



**THE UCA HUMAN RESOURCES
STRATEGY FOR RESEARCHERS**
ESTRATEGIA UCA DE RECURSOS
HUMANOS PARA LOS INVESTIGADORES

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1. INTRODUCTION

1.1. Background

On March 11th, 2005, the European Commission adopted a Recommendation on the European Charter for Researchers and on the Code of Conduct for the Recruitment of Researchers.

The European Charter for Researchers, along with the Code of Conduct for the Recruitment of Researchers are the documents seeking to ensure that the nature of the relation between researchers and funders or research employers boosts the generation, transfer, distribution and dissemination of knowledge and technological advance, as well as the professional development of researchers. Furthermore, the Charter acknowledges the value of all forms of mobility as a means to widen researchers' professional career. These documents state the guidelines for Universities and European Research Institutions to improve working and employment conditions, making the research career in Europe more attractive. The Charter is addressed to all researchers in the European Union at any stage of their careers and encompasses all research fields within the public and private sectors.

The University of Cadiz has formally adhered this European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the beginning of 2018. In this way the process for improving University's own structures and processes to gain Human Resource Excellence in Research Award begins. This is an award granted by the European Commission to publicly distinguish research institutions having made progress towards conforming their human resources policies to the 40 principles outlined on the European Charter for Researchers and on the Code of Conduct for the Recruitment of Researchers.

Thus, the process to get this seal was launched by signing the adherence to the Charter and the Code of Conduct on behalf of the UCA. This implies accepting a preliminary improvement commitment in the matters of recruiting research staff, particularly, in terms of working conditions and development of research career. For this, a Strategic Group for Improving human resources policies for research staff has been created. This group is made up by officers and technicians from the Deputy Vice-chancellor Offices

for Research and Transfer and Technology Innovation, Vice-chancellor Unit for Strategic Development, Staff department and researchers and external agents. This process will end when gaining the “Human Resources Strategy for Researchers and Human Resources Excellence Award”, the HRS4R Seal of Excellence granted by the European Union to institutions which set up an action plan to implement the guidelines from the Charter and Code for Researchers. This will contribute to increase visibility and trustworthiness of the University of Cadiz as a talent attraction pole.

Furthermore, the process we are developing is something essential to comply with article 32 of the Grant Agreement signed with every Horizon 2020 project which sets forth the obligation to take measures seeking to implement the “European Charter for Researchers” and the Code of Conduct for the Recruitment of Researchers; and if failing to comply so, measures stated on article 6 of the Grant Agreement can be implemented regulating the eligibility or not of the documented costs.

To get to know our stakeholders’ insights on the weaknesses of our institution on this matter, a survey was drafted and the results of which will be essential to set out this Action Plan. On this survey those principles which are not currently stated on any of our both internal and external regulations have been included.

We intend this effort to harmonise our situation with the European guidelines and to have maximum participation and consensus among the university community. For this purpose, we have enabled a suggestion box for any person or group wishing to make any suggestions for upgrading the document if they are deemed suitable.

2. Action Plan

2.1. Methodology

In April 2017, the Deputy Vice-chancellor for Research of the University of Cadiz (UCA) makes a proposal to the University Managing Council on the improvement of human resources for researchers, among other initiatives, through the implementation of the Human Resources Strategy for Researchers (HRS4R). For this purpose, Javier Benavente Gonzalez, General Manager for Research is appointed as the person in charge of the process, who will be supported from the methodological point of view by the Vice-chancellor Unit for Strategic Development of UCA.

From May to December 2017, the team gets familiar with the process, carries out benchmarking practices and designs the methodology to be implemented.

The process was formally launched on January 14th, 2018 by the University of Cadiz signing the adherence to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which implies a preliminary commitment to improve in the matters of hiring Research Staff. Lastly, the University of Cadiz received official confirmation on this adherence on March 15th, 2018.

On March 6th, 2018, the Strategic Group for Improving (GEM, for its Spanish acronym) Human Resources Policies for Researcher Staff is established, it is made up by officers and technicians from the Deputy Vice-chancellor Office for Research; Deputy Vice-chancellor Office for Transfer and Technology Innovation, to which the European projects unit is attached, given its

European scope and thanks to their knowledge of EURASEXX; as well as the Staff Area, as the final unit in charge of the recruitment processes of teaching and research staff. On the other hand, based on the experience they gather due to their involvement in strategic plans and its implementation, the collaboration from the Vice-chancellor Unit for Strategic Development was also requested. Lastly, staff from the Communication Area was also involved both for process dissemination activities and for their involvement in publicity, which is regularly launched from this unit at our university for job offer processes.

Also representatives of external agents were involved including Laura Valle Cerezo, coordination officer of Euraxess-Andalucia and technician from the Andalusian Agency for Knowledge, as well as PhD. Juana Sanz Garcia, R&D&I management coordinator at the IMDEA Institute from the Autonomous Community of Madrid who specialises in the management of this type of certificates.

Having in mind the objective to involve a higher number of employees with different educational backgrounds, from trainee researchers to senior researchers, the Research Commission of the University of Cadiz was also involved. This included representatives from the technical area, as well as research management staff. Due to the renewal of this Commission during the analysis process, a greater number of people could be involved (Table 1).

Table 1. List of people involved in the implementation process at the University of Cadiz of the Human Resources Strategy for Researchers. People specifically involved in the Working Group are highlighted with an asterisk on the corresponding name.

Name	Position	Management line/ Department
Mr. Casimiro Mantell Serrano PhD.	Deputy Vice-chancellor for Research	Deputy Vice-chancellor Office for Research
*Mr. Javier Benavente PhD.	General Director for Research	Deputy Vice-chancellor Office for Research
Mr. Juan Marrero Torres	Chief of People's Organisation, Development and Recruitment Service	Staff Area
*Ms. Consuelo Peran Mesas	Chief of Staff Administration Service	Staff Area
*Ms. Maria Josefa Muñoz Cueto PhD.	Vice-chancellor Representative for Strategic Development	Vice-chancellor Unit for Strategic Development
*Mr. Antonio Javier Gonzalez Rueda PhD.	Commissioner for the II Strategic Plan of the University of Cadiz	Vice-chancellor Unit for Strategic Development
*Mr. Francisco Yepez Muñoz	Higher Technician	Vice-chancellor Office for Transfer and Technology Innovation
*Mr. Francisco Perujo Serrano PhD.	Director of the Department of Communication and Marketing	Vice chancellor Office of Teaching Resources and Communication
*Ms. Pilar Camon Alaman	Chief Research Management (HR)	Research Management Service
Ms. Olga Paloma Castro PhD.	Secretary of the Research Commission	Deputy Vice-chancellor Office for Research

Name	Position	Management line/ Department
Ms. Carmen Castro Gonzalez PhD.	Senior Professor	Department of Biomedicine, Biotechnology and Public Health
Mr. Manuel Arcila Garrido PhD.	Senior Professor	Department of History, Geography and Philosophy
Mr. Fernando Perez Peña PhD.	Doctor Assistant	Department of Engineering in Automatics, Electronics, Architecture and Computer Networks
Ms. Maria Paz Sanchez Gonzalez PhD.	Professor	Department of Private Law
Mr. Fernando Martin Alcazar PhD.	Professor	Department of Management
Mr. Rafael de la Rosa Silva	Doctorate Student	Department of Mathematics
Mr. Arturo Morgado Estevez PhD.	Senior Professor	Department of Engineering in Automatics, Electronics, Architecture and Computer Networks
Mr. Jesus Manuel Cantoral Fernandez PhD.	Professor	Department of Bio-chemistry and Molecular Biology, Microbiology, Preventative Medicine and Public Health, Physiology and Genetics
Mr. Rafael Bienvenido Barcena	School Senior Professor	Department of Mechanical Engineering and Industrial Design
Mr. Emilio de la Orden Mellado	Technician	Central Services for Research in Health Sciences
Mr. Jose Antonio Garcia Partida	Technician	Neurosciences Department
Mr. Jose Antonio Gonzalez Alba	Doctorate Student	Faculty of Social Sciences and Communication
Ms. Clara Pereyra Lopez PhD.	Professor	Department of Chemical Engineering
Juan Jose Vergara Oñate PhD.	Coordinator	CEIMAR
*Ms. Milagrosa Sanles	Chief of the Research and Transfer Area	Research and Transfer Area
Ms. Penelope Alvarez Gallego	Administrative Staff	Research Management Service
Professor Yolanda Giner Manso PhD.	General Director for Transfer	Vice-chancellor Office for Transfer and Technology Innovation
Mr. Juan Carlos Garcia Galindo PhD.	General Director for International Relations	International Relations Unit
Mr. Alfonso Francisco Arranz Martinez	Doctorate Student	EDUCA

This work team carries out a task for a preliminary analysis of the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of

Researchers in order to determine the aspects in which the University of Cadiz is far behind (self-report). Out of the 40 principles, a total of 13 are identified requiring to be improved, and for this, a research process via survey is designed for assessing the level of implementation and the significance of every item; and requests from the UCA researchers to share improvement proposals.

The surveying process is carried out between April 10th and May 11th, 2018 (see methodology and results in 2.3). From this date on, the outcomes of the survey are analysed and the Human Resources Strategy for Researchers at the University of Cadiz is drafted.

2.2. Internal Analysis (Gap Analysis)

The main aim of this stage was to develop an internal analysis of the position of the University of Cadiz with respect to the 40 principles making up the Charter and the Code of Conduct. The Gap Analysis is an assessment of both institutional and superior rules and practices in relation to principles established on the said Charter, bearing in mind that for sake of the maximum transparency, all the stakeholders (e.g. Governing body, HR managers, research directors, researchers, etc.) have to be involved. The significance of this analysis has to do more with arranging and organising regulations to control processes and work systems.

To achieve this aim, the following procedure was set out:

1. Preliminary meetings of the Working Group with representatives from the Euraxess regional unit, attached to the Andalusian Agency for Knowledge, specialising in the Seal award process and who outlined work patterns.
2. Meetings of the working subgroups specialising in each of the four areas in which the principles of the Charter and the Code are divided into.
3. Information and discussion within the Research Commission.

To carry out the analysis, a standard template was used provided by the Euroaxess regional unit. This template gathers the 40 principles in four areas -“Ethical and Professional Aspects”, “Recruitment”, “Working Conditions and Social Security” and “Training”. In this way each expert from these areas compiles information concerning both internal and external regulations related to each principle.

The resulting analysis is set out below. Conclusions drawn are stated, showing the position of the University of Cadiz with respect of each principle and indicating the necessity to carry out a specific action and who would be entitled to do that. Those principles for which a lack of regulation or clarity was identified were those selected to be included on the survey distributed among the university community. This survey will be analysed later on.

I. Ethical and Professional Aspects

1. Research Freedom Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.			
Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
1978 Spanish Constitution: Articles 20; 44; 149.15 Act 14/2007, July 3 , on Biomedical Research Framework Law 6/2001 , December 21, on Universities Act 14/2011, June 1 , on Science, Technology and Innovation.	Statutes of the University of Cadiz Art. 2.4, 9. Articles 190-196	No	

2. Ethical Principles Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
Legislative RD 5/2015, October 30 , on the approval of the rewritten text of the Act of the Basic Statute of the Public Employee. Chapter 6. Duties of Public Employees. Code of Conduct. Article 52. Duties of Public Employees. Code of Conduct. Article 53. Ethical Principles. Article 54. Conduct Principles. Act 14/2011, June 1 , on Science, Technology and Innovation. Act 14/2007, July 3 , on Biomedical Research Framework Law 15/1999 , December 13, on Data Protection. Royal Decree 1720/2007, December 21 , regulations developing the Framework Law on Data Protection. Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of	Statutes of the University of Cadiz. Peñalver Code. Agreement University Faculty 29/11/2005. Regulation UCA/CG05/2009, April 20, of the Bioethics Committee of the University of Cadiz	No	

<p>personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation)</p> <p>RD 1201/2005, October 10, on animal protection for experimentation and other scientific purposes.</p> <p>RD 53/2013, February 1, setting out the basic applicable rules for the protection of animals used for experimentation and other scientific purposes, including the teaching activity.</p>			
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3. Professional Responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
<p>Act 14/2011, June 1, on Science, Technology and Innovation.</p> <p>Act 11/1986, March 20, on Patents</p> <p>Legislative Royal Decree 1/1996, April 12, Intellectual Property Act (art. 32)</p> <p>Framework Law 10/1995, November 23, Criminal Code (art. 270^a, 272 and 273)</p>	Do not exist.	Included in the survey.	

4. Professional Attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	Do not exist.	Included in the survey.	

5. Contractual and Legal Obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act 4/2007 European regulation on funded projects (Grant Agreement)	Do not exist.	Included in the survey.	

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act 38/2003, November 17 , on Aids. Act 14/2011 on Science, Technology and Innovation Regulation No. 1291/2013 of the European Parliament establishing H2020 - the FP for Research and Innovation Decree 282/2010, May 4 , approving the Regulation on the procedures for aids grants from the Administration of the Regional Government of Andalusia.	Statutes of the University of Cadiz . Articles 3 and 4. Implementation Rules of the UCA Budget: Title 7 and Title 8	Drafting of good practices guide including a summary of legislation	Research Management Service/ Second Semester 2019

7. Good practice in research Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
Spanish Constitution. Article 40.2. Act 31/1995, November 8, on Labour Risk Prevention. Article 38. Framework Law 15/1999, December 13, on Personal Data Protection. Act 14/2007, July 3, on Biomedical Research. RD 374/2001, April 6, on health and security protection of workers against chemical agents risks. RD 286/2006, March 10, noise-related risks. RD 664/1997, May 12, protection against biological agents. RD 665/97 on cancerous agents protection.	http://serprevencion.uca.es/ <i>Link UCA Prevention Service</i>	No	

8. Dissemination, exploitation of results All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
Act 14/2011, June 1, on Science, Technology and Innovation. Act 24/2015, July 24, on Patents. Regulation No. 1291/2013 of the European Parliament establishing Horizon 2020 - the Framework Programme for Research and Innovation Act 14/2007, July 3, on Biomedical Research. RD 55/2002, January 18, on the use and transfer of research carried out by the public research entities.	Statutes of the University of Cadiz Article 191. Corporate Guide on Visual Identity of the University of Cadiz The UCA possesses a Scientific and Innovation Culture Unit, as well as a Press Office which support researchers on these matters.	Draft of a communication manual for researchers	UCC+I/ Second semester 2019

9. Public Engagement Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.			
Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act 14/2007, July 3 , on Biomedical Research. Act 14/2011, June 1 , on Science, Technology and Innovation.	Statutes of the University of Cadiz Article 191. http://memoria.uca.es/Memoria2014/contenidos/investigacion/investigacion http://boletin-it.uca.es/ The UCA possesses a Scientific and Innovation Culture Unit, as well as a Press Office which support researchers on these matters.	Draft of a communication manual for researchers	UCC+I/ Second Semester 2019

10. Non-discrimination Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.			
Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Spanish Constitution (Spanish Official Journal 311): Articles 14,9.2 and 35.1 Framework Law 6/2001 , December 21, on Universities Framework Law 3/2007, March 22 , on effective equality for women and men. Legislative Royal Decree 5/2015, October 30 , rewritten text of the Basic Statute of the Public Employee. Strategic Plan for Equal Opportunities (2008-2011). Ministry of Labour and Social Affairs. Work Plan for Equality between Women and Men (2006-2010). European Commission I Strategic Plan for Equality between Women and Men in Andalusia 2010-2013 (IMHA) Comprehensive Plan for Reconciliation of personal and	Statutes of the University of Cadiz . UCA Gender Equality Plan (July 11, BOUCA, No. 122) Cross-cutting Strategy on UCA Social Responsibility: challenges 1, 5, 8, 9 and 10.	Approval of the 2nd Equality Plan	Equality Department. First semester 2019

<p>working life in the Administration.</p> <p>I Plan for Equality between women and men (2003 - 2006). General Secretariat for Social Affairs and Women Institute.</p> <p>II Action Plan of the Government of Andalusia against violence against women. Women Institute.</p> <p>I Plan for Equality between women and men in education. Regional Ministry of Education of the Government of Andalusia.</p>			
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<p>11. Evaluation/Appraisal systems</p> <p>Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</p>			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
<p>Act 38/2003, November 17, on Aids. (Article 22).</p> <p>RD 887/2006, July 21, approving the Regulation of the Act 38/2003, November 17 on Aids.</p> <p>RD 1086/1989, August 28, on teachers' remuneration. (Article 2.4)</p> <p>RD 63/2006, January 27, approving the trainee research staff statute.</p> <p>Decision December 13, 2017 of the Secretariat of State for Education, Vocational Training and Universities setting out the applications submission procedure and deadline for the assessment of the research activity.</p>	<p>Statutes of the University of Cadiz Articles 4 and 188.</p> <p>https://personal.uca.es/vi-da-administrativa-pdi/ <i>Link call Assessment of 6-year working periods of permanent Teaching and Research Staff.</i></p> <p>On annual basis, the University of Cadiz carries out an assessment on its research institutes in which an appraisal of their members' work is included.</p> <p>https://transparencia.uca.es/resultados-resultado-20de-20la-20actividad-20investigadora/</p>	No	

2. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
RD 1312/2007, October 5 (amended by Royal Decree 415/2015, May 29). RD 1313/2007, October 5 ; Royal Decree 338/2005, April 1 amending the Royal Decree 774/2002, July 26.	Do not exist.	Included in the survey.	

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices ¹	Required Actions	When/Who
Spanish Constitution: Articles 23.2 and 103.3. Framework Law 6/2001 , December 21, on Universities. Article 40 et seq. Act 15/2003, December 22 on Andalusian Universities, amended by the Act 12/2012, December 16 Act 14/2011, June 1 , on Science, Technology and Innovation. RD 1312/2007, October 5 (amended by Royal Decree 415/2015, May 29). RD 1313/2007, October 5 ; Royal Decree 338/2005, April 1 amending the Royal Decree 774/2002, July 26. Legislative RD 5/2015, October 30 , Statute of the Public	Statutes of the University of Cadiz . (Art. 106-113 and 120). Regulation on Professors Recruitment of the University of Cadiz . (Agreement by the Governing Council, December 19, 2003). Governing Council, June 12, 2012, amended by Governing Council, June 17, 2014 . Regulation that establishes the selection and recruitment of non-permanent work personnel to carry out scientific and technical research activities. UCA/CG07/2013 , June 25,	No	

¹ <http://ugi.uca.es/category/recursoshumanos/> (Link to research calls); <http://vrteit.uca.es/convocatorias/personal-conv/> (Link to transfer calls)

Employee. I Collective Agreement Teaching and Research Non-permanent Staff from the public universities of Andalusia.	2013 on the Operational Framework of University Research Institutes attached to the University of Cadiz. Article 9.		
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14. Selection (Code) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
Framework Law 6/2001 , on Universities. Article 48 et seq. RD 1312/2007, October 5 , on nationwide certification to gain access to the Professors System. Legislative RD 2/2015 , October 23, on the approval of the rewritten text of the Act of the Statute of Workers' Rights. Legislative RD 5/2015 , October 30, Statute of the Public Employee. (Article 60) Act 14/2011, June 1 , on Science, Technology and Innovation. (Articles 5.2 and 15) I Collective Agreement Teaching and Research Non-permanent Staff from the public universities of Andalusia.	Andalusian Official Journal, August 1, 2012 (No. 150) . Regulation on the recruitment of non-permanent personnel to carry out Scientific and Technical Research activities ² . Agreement by the Governing Council, December 19, 2003 . Regulation on Professors Recruitment of the University of Cadiz. Regulation UCA/CG19/2008, December 15 ³ for public calls for certified personnel to access the System of Professors of Public University.	No	

² <http://www.uca.es/personal/convocatorias/capitulo-vi>

³ http://servicio.uca.es/personal/documentos_planificacion/docsPDI2009/febrero-2009/reglamento%20concursos%20de%20accesos.pdf

15. Transparency (Code) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
1978 Spanish Constitution: Articles 23.2 and 103.3. Legislative RD 5/2015, October 30, Statute of the Public Employee. Title 4 Gain and loss of the service relation. Chapter 1 Access to public employment, gaining the service relation. Act 14/2011, June 1, on Science, Technology and Innovation. (Articles 5.2 and 15) Act 19/2013, December 9, on transparency, access to public information and good governance. Act 1/2014, June 24, on public transparency in Andalusia.	Regulation UCA/CG07/2013, June 25, 2013, governing transparency and access to information UCA rules. Link to calls for Teaching/Research Staff http://www.uca.es/personal/convocatorias/pdi Link to calls Chapter 6 http://www.uca.es/personal/convocatorias/capitulo-vi/convocatorias-en-marcha	No	

16. Judging Merits (Code) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.			
Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
1978 Spanish Constitution: articles 44.2 and 103.3. Framework Law 6/2001, December 21, on Universities. Article 40 et seq. Act 15/2003, December 22 on Andalusian Universities, amended by the Act 12/2012, December 16 Act 14/2011, June 1, on Science, Technology and Innovation. RD 1312/2007, October 5 (amended by Royal Decree	Statutes of the University of Cadiz Articles 106 and 120. Andalusian Official Journal, August 1, 2012 (No. 150). Regulation on the recruitment of non-permanent personnel to carry out Scientific and Technical Research activities ⁴ . Agreement by the	No	

⁴ <http://www.uca.es/personal/convocatorias/capitulo-vi>

415/2015, May 29). RD 1313/2007, October 5; RD 338/2005, April 1 amending the Royal Decree 774/2002, July 26. Legislative RD 5/2015 , October 30, Statute of the Public Employee. I Collective Agreement Teaching and Research Non-permanent Staff from the public universities of Andalusia.	Governing Council, December 19, 2003. Regulation on Professors Recruitment of the University of Cadiz. Regulation UCA/CG19/2008, December 15⁵ for public calls for certified personnel to access the System of Professors of Public University Servants.		
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17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant Legislation (RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
RD 1312/2007, October 5 (amended by Royal Decree 415/2015, May 29). RD 1313/2007, October 5; Royal Decree 338/2005, April 1 amending the Royal Decree 774/2002, July 26.	Do not exist.	Included in the survey.	

18. Recognition of mobility experience

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Framework Law 6/2001 , on Universities: Articles 40, 41 and 63 and Tenth Additional provision. Act 14/2011, June 1 , on Science, Technology and Innovation: Articles 16 and 37. Act 14/2007, July 3 , on	Statutes of the University of Cadiz Articles 115 and 122. <i>Link to research mobility calls.</i> http://ugi.uca.es/category/movilidad/	No	

⁵ http://servicio.uca.es/personal/documentos_planificacion/docsPDI2009/febrero-2009/reglamento%20concursos%20de%20accesos.pdf

Biomedical Research: article 86. I Collective Agreement Teaching and Research Non-permanent Staff from the public universities of Andalusia.			
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19. Recognition of qualifications (Code) Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. Employers and/or funders should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.			
Relevant Legislation (D: Decree; RD: Royal Decree)	Institutional Regulations or Practices	Required Actions	When/Who
Act 14/2007, July 3 , on Biomedical Research. Act 55/2003, December 16 , on the Framework Statute of Health Service Staff. RD 459/2010, April 16 , regulating the terms for the recognition for professional purposes of foreign qualifications specialising in Health Sciences, awarded in non-EU Member States. D 329/2010, July 13 , authorising the implementation of university Grade, Masters and Doctorate courses, updating the university courses portfolio conducive to the issue of official degrees by the Public Universities of Andalusia. RD 99/2011, January 28 , Regulation of official doctorate education. RD 1393/2007, October 29 , setting out the organisation of the official university courses. RD 63/2006, January 27 , approving the trainee research staff statute. RD 49/2004, January 19 , on certification of syllabuses and official qualifications valid	Agreement by the Governing Council taken on April 16, 2004, BOUCA No. 11, April 23. Regulation of postgraduate or specialisation courses. Regulation for the implementation of the European Credits Transfer System at the UCA. Andalusian Official Journal, August 1, 2012 (No. 150). Regulation on the recruitment of non-permanent personnel to carry out Scientific and Technical Research ⁶ . Agreement by the Governing Council, December 19, 2003. Regulation on Professors Recruitment of the University of Cadiz. Regulation UCA/CG19/2008, December 15⁷ for public calls for certified personnel to access the System of Professors of Public University Servants.	No	

⁶ <http://www.uca.es/personal/convocatorias/capitulo-vi>

⁷ http://servicio.uca.es/personal/documentos_planificacion/docsPDI2009/febrero-2009/reglamento%20concursos%20de%20accesos.pdf

nationwide. RD 1125/2003, September 5, setting out the European Credits System and the grading system for official university qualifications valid nationwide.			
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20. Seniority (Code) The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.			
Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Royal Decree 1312/2007, October 5, on nationwide certification to gain access to the university Professors System, amended by the Royal Decree 415/2015, May 29. Royal Decree 1313/2007, October 5, regulating the system of calls for access to the university professors system Legislative Royal Decree 5/2015, October 30, on the approval of the rewritten text of the Act of the Basic Statute of the Public Employee. Articles 14, c) 20. I Collective Agreement Teaching and Research Non-permanent Staff from the public universities of Andalusia.	Decision by the Vice-chancellor of the University of Cadiz, establishment of the procedure and the application deadline for for the evaluation of the research activity carried out by permanent professors (contracted doctorate professors and collaborating professors). Andalusian Official Journal, August 1, 2012 (No. 150). Recruitment regulation for non-permanent personnel to carry out Scientific and Technical Research activities ⁸ . Agreement by the Governing Council, December 19, 2003. Professor Recruitment Regulations of the University of Cadiz. UCA/CG19/2008, December 15⁹. Regulation of certified ¹⁰ personnel public calls.	No	

⁸ <http://www.uca.es/personal/convocatorias/capitulo-vi>

⁹ http://servicio.uca.es/personal/documentos_planificacion/docsPDI2009/febrero-2009/reglamento%20concursos%20de%20accesos.pdf

¹⁰ Researchers certified as suitable to access the System of Professors of Public University Servants

21. Postdoctoral appointments

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of longterm career prospects.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	Do not exist.	Included in the survey.	

III. Working and Social Security Conditions**22. Recognition of the profession**

All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act 14/2011 on Science, Technology and Innovation	Do not exist.	Included in the survey.	

23. Research Environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	Do not exist.	Included in the survey.	

24. Working Conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Legislative Royal Decree 5/2015, October 30 , on the approval of the rewritten text of the Act of the Basic Statute of the Public Employee. Royal Decree 1086/89, August 28 , on university teachers' remuneration. Act 14/2011 on Science, Technology and Innovation I Collective Agreement Teaching and Research Staff from the public universities of Andalusia. Act 14/2011 on Science, Technology and Innovation	Agreement by the Governing Council, December 18, 2017 confirming the Agreement on flexibility in working hours, permits and leaves for reconciliation of family and professional and working life of the staff at the University of Cadiz.	No	

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act 70/2000 , January 21, partially amending the Royal Decree 898/1985, April 30 on the university professors system Act 14/2011 on Science, Technology and Innovation I Collective Agreement Teaching and Research Staff from the public universities of Andalusia.	Do not exist.	No	

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act on the State Budget. Act on the Autonomous Community of Andalusia Budget. Legislative Royal Decree 5/2015, October 30 , on the approval of the rewritten text of the Act of the Basic Statute of the Public Employee. Royal Decree 1086/89, August 28 , on university teachers' remuneration. Act 70/2000 , January 21, partially amending the Royal Decree 898/1985, April 30 on the university professors system Act 14/2011 on Science, Technology and Innovation I Collective Agreement Teaching and Research Staff from the public universities of Andalusia.	http://www.uca.es/recursos/bouca/Suplemento%205%20del%20BOUCA%20N%C2%BA%20246.pdf Link to UCA 2018 Budget.	No	

27. Gender Balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
<p>1978 Spanish Constitution Framework Law 3/2007, March 22, on effective equality for women and men.</p> <p>Legislative Royal Decree 5/2015, October 30, on the approval of the rewritten text of the Act of the Basic Statute of the Public Employee.</p> <p>Strategic Plan for Equal Opportunities (2008-2011). Ministry of Labour and Social Affairs.</p> <p>Work Plan for Equality between Women and Men (2006-2010). European Commission</p> <p>I Strategic Plan for Equality between Women and Men in Andalusia 2010-2013 (IMHA)</p> <p>Comprehensive Plan for Reconciliation of personal and working life in the Administration.</p> <p>I Plan for Equality between women and men (2003 - 2006). General Secretariat for Social Affairs and Women Institute.</p> <p>I Plan for Equality between women and men in education. Regional Ministry of Education of the Government of Andalusia.</p>	<p>UCA Gender Equality Plan (BOUCA, No. 122)</p> <p>Agreement on UCA Reconciliation Measures (2017).</p>	No	

28. Career Development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	Do not exist.	Included in the survey.	

29. Value of mobility

Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Royal Decree 1312/2007 , October 5, on nationwide certification to gain access to the university Professors System.	Regulation on the recruitment of professors at the University of Cadiz (Agreement by the Governing Council, December 19, 2003; BOUCA No. 7, amended by Agreement by the Governing Council, December 20, 2011; BOUCA No. 138) http://secretariageneral.uca.es/wp-content/uploads/2018/04/ReglamentoContratacionProfesoradoWeb.pdf	No	

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	Do not exist.	Included in the survey.	

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant Legislation	Relevant Legislation	Relevant Legislation	When/Who
Act 11/86 , March 20, on Patents Act 20/2003 , July 7 on legal protection and industrial designs Royal Decree 1/1996 on industrial property European Commission Recommendation 1329 of 10 April 2008 on the management of intellectual property in knowledge transfer activities and Code of Practice for universities and other public research organisations	The University of Cadiz holds an office for the transfer of research results and patents (OTRI) which provides guidance and advice to researchers in matters such as the protection of research results and its appraisal	No	

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	If we definitely appreciate co-authorship, for example, no rule exist in all the indicators. On the other hand, there is nothing that ensures an author may publish on his/her own without his/her supervisor	Include this item within the Good Practices Guide to be drafted at the University of Cadiz	Research Management Service/ Second Semester 2019

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
1978 Spanish Constitution: Article 27. Framework Law 6/2001, on Universities: Article 68 Royal Decree 898/85, on university professors system. Article 9. Royal Decree 1086/89, August 28, on university teachers' remuneration. Act 14/2011 on Science, Technology and Innovation	http://www.uca.es/personal/convocatorias/pdi/cu/erpos-de-funcionarios-docentes Link to calls for civil servants professors and researchers http://www.uca.es/personal/portal.do?TR=A&IDR=1&identificador=21109 Link to calls for professors and researchers The DOCENTIA-UCA Programme is the official assessment programme for the teaching activity carried out by professors at the University of Cadiz.	No	

34. Complaints/appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/ appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Framework Law 6/2001, December 21, on Universities; Fourteenth Additional provision. University Ombudsman. Framework Law 15/2003, December 22, on Andalusian Universities; Sixth Additional provision. University Ombudsman.	Statutes of the University of Cadiz . Governing Council on October 31, 2013. Regulation on the Organisation and Operation of the University Ombudsman Office at the University of Cadiz.	No	

	<p>Regulation UCA/CG13/2007, December 14 on the organisation and operation of the general inspection of services of the University of Cadiz (approved by Agreement by the Governing Council, December 14, 2007; issued on the BOUCA No. 69, December 21, 2007). Amended by Agreement by the Governing Council, October 19, 2009; issued on the BOUCA No. 98, October 28, 2009)</p> <p>http://www.uca.es/es/cargarFichaUnidadInterior.do?identificador=289</p> <p>Link to Works Council of Professors and Researchers</p> <p>http://www.uca.es/es/cargarFichaUnidadInterior.do?identificador=287</p> <p>Link to Professors and Researchers Board</p>		
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35. Participation in decision-making bodies

Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
<p>1978 Spanish Constitution: Article 28.</p> <p>Framework Law 6/2001, on Universities</p> <p>Act 14/2011 on Science, Technology and Innovation. Article 14.</p> <p>Framework Law 11/85, August 2, on right to organise.</p> <p>Legislative Royal Decree 5/2015, October 30, on the approval of the rewritten text of the Act of the</p>	<p>Statutes of the University of Cadiz .</p> <p>Regulation of Government and Administration of the UCA.</p>	No	

<p>Basic Statute of the Public Employee.</p> <p>Legislative Royal Decree 2/2015, October 23, on the approval of the rewritten text of the Act of the Statute of Workers' Rights.</p> <p>I Collective Agreement Teaching and Research Staff from the public universities of Andalusia.</p>			
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IV. Training

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Royal Decree 99/2011	Do not exist.	Included in the survey.	

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
<p>Framework Law 6/2001, on Universities</p> <p>Act 99/2011 regulating official doctorate courses.</p>	<p>UCA Statutes</p> <p>UCA Framework Regulation on EoG projects.</p> <p>Implementation Criteria and Rules for the recognition of professors' activities at the University of Cadiz.</p> <p>UCA Mentorship Programme.</p> <p>Institute of Research and Innovation in Biomedical Sciences of the province of Cadiz.</p>	No	

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Act 14/2011, June 1, on Science, Technology and Innovation. (Article 14.1.k) Royal Decree 898/85 , on university professors system. (Article 8). Legislative Royal Decree 5/2015, October 30 , on the approval of the rewritten text of the Act of the Basic Statute of the Public Employee. (Article 14.1.g) Royal Decree 63/2006, January 27 , approving the trainee research staff statute. (articles 4 and 5).	Statutes of the University of Cadiz Articles 123 and 124. Own Research Plan http://planpropioinvestigacion.uca.es/wp-content/uploads/2017/12/Plan-Propio-2018-19RED.pdf?u Professors and Researchers Training Plan http://udinovacion.uca.es/convocatorias-2018-2019/ http://udinovacion.uca.es/wp-content/uploads/2017/10/Listado-provisional-de-actividades-formativas-para-el-curso-2017-18.pdf?u	No	

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.

Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Do not exist.	Do not exist.	Included in the survey.	

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well

as the necessary feedback mechanisms.			
Relevant Legislation	Institutional Regulations or Practices	Required Actions	When/Who
Royal Decree 99/2011	Do not exist.	Included in the survey.	

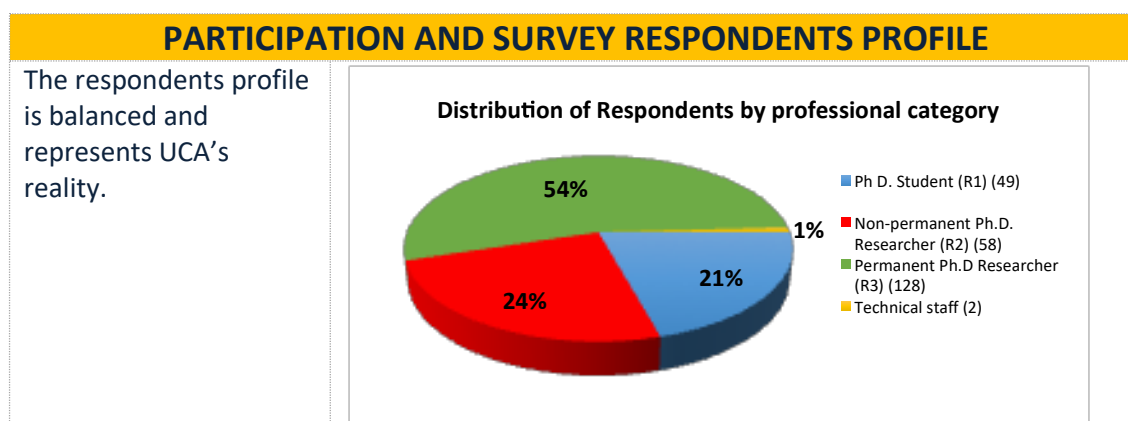
2.3. Perception Survey for university community

Technical Information

- Type of research: Self-administered on-line structured questionnaire (LimeSurvey).
- Field Work: From April 10th to May 11th, 2018
- Validation of questionnaire: Pre-test via the HR Seal Working Group.
- Invitation to participate: Via e-mail and e-notice board (TAVIRA). For the case of hired researchers, a series of special calls were launched, as well as in the areas which were particularly involved (Research and Staff)
- Surveyed Population: 1,072.
- Number of complete replies: 237.
- Participation Ratio: 22.1 %
- Sampling Error: 5.6 % (trustworthiness level of 95 %).
- Field Work, tabulation and analysis: Vice-chancellor Unit for Strategic Development and Deputy Vice-chancellor office for Research.

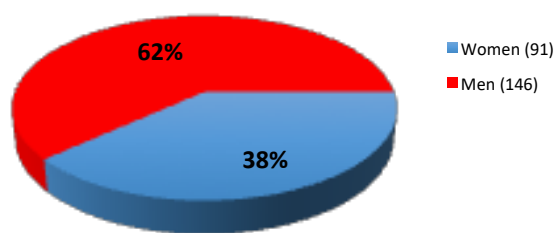
Analysis of sampled population

Please find below the distribution of the survey respondents by professional category and gender distribution.



62 % of the respondents are men.

Distribution of respondents by gender

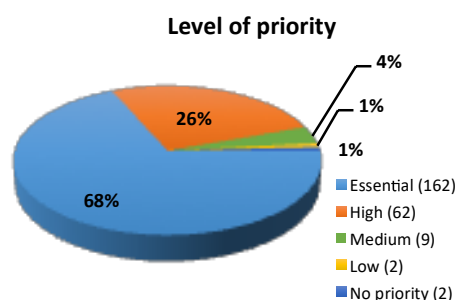
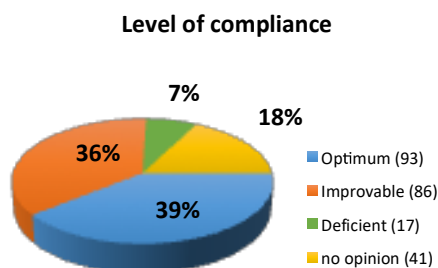


Survey general results

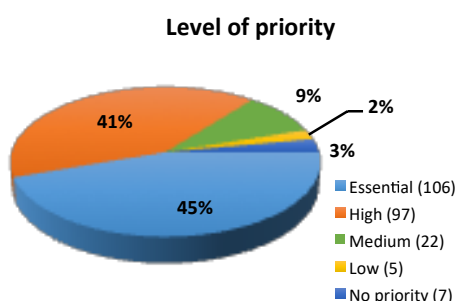
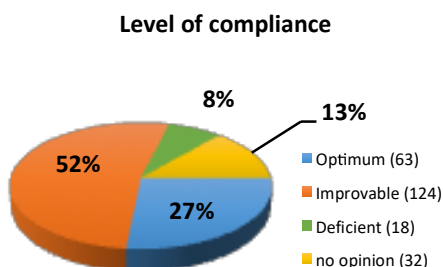
This general analysis shows the opinion of the respondents about the level of compliance of the University of Cadiz (left) and how relevant they consider the analysed principle (right). The proposals suggested by the respondent to improve the situation will be included within the Action Plan section.

ANALYSIS OF ETHICAL ASPECTS

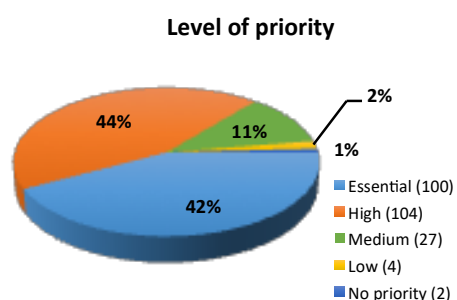
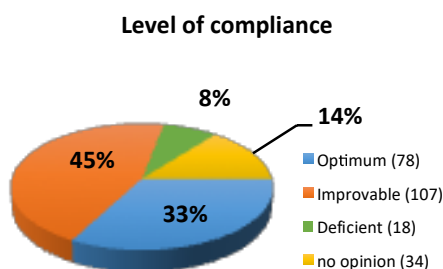
1.- PROFESSIONAL RESPONSIBILITY. Researchers must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and other researchers.



2.- PROFESSIONAL ATTITUDE. Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

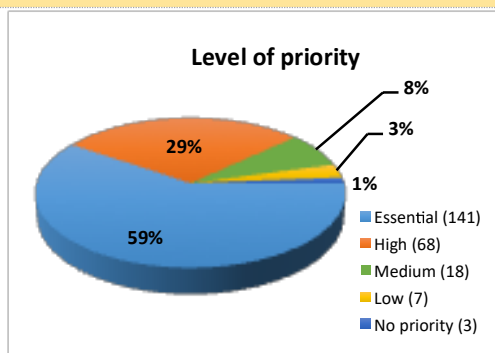
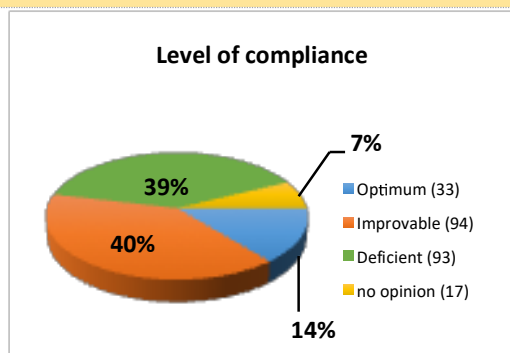


3.- CONTRACTUAL AND LEGAL OBLIGATIONS. Researchers at all levels must be familiar with regulations governing Intellectual Property Rights, and the requirements and conditions of funders. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract.

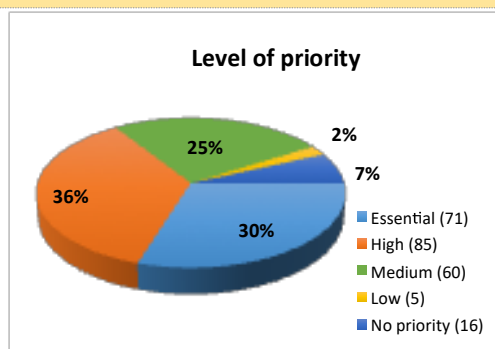
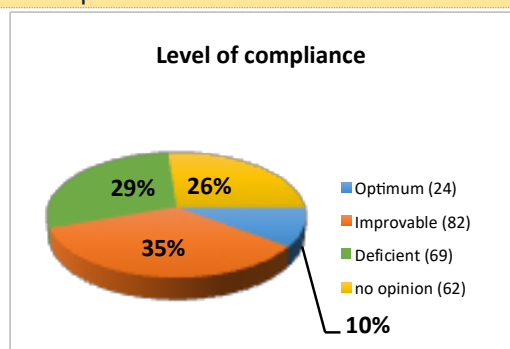


ANALYSIS OF RECRUITMENT ITEMS

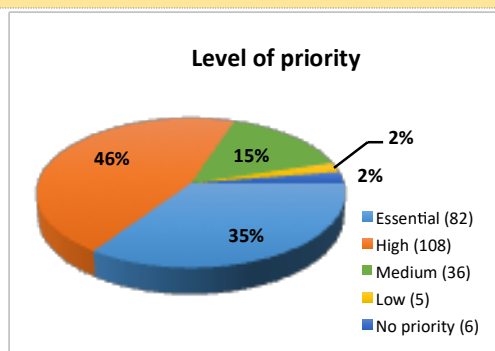
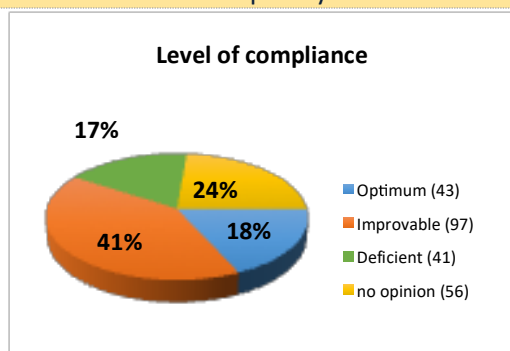
4.- RECRUITMENT. The University should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career.



5.- VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (Code) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track.

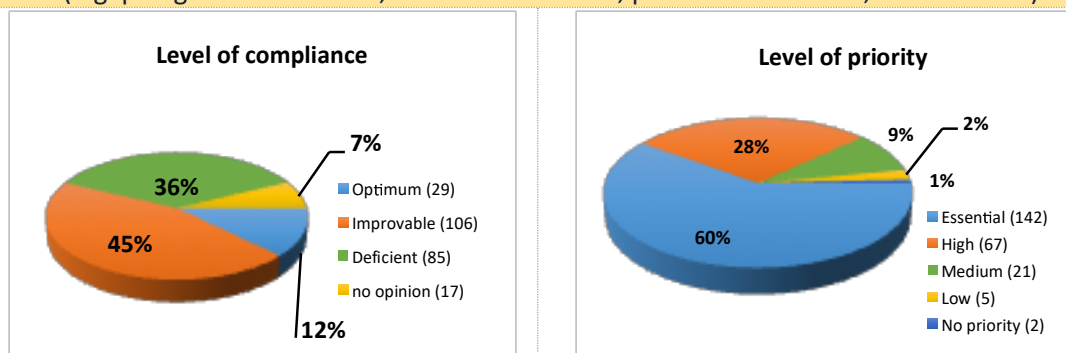


6.- POSTDOCTORAL APPOINTMENTS (Code). Clear rules and guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such contracts, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account the time the researcher spends in postdoctoral positions in other institutions and consider that the postdoctoral status should be temporary.

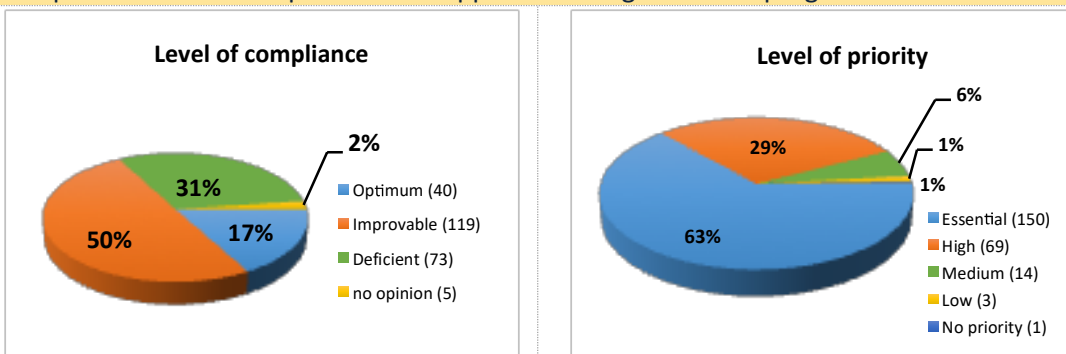


ANALYSIS OF WORKING CONDITIONS ITEMS

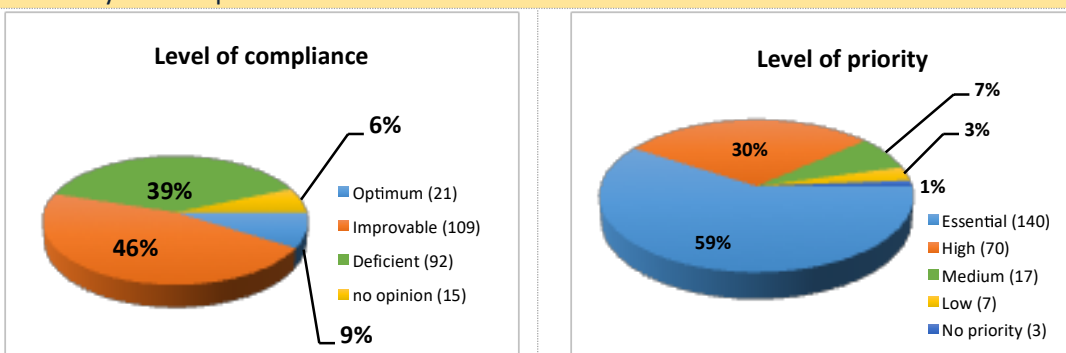
7.- RECOGNITION OF THE PROFESSION. All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This recognition should start at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).



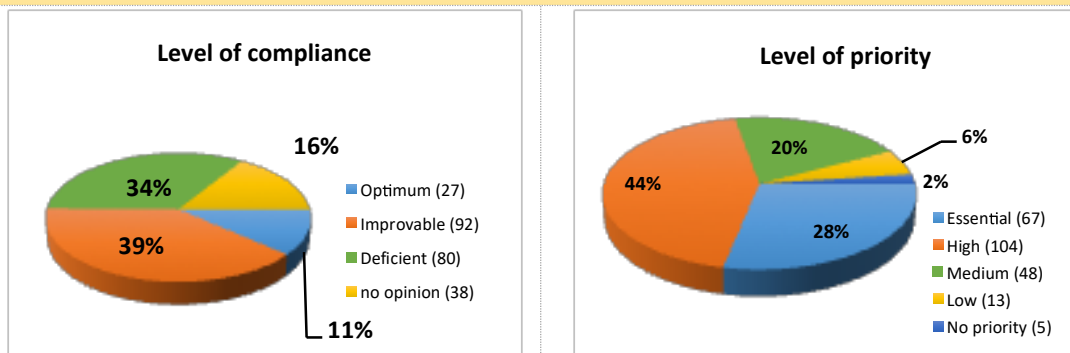
8.- RESEARCH ENVIRONMENT. The University should ensure the most stimulating research (and research training) environment by offering appropriated equipment, facilities and collaboration opportunities over research networks. Also it should ensure that the national or sectoral regulations concerning health and safety in research are observed and that adequate resources are provided in support of the agreed work programme.



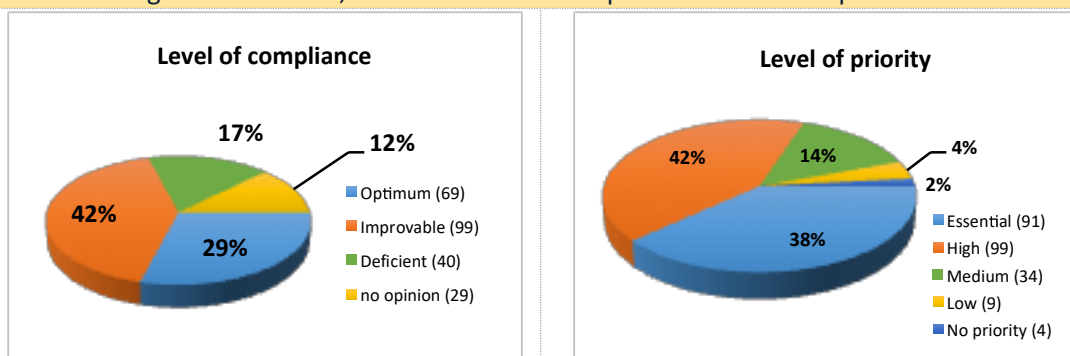
9.- CAREER DEVELOPMENT. The University should draw up a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future.



10.- ACCESS TO CAREER ADVICE. The University should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

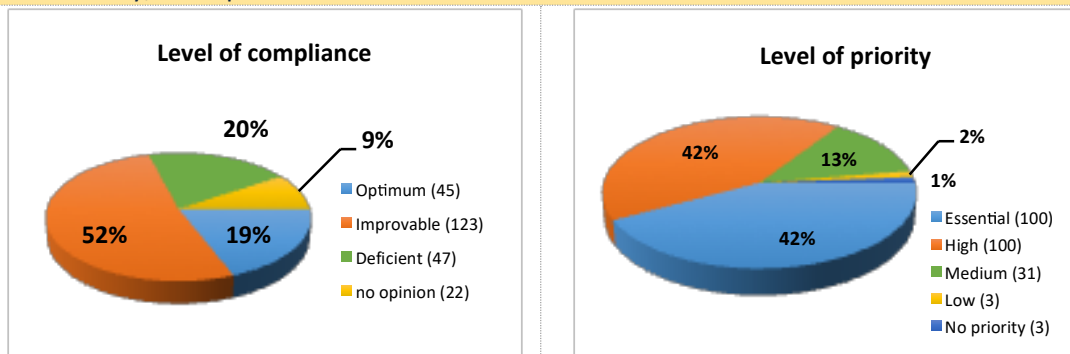


11.- RELATION WITH SUPERVISORS. Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. They must keep records of all research findings, obtaining feedback by means of reports and seminars, control on agreed schedules, fixed milestones and presentation of outputs.

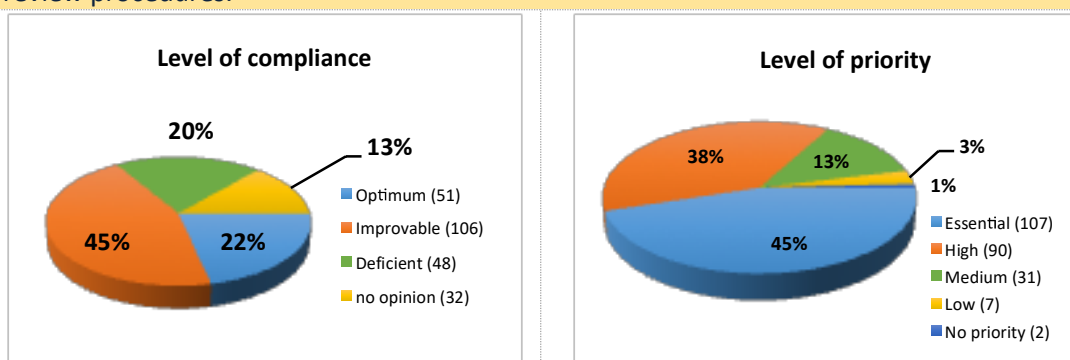


ANALYSIS OF STAFF TRAINING ITEMS

12.- ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT. The University should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness.



13.- SUPERVISION. The University should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in this field, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures.

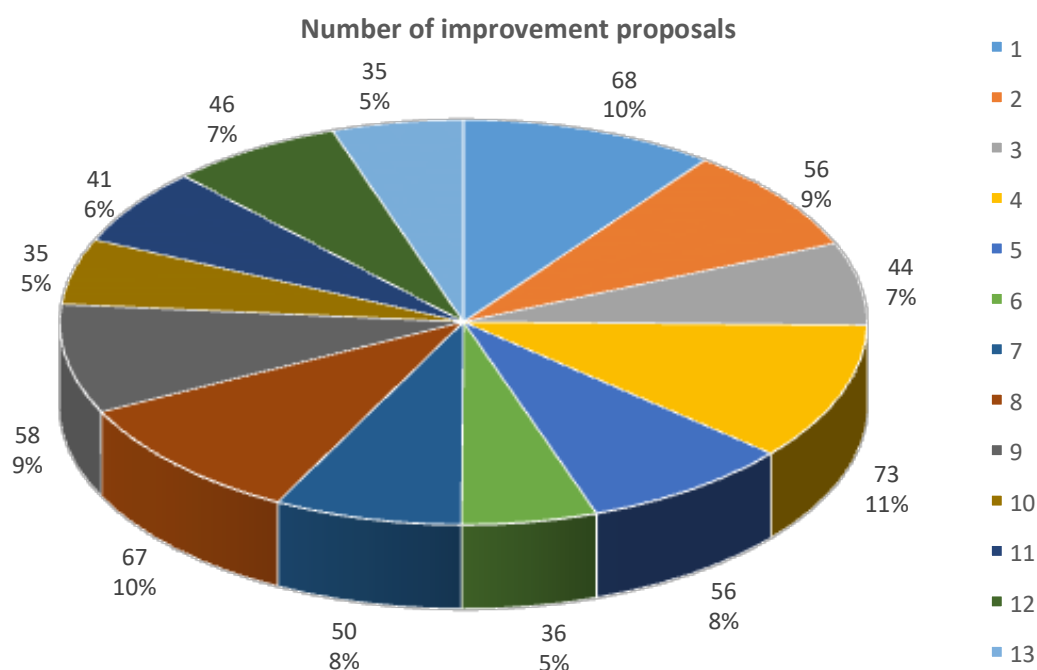


2.4. Improvement proposals

Once the survey results were received, in addition to analysing the above-mentioned general results, it was necessary to compile and assess the received proposals. A total of 665 proposals were received, highlighting the principle related to recruitment as the most popular item with improvement proposals followed by the one on professional responsibility and the one on research environment.

Item	Description	N#. proposals	Participation Ratio
1	PROFESSIONAL RESPONSIBILITY	68	28.7
2	PROFESSIONAL ATTITUDE	56	23.6
3	CONTRACTUAL AND LEGAL OBLIGATIONS	44	18.6
4	RECRUITMENT	73	30.8
5	VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs	56	23.6
6	POSTDOCTORAL APPOINTMENTS	36	15.2
7	RECOGNITION OF THE PROFESSION	50	21.1

8	RESEARCH ENVIRONMENT	67	28.3
9	CAREER DEVELOPMENT	58	24.5
10	ACCESS TO CAREER ADVICE	35	14.8
11	RELATION WITH SUPERVISORS	41	17.3
12	ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT	46	19.4
13	SUPERVISION	35	14.8
Total		665	



With the aim of dealing with the drafting of the Action Plan, proposals which were similar by item were first grouped, in order to eliminate repetitions and have a lesser number of measures to be implemented. In this way, we achieved to determine a maximum number of eight measures for each of the analysed principles. Then, such measures were analysed by the working group to choose those that could be implemented within a maximum of a year period by the different areas from the university which would be involved. For this, three criteria were determined:

- The measure can be implemented from the University itself without modifying regulations from higher bodies.
- The measure can be implemented by the area concerned within a year deadline based on the determination of clear indicators.
- The measure has been proposed by a higher number of survey respondents, becoming the priority principle for them.

Based on this final analysis, from the working group the following Action Plan is then proposed stating different measures chosen to implement each of the principles which were qualified as weaknesses during the internal analysis. These measures will be added to those already included in the GAP analysis that are proposed by the working group as the lines for improving their own units.

MEASURES PROPOSED BY THE COMMUNITY

ETHICAL ASPECTS			
1.- PROFESSIONAL RESPONSIBILITY. Researchers must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and other researchers.			
FINAL PRIORITISED PROPOSALS	Timing ¹¹	Responsible Unit	Indicator(s) / Target(s)
Deliver courses, compulsory for Professors and Researchers, on research ethics and on aspects related to plagiarism – concept and how to correctly use third party's data in teaching and research – promoting the significance of copyright.	1 st semester 2019	Deputy Vice-chancellor Office for Research and Library	Delivery of at least two courses in 2019.
The Vice-chancellor Office drafting rules on Professional Responsibility, which have to be sufficiently advertised, and carry out training activities on intellectual responsibility addressed to Professors and Researchers.	1 st semester 2020	Deputy Vice-chancellor Office for Research	Published rules
Draft a code of ethics on research and creation of an ethical research committee to review documents and perform as a supervisor of quality and authorship of scientific production, performing as a seal of guarantee.	1 st semester 2020	Deputy Vice-chancellor Office for Research and Secretary Office	Code approved by the Governing Council and published on the website.
2.- PROFESSIONAL ATTITUDE. Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Creation of a project management unit from which researchers may get advice on existing possibilities to win a project and throughout all the project stages, delivering a bespoke follow-up and counselling.	1 st semester 2019	Deputy Vice-chancellor Office for Research	Publication of the staff making up this office and its advertising.
Deliver area-specific courses on methods for drafting competitive projects in which application means, ethical requirements and	2 nd semester 2019	Research Management Service	Delivery of at least, two courses.

¹¹ at least by year's quarter/semester

the kind of aids researchers can opt to be addressed. Also train researchers both in project and costs management and legal issues (deadlines, responsibilities, recruitment, etc.)			
3.- CONTRACTUAL AND LEGAL OBLIGATIONS. Researchers at all levels must be familiar with regulations governing Intellectual Property Rights, and the requirements and conditions of funders. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Hold training sessions for all projects members to provide accurate and specific information on intellectual property and financial conditions, in addition to provide a permanent counselling service to get information.	1 st semester 2019	Deputy Vice-chancellor Office for Research	Hold at least two sessions addressed to chief project researchers.
Draft a document stating regulations and procedures to follow, reducing paperwork, providing information and documentation to researchers and having an adequate timing (Guide of Good Practices).	2 nd semester 2019	Deputy Vice-chancellor Office for Research	Publication of the Guide of Good Practices to be published on the website.
Set up of a Management Office or Help Centre to comply with legal obligations, providing a bespoke counselling and made up by specialist administrative staff that is able to answer specific queries.	1 st semester 2019	Deputy Vice-chancellor Office for Research	Publication of the staff making up this office and its advertising.

RECRUITMENT			
4.- RECRUITMENT. The University should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Create stable positions for talent attraction of researchers having a career abroad which have to be assigned in an impartial way and guarantee stability to current contracts of excellence. Achieve the stabilisation of non-permanent Professors and Researchers and Substitute Professors	1 st semester 2020	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	Signature of an agreement on career development and stabilisation of Professors and Researchers.

with research capacities, in addition to consolidate the certified staff and guarantee the newly-recruited career.			
Advertise calls and achieve a greater transparency in recruitment processes specifying in writing how to get the grading to gain access to those calls, the roles of the position, the teaching hours and the actual possibilities for career development.	Second Semester 2019	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	- Today, all calls are published on the Euraxees platform, as well as on other platforms such as LinkedIn. On the advertising material, self-evaluation schemes and minimum grading are included. On coming calls, the ability to be promoted or renewed will be included.
5.- VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (Code). Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Take into consideration as variables to be integrated to the system, circumstances leading to a break of the research activity (family reconciliation, disease, change from university or research institution, etc.).	2 nd Semester 2019	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	Include breaks both in the calls deadlines (dates of thesis defence, for example) as well as in the grading process
Improvement of the analysis of multi-dimensional professional career, accounting professional experience or implementing clear mechanisms recognising activities of excellence out of the research area (professional specialisation, impact activities for science dissemination, etc.). Additionally enable a greater contract flexibility, in a way that external simultaneous jobs may be carried out,	2 nd Semester 2020	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	Integration of the professional experience in private companies into scales. Include companies secondments for specific periods.

provided that they are compatible and they are non-for-profit activities.			
6.- POSTDOCTORAL APPOINTMENTS (Code). Clear rules and guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such contracts, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account the time the researcher spends in postdoctoral positions in other institutions and consider that the postdoctoral status should be temporary.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Increase resources for this item to rise recruitments, both of competitive postdoctoral staff, and doctor professors with excellence in research with positions such as Doctor Assistant and Hired Doctor, improving their remuneration. Foster access contracts regulated in article 22 of the Act on Science, Technology and Innovation and undertake to stabilise non-permanent Professors and Researchers. Set up aids for departments to incorporate postdoctoral staff from national and international programmes.	1 st semester 2020	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	<ul style="list-style-type: none"> - Continue with the Professors and Researchers stabilisation programme. - Arrange new calls for postdoctoral staff within high performance groups. - Calls for Doctor Assistants by research capacity.
Increase the number of postdoctoral bridging contracts, as well as their term, enabling an open call throughout the year.	1 st semester 2019	Deputy Vice-chancellor Office for Research	The budget assigned to this item has been already increased and outcomes will be visible by next year.
Design a research path within University and disseminate their professional career guidelines.	2 nd Semester 2019	Deputy Vice-chancellor Office for Research	Include design of research career into the Guide of Good Practices.

WORKING CONDITIONS			
7.- RECOGNITION OF THE PROFESSION. All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This recognition should commence at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Setting up a Guide of Good Practices for recognising and considering researchers having in mind each professional's duty without prevailing their participation in a great research team and including merits appraisal at every stage -including Substitute Professors- and the potential creation of a professional career for researchers with few teaching credits.	Second Semester 2019	Deputy Vice-chancellor Office for Research	Include design of research career into the Guide of Good Practices.
Management activities carried out by the administration and services staff themselves have to be assessed and make them professional by setting out clear procedures.	First semester 2019	Deputy Vice-chancellor Office for Research	Publication of the staff making up this office and its advertising.
8.- RESEARCH ENVIRONMENT. The University should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and collaboration opportunities over research networks. Also it should ensure that the national or sectoral regulations concerning health and safety in research are observed and that adequate resources are provided in support of the agreed work programme.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Setting up IT structures or procedures speeding up proceedings such as orders or cost expenditure and recruit administration and services staff enabling paperwork duties associated to research activities.	First semester 2019	Deputy Vice-chancellor Office for Research	Publication of the staff making up this office and its advertising.

Creation of training courses on occupational health and security, healthy habits and occupational risks prevention, both at general and specific levels. Also the carrying out of more drills in case of fire, natural disasters or hazards associated to the job position.	First semester 2019	Prevention Service	<ul style="list-style-type: none"> - Creation of courses on job position security to be delivered twice a year. - Hold at least, two evacuation drills a year. - Setting up of a self-protection plan.
Increase of specialist technical staff to support researchers in tasks of use and maintenance of laboratories or in research projects.	First semester 2020	Deputy Vice-chancellor Office for Research	Hiring administration staff such as technicians for research institutes.
9.- CAREER DEVELOPMENT. The University should draw up a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Improve calls on pre-doctoral and postdoctoral contracts, making excellence in recruitment prevail. Also remove the excessive teaching hours from Professors and Researchers and Assistant Doctors schedules and foster their participation in competitive projects and calls, in six-year period benefits or in winning aids to complete stays abroad so as to improve their conditions to carry out their research.	Second Semester 2020	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	<ul style="list-style-type: none"> - Modification of recruitment scales by prevailing research experience for postdoctoral contracts. - Creation of the Professors and Researchers dedication plan in which all the activities carried out by this group are included. <ul style="list-style-type: none"> • - Drafting of the improvement

			and updating plan for Professors and Researchers enabling better certification conditions. This will be managed through the Own Research Plan.
Design and publish clear regulations on career development allowing to consolidate high productivity researchers positions and fostering structural positions according to the certification held, assessing the chance to strengthen research positions not linked to teaching.	Second Semester 2020	Deputy Vice-chancellor Office for Research and Deputy Vice-chancellor Office for Academic Planning and Staff	<ul style="list-style-type: none"> -Plan of career development and stabilisation of Professors and Researchers. - Creation of the Professors and Researchers dedication plan in which all the activities carried out by this group are included.
Foster the mentor position to guide and stimulate both pre-doctoral and postdoctoral young researchers to compete at national and international levels, providing recognition to the mentor's task by reducing credits from their schedules and being supported in management activities.	Second Semester 2019	Deputy Vice-chancellor Office for Research	Publication of the Guide of Good Practices in which the mentor position is included.
Provide quality and updated training courses for researchers and identify the potential training needs of research groups in relation to transfer.	Second Semester 2019	Deputy Vice-chancellor Office for Research	Drafting of the improvement and updating plan for Professors and Researchers enabling better certification conditions. This will be managed through the Own Research Plan.

Create programmes which specifically address researchers with the most disadvantageous contracts providing information of interest (search of thesis director, win research-related merits, carry out certification process, etc.).	Second Semester 2019	Deputy Vice-chancellor Office for Research	Drafting of the improvement and updating plan for Professors and Researchers enabling better certification conditions. This will be managed through the Own Research Plan.
10.- ACCESS TO CAREER ADVICE. The University should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Hold seminars or training sessions on professional and employment guidance, according to different areas of knowledge.	Second Semester 2019	Deputy Vice-chancellor Office for Research	Drafting of the improvement and updating plan for Professors and Researchers enabling better certification conditions. This will be managed through the Own Research Plan.
Foster pre-doctoral and postdoctoral contracts and create an information platform presenting different job opportunities by area in the field of research available both in Spain and abroad.	Second Semester 2019	Deputy Vice-chancellor Office for Research	Launch all recruitment calls via the Euraxess platform. Already being done, but more advertising is needed.
Draft a training plan for researchers, in addition to foster professional careers among young researchers in different research fields to those existing already at the university to make it more competitive	Second Semester 2019	Deputy Vice-chancellor Office for Research	Drafting of the improvement and updating plan for Professors and Researchers enabling better certification conditions. This will be managed through the Own Research Plan.

11.- RELATION WITH SUPERVISORS. Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. They must keep records of all research findings, obtaining feedback by means of reports and seminars, control on agreed schedules, fixed milestones and presentation of outputs.

FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
The setting up of an external position is requested to provide guidance, support and help for students during their research activities. Mentor position	Second Semester 2019	Deputy Vice-chancellor Office for Research	Publication of the Guide of Good Practices in which the mentor position is included.
Hold training actions to gain access to supervisor positions, which supplement the criteria already established (six-year periods, direction of thesis for the last years, being Chief Researcher in a competitive research project), in which tutor's roles, procedures are addressed. The organisation of seminars or conferences for postgraduate students is also requested.	Second Semester 2019	Deputy Vice-chancellor Office for Research and Postgraduate Office	<ul style="list-style-type: none"> - Incorporation of actions addressed to directors training into the Training Plan for Professors and Researchers. - Keep holding the doctoral days at EDUCA and EIDEMAR.

TRAINING			
12.- ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT. The University should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness.			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Provide quality and relevant courses, focused on research training, developing capabilities and competencies of research staff. For this, there is a possibility to make a survey among Professors and Researchers to get to know the kind of training they demand or draft a catalogue on training needs by each area of knowledge.	2 nd Semester 2019	Deputy Vice-chancellor Office for Research	Drafting of the improvement and updating plan for Professors and Researchers enabling better certification conditions. The drafting of such a plan will be based on the outcomes of the survey carried out among university Professors and Researchers.
Set up a protocol on research training and continuing development, enabling researchers to develop training activities or stays in other schools without these having an impact on other team members or department, in addition to the understanding of legal and regulatory aspects of research calls.	2 nd Semester 2019	Deputy Vice-chancellor Office for Research	Drafting of the improvement and updating plan for Professors and Researchers enabling better certification conditions. This will be managed through the Own Research Plan.
Regularly assess the results out of training received, to have an objective evaluation on the achievement of the pre-set objectives.	2 nd Semester 2019	Deputy Vice-chancellor Office for Research and Quality Unit	Carrying out of surveys on the level of satisfaction on every course and activity within the training plan. Moreover, on annual basis, results obtained will be assessed depending on the objectives achieved for researchers.

<p>13.- SUPERVISION. The University should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in this field, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures.</p>			
FINAL PRIORITISED PROPOSALS	Timing	Responsible Unit	Indicator(s) / Target(s)
Draft a supervision protocol, which includes face-to-face meetings with young researchers and which in turn includes an assessment system for the supervisory role. Also establish a system enabling young researchers to know the research activities carried out by professors, departments, and research groups.	2 nd Semester 2019	Deputy Vice-chancellor Office for Research and Postgraduate Office	<ul style="list-style-type: none"> - Incorporation of actions addressed to directors training into the Training Plan for Professors and Researchers. - Keep holding the doctoral days at EDUCA and EIDEMAR.
Establish a thorough supervisors selection process, based on criteria such as experience, knowledge or technical capacity, in a way that some guarantees are in place on the compliance of the obligations associated to the supervision of researchers	2 nd Semester 2019	Deputy Vice-chancellor Office for Research and Postgraduate Office	Nowadays a series of high selection criteria exist according to scientific production and experience. An assessment shall be carried out based on the previous years' results.
Improve communication, as well as the transfer of documents and information related to trainee research staff.	Second Semester 2019	Deputy Vice-chancellor Office for Research and Postgraduate Office	Nowadays the postgraduate platform is being upgraded.

3. Conclusions

Once the initial stages of the survey were completed, in which the existing information, and the university community opinion were gathered, this report was resent to the whole university community for assessment and reception of new opinions or improvements – this process was open from September 15th to 25th.

After this participating process, including the revision made by stakeholders such as the Andalusian Agency for Knowledge, this report will be submitted to the Research Commission for its final revision.

Lastly, the Working Group will draft the action plan in which improvement measures to be implemented will be included. This plan along with the internal analysis done will lay down the basis for the forms and final report to be submitted to the General Directorate for Research and Innovation of the European Union to apply for the Seal of Excellence.