



HR EXCELLENCE IN RESEARCH

HRS4R Strategy and Action Plan Nebrija University

2026-2027



UNIVERSIDAD
NEBRIJA

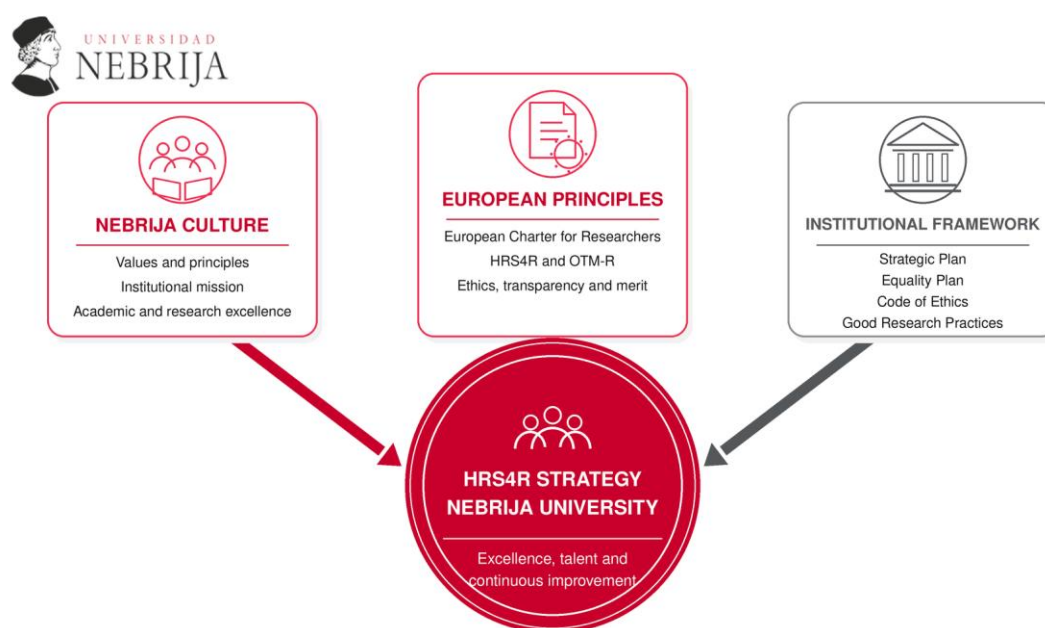
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1. Introduction

Nebrija University is a private Spanish university committed to academic excellence, research, internationalisation and educational innovation. Its research activity takes place in a dynamic, multidisciplinary environment focused on knowledge transfer and engagement with the professional and social landscape. The University is firmly committed to the continuous improvement of its research and human-resources policies and practices. The Human Resources Strategy for Researchers (HRS4R) provides the cross-cutting framework for advancing the implementation of the principles of the European Charter for Researchers and consolidating an ethical, inclusive, transparent, participatory and internationally attractive research environment.

This document sets out the institutional implementation strategy and the HRS4R Action Plan for 2026-2027. Its purpose is to translate the findings of the internal analysis and consultation with the research community into specific actions, with clearly assigned responsibilities, timelines and monitoring indicators.

2. Nebrija HRS4R Strategy



The strategy was developed through a participatory institutional process involving the Steering Committee, the HRS4R Working Group, and the units responsible for research and human-resources management. The assessment was based on:

- A review of institutional policies, procedures and practices against the principles of the European Charter for Researchers.
- Completion of the GAP Analysis and the OTM-R Checklist.
- Consultation with the research community through a survey, communications, working sessions and monitoring activities.

- Identification of institutional strengths, gaps and improvement priorities in ethics, recruitment, working conditions, professional development and participation.

3. Objectives of the HRS4R Strategy

Nebrija University's strategy pursues five objectives:



OBJECTIVES OF THE HRS4R STRATEGY Nebrija University

1



INTEGRATION OF PRINCIPLES

Progressively integrate the principles of the European Charter for Researchers into human resources, research and professional development policies.

2



OTM-R RECRUITMENT

Ensure open, transparent, accessible and merit-based recruitment processes through implementation of the OTM-R Policy.

3



CONDITIONS AND SUPPORT

Improve the conditions and structures underpinning research activity, with particular attention to equality, work-life balance and access to resources.

4



SUSTAINABLE CAREERS

Promote sustainable research careers through training, mentoring, supervision and career guidance.

5



PARTICIPATION AND IMPROVEMENT

Consolidate a participatory culture of continuous improvement based on monitoring, evaluation and accountability.

4. OTM-R Policy

Implementing an Open, Transparent and Merit-based Recruitment policy is a strategic component of Nebrija's commitment to research excellence. The University will use the OTM-R Toolkit as a framework for reviewing, consolidating and improving the recruitment and selection processes for research and academic staff.

The institutional OTM-R Policy is available in Spanish and English and will be disseminated through the institutional website and EURAXESS. It establishes the principles, procedures and criteria applicable to recruitment, with particular emphasis on equal opportunities, transparency, merit and recognition of diverse career paths.

5. HRS4R Action Plan 2026-2027

1. Ethics, scientific integrity and HRS4R visibility

Strengthen the dissemination and visibility of institutional policies, ethical principles and communication channels relating to scientific integrity, good research practices and HRS4R principles, thereby improving researchers' awareness of and access to institutional resources.

Objectives:

- Create a dedicated institutional HRS4R space on the corporate website.
- Number of communication activities carried out.
- Number of training activities on research ethics and integrity.
- Number of research staff participating in training on ethics, scientific integrity and good practices.

2. Institutional OTM-R Policy

Develop and publish an institutional OTM-R Policy aligned with European standards and strengthen the transparency and accessibility of recruitment and selection processes.

Objectives:

- Publish the OTM-R Policy in Spanish and English.
- Increase the number of international applications.
- Publish assessment criteria used in recruitment processes.
- Improve perceptions of transparency in recruitment processes.

3. Information on Funding Procedures and Professional Development

Improve the dissemination of funding opportunities, institutional procedures and professional-development resources to ensure equal access to information for the entire research community.

Objectives:

- Launch regular research communication newsletters.
- Number of communication activities concerning funding calls, project-management support and research procedures.
- Increase training activities on national, regional and European calls and on the management of public and private projects.
- Number of communication campaigns or activities relating to training, careers and professional-development resources.
- Conduct a perception survey on access to information at the end of the academic year.

4. Institutional Research Support Structures

Strengthen institutional research support structures by improving administrative support, interdisciplinary collaboration and access to research resources. This action responds to one of the areas for improvement identified through the internal surveys concerning the availability of resources required to carry out research activities.

Objectives:

- Assess the needs of research groups.
- Number of support measures implemented.
- Increase interdisciplinary collaboration initiatives.
- Improve researcher satisfaction with institutional support.

5. Work Life Balance Wellbeing and Sustainable Careers

Promote work-life balance, wellbeing and sustainable research careers through support measures and greater visibility of institutional policies relating to equality and work-life balance.

- Disseminate equality and work-life balance policies.
- Improve satisfaction survey results concerning working conditions.
- Increase awareness of institutional wellbeing and work-life balance measures.

6. Training Mentoring and Research Career Development

Strengthen opportunities for training, mentoring and structured research career development, with particular emphasis on consolidating formal mechanisms for supervision, support and career guidance for researchers at different stages of their careers.

- Number of training activities implemented.
- Number of participants in mentoring and training programmes.
- Improve perceptions of professional-development opportunities.
- Develop structured career-guidance resources for researchers.
- Design and implement a formal mentoring programme for predoctoral and postdoctoral researchers.

7. Participation and Engagement of the Research Community

Increase the participation and engagement of the research community in implementing the HRS4R Strategy and in institutional decision-making processes.

Objectives:

- Number of participatory activities and consultation sessions held.
- Participation rates in surveys and working groups.
- Increase awareness of the HRS4R Strategy among the research community.

6. Monitoring and continuous improvement

Defining responsible units, timelines, indicators and periodic evaluation mechanisms will make it possible to verify implementation of the actions and adapt the Plan to the needs of the research community. The University will allocate the necessary institutional resources and technical support within its planning framework and will maintain coordination among the units involved.

Implementation of this strategy will help strengthen research quality, transparency in recruitment and professional development, as well as Nebrija's capacity to attract and retain research talent.

The Plan is conceived as a living instrument for continuous improvement and will be updated in accordance with the results of the monitoring and evaluations established under the HRS4R process.