Contractual modalities for Researchers (PIAC and PREDOC) – Specific employment contracts for Research Staff: Predoctoral (PRE), Access (AC) and Distinguished modalities.</p> <p>✓ UNIZAR Governing Regulation (Agreement of January 16, 2017, of the Governing Council of the University of Zaragoza, BOA no. 57).</p>	<p>Vice-rector for Scientific Policy</p>	<p><b>28</b></p>	<p>Board of Government endorsement of new regulation</p> <p>Number of contracts according to Spanish Science Law:</p> <p>Period 2019-2022:  <b>2019: 5 AC and 8 PRE</b>  <b>2020: 3AC and 7 PRE</b>  <b>2021: 3 AC and 8 PRE</b>  <b>2022 (to date): 2AC and 4PRE</b></p> <p>This question was asked in the 5<sup>th</sup> question of the questionnaire, and it was highly valued by researchers.</p>

<p><b>4. Definition of a permanent recruited research figure within the UNIZAR Research career</b> To set up periodical meetings with Aragon Government on a Regulatory Framework on new permanent contracts for researchers according to National Regulation &amp; to develop internal rules and budgetary tools.</p> <p><b>COMPLETED, PENDING APPROVAL</b></p> <p><b>EXTENDED 1 YEAR</b></p>	<ul style="list-style-type: none"> <li>✓ Meetings held UNIZAR – Aragon Government.</li> <li>✓ According to the University's request, the Aragon Government developed a Law that creates the new figure of permanent recruited research (Law 17/2018, of 4<sup>th</sup> December on Research and innovation in Aragón from Aragon Government).</li> <li>✓ <b>In 2019 the UNIZAR regulation itself backed down at the union table. Although efforts were made to move it forward, the pandemic has stopped this issue.</b></li> <li>✓ <b>is expected to be approved on the second half of 2022.</b></li> </ul>	<p>Vice-rector for Scientific Policy</p>	<p>25, 28</p>	<p>Board of Government endorsement of new regulation</p>
<p><b>5. Application to ACPUA in Aragon on 6-year periods assessment of temporary post-doctoral recruited researchers. To permit research assessment on regional six-year period for temporary post-doctoral recruited Researchers</b></p> <p><b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>✓ Meetings held with ACPUA to reach an Agreement.</li> <li>✓ The ACPUA is allowing, according to the University's request, the evaluation of six-year periods for Ramon y Cajal Postdocs and researchers with the Contract for access modality according to the Spanish Science, Technology and Innovation System.</li> </ul>	<p>Vice-rector for Scientific Policy</p>	<p>28</p>	<p>Agreement reached</p>

**6. e-procedure for recruitment application for researchers**

To facilitate recruitment application for researchers according to new national regulation on electronic administration.

**COMPLETED**

✓ Recruitment application on e-procedure allowed at UNIZAR Web page to apply for positions: Web regtel. UNIZAR.es for the transmission of supporting documents by electronic means on e-procedure:

[http://www.UNIZAR.es/gobierno/gerente/vg\\_investigacion/ConcursosdePe\\_MMtmp4ea75d06/ConcursosdePersonallInvestigador.htm](http://www.UNIZAR.es/gobierno/gerente/vg_investigacion/ConcursosdePe_MMtmp4ea75d06/ConcursosdePersonallInvestigador.htm).

✓ To facilitate application submissions via Electronic Registry:

[https://regtel.UNIZAR.es/faqs\\_regtel.html#faq\\_reg\\_002b](https://regtel.UNIZAR.es/faqs_regtel.html#faq_reg_002b)

✓ More administrative info at regtel@UNIZAR.es

✓ How to apply for a job offer Guide:

[http://euraxess.unizar.es/sites/euraxess.unizar.es/files/archivos/guia/how\\_to\\_apply\\_to\\_a\\_job\\_offer.pdf](http://euraxess.unizar.es/sites/euraxess.unizar.es/files/archivos/guia/how_to_apply_to_a_job_offer.pdf)

Vice-rector for Scientific Policy & Vice-rector for Teaching Staff

**12, 13**

Board of Government endorsement of new regulation

Number of procedures adapted to new regulation on e-administration & rate of increase of applications of the total per year:

All recruitment procedures adapted & **2.175 Researchers candidates, according to GESPI Unit**

- **2019: 698**
- **2020: 578**
- **2021: 540**
- **2022: 359 (to date)**

<p><b>7. Adaptation of UNIZAR rules for call for recruitment of researchers on based merit international mobility and UNIZAR Equality Plan</b></p> <p>To adapt UNIZAR rules for call for recruitment of researchers according to C&amp;C Principles on an adequate recognition on based merit International mobility and UNIZAR Equality Plan</p> <p><b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>✓ The calls for recruitment of researchers include the recognition for mobility and for the periods of leaving for childcare.</li> <li>✓ Regulatory framework included within new PIAC Positions on based merit <b>mobility</b></li> <li>✓ UNIZAR Equality Plan (Already approved “Acuerdo de Consejo de Gobierno el 23 de febrero de 2016”).</li> <li>✓ Researchers' recruitment procedures include favourable attention measures and on special personal circumstances as pregnancy leave and maternity period with merit assessment in case of (1,5 points over 100 obtained to be added)</li> </ul>	<p>Vice-rector for Teaching Staff</p>	<p><b>12, 13, 14</b></p>	<p>Board of Government endorsement of new regulation &amp; All calls for recruitment procedure supervised</p>
<p><b>8. Publication on Euraxess Jobs Portal of Post-doctoral Researchers UNIZAR Positions.</b></p> <p>To improve the visibility of postdoctoral positions to attract talent to UNIZAR .Calls Procedures in English to be published implies different phases</p> <p><b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>✓ Jobs for post-doctoral researchers managed by the European Project Office are published in Euraxess Jobs Portal</li> </ul>	<p>Vice-rector for Scientific Policy</p>	<p><b>13</b></p>	<p>All jobs' positions financed by European projects posted</p> <p><b>2019: 32 Jobs Offers</b>  <b>2020: 40 Jobs Offers</b>  <b>2021: 20 Jobs Offers</b>  <b>2022: 22 jobs Offers (to date) ... (1st Term)</b></p>

<p><b>9. Preparation and publication UNIZAR Ethical Code</b> To provide all the university workers with a set of clear ethical rules</p> <p><b>EXTENDED ANOTHER 6 MONTHS</b></p>	<p>✓ The UNIZAR Code for Ethics has been prepared along the last two years and it is almost ready to be approved and published</p> <p><b>The Etics Code has already been finished but is still under approval. We need to continue with the follow up because the pandemic situation stopped the approval of this document. EXPECTED TO BE APPROVED BY NOVEMBER 2022</b></p>	<p>Vice-rector for Prospective, Sustainability and Innovation</p>	<p><b>2,3,4,5,6,7,8,9</b></p>	<p>Approval &amp; dissemination on web iUNIZAR</p>
<p><b>10. Preparation and publication UNIZAR Code for Good Research Practices</b> To provide clear indications about the procedures, ethical rules and administration procedures for the researches.</p> <p><b>COMPLETED</b></p>	<p>Approval on 13<sup>th</sup> November 2018 by UNIZAR Government Board- Published at the Open Access Institutional Repository ZAGUAN and UNIZAR Web page- RDI section (in Spanish and English).</p>	<p>Vice-rector for Science Policy</p>	<p><b>2,3,4,5,6,7,8,9</b></p>	<p>Board of Government endorsement of new Code for Good Research Practises on November 2018 &amp; dissemination on web iUNIZAR UNIZAR RDI section and Institutional Repository ZAGUAN</p> <p><b>This question was asked in the 7th question of the questionnaire, and it was highly valued by researchers.</b></p>

#### 11. Welcome Manual for Researchers

To provide to researchers with basic information about the university to include requests from Gap Analysis (meetings with researchers and identified shortcoming/weaknesses from UNIZAR Questionnaire Survey on HRS4R

**COMPLETED**

Approved by Working Group UNIZAR HRS4R on 2018 and published at UNIZAR web page section I+D+I. Both in Spanish and English 2018

To be updated on a regular basis (once per year) with new actions based on a regulatory framework

Vice-Manager for Research

**4,24,29,39**

Approval & dissemination on web UNIZAR RDI section

**This question was asked in the 8th question of the questionnaire, and it was highly valued by researchers.**

## 12. UNIZAR New Call for proposals on international research mobility

To provide Institutional support to international mobility

**COMPLETED**

An agreement has been achieved with "Fundación CAI" to provide mobility grants. In addition, UNIZAR is participating in several programs that include mobility, such as calls for PhDs in cotutela with the University of Pau (France) and grants in collaboration with Campus Iberus (COFUND Marie Curie program)

- ✓ UNIZAR Participation at CAI-Ibercaja Programme -(up to 35 years) to foster research and mobility

Programa CAI-Ibercaja for Research Stays

- ✓ Call UNIZAR - Université PAU PhD positions

- ✓ Erasmus + at UNIZAR.

- ✓ MSCA- Cofund-Iberurs Talent Project -The University of Zaragoza in collaboration with institutions that compose the Campus of International Excellence of the Ebro Valley, run an International Programme for Talent Attraction called Iberus Talent. This programme is for Early-Stage Researchers (ESRs) and is cofunded by the EU as part of the H2020-Marie Skłodowska Curie Action Cofund. It offers different predoctoral contracts to excellent ESRs to develop individual research projects in the fields of **Agrofood and Nutrition** and **Health Technologies** in order to produce a positive effect in terms of excellent science with impact at the regional level. The fellowships will provide the opportunity for ESR from around the world to implement their Doctoral research under competitive conditions at the University of Zaragoza.

- ✓ IberusTalent offers attractive conditions for doctoral training based on the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as the EU Principles for Innovative Doctorate Training.

- ✓ Under IberusTalent project, **9 early stages researchers were** recruited by the University of Zaragoza

- ✓ MSCA- Cofund-Iberurs Experience Project:

Iberus Experience is an International Fellowship Programme for talent attraction, consolidation and retention at the Campus of International Excellence of the Ebro Valley offering **11 postdoctoral contracts (2 of UNIZAR)** to excellent researchers to develop individual research projects in the fields of **Agrofood and Nutrition, Health Technologies, Energy and Sustainability, Social and Territorial Development and Circular Bio-economy** in order to produce a positive effect in terms of excellent science with impact at the regional level

Vice-rector for Scientific Policy

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Indicators Call  
COFUND Campus  
Iberus Proyecto  
MSCA- Cofund-Iberurs

Talen:

3 positions in the field of Agrofood and Nutrition: 32 applications

4 positions in the field of Health Tech: 54 applications.

**MSCA-COFUND-Iberus**

**Experience:**  
**UNIZAR will be able to recruit 2 experienced researchers by 1st November 2022**

**13. UNIZAR Call for proposals for young researchers to organize networking meetings**

To support their professional development, by helping in the creation of a research contact network

**COMPLETED**

- ✓ Young researchers have several meetings that are organized periodically by Research Institutes, Departments or Centers from the University.
- ✓ Other networking activities and events:
- ✓ EURAXESS-ERA CAREER DAY UNIZAR “Oportunidades profesionales en la carrera investigadora del siglo XXI”, on 23rd and 24th November 2017 – EU Project EUESCADA (Euraxess Spain Career Days).
- ✓ Cross-border Doctoral Meeting between the Universities of Pau (UPPA) and Zaragoza (UNIZAR)
- ✓ Doctorate School “Jornadas Doctorales del Campus de Excelencia Internacional Iberus con la Escuela de Doctorado de la UZ” (Every year) in University Residence in Jaca Aim to foster communication and networking between R1 researchers in Campus of Excellence
- ✓ Doctoral meetings-G9 Universities (Every year)
- ✓ Calls for the Vice-rectorate for Scientific Policy 2021, those for 2022 will be released in October:  
Links to the publication in the Official Board of the University of Zaragoza (e-TO UNIZAR) are attached.  
Call for assistance to conferences  
Calls for aid projects for young researchers  
Calls for help organizing congresses  
Calls for young researchers meeting  
Calls for grants for research projects (bridge projects)  
Calls for grants for publishing scientific journals

Vice-rector for  
Scientific Policy

39

Number of  
meetings and calls

<p><b>14. Call for Actions for research &amp; mobility In hospitals</b> to promote research and mobility of researchers in Hospitals for their professional development</p> <p><b>COMPLETED</b></p>	<p><u>-Poctefa-Access Project:</u> UNIZAR promoted the research and mobility in hospitals trough access project, a Cross border Cooperation for Smart Specialisation. This European project is part of the Interreg Poctefa Programme (2014-2020), whose objective was to foster the transfer of knowledge and technologies from universities to SMEs between French and Spanish border regions to improve their potential for innovation. One of the priority areas of the consortium was focused on health services. The establishment of a network of universities, chambers of commerce and industry and SMEs associations in the field of health will lead to the creation of consortiums to carry out joint research.</p> <p>- Call COFUND- <u>MSCA- Cofund-Ibeurs Talent Project</u> - The University of Zaragoza in collaboration with Universidad Pública de Navarra, Universitat de Lleida and Universidad de La Rioja, the institutions that compose the Campus of International Excellence of the Ebro Valley, run an International Programme for Talent Attraction called Iberus Talent. This programme is for Early Stage Researchers (ESRs) and is cofunded by the EU as part of the H2020-Marie Skłodowska Curie Action Cofund. It offers different predoctoral contracts to excellent ESRs to develop individual research projects in the fields of Agrofood and Nutrition and <b>Health Technologies too</b> (as described in action 12)</p> <p><b>Strengths:</b> UNIZAR participates in the IIS Aragón (Aragon Health Research Institute), accredited as a centre of excellence by the Carlos III Health Institute.</p>	<p>Vice-rector for Scientific Policy</p>	<p><b>30</b></p>	<p>Number of actions / number of participants</p> <p>- UNIZAR organized a <u>Machtmaking event in Health</u> (2019) in the framework of Interreg access project.</p> <p>-Indicators Call COFUND Campus Iberus <u>Proyecto</u> <u>MSCA- Cofund-Ibeurs</u> <u>Talen:</u> 3 positions in the field of Agrofood and Nutrition: 32 applications 4 positions in the field of Health Tech: 54 applications.</p>
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<p>15. New UNIZAR Regulation leaving of absence for researchers on international</p> <p><b>COMPLETED</b></p>	<p>REGULATED ACCORDING TO:</p> <p><u>LEY DE LA CIENCIA:</u></p> <p><b>Royal Decree 289/2021 regulates the granting of subsidies to public universities and leave of absence of up to 3 years. Call for requalification.</b></p> <p><u>COLLECTIVE AGREEMENT:</u></p> <p>To permit for researchers leaving of absence for up to 2 years (both on research canters and Firms) with reservation of job post according to the national regulation <b>mobility</b></p>	<p>Vice-rector for Teaching Staff</p>	<p><b>29</b></p>	<p>Board of Government endorsement of new collective agreement regulation</p> <p>Results of Requalification Call: 19</p>
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## ACTION PLAN AFTER THE INTERNAL ASSESMENT

16. Analysis and New Regulatory Framework on the participation of researchers in teaching activities

**COMPLETED**

**Although we consider this action completed, we observed in the gap analysis that there are researchers who want to teach more classes, so we will propose a new action to work forward this direction**

To provide instructions on the participation of researchers in teaching activities, depending on the type of contract, in order to support their professional development.

Current situation:

Although the participation of researchers hired for specific projects in Final Master Thesis direction is allowed in some circumstances, the changing situation on the different types of contracts requires a new regulatory framework

Agreement of January 24, 2020, of the Governing Council of the University of Zaragoza, for the regulations in teaching of those without the statutory or contractual condition of the teaching staff

Vice-rector for Teaching Staff

33

Board of Government endorsement of new regulation

<p>17. Preparation and publication of forms for application and procedures in English.</p> <p><b>EXTENDED: 6 months</b></p>	<ul style="list-style-type: none"> <li>✓ To provide information in English to researchers from abroad on the procedures needed to apply for positions in UNIZAR. New Onboarding Guides provided by Euraxess office.</li> <li>✓ This action has been carried out, but with the labor reform carried out this year (2022), it is being updated again.</li> <li>✓ <b>MANY GUIDELINES/ PROCEDURES HAVE BEEN CREATED IN ENGLISH BY EURAXESS OFFICE.</b></li> <li>✓ <b><a href="http://euraxess.unizar.es/es/guias-y-preguntas-frecuentes">http://euraxess.unizar.es/es/guias-y-preguntas-frecuentes</a></b></li> <li>✓ <b>CULM NEW TRASLATION SERVICE FOR AL UNIVERSITY COMMUNITY</b></li> </ul>	<p>Vice-rector for Scientific Policy</p>	<p><b>13, 15 &amp; OTM-R Checklist (points 6,7 and 11 Advertising)</b></p>	<p>Guides in English provides by Euraxes Office</p>
<p>18. Development of internal regulation for the new figures for permanent researcher, according to the Aragon Law of Science</p> <p><b>COMPLETED/EXTENDED 1 YEAR</b></p>	<p>To allow more stable contracts for researchers. The recently approved Aragon Law of Science allows to Current situation: UNIZAR the development of new kind of permanent researcher</p> <p><b>Although the work is done, the regulation is pending to be supervised by the union board in 2023</b></p>	<p>Vice-rector for Scientific Policy</p>	<p><b>25</b></p>	<p>Assistance draft templates on Web iUNIZAR</p>
<p>19. Preparation of the Renewal with EU Site visit for award renewal phase</p> <p><b>COMPLETED</b></p>	<p>A final action is scheduled for the last year before the external review, for the preparation to the visit of the external EU committee in 36 months (by October 2022).</p>	<p>UZ HRS4R Working Group</p>		

NEW ACTIONS FOR NEXT 36 MONTHS	IMPLEMENTATION	RESPONSIBLE	GAP PRINCIPLE	INDICATORS/TARGET
<b>20. Consider new actions to allow certain groups of researchers (R1 and R2) to teach more.</b>  <b>1 YEAR</b>	The recent labour reform and the modification of the Spanish Science Law open new ways of contracting (indefinite positions) that will allow to study the possibility of increasing teaching hours for certain groups of researchers. This possibility will be studied in the coming months.	Vice-rector for Teaching Staff + Vice-Rector for Scientific Policy	<b>33</b>	Board of Government endorsement of new regulation
<b>21. Translation to English of some central documents.</b>  <b>6 MONTHS</b>	The following new employment contracts will be translated so that new international researchers hired by the university can understand and sign their contracts and clauses without any problem.	Vice-Rector for Scientific Policy	<b>Recruitment principles involved (12, 13, 14, 15, 16, 17, 18, 19, 20, 21)</b>	Contracts to be translated

<p><b>22. Encourage external candidates to apply in the recruitment process posting more positions on Euraxess and/ other sources.</b></p> <p><b>1 YEAR</b></p>	<ul style="list-style-type: none"> <li>• The publication on different Internet platforms of the calls offered by UNIZAR will be promoted.</li> <li>• The different UNIZAR Research Institutes will publish the calls in Euraxess.</li> <li>• This will help UNIZAR to internationalize and to open the institution to the European Research Area.</li> </ul>	<p>Vice-Rector for Scientific Policy</p>	<p>13</p>	<p>Number of announcements published by the Research Institutes, as well as the dissemination in different social networks.</p>
<p><b>23. Modernization of internal communication.</b></p> <p><b>6 MESES</b></p>	<p>It has been seen in the qualitative and quantitative information collected that most of our researchers are not aware of the actions taken during this project and of the success and impact that the implemented actions are having in the institution.</p> <p>Our aim is to modernize our website and our internal site in order to enhance internal communication.</p> <p>In addition, we are planning to create a blog within the HR Strategy page to further disseminate the measures and actions taken. Open a LinkedIn account for HR4SR</p>	<p>Vice-Rector for Scientific Policy</p>		<p>Number of publication and number of followers</p>

<p><b>24. New calls from the Vice-Rectorate for Scientific Policy: Manuel Lopez and Visiting Professor calls</b></p> <p><b>3 MESES</b></p>	<p>The Vice-Rectorate for Science Policy is planning to launch two calls in the coming months:</p> <ul style="list-style-type: none"> <li>1) The Manuel Lopez “captación de talento” call, 5 postdoctoral positions.</li> <li>2) Prestigious research stays 10 positions.</li> <li>3) UNITA cotutelle PhDs positions (3 PhD positions)</li> <li>4) Nanjing cotutelle PhDs (2 PhD positions)</li> </ul>	<p>Vice-Rector for Scientific Policy</p>	<p><b>Recruitment principles involved (12, 13, 14, 15, 16, 17, 18, 19, 20, 21)</b></p>	<p>The two calls for proposals</p> <p>Calls and number of researches hired.</p>
<p><b>25. UNIZAR will develop its OTMR policy according to European principles</b></p> <p><b>1 AÑO</b></p>	<p>UNIZAR will set out in a document the policies and actions of the institution that lead to an Open, Transparent and Merit Based Recruitment Policy. (OTM-R)</p>	<p>Vice-Rector for Scientific Policy</p>	<p><b>Every principle</b></p>	<p>UNIZAR OTMR Policy document</p>

## Timeline

ACTIONS		INITIAL PHASE – INITIAL ASSESMENT								IMPLEMENTATION PHASE - INTERIM ASSESMENT												IMPLEMENTATION PHASE - EXTERNAL ASSESMENT											
		T3 201 7	T4 201 7	T1 201 8	T2 201 8	T3 201 8	T4 201 8	T1 201 9	T2 201 9	T3 201 9	T4 201 9	T1 202 0	T2 202 0	T3 202 0	T4 202 0	T1 202 1	T2 202 1	T3 202 1	T4 202 1	T1 202 2	T2 202 2	T3 202 2	T4 202 2	T1 202 3	T2 202 3	T3 202 3	T4 202 3	T1 202 4	T2 202 4	T3 202 4	T4 202 4	T1 202 5	T2 202 5
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10	Preparation and publication of UNIZAR Code for Good Research Practices																																
11	Welcome Manual																																
12	UNIZAR new call for proposals on international research mobility																																
13	UNIZAR call for proposals for young researchers to organize networking meetings																																
14	Call for actions for research and mobility in hospitals																																
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	Action completed		Completed, pending upon approval		Not completed
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