Estrategia de Recursos Humanos para Investigadores en la Universidad de Murcia

Human Resources Strategy for Researchers at UMU
HSR4R-UMU

DATE ENDORSEMENT CHARTER AND CODE: 01/10/2018

Universidad de Murcia GAP ANALYSIS:

A **gap analysis** is defined as '*the comparison of actual performance with potential or desired performance'* (here related to HR management of an institution with regard to the 40 principles of Charter and Code).

UMU address each of the 40 principles of the Charter and Code under 4 thematic headings (Ethical and Professional aspects; Recruitment and Selection; Working Conditions and Social Security; Training and Development) stating:

- Whether UMU is already fulfilling some of the principle, providing evidence of how this is the case (e.g. links to policies, examples of programmes, examples of supports in place)
- Whether aspects of the national or local legislative environment support or constrain the implementation of a principle

The **gap analysis underlines the existing gaps** in relation to the 40 principles therefore it is possible to see the **coherence with the UMU's Action plan.**

GAP Analysis: European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	Implementation: ++ = **fully** implemented +/- = **almost but not fully** implemented -/+ = **partially** implemented -- = **insufficiently** implemented	In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives undertaken and/or suggestions for improvement:
Ethical and Professional Aspects			
1. Research freedom	++Fully implemented		**Implemented**. Internally, it is included in the Fundamental Norm and duly publicised. It is included in the UMU Statutes. https://sede.um.es/sede/normativa/estatutos-de-la-universidad-de-murcia/pdf/1.pdf
2. Ethical principles	++Fully implemented		**Implemented** The procedure exists to ensure that ethical principles are complied with in any type of research carried out at the UMU. All research is reviewed by the Commission on Research Ethics and is must adhere to the UMU code of good practice. The UMU website https://www.um.es/web/comision-etica-investigacion/ provides all the applicable legislation, procedures for requesting the review of the research to be carried out by the different ethical committees, etc. Dissemination and awareness-raising campaigns have been carried out by the

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

2/20

			different centres and conferences and training courses on the subject have been organised. All these actions will be carried out on a continuous basis at the University of Murcia and important internal documents related to the HRS4R will be translated into English.
3.Professional responsibility	++Fully implemented		**Implemented** The UMU has set up several websites like: https://www.um.es/web/comision-etica-investigacion/ https://www.um.es/web/biblioteca/contenido/propiedad-intelectual These include, but are not limited to, all the information about the applicable legislation in force so that researchers can carry out their research responsibly. Access to TURNITIN (Plagiarism Prevention Tool) is also available on this website. Important internal documents related to the HRS4R will be translated into English.
4. Professional attitude	++Fully implemented		**Implemented** Researchers have all the necessary information on the University intranet to carry out their research according to the norms and stipulations laid out at: https://www.um.es/web/pdi/normativa https://www.um.es/web/comision-etica-investigacion/ https://www.um.es/web/biblioteca/contenido/propiedad-intelectual https://www.um.es/u-igualdad/
5. Contractual and legal obligations	++Fully implemented		**Implemented** This principle is fully complied at the level of personnel hired through the Research Area and the Human Resources Area, while ensuring that research personnel comply with the requirements and conditions established by the financial institutions. The PDI Collective Bargaining Agreement is also available at the following address. https://www.um.es/web/pdi/normativa This website which includes national, sectoral or institutional regulations in relation to the contractual and legal obligations that apply to UMU researchers

			(in relation to the principles included in "Recruitment and Selection") will be improved and updated. Important internal documents related to the HRS4R will be translated into English. Due to the gap found in the survey, where researchers demand more transparency and access to information, a quarterly Newsletter, "HRS4R-UMU", will be created, to inform all researchers about the relevant aspects regarding how the UMU complies with and advances in the principles of the charter and code of conduct.
6. Accountability	++Fully implemented		**Implemented** The University of Murcia submits its annual accounts to the Autonomous Community of the Region of Murcia and to the Social Council, which is the organ of participation of society in the University. In addition, the UMU is subject to the General Intervention of the State, which conducts its corresponding audits. Likewise, the UMU published the First Report on Accountability, which is available at: https://www.um.es/web/universidad/rendicion-cuentas As for the justification of research projects, we have a computer program for the management of expenses attributable to these, with prior validation, as well as a Service specialized in the aforementioned justifications under the Research Area of the Vice-Rectorate of Research and Transfer of Knowledge.
7. Good practice in research	++Fully implemented		**Implemented** The UMU has a website https://www.um.es/web/comision-etica-investigacion/ This includes, among other things, all the information from the Code of Good Practice in Research, to which all research staff and students (especially postgraduate students) can adhere. Due to the gap found in the survey, where researchers demand more transparency and access to information, a quarterly Newsletter, "HRS4R-UMU", will be created, to inform all researchers about the relevant aspects regarding how the UMU complies with and advances in the principles of the charter and code of conduct.

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN
4/20

8. Dissemination, exploitation of results	+/- Almost but not fully implemented	The university has Transfer of Knowledge Unit within the OTRI (Office for Transfer of Research Results) to support researchers and to support researchers in the analysis and evaluation of the results of their research, as well as the transfer of knowledge to institutions in the social and economic sectors of the region. However, the deficiencies highlighted by the researchers in the survey are related to the lack of support in dissemination, funding for dissemination and transfer, transparency, ease of Open Access.	**Implemented** Several actions have already been carried out in this sense, such as the diffusion of mails to companies, innovation forums, attendance at fairs, social networks, Intranet etc... The composition of all the Research Groups of the University with their scientific production, exploitable by years and type of production since 2013 is available on the web:https://curie.um.es/curie/portal-linea.du?seof_codigo=1&cwcs_cod=1 There is also a Scientific Culture Unit whose function is to disseminate science to society in general: https://www.um.es/web/ucc/ Translation of the UCC Web page into English for the dissemination of the new innovations and findings of UMU researchers. A guide will be developed explaining all existing channels and resources for researchers regarding the dissemination and exploitation of their results, including the Digitum institutional repository (https://digitum.um.es/xmlui/).
9. Public engagement	+/- Almost but not fully implemented	The UMU has a Scientific Dissemination Unit (SDU) within the network of the Spanish Foundation for Science and Technology (FECYT) Units (UCC+i).The UMU promotes communication of science and the dissemination of the results of the researchers' R+D+i activities through various communication channels, social networks and by supporting the organisation of scientific seminars and conferences.	For some years the UMU has been leading the organisation of annual events such as the "Researchers' Night" or the "Science Week" in the Region of Murcia, as well as excursions, conferences, seminars, etc., most of which are organised by the aforementioned Scientific Culture Unit. Even so, the approval of an Institutional Plan for Scientific Dissemination is required. Among other things, it should include a training plan for the scientific dissemination, a closer link with the areas of Communication and Marketing to increase synergies, and the professionalisation of work to support the organisation of conferences, without neglecting the exploration of new social communication channels and innovative initiatives and the commitment to the creation of a greater number of civic activities.
10. Non discrimination	++Fully implemented		**Implemented** The organizational culture of the UMU is particularly sensitive to issues of non-discrimination. Since 2010 there has been a Unit for Equality between Men and Women at the University of Murcia, with a website with all the relevant

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

5/20

			information on the subject: https://www.um.es/u-igualdad/ There is also the figure of the University Ombudsman, whose mission is to ensure respect for the rights and freedoms of teachers, students and administrative staff and services, within the teaching and administrative environment of the University of Murcia. Important internal documents related to the HRS4R will be translated into English
11. Evaluation/ appraisal systems	+/- Almost but not fully implemented	There are many initiatives for the evaluation of research activity: Internal regulations for the evaluation of curricula; regulations for the evaluation of research workload; evaluation of Academic Activity. However, it is necessary to provide the members of the evaluation committee with the information necessary for the evaluations. The formation of external committees for accreditation issues is also necessary and was highly demanded by the researchers in the survey.	The evaluation systems for hiring researchers in competitive calls are increasingly oriented towards external evaluations by renowned experts in the various areas of knowledge. Research evaluation is carried out through ANECA. The scales will be revised in order to incorporate external experts to help improve transparency in the UMU evaluation system. To the extent permitted by existing legislation, the option will be given for external experts to participate "remotely". Actions will also be implemented to improve the communication of the composition of these committees through the university's website (*exante and expost*). Consideration will be given to creating an implementation plan to adjust teaching and research activities and to improve the scales included in VALDOC (teacher assessment process to determine the teaching capacity of the teaching staff, including incentives for researchers with high research performance).
Recruitment and Selection			
12. Recruitment	+/- Almost but not fully implemented	Although the university has established recruitment procedures (selection, contract and incorporation) it does not have a written document that contains the Open, Transparent and Merit-based Recruitment policy. In some calls associated to research projects, the recruitment calls require a specific qualification.	Define an open, transparent and merit-based strategy for the recruitment of researchers at the UMU. In particular, it will start by: - making the OTM-R recommendations available to evaluation committees for compliance https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf - extending the degree requirement to the corresponding academic level, in order to make the procedure more open (for example, include in the call if it is required to be predoc or postdoc).

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

6/20

			- improving the bases of calls for the hiring of personnel. - homogenizing the hiring model. - incorporating measures to verify compliance with existing regulations, especially those relating to "incompatibility" in courts/evaluation committees.
13. Recruitment (Code)	+/- Almost but not fully implemented	Although the university has established recruitment procedures (selection, contract and incorporation) it does not have a written document that contains the Open, Transparent and Merit-based Recruitment policy.	Define an open, transparent and merit-based strategy for the recruitment of researchers at the UMU. A document containing the UMU's Human Resources Recruitment Policy will be developed. The following concrete measures will also be taken: - Publication of some calls in Euraxess. - English version of the "Convocum" application. - Improve the description of working conditions and rights in the texts of calls that do not currently detail them. - Improve the webpage to make job offers more visible, with clear descriptions about what is required of potential candidates (including templates).
14. Selection (Code)	-/+ Partially implemented	The composition of the selection committees is limited by the Statutes of the University of Murcia as well as by the Collective Agreements (PAS and PDI). https://www.borm.es/borm/documento?obj=anu&id=744447 https://www.um.es/web/pas/normativa-pas https://www.um.es/documents/7232477/7267073/estatutos_um.pdf/2d03672f-203e-45f4-9c3c-fa63a1of83bf In these, there is no formal mechanism to ensure gender balance.	There is a possibility of appointing external experts as advisors, which is permitted by the general regulations in force (R.D 364/1995, of 10 March). In addition, priority will be given to the actions included in the UMU equality plan. https://www.um.es/u-igualdad/documentos/plan-igualdad.pdf

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN
7/20

15. Transparency (Code)	+/- Almost but not fully implemented	In certain calls for project staff, applicants are not given feedback about strengths and weaknesses after the evaluation process.	Communications will be made with the full result of the evaluations in all cases. The action plan will include the obligation to publish information on the selection process, selection criteria and career development perspectives in open access format in the open, transparent and merit-based recruitment policy document. The supervision and support of the Institution's legal services will be provided.
16. Judging merit (Code)	+/- Almost but not fully implemented	The UMU's own calls for proposals have an established scale approved each year by the Governing Council (https://www.um.es/web/planpropio/convocatorias/2018 The UM is a public entity that acts as a host institution for researchers selected and financed by different external committees and, therefore, our researchers must comply with the requirements included in each external call in which they participate. In spite of the above, in the calls for contracts associated to projects, the merits to be assessed do not have a standard scale.	For calls for contracts charged to projects, a general merit model will be established in a template format that can be downloaded by those responsible for the selection processes and which contemplates the aspects recommended in the code.
17. Variations in the chronological order of CVs (Code)	++ Fully implemented	The UMU is a public body which acts as a host institution for researchers selected and funded by different external committees and therefore our researchers should fulfil the requirements included in every external call in which they participate.	Selection processes do not penalise career interruptions or any other chronological variation in the curriculum vitae. These evaluations can be justified on the basis of the document: Letter of motivation presented by each candidate. In view of the results of the survey, the assumptions allowing for the consideration of interruptions in the research career without sanction will be broadened, including especially, stays in other sectors (industry/other academic sectors) and training, to adapt them to the current needs of the UMU.

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

8/20

18. Recognition of mobility experience (Code)	+/- Almost but not fully implemented	In general, mobility has a positive influence, although it is not explicitly valued in the merits of some of the calls published. In the scales of the PDI (Spanish acronym for teaching and research personnel) calls (Associate, Assistant, Contracted Doctor, etc.), predoctoral and postdoctoral stays in Research Centres of recognised prestige in the Area or similar are valued. The UMU is a public entity that acts as a host institution for researchers selected and financed by different external committees and, therefore, our researchers must comply with the requirements included in each external call in which they participate.	Inclusion of scales to value the mobility experience in the different calls to recruit researchers associated to research projects and other calls from UMU. In addition, it will be taken into account that all categories of teaching and research personnel are eligible for international mobility.
19. Recognition of qualifications (Code)	-/+ Partially implemented	While the university already assesses the merits of each of the candidates mentioned in point 16, including mobility, it is possible to improve the recognition of qualifications when the open, transparent and merit-based recruitment policy is completed. In addition, there is no Global Assessment Commission in the University, so it is necessary to develop a dossier that brings together the common general information to standardize the operation of the various existing commissions. The UMU is a public entity that acts as a host institution for researchers selected and funded by different external committees and, therefore, our researchers must comply with the requirements included in each external call in which they participate.	The first step towards reducing this gap will be to prepare a general dossier available to the different assessment committees, in order to provide the same initial information for all contracting processes. This will be expanded on in the document containing the UMU's open, transparent and merit-based contracting policy and contracting policy. Improvement of the document on "recommendations/good practices in the performance of the selection boards for official staff", which could be extended/adapted to the selection of staff assigned to research projects.

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN
9/20

20. Seniority (Code)	+/- Almost but not fully implemented	While the university already assesses the merits of each of the candidates mentioned in point 16, including mobility, it will be possible to improve the recognition of qualifications when the open, transparent and merit-based recruitment policy is completed. It should also be noted that UMU's own calls include measures that do not penalise interruptions in the CV.	Define and draft the open, transparent and merit-based recruitment policy document, incorporating recognition of candidates' qualifications, as well as the reputation of the institution where they acquired their previous merits. There will also be a wider scope of assumptions that allow for the consideration of interruptions in the research career without penalty.
21. Postdoctoral appointments (Code)	++ Fully implemented	The limit for these appointments is set by the General State Budget Laws corresponding to each annuity.	**Implemented**. Calls for postdoctoral contracts within the institution meet the conditions described in the principle. There is a paragraph in the call of the UMU Own Plan that addresses the duration of the postdoctoral researcher position, as can be seen at the following link https://www.um.es/web/planpropio/convocatorias/recursos-humanos/contratos-postdoctorales Postdoctoral calls are announced on the website with a description of the selection criteria for candidates. As an additional measure, the treatment given by the institution to postdoctoral researchers will be reviewed in order to unify and correct where necessary.
Working Conditions and Social Security			
22. Recognition of the profession	+ + Fully implemented		**Implemented.** The recognition of the profession derives from the generally applicable regulations that recognize researchers professional status in relation to their category, as well as their rights and duties: Law 14/2011, on Science, Technology and Innovation.

			R.D.L. 2/2015, of 23 October, approving the revised text of the Workers' Statute Law. R.D.L. 5/2015, of 30 October, approving the revised text of the Law on the Basic Statute of Public Employees.
23. Research environment	-/+ Partially implemented	The survey found that there is a large gap between the level of compliance with this principle and the level of relevance within the UMU research community. There is a lack of information regarding the reception of new researchers on campus and there is a need for greater facilitation of collaboration between groups and the formation of collaborative networks.	A catalogue of resources will be developed to provide updated and consolidated information on the services and facilities of the UMU. Sending a welcome email to new researchers who join the UMU. Preparation of a welcome pack for researchers, indicating the institutional norms together with their references and links. This information could be presented (in the form of a brochure or in digital format) to the researchers when they sign their contracts with the UMU. In addition to the catalogue described above, this pack will include other types of information, such as: -Code of good scientific practice: https://www.um.es/web/comision-etica-investigacion/codigo. - Health and Safety Committee of the University of Murcia: https://www.um.es/web/comite-seguridad-salud/ Organization of a Welcome Event for new researchers, where the information and services included in the Welcome Pack will be presented. Facilitate the creation of internal networks by categories of researchers (Ramón y Cajal, postdoc UM, Juan de la Cierva...) for communication among them.
24. Working conditions	+ + Fully impemented		The UMU applies the following legislation: Administrative (PAS) and teaching/research (PDI) staff union collective

| | | | agreements - where the working conditions of UMU employees are set out.

Even so, the flow of communication on the information provided to contractors and project managers on the different possibilities of conciliation (sabbatical year, family conciliation, reduction of working hours...) will continue to improve. This information would be included in the Welcome pack and in the HRS4R-UMU newsletter. |

| **25. Stability and permanence of employment** | -/+ Partially implemented | The survey has brought to light a great feeling of insecurity among researchers on temporary contracts. This insecurity in many cases stems from the resources of the particular project, as well as from the constraints imposed by existing recruitment legislation, which is restrictive in consolidating temporary posts due to the replacement rate decreed in national regulations. The UMU is governed by the following legal texts:
-Science Act (14/2011)
-State Budget Law regarding limitations on the replenishment rate. | A Research Career Development Service will be set up to help researchers plan, within the resources available at regional, national and international level, all those activities that help to achieve job stability both outside and within the academic environment.

A study and revision of the contracted researcher figures envisaged by the Science Law (14/2011) will be carried out with a view to possible application in the institution so that these figures complement the official researcher figures, with the final purpose of increasing the position of the institution in the competitive research rankings. |
| **26. Funding and salaries** | ++ Fully implemeted | | **Implemented.**
A well-defined table is available for all UMU researchers on the intranet, detailing salaries according to each professional category. These salaries are in accordance with the regulations in force.
Although the transparency portal includes the remuneration tables for civil servants in accordance with the State Budget Law plus the specific and productivity complements in force at the UMU, it would be desirable to publish specific tables of the cost of hiring temporary research personnel and applicable tables of personnel assigned to research projects, in accordance with the applicable Collective Bargaining Agreements of PAS or PDI.

https://www.um.es/web/transparencia/rrhh/pdi/retribuciones |

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN
12/20

27. Gender balance	-/+ Partially implemented	Despite the existence of an institutional regulation: https://sede.um.es/sede/normativa/plan-de-igualdad-entre-mujeres-y-hombres-de-la-universidad-de-murcia/pdf/101.pdf Gender balance is not taken into account either in the template or in the valuation commissions. According to what was detected in the survey, there are deficiencies in the application of the Equality Plan.	Inclusion of forecasts contained in the equality plan of the UMU. Gender balance in the evaluation and selection commissions: Include express provision in the calls: "in the composition of the Commission, a balanced composition between men and women will be sought, unless this is not possible for well-founded, objective and duly motivated reasons". This stipulation is already included in the calls for Associated PDIs. Ensure compliance with AXIS 4: ACCESS AND OBJECTIVE PROFESSIONAL PROMOTION 1: To achieve a balanced presence of IDP and SAP women and men at all professional levels and in the different areas of knowledge. OBJECTIVE 2: To guarantee equal opportunities for women and men of the PAS and the PDI in the processes of access and professional promotion in the UMU. Complete plan available at https://www.um.es/u-igualdad/documentos/plan-igualdad.pdf
28. Career development	- -Insufficiently implemented	The UM has already implemented regulations to ensure Career development, such as: - Code of good scientific practice: https://www.um.es/web/comision-etica-investigacion/codigo The survey showed that the research community understands this principle unsatisfactorily met in terms of its level of compliance and there is a difference of almost two points with the level of relevance that researchers give to this principle, which is one of the most serious gaps in this analysis.	The Career Development Strategy for researchers will be developed and implemented taking into account the different stages of the research career (R1-R4). The UMU is working on a Career Development Strategy for researchers. Although the policy has not yet been established, the document called Code of Good Practices of the International Doctoral School of the University of Murcia: https://www.um.es/documents/961502/966238/Codigo+Buenas+Pr%C3%A1cticas+EIDUM.pdf/5909df88-922d-4125-ade3-ec72a1d797a9 already envisages a framework for the coming years. As part of this strategy, recruitment opportunities for predoctoral and postdoctoral candidates will be identified at national, regional and international levels; the conditions of each type of contract offered will be described; the complementary conditions offered by the UMU will be described, if applicable (complementary salary, use of facilities, support personnel, accommodation in a university residence, etc.). All this information

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2: "Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

13/20

			will be housed in a visible website. It will be included as part of the strategy to improve communication about the support offered by the WP (Welcome Point) to national and foreign researchers who come to the UMU, at any stage of their career. This institutional commitment is one of the most demanded actions in the research community survey.
29. Value of mobility	+/- Almost but not fully implemented	An analysis of the UMU policies shows that mobility generally has a positive influence, although it is not expressly valued in the merits of some of the calls published. According to the scales of the PDI calls (Associate, Assistant, Contracted Doctor, etc.), predoctoral and postdoctoral stays in Research Centres of recognised prestige in the Area or similar are valued. According to what was detected in the survey, mobility does not score to date, researchers are in favour of demanding mobility in permanent positions, facilitating work in companies and improving the scales.	Inclusion of scales to value the mobility experience in the different calls to recruit researchers associated to research projects and other calls from UMU. The assessment of intersectoral and virtual mobility will be expressly included in the standard scales.
30. Access to career advice	- -Insufficiently implemented	The UMU has a vice-rectorate for Employment, Entrepreneurship and Society which is responsible for connecting the University with society through policies and programmes that establish networks of collaboration and dialogue with companies, institutions,	The Centre for Orientation and Employment (COIE) is part of this vice-rectorate and comprises an office of practices, an observatory of employment, an agency of employment, an office of entrepreneurship, an office to search for and advise on employment.

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN
14/20

		public administrations, the tertiary sector, associations and social agents. It also aims to bring reality closer to the classroom, so improving the learning process of students through programs of cooperation and interaction between teachers, students, former students, companies and institutions. Its functions also include improving the employability of students and promoting the culture of the Entrepreneurial University. https://www.um.es/web/vic-empleo/ Even so, the UMU does not have a Career Service, as is highlighted in the survey, but it is necessary for researchers to have access to professional guidance. In connection with Principle 28.	To publicize the work that this Service already provides to the research community, the services provided will be included in the quarterly Newsletter HRS4R-UMU. In addition, a Research Career Development Service will be set up to help researchers plan, within the resources available at regional, national and international levels, all those activities that help to achieve job stability both outside and within the academic environment. Different training courses focusing on career guidance will also be programmed. See also measures included in principle 28
31. Intellectual Property Rights	++ Fully implemented		**Implemented** The UMU Regulation of Technology-Based Enterprises and the Industrial Property Regulations, as last amended, have been in force since 12 May 2017 and 26 July 1995, respectively. The Regulations are formulated in accordance with Law 14/2011 on Science, Technology and Innovation, National and International Legislation on Patents and Law 10/2002, of 29 April, amending Law 11/1986, of 20 March, on Patents, for the incorporation into Spanish law of Directive 98/44/EC, of the European Parliament and of the Council, of 6 July, on the legal protection of biotechnological inventions. (BOE No. 103, 30 April 2002) The regulations is the result of the UMU's desire to promote knowledge creation activities in the university community and to encourage the active participation of University staff, as well as to establish mechanisms for the exploitation of the results of these activities (so strengthening the UMU's position as a leading institution in the generation of new business projects, as well as strengthening the results obtained within the framework of scientific, technical, humanistic or artistic collaborations with other public or private institutions). Although this principle is fully applied, it will continue to move forward with actions such as the following:

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

15/20

			- Incorporate knowledge related to IPR into UMU training throughout the research career. - Include internal rules on intellectual property rights in the welcome package for researchers.
32. Co-authorship	++ Fully implemented		**Implemented**. Code of Good Practice in Research and Scientific Publications: https://www.um.es/web/comision-etica-investigacion/codigo Progress will continue to be made in improving the communication of co-authorship processes at the UMU to respond to the demands highlighted in the research community participation survey.
33. Teaching	+/- Almost but not fully implemented	There is a perception that recognition must be better in terms of the time invested by specialists in the training of new researchers, as part of their teaching load. The general legislation applying restrictions to this principle is as follows: Royal Decree-Law 14/2012, of 20 April, on urgent measures to rationalise public expenditure in the field of education. Venia docendi concession regulations https://sede.um.es/sede/normativa/normativa-de-concesion-de-venia-docendi-/pdf/60.pdf	Communication about the courses will be improved via the following link: https://www.um.es/web/centrodeformacion/ where there are courses for researchers in training and teachers on teaching in different fields https://www.um.es/documents/316845/8158013/171220_PFC2018.pdf/391b2ae9-ad1d-4b09-9b37-bdd4-bdd4e17dfd69

34. Complains/ appeals	++ Fully implemented		**Implemented**. Although this is a weak point in the survey, the UMU currently has the following regulations in place to ensure compliance with this principle: Own regulations: University Ombudsman Regulations: https://www.um.es/web/defensor/contenido/normativa/reglamento General regulations: Article 46, Title VIII of Organic Law 6/2001, of 21 December, on Universities Article 39, Title IV of Law 3/2005, on Universities in the Region of Murcia Articles 12, 46 and 51 of the Student Statute Statutes of the University of Murcia (articles related to the Ombudsman) Nevertheless, the following improvement actions are proposed: - To implement an effective communication system that reaches all researchers through the UMU's website and distribution lists. - To propose a mediation figure, before the intervention of the University Ombudsman, to settle possible confrontations between doctoral students and tutors or thesis directors (Coordinator of Doctorate Programme, Doctorate Commission).
35. Participation in decision-making bodies	++ Fully implemeted		**Implemented**. The UMU has a Research Commission that acts as an advisory body for research and knowledge transfer at the UMU. It is presided over by the Vice-Rector for Research and Transfer, and its members are formed by the General

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2:
"Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

17/20

			Research Coordinator, the director of the Research Transfer Office (OTRI), a representative of each UMU teaching centre and the Head of the Research Area. More information at: https://www.um.es/web/vic-investigacion/contenido/vicerrectorado/estructura/comisiones/investigacion In addition, the following regulations can be consulted to ensure compliance with this principle: Governing Council https://www.um.es/web/consejo-gobierno/contenido/normativa University Faculty https://www.um.es/web/claustro/contenido/normativa Social Council. https://www.um.es/web/consejo-social/contenido/organizacion/pleno
Training and Development			
36. Relation with supervisors	+/- Almost but not fully implemented	Once the framework system has been established, management shortcomings can be observed. Among other aspects, there is a lack of agility in the monitoring process, which normally works but which bureaucratizes when it comes to filling in reports that are not really consistent with the actual monitoring and feedback process that occurs. One of the weak points highlighted by the survey is the importance of implementing a mentoring system.	A modification of the management software has been requested in order to make the monitoring of this aspect more agile and representative, including automatic alerts when the established criteria are not met. The solution lies not only in the software but also in a better articulation of the monitoring process through a possible system of tasks and milestones to identify and verify the supervision tasks. The Academic Committee of each doctoral program should regulate this relationship by establishing the minimum parameters to be met. To propose a mediation figure, before resorting to the University Ombudsman, to settl possible confrontations between doctoral students and tutors or thesis directors (Coordinator of Doctorate Programme, Doctorate Commission).

Estas actividades cuentan con la cofinanciación del Programa Operativo FEDER de la Región de Murcia 2014-2020, Línea de Actuación 2: "Asesoramiento, búsqueda de socios y financiación de Proyectos de I+D+i internacionales"- Línea de actuación ATRAE CMN

18/20

37. Supervision and managerial duties	+/- Almost but not fully implemented	Although this is the general trend, there are some cases where oversight and management tasks are not adequately performed.	Improved information to doctoral students on their rights and obligations in relation to their tutors. Dissemination of the C&C among researchers and indication of how they are managed at the UMU. Clarification and awareness-raising for tutors and directors regarding their role both from a scientific and professional point of view and the need to create constructive and positive relationships with junior researchers. Proposal for the creation of an Advisory Board made up of prestigious experts in the different areas who will act as mentors or consultants for the different doctoral programmes.
38. Continuing Professional Development	+/- Almost but not fully implemented	Doctoral students have access to transversal and specific training within their doctoral programme and in many cases funding to attend congresses and conferences to complete their training. However, off-site training is very limited. In addition, there is a lack of transversal training in soft skills, such as leadership, project management, technology transfer, communication, etc. For senior researchers the UMU offers courses and conferences, as well as the possibility of attending congresses and conferences, both within and outside the institution. However, in both cases, the offer of training in some specific aspects of research seems limited, as do the funding and time to carry it out.	The training offer for doctoral students at the UMU is being redesigned to include better coordination between courses, an enhanced offer and a commitment to online training. It has been proposed that in the next few years the training offer should be entirely in English. Talks are also being held to seek synergies and make a coordinated offer of training with other national and international universities.
39. Access to research training and continuous development	-/+ Partially implemented	Despite what was stated in point 38, the effectiveness of these measures in improving competences, skills and employability, especially for researchers who have passed their initial stage of training, is very limited. It can only be understood that a measure of this effectiveness is established in those researchers who undergo accreditations or competitive examinations.	The UMU is in the process of improving its training offer for researchers. To this end, it has launched a campaign to detect the needs of researchers. Actions for non-doctoral researchers do not fall within the competence of EIDUM. It would be desirable to establish these actions within the training of the UMU to envisage continuous development plans for researchers.

40. Supervision	+/- Almost but not fully implemented	The UMU assigns a tutor and at least one director to each doctoral candidate. These must be clearly identified doctors who guide and supervise the training of the new researcher. In order to be a tutor, it is necessary to have at least one six-year period of research as guarantee of scientific level and experience. However, it is important to guarantee that tutors and directors have the time and dedication necessary to provide the researcher with adequate support during the working time.	The UMU is studying measures to guarantee recognition of the work of supervising and directing doctoral theses, to ensure that tutors and directors have the time and dedication necessary to offer the researcher the appropriate support during the working time. A Reception Plan will be developed that includes the figure of the tutor and a help guide, with all the steps of the procedure to be followed by researchers who join the university.