




**Universidad**  
Zaragoza



**Work document**  
**Updated Action Plan**  
**2025-2027**

October 2024  
University of Zaragoza  
HRS4R strategy

# ACTION PLAN 2025-2027

One important part of the HRS4R strategy is to find areas for improvement through a gap analysis, and to develop an action plan capable of filling the gaps through focused actions that help the improvement of the institution and the fulfillment of the C&C principles.

An action plan has been in place since 2017, upgraded in 2019 and 2022, which can be viewed on the action plan page::

<https://hrs4r.unizar.es/sites/hrs4r/files/archivos/pdfs/Actions.pdf>

The last 6 actions of the 2022 action plan (19 to 25) were proposed in 2022 when we sent the documentation to the European Commission. However, given the delays we have had in the external evaluation process and the year that has passed since the last Consensus Report was provided, many of them have been already completed.

Following the recommendations given in the Consensus Report about the need to perform a new gap analysis, this has been done in the last year. All the important information needed to build the new and updated action plan is included in the Survey and gap analysis document that can be found in the HRS4R web page:

<https://hrs4r.unizar.es/sites/hrs4r/files/archivos/pdfs/Survey%20results.pdf>

The 40 C&C principles are analyzed, in our case through a survey, and the information is correlated with other more direct, face to face meetings with the researchers to get their views on the strategy and the different principles. There may be other options for obtaining this information, such as focus groups for example, but in this case we decided to provide new and fresh information from a high number of researchers through a survey.

From the gap analysis following the survey and meetings, we have detected some gaps in our strategy (listed following the order of the actions):

- the number of foreign researchers in UNIZAR is particularly low. Moreover, there are calls where is not easy to find researchers from the own University. Although an increase of the number of foreign researchers needs a constant and firm support from the institution, the HRS4R strategy should maintain some actions that started in 2022 to improve these numbers. Particularly, from our analysis we have found that we should extend for two years two of the actions proposed in 2022 and promote the translation of the calls to English. Action 22 for the promotion of EURAXESS in the recruitment processes and action 24 to maintain calls for attracting new talent to the University. Both actions should help University of Zaragoza to attract new and international talent, which will be measured by quantitative indicators.

**ACTION 22. Promote the publication of job vacancies on Euraxess-type platforms through UNIZAR Research Institutes.**

EXTEND 2 YEARS

Indicators

- Number of announcements published on Euraxess. Estimated target: 40 per year.
- Number of new recruited foreign researchers. Estimated target: 10 per year.

**ACTION 24. New calls from the Vice-Rectorate for Scientific Policy: Manuel Lopez and Visiting Professor calls**

EXTEND 2 YEARS

Indicators

- New calls from the Vice-rectorate. Estimated target: 2 per year
- Number of researchers recruited. Estimated target: Increase of 50% of researchers hired from the 2023 value (8).

- Communication and engagement of the researchers to the HRS4R strategy is increasing, but there is evidence that we should intensify the actions to promote the knowledge and involvement of the researchers. R1 and R2 researchers are not aware or involved in the strategy in a high number, when the HRS4R is especially interesting for them. We will include in the action information about some of the principles that had a high percentage (higher than 15%) of 'do not know/do not answer' in the survey.

**ACTION 26. Accelerate the knowledge and engagement of the researchers in the HRS4R strategy, specially of R1 & R2 researchers.**

Responsible: VR Scientific Policy, Doctoral School

Specific tools: Workshops, training courses, HR newsletter, Doctoral School involvement, social networks, HR label visibility

Timeline: 2025-2027

Indicators:

- Number of specific workshops. Estimated target: 2 per year
- Specific training. Estimated target: 1 course per year
- Number of R1 researchers involved. Estimated target: 90 new R1 researchers
- Visits to HRS4R web page. **Estimated target: 1000 clicks.**
- Followers in social media. Estimated target: Increase 25% per year
- HR label use policy. Estimated target: done.

- Responses of R3 researchers to the survey were particularly critical with some aspects regarding working conditions.

**ACTION 27. Create a permanent link to have a constant dialogue with R3 researchers**

Responsible: VR Scientific Policy, VR Teaching Staff

Specific tools: Meetings with R3 representants

Timeline: 2025-2027

Indicators:

- Number of meetings held per year. Estimated target: 2 per year

- In the survey, but also in the different meetings, the researchers showed that Research Career guidance is not developed adequately in our University, specially for R1 and R2 researchers.

**ACTION 28. Program for a better Career Guidance for R1 and R2 researchers.**

Responsible: VR Scientific Policy, Doctoral School

Specific tools: Workshops, training, multimedia material, specific part in the web.

Timeline: 2025-2027

Indicators:

- Number of workshops. Estimated target: 1 per year

- Number of training courses. Estimated target: 2 per year, 1 for R2 and other for R1 researchers

- Specific page for research career in HR web. Estimated target: done

- In the survey it becomes clear that professional development is something to analyze and improve, especially for R3 and R4 researchers. Particularly, there are many R4 researchers that would need a boost for professional development at the University. Moreover, we think that technical staff related to research should also be part of the actions trying to improve the professional development.

**ACTION 29. Develop and improve professional development tools for R4 and R3 researchers.**

Responsible: VR Teaching Staff, VR Scientific Policy

Specific tools: Training courses, matching events, R4 researchers leave policy, research assessment modifications.

Timeline: 2025-2027

Indicators:

- Number of R3 and R4 researchers attending training courses. Estimated target: 20/course

- Number of matching events. Estimated target: 2 per year.
- Increase of number of R4 researchers on leave. Estimated target: 10% increase per year
- Increase in the number of European Projects. Estimated target: 10% increase in participation in Horizon Europe calls each year
- Development of COARA action plan. Estimated target: done.

### **ACTION 30. Implement professional development programs for research technical support staff.**

Responsible: Vice-manager for Research, VR for Scientific Policy

Specific tools: Start membership in EARMA, training courses, cross-offices meetings

Timeline: 2025-2027

Indicators:

- Membership in EARMA. Estimated target: done.
- Staff doing courses in EARMA. Estimated target: 10 per year.
- Cross-offices meetings. Estimated target: 2 per year.

- From the meetings with researchers it was clear that many researchers do not know neither the Welcome Manual nor the Code of Good Practices for Researchers. An idea coming from one particular meeting was to provide these documents to the recruited researcher when signing the contract.

### **ACTION 31. Update specific documents: Code of Good Practices for Researchers and Welcome Manual**

Responsible: Vice-manager for Research, VR for Scientific Policy

Specific tools: revision of new legislation, inclusion of Ethical Code and Open Access Policies

Timeline: 1Q 2026

Indicators:

- Updated Code for Good Practices for Researchers. Estimated target: done.
- Updated Welcome Manual. Estimated target: done.
- Welcome Package provided in each new contract. Estimated target: done.

- There is an increased interest in having a specific Ethics Committee in UNIZAR. Despite we have created an Ethics Committee, a new Committee specialized in research related issues is needed as the Ethics Committee has not the personnel or the knowledge for the complex aspects related to research that need a fast and prompt response.

## ACTION 32. Setting up of an Ethics Committee for Research in UNIZAR

Responsible: VR for Scientific Policy, Director of Services Inspection

Specific tools: meetings, approval by Governance Board

Timeline: 4Q2025

Indicators:

- New Ethics Committee for Research. Estimated target: done.

## Gantt Chart

