Template 3

INTERNAL REVIEW

HR Excellence in Research

2026 Award Renewal Phase

HR EXCELLENCE IN RESEARCH

Case number: **2019ES379642**
Submission date to the European Commission: **14 June 2026**

Approved by the Governing Council on 26 May 2026

1. Organisational Information

Name Organisation under review:

Universidade de Vigo

Organisation's contact details:

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Web-link to published version of organisation's HR Strategy and Action Plan:

https://www.uvigo.gal/en/r-d-i/ethics-and-quality/hr-excellence-research

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE*
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2.866
Of whom are international (i.e. foreign nationality)	606 (21,1 %)
Of whom are externally funded (i.e. for whom the organisation is host organisation)	541 (18,9 %)
Of whom are women	1.449 (50,6 %)
Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1.043 (36,4 %)
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	294 (10,3 %)
Of whom are stage R1 = in most organisations corresponding with doctoral level	1.528 (53,3 %)
Total number of students (if relevant)	19.759
Total number of staff (including management, administrative, teaching and research staff)	2.861
RESEARCH FUNDING (figures for most recent fiscal year)	**€** (2025)
Total annual organisational budget	248.362.080,00
Annual organisational direct government funding designated for research	155.750.246,00 (62,7 %)
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	38.462.378,00 (24,7 %)
Annual funding from private, non-government sources, designated for research	7.280.350,00 (4,7 %)

* FTE: Full-Time Equivalent, 2025

UVigo Research Profiles at https://www.uvigo.gal/en/r-d-i/research-career

[1] http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

Organisational profile (a very brief description of your organisation, max. 100 words)

Established in 1990, the University of Vigo (UVigo) is a public university organised across three campuses (Ourense, Pontevedra and Vigo) within a diversified R&D&I ecosystem. Research is structured through groups merged into clusters, 5 research centres (CINBIO, Nanomaterials & Biomedicine, CIM, Marine, AtlanTTic, Telecommunication Technologies, CINTECX, Technologies, Energy and Industrial Processes, 3 interuniversity centres and 5 research institutes. The research support infrastructure network integrates CACTI (Scientific & Technical), ECIMAT (Marine Science Station) and CITI (Innovation and Industrial). An International Doctoral School ensures cross-disciplinary research training. This structure is reinforced by specialised campuses and advanced infrastructures, enabling to combine fundamental and applied research while strengthening internationalisation, knowledge transfer and societal impact.

The University maintains a solid position in national and international rankings as of 2025. It ranks 6th in U-Ranking, reflecting strong performance in teaching, research and innovation. In the Shanghai Ranking (ARWU 2025), it remains among the top Spanish universities in specific disciplines. Additionally, UVigo has improved its standing in the UI GreenMetric ranking (2022–2025), evidencing sustained progress in sustainability and environmental management.

2. Strengths and Weaknesses of Current Practice

Ethical and professional aspects (max 500 words)

Strengths

The UVigo shows a consolidated and evolving framework in ethics and professional aspects over the 2023-2026 period, closely aligned with the principles of the new European Charter for Researchers, particularly under Pillar I (Ethics, Integrity, Gender and Open Science –OS-) on research integrity, OS, transparency and inclusive working environments.

A key strength lies in the progressive institutionalisation of **ethical governance structures and procedures** (Ethics Committees, Scientific integrity and good practice), ensuring accountability, integrity and responsible conduct of research. Internal mechanisms such as codes of good practice, supervision guidelines (2025) and conflict-resolution protocols are in place and actively disseminated, reinforcing a culture of ethical awareness across all career stages.

OS constitutes a central pillar of the institutional strategy (Action 2). A significant strength is the systematic integration of OS, with a formalised institutional strategy on Open Access, supported by more than 10 OA agreements in 2026. OA production reached 55.49% in 2025 (institutional repository Investigo), progressing towards the 75% target for 2029. The progressive adoption of FAIR data principles and participation in Regional, National and European digital infrastructures (e.g. CESGA, EOSC, Open Research Europe), deployed since 2023, demonstrate alignment with Charter principles on transparency, accessibility and reproducibility of research.

Significant progress has also been achieved on Research Assessment reform (Action 3). UVigo has adopted a progressive approach through its adhesion to CoARA and the development of a more holistic evaluation system, involving over 60 R1-R4 researchers in 6 WG to re-define assessment practices (**specific CoARA AP 2024-2027**). This transition to new qualitative criteria and tools, with a target of 75% implementation by 2027, reflects a shift towards responsible, qualitative and inclusive assessment practices, recognising diverse outputs and professional contributions, including knowledge transfer and societal engagement, in line with the new Charter principles

UVigo also shows a strong commitment to collaborative and **interdisciplinary research environments** (Action 13), reflected in the generation of 22 multidisciplinary proposals and dedicated R1 events, reinforcing responsible scientific practices and knowledge co-creation.

In terms of professional environment, monitoring and governance (Action 17), the development of a **research information system** (Balanced Scorecard, BSC) supports accountability and evidence-based decision-making, consistent with Charter principles on transparency and institutional responsibility.

Annual Scientific Dissemination Programmes has been implemented (Action 11) producing 26 key events (2023-2026). In terms of knowledge transfer, 1.808 collaborations and 22M€ have been produced.

Institutional support and **awareness actions** (Actions 20 and 21) reinforce ethical culture and professional responsibility. These include the translation of over 90 webpages into **English** (2025), more than 25 dissemination events (2023-2026), over 1,000 communication outputs (#HRS4R). Furthermore, 14 good

research practices were formally exchanged with national and international organisations between 2023-2025 (e.g. FECYT-Spanish National EURAXESS coordinator), contributing to capacity building, the quality of actions and outcomes, and alignment with European standards.

Finally, significant efforts have been made in promoting **equality** and **diversity**, such as the implementation of III Equality plan, harassment protocols and gender training initiatives, in line with ERA priorities.

Weaknesses

Despite the overall positive development, several areas require further consolidation to ensure full compliance with the European expectations and best practices.

Firstly, although OS is strongly developed, the gap between current OA levels (55.49%) and the 75% target, the integration of research data management and FAIR data practices is still evolving, particularly regarding institutional coordination and standardisation across research units. This suggests the need for a more comprehensive and fully operational OS strategy.

While progress in responsible research assessment is evident, the implementation of new criteria remains incomplete, with a target of 75% by 2027 still in progress. This suggests that the transition to fully Charter-aligned assessment practices requires further institutional harmonisation and consolidation.

Although progress has been made in gender equality, structural imbalances persist in leadership positions, highlighting the need for strengthened monitoring and corrective measures to ensure equal opportunities in career progression.

Moreover, while governance and monitoring tools such as the Balanced Scorecard are under development since 2024, their full operational deployment is still pending, limiting the institution's capacity for comprehensive performance tracking and decision-making based on integrated data systems. The Research and Innovation Careers Observatory (ReICO) could provide an opportunity to integrate reliable data on research activities and career paths.

Finally, despite the high volume of dissemination actions between 2023 and 2026, the effective internal uptake of ethical standards and good practices remains uneven, suggesting that communication efforts should be complemented with more structured and mandatory training mechanisms.

Remarks (max 500 words)

The UVigo HR Excellence in Research Action Plan 2023–2030 has been designed as a comprehensive and forward-looking framework, ensuring continuity with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (2005), while actively supporting the **transition towards the updated European Charter for Researchers adopted** in 2023.

The Action Plan systematically addresses the 40 principles of the original Charter and Code, particularly in areas such as research integrity, ethical responsibility, open and transparent recruitment (OTM-R), working conditions and career development. These principles remain the structural backbone of the strategy, guaranteeing consistency with the HRS4R framework and ensuring alignment with established European standards.

At the same time, the Action Plan represents a significant step forward in adapting to the evolving **European Research Area** (ERA) policy context and in progressively aligning with the new Charter four core **pillars**: (1) Ethics, Integrity, Gender and Open Science; (2) Researchers' Assessment, Recruitment and Progression; (3) Working Conditions and Practices; and (4) Research Careers and Talent Development. This is reflected in the strengthening of Open Science policies, the implementation of responsible research assessment (CoARA), the promotion of inclusive and gender-equal environments, a research career diversification, a sustainable approach and the development of more structured career pathways.

Importantly, the design of the 2023–2030 Action Plan directly responds to the **recommendations of the EURAXESS Renewal Phase External Assessment Report** (2023), particularly regarding the need to improve internal communication, strengthen monitoring systems, clarify action implementation and enhance alignment between actions and identified priorities.

Furthermore, the Action Plan **is fully aligned with the UVigo Strategic Plan** 2021–2026, ensuring coherence between institutional priorities and HR policies. It also integrates the needs and expectations identified across all researcher profiles (R1–R4), fostering a more inclusive and researcher-centred approach. Future strategic changes may require some AP adaptations.

Finally, the plan is **consistent with the evolving national regulatory framework**, notably the Organic Law of the University System (LOSU 2/2023) and the Science, Technology and Innovation Act (Law 14/2011, amended in 2023), ensuring legal compliance while supporting institutional modernisation.

Recruitment and Selection –OTM-R- (max 500 words)

Strengths

The UVigo has made significant progress in aligning its recruitment and selection procedures with the principles of Open, Transparent and Merit-based Recruitment (OTM-R) during the 2023–2026 period, reflecting a clear commitment to the European Charter for Researchers, particularly under Pillar II (Researchers' Assessment, Recruitment and Progression).

A major milestone was the approval of the institutional **OTM-R Policy** by the Governing Council in December 2023, establishing a formal framework for recruitment processes and marking a key response to previous external evaluation recommendations. This policy is publicly available and embedded within the institutional strategy:

☞ https://www.uvigo.gal/en/r-d-i/ethics-and-quality/hr-excellence-research

Subsequent **regulatory updates** have reinforced this framework, including the revision of recruitment procedures for R1–R2 profiles in June 2025, ensuring compliance with both European standards and national legislation.

In operational terms, UVigo has significantly increased the transparency and international visibility of job offers. By 2026, approximately 81% of recruitment calls across R1–R4 profiles are aligned with OTM-R principles and published through EURAXESS, ensuring open access, strong internationalisation and international comparability. This represents substantial progress compared to the baseline situation prior to 2023.

The creation of a dedicated **Research Human Resources Service** (operational since July 2024) has further strengthened institutional capacity for recruitment management, improving coordination, professionalization and consistency across procedures.

Selection processes are also characterised by merit-based evaluation and increasing standardisation, including the use of structured criteria, gender-balanced committees and the progressive incorporation of international best practices. These developments align with Charter requirements on fairness, transparency and non-discrimination.

The organisation has made continuous efforts to increase access to HRS4R-related **information in English**, recognising internationalisation as a key dimension of the HR Strategy and of its alignment with the European Research Area. In this regard, several measures have already been implemented. Job offers are systematically published in three languages (Galician, Spanish and English) and disseminated through international platforms such as EURAXESS, ensuring accessibility for foreign candidates. In addition, key documents and organisational regulations —such as the Welcome Manual for incoming researchers and core HRS4R materials—are available in English, facilitating integration and mobility.

Overall, the period 2023–2026 shows a clear transition from a partially formalised system to a structured, policy-driven and increasingly **standardised OTM-R framework**, consistent with European principles.

Weaknesses

Despite this substantial progress, some challenges remain to achieve full institutional maturity in OTM-R implementation as of 2028.

Firstly, although coverage has significantly improved, full implementation has not yet been achieved, with OTM-R-compliant offers reaching 81% of R1–R4 positions in 2026. This indicates residual variability across faculties, research units, contract types and research profiles, suggesting the need for further consolidation and monitoring mechanisms.

While regulatory frameworks have been strengthened between 2023 and 2025, the standardisation of selection procedures is still evolving, particularly regarding the use of fully harmonised evaluation criteria, standard templates and systematic training for selection committees. Enhancing these elements would further align practices with Charter expectations.

Although transparency has been significantly improved through EURAXESS and institutional advertising tools, feedback to candidates and communication of assessment results remain areas with potential for enhancement, in line with Charter recommendations on transparency and candidate information.

Moreover, the implementation of training programmes for selection committees—identified as a key element in the OTM-R framework—is not yet fully consolidated, limiting the consistent application of best practices across all recruitment processes.

Finally, while institutional reforms (e.g. creation of the HR service in 2024) represent a significant step forward, the full integration of OTM-R principles into everyday operational culture is still ongoing, requiring continued dissemination, monitoring and internal engagement.

Remarks (max 500 words)

Between 2023 and 2026, UVigo has achieved substantial and measurable progress in implementing OTM-R principles, moving towards a structured, transparent and internationally aligned recruitment system. However, full harmonisation, systematic training and complete institutional deployment remain key priorities beyond 2026 to ensure full compliance with the European Charter for Researchers.

Furthermore, progress has been made in the translation and adaptation of web content, with a significant number of institutional and research-related webpages already available in English. This effort is supported by the ongoing redesign of the UVigo website, which is simplifying content management and enabling the progressive incorporation of multilingual resources.

Working conditions (max 500 words)

Strengths

The UVigo has achieve substantial advances in strengthening working conditions for researchers during the 2023–2026 period, demonstrating alignment with the European Charter for Researchers, particularly Pillar III (Working Conditions and Practices).

A key strength is the consolidation of **equality, inclusion and equal opportunities policies** (Action 1), implemented through the Equality Unit and reinforced by more than 48 training events with over 1,700 participants between 2024 and 2025. By 2026, gender balance indicators show notable progress, including 70% female representation in the Research Commission and 46.8% women in R1–R4 research staff, contributing to a more inclusive research ecosystem.

In terms of **mobility** and researcher support (Action 4), UVigo has established a structured framework with updated regulations approved in June 2024, and the launch of a comprehensive welcome programme:

☞ https://www.uvigo.gal/en/come-uvigo/visiting-research-staff

Between 2023 and 2026, 398 visiting researchers were hosted, with satisfaction levels reaching 4.72/5 in 2025, reflecting effective integration mechanisms. The accreditation of the **UVigo EURAXESS Service Centre** in 2024 further strengthens international mobility support.

Regarding the research **environment and infrastructure** (Action 6), improvements have been implemented between 2023 and 2025, including the review of 7 laboratories, the approval of regulations for research support staff (2025), and the execution of 417 maintenance actions in 2025, ensuring safe and efficient working conditions.

UVigo has also enhanced **funding and employment conditions** (Action 8), with 1.325M€ secured between 2023 and 2026 through competitive programmes (e.g. MSCA), along with regular dissemination of funding opportunities via newsletters (24 per year). In parallel, the university has actively engaged in the negotiation and development of the collective agreement for early-stage researchers (R1–R2), contributing to improved salary conditions, stability and regulatory clarity. Together, these measures strengthen researchers' career development pathways and financial security, while aligning institutional practices with national frameworks and European standards.

In addition, **work-life balance and wellbeing** (Action 9) have been promoted through initiatives implemented between 2023 and 2026, including conciliation programmes, sustainability actions and clean mobility measures.

Institutional commitment to **Quality Assurance and Sustainability** (Action 10) is evidenced by external recognition (10 QA awards between 2023 and 2026), progress in CiGUS accreditations (regional QA framework), and measurable improvements in environmental performance (e.g. green energy installed capacity and renewable generation).

Finally, the strengthening of **knowledge transfer** (Action 14) and **talent attraction strategies** (Action 15), including increased patent outputs and the implementation of researcher retention programmes, demonstrates a comprehensive approach to improving the research environment:

☞ https://www.uvigo.gal/en/r-d-i/research-and-scientific-production

Weaknesses

Although substantial progress has been made, several limitations persist as of 2026.

While gender equality has improved, imbalances remain in senior positions, indicating that structural barriers to career progression have not been fully overcome.

Furthermore, despite increase support for mobility, participation rates remain relatively low, with only 3% of R1 and 12.4% of R2–R4 researchers engaging in mobility programmes (2024–2025), suggesting a need for further incentives.

Meanwhile, improvements in infrastructure and safety notwithstanding, training for research support staff (technicians and managers) is still under development, pending its alignment with European competence frameworks.

In terms of funding and employment conditions, ongoing negotiations regarding salary frameworks for early-career researchers (since 2025) indicate that job stability and compensation remain areas of concern, particularly for R1–R2 profiles.

In addition, balance initiatives have been implemented, but their impact is uneven across units, and the absence of a fully operational fourth Equality Plan suggests that these measures require further consolidation.

Finally, while talent attraction measures have been developed, long-term career stability and retention still face structural challenges, particularly in relation to national funding frameworks.

Remarks (max 500 words)

Between 2023 and 2026, UVigo has demonstrated substantial progress in improving working conditions for researchers, particularly in terms of equality, institutional support, research environment and international mobility. These advances contribute positively to the development of attractive, inclusive and supportive research careers, in line with the principles of the new European Charter for Researchers.

However, to fully align with the 2023 Charter—especially regarding sustainable research careers, talent attraction and retention, and balanced career pathways across all stages (R1–R4)—further efforts are required. In particular, enhancing job stability, strengthening career progression frameworks, increasing mobility participation, and fully operationalising monitoring and governance systems will be critical.

Moving forward, the consolidation of these elements will be essential to ensure that UVigo provides stable, inclusive and future-oriented working conditions, capable of attracting, developing and retaining research talent within the European Research Area in a sustainable and competitive manner.

Training and development (max 500 words)

Strengths

The UVigo has developed a progressively structured framework for training and professional development during the 2023–2026 period, reflecting a clear institutional commitment to strengthening researcher's skills, career perspectives and employability in line with the European Charter for Researchers (2023), particularly Pillar IV (Research Careers and Talent Development).

A major strength is the development of a structured approach to **early-career support and career pathways** (Action 16). Since 2023, UVigo has made efforts to define clearer research career trajectories, including the publication of a "Researcher Career Path at a glance!":

☞ https://www.uvigo.gal/en/r-d-i/research-career

This initiative contributes to improving transparency and awareness of progression opportunities across R1–R4 profiles, reinforcing a more predictable and structured career framework.

Training provision has been significantly expanded under Action 18, with more than 150 training activities R1-R4 oriented organised between 2023 - 2025, reaching over 2,000 participants across all research stages. These programmes cover both transversal and strategic competencies, including Open Science, digital skills, research communication, sustainability and participation in competitive funding schemes. An extensive range of training courses is offered by the International Doctoral School (R1 oriented), the Library, the School of Continuing Studies and other departments.This approach aligns closely with the European competence framework for researchers and the emphasis on lifelong learning promoted at EU level.

Particular attention has been given to tailored **training for early-stage researchers** (R1–R2), addressing specific needs in skill development and career orientation. The high level of participation and satisfaction observed during this period indicates the relevance and effectiveness of these initiatives.

In addition, **supervision and mentoring systems** (Action 19) have been reinforced through the development of a Guide of Good Practices for Doctoral Supervision (2025):

☞ https://eido.uvigo.gal/docs/eido/normativa/EIDO_Codigo_Boas_Practicas.pdf

Mentoring activities have included five key events between 2023 and 2025, with at least 35 R1 researchers participating as mentees, contributing to improved research guidance and professional integration.

Overall, UVigo has established a coherent **training ecosystem** combining formal courses, mentoring tools and career development resources, with a high level of satisfaction showed by the participants, progressively aligning with Charter principles on skills development, employability and career diversification.

Weaknesses

One identified limitation concerns the lack of a fully consolidated and institution-wide training strategy, as the comprehensive specific training plan for researchers remains under redefinition as of 2026. While numerous training activities have been delivered, a more structured, long-term and needs-driven framework would enhance coherence and strategic alignment.

From a career-stage perspective, the differentiation of training pathways across R1–R4 profiles is still uneven, with current provision not always sufficiently tailored to the specific competencies and expectations associated with each stage. This may reduce the effectiveness of training initiatives in supporting targeted professional development.

In relation to mentoring, although relevant tools and guidelines have been introduced, the mentoring system is not yet fully embedded at institutional level. Participation figures remain relatively limited compared to the total research population, and further expansion is needed to ensure consistent access across faculties and disciplines.

Regarding career development frameworks, initiatives launched since 2023 have improved transparency; however, their practical impact on career progression remains at an early stage, particularly in facilitating transitions beyond doctoral training and in supporting non-academic and intersectoral career paths.

Finally, despite the breadth of training opportunities available, their articulation within a fully coordinated lifelong learning framework is not yet complete, which may affect the overall sustainability and long-term impact of professional development policies.

Remarks (max 500 words)

Over the 2023–2026 period, the UVigo has demonstrated substantial and consistent progress in strengthening its framework for training and professional development, with clear achievements in expanding training provision, enhancing mentoring practices and improving the transparency of research career pathways. These developments reflect a strong institutional commitment to fostering attractive, inclusive and competence-driven research careers, in line with the European Charter for Researchers (2023).

The significant expansion of training activities, combined with a growing focus on transversal skills, Open Science and researcher employability, represents a solid foundation for the development of adaptable and forward-looking professional profiles. In parallel, initiatives aimed at clarifying career paths and supporting early-stage researchers contribute to a more structured and supportive research environment across all career stages (R1–R4).

Building on these strengths, UVigo is well positioned to further consolidate a coherent and strategically coordinated talent development system. Ongoing efforts to refine training planning, enhance mentoring structures and tailor development pathways are expected to increase the impact and sustainability of current measures.

Importantly, the progressive alignment of training and career development actions with broader European priorities—such as lifelong learning, intersectoral mobility and diversified career paths—demonstrates a clear transition towards the principles embedded in the new Charter.

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Have any of the priorities for the short and medium term changed? (max 500 words)

Over the 2023–2026 period, the UVigo has not experienced a fundamental shift in its strategic priorities within the Human Resources Strategy for Researchers (HRS4R). Rather, the institution has undertaken a process of **progressive refinement, consolidation and adaptation**, ensuring continuity with previously defined objectives while aligning with emerging European and national frameworks.

The **core priorities** established in earlier phases—namely the implementation of the Charter and Code principles (2005), the strengthening of OTM-R recruitment practices, the improvement of working conditions, and the promotion of training and career development—remain fully valid. These priorities continue to underpin the Action Plan 2023–2030, demonstrating institutional coherence and strategic stability.

However, the focus and scope of these priorities have evolved, driven by three main factors. First, the recommendations of the **EURAXESS Renewal Phase External Assessment** (2023) prompted UVigo to reinforce specific areas, particularly internal communication, monitoring systems, stakeholder engagement and clearer alignment between actions and strategic objectives. This has led to a greater emphasis on measurable outcomes, improved governance structures and more transparent reporting mechanisms during the current cycle.

The adoption of the **new European Charter for Researchers** (2023) has introduced a shift from a principle-based approach towards a more integrated and systemic framework structured around four pillars. As a result, UVigo has progressively reoriented its priorities to incorporate emerging dimensions such as Open Science, responsible research assessment (CoARA), inclusiveness, career diversification and talent development, without abandoning the foundational principles of the previous Charter.

In addition, the **alignment with the UVigo Strategic Plan 2021–2026**, the needs identified among researchers across R1–R4 profiles, and the evolving national legislative framework (LOSU 2/2023 and the updated Science, Technology and Innovation Act 14/2011) has further shaped the operationalisation of priorities. This has translated into increased attention to career stability, mobility opportunities, professional development pathways and internationalisation.

In practical terms, the evolution of priorities is reflected not in their replacement, but in their deepening and operational maturity. Actions have been expanded, clarified and, where necessary, extended to ensure more effective implementation. New emphasis has been placed on data-driven monitoring, interdisciplinary collaboration, training aligned with skills frameworks, and improved recruitment transparency, while strengthening institutional support services such as EURAXESS and researcher onboarding mechanisms.

Overall, UVigo's short- and medium-term priorities can be characterised as **stable in direction but evolving in depth and alignment**. The institution has demonstrated a proactive capacity to adapt its strategic framework, ensuring continuity while responding to new European expectations and internal needs.

In this context, the current Action Plan serves as a **strategic bridge between the 2005 Charter and the 2023 framework**, reinforcing UVigo's commitment to continuous improvement and positioning the institution on a solid trajectory towards full alignment with the evolving European Research Area.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

During the 2023–2026 period, the UVigo has operated within a **changing regulatory, policy and regional innovation environment,** which has influenced the implementation of its HR Strategy. At the same time, it is important to emphasise that no significant changes in institutional governance or strategic direction have taken place. The continuity of leadership and the stability of the UVigo Strategic Plan 2021–2026 have ensured a consistent institutional framework, allowing for a process of progressive adaptation rather than structural reform.

At the national level, the entry into force of the **Organic Law of the University System** (LOSU 2/2023) has introduced relevant changes affecting governance, academic careers and employment conditions. Since 2023, this has required UVigo to adjust internal regulations and HR practices, particularly in relation to career structures, transparency in recruitment and employment stability, reinforcing alignment with OTM-R principles and European standards.

Similarly, the continued development of the **Science, Technology and Innovation Act** (Law 14/2011, updated in 2023) has reinforced priorities related to research career attractiveness, talent retention, mobility and knowledge transfer, shaping the operational focus of HR policies during this period.

At the European level, the adoption of the **European Charter for Researchers** (2023) has also had a significant impact, encouraging a transition towards a more integrated framework structured around four pillars. This has led UVigo to place greater emphasis on Open Science, responsible research assessment, inclusiveness and structured career development pathways, reinforcing their cross-cutting integration within the Action Plan.

In addition, UVigo operates within the **Galician Smart Specialisation Strategy (RIS3 Galicia** 2021–2027), approved in the context of EU cohesion policy for the current programming period. This regional framework prioritises strategic areas such as marine sciences, biotechnology, digitalisation and sustainable innovation, all of which are strongly aligned with UVigo's research profile. Throughout 2023–2026, RIS3 has contributed to strengthening research funding opportunities, fostering collaboration with regional stakeholders and reinforcing expectations regarding knowledge transfer, impact and specialisation of research activities. These elements have indirectly influenced HR priorities, particularly in relation to skills development, interdisciplinarity and talent attraction in strategic domains.

Furthermore, UVigo's participation in the **regional R&D ecosystem**, including the consolidation of CiGUS excellence research centres during the period, has increased institutional capacity but also raised demands for competitiveness, internationalisation and professionalization of research careers.

Finally, broader trends within the **European Research Area**—such as the growing importance of inter-sectoral mobility, lifelong learning, gender equality and sustainable career pathways—have also shaped the context in which the institution operates.

Therefore, while the external environment has evolved significantly between 2023 and 2026, the absence of major governance or strategic disruptions has provided a stable foundation for implementation. UVigo has responded through incremental adaptation and alignment, ensuring that its HR strategy remains coherent, responsive and fully embedded within European, national and regional policy frameworks.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

In the current implementation phase, UVigo's HR strategy is being developed within a generally **stable institutional framework**, although several ongoing developments may influence the evolution of the Action Plan in the short to medium term. These changes are characterised not by structural disruptions, but by a progressive refinement of priorities in response to emerging contexts and internal dynamics.

However, the institution is currently entering an **electoral period (2026),** which may lead to a change in governance and, potentially, a definition of a new strategic cycle for 2026-2032 and a revision of institutional strategic priorities in the medium term. While no immediate changes have yet been defined, this context may influence the future orientation of the HR strategy, particularly in relation to resource allocation, prioritisation of actions and long-term planning.

Overall, these elements point to a scenario of evolution under stable conditions, with the Action Plan expected to continue developing through incremental adjustments. At the same time, the institutional electoral context introduces a degree of strategic openness, which may create opportunities for further strengthening and reorientation of HR policies in the next planning cycle.

3. Actions

Please see HR Excellence in Research Improved Action Plan 2023-2030.

The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers in your organisation over the next three years, including the OTM-R policy, must be published on your organisation's website.

https://www.uvigo.gal/en/r-d-i/ethics-and-quality/hr-excellence-research

(see OTM-R strategy for details of the OTM-R Policy)

Comments on the implementation of the OTM-R principles (internal review for award renewal)

Over the 2023–2026 period, the Universidade de Vigo (UVigo) has significantly **reinforced its recruitment framework**, demonstrating a clear progression towards a more transparent, standardised and merit-based system, in line with the OTM-R principles and the European Charter for Researchers.

A key aspect of this progress has been the **comprehensive update of regulatory frameworks** across all researcher profiles (R1–R4), ensuring improved coherence and alignment with European standards. In particular, the regulations governing **R1–R2 recruitment** were updated and approved on 25 June 2025, strengthening procedural clarity and ensuring a closer alignment with OTM-R requirements, including transparency, openness and merit-based selection.

This effort has been complemented by the revision of **internal regulations for R3 profiles** (Lecturer and Teaching Assistant), approved by the Governing Council at several stages (30 May, 29 October and 2 December 2024, and 12 March 2025). These updates have contributed to harmonising recruitment processes across academic positions, improving consistency and reinforcing fair evaluation practices at institutional level.

At the same time, the national regulatory framework has evolved, with the approval of Royal Decree 678/2023 (18 July), which governs recruitment procedures for **R3 (Senior Lecturer) and R4 (Full Professor)** positions. This regulation explicitly incorporates key elements of the OTM-R approach, including the obligation to ensure transparency and the mandatory publication of job offers on EURAXESS, thereby strengthening international openness and comparability.

At the operational level, these regulatory advances have been supported by the implementation of the institutional OTM-R policy (approved December 2023) and the increasing use of open recruitment platforms (e.g. **EURAXESS**), contributing to a high level of compliance (around 81% of offers aligned with OTM-R by

2026). The Research Human Resources Service (established in 2024) has played a central role in ensuring coordination and consistency across procedures.

While some variability persists across units and contract types, these developments collectively demonstrate a systematic and structured approach to embedding OTM-R principles across all recruitment levels. The combination of updated regulations, strengthened institutional capacity and increased transparency confirms a clear and sustained improvement trajectory, positioning UVigo close to full alignment with European best practices in researcher recruitment.

4. Implementation process

General overview of the implementation process (max 1.000 words)

The implementation of the Human Resources Strategy for Researchers at the UVigo during the 2023–2026 cycle can be characterised as **structured, participatory and progressively institutionalised**, reflecting a high level of organisational maturity and alignment with the European Charter for Researchers (2005 and 2023 frameworks).

The **Improved Action Plan 2023-2030** shows a **strong level of institutional ambition in the progress towards the implementation of the principles of the European Charter for Researchers.** The new AP, which runs to 2030, was completely re-designed in 2023 to foster and encourage transition and adaptation to the new Charter. The new AP contains **21 new lines of action**, most of which are entirely new measures, while the remainder have been re-designed to include new initiatives not previously considered. Consequently, the previous actions that had not been completed by 2023, as they were to be included in the new plan, were formally deemed abandoned with to the previous plan. The Action Plan, furthermore, ensure a **balance** between short-term actions (2/3 years) vs long-term actions (up to 7 years).

In terms of results, by 2026 effective progress had been made on most of the planned measures, whilst the remaining actions mainly relate to long-term, cross-cutting or system-transforming initiatives. Implementation has moved from an initial consolidation phase in 2023–2026 to a more advanced stage of integration, monitoring and focus on impact in 2026–2030.

A distinctive feature of this cycle has been the **broad institutional involvement** across multiple services, units and governance levels. The implementation has not been limited to a single department but has mobilised a wide range of actors—including Vice-rectorates, HR services, research support units, the library, international offices, quality units and communication services—ensuring a transversal and coordinated deployment. This multi-level participation has strengthened ownership of the HR process and reinforced its integration into institutional practices.

In this context, **communication and awareness-raising actions** have played a central role. Between 2023 and 2026, more than 25 dissemination events have been organised, complemented by over 1,000 communication outputs (#HRS4R) and the translation of more than 90 webpages into English, significantly enhancing **accessibility and visibility**. The development of specific HR graphic guidelines (since 2024) has

contributed to consolidating a clear institutional identity for the HR strategy, improving its recognition both internally and externally. These actions have been instrumental in addressing one of the key challenges of previous phases: increasing awareness and engagement of the research community.

The implementation process is supported by a governance structure, including a Steering Committee (SC) and dedicated Working Group (WG), which ensure coordination and accountability. The establishment of the Research Human Resources Service in 2024 has further strengthened operational capacity, particularly in areas such as recruitment (OTM-R), career development and researcher support. In parallel, the progressive deployment of monitoring tools—such as the Research Information System and the Balanced Scorecard (since 2024)—is reinforcing a shift towards evidence-based management.

The effectiveness of the implementation is reflected in a set of **key performance indicators** (kpi) achieved between 2023 and 2026, including:

- 81% of recruitment processes aligned with OTM-R principles (2026)
- 55.49% of scientific output in open access (2025)
- More than 150 training activities and 2,000 participants (2023–2025)
- 398 international researchers hosted, with satisfaction levels of 4.72/5 (2025)
- 73% of researchers registered in ORCID (2026)
- 46.8% women in research staff and 70% female representation in key bodies (2026)

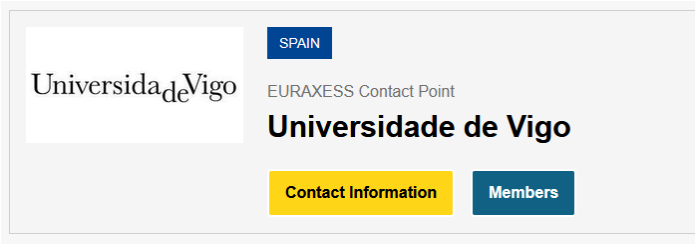
These results demonstrate tangible progress across all four pillars of the European Charter for Researchers (2023), particularly in recruitment, working conditions, training and research culture.

Importantly, the Action Plan has been conceived as a **flexible and forward-looking framework**. Some actions may extend beyond 2030, depending on achieved results, institutional priorities and the evolution of the research landscape. This is particularly relevant in areas requiring continuous development and cultural change, such as:

- Open Science and Research Assessment
- Sustainability practices
- Dissemination of results and public engagement

Finally, while the implementation has taken place within a stable strategic context (UVigo Strategic Plan 2021–2026), the ongoing electoral process in 2026, leading to a new governance cycle for 2026–2032, introduces a forward-looking dimension. This transition may influence future priorities, but also represents an opportunity to further consolidate and align the HR strategy with evolving institutional and European objectives.

Overall, the implementation process reflects a **coherent, inclusive and results-oriented approach**, supported by strong institutional engagement, effective communication and increasing systemic integration. Building on these foundations, UVigo is now moving towards a new phase of evolution, in which the HR Strategy is expected to become even more embedded within institutional structures and practices, contributing to the attractiveness, sustainability and competitiveness of research careers within the European Research Area.



How have you prepared the internal review? (max 500 words)

The preparation of the Internal Review for Award Renewal at the UVigo has followed a structured, continuous and evidence-based process, ensuring a comprehensive assessment of the implementation of the HRS4R Action Plan.

This process has been **coordinated by the HR Coordination Working Group** (WG), which acts as a central monitoring and coordination body. Beyond its role in drafting the review, the WG is responsible for the ongoing supervision of the Action Plan, systematically analysing its progress based on data, indicators and evidence provided by the different vice-rectorates, services and operational units involved. This continuous monitoring ensures that the assessment reflects a validated and up-to-date overview of the implementation status across the institution.

A key element of the preparation phase was the launch of a **structured data collection process** at the beginning of 2026, carried out in close collaboration with all relevant units. This coordinated effort enabled the consolidation of quantitative indicators and qualitative evidence across all action areas, ensuring consistency, comparability and traceability. The iterative exchange between the WG and the involved services has been essential to verify and harmonise the information prior to its integration into the review.

The **analytical work** was supported by biweekly meetings of the Coordination WG, where each action was examined in detail in terms of implementation status, outputs and performance indicators. In these sessions, representatives of key services and management units were invited to provide direct and updated inputs, allowing for a more accurate and operational assessment of progress.

In addition to the data collection and analysis process, the Coordination WG has been responsible for **preparing all the documentation required for the renewal phase**, ensuring coherence between the evidence gathered and the reporting framework. This includes the compilation and validation of supporting materials, as well as the structured drafting of the review documents.

The HR-general state of implementation will be presented to and discussed within the SC, **ensuring strategic alignment and validation**, and will then be formally submitted for approval to the University Governing Council in May 2026, reinforcing institutional accountability and validation at the highest decision-making level.

Overall, the preparation of the internal review can be characterised as **continuous, collaborative and data-driven,** with the Coordination WG acting as a central hub for collecting, integrating and validating

information across the institution, ensuring a reliable and transparent evaluation of the HR Action Plan implementation.

How have you involved the research community, your main stakeholders, in the implementation process? (max 500 words)

The involvement of the research community and key stakeholders in the implementation of the HR Action Plan 2023–2030 has been ensured through a comprehensive, participatory and institution-wide approach, fostering both active engagement and shared responsibility.

A central element of this approach is the **direct participation of researchers across all career stages (R1–R4)** in institutional governance structures. Researchers are represented in key **collegial bodies** such as the Research Commission, and are also members of ethics committees and advisory bodies, contributing to the definition and oversight of research policies and good practices. Their engagement extends to management roles in research centres and institutes and to their involvement as leaders or contributors to specific HR actions, ensuring that implementation is closely aligned with the real needs and practices of the research community. In addition, **researchers are actively participating in European initiatives such as CoARA** (Coalition for Advancing Research Assessment, launched in 2022), contributing to the development and testing of new assessment approaches aligned with responsible and qualitative evaluation criteria, which are progressively integrated into institutional practices.

Particular attention is given to the involvement of early-stage researchers (R1). In this context, the **International Doctoral School (IDS)** plays a key role as a structured platform for communication, participation and support. Through IDS, pre-doctoral researchers are actively engaged in training, supervision, mentoring and institutional initiatives, ensuring their representation in relevant processes and facilitating their integration into the research system.

Beyond governance, stakeholder engagement is reinforced through a strong culture of institutional collaboration, involving continuous interaction between the HR Coordination Working Group (WG) and multiple services and units, including vice-rectorates, administrative departments, research support services and the library. This collaborative framework ensures that the perspectives of researchers are systematically integrated into the design, implementation and monitoring of actions.

Communication and awareness-raising activities have also played a key role. Throughout the 2023–2026 period, a wide range of dissemination actions, events and targeted communication initiatives have been implemented, ensuring that researchers (R1–R4) are regularly informed about opportunities, activities and results. Information is continuously updated and publicly available through the institutional website and social media channels, enhancing transparency and accessibility.

Finally, researchers actively participate in **institutional events, training programmes, workshops and dissemination initiatives**, contributing to knowledge exchange and continuous improvement. This combination of participation in governance, operational involvement and engagement in institutional activities creates a multi-layered and dynamic participation model, reinforcing the collective ownership of the HR strategy.

Do you have an implementation committee and/or steering group regularly overseeing progress? (max 500 words)

The UVigo has established a clear and **multi-level governance structure** to oversee the implementation of its HR process, ensuring both strategic direction and continuous operational monitoring.

At the strategic level, a **Steering Committee (SC)** defines the main institutional orientations and priorities for the HR Strategy, ensuring alignment with the university's overall strategic framework (Strategic Plan 2021-2026). The SC is regularly informed of progress by the Vice-Rector for Research, who provides updates approximately on a monthly basis within the meetings of the University Government Team, thereby ensuring strong institutional oversight and integration into decision-making processes.

At the operational level, the **Coordination Working Group (WG)** plays a central role as the main driver of implementation, monitoring and coordination of the Action Plan. The WG meets on a regular basis (approximately fortnightly) to review progress, identify challenges and promote corrective measures where necessary. The Vice-Rector for Research is a member of the WG, ensuring a direct and continuous connection between operational monitoring and strategic oversight through the SC. In addition, the presence of a member from the Quality Department within the WG strengthens the alignment of implementation practices with the principles of the European Charter for Researchers and broader institutional quality frameworks, reinforcing consistency, traceability and continuous improvement.

The implementation model relies on a **distributed responsibility approach**, whereby each action is assigned to a designated responsible person, supported by the dedicated WG. In this context, the WG provides continuous support and dynamisation to these action leaders, facilitating coordination, resolving bottlenecks and ensuring alignment across the different actions of the plan.

To further enhance governance, transparency and visibility, UVigo is working towards the **formalisation of the roles and responsibilitie**s of both the WG and the SC through a dedicated mission statement, which will strengthen institutional clarity, stronger institutional recognition of the HR framework, and enhanced accountability in implementation processes.

Overall, UVigo is actively working to consolidate a robust, coordinated and evolving governance framework, combining strategic leadership, regular operational monitoring and structured support mechanisms, ensuring effective and continuous oversight of the HR Action Plan.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy? (max 500 words)

The UVigo Strategic Plan 2021–2026 embeds HR-related policies across several strategic priorities and specific objectives, ensuring a transversal and structured integration of the HR principles.

HR-related priorities are reflected in the following strategic axes:

- **Research and Knowledge Transfer**, where objectives linked to **research excellence, talent attraction and retention, internationalisation and competitiveness** directly relate to the development of researchers' careers and working conditions.
- **People and Talent**, which explicitly addresses **human capital development**, including recruitment, career progression, training and professional development, aligning closely with the core principles of the European Charter for Researchers.
- **Governance and Institutional Management**, where measures linked to **transparency, quality assurance, accountability and modernisation of administrative processes** support the implementation of OTM-R principles and efficient HR management systems.
- **Sustainability and Social Commitment**, incorporating policies on **equality, diversity, well-being and SDGs**, which contribute directly to improving researchers' working conditions and fostering inclusive research environments.

Through these interconnected axes, the Strategic Plan ensures that HR policies are **integrated into the institutional strategy**, reinforcing the implementation of HRS4R as a **cross-cutting objective supporting research quality, talent development and organisational excellence**.

In particular, HR is explicitly addressed through the following **key strategic objectives**:

- Objective 24: **Foster personal and professional development** of the university community, which directly relates to career development, training pathways and work-life balance measures for both research and administrative staff.
- Objective 25: **Attract talented** teaching, research and administrative staff, which is closely aligned with recruitment policies, talent attraction, OTM-R principles and career opportunities, including the development of a comprehensive talent recruitment and retention plan.
- Objective 18: Position UVigo as a **benchmark research institution**, explicitly including the implementation of the HRS4R strategy and the renewal of the HR Excellence in Research award, confirming its strategic importance.
- Objective 20: **Promote recognition of quality research activity**, which includes training actions and incentives for researchers across career stages, contributing to professional development and responsible research assessment.

In addition, several **complementary strategic objectives** reinforce HR implementation:

- Objective 15–17: strengthening **research support structures**, improving information exchange and developing decision-support systems, which contribute to better working conditions and institutional support environments.
- Objective 21: improving **international visibility** and researcher identification (e.g. ORCID), enhancing career recognition and mobility opportunities.

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Cintecx
Ciencias Experimentais
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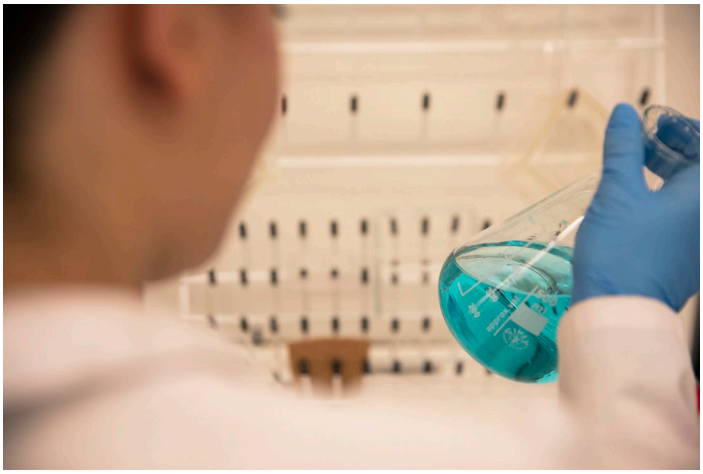
Pavillón deportivo
Ciencias Económicas e Empresariais



How has your organisation ensured that the proposed actions would be also implemented? (max 500 words)

The UVigo has ensured the effective implementation of HR Action Plan through a **structured, participatory and closely monitored framework**, combining governance, operational coordination and systematic follow-up mechanisms.

A key element of this approach is the definition, for each action, of a **designated responsible person**, supported by the WG. This ensures that each action has **clear ownership and accountability**, as well as the necessary operational capacity to achieve the defined objectives and milestones.

The implementation process is coordinated and supervised by the **Coordination Working Group (WG)**, which acts as the **central monitoring and support hub**. The WG provides **continuous supervision and dynamisation of the actions**, ensuring that deadlines are met, progress is tracked and potential bottlenecks are addressed in a timely manner. It operates under the joint supervision of the **Vice-Rectorate for Research and the Quality Department**, reinforcing alignment with both strategic priorities and quality standards.

Monitoring is further strengthened through the establishment of **regular control points**, defined in key phases of the implementation cycle (e.g. mid-2025, early 2026), where both the **progress of actions and achieved results are assessed**. These checkpoints allow for adjustments when necessary and ensure that implementation remains aligned with expected outcomes.

The Action Plan itself is designed as a **multidisciplinary, participatory and transversal instrument**, involving a wide range of services, units and vice-rectorates across the institution. This broad institutional engagement ensures that actions are **integrated into existing processes and structures**, rather than treated as isolated initiatives, thereby increasing their feasibility and sustainability.

In addition, UVigo has established a **documentary and evidence-based system**, including a dedicated **HR repository ("Directorio HR")**, where supporting documents and evidence of implementation are systematically compiled and maintained. This guarantees traceability of actions and facilitates monitoring, reporting and external evaluation.

The process is further reinforced by the approval of the Action Plan by the **University Governing Council (October 2024)**, ensuring formal institutional commitment and integration within the university's strategic framework. Moreover, the **updated state of implementation, prior to the external assessment**, is also scheduled for **approval by the Governing Council in Mai 2026**, ensuring high-level validation, accountability and institutional ownership of the results achieved.

Overall, UVigo has ensured implementation through a combination of **allocation of responsibilities, continuous monitoring, institutional embedding, and systematic documentation**, supported by an coordination structure. This approach provides a **reliable mechanism to guarantee execution, track progress and ensure the achievement of the Action Plan objectives**.

How are you monitoring progress (timeline)? (max 500 words)

The monitoring of progress is structured around the **timeline defined in the HR AP 2023–2030**, where each action is linked to specific deadlines (Q1–Q4), KPIs and expected outcomes.

Since the renewal phase external evaluation in 2023, this dimension has been significantly reinforced, introducing a more **systematic, time-oriented and indicator-based monitoring system**. Each action includes intermediate milestones and final targets set for 2030, enabling continuous tracking of implementation progress.

Monitoring is operationalised through a continuous follow-up process led by the Coordination Working Group (WG). From early 2024, the WG has regularly reviewed the advancement of each action against its planned timeline, focusing on:

- **Short-term deliverables** (2024), such as the approval of policies (e.g. OTM-R rules, Open Science strategies)
- **Intermediate achievements** (2026), including the deployment of plans, tools or programmes
- **Final outcomes** (2030 targets), such as KPI thresholds (e.g. 75% Open Access, gender balance objectives)

The timeline is further structured through formal control points, notably in mid-2025 and early 2026, where progress is systematically assessed in terms of both completion of actions and achievement of milestones. These checkpoints allow UVigo to identify deviations early and implement corrective measures where needed.

Every action line has a global **timing** and, at the same time, each split line (sub-line) taking part of the action line has its own specific timing (see HR AP on the hr website). Should actions lines or split lines into the lines are outside the target deadline, the new estimated timing is rescheduled (e.g.: A23 → OS Strategy, A39 → Training Plan for Researchers).

Importantly, the timeline remains **flexible and adaptive**, allowing adjustments to align with external strategic developments. For example, actions related to Open Science and CoARA implementation (2024–2027 roadmap) have been synchronised with European and national frameworks, influencing the scheduling of specific deliverables. Similarly, initiatives linked to knowledge transfer (targets to 2029) and sustainability (targets to 2030) are aligned with institutional and regional priorities, shaping their implementation timeline.

Progress is continuously assessed through **KPIs monitored annually from 2023** onwards, enabling comparison between planned and actual achievements over time. Additionally, institutional indicators are publicly available through the UVigo Transparency Portal, reinforcing accountability.

Overall, UVigo applies a timeline-driven and milestone-based monitoring system, combining annual tracking (2023–2026), intermediate checkpoints (2026) and final targets (2030), ensuring a adaptive and results-oriented follow-up of the Action Plan.

How will you measure progress (indicators) in view of the next assessment? (max 500 words)

Progress is measured through a structured system of **Key Performance Indicators (KPIs), targets and outcomes**, explicitly defined for each action within the HR Action Plan 2023–2030, enabling a quantitative and time-referenced evaluation in view of the next external assessment.

Each action includes a set of indicators linked to specific deliverables and milestones, together with targets generally set towards 2030 and, in some cases, annualised intermediate targets from 2023 onwards. This allows UVigo to assess progress both in terms of degree of completion and evolution over time, ensuring comparability between planned and achieved results.

It is important to highlight that, in some cases (for certain indicators), there is no historical data or trends available in order to set up quantitative targets to achieve, so the related KPIs are still under development.

Anyway, the indicator system covers key dimensions of the HR strategy. Some indicators are measured using 2023 as a baseline (e.g. sustainability):

- **Recruitment** (OTM-R): percentage of job offers compliant with OTM-R principles and published on EURAXESS (target: 75% of R1–R4 positions by 2027)
- **Open Science**: proportion of scientific output in Open Access (target: 75% by 2029)
- Research assessment (**CoARA**): percentage of evaluation procedures applying new criteria (target: 75% by 2027)
- **Equality and inclusion**: participation indicators and representation targets (e.g. >50% women in research governance by 2030)
- **Training and career development**: number of training activities and participants, mentoring actions and development plans
- **Mobility and attractiveness**: number of visiting researchers and satisfaction indicators (target: ≥4.25/5 by 2026)
- **Sustainability**: quantitative environmental indicators (e.g. 25% carbon footprint reduction by 2028)

These KPIs are complemented by qualitative indicators, such as the adoption of policies, approval of regulations, and deployment of institutional tools (e.g. OA strategy, training plans or governance frameworks).

Measurement is supported by the Research Information System and Balanced Scorecard (since 2024, pending of approval), which centralise indicators and enable continuous monitoring and reporting, enhancing consistency and traceability.

In addition, many indicators are progressively monitored on an **annual basis**, allowing UVigo to demonstrate incremental improvement and trend evolution, rather than only final outcomes.

Finally, UVigo ensures transparency and accessibility of institutional KPIs, through the Transparency Portal, reinforcing **accountability** and enabling external verification.

How do you expect to prepare for the external review? (max 500 words)

UVigo will prepare for the external review through a **structured, coordinated and evidence-based process**, building on the continuous monitoring carried out throughout the **2023–2026 cycle**.

Preparation will begin with the **final consolidation and validation of KPIs and evidence**, collected progressively since **2023** and updated through the last control point in **early 2026**, ensuring a comprehensive overview of progress and achievement of milestones. Particular attention will be given to the **degree of attainment of the targets**, supported by both quantitative indicators and qualitative outputs (approved policies, implemented tools and institutional frameworks).

The **HR Coordination Working Group (WG)** will play a central role in this phase, coordinating the compilation and verification of information provided by the different services and action leaders. In this context, **QA** Department representative within the WG will be responsible for preparing the documentation required for the renewal phase, ensuring coherence between reported results and supporting evidence, and for **submitting it through the EURAXESS e-tool**, in accordance with the European Commission's requirements.

The preparation process will also rely on the **institutional evidence system (HR repository)** and on monitoring tools such as the **Research Information System and Balanced Scorecard**, which ensure traceability, consistency and accessibility of data.

A key milestone will be the **formal approval of the overall state of implementation by the University Governing Council in May 2026**, reinforcing institutional validation and accountability prior to the external assessment.

Overall, UVigo is working to ensure that the preparation process is **anticipatory, coordinated and evidence-based**, enabling a **consistent presentation of results**.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

The Universidade de Vigo, through its current governance team, maintains a **strong institutional commitment** to the implementation of the HR Excellence in Research framework, fully embedded within the Strategic Plan 2021–2026, where it is defined as a strategic priority.

The current Action Plan 2023–2030 has been conceived as an **ambitious and forward-looking framework**, structured around **21 action lines**. These combine **continuity** measures from previous cycles with many **new initiatives** aligned with the updated European Charter for Researchers (2023), ensuring a **progressive, innovative and sustainable transition** towards a new cycle of continuous improvement.

A significant added value of this cycle is the reinforced multidisciplinary and transversal nature of the Action Plan, which integrates a wide range of thematic areas (HR management, Open Science, research assessment, sustainability, communication, governance and training). This approach involves multiple vice-rectorates, services, research centres and support units, ensuring that HRS4R is implemented as a shared institutional responsibility, rather than as an isolated initiative. This multidisciplinarity enhances both the coherence and impact of actions, as well as their integration into the university's daily operations.

In parallel, the plan shows a strong alignment with **emerging European Research Area (ERA) priorities** and timelines, including:

- The **European Framework for Research Careers** (Council Recommendation, December 2023), addressing careers, recruitment and working conditions
- The **reform of research assessment** (CoARA, launched 2022; implementation ongoing 2024–2027), promoting qualitative and responsible evaluation approaches
- The **strengthening of research management capacities** (ERA Action 17, 2023–2024 onwards), including professionalization, training and networking of research managers

These elements demonstrate UVigo's capacity to integrate **European, national and regional policy developments** into its HR strategy in a coherent and forward-looking manner.

While implementation is progressing steadily, it is recognised that some actions—particularly those requiring extensive coordination or human resources—advance more slowly. In response, UVigo is reinforcing efficiency mechanisms and participatory approaches, including greater involvement of researchers as action leaders and an expanded role of research centres.

Looking ahead, the transition towards the **new 2026–2032 institutional strategic cycle** will require continuous adaptation and updating of actions, ensuring alignment with evolving frameworks.

In general, UVigo is working to consolidate a **multidisciplinary, participatory and internationally aligned** implementation model, capable of integrating new ERA priorities while ensuring long-term coherence, sustainability and impact.

HR EXCELLENCE IN RESEARCH