

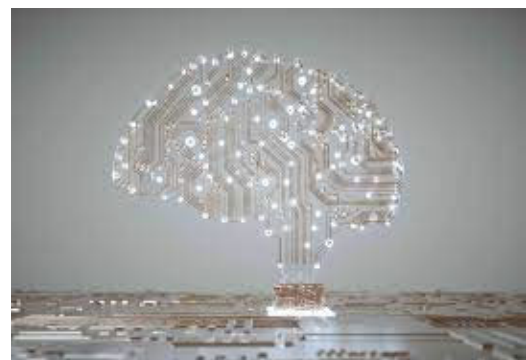
HR S 4 R

Human Resources Strategy for Researchers
(HR Excellence in Research Award)

Improved

Action Plan

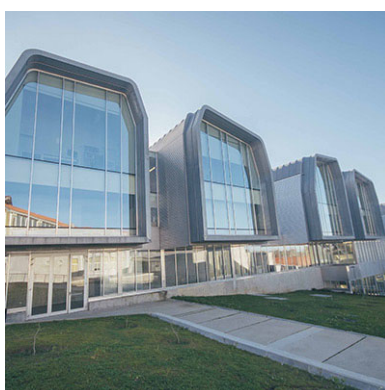
2023-2026



Sources of inspiration

This AP is aligned with:

- UVigo Strategic Plan 2021-2026
- National and international legislation on Higher Education and Research, namely
 - The European Charter for Researchers (Annex II to Council Recommendation of 18 December 2023 on a European framework to attract and retain research, innovation and entrepreneurial talents in Europe)
 - Organic Law 2/2023, of March 22, on the University System
 - The Science, Technology and Innovation Act 14/2011, as amended on 11 January 2023
- Researchers' R1 to R4 Views and Needs
- 2023 EC Consensus Report (HR renewal phase assessment)



Approval

This document has been proposed and drafted by the **Quality Department**, discussed during 2023 and 2024 by the **HR Coordination Working Group (CWG)** and the services and organisational structures involved in, then submitted for validation to the **HR Steering Committee (SC)** and, finally,

Approved by the **Governing Council** on

29 October 2024

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Non-discrimination & Gender balance	(10) Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	1 Gender Equality Action motivation: Promotion of non-discrimination, inclusion, equal opportunities and gender equality, and fight against sexual and gender-based violence. Define and implement an integrated social responsibility policy.	Proposer UVigo 2021-2026 Strategic Plan (Obj. 27) Responsible Unit Equality Unit				Equality Unit is the management instrument for the transversal incorporation of the principle of effective gender equality in all areas of the university community. Staff Support structures: Equality Commission (2011) and Equality Links (36) and Financial resources III UVigo Equality Plan 2020-2024 available at: https://www.uvigo.gal/en/university/institutional-information/plans-and-policies/equality-plan
	(27) Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.	Links with the previous action plan: Continuation (on-going) of the previous A17 action → new initiatives Action description: The action is made of 4 lines of intervention:	Involved Areas VR for Research, Transfer & Innovation + VR for Teaching + IDS				
		1.1 Equal Opportunities & Inclusion -Implementation of promotion and awareness and dissemination initiatives, national and international conferences focused on the issues of equity, inclusion and equal science. -Equality Observatory: Reports and Studies -Seal of Equality in Research institutions -Funding for Gender Budget allocated by UVigo to centres -Egeria & Doctoral Thesis Award on Equality - <i>Puntos lila</i> (sexual violence help on-site desks at university parties) - Protocol in cases of sexual harassment or for gender reasons - Conciliation life & workload measures → see action 9.1		Q4 2026	- Number of initiatives per year - Number of participants per year		

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		<p>1.2 Equal Opportunities & Inclusion-Training</p> <p>-Implementation of transdisciplinary training aimed at academic community, student community, staff and citizens</p> <p>- 10th Gender Virtual Training Itinerary</p> <p>- Chair in feminisms 4.0. DEPO-UVIGO</p> <p>- Promote women's representation in STEM</p>		Q4 2026	<p>- Number of training events per year</p> <p>- Number of participants per year</p> <p>- % of R1-R4 researchers involved</p>	(R1/IDS involved)	
		<p>1.3 Equal Opportunities & Inclusion-Networking</p> <p>Participation to equal opportunities and inclusion national and international networks focusing on inclusion, non-discrimination and gender equality.</p>		Q4 2026	<p>- Number of networks (internal, national and international)</p> <p>- Number of actions carried out within the networks</p>		<p>Internal: Cintex, IFCA</p> <p>Regional: Ourense and Vigo (municipal), SUG, Galician Women's Council of the Xunta de Galicia, Galician Ombudswoman's Awards Committee</p> <p>National: RUIGEU</p> <p>International: Athena, Inspire</p>
		<p>1.4 Gender Balance Promotion</p> <p>-Implement rewarding policies to increase gender balance (research teams, managerial, decision-making bodies, selection committees, advisory groups), including gender pay gap, career progression, gender biases in assessment, work-life balance issues and gender-based violence</p> <p>III Gender Equality Plan 2020-2024</p> <p>-Integrate gender equality and inclusiveness as Open Science practices</p> <p>- Favouring the incorporation of the HRS4R standards of the EC (operational objective 4.4): Promote the inclusion of positive action measures on quality and competence criteria following OTM-R standards (see action 5.4.1)</p>		Q4 2024	<p>- % of (increasing of) women's in all R1-R4 levels</p> <p>- % of women in Research government bodies</p>	<p>Women in Research government bodies >50% by 2026</p>	<p>Women representation in %</p> <p>Unipersonal bodies</p> <p>-Government team (Men: 6, Women: 5) 45%</p> <p>-Government in the centres (M: 61; W: 57) 48%</p> <p>-Department management (M: 50; W: 47) 48%</p> <p>Collegiate bodies</p> <p>-University senate (M: 112, W: 78) 41%</p> <p>-Government Council (M: 31, W: 26) 45%</p> <p>Teaching and research staff (permanent position)</p> <p>-Full Professor R4 (M: 142, W: 51) 26%</p> <p>-Senior Lecturer R3-R4 (M: 306, W: 233) 43%</p> <p>-Lecturer R2-R3 (M: 108, W: 115) 52%</p> <p>-Postdoctoral Researchers R2-R3</p> <p>-Predoctoral Researchers R1 (M: 61, W: 81) 57%</p> <p>Principal investigators</p> <p>-Research project management (M: 88, W: 44) 33%</p> <p>-Research groups leadership 36,3% (M: 142, W: 88) - 2023</p> <p>-Project management with companies (M: 164, W: 67) 29%</p> <p>Report on the teaching staff gender pay gap</p>

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Accountability (Open Science)	(6) Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, Researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.	<h2>2 Open Science</h2> <p>Action motivation: Increase quality and impact of science by fostering reproducibility and interdisciplinarity. Make science more efficient through better sharing of resources (knowledge, data and results) Make science more reliable through better verification. Make science more responsive to society's needs.</p> <p>Links with the previous action plan: - (New) Includes the previous A6 action</p> <p>Action description: The action is made of 5 lines of intervention:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 19)</p> <p>Recommendations to the Public Sector to facilitate implementation of the OS in Spain (Spain Government, 2023)</p> <p>Responsible Unit VR for Research, Transfer & Innovation</p> <p>Involved Areas Library + Research Centres + IDS + CFPF + ATIC + OPI</p>			(R1/IDS involved)	This new action will be developed in line with the National Strategy for OS (ENCA) 2023-2027.
		<h3>2.1 Open Science Strategy</h3> <ul style="list-style-type: none"> - Establish and approve an OS Policy in line with the ERA Principles and national legislation - Identify and update/create UVigo Rules & Norms up taking of the Policy - Publish & disseminate the Policy and Rules (web, news, social networks...) among the internal & external Stakeholders (Top-Management, Services, Research Centres, researchers...) - Join national and international initiatives to promote Open Science. 		<p>Q1 2024</p> <p>Q2 2025</p> <p>Q4 2025</p> <p>Q4 2025</p>	<p>- OS Policy approved</p> <p>- Number of dissemination events</p> <p>- Number of initiatives</p>	<p>OS Strategy</p> <p>Rules & Norms on OS updated</p>	
		<h3>2.2 Open Access</h3> <ul style="list-style-type: none"> - Promote transformative agreements with main publishers (via CRUE/CSIC and CISUG) - Engage in Open Peer Review - Promote incorporation of the scientific production of the UVigo into the open access institutional repository (Investigo) 	Library	<p>Q1 2025</p> <p>Q2 2025</p> <p>Q4 2024</p>	<p>- Number of new/renewed transformative agreements achieved</p> <p>- % of scientific production (research papers/data) in open access</p>	<p>2023: 3 (ACM, IEEE, RSC) (→ total 9)</p> <p>2023: 60% → 69,57%</p> <p>2024: 65%</p> <p>2025: 70%</p> <p>2026: 75%</p>	<p>Historical data:</p> <p>N° of new/renewed transformative agreements: 2021: 4 (ACS, Elsevier, Springer, Wiley) 2022: 2 (Cambridge UP, Oxford UP)</p> <p>% of scientific production in open access: 2018: 29,84% (Research Portal –Scopus-) 2019: 32,87% (Portal) 2020: 41,64% (Portal) 2021: 48,38% (Portal)</p>

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		<ul style="list-style-type: none"> - Update Investigo repository to OS - Update and promote the dual publication system & the OJS Portal of the UVigo Publications Service - Update OJS software to automatically transfer research publications to Investigo 		<p>Q4 2024</p> <p>Q4 2024</p>	- Number of accesses and downloads of dual publications and scientific journals published in OJS		2022: 55,41% (Portal)
		<p>2.3 Open FAIR Data & Infrastructures and Services for OS</p> <ul style="list-style-type: none"> - Data Management Plan for Research Projects in line with the strategic objective of driving Open Science at UVIGO (public funded researchers –Open Access by default-) - Define Research Data Management protocol for the Research CiGUS Centres - Promote the development of inter-institutional and cooperative digital infrastructures and services to keep a FAIR data repository (data and other digital objects) in order to save costs and resources and gain operational synergies (ex.: CESGA – Galician Supercomputing Center) 		<p>Q4 2024</p> <p>Q1 2025</p> <p>Q1 2026</p>	<p>Protocol approved</p>	<p>Data Management Plan model</p> <p>Protocol</p>	
		<p>2.4 Citizen Science</p> <ul style="list-style-type: none"> - Promote practices to involve citizens in the concept, design and implementation of research projects - Fostering Citizen science seminars to encourage researchers to request citizen science projects 		<p>Q1 2025</p> <p>Q2 2025</p>	<ul style="list-style-type: none"> - Number of initiatives - Number of events 		
		<p>2.5 Diffusion and uptake of Open Science principles and practices</p> <ul style="list-style-type: none"> - Organise a national Open Science Congress - Set up incentives and recognitions to uptake of OS - Create online training contents on OS 		<p>Q2 2023</p> <p>Q3 2024</p> <p>Q2 2025</p>	<ul style="list-style-type: none"> - Incentives and recognitions approved - Number of training contents created 	<p>(R1/IDS involved)</p> <p>Rules on OS updated</p>	<p>1st National OS Congress in Spain (June 2023, by UVigo) https://open-science.es/</p>

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		- Training for researchers at all levels (R1-R4), Library and R&D support services staff in the practice of Open Science and Citizen Science (→ see action 19.3)					
Evaluation/appraisal systems	(11) Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness	<p>3 Open Science & Research Assessment</p> <p>Action motivation: Study of a new appraisal system. The overall goal is to move from <i>traditional</i> forms of publications towards a balanced system based on the full account researchers' capabilities and professional experiences (diversity of contributions).</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: The action is based on 3 main steps:</p> <ul style="list-style-type: none"> - Join to DORA and CoARA (Coalition for Advancing Research Assessment) with the aim of move towards a new culture of assessment of research activity in all its diversity - Analyse and consider the changes (metrics) adopted by ANECA (national agency for quality in higher education) - Implement the new criteria, indicators, tools and processes, adapted to the research career R1-R4, on research assessment and recruitment process (action coordinated with 2.1 develop rules and norms for OS) - Implement the new criteria on the Extraordinary Doctorate Awards (R1-oriented) procedure <p>Researchers will be supported to familiarise themselves with the new criteria and its implications. A plan of interventions will be developed and then executed, including but not limited to Training & Dissemination Events</p>	<p>Proposer VR for Research, Transfer & Innovation</p> <p>Responsible Unit VR for Research, Transfer & Innovation</p> <p>Involved Areas Library + VR for Teaching Research & CAI Centres + IDS + ATIC</p>	<p>Q4 2023</p> <p>Q2 2024</p> <p>Q4 2026</p> <p>Q2 2025</p>	<p>% of research assessment procedures with new criteria</p>	<p>(R1/IDS involved)</p> <p>New research assessment criteria</p> <p>Design and creation of the new tools for the new system</p> <p>75% of research assessment procedures assessed with new criteria by 2026</p>	2023

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Value of mobility	(29) Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual 12 mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	<p>4 Beyond frontiers</p> <p>Action motivation: To widen access to mobility, strengthen the value of mobility and its impact on the career progress and professional development. Internationalisation of the curriculum is a strong component of UVigo internationalisation strategy.</p> <p>Links with the previous action plan: - (New)</p> <p>Action description:</p>	<p>Proposer Researchers R1&R2 EC Consensus Report 2023</p> <p>Responsible Unit VR for Internationalisation</p> <p>Involved Areas VR for Research, Transfer & Innovation + VR for Teaching + R&D Support Service + IDS</p>				
		<p>4.1 Value of Mobility</p> <ul style="list-style-type: none"> - Promote mobility opportunities for researchers and staff adding new approaches to the existing ones to achieve a better impact of mobility experience. Take in consideration and recognise all the possibilities: geographical, inter-institutional, inter-sectoral, inter- and trans-disciplinary and virtual mobility. Special consideration for early-career researchers R1&R2 - Update UVigo Rules & Norms up taking of the mobility in all its forms 		<p>Q2 2025</p> <p>Q4 2024</p>	<p>- Number of dissemination events</p> <p>% of R1-R2 with Mobility experience</p>	<p>(R1/IDS involved)</p> <p>Rules & Norms on Mobility updated</p>	

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Access to career advice	(30) Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	<p>Newcomers programme</p> <p>Action motivation: Position the U Vigo as a benchmark research institution in its geographic area, region and Euro-region</p> <p>Promote and encourage high-quality, innovative, and ambitious research in UVigo, with the final goal to strengthen the ability to attract external competitive grants. Support newcomer's researchers when dealing with legal and internal first-arrival procedures.</p> <p>Links with the previous action plan: Extended from previous A5 action (Welcome Pack for Visiting Research Staff_v0) → new initiatives</p> <p>Action description: The action is made of 2 lines of intervention:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 18)</p>			(R1/IDS involved)	
		<p>4.2 Welcome Manual for New Researchers</p> <p>- Develop & implement a Welcome Package for newcomers' researchers at UVigo (WM_v1) Addressed to stable positions extending the ongoing Manual v0.</p> <p>Explore the possibility of integrating content with the OPI handbook.</p> <p>- Implement a satisfaction measurement tool (e.g. survey) for visiting researchers</p>	<p>Responsible Unit Coordination WG</p> <p>Involved Areas VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + VR for Campuses + OPI + IDS + ATIC + R&D Support Service + University Extension Mang. Service + Teaching and Research Staff Service</p>	Q4 2024	<p>-Number of visiting research staff</p> <p>- Stakeholders' (Researchers) Satisfaction</p>	<p>WM_v1</p> <p>2023: 118 2024: 2025: 2026:</p> <p>2023: 3,5/5 2024: 3,75/5 2025: 4/5 2026: 4,25/5</p>	<p>The Welcome Pack (Manual) for visiting research staff was approved and published on November 2021 (v0). Approval of the Visiting research staff rules on July 2020</p> <p>Number of visits to WM webpage: 2021: 332 2022 (Jan-May): 519</p> <p>Number of visiting research staff 2019: 1 → Transparency Portal 2018/19: 54 2020: 42 → TPortal 2019/20: 25 2021: 92 → TPortal 2021: 72 2022: 135 → TPortal 2022: 116 2023: 118</p> <p>Number of mobility research staff (R1): 2020/21: 0 incoming + 2 outgoing 2021/22: 12 incoming + 4 outgoing 2022/23: 0 incoming + 1 outgoing</p> <p>OPI is working on the development of a specific manual (infographic) foreign researchers-oriented to facilitate compliance with the legal requirements for recruitment and incorporation into research groups.</p>

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		<p>4.3 EURAXESS Service Centre</p> <ul style="list-style-type: none"> - Tackling the procedure for joining the EURAXESS Network: membership by Service Centre (ESC) providing support and assistance at regional and local level to researchers and their families and/or organisations acting on their behalf. First-arrival escort service to support incoming researchers with the paperwork for their entry to UVigo. The action includes the dispatch of supporting documents and reference materials to University structures, facilitating the relocation and career development of researchers in Europe. - Expand the UVigo's collaborations with public and private institutions within the framework of the EURAXESS network. 	<p>Responsible Unit OPI</p> <p>Involved Areas Quality + VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + IDS</p>	<p>Q3 2024</p> <p>Q1 2026</p>	<p>-Declaration of Commitment (DoC)</p> <p>-Number of visiting researchers</p> <p>- Stakeholders' (Researchers) Satisfaction</p> <p>-Number of collaborations</p>	<p>EURAXESS Centre Accreditation by the European Commission</p> <p>Membership in the EURAXESS Network (join their events and services)</p>	
Recruitment and Selection	<p>(12) Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p> <p>(13) Employers and/or funders should establish recruitment procedures, which are open, efficient,</p>	<p>5 OTM-R Progress</p> <p>Action motivation: The Open Transparent Merit Based-Recruitment process is a core principle at UVigo and needs further efforts to be improved to achieve the best alignment to the C&C principles despite of the national constraints.</p> <p>The main goals are: - Consider and adapt practices to recent legislative changes (LOSU and Science Law); - Improve the impact of the communication system on recruitment processes both at an administrative and stakeholders point of views; - Progressively achieve the best match of the Charter application and the national laws -Favour and support the application of foreigners candidates. -Attract talented research people</p> <p>Links with the previous action plan: Continuation of the previous A9 action (renamed from Complete implementation of the new rules for "Hiring researchers through R&D&I Project Funding"; publish and</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 25) EC Consensus Report 2023</p> <p>Responsible Unit Management</p> <p>Involved Areas VR for Research, Transfer & Innovation + VR for Teaching + RPCU + Teaching and Research Staff Service +R&D Support Service + IDS + OPI</p>				<p>A new unit to hire research staff was created in 2022: the Research Projects Contracting Unit (RPCU). It focuses its work on the field of the research staff charged to research projects (mainly R1-R2 Profiles)</p>

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	transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.	implement the OTM-R policy) and A10 action. Action description: The action is made of 4 lines of intervention. Every line is developed into three phases: <ul style="list-style-type: none">- Phase 1: Projects & Mobility- Phase 2: Consortium framework- Phase 3: Other R1-R4 researchers (including Senior Researchers' applications)						
	(14) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.	5.1 OTM-R Strategy <ul style="list-style-type: none">- Establish and approve a OS Policy in line with the ERA Principles and national legislation (for all Researchers R1-R4)- Identify and update/create UVigo Rules & Norms uptaking of the Policy- Publish & disseminate the Policy and Rules (web, news, social networks...) among the internal & external Stakeholders (Top-Management, Services, Research Centres, researchers...)- Ensure sound information on OTM-R Policy in project proposals.		Phase 1 Q3 2023 Phase 2 Q2 2024 Phase 3 Q1 2025	- Number of dissemination events	OTM-R Policy Rules & Norms on OTM-R updated (R1-R4)	Regulation for contracting research personnel at UVigo (June, 2022), updating the labour reform law, in accordance with OTM-R principles (mainly R1-R2 profiles)	
	(15) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the	5.2 Standardize Research Selection & Recruitment Procedures Establish and implement an OTM-R procedure aligned with the Strategy and the best practices on public recruitment. In particular, take into account: <ul style="list-style-type: none">- <i>Calls (Job Offers)</i> Revision of the calls structure (templates) to better evidence the alignment with the C&C principles. Reduce the administrative burden for the candidates- <i>Internationalization</i> of the recruitment calls and another relevant activities		Phase 1 Q3 2024 Phase 2 Q3 2024 Phase 3 Q3 2025	- % of job offers managed by UVigo under the OTM-R principles (all R1-R4 profiles)	(R1/IDS involved) 100% of R1&R2 job offers OTM-R + EURAXESS (English) by 2024 75% of R1-R4 job offers OTM-R + EURAXESS (English) by 2026	The calls will be published at least every 15 days. A total of 13 calls for contracts in 2022 and 3 in 2023 have been published (GL-ES-EN) More than 400 contracts for researchers have been formalized UVIGO Job offers: Virtual secretary 2021: 139448 visits; (32 offers) 2022: 98401 visits; (43 offers) Hiring under a European project (17 offers: 10.367 visits) EURAXESS (job offers –mainly R1&R2-): 2016: 22 2017: 36 2018: 19 2019: 23 2020: 74	

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	selection process about the strengths and weaknesses of their applications.	<p>Translation into English of all the calls with explanatory tutorials (that is, three languages –Galician, Spanish and English-)</p> <p>- <i>Advertising positions</i> Ensure full use of EURAXESS and national advertising tools, in addition to UVigo tool (Secretaría virtual application) to ensure the research vacancies reach a wider audience Provide information on attractive working conditions for researchers Ensure conditions to encourage external candidates to apply</p> <p>- <i>Monitoring</i> Monitoring and adjustment of the selection notices (drawn up according to national and university legislation) to the principles of the Charter for researchers with regards to recruitment procedures.</p> <p>- <i>Appointment phase</i> Ensure information to all applicants at the end of selection process. Provide adequate feedback to interviewees Ensure appropriate complaints mechanism in place</p> <p>- <i>HowTo</i> Implementation of a section of the University's website in English on the subject of Recruitment. Creating an English section would facilitate: - to find information about calls; - to apply to the calls; - an understanding of the recruitment mechanisms; - to access to information with reference to the different stages of recruitment; -to access to EURAXESS advertising platform; - to find information about the calls' results; - to understand which office one may contact for information</p> <p>Use of infographics will be privileged.</p> <p>- Research support staff → see action 6.2 - Salaries → see action 8.2</p>			<p>- % of job offers in English (all R1-R4 profiles)</p> <p>- % of EURAXESS job offers advertising (all R1-R4 profiles)</p>		<p>2021: 59 2022: 54 2023: 283</p>

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		<p>5.3 Selection Committees</p> <p>Promote diverse expertise, competences and experience relevant to assess candidates</p> <p>Update the rules dealing with these requirements</p> <ul style="list-style-type: none"> - Ensure clear rules about the appointment and composition of Selection Committees (e.g. gender balance) - Implement guidelines for Selection Committees activities - Create online training contents - Implement informative activities to the appointed selection committees before starting the selection process: presentation of the process, critical points regarding the evaluation criteria, scores, publications, conflict of interest... - Ensure training for Selection Committees in the practice of OTM-R principles and practices - 		<p>Phase 1 Q1 2025</p> <p>Phase 3 Q3 2025</p>	- Number of dissemination events		
		<p>5.4 HR Offices reorganization</p> <ul style="list-style-type: none"> - Training HR Offices in the practice of OTM-R principles and practices - Review and reorganization of the HR Offices participating on the OTM-R selection and recruitment of teachers and researchers processes. <p>Ensure better support to OTM-R stakeholders (applicants, researchers, research teams, departments and research centres)</p>		Q1 2026	-Re-organisational structure and functions approved by Government Council	Re-organisational structure OTM-R oriented	New unit to recruit research staff (mainly R1-R2 profiles) created on MM 202x

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Working Conditions	(23) Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.	6 Research Environment Action motivation: Ensure that the most stimulating research environment is created which offers appropriate equipment, facilities and opportunities. To have qualified support staff, including research managers and administrators. Links with the previous action plan: - (New) Action description: The action is made of 4 lines of intervention:	Proposer UVigo 2021-2026 Strategic Plan (Obj. 11, 15 and 16) EC Consensus Report 2023			(R1/IDS involved)	
		6.1 Safe working practices - Anticipate risks in laboratories and establish a review plan for maintenance of research laboratories.	Responsible Unit Occupational Risk Prevention Service Involved Areas Management + VR for Planning & Sustainability + VR for Research, Transfer & Innovation + Research & CAI Centres	Q2 2025	- % of laboratories reviewed -Number of maintenance actions performed.		
		6.2 Research Support Staff - Fund hiring of technical staff - Improve research training for research support staff. - Regulatory recognition of research support staff, including a new essential project manager figure, to support centres and research groups.	Responsible Unit Management Involved Areas CPFPP + VR for Teaching + Research & CAI Centres + Management	Q3 2025	-Number of contracts (OTM-R oriented) -Number of training initiatives - % of staff participants - Approval on Government Council		
		6.3 Research Support Services Define the needs and functions of the different university management services linked to research, knowledge transfer and international cooperation (OPI, Research Support Service, Quality, R&D Office and	Responsible Unit Management Involved Areas VR for Research, Transfer & Innovation + Research & CAI	Q2 2025	Organizational Chart & Service functions Handbook Approval on Government Council	Organizational Chart & Service functions Handbook updated	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>ORI, and Teaching and Research Staff Service).</p> <ul style="list-style-type: none"> - Design the organizational chart to improve service-researcher communication - Strengthen coordination between research centres and the R&D groups and management services. - Information to the research community and awareness on re-organised management services 	Centres + Research Support Services			<ul style="list-style-type: none"> -Number and types of coordination actions Held -Number of events 	
		<p>6.4 Research Infrastructures</p> <ul style="list-style-type: none"> - Optimise management and use of teaching and research spaces. - Conserve, manage and renew the infrastructures of the 3 campuses meeting criteria of maintenance, accessibility, sustainability, security and risk prevention - Improve computer security and access to Analytical study of data security UVigo information, data and publications. 	<p>Responsible Unit Management + VR for Planning & Sustainability</p> <p>Involved Areas VR for Research, Transfer & Innovation + VRs for Campuses + Occupational Risk Prevention Service + Research & CAI Centres + IDS</p>	Q4 2025	<ul style="list-style-type: none"> -Number of maintenance actions performed -Analytical study of data security UVigo 		
		<p>7 Participation in organisation governance</p> <p>Action motivation: Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed appropriate, that researchers shall be represented in the relevant information, consultation and decision-making bodies. Full recognition of the role of researchers.</p> <p>Links with the previous action plan:</p> <ul style="list-style-type: none"> - (New) <p>Action description: -Reform of the rules and electoral body for the election and representation in the governance bodies for all type of researchers, including researchers support staff (research managers and administrators).</p>	<p>Proposer Researchers support staff</p> <p>Responsible Unit VR for Research, Transfer & Innovation</p> <p>Involved Areas General Secretariat Management</p>	Q1 2025	<ul style="list-style-type: none"> - Rules approval on Government Council & Senate 	Rules & Norms on research staff participation updated	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>8 Funding and Salaries</p> <p>Action motivation: Employers and/or funders of researchers should ensure that researchers, irrespective of their status, enjoy fair and attractive remuneration conditions (funding and/or salaries) with adequate and equitable social security provisions in accordance with national legislation and/or sectoral collective bargaining agreements.</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: The action is made of 2 lines of intervention:</p>	UVigo 2021-2026 Strategic Plan (Obj. 26)			R1/IDS involved	
		<p>8.1 Funding Attract talented R1& R2 researchers</p> <p>Action description:</p> <p>-Strengthen scholarship programmes.</p> <p>- Promote a newsletter sent directly to the emails of researchers registered on the R&D mailing lists, announcing upcoming EU grant opportunities, other opportunities with approaching deadlines, important events, info days, updates on work programs, and other important resources for preparing European proposals. The newsletter includes descriptions, funding ranges, links to requests for proposals, and relevant disciplines. Past newsletters will be saved in a repository (in any case, the newsletter will also refer to expanded information on the OPI website's research section)</p> <p>-Explore how to disseminate equivalent information in the case of national and regional programmes</p>	<p>Responsible Unit OPI</p> <p>Involved Areas IDS + SAID</p>	<p>Q4 2024</p> <p>Q4 2024</p>	<p>-% of scholars broken down by funder/programme</p> <p>- % of increasing of the amounts allocated to scholarships</p> <p>-Number of newsletters (communications)</p>	<p>-min 6/year</p>	<p>The newsletters are stored in a folder in the OPI-Research common files.</p>

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>8.2 Salaries</p> <p>Action description: -Update rules concerning salaries for researchers selected and recruited on Projects & Mobility, including early-career R1&R2 researchers.</p>	<p>Responsible Unit Management</p> <p>Involved Areas VR for Research, Transfer & Innovation + VR for Teaching + Remuneration and Social Insurances Service</p>	Q4 2024	- Rules approval on Government Council & Senate	Rules & Norms on R1&R2 salaries updated	
		<p>9 Life & Workload-Balance</p> <p>Action motivation: Need of balancing Life&Workload. Increase the well-being conditions of stakeholders</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: The action is made of 4 lines of intervention:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 24)</p>			R1/IDS involved	
		<p>9.1 Balancing Life & Workload Foster personal and professional development of the university community</p> <ul style="list-style-type: none"> - Study and activate measures that favour reconciliation between work, family and educational life. - Positive action measures for maternity leave - Negotiated diagnosis of the new HR equality plan (mandatory by LOSU). - New guide with information on resources (leave, services, rights) for the reconciliation of personal, family and professional life of UVigo 	<p>Responsible Unit Equality</p> <p>Involved Areas VR for Research, Transfer & Innovation + Management</p>	Q1 2026	-Number of actions taken -(New) 4th UVigo Equality plan		
		<p>9.2 Co-responsible conciliation</p> <p>Promoting the involvement of men in the creation of a more equitable society</p>	<p>Responsible Unit Equality</p>	Q1 2026	- Number of interventions		

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<ul style="list-style-type: none"> - Carry out awareness-raising campaigns targeting men making visible the benefits that women and men gain from equality - Develop awareness-raising campaigns with male social referents that respond to equitable models of masculinity 					
		<p>9.3 Wellness and Sustainability Raise the awareness of sustainability and the ways to integrate it into private and working life.</p> <ul style="list-style-type: none"> - Implementation of environmental sustainable interventions that improve the context and well-being of University staff & the environmental comfort (e.g. green spaces in/surrounding the teaching, research and administrative buildings, lighting systems) - Organization of events dealing with sustainability aimed at the university community and citizenship enhancing of the green heritage in the University spaces and the planting of trees in the University spaces - Creation of the new UVigo Sustainable website - University corporate wellness programme (wellbeing and sport activities) 	<p>Responsible Unit VR for Planning & Sustainability</p> <p>Involved Areas Management + Environment Office + Health & Wellbeing</p>	Q1 2026	<ul style="list-style-type: none"> - Number of interventions -Number of events -Number of website views 		
		<p>9.4 Clean mobility Raise the awareness on internal clean mobility</p>	<p>Responsible Unit OMA</p>	Q1 2026	<ul style="list-style-type: none"> - Number of interventions 		

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Working Conditions & Good Practice in Research	(7) Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.	<p>10 Quality Assurance & Sustainability</p> <p>Action motivation: Continuous improvement of the quality, performance and impact in all activity areas.</p> <p>Some different Approaches & Requirements (QA ESG ENQA/2015, QMS ISO 9001, ISO/IEC 17025 Labos, Green Campus, Accreditation of Excellence Research Centres Program –CiGUS-...) → need to: -Integrate QA procedures with HR C&C processes, -Establish coordination mechanisms, standardize and simplify the QA systems in place, -Promote and integrate Sustainability principles, process and programmes with QA to reach excellence in management and stakeholders' satisfaction (e.g. researchers) -Promote an agile, efficient, transparent and citizen-friendly administrative management</p> <p>Links with the previous action plan: Continuation (on-going) of the previous A18 action</p> <p>Action description: The action is based on 3 assets that must be developed in parallel fostering their integration:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 10, 11, 13 and 15)</p> <p>Involved Areas Management + Support Research Services + IDS + Environment Office + Occupational Risk Prevention Service + Analysis and Programs Unit</p>			R1/IDS involved	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>1 Research Quality Management System</p> <ul style="list-style-type: none"> - Initial cartography of existing QA systems: principal documents, responsibilities, certification and accreditation constraints in terms of delays and commitments. - Integrated QA system Strategy: <ul style="list-style-type: none"> - Lead the integration - Determine the scope of integration, organisational context, risks and opportunities - Organisational structure and resources - Objectives, goals and challenges and performance feedback - Choose QA model and identify and analyse gaps - Plan the integration - Develop and implement QA system Strategy: <ul style="list-style-type: none"> - Processes (institutional & specifics) - Training people involved in - Maintain and improve integration 	Responsible Unit Quality & VR for Planning & Sustainability	<p>Q3 2024</p> <p>Q4 2024</p> <p>Q2 2026</p>	<p>-QA Strategy</p> <p>- Research Balanced Scorecard (BSC) approval</p> <p>-Stakeholders' Satisfaction (e.g.: Researchers)</p>	<p>Research QA Strategy</p> <p>Research Balanced Scorecard (BSC) performance</p> <p>Integrated Research QA System</p>	
		<p>2 Sustainability Programme</p> <p>Consideration of the European Green Deal, the United Nation's Agenda 2030 and the Sustainable Development Goals (SDG)</p> <p>EC 2021 MSC Actions Green Charter as reference</p> <p>Consideration of national and international metrics to measure sustainability & environmental performance and progress (e.g. Green Metric, THE Impact, CRUE indicators)</p> <ul style="list-style-type: none"> - Develop and implement the Sustainability Strategy by integration with QA Strategy - Wellness & Sustainability → see action 9.3 - Training & Awareness on Sustainability → see action 19.2 	Responsible Unit VR for Planning & Sustainability	<p>Q4 2026</p> <p>Q2 2026</p>	<p>Green Energy:</p> <p>-Installed Photovoltaic Capacity</p> <p>-Renewable Energy Generation (PV)</p> <p>Carbon Footprint</p> <p>MSCA Green Charter practices</p> <p>Green Metric performance (SDG indicators and metrics)</p>	<p>>1.500 kW in 2026</p> <p>>1.500 MWh/year in 2026</p> <p>25% of reduction by 2026</p> <p>Score > 8.500 by 2026</p>	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>3 External Awards & Recognitions</p> <ul style="list-style-type: none"> - Request external evaluations according to recognized national & international standards that allow an impartial research centres and groups assessment - Facilitate the CiGUS accreditation for Research Centres. 		Q1 2026	<ul style="list-style-type: none"> -Number of external awards and recognitions -Success rate - Position in the Rankings on Sustainability 	<p>Integrated Certification for all the Research & CAI Centres</p> <p>CiGUS Accreditation for 4 of 5 Research Centres</p>	
Dissemination and exploitation of results	(8) All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.	<p>11 Dissemination of Results & Public Engagement</p> <p>Action motivation: Ensure the dissemination and exploitation of the research results. Ensure that research activities are made know by society at large and improve the public's understanding of science. Reinforce the UVigo leadership as the knowledge creation and transfer agent and as the driving force for social development.</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: The action is made of 4 lines of intervention:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 9 and 16)</p>			R1/IDS involved	
		<p>11.1 R&D&I Communication Plan</p> <ul style="list-style-type: none"> - Develop an UVigo Communication Plan related to R&D&I activities to promote and disseminate scientific, technological and innovation culture among the different social agents: students, university community and citizens. 	<p>Responsible Unit UCC+I (Scientific Culture Unit)</p> <p>Involved Areas VR for Communication + VR for Research, Transfer & Innovation + VR for International Relations</p>	Q4 2023	- Approval on Government Council	UVigo Scientific Communication Plan 2023-2024	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>11.2 Scientific dissemination</p> <ul style="list-style-type: none"> - Create scientific dissemination content in a language that is close and accessible to the entire UVigo community. - Made available on the UVigo website and social media interviews to UVigo researchers to explain subjects of general interest and their own professional experience. 	<p>Responsible Unit UCC+I (Scientific Culture Unit)</p> <p>Involved Areas VR for Communication + VR for Research, Transfer & Innovation + VR for International Relations + ATIC</p>	Q4 2024	-Number of events/contents		
		<p>11.3 R&D&I Transfer Plan</p> <ul style="list-style-type: none"> - Develop a Transfer Plan to promote the capacities and results of R&D&I to the socio-economic environment, addressed to the teaching and research staff, companies and other external entities. The plan will integrate activities for promotion and communication of knowledge and technological transfer (e.g. brochures, events, fairs...). 	<p>Responsible Unit R&D Office</p> <p>Involved Areas VR for Research, Transfer & Innovation + VR for International Relations + Research & CAI centres</p>	Q2 2025	- Approval on Government Council	1 st UVigo Knowledge Transfer Plan	
		<p>11.4 Knowledge Transfer activities</p> <ul style="list-style-type: none"> - Establish knowledge transfer collaborations with entities in the socio-economic environment interested in implementing solutions to cover their innovation, knowledge or development needs. Strengthen the interrelationship with the local industrial environment, supporting the cooperation and investment in innovation, with direct progress in the university third mission targets. <ul style="list-style-type: none"> • Collaborative R&D&I • Contract research or research services • License agreements... - Strengthen entrepreneurship and self-employment mechanisms by supporting the creation of university community initiatives (spin-offs). - Foster agreements, conventions and cooperation programs with companies and Galician institutions. 	<p>Responsible Unit R&D Office</p> <p>Involved Areas VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + Research centres + IDS +</p>	<p>Q4 2024</p> <p>Q2 2026</p> <p>Q2 2026</p>	<p>-Number of collaborations with entities</p> <p>- Amount of contributions (M€)</p> <p>-% of self-employment initiatives generated in cooperation with the UVigo still active 3y after launch</p> <p>-Number of spin-off created</p> <p>-Number of agreements, contracts and cooperation programs</p>		

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<ul style="list-style-type: none"> Strategic alliances: chairs, industrial doctorates, joint research units... <p>- Networking in Research → see action 20.7</p>					
		<p>11.5 Public engagement</p> <ul style="list-style-type: none"> - Integrating Science Pills (series of video clips) to be disseminated among society (e.g. high schools). - Boost public engagement: <ul style="list-style-type: none"> - Start a mapping of Public Engagement activities - Organise cultural and knowledge-sharing events - Promote access to the University's research centres and other scientific facilities - Facilitate the planning of cultural events and their valorisation - Enhance a culture of heterogeneity, diversity and inclusion at all levels 	<p>Responsible Unit Scientific Culture Unit</p> <p>Involved Areas VR for Communication + VR for Research, Transfer & Innovation + VR for International Relations + VR for Students + Research & CAI Centres</p>	Q2 2025			
		<p>12 International visibility</p> <p>Action motivation: Enhance and promote international visibility of research activity and transfer of results</p> <p>Promote and support the sense of community and sense of belonging to the institution (#UVigo100x100)</p> <p>Links with the previous action plan:</p> <ul style="list-style-type: none"> - (New) <p>Action description:</p> <ul style="list-style-type: none"> - Fostering research activity brochures development to enhance international promotion 	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 21)</p> <p>Responsible Unit VR for International Relations</p> <p>Involved Areas VR for Research, Transfer & Innovation + R&D Office + Library</p>	Q1 2025		<p>-Promotional material</p> <p>- Number of events and international collaborations</p>	R1/IDS involved

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<ul style="list-style-type: none"> - Regulate the identification of UVigo's research staff through ORCID and other identifiers in the scientific field. - Manage institutional identity of the UVigo in scientific information databases. 		<p>Q3 2024</p> <p>Q1 2025</p>	<p>-% of UVigo researchers present in ORCID</p> <p>-Number of platforms in which UVigo is present (events, membership – ASTP-...)</p>		
		<p>13 Research teams transdisciplinary collaboration</p> <p>Action motivation: Promote coordination of UVigo's research groups to develop multidisciplinary & transdisciplinary competitive proposals at national and international levels</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: - Internally disseminate the research lines undertaken by research groups at UVigo</p> <p>- Foster collaboration among multidisciplinary research groups involved in European proposals</p> <p>- Inform the university community about the latest projects approved at UVigo, their participants, project typology accompanied by photographs, links with more information so that other researchers can learn about their colleagues' work and expand the information with the links we provide to effectively communicate ongoing research efforts within the university.</p> <p>Inform the university community about the existing information platforms: BIDI, Investigo etc</p> <p>- Create awareness and stimulate collaboration between multidisciplinary groups through different initiatives such as networking events, interdisciplinary seminars and examples of best practices in interdisciplinary research projects.</p> <p>- Foster interdisciplinary speaks (R1)</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 22)</p> <p>Responsible Unit OPI</p> <p>Involved Areas VR for Research, Transfer & Innovation + IDS</p>	<p>Q2 2025</p> <p>Q3 2024</p> <p>Q4 2024</p> <p>Q2 2025</p>	<p>- Number of events</p> <p>- Number of multidisciplinary & transdisciplinary proposals</p> <p>- Number of events (R1)</p>	<p>R1/IDS involved</p> <p>-8 events</p>	<p>https://opi.uvigo.gal/area-investigacion/actualidade-opi-investigacion/</p>

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Intellectual Property Rights	(31) Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.	14 Intellectual Assets Action motivation: Boost knowledge transfer within the different university spheres Links with the previous action plan: - (New) Action description: - Manage knowledge transfer indicators by scope and area. - Action plan for incentives and for informing research staff about intellectual property protection (training, awareness raising, advice and support).	Proposer UVigo 2021-2026 Strategic Plan (Obj. 23) Responsible Unit R&D Office Involved Areas VR for Research, Transfer & Innovation + Research & CAI Centres + IDS	 Q4 2024 Q2 2025	 - Research Balanced Scorecard (BSC) approval -% of increasing of Number of patents and other intellectual Assets. -% of researchers protecting their knowledge	R1/IDS involved	
		15 Talent in Research Action motivation: Promote the attractiveness of UVigo research destination for the best research and innovation talents (attract or return talent). Promote a merit-based career development and recognition of professional, boosting excellence. Links with the previous action plan: Continuation (on-going) of the previous A13 action → new initiatives Action description: The action is based on 4 assets:	Proposer UVigo 2021-2026 Strategic Plan (Obj. 7, 25) EC Consensus Report 2023	 Q3 2024 Q2 2024 Q2 2024	 - Plans approval on Government Council -Indicators set in the Talent Recruitment and Retention Plan.	R1/IDS involved	
Career development	(28) Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements	15.1 Talent Strategy - Design a talent recruitment and retention plan that includes innovative benefits, such as those offered in other public administrations and companies. - Design a staffing plan that responds to the present and future organisational needs of the university in the medium to long term.	Responsible Unit VR for Research, Transfer & Innovation Involved Areas Management + VR for Communication + VR for International Relations + VR for Teaching + IDS	 Q3 2024 Q2 2024 Q2 2024	 - Plans approval on Government Council -Indicators set in the Talent Recruitment and Retention Plan.	Talent attraction & retention policy & plan	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Design a comprehensive policy that facilitates a real professional career, lifelong training and adequate working conditions.					
	15.2 Research Talent Programmes	- Promote Fellowship pre-doctoral contracts Programme - Booster Research Talent Retention Programme - Establish a system of incentives and rewards to retain talented researchers	Responsible Unit VR for Research, Transfer & Innovation Involved Areas Management + VR for Communication + VR for International Relations + VR for Teaching + IDS	Q4 2024 Q4 2024 Q4 2024	- Number of contracts -Programme approval		
	15.3 Career Development Paths	- Draw-up a specific development strategy - Developing models for personal career plans (professional goals, customized training) Customized R1&R2 training → see 18.7	Responsible Unit VR for Research, Transfer & Innovation Involved Areas Management + VR for Teaching + IDS	Q3 2025 Q3 2025			
	15.4 Fund-raising through calls	- Organise information and training events on writing applications for national and international projects calls in low success rate areas. Invite experts in proposal writing and project evaluators to provide tips and guidance on improving applications. - Organise informative events on the new Horizon Europe Program 2021-2027 and about other European calls and conduct question and answer sessions to clarify doubts and provide guidance on how to participate in European calls. - Provide detailed descriptions of each call, including objectives, eligibility criteria, and deadlines, crafting customized fact sheets tailored to the researcher's specific topic in Horizon Europe - Establish an information channel on existing European calls.	Responsible Unit OPI + SAID Involved Areas VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + Research centres + R&D Office	Q2 2025 Q1 2025 Q1 2025 Q1 2025	-Number of events -Success Rate in global calls - Funds-raising (M€)	-8 events - 15% increase in the Success rate by 2025 - 31% increase of return (6M€/year) by 2025	https://opi.uvigo.gal/area-investigacion/convocatorias-e-eventos/ https://opi.uvigo.gal/area-investigacion/apoio-a-atraccion-de-talento/

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Support preparation of MSCA PF proposal with UVigo as the host institution and guide researchers in the preparation of ERC proposals to be carried out at UVigo (or in bringing in existing projects) and help researchers to find the centre, institute or research group to develop their researching.					
		<p>16 Early-careers & Stability of employment</p> <p>Action motivation: New instruments for the career development of R1&R2 researchers, thus contributing to the improvement and recognition of career prospects. Provide information, guidance and support.</p> <p>Counter the phenomenon of precarity and support job security and stability.</p> <p>Increase the attractiveness and stability of the research careers for R2 researchers by creating conditions to retain talent.</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: The action is made of 2 lines of intervention:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 20)</p> <p>EC Consensus Report 2023</p>			R1/IDS involved	<p>The Universidade de Vigo foundation (FUVI) supports and promotes entrepreneurial activity, as well as actions to boost employment of university students.</p> <p>The university's employment department promotes programs and actions to support the entrepreneurship of our graduates (Incuvi Emprende, Avanza & Consolida)</p>
		<p>16.1 Fostering early-careers</p> <p>Promote recognition of quality research activity among early-career researchers (R1&R2).</p> <p>- Establish a plan for young researchers to stimulate quality research activity.</p>	<p>Responsible Unit VR for Research, Transfer & Innovation</p> <p>Involved Areas VR for Teaching + Research Centres</p>	Q1 2025	- Plan for young researchers	Plan for young researchers approval on Government Council	
		<p>16.2 Researcher Career Path at a glance!</p> <p>Plan research career is important to understand the possibilities and opportunities</p>	<p>Responsible Unit Coordination WG</p> <p>Involved Areas</p>	Q4 2023	- Researcher Career Path approval by FECYT	-Researcher Career Path in UVigo at a glance! 1 ST edition	This action is carried out in coordination and with the collaboration of FECYT-EURAXESS Spain.

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>that the labour market and the public system offer to researchers.</p> <ul style="list-style-type: none"> - Create a <i>Researcher Career Path in UVigo at a glance!</i> with useful information about positions and working contracts offered by the academic and research public Spanish Science, Technology and Innovation System oriented to UVigo-researchers. <p>Based on the <i>Research Career Path in Spain at a glance!</i> of FECYT.</p> <ul style="list-style-type: none"> - Concentrate on a specific web page all the available information to research staff on different aspects of the research career, both through specific training and external web resources from other organisations. Disseminate by social networks and other events (see action 22) - Supervision and Mentoring programme → see action 19 	VR for Communication + Image Area			-Number of events -Number of web views	
		<p>17 Research Information System</p> <p>Action motivation: Monitoring of the implementation of the research activities, by collecting indicators on the different aspects on R&D&I that will be able to take evidence-based action.</p> <p>Links with the previous action plan: - (New)</p> <p>Action description: -Define indicator set for research, knowledge transfer and international cooperation.</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 17)</p> <p>Responsible Unit VR for Research, Transfer & Innovation</p> <p>Involved Areas Analysis and Programs Unit + Quality + Library + ATIC + IDS + OPI + R&D Support Service + Research & CAI Centres</p>	Q4 2024	- Research Balanced Scorecard (BSC) approval	R1/IDS involved - Research Balanced Scorecard (BSC) performance	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Access to research training and continuous development	(39) Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.	<p>18 Skills Training</p> <p>Action motivation: Support the stakeholders in their professional development encouraging diversity in talents, skills and competences.</p> <p>Links with the previous action plan: Continuation (on-going) of the previous A7 action → new initiatives</p> <p>Action description: This action is based on 3 assets:</p> <ul style="list-style-type: none"> • CPFP Training offer: <ul style="list-style-type: none"> - Continuous training for research and teaching staff programmes - Advanced competences for students • Doctoral School Training offer (pre-doctoral researchers, RI-oriented): <ul style="list-style-type: none"> - Transversal courses IDS-managed - Specific courses managed by doctoral programmes • ATHENA European University: Training resources from its Soft Skill Academy, summer schools and talks • Library activities and training resources <p>- The action is made of 8 lines of intervention:</p>	<p>Proposer UVigo 2021-2026 Strategic Plan (Obj. 20)</p> <p>Researchers R1&R2</p> <p>EC Consensus Report 2023</p> <p>Responsible Unit CPFP</p> <p>Involved Areas + IDS + VR for Teaching + VR for Research, Transfer & Innovation + IDS + OPI + Research Centres + VR for Internationalisation + Library</p>		<ul style="list-style-type: none"> - Number of training activities -Number of people involved - % Researchers R1&R2 trained -Participants training satisfaction 	<p>R1/IDS involved</p> <p>- 1st Training Plan researchers-oriented</p> <p>(annual planning of training courses)</p>	<p>On October 16th, 2020, the creation of the School of Continuing Studies was approved by the University Senate, which responds to the continuous training researchers' needs of UVIGO.</p> <p>IDS:</p> <ul style="list-style-type: none"> • 19 transversal courses in 2022/23 • Up to 160 specific courses in 2022/23
		<p>18.1 Training Plan</p> <p>Develop an integrated training plan addressed to the needs of research staff (R1-R4)</p> <p>Priority themes will be as follows:</p>		Q4 2024		Researchers Training Plan	
		<p>18.2 Soft Skills</p> <p>Reinforce the continuous development of skills and competencies, at in inter-sectorial and intra-sectorial level</p>		Q1 2026		-Number of events	

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		<ul style="list-style-type: none"> - Soft skills training in key areas and dissemination events dealing with it (e.g. CV development, communication, entrepreneurial skills, research proposal writing, team science, cross-cutting issues as ethics & research integrity, RRI, IP rights management) 					
		<p>18.3 Sustainability Increase research on Sustainable Development Goals (SDGs) and the achievement of SDGs, including funding for research projects on the SDGs</p> <ul style="list-style-type: none"> - Focused training on implementation of actions and trainings for researchers R1-R4 (including research managers and administrators) on issues to sustainability, such as SDGs and Carbon Footprint - Increase awareness on sustainability: <ul style="list-style-type: none"> - Internal Enhancement of internal know-how through research grants for researchers to carry out studies on how to improve the sustainability and energy efficiency of buildings and increase the well-being of those who work and study at the University. - Challenges Creation of a call for proposals that rewards the structures or research projects carried out in the field of sustainability that can then be created or become business ideas. - WorldWide Implementation of research projects on SDGs in collaboration with other universities or networks that deal with sustainability with call for tenders for research projects related to the SDGs. 		Q1 2026		-Number of participants (R1-R4)	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>18.4 Open Science Increase awareness and practices on Open Science and Citizen Science principles</p> <ul style="list-style-type: none"> - Focused training on: <ul style="list-style-type: none"> - Open Science methodologies and practices, - Open FAIR data and other digital objects (EOSC) - Open Access culture and publications - Integrate digital infrastructure and service - Citizen Science 		Q1 2026			
		<p>18.5 Digital resources and competitive calls</p> <ul style="list-style-type: none"> - Reinforce knowledge and training actions in the use of digital resources, competitive calls, funding sources, particularly in the legal-social and humanities fields (e.g. research proposal writing) 		Q1 2026			
		<p>18.6 Scientific communication</p> <ul style="list-style-type: none"> - Implement training in information and scientific communication competences in the different research career stages. 		Q1 2026			
		<p>18.7 Personal Data Protection Increase awareness and practices regarding the protection of personal data</p> <ul style="list-style-type: none"> - Focused training and awareness activities on: <ul style="list-style-type: none"> - Privacy, - Good practice on data protection - Drafting and disclosure of the privacy & personal data instructions 		Q1 2026			
		<p>18.8 Specific Customized training for R1&R2 needs Enhance training R1&R2-oriented</p> <ul style="list-style-type: none"> - Draw-up a specific training R1&R2 strategy (including research managers and administrators) 		Q1 2026			

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Supervision	(40) Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.	19 Supervision and Mentoring Action motivation: Ensure that senior and leading researchers are capable of managing their staff and teams in a fair and non-discriminatory manner. Links with the previous action plan: Continuation (on-going) of the previous A19 action Action description: The action is made of 2 lines of intervention:	Proposer VR for Research			R1/IDS involved	
		19.1 Supervision Action description: - Develop and implement a <i>Guide of good practices for supervision and management tasks</i> (pre-doctoral activities). Take into consideration: - MSCA Guidelines on Supervision - Guide to good practices in supervising doctoral theses	Responsible Unit IDS Involved Areas VR for Teaching + VR for Research, Transfer & Innovation + Research Centres	Q4 2025	Guide Approval & Publication Date		Guide to good practices in supervising doctoral theses, approved in 2016: https://www.uvigo.gal/sites/uvigo.gal/files/contents/paragraph-file/2019-03/Guia_boas_practicas_direccion_teses.pdf Among its objectives, it includes criteria for promoting the quality of research, as well as ethical and social relations issues: -General recommendations -Recommendations for doctoral students -Recommendations for advisors -Recommendations for doctoral programs -Protocols for conflict resolution
		19.2 Mentoring programme Promote effective mentoring and appropriate career guidance for researchers who want to explore careers beyond the academic pathway. - Create a network of mentors for early-career researchers (R1&R2) - Promote external mentoring programmes within the EURAXESS network (e.g. REBECA)	Responsible Unit VR for Students and Employability + IDS Involved Areas FUVI + VR for Research, Transfer & Innovation	Q4 2025	- Project Pilot (experimental) for the development of a mentorship network. -Number of R1&R2 mentees -Number of external events promoted		The university's employment department promotes programs and actions to support the entrepreneurship of our graduates (Incuvi Emprende, Avanza & Consolida)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
All (HR Programme)		<p>20 Awareness & Communication on the Charter & HR Programme</p> <p>Action motivation: Increase the awareness of a new ERA to foster Research & Innovation by the implementation of the C&C Principles.</p> <p>Promote initiatives (local, national and international) focused on the HR Programme.</p> <p>Improve communication, participation and embedment.</p> <p>Links with the previous action plan: Extended of the previous A15 & A16 actions → new initiatives</p> <p>Action description: The action is made of 6 lines of intervention:</p>	<p>Proposer Coordination WG EC Consensus Report 2023</p> <p>Responsible Unit Coordination WG</p>			R1/IDS involved	<p>Different actions have been carried out in this area, such as: cycles of conferences on topics related to HR https://tv.UVigo.es/series/6221d32ea33c06022e2a8dbb,</p> <p>news in the UVIGO press (DUVI) (ex.: https://www.UVigo.gal/universidade/comunicacion/duvi/publicacion-aberto-clave-derrubar-barreiras-acceso-investigacion-cientifica</p> <p>Cycle of 12 conferences on topics related to HR https://tv.UVigo.es/series/6221d32ea33c06022e2a8dbb</p>
		<p>20.1 HR Strategy and Action Plan & Web page</p> <p>Strengthen the visibility of C&C principles and HR programme towards the internal and external stakeholders</p> <ul style="list-style-type: none"> - Ensure the visibility of the HR Strategy and Action Plan, HR-related documents and information of interest on the project on the institutional home page and on the structures or sub-entities home pages (e.g. research centres) - Disseminate HR Strategy & AP, activities implemented as well as benefits from their implementation, to research community and stakeholders (internal and external, foreigners included). <p>Ensure references to the HR Strategy framework.</p> <ul style="list-style-type: none"> - Revision and updating of the institutional web pages C&C contents, mainly on the area of R&D&I information 	<p>Involved Areas VR for Communication and Institutional Relations + IDS + OPI + Research & CAI Centres + Library</p>	<p>Q4 2024 (institutional webpages)</p> <p>Q4 2025 (research centres webpages)</p>	<p>-Research Web pages revised & updated</p> <p>-Number of dissemination events</p>	-Research Web pages updated	As transparent as possible and as closed as necessary.

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Made information available in English → see action 21.5					
	21.2 #HRS4R Strengthen the visibility of activities and events related to the program - Creation and implementation of a #HRS4R hashtag to use on all institutional media and social networks (e.g. DUVI, X-Twitter, Facebook) The #HRS4R may be used for those people with community manager functions (e.g.: at Research &CAI Centres) - Weekly meeting with communication managers to enhance the dissemination of HR	Involved Areas VR for Communication and Institutional + Press Office + community manager people in the sub-entities + Image Area		Q2 2024	- Number of news disseminated with #HRS4R -Number of impacts -Number of meetings		
	21.3 HR Excellence Graphic Guidelines Strengthen the visibility of HR graphic guidelines in coherence with UVigo brand & corporate identity - Creation of an HR graphic tool with logotype and resources, in different file extensions, to be used in everyday office activities (e.g. word documents, emails signatures, presentations) - Presentation to the research structures and services - Dissemination of news on the availability of the Dossier HR The HR graphic resources can be used by the whole research community and support services, and even by the rest of institutional structures or sub-entities and services. Researcher Career Path at a glance! → see action 18.2	Involved Areas Image Area		Q2 2024	-Number of events and people involved	HR Graphic resources	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>21.4 HR Structure</p> <p>Arrange HRS4R Programme organizational structure (Working Group + Steering Committee) to better response to the 2022-26 HR Strategy and the new Charter challenges.</p> <ul style="list-style-type: none"> - Revision and updating of the SC members, functions and organization - Revision and updating of the WG members, functions and organization <p>Hold WG members fully accountable for the actions for which they are responsible, fostering a greater collaboration with people involved in. Ensure WG monitoring system.</p> <ul style="list-style-type: none"> - Draw up a letter of mission with expected functions and responsibilities for SC & WG members - Disseminate information on HR Structure (social networks & web page) 	<p>Involved Areas Government Team</p>	Q4 2024	- New HR Structure approval by Government Council	HR Structure adapted	
		<p>21.5 Internationalization and mobility</p> <p>Ensure access in English to relevant documents for researchers and other stakeholders.</p> <ul style="list-style-type: none"> - Identify and decide on typology of documents intended to translate to English (e.g. contractual and legal documents on working conditions, institutional plans, regulations or standards, good practices on research, operating instructions, everyday use forms...) - Translation into English: documents and web pages, with explanatory tutorials, if necessary, as well as HR-related documents. 	<p>Involved Areas VR for Communication and Institutional + VR for Internationalisation</p>	Q4 2024	Documents and webpages in English		
		<p>21.6 Feedbacks from Stakeholders</p>	<p>Involved Areas</p>		- Number of events	-min 2/year	

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>Involve stakeholders on C&C policies and practices. Improve researchers' consultation to spread the word about why researchers need to participate in all kinds of consultations initiated by the organization</p> <ul style="list-style-type: none"> - Ensure and enhance periodic feedbacks from internal stakeholders procedures (examples are not exhaustive): <ul style="list-style-type: none"> - Institutional collegiate bodies - Research Commission - Academic Organisation and Teaching Staff Commission - Research Ethics Committee - Participation of the R1-R4 on SC & WG - Periodic meetings with R1-R4 representatives (including research managers and administrators) - Researchers consultation – networks - Engage prestigious researchers as influencers - Word-of-mouth technique... - Ensure and enhance relations with external bodies (Xunta, national Government, CRUE...) <p>Institutional Networking on Research</p>					
		<p>21 Good practices in Research</p> <p>Action motivation: Improve the quality of all actions and results and increasing performance. Disseminate and exchange good practices inside and outside the organization to promote innovation, meet strategic goals and enhance stakeholder's satisfaction.</p> <p>Fostering UVigo capacity building.</p> <p>Links with the previous action plan: Extended of the previous A15 & A16 actions → new initiatives</p> <p>Action description:</p>	<p>Proposer EC Consensus Report 2023</p> <p>Responsible Unit Coordination WG</p>				R1/IDS involved

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		<p>The action is made of 2 lines of intervention:</p> <p>21.1 Inside the UVigo</p> <p>Identify and disseminate good practice in research among the research community</p> <ul style="list-style-type: none"> - Drafting and disclosure information and instructions on relevant HR and C&C topics: <ul style="list-style-type: none"> - What is EURAXESS? - Open Access - Research Infrastructures at UVigo - Research Stays at UVigo - OTM-R - HRS4R logotype and resources - R1-R4 Profiles - Complaints and appeals - Security and health - Data recovery / backup management - Data protection and confidentiality - ... Use of infographics will be privileged - Revision and updating of the institutional web page to include these documents. 	<p>Involved Areas VR for Research, Transfer & Innovation + IDS + OPI + Research & CAI Centres + Library + Quality</p>	Q4 2025	- Number of good practices disseminated	- -	
		<p>21.2 Exchange of good practices outside</p> <p>Outside the UVigo (<i>other research entities</i>) Take advantage of the experience of others being valuable to further improvements</p> <ul style="list-style-type: none"> - Identify areas and practices of exchanging - Search organizations to exchange (best-in-class institutions), from Spain or abroad (e.g. FECYT – EURAXESS Spain) - Gather information on their internal performance and practices, and metrics (<i>indicators & targets</i>) - Compare and exchange the data from both organizations to identify gaps in company's performance 	<p>Involved Areas VR for Internationalisation + VR for Communication and Institutional Relations + Library + IDS + OPI + Research & CAI Centres Quality + Press Office</p>	Q4 2025	-Number of exchange organizations - Number of good practices exchanged		

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Adopt the processes, practices and policies in place within the best-in-class performers					

Final consideration:

Some actions may be extended beyond 2026 depending on the results, the organisation's strategy and the state of the art.

(e.g.: Open Science and Research Assessment, Sustainability practices, Dissemination of Results & Public Engagement)

Monitoring targets progress keys:

- Target or outcome achieved or fulfilled
- Target or outcome almost achieved or fulfilled (lower variation within 10%)
- Target or outcome not achieved or fulfilled

Key:

- CAI: Research Assistance Centres
- CiGUS: Galician University System Network of Research Centres
- ERA: European Research Area
- ATIC: Information and Communications Technologies Area
- IDS: International Doctoral School (Eido)
- Obj.: Objective
- OPI: International Projects Office
- ORI: International Relations Office
- Q: Quadrimester
- RCPU: Research Projects Contracting Unit (UCPI)
- SAID: Research and Development Support Service (RDSS)
- CPFP: School of Continuing Studies (EAFP)
- STEM: Science, Technology, Engineering and Mathematics
- VR: Vice-Rector