

Internal Review

Case number:

Name Organisation under review:

Organisation's contact details:

1. Organisational Information

*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 *	1281
Of whom are international (i.e. foreign nationality) *	184
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	50
Of whom are women *	631
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	423
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	187
Of whom are stage R1 = in most organisations corresponding with doctoral level *	656
Total number of students (if relevant) *	13443
Total number of staff (including management, administrative, teaching and research staff) *	1166
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	5.500.789,21
Annual organisational direct government funding (designated for research)	0,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3.734.313,52
Annual funding from private, non-government sources, designated for research	1.766.475,69

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The University of Huelva was founded in 1993. Since then, its aim has been to provide quality teaching and research, as well as to promote the economy, environmental, and cultural life of the city and province. We are an international university that is committed to the development of our region. Close links have been forged with local businesses. The research conducted by the University has a strong impact and directly benefits our community. Our staff comprises approximately one thousand lecturers and more than four hundred administrative and support staff. Around 13,000 students attend the University including about 1300 enrolled in post graduate studies.



2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Strengths

ETHICS: Data Protection Officer at UHU addresses research issues related to data security and compliance with the General Data Protection Regulation (GDPR).

The research team is currently updating the Animal Experimentation Ethics Committee to strengthen oversight and ensure alignment with current ethical standards. Both Knowledge Transfer Office and the Library organize training courses on scientific ethics and responsible research practices.

PROFESSIONAL RESPONSIBILITY AND INTELLECTUAL PROPERTY. The University has updated and translated into English the web content and application forms related to patents and intellectual property rights.

The number of Intellectual Property Rights registered by UHU has been:

- 2 in 2021
- 3 in 2022
- 1 in 2023
- 2 in 2024
- 6 in 2025

The number of patent applications filed by UHU has been:

- 1 in 2021
- 3 in 2022
- 8 in 2023
- 3 in 2024
- 4 in 2025

These figures reflect the University's commitment to innovation, knowledge transfer, and the protection of research outcomes.

GOOD PRACTICES IN RESEARCH. Research Unit and the Knowledge Transfer Office ensure that research project budgets are managed appropriately and in compliance with University regulations and funders' requirements.

UHU has organized training workshops on ethics, gender perspectives, and good research practices, promoting the participation of researchers in all the stages of their career (R1–R4).

COMMUNICATION AND DISSEMINATION OF RESEARCH. The Scientific Culture and Innovation Unit (UCC+i) disseminates UHU research activities and events through the University website, social media platforms (Instagram, X, Facebook, YouTube, and TikTok), and press releases.

A total of 2,061 news items has been published on the University website, including 245 directly related to research and 44 focused on research events. However, monitoring of website visits and download statistics is not yet implemented.

Additional events related to research and knowledge transfer are published by the Knowledge Transfer Office.

The UCC+i has designed and managed UHU's Scientific Dissemination Plan, which integrates actions aimed at bringing scientific knowledge closer to society, and the UHU's Scientific Dissemination Training Plan, which provides research staff with the tools and knowledge necessary to improve their skills in scientific dissemination. These actions include the production of informative videos on research projects and annual participation in outreach events. Furthermore, the Library promotes Open Access publication and facilitates consultation of research results.

EQUALITY AND GENDER. Gender Equality Plan is currently being updated to reinforce UHU's commitment to equality and inclusiveness.

EVALUATION. A first evaluation template has been designed to assess researchers recruited under research projects at the end of their contracts. This template will be reviewed by a committee composed of the Head of the Unit for the Employment of Researchers, the Deputy HR Manager, the Deputy Research Manager, and the Vice-Chancellor's Research Team. Meetings to define and validate the document are scheduled for May 2026, with the aim of implementing the evaluation process in June 2026.

The annual assessment of the research plan and activities of all R1 researchers is yearly carried out by doctoral thesis supervisors or tutors, by the coordinators of each doctoral programme and by the Doctoral School Committee. The corresponding assessment document is publicly available on the Doctoral School website. This evaluation is mandatory; as failure to do so results in the doctoral candidate's dismissal from the programme. The final approval of the assessment is granted by the Academic Committee of the Doctoral Programme.

VISIBILITY OF RESEARCH INFRASTRUCTURES. The UHU is enhancing the visibility of its infrastructures through the publication of an online campus and building catalogue and by compiling information about research equipment and laboratories in their Research Centres. A unified catalogue is still pending due to an ongoing restructuring process, in line with UHU's research strategy to concentrate excellence within Research Centres and strengthen support for high-quality research and knowledge transfer.

LAUNCH, AWARENESS-RAISING, COMMUNICATION, AND EVALUATION IN HRS4R AND OTM-R. The UHU has conducted several information and awareness-raising activities related to the HRS4R process, including both online and in-person meetings led by University representatives and external experts. These initiatives aim to promote understanding of the HR Excellence in Research award. Related research and knowledge transfer activities are regularly disseminated through the University website to ensure transparency and engagement with the academic community

Weaknesses

EVALUATION: There is a delay in the evaluation mechanism of the researchers recruited under research projects at the end of the contract. The implementation is expected in June 2026.

WELCOME HANDBOOK. A Welcome Handbook for researchers is currently under development, with a draft of 62 pages. It will be extended later to Erasmus students and researchers and published on the University and International Service websites. Completion and publication are expected by the end of first semester of 2026.

Remarks (max 500 words)

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Recruitment and selection:**Strengths**

OPEN AND TRANSPARENT RECRUITMENT: In compliance with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, UHU ensures wide dissemination of job opportunities through multiple institutional platforms.

Recruitment calls for Teaching and Research Staff (PDI) and Administrative and Services Staff (PAS) are published on the UHU Transparency Portal and the University's official electronic bulletin board. Since June 2024, all research job offers have also been systematically published on EURAXESS. To date, 113 job offers have been posted on this platform.

All recruitment calls clearly describe eligibility requirements, required professional experience, evaluation criteria, scoring systems, and selection procedures.

For PhD and postdoctoral researchers, contracts explicitly state objectives and maximum duration, ensuring transparency in working conditions and career expectations. Application forms are available in both Spanish and English and can be downloaded from EURAXESS and UHU's official noticeboard.

MERIT-BASED SELECTION AND GOVERNANCE: The regulatory bases and publication schedule for public tenders for employment contracts linked to projects, grants, agreements, and fixed-term collaborations with third parties were published in December 2024 for implementation in 2025. These regulations govern non-permanent labour contracts and ensure merit-based selection through publicly available rules.

The regulatory framework establishes clear rules regarding the composition and functioning of selection committees. Committees must be gender-balanced, in line with non-discrimination and gender equality principles. Evaluators are required to hold a professional category equal to or higher than that of the candidates being assessed, reinforcing fairness and competence in evaluation.

As part of the updated draft regulations, currently submitted to the Governing Council for approval, interviews will be incorporated to assess candidates' competencies and skills derived from professional experience. This measure broadens merit assessment beyond purely quantitative indicators.

The revised calls and the forthcoming recruitment handbook will explicitly recognize mobility experiences, including international, intersectoral, and interdisciplinary mobility, in alignment with the principle of the value of mobility. They will also recognize career breaks and periods of inactivity and include detailed scoring systems within the selection scales.

All rejected candidates receive feedback through the publication of evaluation results included in the official documentation of the call.

STANDARDIZED RECRUITMENT PROCEDURE: The recruitment process, coordinated by the Unit for the Employment of Researchers, follows a standardized and transparent sequence.

First, the call for applications is published with a submission deadline of 10 working days on the UHU website and on EURAXESS.

Second, all submitted CVs are collected and an initial administrative screening is carried out.

Third, a provisional list of accepted and rejected applicants is published, including the reasons for exclusion. A period of 10 working days is granted for

corrections.

Fourth, the final list of accepted and rejected applicants is published.

Fifth, the Evaluation Committee assesses the accepted candidates.

Sixth, the “Assessment Committee Agreement” is drafted and published, showing the scores awarded to all candidates.

Finally, the recruitment decision is issued and published, indicating the selected candidate.

This procedure ensures transparency, traceability, and equal treatment throughout the selection process.

INSTITUTIONAL OVERSIGHT AND LEGAL COMPLIANCE. The Works Council at UHU supervises all recruitment procedures to ensure compliance with legal and institutional standards.

The University is adapting its recruitment framework to the Spanish Labour Reform (Law 32/2021) and the Science Act (Law 17/2022), which establishes specific contractual arrangements for research personnel.

In parallel, the statutes governing Teaching and Research Staff are currently being updated by the General Secretariat. Although not originally included in the HR Action Plan, this update reinforces the institutional commitment to transparent and fair employment conditions and is expected to be approved during the current year.

ALIGNMENT WITH HRS4R CRITERIA. The UHU is currently developing a comprehensive Recruitment Procedure Handbook. A recently appointed Deputy HR Manager is responsible for leading this process.

The handbook will consolidate and systematize evaluation guidelines and criteria, detailed assessment methodologies, competency-based evaluation (including leadership, teamwork, communication skills, and research independence), and the recognition of mobility and non-linear career paths.

Since 2024, all research job offers are published on EURAXESS and UHU's official channels. Calls clearly define eligibility criteria, evaluation methods, scoring systems, and contract conditions, ensuring transparency and compliance with HRS4R principles. Application forms are bilingual, and all rejected candidates receive formal feedback.

EVALUATION OF RESEARCHERS HIRED UNDER RESEARCH PROJECTS. The UHU already has an established annual evaluation system for doctoral researchers (R1), based on mandatory assessments of research plans and activities conducted by thesis supervisors and approved by the Academic Committees of Doctoral Programmes.

In addition, a specific evaluation template has been designed for researchers hired under research projects. This evaluation will be conducted at the end of their contracts. The template will be reviewed by a specific committee and is expected to be implemented in June 2026, strengthening the systematic assessment and quality assurance mechanisms for research staff.

WEAKNESSES

Despite the significant progress in implementing OTM-R principles and adapting regulations, some areas remain under development.

The Recruitment Handbook, including detailed evaluation criteria and assessment scales, is still being finalized. The structured incorporation of qualitative criteria such as leadership, teamwork, communication skills, and research independence is pending formal approval. Explicit and systematic recognition of career breaks and non-linear career paths is still being consolidated within official documentation. Although mobility experiences will be valued, their integration into scoring systems requires full formalization.

The recent appointment of a Deputy HR Manager is expected to accelerate the completion and implementation of these measures, ensuring full alignment with HRS4R and OTM-R standards.

Remarks (max 500 words)

Working conditions:**Strengths**

RESEARCH ENVIRONMENT: The University of Huelva (UHU) maintains a strong institutional commitment to research excellence and the transfer of scientific knowledge. This commitment is supported by sustained budgetary investment and balanced policies aimed at concentrating research quality within Research Centres, attracting external funding, improving the research performance of teaching staff, and promoting “brain gain” in strategic areas. Researchers are actively encouraged to be part of the Research Centres in order to strengthen collaboration, competitiveness, and impact.

UHU's Internationalization Strategic Plan reinforces the global dimension of teaching and research. It promotes international mobility (incoming and outgoing) through programmes such as Erasmus+, Banco Santander initiatives, the OEI, the Regional Government of Andalusia (PIMA), and the Atlantic Cooper Chair. UHU participates in several international networks and is a partner in the PIONEER Alliance. In 2024/25, UHU secured significant Erasmus funding (KA131 and KA171) and additional resources through international consortia, strengthening its international research profile.

Researchers have access to specialized training opportunities, including Spanish as a Foreign Language courses and workshops organized by the Research Office and the Knowledge Transfer Office (OTC). These cover intellectual and industrial property, patents, exploitation of results, preparation of European and national research proposals, open access, data management, communication, and dissemination.

The Infrastructure Service plays a key role in maintaining and upgrading campus facilities, adapting buildings to regulatory and technological requirements, and ensuring appropriate conditions for research and teaching. Campus plans and building information are publicly available online. Research equipment and laboratories are currently catalogued on the websites of the Research Centres (e.g., CCTH, FMC, PRO2TECS, CIPHON, CIQSO, RENSMA and CITES). A unified catalogue is pending due to the ongoing restructuring of research services. This reorganization aligns with UHU's strategy to concentrate excellence in Research Centres, attract high-level researchers, and improve knowledge transfer. New research spaces are being assigned, particularly at Campus de la Rábida.

WORKING CONDITIONS: The working conditions and workloads are regulated by national legislation. UHU has developed a Stabilization Plan and a mentoring programme to enhance career development and improve recruitment attractiveness. A comprehensive Welcome Handbook for researchers (62-page draft) is in preparation and expected to be published by the end of first semester of 2026.

A regulation draft on work-life balance has been prepared and is under institutional discussion prior to approval. In exceptional circumstances affecting safe commuting, teleworking and online activity are authorized, although a formalized protocol is still under development.

PROMOTE MEASURES TO IMPROVE THE STABILITY OF RESEARCHERS: In January 2026, UHU approved its Plan for Attracting and Retaining Research Staff, establishing measures to improve career stability, particularly for researchers recruited through European, national, and regional excellence programmes. The plan includes stabilization through permanent academic positions, specific associate positions, and incentives to attract high-level talent. All research job offers are published on EURAXESS and UHU's official channels.

The Teaching Organization Plan (POD) identifies staffing needs. UHU also promotes stabilization pathways for accredited staff through permanent contracted positions and professorships, typically resolved within short timeframes.

CAREER DEVELOPMENT AND ADVICE: Supervisors mentor doctoral (R1) researchers, and UHU organizes job fairs, career talks, and workshops open to all research categories (R1–R4). The Knowledge Transfer Office promotes entrepreneurship and provides training in intellectual property, ethical aspects, and project development.

A Career Development Guide has been published to support researchers recruited under excellence programmes (e.g., Ramón y Cajal, Beatriz Galindo, ATRAÉ) in obtaining permanent positions. A mentoring programme based on this guide will include annual workshops starting in March 2026 and will progressively extend to R1 and R2 researchers.

MOBILITY. International mobility is supported through the Internationalization Strategic Plan and dedicated funding for exchanges and conference participation. The International Relations Service regularly publishes calls for research mobility opportunities, while the institutional research strategy allocates specific funds to support attendance at international conferences.

CREATION OF THE FIGURE OF THE RESEARCHERS' OMBUDSMAN: UHU has designated a University Ombudsman responsible for safeguarding the rights of the university community, including researchers. The Ombudsman mediates complaints, ensures fair procedures, and publishes annual reports. In 2022/23, 118 actions were handled, with all formal cases resolved and a significant proportion resulting in favorable outcomes. The website includes reports since 2000/01, although the most recent reports are pending publication. The Ombudsman's office website has been translated into English.

CENTRALIZE THE DISSEMINATION OF INTELLECTUAL PROPERTY NORMS IN A SINGLE WEBPAGE. Through the Knowledge Transfer Office, UHU centralizes support for intellectual and industrial property management. Webpages and application forms have been updated and translated into English. Recent years show growth in intellectual property registrations and patent applications, reflecting strengthened awareness and support for knowledge transfer.

AWARENESS RAISING AND COMMUNICATION IN HRS4R AND OTM-R. UHU has organized meetings and information sessions on the HR Excellence in Research award and disseminates related materials through its website and mailing lists. Research and knowledge transfer events are regularly published online, reinforcing transparency and institutional engagement.

IMPROVE THE INTERNATIONALIZATION OF UHU. Since 2024, all research job offers and application documents are available in English on EURAXESS and institutional platforms, enhancing accessibility for international researchers.

IMPROVE THE CONCILIATION BETWEEN WORK AND FAMILY LIFE. A regulation on work-life balance is under discussion, reflecting UHU's commitment to wellbeing and improved working conditions.

Weaknesses

Some areas remain under development: the unified catalogue of research infrastructures is pending completion; the work-life balance regulation requires final approval; mentoring initiatives should be extended to all research categories; recent Ombudsman reports updates are pending; and the Welcome Handbook publication has been delayed, although it is expected in 2026.

Remarks (max 500 words)

Training and development:**Strengths**

TRAINING. The University of Huelva (UHU) approved its Training Plan for Teaching and Research Staff 2026 by the Governing Council in December 2025. The Plan aims to strengthen teaching, research, and management competences among academic staff and newly recruited researchers. It also promotes professional ethics and seeks to provide staff with tools to ensure comprehensive academic and personal support for students.

The Training Plan is structured around three strategic areas:

Area 1. Training for University Teaching, including:

- Teaching methodologies and techniques
- ICT resources for teaching
- Multilingual and intercultural education
- Communication skills and teacher–student interpersonal relations

Area 2. Cross-Disciplinary Training, including:

- Professional ethics and social responsibility
- Occupational health and wellbeing

Area 3. Training for Research and University Management, including:

- Research training
- University management training

Information about courses and workshops is published on the institutional website and distributed via official mailing lists to ensure broad dissemination. Faculties, Schools, Research Centres, the Library, and the Knowledge Transfer Office complement this offer with specialized training activities, some of which are specifically oriented towards the employability and research impact.

Regarding career development, the UHU organized four training and awareness-raising seminars during the last quarter of 2025 focused on:

- HR Excellence in Research;
- Mobility, career development and mentoring;
- Integrity and ethics in scientific research;
- Open access and research data management.

These activities were positively evaluated by participants and contributed to strengthening awareness of HRS4R principles.

In addition, UHU offers a wide range of Doctoral Programmes designed to train R1 researchers across all major branches of knowledge. The Doctoral School provides both transversal and programme-specific training, including research skills development. R1 researchers also benefit from training initiatives organized by the Library and other academic units. Each doctoral programme monitors the activities carried out by PhD candidates through the digital platform “Doctorate Registry of Activities and Research Plan (RAPI),” ensuring structured supervision and continuous progress assessment.

SUPERVISION. For researchers hired under research projects, UHU has designed a first evaluation template to assess performance at the end of their contracts. This template will be reviewed by a committee composed of the Head of the Unit for the Employment of Researchers, the Deputy HR Manager, the Deputy Research Manager, and representatives of the Research Office. Meetings to finalize the document are scheduled to begin in May 2026, with implementation expected in June 2026. This measure reinforces structured supervision and quality assurance for project-based research staff.

OFFER TOOLS FOR CAREER DEVELOPMENT COUNSELLING. UHU has prepared a Career Development Guide to support researchers recruited through competitive excellence programmes, such as Ramón y Cajal, Beatriz Galindo, and ATRAE, in achieving stabilization and permanent academic positions. The Guide outlines accreditation processes, promotion pathways, and institutional support mechanisms.

This document will progressively be extended to R1 and R2 researchers, serving as a reference framework for mentoring and career counselling activities. In parallel, the Training Plan for Teaching and Research Staff 2026 provides structured opportunities for skills development in teaching, research, transversal competences, and university management, contributing to long-term career progression.

Training activities are widely disseminated through institutional channels to guarantee equal access and participation.

DESIGN A CAREER DEVELOPMENT MENTORING PROGRAMME FOR RESEARCHERS. UHU has designed a structured mentoring programme focused on the career development and stabilization of researchers recruited under excellence programmes. Supported by the Career Development Guide, the programme aims to assist researchers in accreditation procedures, strategic career planning, and access to permanent positions within the University.

The first annual mentoring meeting is scheduled for March 2026. The programme is expected to expand progressively to include R1 and R2 researchers, in coordination with the Doctoral School, ensuring a coherent and inclusive mentoring framework across career stages.

Remarks (max 500 words)

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

No, none of the short- or medium-term priorities have changed.

Within the framework of the implementation of the HRS4R strategy at the University of Huelva, the priorities initially defined in the Action Plan remain valid and aligned with the institutional strategy. The University continues to focus on strengthening open, transparent and merit-based

recruitment (OTM-R), improving working conditions and career development support, enhancing training and mentoring structures, reinforcing research ethics and integrity, and promoting internationalization and mobility.

Although some actions have evolved in scope or timeline due to regulatory updates and institutional reorganization processes, these adjustments do not represent changes in priorities but rather operational refinements to ensure better alignment with national legislation, internal governance updates, and the overall research strategy.

Therefore, the strategic objectives and priority areas established for the short and medium term remain unchanged, and implementation is progressing according to the planned roadmap.

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

Yes, certain institutional circumstances have changed and have had an impact on the implementation timeline of our HR strategy under HRS4R, although the overall strategic objectives remain unchanged.

When the University of Huelva (UHU) began implementing its HRS4R Action Plan in 2024, the Unit for the Employment of Researchers (“Unidad de Personal Técnico de Apoyo a la Investigación”) underwent a restructuring process at the end of 2024 and the beginning of 2025. This restructuring affected internal workflows and responsibilities, which resulted in a significant delay in the execution of some planned actions, particularly those related to recruitment procedures and documentation updates.

In addition, a new governing team was elected in summer 2025, leading to a reorganization of the University’s management structure. The former management office was divided into three distinct areas: Economic Affairs, Human Resources, and Research. As part of this restructuring, a new Deputy HR Manager and a new Deputy Research Manager were appointed during the last quarter of 2025.

While these structural changes have temporarily slowed the implementation of certain actions within the HR Strategy, they are expected to have a positive long-term impact. The clearer division of responsibilities and the incorporation of specialized leadership in Human Resources and Research are strengthening institutional capacity, improving coordination, and providing more focused support for the development of recruitment, career development, and evaluation policies aligned with HRS4R principles.

Therefore, although organizational changes have affected the pace of implementation, they have not altered the strategic direction of the HR strategy. On the contrary, they are expected to reinforce its sustainability and effectiveness in the medium and long term.

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

No in general terms, although, a strategic decision currently under way, may influence the implementation of one action of the HRS4R Action Plan at the University of Huelva (UHU).

UHU's current research strategy aims to promote the concentration of research quality within its Research Centres, strengthen the attraction of high-quality researchers, enhance the transfer of research results to society, and optimize the use and visibility of research infrastructures.

In line with this strategy, the University has decided to assign each research infrastructure from the former research services to a designated scientific coordinator within a specific Research Centre. This measure is intended to improve governance, accountability, and strategic alignment of infrastructures with institutional research priorities.

As a consequence of this restructuring process, research equipment and laboratories are currently being reorganized and integrated into the Research Centres. For this reason, a comprehensive and unified catalogue of research infrastructures has not yet been compiled on a single institutional website. The delay is therefore not due to a lack of planning, but to the ongoing structural reorganization aimed at strengthening research excellence and management efficiency.

Although this strategic decision has had an operational impact on some planned visibility actions (such as the publication of a centralized infrastructure catalogue), it is fully aligned with the objectives of the HRS4R Action Plan. In the medium term, this restructuring is expected to improve transparency, strategic coordination, and the attractiveness of UHU's research environment for both national and international researchers

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations
- 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination
- 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code)
- 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession
- 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p>1. Update recruitment procedures to HRS4R criteria. Analyse the UHU's recruitment procedures and modify them to align the OTM-R Recruitment policy, for example:</p> <ul style="list-style-type: none"> • Modify the scales of the university's self founding recruitment offers, and those of researchers funded by research projects • Make that career breaks are not considered when evaluating a candidate's CV. • Provide interviewing training to researchers in charge of selection 	<p>12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code)</p>	<p>1Q-2024 3Q-2024</p>	<p>Research and Knowledge Transfer Vice-Rector; Management Office</p>	<ul style="list-style-type: none"> • The recruitment handbook is published and is accessible by candidates and UHU staff. • All job offers have guidelines for the evaluation of the selection committee. • 100% of the Selection committees' members are acquainted with the OTM-R selection criteria, and have received training. • 100% of the rejected candidates receive feedback on their evaluation. 	<p>In progress</p>	<ul style="list-style-type: none"> • The recruitment procedure handbook is in process of updating. A deputy HR manager has been recently hired and is working on it. • The regulatory bases and publication schedule for public tenders for employment contracts for the implementation and execution of projects, grants, agreements and fixed-term contracts with third parties were published on 17th December 2024 for the year 2025 (https://www.juntadeandalucia.es/eboja/2024/246/BOJA24-246-00005-56083-01_00313029.pdf). The staff selection regulations have been updated in line with the new labour reform. This draft has to be submitted to the governing council of the University. • All job offers and the applications for

<p>processes.</p> <ul style="list-style-type: none"> • Consider interviews as part of the selection process to give the candidate the opportunity to show other types of skills that may be useful for their professional performance. • Give feedback to rejected candidates in the selection processes. • Update the regulations by giving more training in selection processes to the members of the selection committee, giving, for example, more information on the law of administrative procedures. • Include relevant information in the welcome manual and on the website. • Publish the recruitment 					<p>researchers are published on EURAXESS since 2024 (see, e.g., https://euraxess.ec.europa.eu/jobs/243051). In addition, the calls are posted on:</p> <p>a) The electronic official noticeboard of UHU (https://sede.uhu.es/opencms/system/module/s/sede/contents/pages/tablon);</p> <p>b) The website of the Unit for the Employment of Researchers “Unidad de Personal Técnico de Apoyo a la Investigación” (https://www.uhu.es/personal-tecnico-apoyo/oferta-de-empleo).</p> <ul style="list-style-type: none"> • All recruitment calls clearly describe eligibility requirements, professional experience, evaluation criteria, scoring systems, and selection procedures. For PhD and postdoctoral researchers, contracts explicitly specify objectives and maximum duration, ensuring transparency in working conditions and career expectations, in accordance with the Charter principle of Transparency. The application forms of
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<p><i>handbook online, translate it into English and reference it in job offers.</i></p>					<p>the calls are now in Spanish and English and can be downloaded from EURAXESS and the official noticeboard of UHU https://euraxess.ec.europa.eu/sites/default/files/jobs/2024-06/FOR_MULARIO%20SOLICITUD%20DE%20PARTICIPACION%20ESPANOL%20INGLES_1.pdf</p> <ul style="list-style-type: none"> • 100% of the rejected candidates receive feedback on their evaluation. Candidates who are not successful are notified via the website of the call for applications. An example of the recruitment procedure, since the publication of a call until it is completed, can be found at the following link: https://www.uhu.es/personal-tecnico-apoyo/convocatorias/convocatoria-publica-para-la-contratacion-de-ununa-tituladoa-grado-superior-con-53. • Summary of the recruitment procedure, carried out by the Unit for the Employment of Researchers:
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						<ol style="list-style-type: none">1. The call for applications is published setting a submission deadline of 10 working days. This is published on our website and on Euraxess.2. After the deadline, all the CVs submitted are collected and an initial administrative screening is carried out.3. A provisional list of accepted and rejected applicants is published. In this list the initial screening with all the applicants appears and a period of 10 working days is given for corrections. The causes of rejection are given in the publication.4. The final list of accepted and rejected candidates is published including the causes of rejection. The CVs of applicants are sent to the Principal
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						<p>Investigator to start with the evaluation process of eligible candidates.</p> <p>5. The minutes of the Evaluation Committee are sent to the recruitment unit. The minutes show the scores given to each candidate. This is an internal document and is not published.</p> <p>6. The 'Assessment Committee Agreement' is drawn up. A final document is published showing the scores awarded to all the candidates.</p> <p>7. A recruitment decision is issued, showing the name of the selected candidate.</p> <ul style="list-style-type: none"> • Although the updating of the statutes of teaching and research staff were not in the HR action plan of UHU, the General Secretariat of the UHU is working on this task to be approved along this year. The statutes will adapt to the requirements of the Spanish Labour
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						<p>Reform (Law 32/2021), reinforcing institutional commitment to transparent employment conditions, in accordance with the specific contractual arrangements for teaching and research personnel established in the Science Act (Law 17/2022).</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • The recruitment handbook is published and is accessible by candidates and UHU's staff. (IN PROGRESS) • All job offers have guidelines for the evaluation of the selection committee. (FULLY ACCOMPLISHED) • 100% of the Selection committees' members are acquainted with the OTM-R selection criteria, and have receive training. (IN PROGRESS) • 100% of the rejected candidates receive feedback on their evaluation. (FULLY ACCOMPLISHED)
2. Offer tools for career	28. Career development 30. Access to career	3Q 2024 4Q 2024	Research and Knowledge	• Guide of career option published	In progress	• A guide for career development has

<p>development counselling.</p> <ul style="list-style-type: none"> • Develop guides and materials to explore career options (including a document on career options, Guide to individual support, etc.) and publish them in an online space. • Offer training to researchers on career options, either from the group coordinators or from UHU. <p>Include relevant information in the welcome handbook and on the website.</p>	<p>advice</p>		<p>Transfer Vice-Rector; Management Office; Doctoral School</p>	<p>online</p> <ul style="list-style-type: none"> • Organize an annual career development workshop. 90% of the R1 and R2 researchers should have attended at least one of the workshops. • Career development initiatives are included in the welcome manual. 	<p>been prepared. This document is designed to advise researchers recruited through programmes such as Ramón y Cajal, Beatriz Galindo, ATRAE, etc., on obtaining a permanent position. This guide will be extended to R1 and R2 researchers https://www.uhu.es/vic.investigacion/hrs4r/docs/planMentorizacionUHU.pdf</p> <ul style="list-style-type: none"> • The mentoring plan will be supported by the career development guide. The first annual mentoring workshop is scheduled for March 2026 and will focus on advising researchers from programmes such as Ramón y Cajal, Beatriz Galindo, ATRAE, etc., on securing permanent positions. This mentoring plan will later be extended to R1 and R2 researchers, considering the Doctoral School. • The Training Plan for Teaching and Research Staff at the University of Huelva 2026 has been approved by the Governing Council on 18 December 2025 (published in the
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						<p>Official Bulletin of Universidad de Huelva no. 107-2026 on 8th January) https://www.uhu.es/archivo-universitario/sites/archivo-universitario/files/2026-01/A102U10_2025-107.report.pdf</p> <ul style="list-style-type: none"> • The objective of this Plan is to improve the teaching, research, and management skills of UHU's teaching and research staff, including newly recruited researchers. It also aims to promote professional ethics and provide tools to teaching staff to ensure comprehensive attention to students, both educationally and personally. • The actions proposed in the Training Plan are organized around three strategic areas, subdivided into specific fields: <ol style="list-style-type: none"> 1. Training for university teaching 2. Cross-disciplinary training 3. Training for research and university management • Information about the courses and workshops included in the Training Plan is published on the
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						<p>University's website and also disseminated via institutional email distribution lists (https://www.uhu.es/formation-pdi/plan-de-formation, https://www.uhu.es/formation-pdi/cursos).</p> <p>These courses include specific training for R1 researchers as part of the Doctoral School programme</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • <i>Guide of career option published online (PARTIALLY ACCOMPLISHED)</i> • <i>Organize an annual career development workshop. 90% of the R1 and R2 researchers should have attended at least one of the workshops. (PARTIALLY ACCOMPLISHED)</i> • <i>Career development initiatives are included in the welcome manual (PARTIALLY ACCOMPLISHED)</i>
<p>3. Design a process for the evaluation of researchers hired by research projects.</p> <ul style="list-style-type: none"> • <i>To carry out an evaluation of the researchers recruited under research projects</i> 	<p>7. Good practice in research</p> <p>11. Evaluation/ appraisal systems,</p> <p>36. Relation with supervisors</p> <p>37. Supervision and managerial duties</p> <p>40. Supervision</p>	1Q 2025	<p>Research and Knowledge Transfer Vice-Rectorcy; Management Office</p>	<ul style="list-style-type: none"> • Set a commission to define the evaluation templates for R2 non-permanent researchers. • 100% of non-permanent researchers are evaluated using 	In progress	<ul style="list-style-type: none"> • A document for the annual assessment of the research plan and the doctoral student (R1 researcher) activity, carried out by the doctoral thesis supervisors or tutors, by the coordinators of each doctoral

<p>and those financed by the UHU self funded calls for proposals, providing them with a certification of the evaluation. Include relevant information in the welcome manual and on the website. Develop regulations for the evaluation of postdoctoral researchers,</p>				<ul style="list-style-type: none"> these templates. At least 70% satisfaction in the quality survey. 		<p>programme and by the Doctoral School Committee, is available (https://www.uhu.es/es/cuela-doctorado/estudios/evaluacion-y-seguimiento-rapi). The assessment of R1 students is yearly conducted, and all PhD students are evaluated, as it is mandatory for continuation in the doctoral programme. The final approval of the assessment is granted by the Academic Committee of the Doctoral Programme.</p> <ul style="list-style-type: none"> A first evaluation template has been designed for assessing researchers recruited under research projects at the end of their contracts. This template will be reviewed by a committee composed of the Head of the Unit for the Employment of Researchers, the Deputy HR Manager, the Deputy Research Manager, and the team of the Vice-Chancellor for Research. Meetings to finalize this document are scheduled for May 2026, with the goal of implementing it in June 2026. <p>INDICATORS</p>
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						<ul style="list-style-type: none"> • Set a commission to define the evaluation templates for R2 non-permanent researchers. (IN PROGRESS) • 100% of non-permanent researchers are evaluated using these templates. (IN PROGRESS) • At least 70% satisfaction in the quality survey (IN PROGRESS)
<p>4. Design a Career Development Mentoring Programme for researchers.</p> <ul style="list-style-type: none"> • Design a pilot mentoring programme in research career development and options for R2 researchers following the methodology developed in the Euraxess REBECA project. • Evaluate the pilot programme and make it available to all researchers who request it. <p>Include relevant information in the welcome manual and on the website.</p>	<p>28. Career development 30. Access to career advice</p>	<p>1Q 2026 2Q 2026</p>	<p>Research and Knowledge Transfer Vice-Rector; Doctoral School</p>	<ul style="list-style-type: none"> • A pilot mentoring program for R2 researchers is performed • Once defined the final mentorship program will include 50% of the R2 researchers 	<p>In progress</p>	<ul style="list-style-type: none"> • A mentoring programme for the career development of researchers has been designed, specifically targeting researchers recruited through programmes such as Ramón y Cajal, Beatriz Galindo, ATRAE, etc. The first mentoring session is scheduled for March 2026. This programme is supported by the previously prepared career development guide. Its main objective is to guide recruited researchers from these programmes through the accreditation process and help them secure a permanent position at UHU.. <p>INDICATORS</p>

						<ul style="list-style-type: none"> • A pilot mentoring program for R2 researchers is performed (PARTIALLY ACCOMPLISHED) • Once defined the final mentorship program will include 50% of the R2 researchers (IN PROGRESS)
<p>5. Promote measures to improve the stability of researchers.</p> <ul style="list-style-type: none"> • Insist on communication and centralize calls for employment both at the UHU and externally on the same web page. • Modify the filtering procedure in the selection of researchers registered in the employment exchanges so that candidates from similar thematic areas can be included in the selection procedures. <p>Include relevant information in the welcome manual and on the website..</p>	<p>23. Research environment 24. Working conditions 33. Teaching</p>	<p>2Q 2024 3Q 2024</p>	<p>Research and Knowledge Transfer Vice-Rector; Management Office</p>	<ul style="list-style-type: none"> • Publish the new webpage • Number of offers published • After the modification of the selection criteria at the UHU job exchange portal, number of researchers with similar thematic areas recruited. 	<p>Completed</p>	<ul style="list-style-type: none"> • The Plan for Attracting and Retaining Research Staff at the University of Huelva was approved by the Governing Council on January 27th, 2026 (published in the Official Bulletin of Universidad de Huelva no. 108-2026 on 6th February) (website: https://www.uhu.es/archivo-universitario/bo-uh). This stabilization plan establishes the framework for implementing initiatives to support researchers' career development, improve their working conditions, and strengthen overall HR strategy at UHU. Initially, the plan focuses on researchers recruited through programmes such as ERC, MSCA "Choose Europe for Science", Ramón y Cajal, Beatriz

						<p>Galindo, ATRAE, Consolidación Investigadora, and EMERGIA.</p> <ul style="list-style-type: none"> The plan is structured around three main lines of action: <ol style="list-style-type: none"> 1. Stabilization of research staff in programmes of excellence – aims to provide permanent positions to researchers who have secured contracts through the most competitive European and national calls. This is achieved via specific calls for Permanent Lecturer, Associate Professor, and, in exceptional cases, Full Professor positions. 2. Specific Call and Incorporation into Assistant Doctoral Faculty Positions to Reinforce Teaching and Research – targets research staff from less competitive European, national, and regional calls, stabilizing them through Associate Professor positions. 3. Attracting Talent – defines incentives, beyond stabilization, for selected researchers in
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					<p>programmes of excellence.</p> <ul style="list-style-type: none"> The plan is officially published in the Official Bulletin of Universidad de Huelva no. 108-2026 on 6th February (website: https://www.uhu.es/archivo-universitario/bo_uh). All research job offers and applications have been published on EURAXESS since 2024 (see, e.g., https://euraxess.ec.europa.eu/jobs/243051). Additionally, the calls are posted on: <ol style="list-style-type: none"> The electronic official noticeboard of UHU The website of the Unit for the Employment of Researchers – “Unidad de Personal Técnico de Apoyo a la Investigación” Since June 2024, a total of 113 job offers have been published on EURAXESS (https://euraxess.ec.europa.eu/search?keys=universidad%20de%20huelva&page=0). <p>INDICATORS</p> <ul style="list-style-type: none"> <i>Publish the new webpage (FULLY ACCOMPLISHED)</i> <i>Number of offers</i>
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						<p>published (113 PUBLISHED OFFERS)</p> <ul style="list-style-type: none"> After the modification of the selection criteria at the UHU job exchange portal, number of researchers with similar thematic areas recruited. (NO POSSIBILITY OF TRACKING THESE DATA)
<p>6. Visualize the communication events developed by the UHU.</p> <ul style="list-style-type: none"> Create a specific web page to inform about the communication activities developed by the researchers, and the communication events participated by the UHU. <p>Include relevant information in the welcome manual and on the website.</p>	<p>8. Dissemination, exploitation of results</p>	<p>2Q 2025</p>	<p>Communication Department</p>	<ul style="list-style-type: none"> Web page published Number of visits to the webpage Number of events announcements. 	<p>Completed</p>	<ul style="list-style-type: none"> The Scientific Culture and Innovation Unit (UCC, by the Spanish acronym: https://www.uhu.es/cultura-cientifica/) communicates the activities and events developed by the researchers and participated by the UHU in the website, social media (instagram, X, facebook, youtube, TikTok) and press releases. These news are compiled and posted on the website https://www.uhu.es/noticias. UCC+i has a Scientific Dissemination Plan (https://www.uhu.es/cultura-cientifica/conocenos/plan-de-divulgacion-cientifica) and a Scientific Dissemination Training Plan

						<p>(https://www.uhu.es/cultura-cientifica/eventos/plan-de-formacion-en-divulgacion-cientifica-202526)</p> <ul style="list-style-type: none"> • Other events related to the research and knowledge transfer are published on the website: https://www.uhu.es/otc/ • Although the websites are available, there is no record of the visits of the web and of the downloads. In the website of news (https://www.uhu.es/noticias), there are 2061 publications of which, directly related to the research (https://www.uhu.es/noticias?field_category_target_id[199]=199), there are 245 publications; 44 posts regarding research events (https://www.uhu.es/cultura-cientifica/eventos) <p>INDICATORS</p> <ul style="list-style-type: none"> • <i>Web page published (FULLY ACCOMPLISHED)</i> • <i>Number of visits to the webpage (NO POSSIBILITY OF RECORD)</i> • <i>Number of events announcements. (2061 publications: 245 publications related to the research and 44</i>
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						<p><i>posts regarding research events)</i></p>
<p>7. Creation of the figure of the researcher's ombudsman</p> <ul style="list-style-type: none"> • Delegate the functions of the researcher's ombudsman to current university ombudsman, detailing his functions and scope of action. • Make visible the existence of a student ombudsman as a conflicts' mediator between researchers. <p>Include relevant information in the welcome handbook and on the website.</p>	<p>34. Complaints/ appeals</p>	<p>4Q 2024</p>	<p>Ombudsman Department</p>	<ul style="list-style-type: none"> • Number of complaints mediated by the ombudsman • Number of complaints solved 	<p>Completed</p>	<ul style="list-style-type: none"> • A new ombudsman has been recently designated. The University Ombudsman's Office is responsible for protecting and defending the rights and freedoms of students, teaching and research staff, and administrative and service staff in their relations with the various bodies and services of the University. To this end, the Ombudsman's Office receives complaints and makes suggestions, processes official files and performs mediation functions to prevent situations of defencelessness or arbitrariness within the university community. • A website of the ombudsman's office has been updated (https://www.uhu.es/d efensoria- universitaria/) and all the annual reports have been published since the academic year 2000/01 with the exception of the ombudsman's reports of the academic

						<p>years 2023/24 and 2024/25 (which are in process). In all the ombudsman's reports (https://www.uhu.es/d efensoria- universitaria/informes), the number of complaints mediated by the ombudsman and of solved complaints are given.</p> <ul style="list-style-type: none"> • In particular, during the 2022/2023 academic year, 118 cases were handled, requiring the opening of investigation files in 72 of them, to which must be added another 46 enquiries that did not require the opening of an investigation to look into the situations raised, as they consisted of questions related to clarifications on aspects of little complexity and quick response. Thus, the total number of actions directed at members of UHU community during the academic year 2022/2023 amounted to 118 (there were 97 cases in 2021-22, 127 in 2020-21, and 119 in 2019/20), maintaining the average number of interventions by the University Ombudsman's Office
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						<p>in recent years.</p> <ul style="list-style-type: none"> Concerning the 72 cases opened, 100% have been resolved, with a favourable outcome in 30 of them (41.6%), compared to 16 cases with an unfavourable outcome (22.2%). So, in 30 out of 72 cases, the Ombudsman's decision was in favour of the person making the complaint or enquiry, and, therefore, a rectification of the processes that led to the action was requested. In 17 cases (23.6%), the interested party withdrew the complaint/enquiry after the Ombudsman's Office had taken initial action and verified the lack of basis of the complaint, usually by explaining the content of the regulations drawn up in relation to teaching and assessment. Other 3 cases were dismissed (4.2%) because they were under proceedings conducted by other university bodies or did not meet some of the requirements that the statutes or regulations of the
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						<p>Ombudsman's Office require to intervene. Finally, 6 cases were referred to other services (8.4%), as the complaints did not fall within the remit of the Ombudsman's Office or the interested parties had not approached the previous bodies for the resolution of the problem, being dealt with and resolved by the competent bodies.</p> <ul style="list-style-type: none"> The website has been translated to English. <p>INDICATORS</p> <ul style="list-style-type: none"> Number of complaints mediated by the ombudsman (In 2022/2023 academic year, 118 cases were handled, requiring the opening of investigation files in 72 of them) Number of complaints solved (In 2022/2023, 100% cases have been resolved)
<p>8. To make UHU infrastructures more visible.</p> <ul style="list-style-type: none"> Create and publish a catalog of laboratory infrastructures and instruments at the UHU. Visibilize accessible or 	24. Working conditions	3Q 2025	Vice-Rectorcy of Infrastructure supported by the Research and Knowledge Transfer Vice-Rectorcy	<ul style="list-style-type: none"> Infrastructures catalogue published Number of downloads to the infrastructures catalogue. 	In progress	<ul style="list-style-type: none"> The Infrastructure Service (https://www.uhu.es/infraestructura) is making the UHU's spaces more visible. On the one hand, it has published a catalogue with the plans of the UHU's

<p><i>underutilized infrastructures and laboratories on the La Rábida campus.</i> <i>Include relevant information in the welcome manual and on the website.</i></p>					<p>campuses, building plans and a summary of the surface areas on its website (https://www.uhu.es/infraestructura/planimetria-uhu/planos-generales ; https://www.uhu.es/infraestructura/planimetria-uhu/planos-por-edificio ; https://www.uhu.es/infraestructura/planimetria-uhu/resumen-de-superficies).</p> <ul style="list-style-type: none"> • On the other hand, the research equipment and laboratories have been compiled in the Research Centers (https://www.uhu.es/gestion-investigacion/centros-de-investigacion) at UHU: <ul style="list-style-type: none"> • CCTH (https://www.uhu.es/ccth/infraestructuras-de-investigacion/) • FMC (https://www.uhu.es/fmc/lablife ; https://www.uhu.es/fmc/hpcuhu) • PRO2TECS (https://pro2tecs.com/ ; https://pro2tecs.com/tep-185/ ; https://pro2tecs.com/rnm-371/ ; https://pro2tecs.com/fqm-349/) • CIPHCN
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						<p>(https://www.uhu.es/ciphcn/index.php/laboratorio-nuevastecnologias/)</p> <ul style="list-style-type: none"> • CIQSO (https://uhu-ciqso.es/facilities/) • RENSMA (https://www.uhu.es/rensma/servicios/) • CITES (https://citesuhu.com/en/) <ul style="list-style-type: none"> • The complete catalogue of research infrastructure is not compiled in a single website yet because the equipment and laboratories from the research services are in the process of restructuring. With this objective, each research infrastructure will be assigned to a scientific responsible within a Research Center. • This reorganization is aligned with the present research strategy at UHU, which aims to promote the concentration of research quality in Research Centres, including the attraction of high-quality researchers and the transfer of research results to society. In agreement
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						<p>with this new strategy, UHU has fostered the Research Centers. Spaces of Campus de la Rábida are being assigned to the new researchers and Research Centers.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Infrastructures catalogue published (PARTIALLY ACCOMPLISHED) • Number of downloads to the infrastructures catalogue. (NO POSSIBILITY OF RECORD)
<p>9. Improve the internationalization of the UHU.</p> <ul style="list-style-type: none"> • Publish a greater number of job offers on international platforms. • Make international employment platforms more visible among researchers. • Translation of UHU's documents into English. <p>Include relevant information in the welcome manual and on the website.</p>	<p>24. Working conditions 28. Career development</p>	<p>1Q 2024 1Q 2029</p>	<p>Vice-Rectoría of Internationalization; Management Office</p>	<ul style="list-style-type: none"> • Number of job offers published in international platforms • Number of international researchers recruited • Number of visits to the most relevant translated documents 	<p>Completed</p>	<ul style="list-style-type: none"> • All job offers and the applications for recruitment under research projects have been published in English on EURAXESS since 2024 (see, e.g., https://euraxess.ec.europa.eu/jobs/243051). • In addition, the calls are posted on: <ul style="list-style-type: none"> a) The electronic official noticeboard of UHU (https://sede.uhu.es/opicms/system/modules/sede/contents/pages/tablon) b) The website of the Unit for the Employment of Researchers "Unidad de Personal Técnico de Apoyo a la

						<p>Investigación” (https://www.uhu.es/personal-tecnico-apoyo/oferta-de-empleo)</p> <ul style="list-style-type: none"> • Since June 2024, 113 offers have been published in EURAXESS (https://euraxess.ec.europa.eu/search?keys=universidad%20de%20huelva&page=0). • The documents related to the job offers and the application forms are translated into English. <p>INDICATORS</p> <ul style="list-style-type: none"> • <i>Number of job offers published in international platforms (113 published offers)</i> • <i>Number of international researchers recruited (9 researchers)</i> • <i>Number of visits to the most relevant translated documents (NO POSSIBILITY TO RECORD)</i>
<p>10. Centralize the dissemination of intellectual property norms in a single webpage</p> <ul style="list-style-type: none"> • Include all the information in intellectual 	31. Intellectual Property Rights	1Q 2025	Research and Knowledge Transfer Vice-Rector; Management Office; IT Department	<ul style="list-style-type: none"> • -number of visits to the webpage • Number of downloads of UHU's intellectual property norm • Increase in patent publication 	Completed	<ul style="list-style-type: none"> • The University of Huelva, through its Knowledge Transfer Office (OTC in Spanish), provides the university

<p>property in a single webpage to help researchers in the identification of research results patenting possibilities <i>Include relevant information in the welcome manual and on the website.</i></p>				<p><i>since the webpage is launched</i></p>	<p>community with a service for the management and processing of industrial and intellectual property rights /otc/propiedad-industrial-e-intelectual). <ul style="list-style-type: none"> This office acts as the intermediary between university staff and the Spanish Office of Patents and Brands for applications of industrial property protection (patents, brands, industrial designs, etc.), or the Intellectual Property Registry for the registration of computer programs, databases, etc. The web pages and application forms for patents and intellectual property rights have been updated and translated into English. The number of Intellectual Property Rights registered by the University of Huelva are: 2 in 2021, 3 in 2022, 1 in 2023, 2 in 2024, and 6 in 2025. The number of patent applications filed by UHU are: 1 in 2021, 3 in 2022, 8 in 2023, 3 </p>
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						<p>in 2024, and 4 in 2025.</p> <p>INDICATORS:</p> <ul style="list-style-type: none"> -number of visits to the webpage (NO POSSIBILITY OF RECORD) Number of downloads of UHU's intellectual property norm (NO POSSIBILITY OF RECORD) Increase in patent publication since the webpage is launched (FULLY ACCOMPLISHED)
<p>11. Improve the conciliation between work and professional life</p> <ul style="list-style-type: none"> Write a norm on conciliation <p>Include relevant information in the welcome manual and on the website.</p>	24. Working conditions	2Q 2025	Management Office	Number of UHU's researchers that apply for conciliatory measures	In progress	<ul style="list-style-type: none"> A draft of the norm on conciliation is already available, although it requires reaching a consensus with different actors at UHU before its approval. <p>INDICATORS</p> <ul style="list-style-type: none"> Number of UHU's researchers that apply for conciliatory measures (IN PROGRESS)
<p>12. Draft the welcome handbook.</p> <ul style="list-style-type: none"> Draft and update annually the welcome manual (in digital version), available in Spanish and English. <p>To present its</p>	All	1Q 2024 3Q 2025	Management Office supported by Communication Office	<ul style="list-style-type: none"> All researchers have been informed of the publication of a welcome handbook. HR department inform to new contracted researchers about the 	In progress	<ul style="list-style-type: none"> A welcome handbook, including the relevant information for researchers, is currently being developed. At present, a draft of 62 pages is available. This handbook will

<p><i>contents at the welcome sessions for new researchers.</i></p>				<p><i>existence of this manual when the contract is signed.</i></p>		<p>also be extended to ERASMUS students and researchers and will be published on https://www.uhu.es/vic.investigacion/hrs4r/ as well as on the International Service website. Its completion and publication are expected by the end of the first semester of 2026.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • <i>All researchers have been informed of the publication of a welcome handbook. (PARTIALLY ACCOMPLISHED)</i> • <i>HR department informs new contracted researchers about the existence of this manual when the contract is signed. (IN PROGRESS)</i>
<p>13. Launch, awareness raising, communication in HRS4R and OTM-R and evaluation.</p> <ul style="list-style-type: none"> • Project kick-off. • Awareness-raising seminar for researchers and managers (e.g. in the framework of the annual researchers' conference). • Elaborate contents in Spanish and 	<p>All</p>	<p>Q3 2024 Q3 2025 Q3 2026 Q3 2027 Q3 2028</p>	<p>Research and Knowledge Transfer Vice-Rectorcy; Management Office</p>	<ul style="list-style-type: none"> • All UHU's researchers have been informed about the awareness session and encourage to attend, either life or watching a video of the session. • All the documents generated plus other related documents were posted on the 	<p>In progress</p>	<ul style="list-style-type: none"> • UHU has organized information and awareness-raising meetings about the implications of the HRS4R logo. • Online InCities meeting: HRS4R Logo at the UHU (May 28th, 2024). Miguel Carvajal – UHU. • Logo HR Excellence in Research 2025: The HR Excellence in Research (October 22nd, 2025). Lorena

<p>English for the HRS4R website. Periodically evaluate the level of knowledge and involvement of researchers.</p>				<p>webpage.</p> <ul style="list-style-type: none"> • The involvement of researchers increases in successive evaluations. • 	<p>Muñoz, CEO of Effectia and Miguel Carvajal – UHU.</p> <ul style="list-style-type: none"> • Mobility, professional career, and mentoring in research (November 7th, 2025). Anais González Iglesias, business development manager for precision medicine at Healthcare Amazon Web Services. • Integrity and Ethics in Scientific Research (November 14th, 2025). Ana Cuevas, professor at the University of Salamanca • Open Access and Scientific Data Management (November 28th, 2025). Laura Bonora, Open Science Expert and European Commission National Contact Point at FECYT • Several e-mails have been sent to the university community via distribution lists, informing them about the events and about the website where the presentations and videos are posted
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						<p>(https://www.uhu.es/vic_investigacion/hrs4r/).</p> <p>In addition, research and knowledge transfer events are published on the website: https://www.uhu.es/otc/</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • All UHU's researchers have been informed about the awareness session and encourage to attend, either live or watching a video of the session. (FULLY ACCOMPLISHED) • All the documents generated plus other related documents were posted on the webpage. (FULLY ACCOMPLISHED) • The involvement of researchers increases in successive evaluations. (IN PROGRESS)
<p>14. Promote Open Science and Responsible Research Practices Objective To further strengthen a culture of Open Science at UHU by promoting open access to research outputs, good research data management practices, and</p>	<p>8. Open Science</p>	<p>Q4 2026 Q4 2027 Q4 2028</p>	<p><i>Doctoral Studies, Language Policy and Library Vice-Rector (LEADER); Library; Research and Strategic Planning Vice-Rector</i></p>	<ul style="list-style-type: none"> • Availability and use of the institutional repository. • Number and percentage of research publications available in open access. • Number of 	<p>NEW</p>	

<p>transparency, while ensuring compliance with ethical, legal, and data protection requirements.</p> <p>Description of the action</p> <p>UHU actively promotes Open Science principles by facilitating open access to research publications and supporting responsible research practices throughout the research lifecycle. The University currently provides an <u>institutional repository</u> that enables open access to scientific publications and academic outputs, contributing to the visibility, dissemination, and societal impact of UHU research. Building on this solid foundation, UHU is progressively advancing its Open Science ecosystem by exploring and developing additional initiatives related to research data management and Open Educational Resources (OER), in line with European and funder expectations.</p>				<p>research projects supported in research data management practices.</p> <ul style="list-style-type: none"> • Availability of institutional guidelines or support materials on Open Science. • Number of training and awareness activities and participants. • Progressive development of initiatives related to OER and research data. 		
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<p>This action seeks to consolidate existing practices while gradually enhancing institutional support and infrastructure for Open Science.</p> <p>Key activities</p> <ul style="list-style-type: none">• Continued maintenance and promotion of the institutional open-access repository.• Encouragement of researchers to deposit publications in accordance with institutional and funder requirements.• Progressive strengthening of institutional support for research data management, aligned with FAIR						
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<p>principles.</p> <ul style="list-style-type: none">• Gradual promotion of Open Educationa l Resources (OER) within teaching and knowledge-transfer activities.• Support and guidance for the preparation of Data Manageme nt Plans (DMPs) where applicable.• Awareness-raising and training activities on Open Science, Open Access, Open Data, and research integrity.• Provision of guidance on ethical,						
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<p>legal, and intellectual property aspects (GDPR, sensitive data, embargoes)</p>					
<p>15. Implementation of citizen science in research projects</p> <p>Define an institutional framework for the implementation of Citizen Science, aligned with Responsible Research and Innovation (RRI) principles and European best practices.</p> <p>Promote awareness among researchers about the value of Citizen Science for research quality, societal impact and knowledge co-creation.</p> <p>Encourage the inclusion of Citizen Science approaches in the design, development and evaluation of</p>	<p>8. Open Science</p>	<p>Q1 2027 Q1 2028 Q1 2029</p>	<p><i>Transfer and Territorial Development Vice-Rector (LEADER); Research and Strategic Planning Vice-Rector; Knowledge</i></p>	<p>Existence of an institutional policy or framework on Citizen Science (yes/no).</p> <p>Number of research areas formally identified as suitable for Citizen Science approaches.</p> <p>Number of awareness-raising activities on Citizen Science organised annually.</p> <p>Number and percentage of researchers trained in Citizen Science methodologies.</p> <p>Number of research projects incorporating Citizen Science components.</p> <p>Number of collaborations established with external stakeholders or citizen groups.</p>	<p>NEW</p>

<p>research projects.</p> <p>Support researchers in incorporating Citizen Science components into national and European funding proposals.</p> <p>Foster collaboration with external stakeholders, civil society organisations and local communities.</p> <p>Recognise Citizen Science activities as valuable research outputs within internal evaluation and career development frameworks.</p>						

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL: <https://www.uhu.es>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

UHU has integrated OTM-R in its recruitment procedures:

- All recruitment calls clearly describe eligibility requirements, professional experience, evaluation criteria, scoring systems, and selection procedures. For PhD and postdoctoral researchers, contracts explicitly specify objectives and maximum duration, ensuring transparency in working conditions and

career expectations, in accordance with the Charter principle of Transparency. The application forms of the calls are now available in Spanish and English and can be downloaded from EURAXESS and the official noticeboard of UHU (https://euraxess.ec.europa.eu/sites/default/files/jobs/2024-06/FORMULARIO%20SOLICITUD%20DE%20PARTICIPACION%20EN%20ESPANOL%20INGLES_1.pdf). Since June 2024, 113 offers have been published in EURAXESS (<https://euraxess.ec.europa.eu/search?keys=universidad%20de%20huelva&page=0>).

- The recruitment procedure, carried out by the Unit for the Employment of Researchers, can be summarized as follows:
 - o The call for applications is published with a submission deadline of 10 working days. This is posted on the UHU website and on EURAXESS.
 - o After the deadline, all submitted CVs are collected and an initial administrative screening is carried out.
 - o A provisional list of accepted and rejected applicants is published. This list shows the results of the initial screening and provides a period of 10 working days for corrections. The reasons for rejection are included.
 - o The final list of accepted and rejected candidates is published, again with the causes of rejection. The CVs of eligible applicants are sent to the Principal Investigator for evaluation.
 - o The minutes of the Evaluation Committee, which record the scores for each candidate, are sent to the recruitment unit. This is an internal document and is not published.
 - o The 'Assessment Committee Agreement' is drawn up. A final document is published showing the scores awarded to all the candidates.
 - o A recruitment decision is issued, announcing the selected candidate.
- Candidates who are not successful are notified via the website of the call for applications. An example of the full recruitment procedure, from the publication of a call until its completion, can be found at: <https://www.uhu.es/personal-tecnico-apoyo/convocatorias/convocatoria-publica-para-la-contratacion-de-ununa-tituladoa-grado-superior-con-53>. 100% of rejected candidates receive feedback on their evaluation.
- Although the updating of the statutes for teaching and research staff was not included in the HR action plan of UHU, the General Secretariat of the University is currently working on this task for approval within the year. The statutes will be adapted to comply with the Spanish Labour Reform (Law 32/2021), reinforcing the institutional commitment to transparent employment conditions, in accordance with the specific contractual arrangements for teaching and research personnel established in the Science Act (Law 17/2022).

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.yoursite.com>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The implementation of the action plan started in 2024 after obtaining the HR award.

The HRS4R action plan has been launched by having several meetings involving the Management Office at UHU, the Unit for the Employment of Researchers, and the Vice-Rectorate of Research and Strategic Planning. These units have led, coordinated, and monitored the proper functioning of the actions, meeting with other UHU units for implementing those actions. Periodic meetings with delegates of different UHU units have been scheduled to gather input.

The first action of UHU in the implementation process was related to the communication and publication of job offers in EURAXESS. However, when the implementation process was running smoothly, the Unit for the Employment of Researchers (in Spanish, "Unidad de Personal Técnico de Apoyo a la Investigación", <https://www.uhu.es/personal-tecnico-apoyo/oferta-de-empleo>) underwent a restructuring at the end of 2024 and beginning of 2025. Therefore,

since 2025, the action plan has been developing normally, coordinating mechanisms and monitoring tools for the adoption of new human resources policies and practices in research. The recent hire of a deputy Human Resources Manager in the last quarter of 2025 is updating university regulations and proposing new actions related to recruitment procedures.

Regarding the thirteen previously proposed actions, most have made good progress and are either completed or partially completed. The following items require specific remarks:

1. The publication of a recruitment handbook has been delayed. It is expected to be finished by the end of first semester of 2026. The training of the members of the Selection Committee under OTM-R selection criteria will be carried out in the second semester of 2026.
2. The design of a document for evaluating recruits under research projects at the end of their contracts is not ready yet, although it is expected to be completed and implemented by June 2026.
3. The website of the Ombudsman's Office needs to be updated with the reports for the last two academic years.
4. A normative about family and working conciliation is not yet available. However, a first draft has been developed and it needs consensus with different actors at UHU before approval.
5. A welcome handbook, including relevant information for researchers, is nearly ready (draft of 62 pages). It is expected to be finalized and published by the end of first semester of 2026, in collaboration with UHU offices most involved with researchers' tasks and duties.

The stages of the different actions are as follows:

1. Update recruitment procedures to HRS4R criteria (In progress)

All job offers are duly published together with selection committee guidelines, and rejected candidates receive feedback. The staff selection regulations have been updated according to the new labour reform and submitted to the Governing Council for final approval. The recruitment handbook is still in progress, which is essential for acquainting the members of the selection committee members with the OTM-R selection criteria.

2. Offer tools for career development counselling (Partially accomplished)

The career guide is already published online. Plans are underway to extend it to R1 researchers, and the annual career development workshop is scheduled in March 2026.

3. Design a process for evaluation of researchers hired under research projects (In progress)

A first template has been designed for evaluating recruits at the end of their contracts. A committee formed by the Head of the Unit for the Employment of Researchers, the deputy HR manager, the deputy research manager, and the team of the Vice-Chancellor of Research will assess it. The meetings to define this document are scheduled in May 2026, with the purpose of implementing it in June 2026.

4. Design a Career Development Mentoring Programme for researchers (Partially accomplished)

A mentoring programme has been designed, focusing on career development for recruited researchers. The first workshop is scheduled in March 2026. This programme is supported by the career development guide already completed.

5. Promote measures to improve the stability of researchers (Fully accomplished)

All job offers and applications are published on EURAXESS since 2024. A Plan for Attracting and Retaining Research Staff has been approved by the Governing Council and published in the Official Bulletin of the Universidad de Huelva no. 108-2026 on 6th February.

6. Visualize communication events developed by UHU (Fully accomplished)

The website publishing the research activities and events is active. Tracking the number of visits is not possible.

7. Creation of the figure of the researcher's ombudsman (Partially accomplished)

A new ombudsman has been appointed. The Ombudsman's Office website is updated, and all the annual reports are published since 2000/01, except for 2023/24 and 2024/25. The website is translated into English.

8. Make UHU infrastructures more visible (Partially accomplished)

The Infrastructure Service has made UHU spaces more visible, publishing campus and building plans and surface area summaries. The research equipment and laboratories have been compiled in the Research Centres. The full catalogue is not yet centralized, as research services are being restructured, and each infrastructure will be assigned to a scientific responsible in a Research Centre.

9. Improve internationalization of UHU (Fully accomplished)

All job offers and application forms under research projects are published in English on EURAXESS since 2024.

10. Centralize dissemination of intellectual property norms (Fully accomplished)

The Knowledge Transfer Office website and application forms for patents and intellectual property rights are updated and translated into English. The website also posts Intellectual Property Rights registered by the UHU and patent applications filed. Tracking visits or downloads is not possible, but the increase in patent publications is evident.

11. Improve conciliation between work and professional life (In progress)

A draft of the working and family conciliation norm is available but requires consensus with UHU stakeholders before approval.

12. Draft the welcome handbook (Partially accomplished)

The welcome handbook draft, including 62 pages of relevant information, is nearly complete. It will also cover ERASMUS students and researchers, with publication expected during the first semester of 2026.

13. Launch, awareness-raising, communication in HRS4R and OTM-R, and evaluation (Partially accomplished)

Information and awareness-raising events about the HRS4R logo have been organized. Presentations and videos are posted on the website. A further evaluation involving researchers is planned.

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

How have you prepared for the internal review? *

The implementation process is organized across four levels of responsibility:

1. **Steering Committee of HRS4R (SC):** The highest-level body coordinating and monitoring the implementation process and related measures. It is composed of the Vice-Chancellor of Research, the University Manager, the Head of the Unit for the Employment of Researchers, and the Director of Research Projects.
2. **Actions Implementation Committee (AIC):** Oversees quality control of implementation, including training, mentoring, mobility, ethics, and complaints. It consists of 10 members of the administrative and research staff (R2 to R4) from Research, Planning and Data Strategy, Doctoral School, Library, Knowledge Transfer, Scientific Culture and Innovation, Ombudsman, IT, and International offices.
3. **Human Resources Committee (HRRRC):** Composed of the Human Resources Unit. Coordinates deployment of OTM-R related actions and oversees quality control and monitoring of HR indicators.
4. **Project Leaders (PL):** The Chief of the Human Resources Office and the Director of Research Projects. Report implementations to the SC, supported by the above committees, and are responsible for workflow management, including tools for information, regular meetings, ad-hoc subcommittees, quality control, and international benchmarking.

To prepare for the internal review of the HRS4R process at the University of Huelva, a first draft of the internal report has been prepared by the **Project Leaders (PL)**, compiling all the actions carried out by the **Actions Implementation Committee (AIC)** and the **Human Resources Committee (HRRRC)** within the framework of the HRS4R action plan. This draft was previously reviewed and validated by the **Steering Committee (SC)** at UHU before being shared with members of the university community who are part of the different committees involved, ensuring that the information accurately reflects the progress made in implementing human resources policies and practices in research.

How have you involved the research community, your main stakeholders, in the implementation process? *

Detailed description and duly justification (max 500 words)

The research community and key stakeholders at the University of Huelva have been actively involved in the implementation of the HRS4R action plan. Fifteen members from the research community (R2–R4) as well as administrative and service staff participate in the Committees, contributing to both the design of actions and the implementation of pilot initiatives.

Through **Action 13 – “Launch, awareness, and communication of both HRS4R and OTM-R”**, awareness-raising activities on the Charter & Code principles and OTM-R criteria were carried out, along with targeted training for the research community. Four online events were organized, followed by a survey to gather feedback from the university community, including researchers, to assess their awareness of HRS4R criteria and identify training needs.

- The HR Excellence in Research Logo (October 22nd, 2025), Lorena Muñoz, CEO of Effectia.
- Mobility, professional career, and mentoring in research (November 7th, 2025), Anais González Iglesias, business development manager for precision medicine at Healthcare Amazon Web Services.
- Integrity and Ethics in Scientific Research (November 14th, 2025), Ana Cuevas, professor at the University of Salamanca.
- Open Access and Scientific Data Management (November 28th, 2025), Laura Bonora, Open Science Expert and European Commission National Contact Point at FECYT.

During these events, the progress of HRS4R actions was reported to the research community. In addition, several emails were sent to the entire research staff to further promote understanding and engagement with the HRS4R strategy.

The Committees are responsible for implementing the most relevant actions, such as improving the performance assessment tool, developing mentoring programmes, training supervisors, and updating and disseminating Good Practices Guidelines. These working groups are composed of staff from different units, ensuring representation of the institutional diversity and promoting a collaborative approach to the HRS4R implementation.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The Steering Committee (SC) regularly monitors the implementation progress of the HRS4R actions. On average, the Project Leaders (PL) meet at least once a month and promptly report progress, challenges, and any emerging issues to the SC. The PL also meet regularly with members of the Actions Implementation Committee (AIC) and the Human Resources Committee (HHRRC) to coordinate specific tasks. Additionally, the PL and SC provide annual updates to the AIC and HHRRC on overall progress to support ongoing monitoring.

A total of 15 members of the university community are actively involved in the committees. These members represent different categories and research fields: 5 from R4, 5 from R3, 1 from R2, and 4 from administrative and service staff; research areas include 4 from Sciences, 3 from Engineering, 3 from Humanities, and 1 from Social Sciences.

Project Leaders (PL):

1. Maribel Fernández Ponce (Administrative Staff) – Responsible for the Unit for the Employment of Researchers and the HRS4R process.
2. Miguel Carvajal Zaera (R4) – Director of Research Projects.

Steering Committee (SC):

Composed of the PLs plus:

3. José Enrique García Ramos (R4) – Vice-Chancellor of Research and Strategic Planning.
4. Manuel Pavón Lagares (Administrative Staff) – University Manager.

Actions Implementation Committee (AIC):

5. Sonia Villegas López (R4) – Director of Research.
6. Ramón Jiménez Toribio (R3) – Director of Data Strategy and Planning.
7. Ana Pinto García (Administrative Staff) – Head of Strategic Management and Sustainable Development.
8. M. Carmen Fonseca Mora (R4) – Vice-Chancellor of Doctorate, Language Policy, and Library.
9. Asunción Díaz Zamorano (R3) – Director of Doctoral School.
10. Carlos Ruiz Cánovas (R3) – Director of Knowledge Transfer.
11. Alberto Palma López (R3) – Director of Scientific Culture and Innovation.

12. Juan Luis Aguado Casas (R3) – University Ombudsman.
13. Rafael López de Ahumada Gutiérrez (R2) – Director of IT, Communications, and Virtual Learning.
14. Javier Vázquez Piqué (R4) – Director of Mobility and International Collaboration.

Human Resources Committee (HHRRC):

Composed of the Responsible of the Unit for the Employment of Researchers and HRS4R process, the University Manager, and:

15. Javier García Menéndez (Administrative Staff) – Deputy Manager of Human Resources.

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

Some of the actions defined in this Action Plan are already incorporated into the current Strategic Plan. In particular, the follow-up report of the Strategic Plan (<https://www.uhu.es/planificacion-estrategica/resultados/memorias-y-seguimiento>) explicitly refers to the overall objectives of the HRS4R strategy and includes the following thirteen actions:

1. Update procurement procedures in accordance with HRS4R criteria.
2. Provide tools and guidance for career development.
3. Design a process for evaluating researchers hired for research projects.
4. Develop a Professional Development Mentoring Programme for researchers.
5. Promote measures to improve researchers' job stability.
6. Increase the visibility of communication activities carried out by UHU.
7. Establish a University Ombudsman.
8. Enhance the visibility of UHU's research infrastructure.
9. Strengthen internationalisation.
10. Centralise the dissemination of intellectual property regulations on a single website.
11. Improve work–life balance measures.
12. Prepare a welcome handbook for researchers.
13. Implement launch, awareness-raising, communication, and evaluation actions related to HRS4R and OTM-R.

Therefore, the Strategic Plan is fully aligned with the European HRS4R award. Moreover, the HRS4R strategy constitutes a fundamental pillar of the University's research policy, including a "brain gain" approach aimed at improving working conditions, fostering career development, and enhancing the quality and attractiveness of recruitment processes.

The Project Leaders (PL) are responsible for ensuring that UHU policies remain consistent with HRS4R principles and with the actions developed within these Action Plans.

How has your organisation ensured that the proposed actions would be also implemented? *

The University of Huelva has ensured the implementation of the proposed HRS4R actions through continuous oversight and monitoring by the **Steering Committee (SC)**. The SC regularly reviews the progress of all actions and identifies any deviations from the original timeline. The monitoring is carried out through scheduled meetings with the **Project Leaders (PL)** and the committees involved in the implementation, allowing prompt identification of challenges and bottlenecks.

To address delays and ensure timely completion, **contingency measures** have been adopted. For example, the recent hiring of a **Deputy Human Resources Manager** has strengthened the capacity of the Human Resources Unit and accelerated the execution of HR-related actions. These measures, combined with the structured coordination among the SC, PL, and the relevant committees, guarantee that the planned HRS4R actions are implemented effectively.

How are you monitoring progress (timeline)? *

The progress of the HRS4R action plan at the University of Huelva is monitored through **regular meetings of the Steering Committee (SC) and the Project Leaders (PL)**. For specific actions, the PL meet periodically with members of the **Actions Implementation Committee (AIC)** and the **Human Resources Committee (HHRRC)** to review the development of tasks and ensure alignment with the planned timeline. This structured monitoring allows timely identification of any delays or issues and facilitates corrective actions to keep the implementation on schedule.

How will you measure progress (indicators) in view of the next assessment? *

Detailed description and duly justification (max 500 words)

The University of Huelva will measure progress toward the next HRS4R assessment using the **indicators previously defined in the UHU scorecard**, which will be monitored periodically to detect any deviations from the HRS4R principles or internal policies. Additionally, a **survey will be distributed to all employees** to evaluate their satisfaction and awareness of the HRS4R policies and actions implemented. The results of this survey will be analyzed and used to inform further actions. For the formal interim assessment, the **final report will be prepared using the evaluation templates available on EURAXESS** and submitted to the Steering Committee for approval. This ensures a structured and evidence-based evaluation of progress.

How do you expect to prepare for the external review? *

The University of Huelva expects to prepare for the external HRS4R review by compiling evidence from the periodic monitoring of the action plan, as tracked through the UHU scorecard indicators. The progress of each action is regularly reviewed in meetings of the Steering Committee and the Project Leaders, with additional follow-ups involving the AIC and HHRRC for specific tasks.

A survey will be sent to all employees to assess their awareness and satisfaction regarding the HRS4R policies and actions implemented. The results of this survey, along with other documentation such as reports, templates, and records of meetings, will provide evidence of the implementation and impact of the actions.

All findings and supporting materials will be compiled in a final internal report, prepared using the EURAXESS evaluation templates, which will be approved by the Steering Committee before submission. This ensures that the external review will be based on comprehensive, verified, and systematically collected evidence.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)