



Universitat d'Alacant
Universidad de Alicante



Application of the University of Alicante to the HRS4R Award

INITIAL PHASE

Process and Gap Analysis

November 8, 2019

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1. Contact details

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Declaration of endorsement	February 11, 2019 https://cdn4.euraxess.org/sites/default/files/cc-declarations-files/ua_application.pdf
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HRS4R institutional webpage (available on English, Spanish and Valencian)	https://hrs4r.ua.es

2. Process

The University of Alicante (UA), in line with its institutional strategy, perceived the HRS4R process as cornerstone for its research implementation and continuous improvement in terms of internationalisation, quality, transparency and competitiveness.

With the aim of responding to such institutional priority, the Vice Rector for Research of Knowledge Transfer submitted the proposal for the start-up of the HRS4R implementation to the Governing Board of the Institution that approved it. After this, the Endorsement of and Commitment to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was sent to Euraxess and the approval was received on 20th March 2011, when the preparatory work to apply to the HRS4R award initiated.

Two have been the Committees involved in the process. They have been defined in line with pre-established criteria and with the purpose of having the key target groups involved at different levels (from management to operational) and thus, to have as final outcome of the first HRS4R phase the implementation of a relevant, solid, realistic and appropriate action plan, in line with UA strategic planning.

Please find below a short description of the criteria employed for the Committees composition:

- **Hierarchical** → all staff involved was included in the corresponding Committee in line with its institutional profile (high level management, medium level management, operational level).
- **Relevant** → the Committees include all target groups, relevant to the HRS4R process to ensure a high quality analysis and an ambitious action plan without forgetting its feasibility.
- **Complementary & Synergetic** → no overlaps in terms of tasks have been defined, so that the different Committees could enrich the process depending on their perspectives and thus allowing a synergetic exercise between all interested units and researchers.

- **High level of Researchers involvement** → as main stakeholders, researchers have been involved during the whole HRS4R process in different terms, depending on the context and steps.
 - The Steering Committee involved Rs University representatives on the Governing Board for all categories.
 - The Working Group involved representation of research staff at more operational level by means of including a sample of UA Researchers (one per R type from 1 to 4).

and, in addition to this,

- The **Focus Groups & Interviews** addressed a representative and balanced sample of all categories of Rs, crucial to obtain relevant qualitative data.
- The **Survey** was addressed to the whole research community of the University of Alicante.

For more details, please see Table 3.

3. Committees

As mentioned above, two have been the Committees involved, the Steering Committee (SC) and the Working Group (WG).

3.1 *Steering Committee*

3.1.1 Role

Led by the Vice Rector for Research and Knowledge Transfer, the Steering Committee role and responsibilities were:

- to **raise the awareness on the importance** of implementing the HRS4R process to all target groups with special focus on researchers;
- to **trigger its visibility** at institutional level and beyond;
- to **provide a strategic coordination** of the HRS4R implementation methodology (namely for the application, gap analysis, action plan and its follow of on implementation) in line with institutional priorities;
- to **support all involved units and researchers** in the exercise;
- to **maintain a watch brief** on the implementation and support when necessary; and
- to **validate** the main steps and documentation drafted.

3.1.2 Members

The SC included the relevant HE management staff in charge of all key areas contemplated by the HRS4R process. This responds to the strategy of the University of Alicante of approaching HRS4R as a high priority. In addition to this, having a Committee with these characteristics ensures the success of the process due to the provision of the appropriate institutional support and also a motivation for all staff involved (from all collectives, mostly important the research community at all stages of their career) to properly contribute, be involved and have a sense

of ownership in what achieved and full understanding on the positive impact of HRS4R.

Researchers representatives from UA Research Commission level have been involved from the very beginning as main target group of the HRS4R process. Their strategic guidance was cornerstone to ensure the HRS4R process will have a significant impact for UA research and researchers.

The Steering Committee members are detailed in Table 1 below:

Name	Position	Management line/ Department
Amparo Navarro Faure	Vice President of Research and Knowledge Transfer	Office of the Vice President for Research and Knowledge Transfer
Jose Leandro Penadés Martínez	Vice President for Academic & Faculty Affairs	Office of the Vice President for Academic & Faculty Affairs
Francisco José Torres Alfosea	Vice President for Quality and Educational Innovation	Office of the Vice President for Quality and Educational Innovation
Rafael Muñoz Guillena	Vice President for Campus and Technology	Office of the Vice President for Campus facilities and Technology
Rafael Plá Penalva	General Manager	Office of the General Manager
Ramón Rizo Aldeguer	Deputy Director for Institutional Projects	Institutional Projects and Strategic Planning Area (Rectorate)
Alberto Antonio de Ramón Fernández	Researcher in training, R1	Department of Information Technology and Computation
Elizabeth Gil García	Assistant Professor and Researcher, R2	Department of Tax Law and Economics
Fernando Prados Martínez	Senior Lecturer and Researcher, R3	Department of Prehistory, Archaeology, Ancient History, Greek and Latin
María José Caturla Terol	Professor and Researcher, R4	Department of Applied Physics

Table 1: Members of the Steering Committee

3.1.3 Interaction

The SC had monthly meetings to discuss the process of the HRS4R request process, validate the advancements and agree on next months action plan. In addition, these meetings were crucial so that they could reinforce the outreach of the different activities of the process to ensure a relevant involvement of all types of Researchers (ranging from R1 to R4).

3.2 Working Group

3.2.1 Role

The main role of the Working Group was to actively contribute to the different phases that compose the 1st step of the HRS4R process. Thus, all members provided input for the gap analysis and action plan. Their participation has been crucial since they are the staff in charge of the execution of the different institutional policies for those areas that intervene in the HRS4R process, plus the Rs representatives, main beneficiaries. The Working Group, has also been integrated with a representative from the UA Technical Unit for Quality Assessment and another one from the International Project Management Office in charge of liaising with all members and be responsible for the effective deployment and preparation of this first phase of the HRS4R process.

3.2.2 Members

The composition of the Working Group, was carefully selected. All representatives are responsible of all HRS4R relevant areas at operative level at our University and thus fully aware of the *status quo* of the different regulations, implementation procedure, but also their level of maturity and areas for improvement. Their views on the action plan was cornerstone to have as a result a realistic and feasible set of actions to be implemented with the best conditions in the defined timeframe and with a cost efficient approach.

The Working Group members are detailed in Table 2 below:

Name	Position	Management line/ Department
Juan Mora Pastor	Director of Research	Office of the Vice President for Research and Knowledge Transfer
David Guijarro Espí	Director of Academic Affairs	Office of the Vice President for Academic & Faculty Affairs
Ángel Grediaga	Director of Quality and Educational Innovation	Office of the Vice President for Quality and Educational Innovation
Yolanda Gil Barranco	Human Resources Deputy Manager	Office of the General Manager
Víctor Manuel Pérez Lozano	Director of Service for Technology Transfer	Service for Technology Transfer
Ferrán Josep Verdú Monitor	Director of Technological Resources	Office of the Vice President for Campus facilities and Technology
Adoración Asunción Carratalá Giménez	Trade Union Representative	Trade Union Section
Vicent Bonmatí Sánchez	Statistical Technician	Technical Unit for Quality Assurance
Ester Boldrini	Director	International Project Management Office

Table 2: Members of the Working Group

3.2.3 Interaction

As detailed in the table above, the WG also counted with the participation of staff from the Technical Quality Unit and the International Project Management Office of the University. This staff was the one in charge of leading the daily management of the HRS4R proces, being the operative force behind the completion of all documentation. Interaction with the WG was held on both bilateral basis, as well as groups on regular basis (monthly) by meetings, emails and telephone. This ensured a dynamic and regular interaction for the drafting of an in-depth gap analysis and a realistic action plan.

4. Raising the awareness

Raising the awareness on the importance of being in line with the HRS4R Award was considered a *conditio sine qua non* for the correct and effective implementation of this first stage of the process. As a consequence, dissemination/awareness activities started from the very beginning and were implemented through the whole time frame of the process, and are still in progress. Visibility has been ensured using a number of different channels and tools, also depending on the message to be transmitted and the target to be reached.

The UA HRS4R webpage was created under the umbrella of the institutional website (with easy access <https://hrs4r.ua.es>) and was used and considered the main entry point for all targets to get familiar with the fundamentals of the HRS4R award and to understand the process. With this purpose in mind, the web page (available in English, Spanish and Valencian) designed with a simple and clear layout, so that to be as much user-friendly as possible even if containing all.

The webpage contains relevant links to the main websites and documents related to the process.

The link to the UA HRS4R website has proven to be extremely useful to be included in all types of communication, especially the ones with the Committees and all researchers, so that everybody always had immediate access to the key information to be in the position of contributing in the best way to the process. In addition to this, a dedicated institutional mailbox was created and is being used for all communications related to the subject (hrs4r@ua.es).

In term of target groups approach strategy, meetings have been very effective at all stages of the process to both raise the awareness, foster commitment and participation, keep target groups informed, etc.

Interviews were employed to get an in-depth overview (bilateral) with the different Rs representatives, as well as with the members of the WG.

Focus groups were employed used to explore and discuss about the different aspects of the HRS4R criteria with a reduced group with similar profile (one

focus group per R type). This instrument was essential to get **qualitative data** and also with views on improving the survey to be launched to the whole research community.

Last but not the least, the **online survey** was the key instrument to retrieve **quantitative data** about the 40 principles of the C&C and was implemented via the Quality Unit of the University, thus using a survey tool **integrated into UA staff's Campus Virtual** (institutional intranet), to ensure the **security and reliability of the data** and a **statistically relevant number of answers** (automatic reminders system was available) so to obtain meaningful data.

4.1 Stakeholders involved

As described above, different have been the channels and tools to get the **research community involved and engaged** in this first step of the HRS4R project, where the idea was to obtain **reliable qualitative information**, as well a **statistically relevant amount of data** to implement a **real/scrupulous gap analysis** and an ambitious, but at the same time **useful, relevant and sustainable action plan**.

As key actors, **researchers have been involved at all stages of the HRS4R process**. Being the main beneficiaries of such action, their point of view, input and **suggestions were considered cornerstone** for the achievement of solid results with views on **impact in both the short, but also the medium and long-term**.

As a consequence, one of the first activities was to define and group all types of research contracts at UA, in order to obtain a clear classification to address the different activities in line with HRS4S guidelines, and also with the national context in terms of contractual terms/figures. As a result all UA researchers were grouped in one of the Rs categories, from R1 to R4, depending on their level of seniority.

In addition to researchers, a number of other stakeholders was also involved in the process. The table below details the types of stakeholders, how they were addressed and the contribution of each group.

Stakeholder group	Consultation format	Contributions
University management from all HRS4R key areas of responsibility (included in the Steering Committee)	<ul style="list-style-type: none"> - Meetings - Written communication 	<ul style="list-style-type: none"> - Definition, approval and enforcement of the HRS4R process. - Definition of all stakeholders involvement (with special emphasis on researchers from R1 to R4 representatives and a relevant number of individuals from UA research community). - HRS4R process dissemination strategy approval, endorsement and enforcement. - Periodic validation of the HRS4R implementation process. - Continuous institutional support to ensure a high quality implementation of the HRS4R process. - Contribution in terms of drafting of a strategically relevant action plan and its validation to ensure the correct inclusion of all tasks in the institutional work plan.
Directors of all HRS4R key areas of responsibility (included in the Working Group)	<ul style="list-style-type: none"> - Meetings - Documentation sharing - Emailing - Telephone calls 	<ul style="list-style-type: none"> - Provision of specialized input for the drafting of all set of HRS4R process documentation: gap analysis against the CoC and European Charter for Researchers principles, OTM-R policy/implementation and action plan, as well as the action plan. - Provision of supporting documentation to ensure a scrupulous and reliable gap analysis. - Active contribution and support on the HRS4R process implementation visibility (internal & external) and involvement of all Rs. - Provision of crucial input to design a relevant action plan with ambitious, but at the same time, realistic indicators.
UA Representatives of R1-R2-R3-R4	<ul style="list-style-type: none"> - Meetings - Focus groups - Survey - Emailing 	<ul style="list-style-type: none"> - Active contribution in terms of raising the awareness on the importance of all Rs' active involvement in the HRS4R implementation process (dissemination, visibility, participation and ownership). - Provision of their real-life analysis and perspective regarding the HRS4R principles from both all Rs categories as groups, but also from their individual perspectives. - Contribution and feedback to ensure the relevance of the action plan.

Deans	<ul style="list-style-type: none"> - Meetings - Documentation sharing - Emailing - Telephone calls 	<ul style="list-style-type: none"> - Active contribution to raise the awareness on the importance of Rs active involvement in the HRS4R implementation process (dissemination, visibility, participation and ownership).
R1-R2-R3-R4 (individuals)	<ul style="list-style-type: none"> - Survey - Emailing 	<ul style="list-style-type: none"> - Provision of quantitative and qualitative data for the gap analysis and action plan based on the HRS4R principles. - Detection of strengths and areas for improvement related to the HRS4R criteria. - Validation of the preliminary results of the gap analysis and detection/suggestions of areas for improvement.
Trade Union Representatives	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Consultation and feedback.

Table 3: Stakeholders' engagement

5. Process implementation

In line with the HRS4R guidelines and during this first phase of the process, the University of Alicante performed the following steps:

- UA C&C endorsement: February 11, 2019.
- Nomination of actors in charge and process start up and implementation.

The starting point of the HRS4R application process started with the nomination of the Steering Committee (SC) and the Working Group (WG). Their composition was first proposed, after consultation with the staff to be involved, by the Vice Rector (VR) for Research and Knowledge Transfer to the Governing Board and approved. The main idea behind of having these two committees including the abovementioned UA key staff and researchers was:

- 1) to implement the HRS4R process in line with UA institutional strategy;
- 2) to have the best conditions to carry out an in-depth analysis of the *status quo* in terms of Human Resources for research by means of involving the key staff responsible for the different areas covered by HRS4R from both the strategic and operational perspective and
- 3) to draft of an accurate and in-depth analysis and also a realistic, relevant and innovative action plan.

It is worth mentioning that Rs representatives were appointed and actively participated and contributed at all stages of the HRS4R process, being the main target group of this exercise and thus, to achieve relevant outcomes and ensure impact.

5.1 Working methodology definition & start up

The work methodology was designed from the very beginning to ensure an efficient application to the HRS4R 1st step. It was defined by the Working Groups with the daily coordination of Ester Boldrini (Director of the International Project Management Office) and Vicent Bonmatí (Statistical Technician of the Technical Unit for Quality Assurance) and validated by the Steering Committee. After this,

all stakeholders and actors to be involved were informed and their suggestions integrated to improve any aspect with views on increasing efficiency and quality of the outputs. Important is to note that all tools to be used in this process were also defined and set up from the very beginning.

In addition to the periodic ones, a number of bilateral meetings were held, especially with the Rs representatives. They were crucial to ensure their commitment in supporting the outreach of this initiative and make sure a considerable number of UA Rs would be involved in providing us feedback and suggestions and their point of view to be able to on the one side, produce an accurate and comprehensive Gap Analysis and on the other side, to make sure the Action Plan would be realistic and relevant, especially for them, the main beneficiaries of HRS4R Award.

- Creation of the HRS4R Website

A dedicated page within the institutional website was set up and defined in the 3 languages: Spanish, Valencian and English. All key information and links were included so that the outreach to all stakeholders would be effective and complete. The website reference has been used in all communications with stakeholders. The web page is considered as a tool in continuous improvement that is periodically updated with any relevant and updated information.

- Gap Analysis (C&C principles and OTM-R)

An in depth analysis of the 40 principles of the C&C and OTM-R was possible thanks to the hard work of all members of the Groups. After the documentary analysis (national, regional, institutional legislation, regulation and procedures) the focus groups were celebrated to obtain qualitative data and after them, the online survey was launched thanks to which we obtained a statistically relevant amount of mainly quantitative information. Both qualitative and quantitative data have been scrupulously analysed and exploited to define a realistic, of-interest and feasible Action Plan.

- Definition of the Action Plan

Drawing from the results obtained from the Gap Analysis and OTM-R, a first draft of the Action Plan was prepared by the Working Group and validated by the Steering Committee. The final version was proposed to the SC.

6. Focus Groups and Survey

The Gap Analysis was the result of both the **qualitative** data obtained from the focus groups as well as from the **quantitative** data from the survey.

The qualitative methodology had an exploratory approach and was possible thanks to the focus groups implementation. The Rs groups composition (R1-2-3-4) was designed taking into account three variables: genre, R profile and area of knowledge. By doing this, representativeness was the main focus to obtain heterogeneous and homogeneous groups. The groups answered to a set of pre-defined topics/broad questions posed by a moderator. This was done with the objective of fostering a spontaneous conversation and interaction between participants, so that ideas were launched and then further discussed by participants.

The focus Groups have been also recorded discussions and conclusions carefully analysed and taken into account for the Gap Analysis and Action Plan drafting.

The second tool employed for quantitative information collection was the survey launched to all Rs community. Its objective was to obtain quantitative assessment (agreement or disagreement in a scale from 1 to 5) on the most relevant aspects of the C&C and OTM-R principles. The design, launch and data collection was done using the IT application the tool UACloud (virtual campus of the University of Alicante).

UACloud was used due to its institutional nature and reliability. It is well-known and employed by UA academic community, it has been tested, and it offers guarantees in terms of respondents' identification (to avoid double answering). The high participation obtained was possible thanks to the predisposition of UA researcher community to join and contribute to this initiative and thanks also to the easy fill in of the survey. The survey launch was accompanied by an invitation email that, in addition of including the link to the institutional web page of HRS4R with all relevant information, it also included a supporting letter signed by the Vice President for Research and Knowledge Transfer. Moreover, and with the aim of increasing the response ratio obtained, a reminder was sent. The overall response ratio was of 21%, data that confers external validity and representativeness to the results obtained.

6.1 Survey Results

1. Distribución de la muestra y tasa de respuesta/ Distribution of the sample and response ratio

Categoría/Category	n	Porcentaje/ Percentage
AYUDANTE TUTOR	13	4%
CATEDRÁTICO/A DE ESCUELA UNIVERSITARIA UNIVERSITY SCHOOL LECTURER	5	2%
CATEDRÁTICO/A DE UNIVERSIDAD PROFESSOR	84	26%
INVESTIGADOR/A RESEARCHER	48	15%
PROFESOR/A AYUDANTE DOCTOR/A LECTURER	29	9%
PROFESOR/A COLABORADOR/A TEACHER COLLABORATOR	2	1%
PROFESOR/A CONTRATADO/A DOCTOR/A LECTURER	35	11%
PROFESOR/A EMERITO/A PROFESSOR EMERITUS	1	0%
PROFESOR/A TITULAR ESCUELA UNIVERSITARIA UNIVERSITY SCHOOL READER/SENIOR LECTURER	4	1%
PROFESOR/A TITULAR UNIVERSIDAD READER/SENIOR LECTURER	99	31%
Total	320	100%

Categoría/ Category	n	Porcentaje/ Percentage
R1	42	13%
R2	51	16%
R3	142	44%
R4	85	27%
TOTAL	320	100%

		Sexo/Gender				
		Mujer/ Female	Hombre/ Male	<i>Prefiero no decirlo/ not to disclose</i>	Total	
R	R1	Recuento/ Count	16	23	3	42
		% dentro de R/ within R	38%	55%	7%	100%
		% del total/ of the total	5%	7%	1%	13%
	R2	Recuento/ Count	27	21	3	51
		% dentro de R/ within R	53%	41%	6%	100%
		% del total/ of the total	8%	7%	1%	16%
	R3	Recuento/ Count	51	83	8	142
		% dentro de R/ within R	36%	58%	6%	100%
		% del total/ of the total	16%	26%	3%	44%
	R4	Recuento/ Count	20	57	8	85
		% dentro de R/ within R	24%	67%	9%	100%
		% del total/ of the total	6%	18%	3%	27%
Total	Recuento/ Count	114	184	22	320	
	% del total/ of the total	36%	58%	7%	100%	

Categoría/Category	n	Tasa de respuesta/ Response ratio
R1 (N=286)	42	15%
R2 (N=207)	51	25%
R3 (N=757)	142	19%
R4 (N=259)	85	33%
TOTAL (N=1509)	320	21%

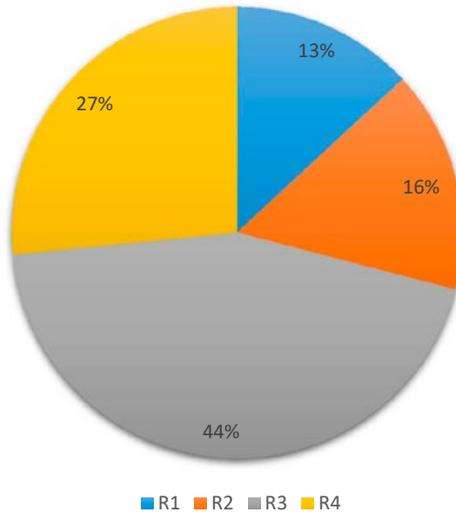
2. Resultados/Results

	R1		R2		R3		R4		Total	
	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)
1. CONTRATACIÓN/RECRUITMENT										
1.1 La UA tiene establecidos procedimientos de contratación abiertos y transparentes adaptados al puesto ofertado/ UA has open and transparent recruitment procedures established adapted to the position offered	38	4,18	49	4,20	131	4,29	80	4,33	297	4,27
1.2. La UA tiene establecidos procedimientos de contratación eficientes adaptados al puesto ofertado que permiten el acceso a colectivos desfavorecidos o a personal que retorna a la investigación/UA has efficient hiring procedures established and adapted to the position offered that allow the access of disadvantaged groups or personnel returning to research	32	3,91	37	3,92	98	3,82	66	3,91	232	3,87
1.3. En los comités de selección de personal investigador de la UA participan especialistas de diversas áreas, con la experiencia y competencias adecuada/Specialists from various areas, with the appropriate experience and skills, participate in the UA recruitment research committees	39	4,33	49	4,06	131	4,15	79	4,22	297	4,18
1.4. Los comités de selección de personal investigador cuentan con un equilibrio adecuado entre hombres y mujeres/ UA research staff selection committees have an adequate balance between men and women	37	4,27	44	4,41	115	4,37	72	4,58	267	4,42
1.5. Existe información pública sobre el proceso y criterios de selección al alcance de las personas candidatas antes de la selección/Public information about the selection process and criteria is available to candidates before the selection	38	4,34	51	4,27	136	4,37	82	4,45	306	4,37
1.6. Las personas candidatas, al finalizar su proceso de selección, pueden conocer los puntos fuertes y débiles de sus solicitudes/ Candidates, at the end of their selection process, can know the strengths and weaknesses of their applications	34	4,12	48	3,56	119	3,89	73	4,04	273	3,90
1.7. En el proceso de selección se valoran diferentes méritos de producción científica, docencia, transferencia, gestión y divulgación/During the selection process, the different merits of scientific production, teaching, technology transfer, management and dissemination are valued	41	4,39	51	4,39	137	4,42	81	4,54	309	4,44
1.8. Las interrupciones en la carrera profesional del personal investigador se consideran parte de la evolución profesional y no penalizan en el proceso de selección/The interruptions in the professional career of the research staff are considered part of the professional evolution and do not penalize the selection process	26	3,58	32	3,03	98	3,49	62	3,73	217	3,50
1.9. En el proceso de selección, la UA considera la movilidad como una contribución valiosa en el desarrollo profesional/ UA considers mobility as a valuable contribution in professional development in the selection process	37	4,43	44	4,34	128	3,95	82	4,16	290	4,12
1.10. En el proceso de selección, la UA valora y evalúa apropiadamente las cualificaciones académicas y profesionales del personal investigador/UA properly assesses and evaluates the academic and professional qualifications of the research staff in the selection process	40	4,40	51	4,22	136	4,20	82	4,37	308	4,27
1.11. Los niveles de cualificación requeridos para el acceso a las diferentes figuras de personal investigador coinciden con las necesidades del puesto/The qualification levels required to access the different figures of research staff match the needs of the position	39	4,08	49	3,96	128	4,04	83	4,08	298	4,04
1.12. La UA tiene establecidas normas claras sobre la contratación de personal investigador postdoctoral (duración máxima y los objetivos de sus contratos)/UA has established clear rules on the hiring of postdoctoral research staff (maximum duration and the objectives of their contracts)	31	4,13	38	4,08	111	4,31	73	4,34	252	4,26
Medias apartado 1. Contratación (medias de medias, sin ponderar)/Average section 1 Recruitment and Selection (without weighting)		4,18		4,04		4,11		4,23		4,14

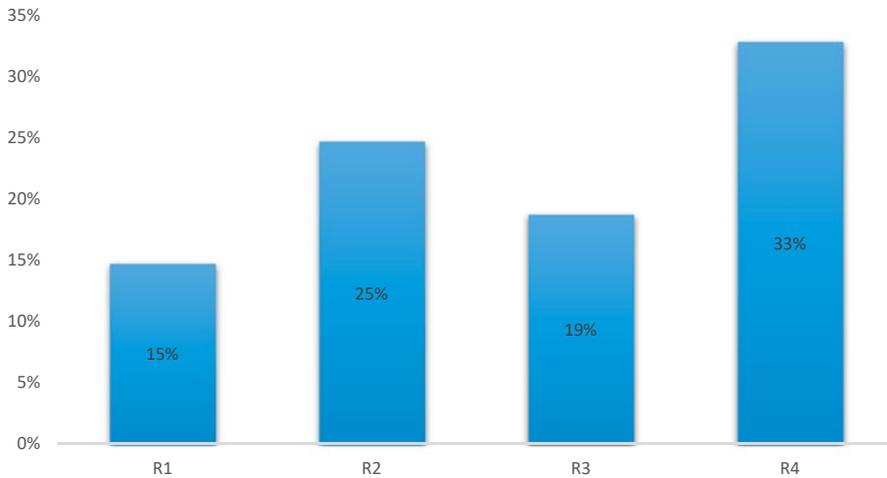
	R1		R2		R3		R4		Total	
	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)
2. CONDICIONES LABORALES Y SEGURIDAD SOCIAL/WORKING CONDITIONS AND SOCIAL SECURITY										
2.1. En la UA, todo el personal que sigue una carrera de investigación es reconocido como personal investigador y tratado en consecuencia/Personnel who follows a research career is recognized as research staff and treated accordingly at UA.	41	4,10	46	3,41	126	3,80	79	3,95	291	3,82
2.2. La UA vela por crear un entorno de trabajo y formación estimulante con instalaciones y equipos adecuados, que cumplen las normativas nacionales/sectoriales en materia de salud y seguridad en el entorno laboral/UA ensures the creation of a stimulating work and training environment with adequate facilities and equipment, which comply with national / sectoral regulations regarding health and safety in the workplace	42	4,12	51	3,65	134	3,72	82	3,90	308	3,81
2.3. La UA vela porque el personal investigador cuente con los recursos apropiados para llevara cabo su programa de trabajo/UA ensures that research staff has the appropriate resources to carry out their activities	42	4,02	50	3,42	136	3,54	82	3,63	309	3,61
2.4. La UA ofrece flexibilidad al personal investigador para conciliar la vida profesional y familiar/UA offers flexibility to research staff to reconcile professional and family life	42	4,24	48	3,79	129	3,59	74	3,95	292	3,80
2.5. La UA vela por las condiciones laborales del personal investigador con diversidad funcional/UA ensures the working conditions of research staff with functional diversity	23	4,30	26	4,35	78	4,00	47	4,21	173	4,14
2.6. La UA vela por la mejora de la estabilidad de las condiciones laborales de su personal investigador/UA watches over the improvement of the stability of the working conditions of its research staff	40	3,80	43	2,86	127	3,49	79	3,53	288	3,44
2.7. La UA procura que el personal investigador disfrute de condiciones económicas justas y una cobertura social adecuada/UA ensures that research staff enjoy fair economic conditions and adequate social coverage	41	3,78	47	2,94	129	3,48	77	3,87	293	3,54
2.8. En los procesos de acceso y promoción profesional que lleva a cabo la UA se contempla el principio de igualdad de oportunidades entre mujeres y hombres/ The principle of equal opportunities between women and men is contemplated by the processes of access and professional promotion carried out by the UA	39	4,36	43	4,42	127	4,54	76	4,63	284	4,52
2.9. La UA contempla y promueve un programa de promoción y estabilidad para el desarrollo profesional del personal investigador/UA contemplates and promotes a promotion and stability program for the professional development of research staff	39	3,79	43	2,98	125	3,67	78	3,56	284	3,55
2.10. La UA reconoce la movilidad (geográfica, intersectorial, trans-disciplinar y entre el sector público y privado) como un valor dentro del desarrollo profesional del personal investigador/UA recognizes mobility (geographic, intersectoral, trans-disciplinary and between the public and private sectors) as a value within the professional development of research staff	37	4,22	38	4,00	104	3,81	70	3,74	249	3,88
2.11. La UA ofrece programas de formación al personal investigador en sus diferentes etapas/ UA offers training programs to research staff at different stages of their career	40	4,40	49	3,90	126	3,91	78	4,10	292	4,03
2.12. La UA asegura la adecuada protección de los derechos de propiedad intelectual e industrial de los resultados de I+D/UA ensures the adequate protection of the intellectual and industrial property rights of the R&D results	35	4,57	33	4,36	102	4,26	71	4,31	240	4,33
2.13. La UA valora positivamente la colaboración entre personal investigador y asegura las condiciones necesarias para que el personal investigador sea reconocido, mencionado o citado/ The collaboration between research staff is positively assessed at UA that ensures the necessary conditions for the research staff to be recognized, mentioned or cited	39	4,23	45	3,73	122	3,75	72	3,99	277	3,87
2.14. La UA valora la docencia dentro de la evaluación de la carrera investigadora/UA values teaching within the evaluation of the research career	37	4,19	43	3,28	132	3,30	80	3,73	291	3,52
2.15. La UA tiene establecidos canales de reclamación adecuados para asistir a todo el personal investigador en la resolución de conflictos y quejas/Adequate complaint channels to assist all research staff in resolving conflicts and complaints are available at UA	30	4,20	31	3,81	111	3,70	65	3,88	237	3,83
2.16. La UA permite la participación del personal investigador (directamente o a través de sus representantes) en los grupos de información, consulta y toma de decisiones de la Institución/UA allows the participation of research staff (directly or through their representatives) in the information, consultation and decision-making groups of the Institution	33	4,30	43	3,84	117	3,82	75	3,87	267	3,89
Medias apartado 2. Condiciones laborales y Seguridad Social (medias de medias, sin ponderar)/Average section 2 Working Conditions and Social Security (without weighting)		4,16		3,67		3,77		3,93		3,85

	R1		R2		R3		R4		Total	
	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)	n	Media/ Average (escala/ scale 1-5)
3. ASPECTOS ÉTICOS Y PROFESIONALES/ETHICAL AND PROFESSIONAL ASPECTS										
3.1. El personal investigador orienta libremente su investigación, con las limitaciones que puedan surgir (orientación y gestión, presupuestarias/infraestructurales, propiedad intelectual, etc.)/Research staff freely develops its research, with the limitations that may arise (guidance and management, budgetary / infrastructure, intellectual property, etc.)	41	4,44	51	4,39	137	4,31	81	4,48	309	4,38
3.2. El personal investigador acata las normas de los códigos éticos nacionales, sectoriales o institucionales/Research staff complies with the standards of national, sectoral or institutional codes of ethics	42	4,55	48	4,38	122	4,62	75	4,69	286	4,59
3.3. El personal investigador hace lo posible porque su investigación sea relevante para la sociedad y no duplique otra realizada previamente por otros/as/Research staff do their best so that their research is relevant to society and does not duplicate another previously conducted by others	41	4,49	50	4,26	127	4,22	80	4,26	297	4,27
3.4. El personal investigador conoce los posibles mecanismos de financiación, solicita los permisos necesarios e informa a la UA en caso de cambios en un proyecto/Research staff knows the possible funding mechanisms, requests the necessary authorisations and informs UA in case of changes related with their projects	38	4,37	41	4,20	127	4,09	80	4,40	285	4,22
3.5. El personal investigador conoce la normativa en relación con la formación y las condiciones de trabajo/Research staff knows the regulations regarding training and working conditions	41	4,17	48	3,67	130	3,75	80	4,03	298	3,87
3.6. El personal investigador que recibe financiación de distintos organismos cumple los principios de gestión financiera correcta, transparente y eficaz/Research staff that receives funding from different agencies complies with the principles of correct, transparent and effective financial management	34	4,47	40	4,10	123	4,41	78	4,42	274	4,37
3.7. El personal investigador adopta métodos de trabajo seguros en su entorno laboral para salvaguardar la salud y seguridad/Research staff adopts safe work methods in their work environment to safeguard health and safety	42	4,43	42	4,31	116	4,20	73	4,36	272	4,29
3.8. El personal investigador conoce y cumple la legislación vigente en cuanto a protección de datos y confidencialidad/Research staff knows and complies with current legislation in terms of data protection and confidentiality	39	4,41	44	4,09	118	4,15	73	4,23	273	4,20
3.9. Los resultados de la investigación se difunden y explotan, bien mediante comunicaciones en acceso abierto o mediante su comercialización/Research results are disseminated and exploited, either through open access communications or through commercialization	39	4,31	50	4,36	130	4,39	81	4,43	299	4,39
Medias apartado 3. Aspectos éticos y profesionales (medias de medias, sin ponderar)/Average section 3 Ethical and Professional aspects (without weighting)		4,40		4,19		4,24		4,37		4,29
4. FORMACIÓN/TRAINING AND DEVELOPMENT										
4.1. La UA no discrimina al personal investigador por motivos de género, edad, etnia, nacionalidad, religión, opinión política, orientación sexual, etc./UA does not discriminate research personnel on the grounds of gender, age, ethnicity, nationality, religion, political opinion, sexual orientation, etc.	41	4,76	49	4,71	129	4,73	81	4,78	299	4,74
4.2. El personal investigador que supervisa dispone de dedicación suficiente para mantener reuniones con quienes están en la fase inicial de sus carreras investigadoras/Research staff with supervision duties has sufficient dedication to hold meetings with those in the initial phase of their research careers	41	4,10	49	3,47	128	3,37	80	3,79	297	3,59
4.3. El personal investigador experto favorece la transferencia de conocimiento y el desarrollo de la carrera profesional del personal investigador novel/Senior research staff fosters the transfer of knowledge and the development of the professional career of the new research staff	42	4,33	49	3,59	131	3,82	80	4,29	301	3,98
4.4. El personal investigador de todos los niveles tiene la posibilidad de formarse de manera continua/All research staff at UA has the possibility of continuous training	41	4,56	48	3,96	135	3,96	81	4,12	304	4,09
Medias apartado 4. Formación (medias de medias, sin ponderar)/Average section 4 Training and Development (without weighting)		4,44		3,93		3,97		4,24		4,10
Totales (medias de medias de cada apartado, sin ponderar)/Total (average for each section, without weighting)		4,30		3,96		4,02		4,19		4,09

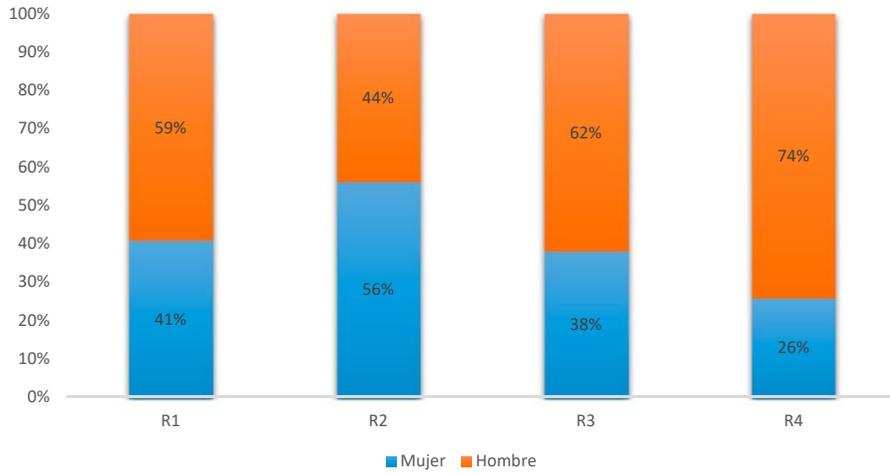
Participation per R type



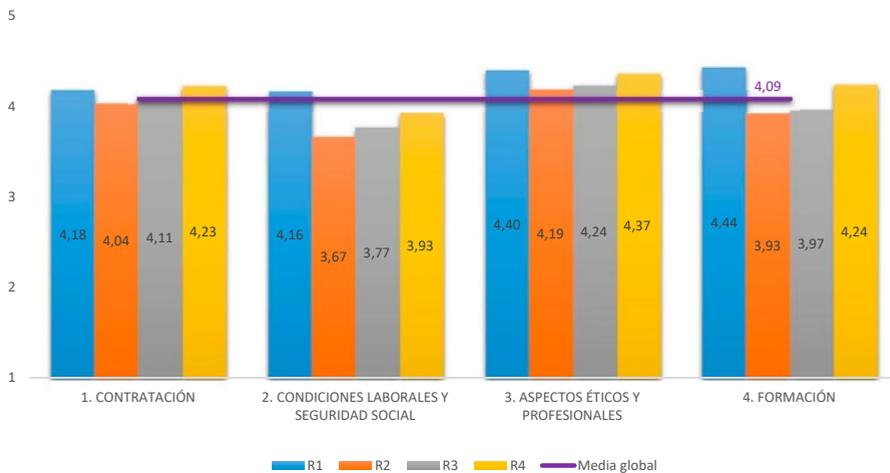
Percentage of participation by Rs



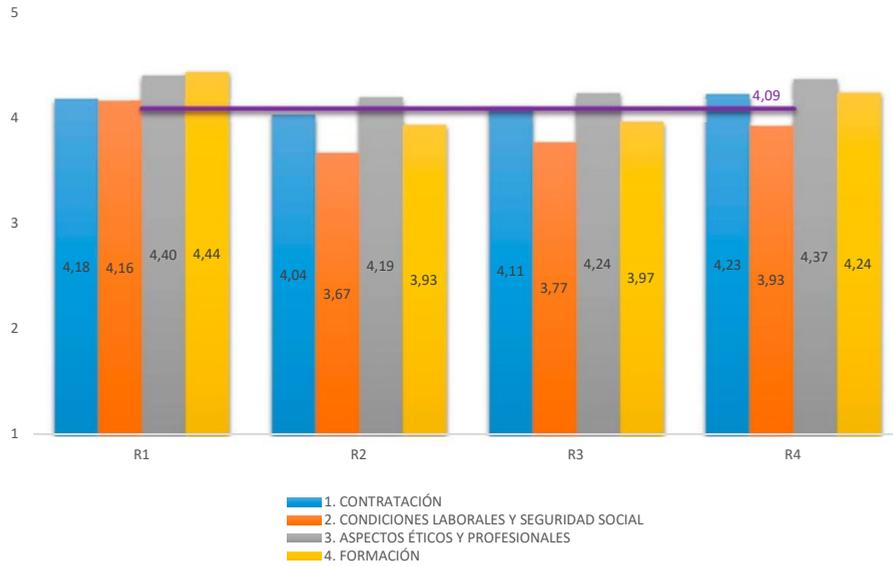
Answers distribution per genre and R type



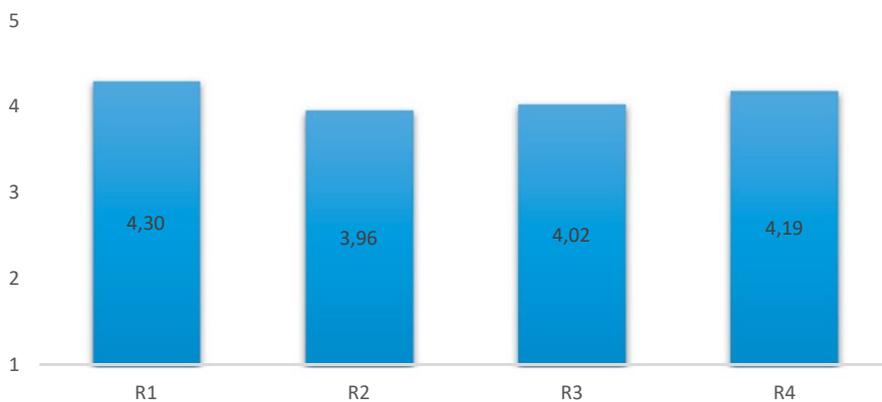
Results per survey sections and R type



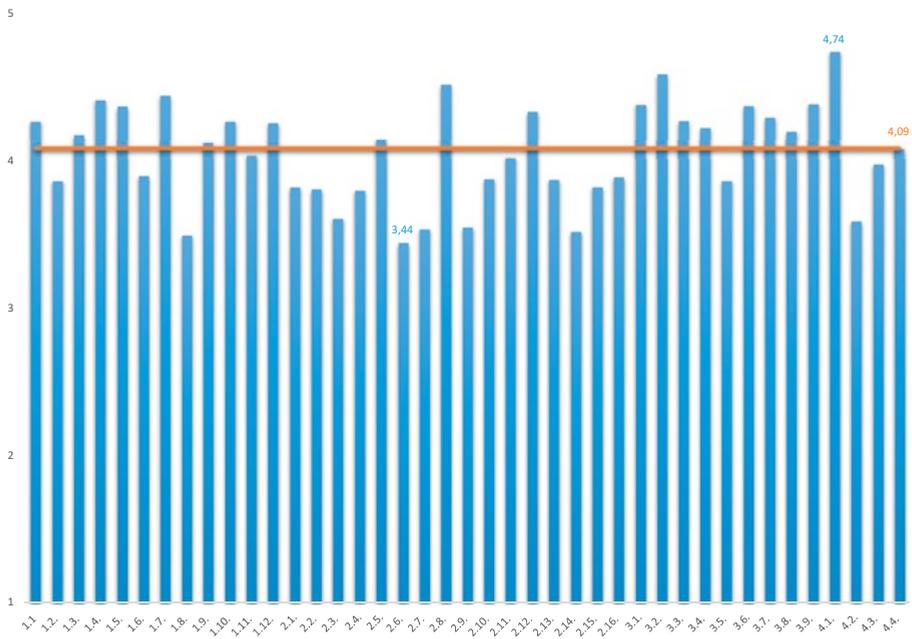
Results per R type and category



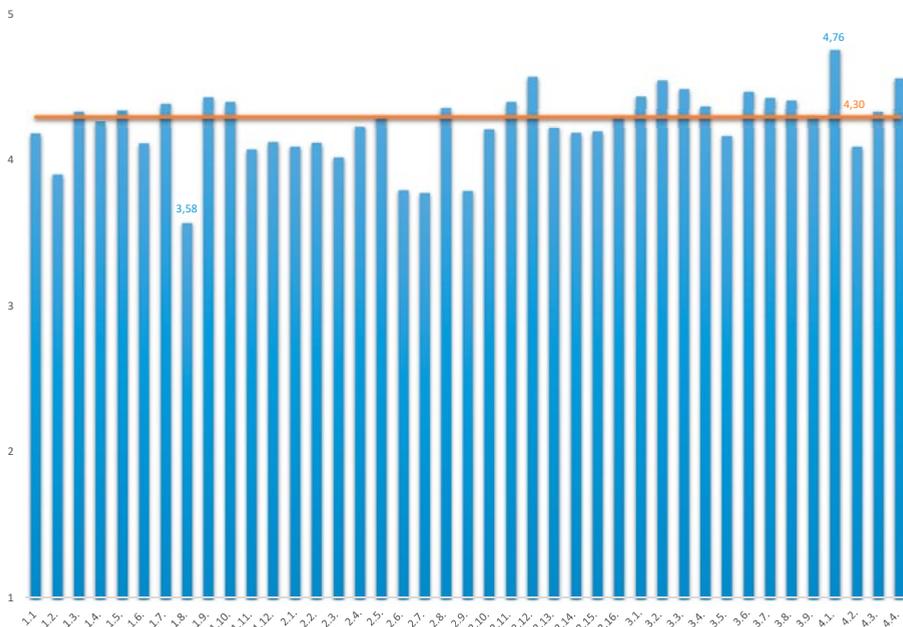
Scoring average per R type



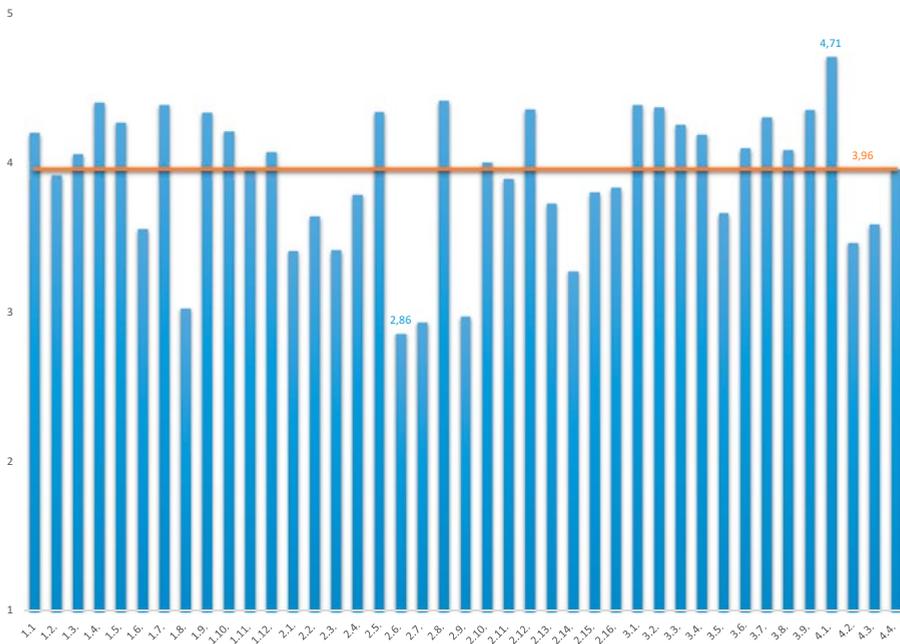
Total scoring average



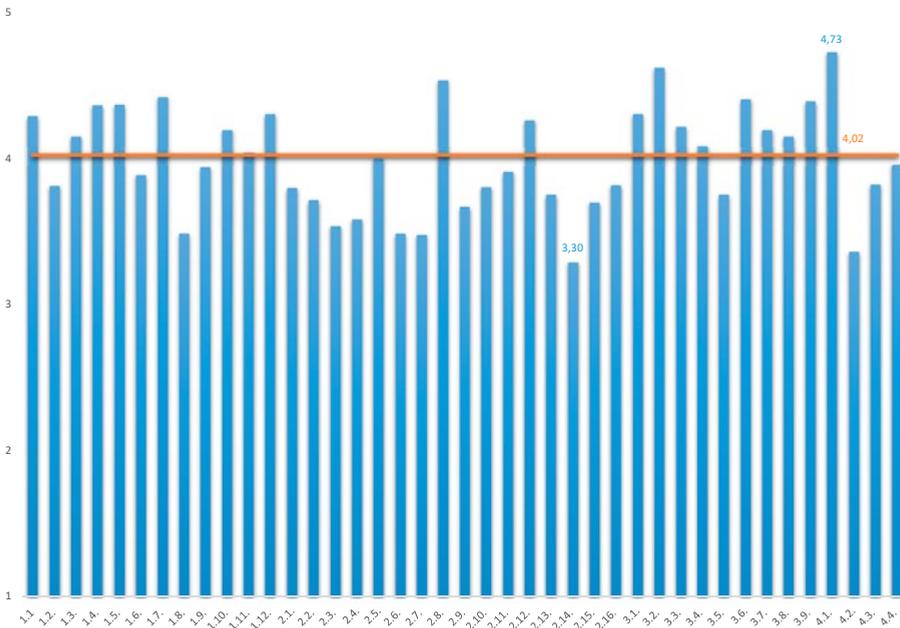
Scoring average per question and R1



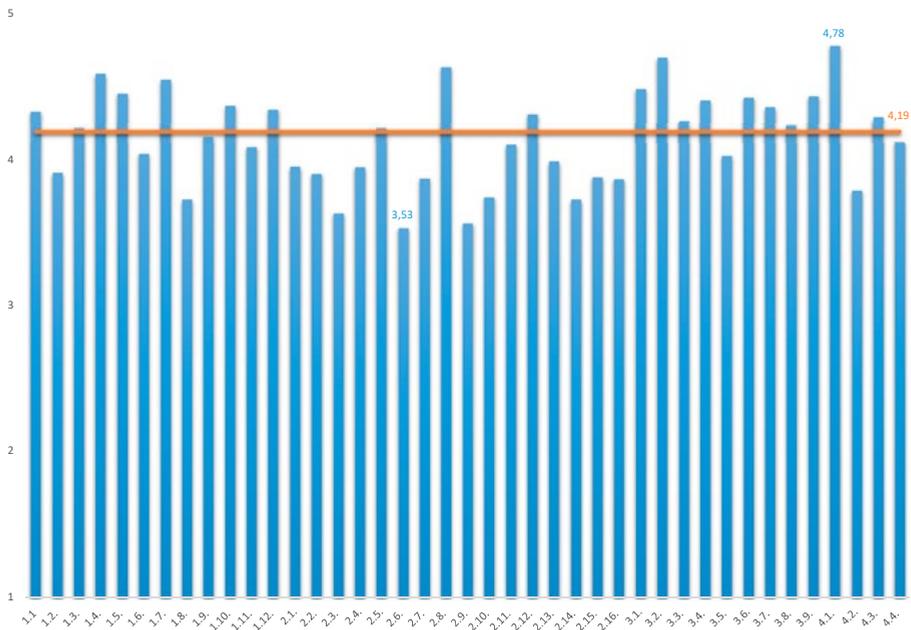
Scoring average per question and R2



Scoring average per question and R3



Scoring average per question and R4



7. Gap Analysis

The Gap Analysis below is the result of documental analysis (national, regional and institutional legislation and procedures), the quantitative data obtained from the survey, as well as from the qualitative information from the focus groups and all meetings and interactions held.

Ethical and Professional Aspects		
1. Research freedom		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/-	Despite the no gaps at institutional level detected, it is worth mentioning that the Research Freedom has certain limitations given by the institutional strategic plan, result of the HE management strategy. In addition to this, the research lines defined by the different donors must be taken into account.	Survey findings: this criterion has been rated with a score of 4,37 out of 5.
2. Ethical principles		
+/-	Despite the presence of the Ethical Committee, no Institutional Code of Ethics is available at UA.	<p>UA has an Ethical Committee especially authorised by the Regional Department of Health in charge of these issues contemplated by the present principle. UA Doctoral School has a Code of Good Practices in Research targeting pre doctoral students and their supervisors.</p> <p>For more details, please see: https://ssti.ua.es/es/comite-etica/normativa.html</p> <p>Survey findings: this criterion has been rated with a score of 4,58 out of 5.</p> <p>Please see Action 1 of the action plan.</p>
3. Professional responsibility		
+/-	Even if adequate IP regulation is in place, sometimes, some researchers are not fully aware of its specificities.	<p>UA is currently employing anti plagiarism software to detect, control and prevent plagiarism in teaching/research activities. For more details please visit: https://si.ua.es/turnitin/turnitin.html</p> <p>In addition the Doctoral School uses and disseminates the "Manual in Good Practice in Research" https://web.ua.es/en/consejo-gobierno/documentos/consejo-de-gobierno-17-12-2013/punto-6-1-codigo-buenas-practicas-escuela-doctorado.pdf</p> <p>The UA Service for Technology Transfer strongly supports researchers in terms of IP and joint ownership.</p> <p>UA research priorities are in line with EC excellence programmes and challenges and also aligned to the national and regional ones.</p> <p>Survey findings: this criterion has been rated with a score of 4,24 out of 5.</p> <p>Please see Action 2 & 3 of the action plan</p>

4. Professional attitude		
+/+	No Gap	<p>The high majority of research funds are accessed via competitive (national/regional/institutional/EU) funds with their pre defined and specific regulations.</p> <p>For more info on such regulation, please visit: https://sgitt-otri.ua.es/en/ https://sgitt-otri.ua.es/en/documentos/carta-servicios.pdf</p> <p>The International Project Management Office of UA strongly supports researchers in terms of administrative issues with the objective of focusing researchers to their tasks. https://sgitt-otri.ua.es/en/proyectos-internacionales/</p>
5. Contractual and legal obligations		
+/-	<p>UA fully complies with this criterion; however, and with views on continuous improvement, we believe that there is room for improvement in terms of raising the awareness of all Rs regarding their contracting and IPR regulations (not limited to). Strong support in this sense is provided the Service for Technology Transfer (https://sgi.ua.es/es/) and the one for Research Management.</p>	<p>Researchers' contracts (at all stages of their career) are based/comply with the Spanish National Law on Science, Technology and Innovation (Law 14/2011 of June 1st), that adheres to The European Charter for Researchers & the Code of Conduct.</p> <p>In addition, and in terms of contractual and legal obligations, UA has a set of institutional procedures in line with national and sectoral regulations. IPR regulations are also clearly contemplated, as well as the requirements and conditions of any funding actor.</p> <p>Thus, clear terms and conditions are established for any type of contract. https://sgitt-otri.ua.es/en/contratos-convenios/contracts-and-agreements-i-d-i.html</p> <p>Survey findings: this criterion has been rated with a score of 3,83 out of 5. Please see Action 4 of the action plan.</p>
6. Accountability		
+/+	No Gap	<p>The project accountability requirements are pre-defined by the different instruments and endorsed by both internal/ external audits.</p> <p>The new platform is being designed and implemented by OCU with the active collaboration of all relevant collectives at UA presents important added value in terms of accountability. Some of them are, one single entry point for Access and data management, transparency, information duplication minimization, minimisation of mistakes and oversights, data security, functionalities customisation, common data interpretation, centralised searching system, etc.</p> <p>Survey findings: this criterion has been rated with a score of 4,35 out of 5.</p>
7. Good practice in research		
+/-	<p>Even if the necessary requirements in terms of data safety are in place, UA is working on a strong improvement in this sense.</p>	<p>UA is fully implementing the health and data safety regulations.</p> <p>For more info, please visit: https://sstti.ua.es/es/comite-etica/normativa.html https://sp.ua.es/es/gestion-de-la-prevencion/plan-de-prevencion.html https://si.ua.es/en/normativa/protection-of-personal-data-files.html</p> <p>In terms of data privacy, UA is fully in line with the new GDPR regulation. UA has appointed a Data Protection Delegate.</p> <p>For more info, please visit: https://dpd.ua.es/es/delegada-de-proteccion-de-datos.html</p> <p>In terms of data security and storage, UA is aligned with the national legislation that foresees the National Security Scheme: https://www.boua.ua.es/pdf.asp?pdf=2492.pdf</p> <p>Survey findings: this criterion has been rated with a score of 4,23 out of 5. Please see Action 6 of the action plan.</p>

8. Dissemination, exploitation of results		
+/+	No Gap	<p>UA is investing strong efforts in raising the awareness on IP and TT and to give visibility and exploitation of research results. Many are the services offered by the Office Research management and technology transfer, and of special interest for this criterion: Technology Based firms (spin- off), I&D contracts and agreements and Industrial property and Copyright). For more info please visit:</p> <p>https://stt.ua.es/es/ https://sgi.ua.es/es/</p> <p>UA also issued a specific instructions notice on how to mention the affiliation to the University of Alicante for all authors https://biblioteca.ua.es/es/documentos/apoyo-investigacion/afiliacion-publicaciones-ua.pdf</p> <p>In terms of key channels for research dissemination of results we would like to mention:</p> <p>UA Repository: http://rua.ua.es/dspace/?locale=en</p> <p>UA is linked to the EPO Patent Pool: https://es.espacenet.com/advancedSearch?locale=es_ES</p> <p>Science Park: https://pca.ua.es/en/alicante-science-park.html</p> <p>Research Groups Portal: https://web.ua.es/en/vr-investi/research-groups-portal/research-groups-portal.html</p> <p>Survey findings: this criterion has been rated with a score of 4,36 out of 5.</p>
9. Public engagement		
+/-	<p>For more info about researchers' merits assessment, please visit: https://sgp.ua.es/es/gestion-pdi/pdi/meritos/investigadora/unidad-de-gestion-de-pdi-reconocimiento-de-meritos-de-la-actividad-investigadora-convocatoria.html</p> <p>where there is no mention to general outreach activities. This applies only to traditional sexenios, not the ones related to Technology Transfer mentioned in the previous column.</p> <p>For scale for teaching/research staff recruitment are available at: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html</p> <p>Also in this case, general outreach activities are not considered as a significant merit.</p>	<p>In line with its strategic plan, UA and its researchers are devoting strong efforts in terms of dissemination of research results to the public, despite the fact that these activities are not fully included as criterion for their evaluation (selection scales).</p> <p>Examples of some good practices in this sense are:</p> <ul style="list-style-type: none"> -The Unit for Scientific outreach of UA (UA Divulga) is accredited by FECYT: https://web.ua.es/es/uadivulga/ua-divulga.html -UA organises the European Research Night: https://web.ua.es/en/actualidad-universitaria/2018/septiembre18/17-23/the-university-of-alicante-holds-the-european-researchers-night-for-the-first-time.html -Aula de la ciencia y la salud: https://web.ua.es/es/aula-salud/aula-de-salud.html -“Pati de la ciencia” addressed to young people: https://veu.ua.es/en/news/2018/7/el-pati-de-la-ciencia-2018.html -UA is taking into account the CRUE guidelines for scientific dissemination: http://www.crue.org/Documentos%20compartidos/Sectoriales/I+D+i/Guia%20Valoración%20Divulgación%20Nov%20VDEF.pdf <p>In addition and recently, a measure to grant technology transfer sexenios (recognition) to researchers has been approved at national level (sexenios de investigación). One of the criterion for its granting assesses the generation of research social value, where visibility dissemination actions (such as articles in news, etc.) are considered crucial.</p> <p>Survey findings: this criterion has been rated with a score of 4,23 out of 5.</p> <p>Please see Action 7 of the action plan.</p>

10. Non discrimination		
+/+	No Gap	<p>UA gives strong priority to equality issues. Examples of this are: Three Equality plans: https://web.ua.es/es/unidad-igualdad/planes-de-igualdad/planes-igualdad-ua.html Within the Equality plan, there is a special procedure in which in case of obtaining the same evaluation, the least represented gender in this specific job category has selection priority. Protocol of prevention and enforcement against sexual harassment for sexual and sexual orientation reasons: https://web.ua.es/es/unidad-igualdad/protocolo-acoso/index.html Protocol for identity attention and gender respect at UA: https://www.boua.ua.es/pdf.asp?pdf=PROTOCOLO_ATENCION_IDENTIDAD_EXPRESION_GENERO.pdf In addition, the Student Supporting Center (CAE) provides support to students with special needs. https://web.ua.es/es/cae/centro-de-apoyo-al-estudiante.html Survey findings: this criterion has been rated with a score of 4,36 out of 5.</p>
11. Evaluation/ appraisal systems		
+/+	No Gap	<p>UA evaluation/appraisal systems are based on national/regional legislation, so that they are in line with national standards. ANECA/AVAP (National/Regional Accreditation Agency regulations can be found here: https://ssyf.ua.es/es/accesopdi/procesos-acreditacion-contratacion-laboral.html For more info on evaluation, please check the legislation indicated under criterion nº9. Survey findings: this criterion has been rated with a score of 3,46 out of 5.</p>
Recruitment and Selection		
12. Recruitment		
+/+	No Gap	<p>Recruitment standards are pre defined and public. All recruitment scales, regulations, evaluation committees are available at: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html Survey findings: this criterion has been rated with a score of 3,82 out of 5.</p>

13. Recruitment (Code)		
-/+	<p>This criterion has room for improvement. Recruitment procedures are open, efficient, transparent, supportive, and comparable, in line with national, regional and institutional legislation. However, UA electronic system is now available for any candidate to perform the first step of their application procedure, thus such UA IT platform will be further developed to allow any candidate to perform additional selection steps.</p> <p>Survey findings: this criterion has been rated with a score of 4,25 out of 5.</p> <p>In addition and in terms of continuous improvement, we would like to mention that some researchers expressed the problematic for the international candidates to have his/her degree with the Spanish equivalence for the contracting purpose. This can cause challenges at the time of recruiting international researchers with their corresponding national degrees.</p>	<p>The e-system at UA needs a further development. Please see Action 7 and 8 of the action plan.</p>
14. Selection (Code)		
-/+	<p>The only formal barrier is given by the national universities law (LOU) that regulates the composition of the selection committees, where all members are eligible upon the criterion of being civil servants. This implies that external members are not eligible by this legislative restriction.</p> <p>Due to the fact that this is an external barrier in which UA cannot intervene, no tasks have been contemplated in the action plan.</p>	<p>In terms of committees composition UA is complying with this criterion in terms of diverse expertise and competencies, gender balance, disciplines and experience of the members.</p> <p>All this criteria for the composition of the selection committees are regulated by the UA statutes (article 143): https://www.boe.es/boe/dias/2012/02/27/pdfs/BOE-A-2012-2760.pdf and institutional regulation https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html that has to be coherent with the national universities law (LOU) https://boe.es/buscar/pdf/2001/BOE-A-2001-24515-consolidado.pdf</p> <p>It is worth mentioning that the inclusion of trade union representatives is mandatory for all commissions.</p> <p>Survey findings: this criterion has been rated with a score of 4,27 out of 5.</p>

15. Transparency (Code)		
+/-	<p>In terms of career development prospects, UA is depending on the regulation for the National replacement rate regulation, included within the national budget drafted on yearly basis. In addition, room for improvement has been detected in terms of language accessibility, where online recruitment related content is available, in some cases, only in the two official national/regional languages (Spanish and Valencian). With this in mind, Action 9 has been included in the action plan and it is focused in obtaining a substantial increase of key content for external candidates in English.</p>	<p>Example of this transparency and also its visibility to the different target groups can be found: https://web.ua.es/en/actualidad-universitaria/2019/enero19/7-13/ua-is-the-most-transparent-university-in-the-region-of-valencia-and-the-sixth-in-spain-according-to-dyntra-report.html Survey findings: this criterion has been rated with a score of 4,11 out of 5. Please Action 9 of the action plan.</p>
16. Judging merit (Code)		
+/+	No Gap	<p>At present, the number and type of publications is considered one of the most relevant criterion for merit judgement and its assessment is based on internationally recognised journal rankings. This is due to mandatory regulations at national, regional and institutional level (https://ssyf.ua.es/es/accesopdi/documentos/normativa/normativa-profesor-contratado-doctor-interino.pdf). However UA is also assessing candidates in line with qualitative criteria relevant for the position. This is being done by means of the inclusion of face-to-face interviews into the selection process. The aim, in this case, is to assess key and horizontal skills needed by the person and that are complementary but relevant for the job to be carried out. Example of such skills and competences can be: ability to present in public, resilience, ability to encapsulate ideas and concepts, etc.). Survey findings: this criterion has been rated with a score of 4,43 out of 5.</p>
17. Variations in the chronological order of CVs (Code)		
+/+	No Gap	<p>Career breaks or variations in the chronological order of CVs are not penalised. They are perceived as complement to the professional development of researchers. Such experience and the research is also taken into account for the evaluation of the technology transfer sexenios (recognition) to researchers: https://web.ua.es/es/ugt/documentos/noticias-rss/boe-30-noviembre-2018.pdf. One of the criterion for granting assesses the generation of research social value, where visibility dissemination actions (such as articles in news, etc.) are considered crucial. Survey findings: this criterion has been rated with a score of 3,45 out of 5.</p>
18. Recognition of mobility experience (Code)		
+/+	No Gap	<p>Mobility is assessed for all Rs selection and continuous performance assessment, and in addition to this, it is also considered a requirement in some cases (International PhD mention). AVAP (the Regional Agency for Assessment and Perspective) is contemplating mobility as a criterion for assessment. Survey findings: this criterion has been rated with a score of 4,08 out of 5.</p>

19. Recognition of qualifications (Code)		
+/+	No Gap	<p>Assessment and evaluation of formal qualification is fully applied at UA as detailed here: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html</p> <p>In addition, the normalised CV template that the UA intranet generates for all UA researchers specifically presents a section called "additional merits", in which any other non-formal qualification has to be detailed and thus taken into account for the assessments. This normalised CV format is used by all Rs for their performance assessment by AVAP as mentioned in principle 18 above.</p> <p>Survey findings: this criterion has been rated with a score of 4,23 out of 5.</p>
20. Seniority (Code)		
+/+	No Gap	<p>UA has well defined and solid mechanisms that define the degree required to access each of the different R steps. They are in line with national, regional and institutional regulations and are published on the university website: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html</p> <p>Survey findings: this criterion has been rated with a score of 4 out of 5.</p>
21. Postdoctoral appointments (Code)		
+/+	No Gap	<p>Each research contractual figure has a set of pre-defined aspects such as duration and objectives of the appointment. In terms of duration, the call for application clearly states the duration, possibility of renewal (and its limits). This is fully in line with the Organic Law 6/2001, of Universities (December 21, 2001, modified April 12.2017) (https://www.boe.es/buscar/pdf/2001/BOE-A-2001-24515-consolidado.pdf) that clearly states the different R contractual stages.</p> <p>Survey findings: this criterion has been rated with a score of 4,23 out of 5.</p>
Working Conditions and Social Security		
22. Recognition of the profession		
+/+	No Gap	<p>All researchers engaged in a research career are recognised as professionals and are treated accordingly. This is reflected in (not limited to): contractual profiles, social security, salary, work collective agreement, etc.</p> <p>Survey findings: this criterion has been rated with a score of 3,79 out of 5.</p>

23. Research environment		
+/-	<p>According to national regulations, research staff at Spanish HEIs has also teaching duties. They have a contract with a specific percentage of dedication of their time to teaching tasks and another percentage of dedication to be devoted to research. This causes sometimes an overburden for them. https://sgp.ua.es/es/gestion-pdi/pdi/documentos/dedicaciones-y-horas-de-tutoria-del-pdi.pdf (this national regulation does not allow UA to propose an improvement task on this specific aspect.</p>	<p>UA is offering strong logistic support to researchers in addition to the national, regional and EU funds. Example of this is the UA program of the vice-rector for research and knowledge transfer that focuses on the promotion of R&D: https://www.boua.ua.es/pdf.asp?pdf=4247.pdf</p> <p>UA enforces the applicable legislation in terms of Labour Risk Prevention: https://sp.ua.es/es/gestion-de-la-prevencion/manual-de-procedimientos/procedimientos.html</p> <p>According to the Equality Plan (mentioned under criterion 10), the assignment of academic tasks is distributed giving priority to the staff with higher need of family conciliation.</p> <p>In addition to this, UA also offers a comprehensive search system for all kind of funding devoted to support research (national, regional, institutional) to better guide researchers in finding the right instrument.</p> <p>Finally, the Service for Technology Transfer https://sgitt-otri.ua.es/en/ and the Service for Research Management https://sgi.ua.es/es/ are strongly supporting researchers in order to decrease their administrative burden so that they would devote their time to research activities. https://sgitt-otri.ua.es/en/proyectos-internacionales/</p> <p>At national level, the Spanish government has recently approved a new regulation whose main aim is to decrease the administrative burden for researcher: https://www.boe.es/boe/dias/2019/02/09/pdfs/BOE-A-2019-1782.pdf</p> <p>The IT Service of UA offers a wide range of videoconference rooms and also a license to use the Adobe Connect platform a very useful and solid tool to get in contact with other researchers from all over the world. It has many functionalities depending on the user's needs (recording, ppt showing, chat, etc.).</p> <p>Survey findings: this criterion has been rated with a score of 3,78 out of 5.</p> <p>Please see Action 10 of the action plan.</p>
24. Working conditions		
-/+	<p>The criterion is almost fully met with the exception of the formal teleworking regulation for researchers (at present is already a reality for administrative staff).</p>	<p>UA is almost fully complying with this criterion and example of good practices in this sense are (and not limited to) the ones below:</p> <p>UACloud (the UA community e-working environment) is in continuous development and it offers a wide range of tools for researchers at all stages of their career. https://si.ua.es/en/manuales/uacloud/frequently-asked-questions-faq/uacloud-frequently-asked-questions-faqs.html</p> <p>Good practices already being implemented are for instance the criteria for teaching reduction for (https://sgp.ua.es/es/gestion-pdi/pd/reducciones/unidad-de-planificacion-docente-reducciones-y-descuentos-de-capacidad-docente.html), in line with existing national legislation and with national or sectoral collective-bargaining agreement:</p> <ul style="list-style-type: none"> - academic/research staff with special needs (they are allowed to a reduction of teaching duties up to 33% depending on the case) https://www.ua.es/es/presentacion/consejo_gobierno/acuerdos/actas_ua/acuerdo31032004/punto_3_1.pdf - academic/research staff for institutional positions (vice rectors, deans, etc.) - academic/research staff involved in different types of research projects <p>Please visit the following page with all details in terms of family-work combination. https://sgp.ua.es/es/nominas-accion-social/medidas-de-conciliacion-de-la-vida-familiar-y-laboral.html</p> <p>UA campus is fully adapted for persons with special needs: https://web.ua.es/en/vr-campus/infraestructuras-medioambiente/presentations-accessible-campus-egalitarian-campus.html</p> <p>UA is strongly collaborating with national foundations such as ONCE and proof of the good results and real interaction can be, as an example the following award: https://web.ua.es/en/actualidad-universitaria/2018/septiembre18/24-30/la-universidad-de-alicante-recibe-el-premio-solidario-once-comunidad-valenciana-2018.html</p> <p>Survey findings: this criterion has been rated with a score of 4,20 out of 5.</p> <p>Please see Action 11 of the action plan.</p>

25. Stability and permanence of employment		
+/-	<p>For more info on annual national budget restrictions (for 2018) please visit: https://web.ua.es/es/consejo-gobierno/documentos/consejo-de-gobierno-22-03-2018/punto-4-1-oferta-empleo-publico-pdi-2018.pdf</p> <p>Due to the fact that this is an external barrier in which UA cannot intervene, no tasks have been contemplated in the action plan.</p>	<p>The stability of employment is fully guaranteed by UA with the exception of the national limitations defined by the Government restrictions in terms of general national budget ("Tasa de reposición") on yearly basis.</p> <p>Despite the national budgetary restrictions in previous years, Even if at present there is no budgetary restriction, since national HEIs are contracting the 100% of the researchers needed, there is an accumulated deficit in this sense from previous years. This deficit is expected to be recovered in a progressive way in the medium term.</p> <p>Survey findings: this criterion has been rated with a score of 3,42 out of 5.</p>
26. Funding and salaries		
+ / +	No Gap	<p>There is a well-defined salary policy according to a table category publicly available on the university website. The regulatory framework and condition is strictly regulated by the different donors.</p> <p>UA is currently negotiating and improving of the Collective bargaining agreement at regional level. News and updates regarding negotiation of the collective bargaining agreement is available at: https://web.ua.es/es/stepv-iv/accion-sindical/convenio-colectivo-personal-laboral.html (https://stepv.intersindical.org/noticies/article/stepv_insta_a_les_noves_titularitats_deducacio_i_universitats_a_millorar_les_condicions_laborals_del_personal)</p> <p>Survey findings: this criterion has been rated with a score of 3,51 out of 5.</p>
27. Gender balance		
+ / +	No Gap	<p>UA gives strong priorities to equality issues. Examples of this are:</p> <p>Equality plans: https://web.ua.es/es/unidad-igualdad/planes-de-igualdad/planes-igualdad-ua.html</p> <p>Within the Equality plan, there is a special procedure in which in case of obtaining the same evaluation, the least represented gender in this specific job category has selection priority.</p> <p>Additional info could be found under criterion 10.</p> <p>Survey findings: this criterion has been rated with a score of 4,51 out of 5.</p>
28. Career development		
+/-	<p>The only restriction in terms of career development is made by the annual national budget restrictions (for 2018) please visit: https://web.ua.es/es/consejo-gobierno/documentos/consejo-de-gobierno-22-03-2018/punto-4-1-oferta-empleo-publico-pdi-2018.pdf</p> <p>Due to the fact that this is an external barrier in which UA cannot intervene, no tasks have been contemplated in the action plan.</p>	<p>UA has ratified a plan for the stability and promotion of academic staff approved by the University Council on the 27 May 2010, that also sets specific procedures for the absorption of the contracted staff coming from Ramon y Cajal programme: https://www.boua.ua.es/pdf.asp?pdf=1532.pdf</p> <p>Examples of good practices in this sense are:</p> <ul style="list-style-type: none"> - The adhesion of UA to the Gentalent programme women talent in the technology sector: https://web.ua.es/en/actualidad-universitaria/2018/diciembre18/1-9/seis-investigadores-de-prestigio-internacional-vuelven-a-la-universidad-de-alicante-gracias-al-plan-de-recuperacion-de-talento-cientifico-gent.html - Beatriz Galindo Grants to attract research talent: http://www.educacionyfp.gob.es/servicios-al-ciudadano-mecd/catalogo/educacion/profesorado/profesorado-universitario/becas-ayudas/movilidad/beatriz-galindo.html <p>Survey findings: this criterion has been rated with a score of 3,52 out of 5.</p>

29. Value of mobility		
+/+	No Gap	<p>As stated under criterion 18, mobility is recognized for all Rs selection and continuous performance assessment, and in addition to this, it is also considered a requirement in some cases (International PhD mention). AVAP (the Regional Agency for Assessment and Perspective) is contemplating mobility as a criterion for assessment.</p> <p>UA has all mechanisms in place to ensure the portability of both grants and social security provisions, in accordance with national legislation. Example of this are indicated here: https://web.ua.es/es/oia/becas-ayudas/postgrado-e-investigacion.html</p> <p>PIF (Programme for researchers in training), FPU (University staff training programme).</p> <p>The abovementioned page also shows the wide range of grants and opportunities available for UA researchers in terms of inter-sectoral, trans disciplinary and virtual and geographic mobility.</p> <p>UA Strategic planning contemplates a special activity: FOR19-INV28: Increase PhD and postdoctoral mobility and contemplates its own action lines and measurable indicators.</p> <p>Survey findings: this criterion has been rated with a score of 3,82 out of 5.</p>
30. Access to career advice		
-/+	Despite the fact that R1 and supported and oriented, room for improvement has been detected in terms of expanding such advisory service to, at least, R2.	<p>UA doctoral School (EDUA) is offering transversal activities for professional orientations, especially for R1: https://edua.ua.es/en/information/students/regarding-the-phd/relation-common-activities.html</p> <p>Survey findings: this criterion has been rated with a score of 3,98 out of 5.</p> <p>Please see Action 12 of the action plan.</p>
31. Intellectual Property Rights		
+/-	Even if adequate IP regulation is in place, sometimes, some researchers are not fully aware of its specificities.	<p>The Service for Technology Transfer at UA is offering a wide range of services related to IPR issues. https://sgitt-otri.ua.es/en/service-for-research-management-technology-transfer.html</p> <p>The whole set of I+D+i contracts and agreements templates are publicly available at: https://sgitt-otri.ua.es/en/contratos-convenios/forms-and-printed/forms-and-printed.html</p> <p>Survey findings: this criterion has been rated with a score of 4,31 out of 5.</p> <p>Please see Action 13 of the action plan.</p>
32. Co-authorship		
+/+	No Gap	<p>UA offers a service focused on publication support for researchers. This service provides advice in terms of authors, order, number, bibliometrics, citations, etc. All set of services offered is available at: https://biblioteca.ua.es/en/research-and-publish/research-staff-as-author.html</p> <p>In addition, recently UA has launched a special circular note for the normalisation in the use of authors' names: https://biblioteca.ua.es/en/research-and-publish/develop-a-publication-number-of-authors-and-order-of-signature.html</p> <p>In terms of IP related issues, UA is in full compliance with national/regional and also has institutional regulations. For more info, please visit: https://sgitt-otri.ua.es/en/propiedad-industrial/legislation-and-regulations.html</p> <p>The measurement of research performance (that includes publications) is different from discipline to discipline. All areas are covered by the national regulation published here: https://www.boe.es/boe/dias/2018/11/26/pdfs/BOE-A-2018-16138.pdf</p> <p>Survey findings: this criterion has been rated with a score of 3,83 out of 5</p>

33. Teaching		
+/-	<p>According to national regulations, research staff at Spanish HEIs is also teaching staff. They have a contract with a specific percentage of dedication of their time to teaching tasks and another percentage of dedication to be devoted to research. As also discussed during the focus groups, this causes sometimes an overburden for them. https://sgp.ua.es/es/gestion-pdi/pdi/documentos/dedicaciones-y-horas-de-tutoria-del-pdi.pdf</p> <p>Due to the fact that this is an external barrier in which UA cannot intervene, no tasks have been contemplated in the action plan.</p> <p>In terms of teaching and coaching training for researchers' professional development, room for improvement has been detected. Please see Task 14 & 16 of the action plan.</p>	<p>This criterion is strictly related to criterion nº 23 and not fully met.</p> <p>In terms of teaching allocation to research staff, UA staff with a high performance in terms of research who gets the positive evaluation in terms of sexenios, is entitled to a reduction in terms of teaching ECTS, as described in the link on the right column of this principle.</p> <p>In addition getting a sexenios, also means an increase in terms of remuneration.</p> <p>UA is currently implementing the Docentia program (impulsed by the National Agency for Quality Assurance ANECA) thanks to which Rs are benefiting from tools and courses focussed to improve the teaching delivery. https://web.ua.es/es/vr-qualinnova/docentia/docentia.html</p> <p>Survey findings: this criterion has been rated with a score of 3,46 out of 5.</p>
34. Complains/ appeals		
+/+	No gap	<p>UA fully complies with this criterion. Of special mention:</p> <ul style="list-style-type: none"> - Complaints and appeals service (at Centre level): https://fcsalud.ua.es/en/secretaria/information/complaints-suggestions-and-claims.html - University Defence Officer regulations: https://www.boua.ua.es/pdf.asp?pdf=587.pdf <p>Survey findings: this criterion has been rated with a score of 3,79 out of 5.</p>
35. Participation in decision-making bodies		
+/+	No Gap	<p>The participation of researchers with different profiles at the governing bodies of the university is published at the Law and University Statutes: https://web.ua.es/es/estatuto-ua/estatuto-universidad-de-alicante.html</p> <p>Survey findings: this criterion has been rated with a score of 3,84 out of 5.</p>
Training and Development		
36. Relation with supervisors		
+/-	<p>As described under criterion 30, despite the fact that R1 and supported and oriented, room for improvement has been detected in terms of expanding such advisory service to, at least, R2.</p>	<p>The different components included within the present criterion are fully contemplated by the "Regulation for PhD at UA" and enforced by the UA Doctorate School. For more info, please visit: https://edua.ua.es</p> <p>In addition, for R1 researchers, the supervisor must elaborate a report justifying the research performance and relevance, using the following tool: https://edua.ua.es/en/information/students/rapi-activity-register-and-research-plan.html</p> <p>Survey findings: this criterion has been rated with a score of 3,52 out of 5.</p> <p>Please see Action 15 of the action plan.</p>

37. Supervision and managerial duties		
+/-	As described under criteria 30 and 36, despite the fact that R1 is supported and oriented, room for improvement has been detected in terms of expanding such supervision duties and tasks that could be documented in a more systematic way. The result will be clear evidence on progress, review and feedback mechanisms.	An example of good practice related to this criterion is the RAPI application ("activity register and research plan"), that consists in a follow up software for all kind of formative activities and follow up measures specifically designed for R1 and their supervisors: https://edua.ua.es/en/information/students/rapi-activity-register-and-research-plan.html Survey findings: this criterion has been rated with a score of 3,93 out of 5. Please see Action 15 of the action plan.
38. Continuing Professional Development		
+/-	Even if no strong gap has been identified under this criterion, room for improvement has been detected in terms of offering more courses in English.	Example of good practice under this criterion is delivered by ICE that is the Centre for continuous development of teaching/research staff at UA: - Education Science Centre (ICE) LLL courses wide offer available at: https://web.ua.es/es/ice/seminarios/oferta-formativa-ice.html - Program "ICE Prof Teaching": https://web.ua.es/es/ice/prof-teaching/presentacion.html Survey findings: this criterion has been rated with a score of 4,04 out of 5. Please see Action 16 & 17 of the action plan.
39. Access to research training and continuous development		
+/-	No Gap	Similar to the previous criterion, plus mentioning that UA, by means of: - "Institutional research support funding programme", assigns funds to attend congresses, seminars, courses, publications, etc. depending of each Research group performance: https://aplicacionesua.cpd.ua.es/otri/cp/conv_propias.asp?c=0 - Mobility programme of the International Relations Vice Rectorate: https://sri.ua.es/es/movilidad/sta/profesorado.html - National and regional grants: https://web.ua.es/es/oia/becas-ayudas/postgrado-e-investigacion.html Survey findings: this criterion has been rated with a score of 4,01 out of 5.
40. Supervision		
+/-	As described under criterion 30 and 36 and despite the fact that R1 and supervised and oriented, room for improvement has been detected in terms of expanding such advisory service to, at least, R2.	As stated under Criterion 36, for R1 researchers, the supervisor must elaborate a report justifying the research performance and relevance. Survey findings: this criterion has been rated with a score of 3,52 out of 5. Please see Action 15 of the action plan.

8. OTM-R checklist

The OTM-R set of principles was also carefully analysed by the Working Group from the documental perspective, as well as with the main target groups with the survey and focus groups. Results are presented in the table below.

	Opem	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
OTM-R System	x	x	x	+/- Yes Substantially	Even if a specific policy of OTM-R is not available as framework document, the crucial procedures to ensure an open, transparent and merit-based recruitment are in place in line with national regulations. All recruitment scales, regulations, evaluation committees are available at: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html Please see Action OTM-R1 in the action plan section.
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	+/- Yes Substantially	Please see answer to point 1 above. Please see Action OTM-R1 in the action plan section.
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	xx	x	+/- Yes Substantially	The VR for Academic Affairs, on annual basis, publishes a document with updated recommendations for the continuous improvement of the recruitment procedures. Such document is drafted based upon the challenges and suggestions for improvement received during the previous recruitment period. UA staff atended external OTM-R events and training. - Existence of training programmes for OTM-R: n/a. - Number of staff following training in OTM-R: Yes, 5. For more information about training in OTM-R please see action 2, 4, 10 & 13 of the action plan.
Is everyone involved in the process sufficiently trained in the area of OTM-R?	xx	x	x	+/- Yes Substantially	The VR for Academic Affairs, on annual basis, publishes a document with updated recommendations for the continuous improvement of the recruitment procedures. Such document is drafted based upon the challenges and suggestions for improvement received during the previous recruitment period. UA staff atended external OTM-R events and training. - Existence of training programmes for OTM-R: n/a. - Number of staff following training in OTM-R: Yes, 5. For more information about training in OTM-R please see action 2, 4, 10 & 13 of the action plan.
Do we make (sufficient) use of e-recruitment tools?	x	x		+/- Yes Substantially	A web-based tool is available at present, but only for the 1st step of application. It is available for each call. An example can be found at: https://cvnet.cpd.ua.es/eadmua/Tramites/IniciarTramitePublico Please see Action 8 of the Action Plan. Please see Action OTM-R2 in the action plan section.

Do we have a quality control system for OTM-R in place?	x	x	x	+/- Yes Substantially	As explained in point 1 the full OTM-R policy is not explicitly defined so far. However the crucial elements of such policy are already a consolidated practice at UA and are under continuous evaluation and improvement via formal channels and procedures. One of these instruments is the UA Quality Control system for the composition of the Selection committees' members. Please see Action 8 of the Action Plan. Please see Action OTMR-3 in the action plan section.
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/- Yes Substantially	During the diagnostic, no barriers have been detected for external candidates to apply and, in addition, job offers are widely disseminated via press, social media and the institutional website. Moreover, there are specific job offers whose target can be only external candidates (Gent talent and Beatriz Galindo, please refer to criterion 28 of the gap analysis). Trend in the share of applicants from outside the organisation: (Academic course 2017-18) Total applicants - 629 Total from outside - 42
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/- Yes Substantially	During the diagnostic, no barriers have been detected for external candidates to apply and, in addition, job offers are widely disseminated via press, social media and the institutional website. Moreover, there are specific job offers whose target can be only external candidates (Gent talent and Beatriz Galindo, please refer to criterion 28 of the gap analysis). Please see trend above.
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++Yes Completely	Within the Equality plan, there is a special procedure in which in case of obtaining the same evaluation, the least represented gender in this specific job category has selection priority. Please see GAP analysis criterion 10 «Non discrimination».
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes Substantially	According to the survey findings, Rs rated their satisfaction as 4,20 out of 5, thus showing a high level approval of their working conditions. There is a well-defined salary policy according to a table category publicly available on the university website. The regulatory framework and condition is strictly regulated by the different donors. Even we believe we are on the right track with the working conditions aspect, UA OTM-R policy is expected to contemplate explicit mechanisms for continuous improvement that will also include improvement in terms of researchers' conditions (within the legal constraints). For more details, please see Criterion 26 of the Gap Analysis.

Do we have means to monitor whether the most suitable researchers apply?				++Yes Completely	Pre-defined and well-justified recruitment scales, regulations, evaluation committees composition are being employed at UA in compliance with national/regional/institutional regulation. Please visit: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html
Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/- Yes Substantially	At institutional level yes. Standard templates are being used to publish position offers at UA website. Such templates and procedures are available for the unit in charge: UA Selection and Training Service. Job offers are widely disseminated via press and social media even if in these cases no special templates apply. The publication is drafted in a user-friendly way and the link to the corresponding job position under UA website is displayed, so that candidates have the possibility to access the full set of information. Please see Action 8 of the Action Plan. Please see Action OTMR-2 in the action plan section.
Do we include in the job advertisement references/ links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/- Yes Substantially	Please see Action 8 of the Action Plan. Please see Action OTM-R2 in the action plan section.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		--No	As explained in point 4, at present UA is not publishing offers in EURAXESS. Please see Action 8 of the Action Plan. Please see Action OTMR-2 in the action plan section.
Do we make use of other job advertising tools?	x	x		+/- Yes Substantially	Local /national press and Social Media are fully exploited for this purpose. Please see UA Facebook/Twitter/LinkedIn pages. https://www.facebook.com/campusUA/photos/a.322149274488561/1829673570402783/?type=3&theater https://www.facebook.com/campusUA/photos/a.322149274488561/1596873817016094/?type=3&theater https://www.linkedin.com/feed/update/urn:li:activity:6444853719120121856 https://www.linkedin.com/feed/update/urn:li:activity:6422045306980044800 https://twitter.com/UA_Universidad/status/954398067255525376 https://twitter.com/UA_Universidad/status/954398067255525376 https://twitter.com/UA_Universidad/status/999284794914754560 https://twitter.com/UA_Universidad/status/739773952369823744

Do we keep the administrative burden to a minimum for the candidate?	x			++Yes Completely	<p>UA is requesting exclusively the mandatory documentation as established by law. No additional documentation is being requested, since in this case one of UA priorities is to avoid any unnecessary submission of documentation that could discourage candidates.</p> <p>Please see Criterion 23 of the Gap Analysis “Research Environment”.</p> <p>Please see Action 8 of the Action Plan.</p> <p>Please see Action OTMR-2 in the action plan section.</p>
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++Yes Completely	<p>The regulation for the composition of the commissions for selection is defined and publicly available here: https://ssyf.ua.es/es/accesopdi/documentos/normativa/composicion-comision-seleccion-plazas-pcol-y-pcd.pdf</p>
Do we have clear rules concerning the composition of selection committees?		x	x	++Yes Completely	<p>The regulation for the composition of the commissions for selection is defined and publicly available here: https://ssyf.ua.es/es/accesopdi/documentos/normativa/composicion-comision-seleccion-plazas-pcol-y-pcd.pdf</p>
Are the committees sufficiently gender-balanced?		x	x	++Yes Completely	<p>Statistics on the composition of panels (Academic course 2017-18)</p> <p>244 PANELS 1378 MALE 1062 FEMALE</p> <p>Commission composition raw data are available upon request.</p>
Do we have clear guidelines for selection committees which help to judge ‘merit’ in a way that leads to the best candidate being selected?			x	++Yes Completely	<p>Evaluation scales are pre-defined and publicly available. For more information on recruitment scales, regulations, evaluation committees, please visit: https://ssyf.ua.es/es/accesopdi/legislacion-y-normativa.html</p>
Appointment phase					
Do we inform all applicants at the end of the selection process?		x		++Yes Completely	<p>In all recruitment processes all the results and information is publicly available at the UA website under each corresponding call.</p>
Do we provide adequate feedback to interviewees?		x		++Yes Completely	<p>The selection results are published with fine-grained score for each selection criterion under each call at the UA website.</p>

<p>Do we have an appropriate complaints mechanism in place?</p>		<p>x</p>		<p>++Yes Completely</p>	<p>A unified mechanism for complaints is in place and it is specified within the official resolution of each of the job offer. In this way, all applicants are aware on how to complain, if necessary, and they have such information in a very accessible way. Yearly statistics on complaints are detailed below: 2014 = 3/121 2015 = 0/148 2016 = 2/177 2017 = 11/262 2018 = 10/274</p>
<p>Overall assessment</p>					
<p>Do we have a system in place to assess whether OTM-R delivers on its objectives?</p>				<p>-/+ Yes Partially</p>	<p>UA evaluation/appraisal systems are based on national/regional legislation, so that they are in line with national standards. Such set of procedures and tools ensure that the best candidate is recruited by means of an open, transparent and thus merit-based procedures and selection procedure. This has a positive effect in terms of research development at institutional, regional and national level. Please see Action OTM-R 3 in the Action Plan section.</p>

