HUMAN RESOURCES STRATEGY FOR RESEARCHERS HRS4R - UC

ACTION PLAN

November 2019

HR EXCELLENCE IN RESEARCH

CONTENT

ACTION PLAN

Case number: 2018ES347006

Name organisation under review: UNIVERSIDAD DE CANTABRIA

Organisation's contact details: Avenida de los Castros, S/N, 39005, Santander, España

Submission date: 16/11/2019

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursaryholders, PhD. students either full-time or part-time involved in research	1.096
Of whom are international (i.e. foreign nationality)	31
Of whom are externally funded (i.e. for whom the organisation is host organisation)	337
Of whom are women	434
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	605
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	272
Of whom are stage R1 = in most organisations corresponding with doctoral level	219
Total number of students (if relevant)	11.862
Total number of staff (including management, administrative, teaching and research staff)	2.146
RESEARCH FUNDING	€
Total annual organisational budget	105.218.371,30 €
Annual organisational direct government funding (designated for research)	4.769.600,90 €

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	12.463.450,00 €
Annual funding from private, non-government sources, designated for research	8.018.610,00 €

ORGANISATIONAL PROFILE

The University of Cantabria (*UC*) is a young and modern public institution, with a total budget of 112.7 million euros (2019 figures). UC teaches 30 Bachelor degrees and has 11,862 students of which 621 are PhD students. It has around 750 full-time teachers. Its main objective is to contribute to social progress through its commitment on teaching and scientific excellence. Although the UC is the 44th by size of the Spanish University System, it is positioned among the top 5 Spanish universities in terms of impact and excellence on scientific publications (SCIMAGO Ranking 2015) and is the 4th most productive university globally in Spain, in teaching, research and knowledge transfer (BBVA-IVIE Ranking, 2017) and 5th in international impact of its publications. In terms of innovation, UC is the 3rd Spanish university raising funds for research contracts with companies by professor (IUNE 2017 Ranking).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

THEMATIC HEADING OF THE CHARTER AND CODE	STRENGTHS AND WEAKNESSES
Ethical and professional aspects	The UC complies with the ethical principles in investigation and shows a faithful commitment to them through the Research and Ethics Commission (CEIUC), responsible body for issuing reports, proposals and recommendations to the UC community on matters related to research and ethical implications. The CEIUC developed the Code of Good Practices of Scientific Research and also represents the UC in the supranational and international forums and organizations involved in research ethics.
	In addition, UC has a Bioethics Committee, which approves research ethical questions that involve experimentation with animals, biological agents or genetically modified organisms.
	The UC also has a Research Project Ethics Committee whose function is to issue the reports requested by research staff working on projects that have ethical implications in the interactions with human beings and social interventions in research projects. On the other hand, the Animal Establishment and Experimentation Service (SEEA) offers legal coverage and basic support for scientific research that requires the use of animals as an experimental model.
	The Code of Good Practices in Scientific Research is an essential tool for the research staff and for the institution itself that controls the quality of the research and lays the foundations for action if abusive or non-lawful behaviors are detected. In addition, an Action Protocol has recently been approved in

cases of malpractice in research at UC.

However, it is recognized that it is currently necessary to make an additional communication effort to inform, especially the newly incorporated research staff, of the existence and usefulness of these services and of the Code of Good Practices to the research community.

The freedom of research is also guaranteed through the existence of an extensive Catalog of Recognized Research Groups, 165 currently.

Professional responsibility is addressed in the UC Code of Research Ethics, while the protection and management of intellectual property is dealt with in the internal regulation of the institution, Internal Regulation of Research Results among others.

The scope of University Social Responsibility (RSU) is addressed by the RSU Advisory Committee, which proposes new lines of work and publishes the Annual Report of the RSU of the UC and Progress Reports of the UC for the United Nations Global Compact since 2008.

On the other hand, a Master Plan for University Social Responsibility is currently being prepared for the coming years, one of whose four axes refers to research.

The Policy of Open Access for Research Results of the institution was approved in 2012 in compliance with the provisions of *Spanish Law 14/2011, of June 1, of Science, Technology and Innovation (art. 37)* and the *Horizon 2020 Framework Programme*, with the aim of promoting the dissemination of academic and scientific publications through a digital repository adapted to the needs of the UC research community (UCrea). In addition, the Open Data Portal has recently been launched, a new tool that stores statistical data (education, research, etc.) to facilitate access to public information. The open data portal will contribute to integrity, transparency and accountability to society.

Summary of weaknesses detected:

- Not all research personnel are familiar with the regulations and support services available, dedicated and specialized in the protection and exploitation of research results and in contractual and legal obligations. In addition, they do not always know in which areas of the UC website they can find information regarding professional and ethical responsibility, concluding that the information is dispersed among different services.

- Not all research staff are familiar with the instruments available to the UC to address ethical and professional aspects. There is a code of good research practices, renewed through a participatory consultation process, but needs to be disseminated more widely among the research community.

- It is necessary to increase the number of dissemination, sensitization

	and training actions of research staff in relation to the importance of ethics on research and professional responsibility.
Recruitment and selection	Research staff, both permanent and temporary, are hired on the basis of specific selection policies according to national legislation and institutional regulations.
	The job offers of the Research staff are published and disseminated through different services related to the hiring of research staff (Research Management Service, PDI Service, Remuneration and Social Security, Transparency Portal). Candidates for job offers of research staff hired under research projects access them through the portal of the UC Placement Agency (Employment Orientation and Information Center of UC, COIE) and can track the status and resolution of them.
	The UC offers information on the basic conditions of stay and work in the institution to foreign research staff in the English version of its main website, as well as research opportunities, offer of doctoral programs or procedures for the homologation and recognition of academic degrees.
	On the other hand, on the website of the PDI, Remuneration and Social Security Service, the national, regional and institutional legislation is published in which the hiring practices related to the selection processes of the research, official and contracted personnel are framed. As well as information on salary conditions, evaluation procedures for research activity, etc.
	In addition, the UC has specific regulations concerning the establishment of service contracts signed by teaching and research staff: regulations on current R&D under contract (UC Regulations for contracting work under Article 83 of the LOU).
	The UC Strategic Plan establishes in its Line of Action 31 that "it is vital to comply with the EU HRS4R in relation to hiring process of research staff". The UC has a structured regulatory framework for recruitment procedures for hired teaching positions through an ordinary process, approved by the UC Governing Council, easily accessible on its website (Teaching and Research Staff Service) and also to through the intranet.
	However, it is necessary to make significant improvements in aspects such as the way in which the research staff is informed of the legal and contractual conditions that affect them in their jobs since the beginning of their employment relationship with the UC. It has been detected that part of the research staff perceives that they do not receive enough information before signing their contract in relation to national, sectoral or institutional regulations that affect their obligations to the institution and / or the bodies that finance them (although the Information is available on the portals mentioned above, the regulations are not categorized depending on the type of place).

	On the other hand, there is a lack of integration or homogeneity in the regulations and procedures for hiring research staff (each figure and level of experience is regulated differently and the information available on the websites of the responsible services is not always clear).
	Summary of weaknesses detected:
	• Current selection procedures do not fully comply with the C&C (Charter and Code) and OTM-R (Open, Transparent and Merit-based Recruitment) elements.
	• Lack of a systematic procedure to manage the international diffusion of offers.
	• Although the different calls are published on the UC website, there is a need to standardize the procedures for advertising calls of research staff, with special attention to the offers of R1-R2 staff hired under project projects.
	• Lack of information on some C&C content in the advertising procedures.
	• Lack of job offers translated into other languages and spread internationally.
	• Lack of public information on the profiles of the members of some selection committees.
	• Need to centralize information on calls for hiring research staff in a unified web portal, also published in English.
	• There is a need to promote the continuous training of research and management personnel in OTM-R (open, transparent and merit-based recruitment) matters.
	• Ex post communication regarding applications in the selection processes linked to R&D projects, both those selected and those not admitted, should be improved.
Working conditions	The UC provides working conditions and a favorable environment for the development of the scientific and academic career of the research staff, as well as training actions, infrastructure and services for the effective execution of their professional activities. The UC recognizes the professional activity of the staff and the academic and training merits at any stage of their career. It has a Work and Family Life Reconciliation Plan and an Equality Plan between Women and Men.
	On the other hand, the UC has an initiative of Participatory Budgets to carry out actions proposed and voted by the university community itself. However, although UC disseminates welcome guides and catalogs of services for newly research staff, it is necessary to develop a complete manual to

distribute among them that collects all information about the campus and its services and thus achieve better dissemination. All relevant information available, making special mention of the possibilities of reconciling personal and professional life within the UC.

The salary conditions of the research staff are regulated by the institution's internal regulations, which are approved under the UC Budgets, and also by national regulations, depending on the salary scale of the researcher. The UC tries to guarantee an optimal duration of the contracts and develops its own financing programs for new research staff selection with great potential.

The UC supports and strengthens the professional career of the research staff through different programs related to training activities, attendance at events, wide range of doctoral programs, etc. The "Employment Guidance and Information Center" (UC-COIE PLACEMENT AGENCY) is responsible for informing, guiding and helping graduates and let them to continue their training, as well as to facilitate their access to the labor market. In addition, UC values and supports the mobility of research staff, promoting it through calls and regulations of its own. Likewise, it promotes its participation in teaching activities of its own titles and other training activities and dissemination activities (eg "European researcher's night" and "Pint of Science" event).

Summary of weaknesses detected:

- Ignorance about working conditions by research staff.

- Lack of welcome manuals or procedure guides for new research staff.

- Information on financing and salaries, professional development, access to professional advice, etc., is dispersed by different sections of the UC website and mostly written in Spanish.

- The calls for the selection of research personnel do not specify the non-penalty in the process of evaluating the interruption periods of the research career.

- It is necessary to design a comprehensive advice and support plan for post-doctoral research staff, according to their needs for guidance on employment opportunities.

- It is necessary to update the measures of the existing "Equality Plan" (published in 2009 and whose last revision took place in 2012), to adapt its indicators based on consultation processes to UC staff (including the researcher), as well as adapt the "Concilia Plan" measures, conciliation, working hours, continuous training and comprehensive protection against workplace harassment and gender violence of research personnel, updated by the Governing Council of June 3, 2019.

- It is necessary to develop a program of normalization of working life in

	the UC for research staff with functional diversity.
Training and development	The UC has, through its Doctoral School (EDUC), clearly defined all regulations related to the supervision of doctoral students, preparation of the research plan, evaluation of their progress and final presentation of the doctoral thesis, in the Internal regulations for academic management of doctoral studies. The review is regulated by a documentary supervision commitment signed by the doctoral student, the thesis director and the doctoral program coordinator, which defines the advice and support in scientific tasks, the commitment to communication and mutual collaboration, and the obligations of each party. Likewise, the first-stage (R1) hired research staff has a person in charge of the scientific tasks (tutor), who guides and supervises them.
	In relation to continuing professional training, the UC promotes the instruction of the research staff both in transversal skills and in scientific-technical capacities related to their development area, through face-to-face and online training activities, attendance at scientific conferences and seminars and conducting research stays.
	The above-mentioned doctorate regulations establish mandatory training actions in transversal competences for R1. But despite the complete training offer, it is necessary to better disseminate training opportunities, create new training actions based on the requests of the research staff, as proposed by the Strategic Plan 2019-2023 of the UC and develop personalized professional plans.
	Summary of weaknesses detected:
	• It is necessary to create a comprehensive Professional Development Plan for researchers with the objective of defining from the origin the activities they must develop to achieve a specific professional profile.
	• Most research staff are unaware of the principles of HRS4R and C&C, so it is essential to carry out training actions to address this weakness.
	• Lack of supervision and mentoring actions for R2 research staff and the need to adapt the internal regulations of the institution that governs the supervision and accompaniment procedures.
	• The mentoring activity carried out by the supervisors of pre-doctoral students is not evaluated.

	• Although the UC offers courses related to research, it is considered necessary to review the current PDI Training Plan to achieve a greater adaptation to the demand for training actions of the research staff (prior consultation process).

3. ACTIONS

https://web.unican.es/investigacion/hrs4r-human-resources-strategy-researchers/

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
A1. Creation of the HRS4R Implementation Working Group	All	On an ongoing basis	- UC´s Management unit - Vice-Rectorate for Research and Knowledge Transfer	Targets: - To establish a Steering Committee(SC) as the highest representation body, composed by Vice-Rectors (VRs) with competences within the HRS4R field. - To establish a Permanent Working Group (IWG) aimed at the implementation of the HRS4R, under direction of the Vice-rectorate of Research and Knowledge Transfer. The IWG will be composed by the team who conducted the Gap analysis (initially 6 members). This Permanent Working Group may have support from other university services and research

				staff from R1-54 levels.
				- To define and supervise the actions proposed for the implementation of the HRS4R strategy
				Indicators:
				- HRS4R Implementation Working Group (IWG)
				- Specific working group for the design of UC´s OTMR policy (OTM-R WG).
				- E-mail distribution of the "European Charter for Researchers" and the "Code for Conduct for Recruitment of researchers" to the Directors of Department, Research Groups and Doctorate School.
				-Survey sent to UC´s research staff to measure their degree of satisfaction regarding implemented measures.
				- Analysis of survey results.
A2. Design and implementation of UC´s Open, Transparent and Merit-based	5, 11, 12, 13, 14, 15, 16, 17, 18, 19,	M1 to M12	- Vice-Rectorate for Research and Knowledge	Targets: - To reinforce the procedures and

| *recruitment policy (OTM-R)* | 20, 29, 30, 34 | | Transfer

- UC´s Management unit

- PDI, Remuneration and Social Security Service

- UC Placement Agency

-Research Management Service | institutional recruitment practices that already meet the Charter and Code criteria.

- To adapt current policies on recruitment and staffing to those C&C principles seen as less developed during the internal analysis stage.

- To design a selection and recruitment protocol based on common criteria for every research staff category (including R1-R2 staff funded by public grants for research projects).

- To disseminate the new recruitment procedure guidelines and distribute them among target groups.

- To ensure that 100% of the research staff recruiting offers made by UC are also published in English (mainly by means of EURAXESS services).

Indicators:

- Code of Good Practices on Research Staff Recruitment and Selection (ES and ES versions) published and disseminated among the university |

				community.
				- % of job offers for researchers published by the UC in English.
				-% of candidates informed by e-mail throughout the whole evaluation process.
				-Evaluation of the updated <u>Research Staff Recruitment and Selection procedures</u> through a dedicated survey.
				- Nº of website downloads of the Code of Good Practices on Research Staff Recruitment and Selection.
				- Translation of UC Placement Agency website contents
				- Evaluation of performance regarding adopted recruitment and selection procedure.
A3. Organize training action on the Open, Transparent and Merit-based recruitment policy (OTM-R) of the UC	5, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 29, 30, 34	On an ongoing basis	- Vice-Rectorate for Research and Knowledge Transfer - UC´s Management unit - PDI, Remuneration and Social Security Service -Teaching and Research Staff	Targets: - To implement training actions in OTM-R for all the staff involved in the selection and recruitment procedures of research staff. Indicators: - Organisation of

			Service - UC´s Management unit	training workshops for: 1. HRS4R WG members 2. Selection committees and administrative staff involved at selection and recruitment processes; 3. R1-R4 (at least 1 workshop/year). - Nº of participants in training actions -Satisfaction survey sent to trainees
A4. Improve access to information regarding open calls for recruitment of research staff	5, 12, 13, 15, 34	M3 to M12	- Vice-Rectorate for Research and Knowledge Transfer - PDI, Remuneration and Social Security Service -Teaching and Research Staff Service - Unit responsible for institutional websites, "Área Web" - UC´s Placement Agency - Research Management Service	Targets: - To centralize the information on academic and research staff recruitment (including selective processes for permanent and temporary research staff) in one single website. - To ensure that all job offers are distributed in English through international means of dissemination in the fields of research, such as EURAXESS. Indicators: - Launch of the UC´S website section centralizing the information on open

				calls of research staff recruitment.
				- % of published job offers aligned with OTM-R criteria (in terms of remuneration, career development, equal opportunities, etc.).
				-Adaptation of "employment offer publication templates" to international platforms requirements.
				-% of job offers published through international job seeking platforms.
				-Satisfaction survey to measure and evaluate the effectiveness of proposed measures.
A5. Design and disseminate a Welcome Protocol for new researchers at the UC	5, 10, 11, 12, 13, 14, 15, 18, 19, 23, 24, 26, 27, 28, 36, 38, 39	M1 to M8	- Vice-Rectorate for Research and Knowledge Transfer - Vice-rectorate for Internationalization and Cooperation - Teaching and Research Staff Service - PDI, Remuneration and Social Security Service - Research Management Service	Targets: - To design a set of guides and welcome and integration handbooks for newly recruited research staff, with information on UC´s services - To design an ES/EN version of the Welcome manuals for foreign researchers. -To disseminate the guides and manuals through the centralized website, eg. "Researchers

				Portal"
				Indicators:
				- Informational materials, "Welcome Pack" published-
				-Nº of visits to the "Researchers Portal" website/nº of content downloads.
A6. Normalise R1-R2 OTM-R recruitment procedures	11, 12, 13, 14, 16, 17, 18, 19, 20	M12-M24	- UC´s Management Unit - Vice-Rectorate for Research and Knowledge Transfer - PDI, Remuneration and Social Security Service - Teaching and Research Staff Service	Targets: - To normalize current practices on recruitment of staff from R1-R2 levels funded by research projects (in terms of publicity, selection and recruitment, rights and obligations, evaluation and appraisal systems and complaint system). Indicators: - Recommendations for Recruitment and Selection of R1-R1 staff Guide, published and disseminated. - Nº of calls adapted to Recommendation guidelines.
A7. Take into account non-conventional research trajectories and interruptions in the research career	15, 16, 17, 18, 19	M12-M24	- UC´s Management Unit - Vice-Rectorate for Research and Knowledge Transfer - Vice-rectorate of Culture and Social Participation	Targets: - To avoid discrimination due to interruptions in the research career by the time of participating in selection procedures. - To inform research

			(Equality Unit) - Vice-Rectorate of Academic Affairs and Training Staff - Teaching and Research Staff Service	staff interested in taking part in selective processes on their right to not being penalized based on career breaks. Indicators: - Nº of open selection calls informing about UC´s non-discrimination commitment regarding career breaks or variations in the chronological order of CVs. -Nº of CVS evaluated according to non-penalization criteria when considering career breaks.
A8. Reinforcement of self-funded programs for the attraction of external talented researchers	25, 26, 28, 29	M1-M24	- Vice-Rectorate for Research and Knowledge Transfer	Targets: - To consolidate the existing calls for grants aimed at the retention an attraction of talented researchers (STAR 1 and 2 calls, Industrial Doctorates), ensuring equal opportunities for all. Indicators: - Publication of new calls for the attraction of talented researchers on the Vice-Rectorate for Research and Knowledge Transfer website. - Nº of candidates

				participating in/being selected by self-funded talent attraction calls.
				- Evaluation of implemented self-funded talent attraction programmes.
A9. Alignment of selection and recruitment procedures to the equality and social responsibility policies of the UC	10, 12, 14, 17, 24, 25, 26, 27	M1-M12	- UC´s Management Unit -Vice-Rectorate for Research and Knowledge Transfer - PDI, Remuneration and Social Security Service - Teaching and Research Staff Service - Vice-rectorate of Culture and Social Participation (Equality Unit)	Targets: - To ensure compliance with equality, non-discrimination and social responsibility criteria during research staff recruitment processes. -To balance the gender composition of the selection committees. - To promote transparency throughout the election process of selection committee members. Indicators: - Gender Equality Plan (updated version) - University Social Responsibility Executive Plan (updated). - Nº of selection committee member career profiles published before and during open job

				application processes.
				- Evaluation and monitoring of compliance with non-discrimination criteria in selective processes.
				- Nº of selection and recruitment processes providing all applicants with equality of opportunities towards the access to a research position
A10. Adaptation of the " Protocol on flexibility in the workplace for Research Staff, Plan Concilia 2019"	10, 23, 24, 25 ,26, 27	M12-M24	- Vice-Rectorate for Research and Knowledge Transfer - Vice-Rectorate of Academic Affairs and Training Staff - Vice-rectorate of Culture and Social Participation (Equality Unit)	Targets: - To adapt current institutional policies and practices covering work life balance to the needs of research staff based on periodic performance assessments. Indicators: - Survey sent to research staff to measure their level of satisfaction with existing work conciliation policies at the UC (teaching and research workload, assignation of working schedules, etc.) - Evaluation of survey results . - Protocol on flexibility in the workplace for Research Staff, "Plan

				Concilia 2019", adapted to research staff needs assessment.
A11. Improvement of research environment conditions for researchers with functional diversity	10, 12, 24	M6-M24	- Vice-rectorate for Students and Entrepreneurship: Career Counselling Service (SOUCAN). - Vice-rectorate of Culture and Social Participation (Equality Unit)	Targets: - To extend the scope of action in relation to the provision of services to research personnel with functional diversity (temporary or permanent employees). - Consolidate policies providing employment support to research staff with functional diversity, ensuring equal opportunities. - To develop a Work Life Standardization Program at the UC for research staff with functional diversity. Indicators: - Launch of a new supporting programme for research Departments to encourage hiring of research employees with functional diversity. - Nº of training and dissemination actions on Attention to Diversity in research job posts (1/year)

				- Nº of units which have adapted their services to the needs of staff with functional diversity.
A12. Disseminate our current institutional policies supporting research integrity	1, 2, 3, 4, 7, 31, 32	M6 -M24	- Vice-Rectorate for Research and Knowledge Transfer - Research Ethics Committee - UC Communication Service - Scientific Culture Unit	Targets: - To update the Code of Good Practices for Research through a participatory process. -Broadening the dissemination of the Code of Good Practices for Research. -Raise awareness on research staff about the importance of complying with the Code of Good Practices for Research, by means of dissemination materials (guides, brochures and website) and informational events. - To provide training on research integrity protocols and responsible research and innovation codes of conduct - To design and distribute a "Frequently Asked Questions" document regarding issues such as co-authorship, supervision, etc. Indicators: - Dissemination

				campaign and participatory consultation on the Code of Good Practices in Research (launched by UC´s Communication Service)
				-Updated Code of Good Practices in Research
				- Nº of cases handled (e.g. project ethics review reports) by the Research Ethics Committee
				-Publication of the "Frequently Asked Questions on Research Integrity"
				- Nº of training actions and round tables on good practices in research issues organized.
				-Survey measuring the efficiency of the promotional measures on research ethics already implemented.
A13. Raise awareness and promote knowledge on research data management	1, 2, 3, 4 ,7, 31, 32	M6 a M24	- Vice-Rectorate for Research and Knowledge Transfer - Research Ethics Committee -University Library (BUC- UCrea Repository) - UC Communication	Targets: - To raise awareness of the importance of implementing the FAIR guiding principles (accessible, interoperable and reusable) for scientific data management - Give to know institutional tools for

			Service - Scientific Culture Unit	managing and depositing open data through the services of the BUC. Indicators: - Workshop organisation on Open Science -Training Actions on Best Practices on research data administration. - Survey measuring the degree of acceptance of the dissemination sessions and training actions being organized, and evaluation of results.
A14. Disseminate the institutional policies on explotation of research results	2, 3, 4, 7, 8, 16, 31, 32	M6-M24	- Vice-Rectorate for Research and Knowledge Transfer (Technology Transfer Office, Valorization Office) - University Library	Targets: - To promote training actions on intellectual property management issues for research staff. - To raise knowledge levels on the IP institutional policies. - To inform the research staff of the functions of UCrea repository and the Open Data Portal, as well as about existing institutional recommendations regarding collection and preservation of research results. Indicators:

				- Launch of the "Research Staff Portal".
				- Publication of Best Practices Manual on Intellectual Property Rights.
				-Nº of training actions (2/year) on IPR for different seniority levels (R1-R4).
				- Nº of attendees in every training action.
				-Satisfaction survey at the end of every training action, and evaluation of results.
A15. To consolidate the use of anti-plagiarism tools	1, 2, 3, 4, 7, 31, 32	M6-M24	- Vice-Rectorate for Research and Knowledge Transfer - Research Ethics Committee - IT Service Desk - University Library	Targets: - To ensure honesty in scientific production and avoid conflicts of interest in research. - To make available for researchers a specific anti plagiarism tool through the intranet. Indicators: - Launch of an anti-plagiarism tool on UC´s website. -Nº of users of the antiplagiarism tool -Satisfaction survey launched to antiplagiarism tool users.
A16. Design of a Joint Plan for Scientific	9, 31	M6-M15	- Vice-Rectorate for Research and	Targets: - To organize and

Outreach			Knowledge Transfer -Scientific Culture Unit -Communication Service - University Library	coordinate different outreach activities including research results produced by our staff (through the Scientific Culture Unit) - To design a joint dissemination plan that brings together the synergies of the services that currently disseminate the scientific activity of the UC. Indicators - Plan for Dissemination of Research Results -Nº of outreach activities organized. - Nº of attendees
A17. Enhancement of lifelong training for professional development of research staff	11, 28, 38, 39	M1-M24	- Vice-Rectorate for Research and Knowledge Transfer - Vice Rectorate of Academic Affairs and Training Staff - Vice Rectorate for Doctoral Studies (EDUC) -PDI, Remuneration and Social Security Service - Teaching and Research Staff Service - UC Placement Agency (COIE)	Targets: - Strengthen the current Training Plan for Research Staff and the Transversal Training Plan of the Doctorate School with the aim of improving continuous training. Indicators: - Individualised Training Plans for teaching and research staff. - Nº of training actions, wokshops and master classes

				organized. - Quality survey for concerned training activities, and evaluation of results.
A18. Improvement of guidance services on professional development for post-doctoral researchers	24, 25, 28, 30, 36, 37, 38, 40	M12-M24	- Vice-Rectorate for Research and Knowledge Transfer - Vice Rectorate of Academic Affairs and Training Staff - Vice-Rectorate for Doctoral Studies (EDUC) -UC Placement Agency (COIE)	Targets: - To update current regulations regarding career counselling for postdoctoral research staff especially for R2 researchers. - To design and implement new supporting services for professional development of post-doctoral staff. Indicators: -Updated internal regulations. - Career Guide for Post-doctoral Researcher. - Mentoring program for Post-Doctoral researchers. - Number of supervised / mentored R2s and analysis of evolution. - Evaluation of supervision and mentoring activities carried out by supervisors (evaluation of mentoring actions). -N º of training actions, workshops

				and master classes received by Post-Doctoral staff.
A19. Encouraging the participation in international public research competitive calls and mobility activities	8, 25 ,29, 31	On an ongoing basis	- Vice-Rectorate for Research and Knowledge Transfer: European Projects Office (grants for projects), Valorization Office (patent exploitation)	Targets: - Promote international outreach, mutual exchange, updating and dissemination of knowledge, as well as exploitation of results produced by our researchers. - Advertising campaign of the existing channels and websites of funding opportunities. - Boost to supporting activities for the preparation of proposals in calls for European and international research and mobility projects (MSCA IF, ITN, RISE) by the European Projects Office. Indicators: - Promotional Plan for the participation of researcher at international research calls. - Patent Internationalization Plan - Nº of researchers participating in international mobility activities, and analysis of its evolution

				- Evaluation and monitoring of results.

The Action Plan of the University of Cantabria for the implementation of the Human Resources Strategy for Researchers is based on the results of the GAP Internal Analysis and the results of the survey sent to a sample of 611 researchers ranging from R1 to R4 levels. Both elements have served as starting points of an step-by-step approach to the HRS4R strategy, aimed at reaching a considerable improvement of the main weaknesses detected for the next 2 years. As reflected in Action No. 2 "*Design and implementation of UC´s Open, Transparent and Merit-based recruitment policy (OTM-R)*", one of the main measures of the Action Plan proposed is the adaptation of the research staff selection and recruitment policy to transparency, non-discrimination and merit-based criteria. The main tasks aimed at fulfilling this objective are detailed below:

A2, A4, A6: Improve general OTMR procedures: Adaptation of the Selection and Recruitment Protocol for researchers in relation to the OTM-R criteria, and improvement of accessibility to information on calls (adaptation of the application forms to fair, transparent and merit-based assessment criteria, and enhancement of claiming procedures). Improvement of transparency measures, such as keeping researchers informed throughout every job application process (including information to excluded participants). Normalization of procedures for submitting and processing research staffing application. Quality/satisfaction surveys sent to researchers after every selective process.

A3. Specialized training in OTM-R procedures for members of selection committees and services with competences on HR management (dedicated training actions).

A4. Centralization of the available information on calls for hiring research staff in a single web site, aimed at disseminating every job offers at the UC within the research field. Publication of recruitment offers on the EURAXESS Portal and other international platforms, as a way to encourage recruitment of foreign researchers.

A9, A10, A11. Adaptation of the recruitment policy to criteria of non-discrimination, equality and support for functional diversity. Institutional commitment to gender balance in the composition of the selection committees.

https://web.unican.es/transparencia/personal/informacion-sobre-convocatoria-de-plazas

4. IMPLEMENTATION

The implementation of the Human Resources Recruitment Strategy for Researchers of the University of Cantabria will be deployed throughout several stages, beginning in Q3 of 2019, in order to boost the adoption of new selection policies and practices of human resources management in research, promote training measures in the field, and ensure adherence of both the research community and institutional levels towards the application of the Charter and Code principles of research ethics and professional aspects of research activities.

The implementation process will be performed through four different levels of responsibility:

1. *Steering Committee on HRS4R (SC)* will be the maximum advisory body and will oversee the implementation process on a regular basis. It will be composed by a Commission of Vice Rectors responsible for coordinating the implementation and the follow-up of the HRS4R-derived policies and C&C principles. More specifically, it will be formed by Vice-Rectors with competences on: research and knowledge transfer, teaching and academic affairs, doctorate studies, internationalization, students and entrepreneurship, and equality and social participation.

2. *Implementation Working Group for the implementation of the HRS4R strategy (IWG)*, it will be composed by 6 members of the Working Group and will invite other research and administrative staff members to participate and provide support technical. It will coordinate the deployment of the HRS4R Action Plan, and will review established mechanisms to quantify the degree of compliance with the objectives proposed in each measure.

3. *Implementation OTM-R Working Group (OTM-R IWG)* will be composed by 4-6 responsible members of services specifically linked to human resources management at the UC: Research Management Service; Research and Teaching Staff (PDI), Remuneration and Social Security Service, Teaching and Research Staff Service and UC´s Placement Agency. This board will also count with support of related administrative staff members. The OTM-R IWG will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.

4. *Technical Secretariat (TS),* will be composed of members of the services of the Vice-Rectorate for Research, which will be responsible for informing the Steering Committee of the implementation status of the HRS4R strategy and OTM-R Action Plan, as well as supporting the Working Groups in the development of deliverables and monitoring of compliance with proposed objectives through surveys and analysis of results. On the other hand, it will also be responsible for carrying out the management and administration of all the documentation coming out from the process, as well as of creating and maintaining a common workspace in the cloud, convening periodic monitoring meetings and proposing, if appropriate, ad-hoc meetings with key people for specific matters or to clear up area of further improvement.

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the different IWG and OTM-IWG are created, a kick off meeting will be held with the TS in order to draft the design of the annual programming of the process and define the first tasks to be developed. The IWGs will meet at least on a bi-monthly basis with the TS to report about the progress in the tasks defined, progress made and problems encountered. The TS will report and hold bi-monthly meetings with the Steering Committee.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Within the scope of Action 1, the research community (R1-R4) will be an active part of the IWG. Their participation will be highly crucial, as being final users of the measures to be deployed. Thus, R1-R4 will be involved in the design of the actions, their pilot testing and the periodical surveys developed to measure their accuracy and relevance, as well their degree of satisfaction. A communication plan will be designed with the objective of raising awareness in the university community about the C & C and OTM-R criteria and to report on progress in implementation. The communication plan will include updating of the web contents, creation of content. The research community will periodically receive contents explaining the progress in the implementation of the HRS4R strategy (via UC website, Communication Service channels and UC´s HRS4R dedicated website). Each trimester, a newsletter will be also sent to all.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The implementation of the HRS4R in the UC is part of its Strategic Plan for the 2019-2023 period; more specifically envisaged on its 2nd strategic line "Research and collaboration with companies". This covers several measures such as: attraction and retention of research talent, promotion of institutional programs for the incorporation of technical support staff, strengthening of the research activity and of the role of the Ethics Commission; improvement of the research productivity evaluation system, promotion of the transfer and valorization of R&D&i results and improved visibility of research activity through scientific outreach, as well as the promotion of "Open Access" and "Open Science" codes. These measures come from an extensive process of consultation maintained with the teaching, research

	community, as well as with managerial and administrative services of the UC.
How will you ensure that the proposed actions are implemented?	The SC will carry out an annual assessment of compliance with the HRS4R Strategy Action Plan and the OTM-R. The IWG will report on potential deviations from the schedule defined for each period. The degree of compliance with the actions implemented will be assessed by analyzing and monitoring the results of the surveys (internal evaluation reports). During the last year of the implementation process, the Vice-Rectorate for Research and Knowledge Transfer will conduct an internal audit of the process.
How will you monitor progress (timeline)?	The monitoring and the follow-up of the plan will be continuous. The TS will be responsible for these tasks, taking into consideration the contributions made by the IWG during bi-monthly follow-up meetings.
How will you measure progress (indicators) in view of the next assessment?	The TS will assume the monitoring tasks over the planned actions in the HRS4R process through a specific scorecard. A member of the TS will be responsible for data collection and will be in constant coordination with the Implementation Groups and the services involved in the Action Plan. In relation to the final assessment of activities and deliverables, other relevant indicators will be compiled as a way to analyze the level of implementation and effectiveness of those indicators contained in the C&C not being yet tackled by the internal strategy on HRS4R. The preferred tools to do so will be the progress reports collected so far, information gathered in the scorecard and a new verification process over the 40 principles of the C&C using the UC Plan's toolkit and the updated recruitment and selection policy.

PROPOSED ACTIONS	TIMELINE																							
	2020												2021											
	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec
A1. Creation of the HRS4R Implementation Working Group	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
A2. Design and implementation of UC´s Open, Transparent and Merit-based recruitment policy (OTM-R)	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓												
A3. Organize training action on the Open, Transparent and Merit-based recruitment policy (OTM-R) of the UC	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
A4. Improve access to information regarding open calls for recruitment of research staff			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓												
A5. Design and disseminate a Welcome Protocol for new researchers at the UC	▓	▓	▓	▓	▓	▓	▓	▓																
A6. Normalise R1-R2 OTM-R recruitment procedures													▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
A7. Take into account non-conventional research trajectories and interruptions in													▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

Action																								
the research career												■	■	■	■	■	■	■	■	■	■	■	■
A8. Reinforcement of self-funded programs for the attraction of external talented researchers	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A9. Alignment of selection and recruitment procedures to the equality and social responsibility policies of the UC	■	■	■	■	■	■	■	■	■	■													
A10. Adaptation of the " Protocol on flexibility in the workplace for Research Staff, Plan Concilia 2019"											■	■	■	■	■	■	■	■	■	■	■	■	■
A11. Improvement of research environment conditions for researchers with functional diversity				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A12. Disseminate our current institutional policies supporting research integrity				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A13. Raise awareness and promote knowledge on research data management				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A14. Disseminate the institutional policies on explotation of research results				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A15. To consolidate the use of anti-plagiarism tools				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Action	Timeline
A16. Design of a Joint Plan for Scientific Outreach	empty cells, then shaded block in middle, then empty
A17. Enhancement of lifelong training for professional development of research staff	shaded across full timeline
A18. Improvement of guidance services on professional development for post-doctoral researchers	empty cells in first portion, then shaded block at the end
A19. Encouraging the participation in international public research competitive calls and mobility activities	shaded across full timeline

6. ANNEX II: GLOBAL ANALYSIS OF THE SURVEY RESULTS

6.1 TABLE OF RESULTS

The University of Cantabria (UC) launched the survey between May and September 2019 and was targeted to the research staff. It obtained 284 answers from 611 respondents.

To evaluate the results, the UC decided to use the following representation:

Status: ▉ Positive   ▉ High % of *Do not know/Do not answer* or limit of approval. Value to analyse   ▉ Value below approved   ▉ Regular value, with acceptable rates of *Do not Know/Do not answer*

*For questions with high percentage of approval and variable percentage of Do not know/Do not answer, the following status is assigned: 0-5 % DK/DA: green; 5-10% DK/DA: grey; DK/DA>10% yellow. The red status is assigned to questions with high percentage of Do not Know/Do not Answer or when the approval rate is around 50%.

Item	Question	Overall average	R1 Average	R2 Average	R3 Average	R4 Average	Standard Deviation	Approved %	Do not Know/Do not answer %	ETHIC	RECRUITMENT	WORKING CONDITIONS	TRAINING	STATUS
GLOBAL		3,97					1,12	88,17%	13,28%					
I. RECRUITMENT AND SELECTION		4,07	4,00	3,89	3,94	4,16	1,09	90,23%	14,08%					
Q01	The access, selection and admission procedures of researchers in the UC are open, transparent and efficient	4,04	3,91	3,98	3,94	4,12	1,07	90,61%	2,46%	✓	✓			
Q02	The information posted by the UC about the research staff calls is of easy access and its content	4,18	3,91	4,09	4,12	4,27	1,00	93,21%	1,41%		✓			

	is understandable and complete														
Q03	In the job offers for researchers, the UC specifies explicitly and in advance the rating criteria, number of vacancies, salary and working conditions	4,19	4,06	3,83	4,00	4,37	0,98	92,19%	5,28%		✓				
Q04	The UC has clear criteria for the assessment of merits adapted to the different selection calls, which can be checked by the research staff, and it inform the applicants about the evaluation.	3,94	3,90	3,76	3,94	4,01	1,07	90,94%	6,69%	✓	✓	✓			
Q05	The UC ensures the publicity and compliance with the access, selection and admission rules of the research staff.	4,17	3,90	3,93	4,03	4,32	1,06	92,11%	6,34%	✓	✓				
Q06	Members with experience levels, profile and competencies appropriate for the selection processes form the UC Assessment Commission	4,14	4,06	4,20	3,87	4,21	1,06	91,51%	8,80%	✓	✓				
Q07	The criteria used by the UC Assessment Commission in the selection processes allow evaluating accurately the academic and professional qualifications of the applicants.	3,99	3,94	3,97	3,80	4,04	1,04	90,00%	8,45%	✓	✓				
Q08	The criteria used by the UC Assessment Commission in the selection processes allow to evaluate accurately the merits and professional experience of the applicants	3,91	4,00	3,84	3,77	3,94	1,08	88,51%	8,10%	✓	✓				
Q09	The UC has standards for the recruitment and appointment of research staff, including the minimum and maximum duration and the objectives	4,34	4,17	4,34	4,03	4,44	0,93	94,67%	14,08%	✓	✓	✓			

	of such appointments.													🟧
Q10	The UC has a Welcome Manual for newly hired research staff, which includes the main rights and obligations if this personnel.	3,21	3,88	2,77	3,00	3,28	1,41	65,63%	54,93%			✓		🟥
Q11	In the selection processes of Research staff, the UC does not penalize career breaks motivated by personal circumstances.	3,91	3,88	3,41	3,95	4,06	1,22	85,80%	42,96%	✓	✓			🟥
Q12	The UC assess positively stays in other counties, regions or in other research contexts, carried out by researchers who access their selection processes.	4,30	4,41	3,94	4,45	4,36	1,04	93,39%	9,51%		✓		✓	⬜
II. WORKING CONDITIONS AND SOCIAL SECURITY		3,83	3,88	3,64	3,79	3,89	1,17	84,91 %	16,24 %					
Q13	The UC promotes the integration, research and learning at all levels of the research career	3,66	3,81	3,64	3,56	3,65	1,08	84,15%	1,49%				✓	🟩
Q14	The Research staff from the UC is professionally recognized as such, regardless of the career stage they are in	3,76	4,03	3,54	3,45	3,86	1,12	86,27%	5,20%	✓			✓	⬜
Q15	The UC provides the properly health conditions and safety at work, including prevention and attention to harassment situations	3,99	4,06	4,00	3,76	4,02	1,15	88,35%	7,43%	✓		✓		⬜
Q16	The UC provides flexibility in working days and services that enable the reconciliation of professional and family life to the research staff, with full development of the scientific career.	4,04	3,83	3,88	3,89	4,18	1,15	87,70%	6,32%			✓		⬜

Q	Description									C1	C2	C3	C4	
Q17	The UC offers attention and Support to disability to ensure the development of the scientific career.	4,08	4,28	3,71	4,14	4,12	1,04	91,85%	49,81%	✓		✓		🟥
Q18	The UC promotes the professional career and seeks the employment stability of the research staff in both its R&D+I groups and the respective Institutes and Foundations.	3,53	3,17	3,25	3,71	3,65	1,22	78,60%	4,46%		✓	✓		⬜
Q19	The UC carries out a periodic revision of the remuneration of the hired research staff according to the experience degree and qualification	3,31	3,00	3,13	3,68	3,35	1,25	72,00%	25,65%				✓	🟧
Q20	The UC maintains a commitment with equal opportunities between women and men in all levels of recruitment.	4,26	4,40	3,95	4,10	4,37	1,09	92,05%	11,15%	✓	✓			🟧
Q21	The UC promotes gender parity in the composition of the Assessment Commission of candidates	4,07	4,19	3,93	4,12	4,07	1,11	88,41%	23,05%	✓				🟧
Q22	The UC has an Equality, Conciliation and Social Responsibility Area that informs about the policies established in the field of gender and non-discrimination	4,46	4,50	4,32	4,32	4,52	0,92	94,42%	26,77%	✓				🟧
Q23	The measures that the UC develops in the field of non-discrimination are enough, adequate, and are reviewed with the appropriate regularity	3,94	4,14	3,96	3,84	3,92	1,06	90,16%	31,97%	✓				🟧
Q24	The UC promotes and enables the participation of the Research staff in temporary mobility activities funded with own funds.	3,88	4,23	3,62	4,00	3,88	1,07	88,80%	3,72%			✓	✓	🟩
Q25	The UC provides professional guidance to the	3,32	3,55	2,87	3,50	3,37	1,20	74,45%	15,61%			✓	✓	🟥

	research staff in the different stages of the professional career.														■
Q26	The UC ensures the adequate safeguard of the intellectual protection rights of the R&D+I results.	4,22	4,33	4,22	4,27	4,18	0,90	94,34%	21,19%	✓					■
Q27	The UC has a Manual of Good Practices on industrial and intellectual property rights, easy to access for the research staff	4,21	4,56	3,88	4,13	4,22	1,01	91,76%	36,80%		✓				■
Q28	The UC looks out for the compatibility of the teaching and administrative/management workload supported by the research staff with the research activity	3,10	3,26	2,93	3,00	3,15	1,23	68,40%	7,06%				✓		■
Q29	The UC has very well structured the collaboration of the pre-doctoral research staff in teaching activities	3,64	3,66	3,53	3,53	3,68	1,15	79,20%	7,06%			✓			■
Q30	The UC has effective complaint channels (for example, complaint systems of the management Units or the University Ombudsman) to assist all the research staff in the resolution of conflicts and complaints	3,90	3,42	3,77	3,67	4,04	1,22	85,90%	15,61%		✓	✓			■
Q31	The UC guarantee the participation of the Research staff in the decision-making bodies of the institution	3,85	3,77	3,75	3,79	3,92	1,23	84,21%	8,18%			✓	✓		■
III. ETHICAL AND PROFESSIONAL ASPECTS		4,01	4,05	3,96	3,75	4,07	1,08	89,56%	10,40%						
Q32	The UC research staff freely guides their research, with enough means and support for their development, with the limitations that may arise from it (ethical, infrastructure, budgetary or	4,09	4,03	4,07	3,94	4,14	1,00	90,77%	0,76%	✓	✓				■

	regulatory)														🟩
Q33	The UC research staff knows about the existence of the "Code of Good Practices in Research"	4,12	4,31	4,18	3,80	4,12	1,07	91,70%	12,60%	✓					🟧
Q34	The UC research staff knows the objectives and strategic goals to achieve in their work and the operation of the funding mechanisms, prior to the start of their activities.	3,69	3,53	3,52	3,42	3,84	1,11	85,19%	7,25%			✓			⬜
Q35	The UC research staff knows his/her responsibility to inform the institution and/or the funding agency about the important incidences that occur within their research projects, or even when they must leave it or suspend it earlier than planned.	4,09	4,32	3,97	3,73	4,16	1,02	91,94%	5,34%	✓		✓			⬜
Q36	The UC research staff is familiarize with the legislation regarding their working conditions and training	3,46	3,45	3,45	3,30	3,50	1,14	81,07%	7,25%	✓		✓	✓		⬜
Q37	The research staff is aware that they must report back to their employment institution and/or funding agency, or other related public and private bodies, as well as, the society as a whole for ethical reasons	4,23	4,46	4,34	4,00	4,18	0,99	93,65%	3,45%	✓		✓			🟩
Q38	The research staff receives enough information from the support services of the UC, for the proper management of the research funds, their justification and audits	3,84	3,70	3,68	3,50	4,00	1,16	85,71%	6,13%	✓					⬜
Q39	The research staff fulfills with the safety measures in their work to safeguard their health and safety	4,11	4,19	4,09	3,82	4,16	0,97	92,38%	14,56%	✓		✓			🟧

Q40	The research staff knows and complies with current legislation in the institution regarding the protection of personal data and confidentiality in the field of their investigations.	4,24	4,31	4,34	3,96	4,25	0,92	94,44%	10,34%	✓				
Q41	The UC has an action protocol in cases of malpractice in research	4,18	4,23	3,81	4,15	4,24	1,10	89,76%	36,40%	✓				
Q42	The UC has Ethics Committees in Research for the supervision of those projects that involve ethical issues	4,48	4,40	4,27	4,33	4,59	0,88	95,77%	27,59%	✓				
Q43	The UC research staff knows the statewide and sectoral regulations regarding the dissemination and exploitation of results	3,72	3,82	3,68	3,57	3,74	1,10	84,79%	16,86%	✓				
Q44	The research staff knows the Institutional Policy of Open Access to the Academic, Scientific and Research Production of the UC (UCrea Repository and Open Data Portal), and their recommendations regarding the procedures for the thesis archive, research and academic papers	3,95	3,89	3,97	3,55	4,04	1,05	90,16%	6,51%	✓				
Q45	The research staff knows that in the UC there is a Scientific Culture Unit, University Extension classrooms and University Extension courses, which promote the approach of science to the society, as well as a Communication Service at their disposal for the dissemination of scientific and academic results	4,31	4,12	4,28	3,90	4,44	0,99	92,55%	2,30%	✓				
Q46	The research staff actively participates in scientific	4,02	4,16	4,04	4,00	3,99	1,02	90,40%	4,21%	✓		✓		

	dissemination actions organized by the UC.													
Q47	The UC research staff is evaluated in a regular and transparent basis, at all stages of their research career, and knows the purpose and assessment criteria of each evaluation, prior to its development	3,78	3,96	3,75	3,46	3,81	1,17	83,87%	4,98%			✓	✓	✓
IV. TRAINING AND DEVELOPMENT		**4,11**	**4,23**	**4,01**	**3,92**	**4,15**	**1,02**	**90,95%**	**7,60%**					
Q48	The pre-doctoral staff can clearly identify to whom they should direct their inquiries related to their work and training, as set out in the Code of Good Practices of the Doctoral School.	3,98	4,16	3,84	3,79	4,02	1,08	86,55%	14,23%				✓	✓
Q49	The supervisor/scientific leader establishes a positive and fluid relationship with his/her entire team, including the junior researchers	4,18	4,12	4,04	3,96	4,28	0,99	92,92%	7,69%			✓	✓	✓
Q50	The research staff, at all levels, has the possibility to be trained continuously through the programmes of transversal training and skills development of the UC	4,13	4,40	4,06	3,96	4,13	1,02	91,73%	2,31%				✓	✓
Q51	People who exercise scientific supervision or responsibility promote the professional development of research staff (courses, workshops, master classes, congresses, e-learning, etc.)	4,13	4,21	4,08	3,92	4,16	1,00	92,21%	6,15%				✓	✓

6.2 EVALUATION OF RESULTS

The University of Cantabria is made up of 337 recruited researchers from research projects and 759 researchers from the Research and Teaching Staff. From the total of 1096 researchers mention before, the UC selected a sample of 611 participants for the survey, consisting of:

1. Directorates of the Departments/Research Institutes
2. Leaders from the R&D+I Groups
3. Leaders from R&D+I projects that have led projects in the last three years (from 2016 to march 2019)
4. Recruited research staff under Official Human Resources Programmes (Ramón y Cajal, Juan de la Cierva, Augusto González Linares- AGL Programme, STAR2 Programme, Marie Curie), Training Programmes (FPI, FPU and UC pre-doctoral programme, others), Technician Programmes (National Ministry, UC)
5. All the Assistant Professors of the institution.

Additionally, the 611 participants belong to one of the following staff categories:

- R1: pre-doctoral recruited research staff, pre-doctoral FPI, pre-doctoral FPU, other pre-doctoral categories
- R2: PhD researchers (Graduate Teaching Assistant, Assistant Professor, Postdoctoral Research Fellowship (AGL), Marie Curie, José Castillejo, Juan de la Cierva)
- R3: recognized research staff (Senior Lecturer, Ramón y Cajal, I3 Intensification Programme, STAR Programme).
- R4: Associated and Full Professors

The platform used for the management of the results and mailing list was *Limesurvey*. UC grouped the 51 questions of the survey in four sections: I. Recruitment and Selection, II. Working Conditions and Social Security, III. Ethical and Professional Aspects and IV. Training and Development.

The participants were able to evaluate each question on the scale of 1 to 5, with 1= totally disagree and 5=totally agree, DK/DA (do not know/ do not answer).

The survey was available during three weeks, from May 15 to June 7, sending a reminder on May 29 to the participants that had not yet answered or completed the survey. After a preliminary analysis of the results, UC decided to reopen the survey from July 22 to September 9. The objective was to increase the response rate, which in the first period was 31.26%. In order to inform the participants about this second opening period, a second reminder was sent on July 22, 2019. In this second phase, the response rate reached the 42.55% (considering only the participants that completed all the questions), thus increasing 11.29%, which is 76 more answers. From the 611 participant, 339 answered the survey, of which 260 completed all the questions and 79 answered it partially. From the 79 participants that answered the survey partially, UC only considered the answers of 24 participants, which are the ones that answered at least one section. Therefore, the total of respondents that have been considered for the evaluation of the results is 284. In addition, 24 people declined to participate in the survey since the beginning.

6.3 STATISTICS

6.3.1 Answer rate per staff category.

| Category	Total participants in the survey	Total respondents	% respondents
R1	124	37	29,84%
R2	129	53	41,09%
R3	48	33	68,75%
R4	310	161	51,94%
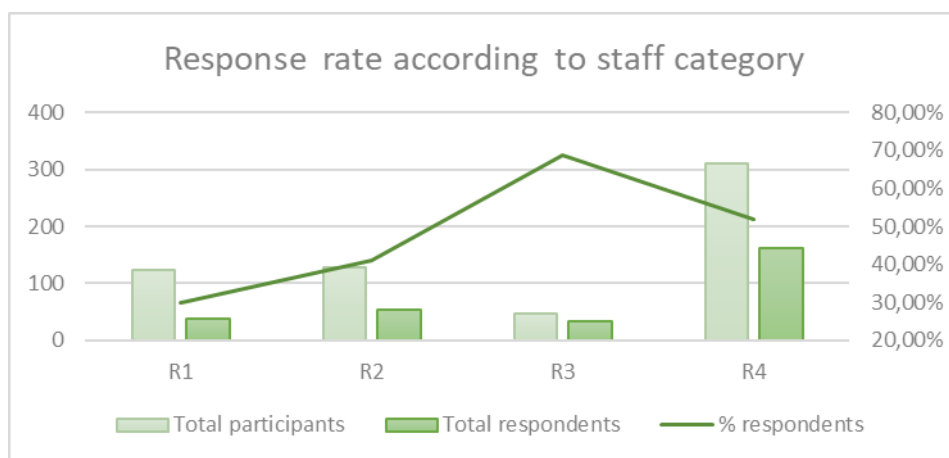
The overall response rate of those who submitted the full survey was 42.55%. The overall response rate of those who sent the partial or complete survey was 46.48%.

6.3.2 Answer rate per sex identification.

The participation of women and men from the total of 208 and 403 participants of the survey, respectively, was:

| Men	Women	Other identities
189 (46,90% answers from total men)	93 (44,71% answers from total women)	2

From the 284 respondents of the complete and partial survey, the participation of the university community by sex was:

% BY SEX FROM THE TOTAL RESPONDENTS

■ Men ■ Women ■ Other identities

1%
33%
66%
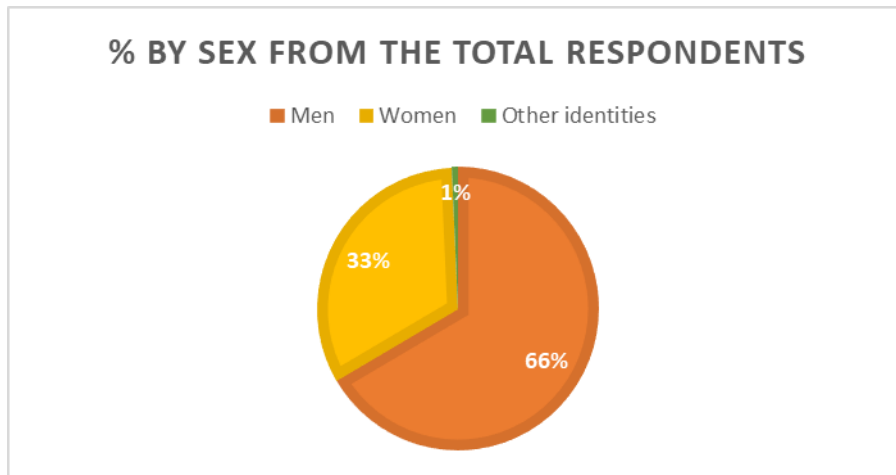
6.3.3 Number of respondents per average age.

The number of respondents per age category has been made considering the 284 answers received from both participants that complete the survey or submitted it partially.

- Up to 30 years: 28
- Between 31 and 40 years: 58
- Between 41 and 50 years: 81
- Between 51 and 60 years: 81
- Over 60 years: 36
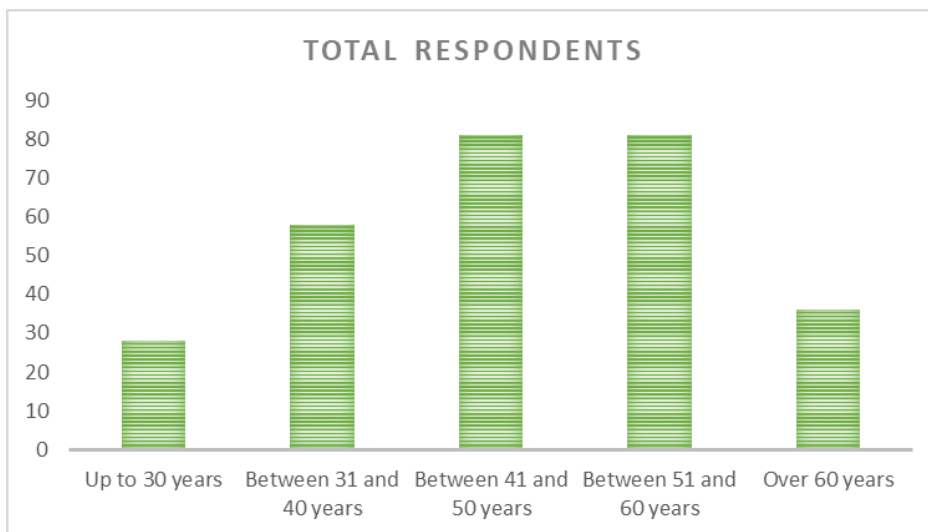
TOTAL RESPONDENTS

6.3.4   Average of respondents per scientific sector.

The number of respondents per scientific sector has been made considering the 284 answers received from both participants that complete the survey or submitted it partially.

- Water and Environment: 23
- Life and Health Sciences: 49
- Distribution and Transport: 4
- Geography: 4
- Business management: 14
- History and Humanities: 37
- Civil engineering and Mechanics: 39
- Logistic: 2
- Legal protection: 12
- Information and Communication Technologies (ICTs): 30
- Production Technologies: 10
- Other sector: 60