Work document
HRS4R Strategy
of the University of Zaragoza

October 2024

University of Zaragoza

HRS4R strategy

Introduction

The "Human Resources Strategy for Researchers" or HRS4R encourages research institutions and funding organizations in applying the **Charter and the Code (C&C)** in their policies and practices. The application of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers by research institutions makes them more attractive to researchers looking for a new employer or a host for their research project. This is why the University of Zaragoza has applied for, achieved and intends to maintain, through a continuous effort in its human resources-related actions, the 'HR Excellence in Research Award' label. The HRS4R strategy is ultimately part of a process of continuous improvement that requires the **involvement** of the institution's researchers for the proper **implementation** of **action plans** that must be **based on evidence** obtained from **gap analysis** and be ambitious and consistent with the institution's own policy, adapting to current legislation and operations. The University of Zaragoza, from its management to many of their researchers, is fully committed to develop and implement its own HRS4R strategy.

In this document we present the main documents that were obtained in the data obtention (by means of meetings and the survey, which finally responded 943 researchers), analysis of strengths and weaknesses, action plan (including quantitative indicators), implementation of the strategy and OTM-R policy.

The objective is to fulfill one of the main objectives of the HRS4R strategy: to **disseminate the strategy among the University research community** and make them aware of the lines of actuation of the University of Zaragoza in this field and why they have been chosen.

The HRS4R is not a closed strategy, and the document here presented is an evolving working document because the strategy cannot be monolithically closed. The Technical Committee, which is the working group in our University related to the HRS4R strategy, is open to receive any kind of suggestions related to the C&C principles development and improvement. For any proposal contact the HR representative in your Research Institute or reach us through the web page or email hrs4r@unizar.es

Contents

A. Gap analysis - survey

This document describes the methodology used for the internal analysis of our institution based on the collection of data and then assess our strengths and weaknesses as an outcome of the implemented actions. Therefore, the methodology used to implement the study is based on the design and analysis of the next actions:

1. Meetings to collect qualitative data.
2. Questionnaire to collect quantitative data

In order to conduct this internal assessment, UNIZAR has invited and encouraged all researchers to participate in these actions designed to obtain reliable data and that have been carried out in the last months by the HRS4R Technical Committee of our University. This group is composed by members of the UNIZAR Governing Board, members of the Research and Human Resources managing areas of the University and also involves representatives of all areas of the research community such as all researcher stages (R1, R2, R3, R4) and representatives of the University Research Institutes.

1. Meetings to collect qualitative data.

RESEARCHERS MEETINGS

During the months of March and April 2024, a series of talks were held on the different campuses of the university, with the aim of raising awareness of the strategy among researchers.

The meetings were held on 12th (Sciences Faculty), 14th (Humanities Faculty), 18th (Economics Faculty), 21th (Medical Faculty), 22th (Veterinary Faculty), 25th of March (Engineering School), and 30th of May (Huesca Campus) and 3rd of June (Teruel Campus). They were published and announced in the University daily bulletin (meetings on the UNIZAR HRS4R Strategy) and sent also by mail through the HR delegates of the different University Research Institutes, in order to extend the invitation to more researchers and encourage their participation.

In the meetings, The Vice-Rector for Science Policy, Rosa Bolea and the Responsible for International Research Projects of the University, Juan Ignacio Garcés, reviewed the HRS4R implemented strategy in UNIZAR, the actions implemented since 2017 were exposed and justified, and key information about the reports sent to the European Commission (EC) and future actions expected to be carried out shortly. Subsequently, the researchers were informed of the results obtained and of the suggestions and recommendations made by the self-assessment of the HRS4R strategy of the University of Zaragoza and which are included in the revision of the Consensus Report issued by the EC External Evaluation Panel in 2023. It was also provided information about the recommendations made by the EC (monitoring systems, improvement of UNIZAR's internal communication regarding the HRS4R strategy, etc...) reported in 2023 and evaluated by the EC in the site-visit audit carried out in 2023. Finally, researchers were asked to give their opinion and feedback about the action plan exposed and about the 40 C&C Principles.

Some of the main questions and concerns raised in the meetings, revised by the task team group, were discussed in the Technical Commission. Many of them referred to researchers' lack of knowledge about the HR Strategy, but other proposals were also suggested:

- Communication channels at the University have to improve. There is too much information daily, and it is difficult for the researchers to know what is important. Particularly it was mentioned lack of information about training courses of the CIFICE or difficulty to reach R1 researchers.
- Information on the strategy should be included in the welcome package for new recruits when the contract is signed, so that they are informed about the HR strategy from the first moment they join the university. There is a proposal to build an improved welcome package.
- Emphasise the benefits of the HRS4R quality label for participating in national and European projects. De-link it from the institutional impact and transfer it to the personal impact and that of their research teams.

- The creation of standard paragraphs for researchers to use in their projects is seen as a good practice. On the code of ethics, equality plan, HR strategy, etc...
- It is needed more information about the professional career at UZ, it is not clear where to get information, especially N3-N4 researchers (R1) don't know how to follow their career path or what steps to take.
- There is a difficulty for R2 to develop their career to achieve a R3 certification, mainly because it is difficult to demonstrate independence and leadership, which is challenging by being a contracted researcher. There should be some mentoring, documentation or training to help them. It was also proposed to have an advisory group for R2 researchers.
- There is a clear problem with the deadlines for the publication of the calls and recruiting times. There is a proposal to announce these calls for applications earlier to give more publicity and so that more people can apply and make a pre-selection. It is also proposed to hold workshops or talks on how to publish on the Euraxess website, as it is a free access platform where the institutes can publish freely.
- Difficulty of attracting and retaining talent with current salaries, there is a proposal to be able to pay bonuses outside these salary scales to retain and attract talent [it is now permitted in some contracts].
- The application SIGMA for doctoral management is not in English, there should be some help. Some other documents should be in English.
- It is proposed to leave a 'free text' box in the survey

All these comments were considered for the gap analysis and consequent action plan. Some of them have been even taken into account as actions currently performed.

2. Questionnaire to collect quantitative data

Survey participation

In order to know the opinion of the researchers of the University of Zaragoza (UNIZAR) on the Human Resources Strategy (HRS4R) of UNIZAR, the Vice-Rectorate for Science Policy of the University elaborated a survey following the principles of the Internal Analysis proposed by the European Union. All researchers were informed of UNZAR's interest in obtaining the European Commission's recognition for Human Resources Excellence in Research and of the importance of their participation in the survey.

Researchers involved:

- Pre-doctoral researchers, contracted N4 and N3 (R1)
- Post-doctoral researchers (Contracted N1-N2, and Juan de la Cierva) (R2).
- Recognised researchers (Contracted Research Doctors, Marie Curie and Ramón y Cajal) (R3)
- Tenured Lecturers, Contracted Doctoral Lecturers, Assistant Lecturers and Full Professors (R4)

The survey remained open for 6 weeks, from 6 May to 14 June. During this period, the Vice-Rector's Office sent reminders to the different research groups via e-mail lists created for this purpose and on Social Media (web, Linkedin and X (Twitter)). The iunizar Bulletin published a news item on the start of the survey on 7 May.

The 46 questions of the survey were grouped into 5 Blocks: 1. Ethics, Integrity, Gender, and Open Science, 2. Research Evaluation, Hiring, and Progression, 3. Conditions and Work Practices, 4. Research Career and Talent Development y 5. HRS4R Strategy at UNIZAR. The level of satisfaction with the questions could be rated on a scale of 1 to 4, where 1=strongly disagree and 4=strongly agree, NS/NC (don't know/no answer). The questions responded to the 40 principles of the C&C, as it was based on the first survey that was performed in our University in 2017, but also included some questions related to new interests as Open Science or Diverse research career recognition.

Of the 3331 UNIZAR researchers, a total of 943 responded to the survey. Number of respondents by type of researcher:

- Category R1: 108 respondents/434 listed (25%)
- Category R2: 68 respondents /381 listed (18%)
- Category R3: 24 respondents/99 listed (23%)
- Category R4: 743 respondents/2417 listed (32,5%)

The overall response rate was 28.30%, with quite high percentage for R4 researchers, and a slightly lower percentage for the rest, being R2 researchers the lowest percentage. Last survey, performed in 2017, had around 500 responses for a similar number of researchers.

Questionnaire

The University of Zaragoza (hereinafter UNIZAR) obtained recognition from the European Commission in 2017 for "HR Excellence in Research-HRS4R" (Human Resources Strategy for Researchers). This distinction identifies universities and institutions that generate and support a stimulating and favourable environment for research. Since then, UNIZAR has implemented various measures to improve working conditions for research staff.

Within the framework of renewing the **Human Resources Strategy for Researchers** (HRS4R) seal by our university, a survey has been prepared by the Vice-Rectorate for Scientific Policy **aimed at all research staff** to gather their opinions on the HRS4R Strategy at UNIZAR.

The survey is confidential and consists of 46 questions covering the entire range of human resources established in the researcher's charter and code, including questions about awareness of the strategy at UNIZAR. It should not take more than 15 minutes.

It should be mentioned that we have started to adapt the survey to the new European Charter. The questions were about the 40 principles, but they have ordered in the new areas and some questions about Open Science or Integrity in Research have been incorporated to the survey.

Please rate your level of satisfaction with the following aspects on a scale of 1 to 4, where 1=strongly disagree and 4=strongly agree, NS/NC (don't know/No answer).

Ethics, Integrity, Gender, and Open Science

1. **Research Freedom**. Researchers freely direct their research, within any limitations that may arise. 1 2 3 4 NS/NC
2. **Ethical Principles**. Researchers are aware of the ethical code of the University of Zaragoza and adhere to ethical norms documented in national, sectoral, or institutional ethical codes. 1 2 3 4 NS/NC

3. **Professional Responsibility**. Researchers strive to ensure that their research is relevant to society. 1 2 3 4 NS/NC
4. **Professional Attitude.** Researchers are aware of potential funding mechanisms and obtain necessary permissions while keeping UNIZAR informed of any project changes. 1 2 3 4 NS/NC
5. **Research Integrity**. Researchers commit to integrity in their research processes, while UNIZAR promotes a culture of research integrity through specific rules and procedures. 1 2 3 4 NS/NC
6. **Research Integrity**. Researchers funded by public funds adhere to principles of competition, transparency, and efficiency in management. 1 2 3 4 NS/NC
7. **Good Research Practices**. Researchers adopt safe working methods to safeguard health and safety. 1 2 3 4 NS/NC
8. **Diversity.** UNIZAR encourages diversity in research and does not discriminate against researchers based on gender, age, ethnicity, nationality, religion, political opinion, etc. 1 2 3 4 NS/NC
9. **Sustainability**. UNIZAR has a culture supporting sustainability, including in research. 1 2 3 4 NS/NC
10. **Gender Equality.** UNIZAR has a Gender Equality Plan and promotes gender equality in research. 1 2 3 4 NS/NC
11. **Open Science**. UNIZAR promotes Open Science and has specific policies for its development. 1 2 3 4 NS/NC

Research Evaluation, Hiring, and Progression

12. **Hiring.** UNIZAR has established open and transparent hiring procedures based on the merits of the candidates. 1 2 3 4 NS/NC
13. **Selection.** UNIZAR involves specialists from diverse areas of expertise and competence in candidate selection committees. 1 2 3 4 NS/NC
14. **Transparency.** Candidates are informed before the selection about the process and selection criteria. 1 2 3 4 NS/NC
15. **Merit Assessment.** Various merits such as scientific production, teaching, transfer, management, and dissemination are qualitatively evaluated during the selection process. 1 2 3 4 NS/NC
16. **Merit Assessment.** UNIZAR uses evaluation criteria adapted to the different research areas and types of hiring. 1 2 3 4 NS/NC
17. **CV Chronology Variations**. Interruptions in the researcher's professional career are considered part of professional evolution without penalization in the selection process. 1 2 3 4 NS/NC
18. **Mobility Recognition.** UNIZAR considers mobility (geographical, interdisciplinary, or intersectoral) a valuable contribution to professional development. 1 2 3 4 NS/NC
19. **Qualifications Recognition**. UNIZAR appropriately values and evaluates the academic and professional qualifications of researchers. 1 2 3 4 NS/NC
20. **Professional Career.** UNIZAR recognizes the development of the researcher's professional career. 1 2 3 4 NS/NC
21. **Co-authorship**. UNIZAR ensures that researchers of all levels have their rights recognized in co-authorship of research results. 1 2 3 4 NS/NC

Conditions and Work Practices

22. **Professional Recognition.** UNIZAR recognizes all levels involved in the research career (from postgraduate). 1 2 3 4 NS/NC

23. **Research Working Environment**. UNIZAR fosters research and learning with resources and opportunities. 1 2 3 4 NS/NC
24. **Working Conditions.** UNIZAR offers flexibility to researchers to balance professional and family life to ensure scientific success. 1 2 3 4 NS/NC
25. **Working Conditions**. UNIZAR provides disability support to ensure scientific success. 1 2 3 4 NS/NC
26. **Employment Stability.** UNIZAR strives to improve researchers' job stability. 1 2 3 4 NS/NC
27. **Funding and Salaries**. UNIZAR ensures researchers enjoy appropriate economic conditions and social coverage. 1 2 3 4 NS/NC
28. **Postdoctoral Appointments.** UNIZAR has clear rules on hiring postdoctoral researchers with the aim of gaining experience for career development. 1 2 3 4 NS/NC
29. **Access to Career Guidance**. UNIZAR offers career guidance to researchers at different stages. 1 2 3 4 NS/NC
30. **Dissemination and Exploitation of Results**. Research results are disseminated and exploited through open access communications or commercialization. 1 2 3 4 NS/NC
31. **Intellectual Property Rights.** UNIZAR ensures proper protection of intellectual property rights for R&D results. 1 2 3 4 NS/NC
32. **Complaints.** UNIZAR has established appropriate complaint channels (e.g., Ombudsperson) to assist all researchers in conflict resolution. 1 2 3 4 NS/NC
33. **Participation in Decision-Making Bodies.** UNIZAR allows researchers to participate in the institution's information, consultation, and decision-making groups. 1 2 3 4 NS/NC
34. **Public Commitment**. UNIZAR encourages research activities and results to be disseminated for society's knowledge. 1 2 3 4 NS/NC

Research Career and Talent Development

35. **Diverse Research Career Assessment.** UNIZAR takes into account the diversity in researchers' professional careers and promotes a culture of diversification for better professional development of young researchers. 1 2 3 4 NS/NC
36. **Professional Development**. UNIZAR has a strategy to support the professional development of researchers. 1 2 3 4 NS/NC
37. **Teaching.** UNIZAR values teaching as an asset within the researchers' professional career. 1 2 3 4 NS/NC
38. **Relationship with Supervisors**. Predoctoral researchers maintain continuous and structured relationships, including regular meetings, with their thesis supervisors. 1 2 3 4 NS/NC
39. **Supervision and Management Tasks.** Senior researchers facilitate knowledge transfer and the career development of novice researchers. 1 2 3 4 NS/NC
40. **Continuous Professional Training.** Researchers at all levels have the opportunity for continuous training in aspects related to their work. 1 2 3 4 NS/NC

**HRS4R Strategy at UNIZAR**

41. Are you familiar with the Human Resources Strategy for Researchers (HRS4R) strategy of the European Commission? Yes No
42. Were you aware that the University of Zaragoza had been awarded the HR Excellence in Research seal by the European Commission? Yes No
43. During the year 2024, the Technical Committee monitoring the HRS4R Strategy at UNIZAR organized meetings with researchers to provide updates on the strategy's status, address their concerns, and gather suggestions related to their research career

(hiring, training, working conditions, and ethical and professional aspects). Please rate UNIZAR's initiative in convening these meetings. 1 2 3 4 NS/NC
44. If you attended, please rate your level of satisfaction. 1 2 3 4 NS/NC
45. In your work environment, do you believe that the implementation of the HRS4R Seal at UNIZAR has had an impact? 1 2 3 4 NS/NC
46. Suggestions. Please feel free to include any comments or suggestions regarding the HRS4R strategy at the University of Zaragoza or any related aspects.

Here, we summarize the main conclusions of the results of the survey:

- The first block, **"Ethics, integrity, gender and open science"**, obtained an overall average of **3.59**, which shows that in this section the university is aligned with European principles, mainly highlighting research integrity, diversity and freedom of research.
- The second block, **"evaluation of research, recruitment and progression"**, has an average score of **3.41**, with transparency being the most highly rated section.
- The third block, **"working conditions and practices"**, has an average score of **3.2**, highlighting the recognition of the profession and public commitment and the need to improve, through appropriate actions, employment stability, funding and salaries and access to career guidance. The most critical researchers for these issues were the R3 researchers, so it will be necessary to identify their shortcomings to improve their conditions.
- The fourth block, **"research career and talent development"**, has an average score of **3.23**, with some concerns about the professional development of the researchers.
- The fifth block **"HRS4R strategy in Unizar"**, has an average of **2.44**. Please, take into account that this average is reduced due to the fact that questions 41 and 42 do not have actually these values, as they are YES/NO questions, and the system has returned a number 1 for YES and number 2 for NO. Therefore, question 41, asking about the knowledge of the HR strategy has a 40% YES and 60% NO response. Question 42, about the knowledge of the HR label in our institution has a ~50%-50% YES/NO response. In any case, the knowledge of the strategy is still very low and, for this reason, it is necessary to continue implementing communication actions to improve the knowledge of the strategy to researchers and the university in general. It should be noted that now, at least, one third of the researchers of our University are well aware of the HRS4R strategy through the participation in the survey, which has been a very good starting point for raising the awareness on these issues. Moreover, those who attended the planned talks were highly satisfied.

We can see the results more in deep through the next figures. The first one shows the raw results, the second one indicates those questions that need attention：
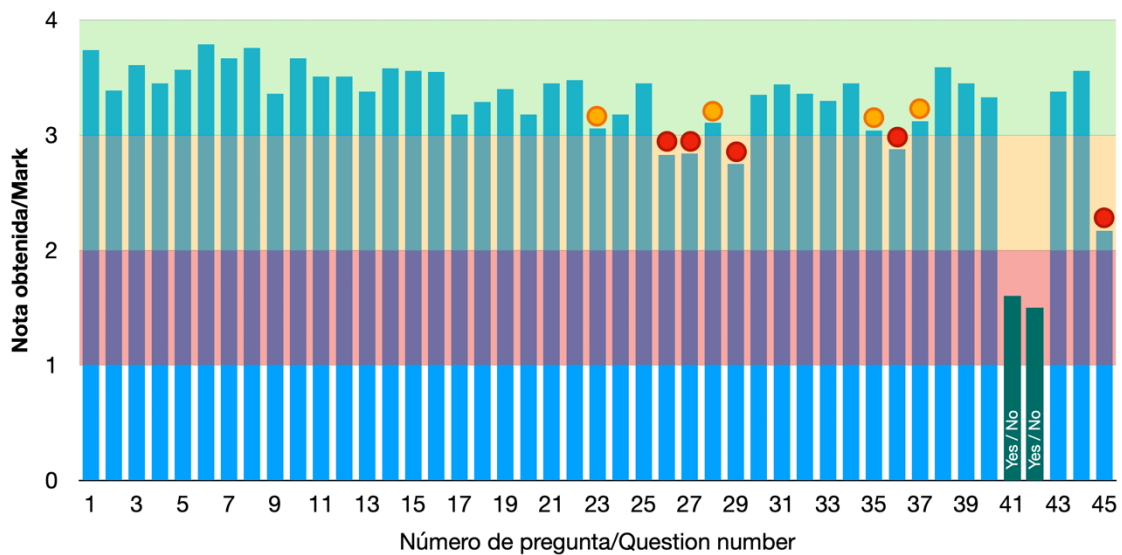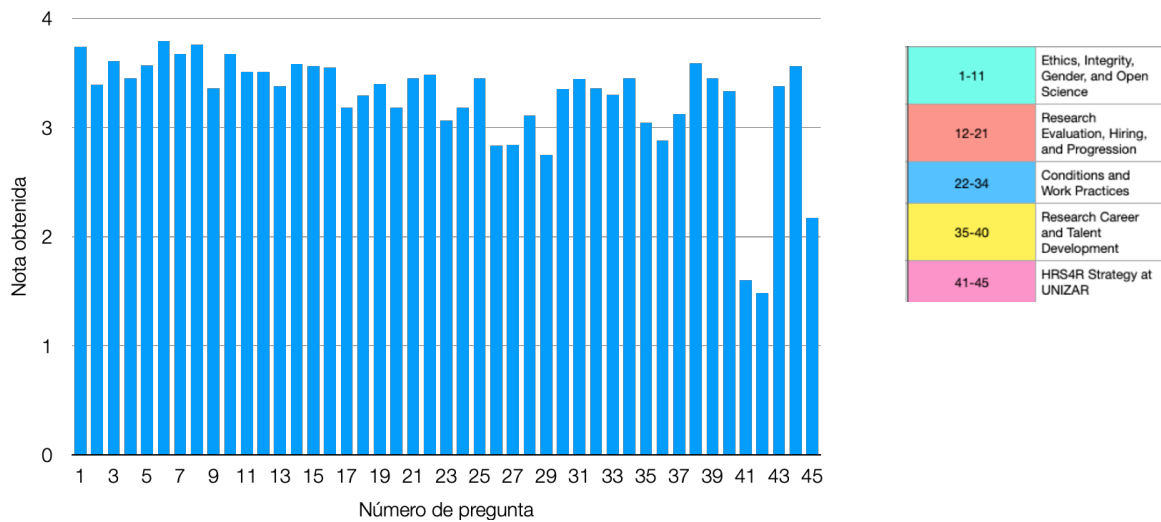
Despite the good overall qualification in the questions, there are some gaps to be analyzed that are to be included in a new action plan.

As it was mentioned above, we have to look deep in question 23, questions 26 to 29 and 35 to 37. These corresponds to specific aspects in the conditions and work practices, research career and talent development. Respect to questions 41 to 45, they are questions about the knowledge of our researchers of the HR strategy. Please, note that questions 41 and 42 are YES/NO questions, so the qualification is not real. However, question 45, related to the opinion about the impact of the HRS4R strategy in the work of the researchers, has a response that shows that this is clearly an improvement area.

There are also some questions with a high percentage of NS/NC responses (higher than 15%). These are specifically questions 17, 21, 25, 28, 29, 31, 32, 33, 35 and 45. These questions are pointing to areas that would be interesting to focus when disseminating the strategy among the researchers.

Extended results

Ethics, Integrity, Gender, and Open Science

1.Research Freedom. Researchers freely direct their research, within any limitations that may arise.

Average rating: <mark>3,74</mark>   <mark style="background-color:red">(1-2)</mark> <mark style="background-color:yellow">(>2<3)</mark> <mark>(3-4)</mark>
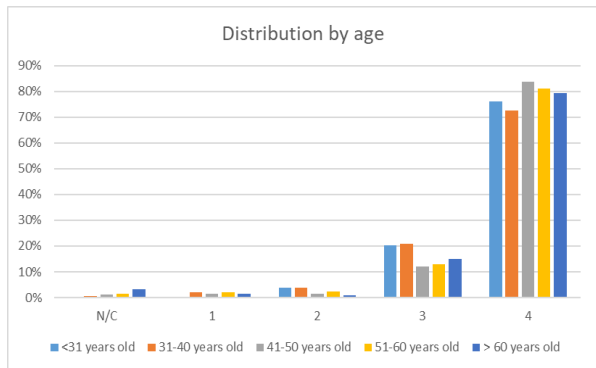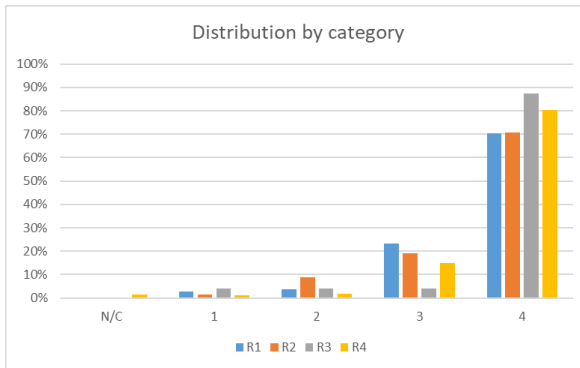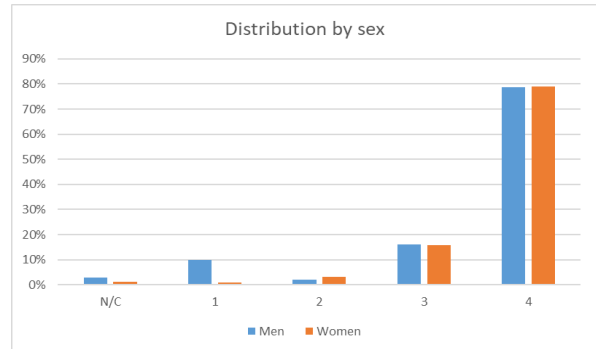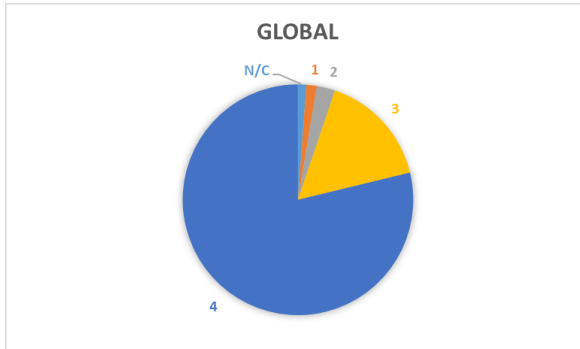

2.Ethical Principles. Researchers are aware of the ethical code of the University of Zaragoza and adhere to ethical norms documented in national, sectoral, or institutional ethical codes.

Average rating: <mark>3,39</mark>   <mark style="background-color:red">(1-2)</mark> <mark style="background-color:yellow">(>2<3)</mark> <mark>(3-4)</mark>
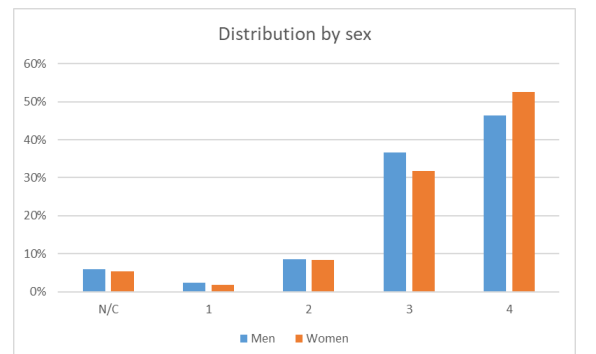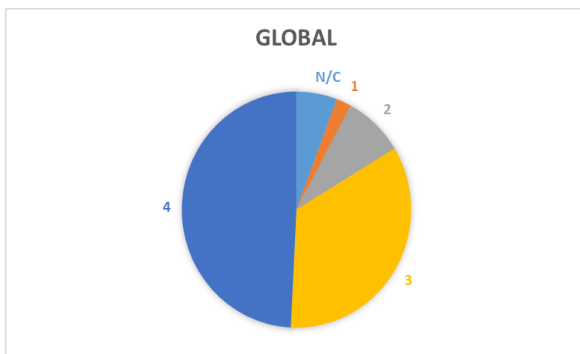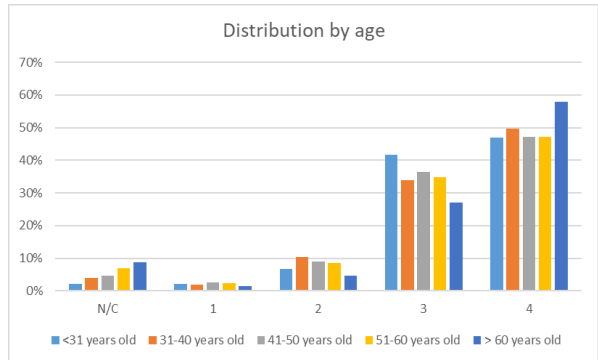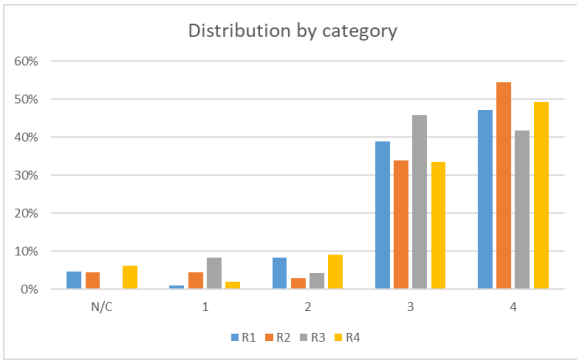
Distribution by category

Distribution by age

3.Professional Responsibility. Researchers strive to ensure that their research is relevant to society.

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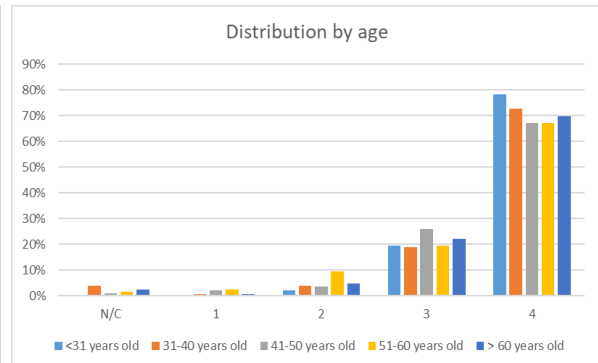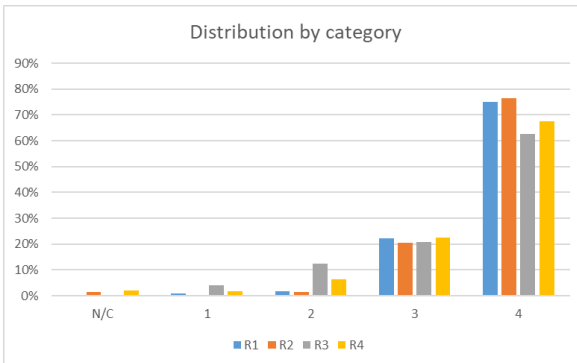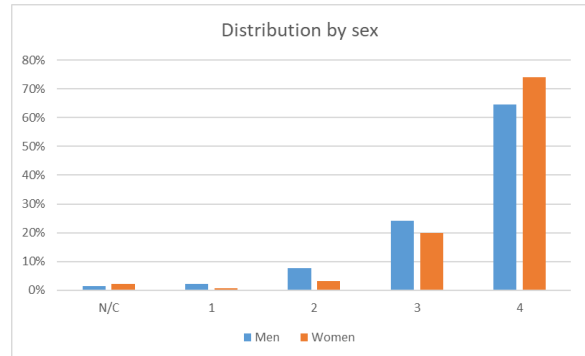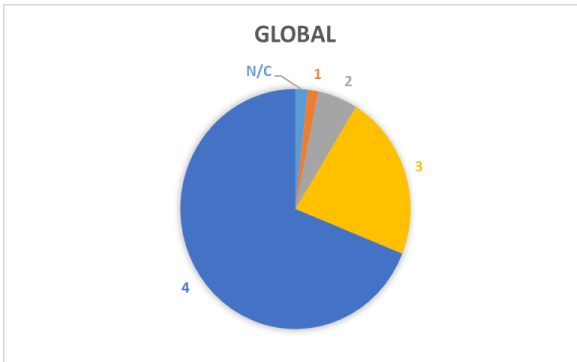
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Distribution by sex

Distribution by category

Distribution by age

4.Professional Attitude. Researchers are aware of potential funding mechanisms and obtain necessary permissions while keeping UNIZAR informed of any project changes.
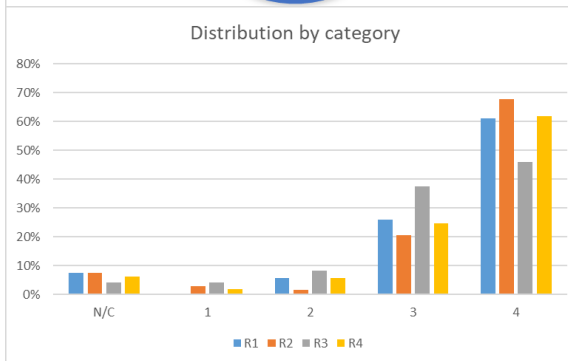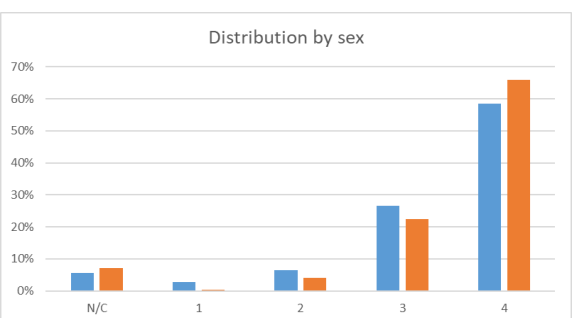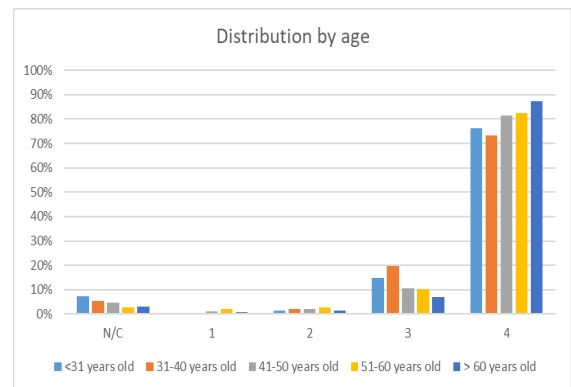
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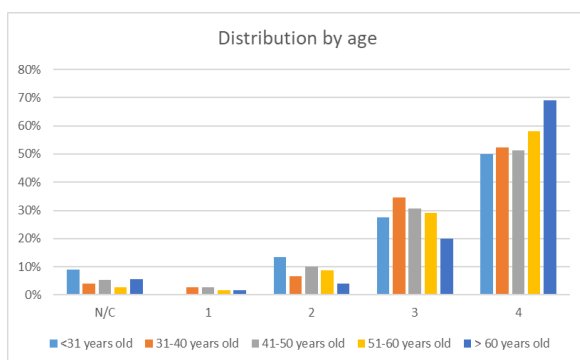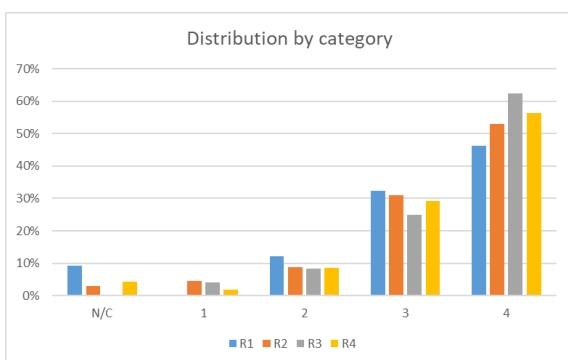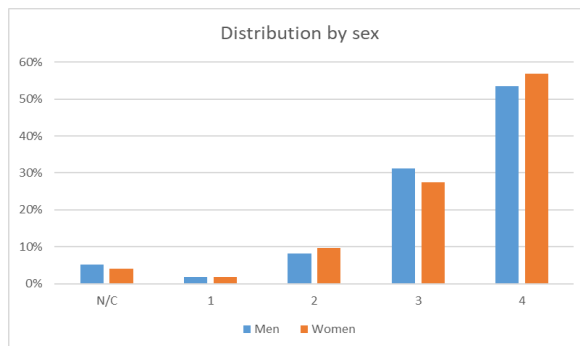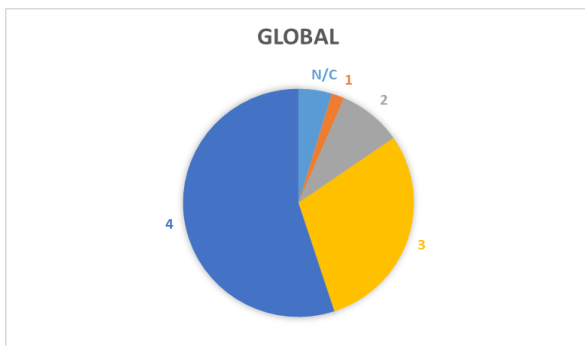
5.Research Integrity. Researchers commit to integrity in their research processes, while UNIZAR promotes a culture of research integrity through specific rules and procedures.
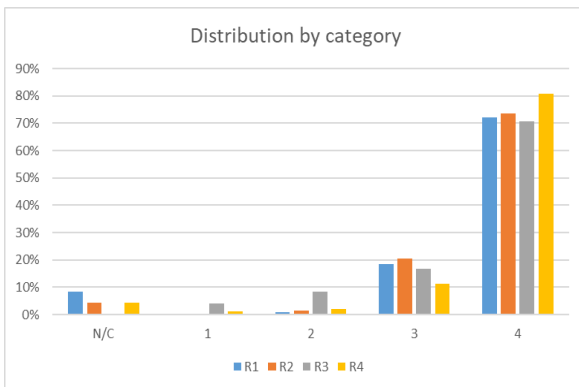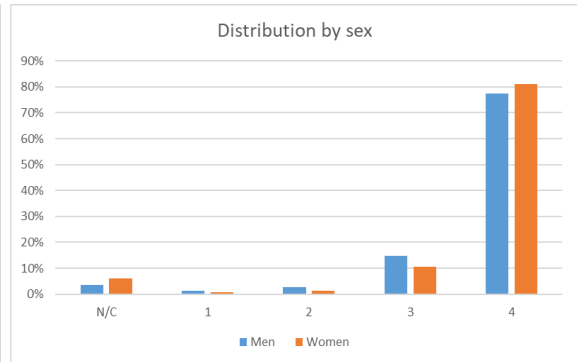
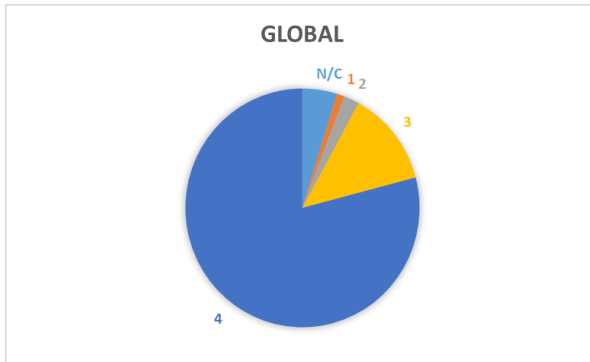Average rating: 3,57   (1-2) (>2<3) (3-4)
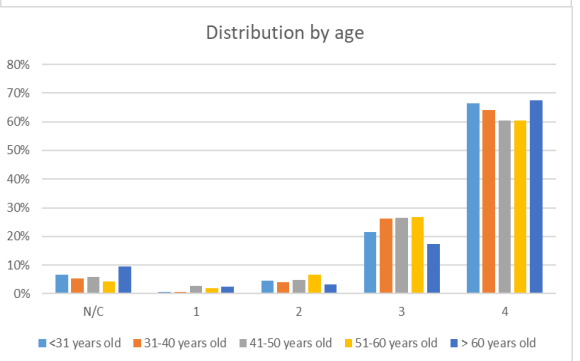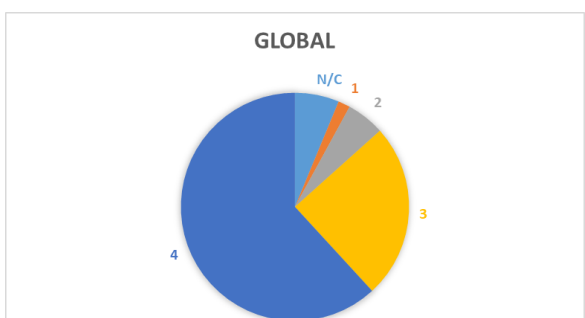
6.Research Integrity. Researchers funded by public funds adhere to principles of competition, transparency, and efficiency in management.
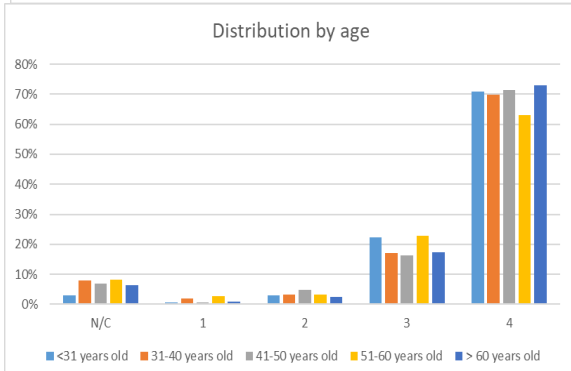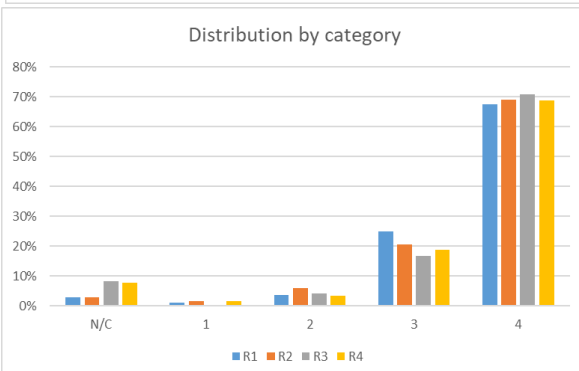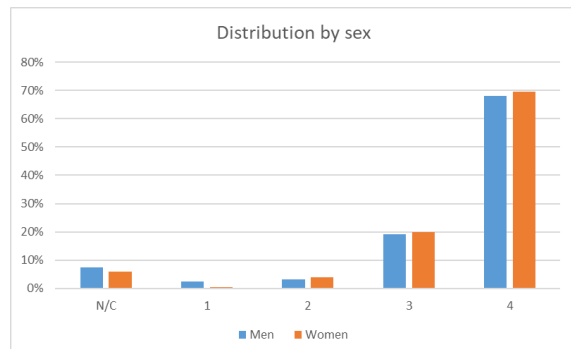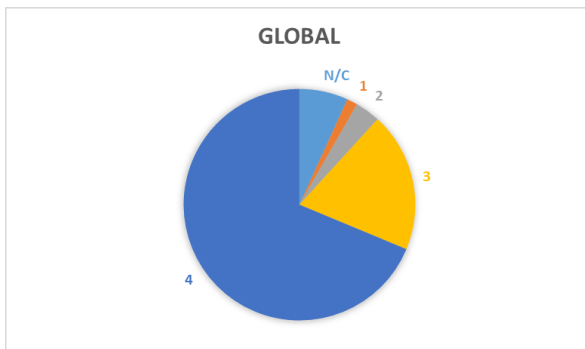
Average rating: 3,79   (1-2) (>2<3) (3-4)

7.Good Research Practices. Researchers adopt safe working methods to safeguard health and safety.
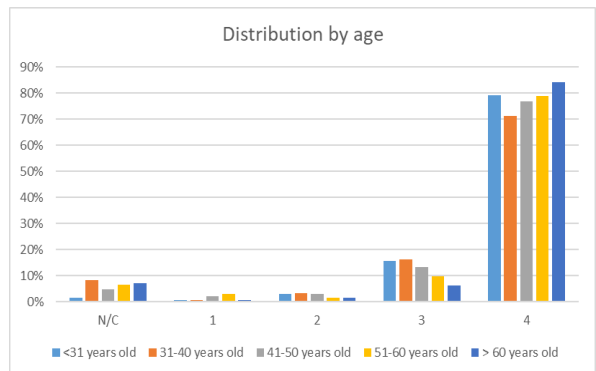
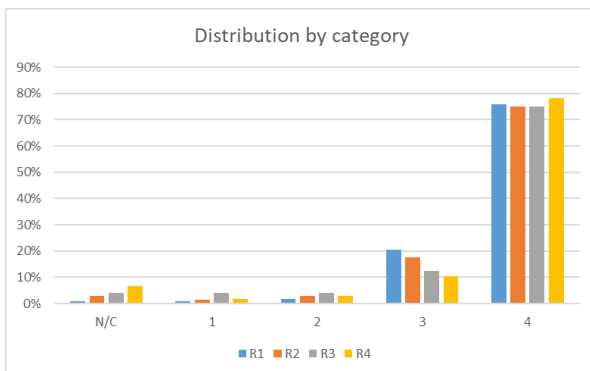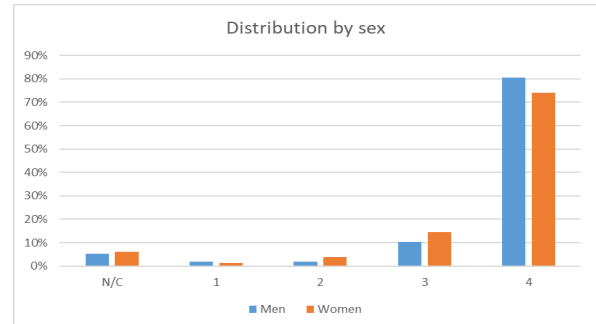Average rating: 3,67   (1-2) (>2<3) (3-4)

8.Diversity. UNIZAR encourages diversity in research and does not discriminate against researchers based on gender, age, ethnicity, nationality, religion, political opinion, etc.

Average rating: 3,76   (1-2) (>2<3) (3-4)
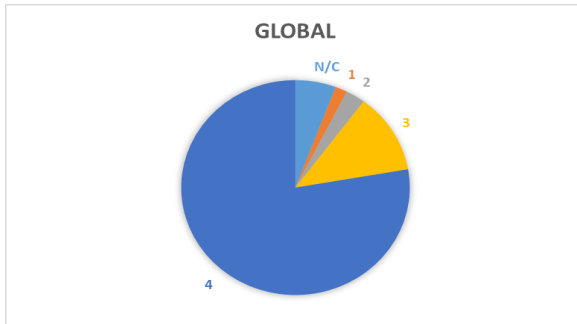
9.Sustainability. UNIZAR has a culture supporting sustainability, including in research.

Average rating: 3,36   (1-2) (>2<3) (3-4)
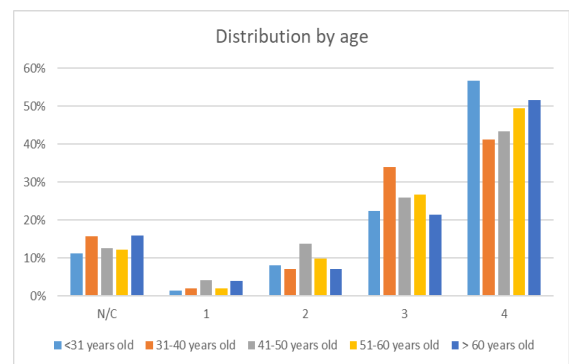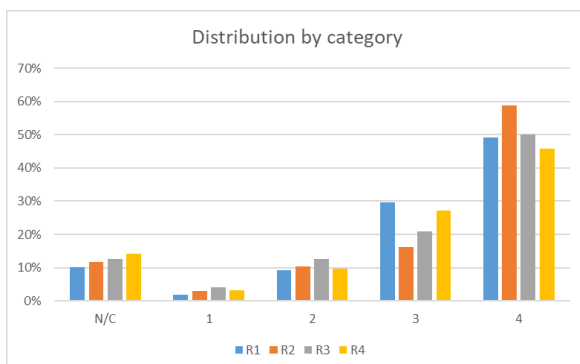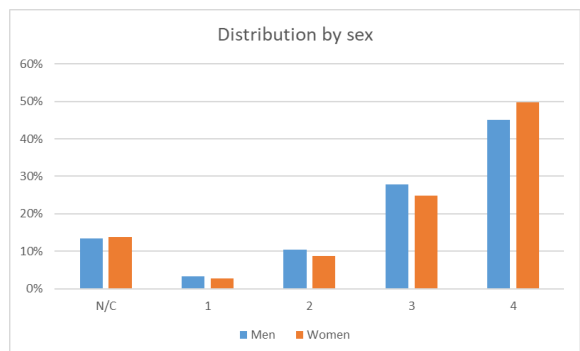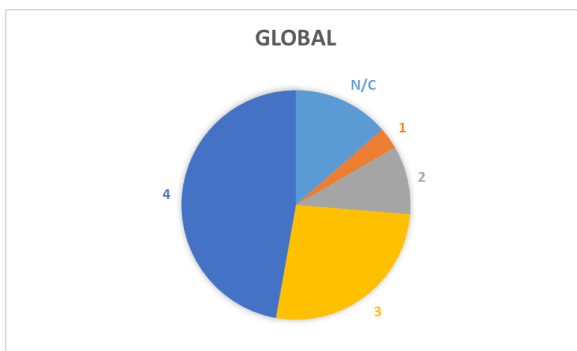
10. Gender Equality. UNIZAR has a Gender Equality Plan and promotes gender equality in research.

Average rating: 3,67   (1-2) (>2<3) (3-4)
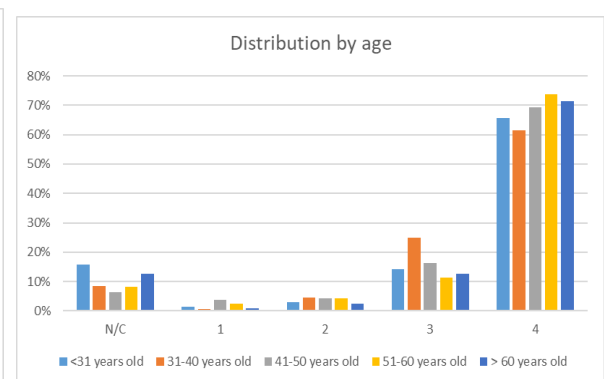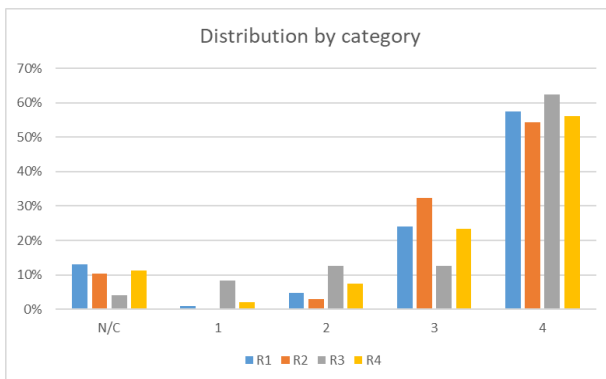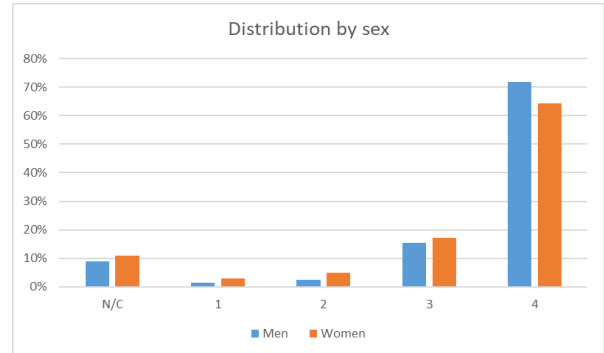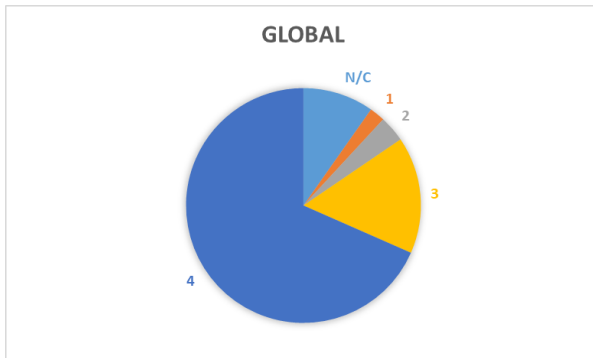
11. Open Science. UNIZAR promotes Open Science and has specific policies for its development.

Average rating: 3,51   (1-2) (>2<3) (3-4)
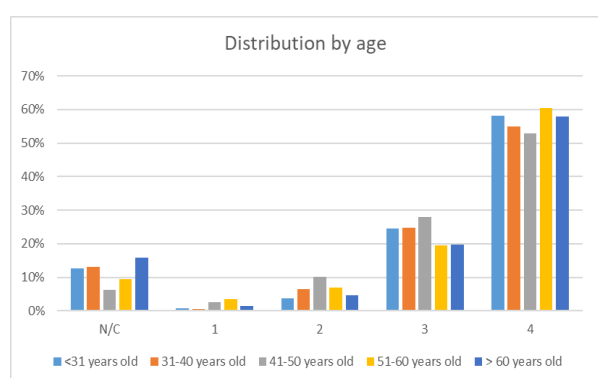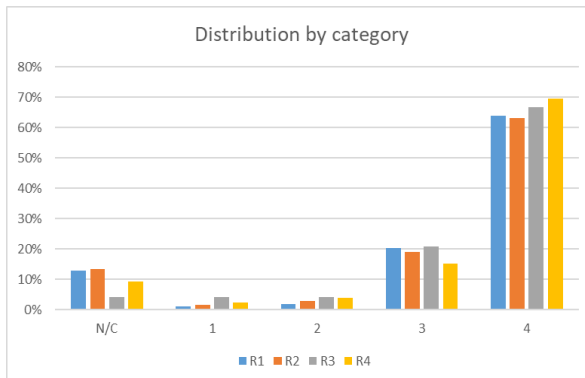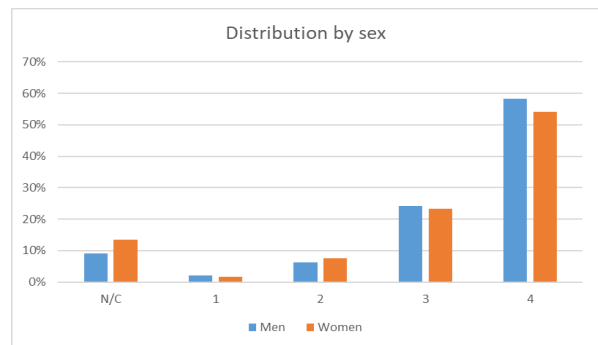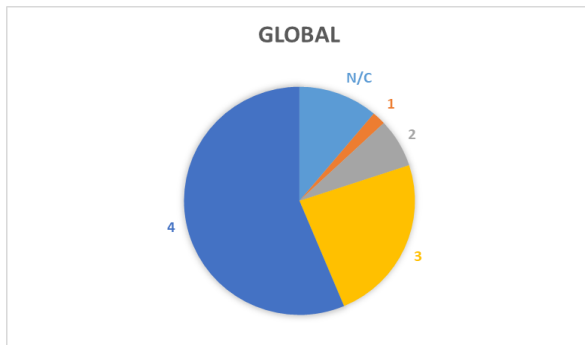
Research Evaluation, Hiring, and Progression

12. Hiring. UNIZAR has established open and transparent hiring procedures based on the merits of the candidates.

Average rating: 3,51   (1-2) (>2<3) (3-4)
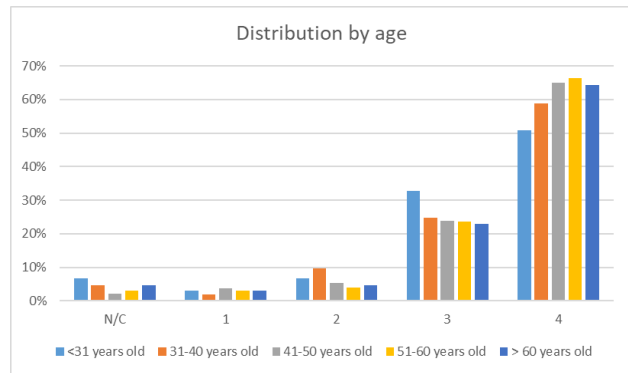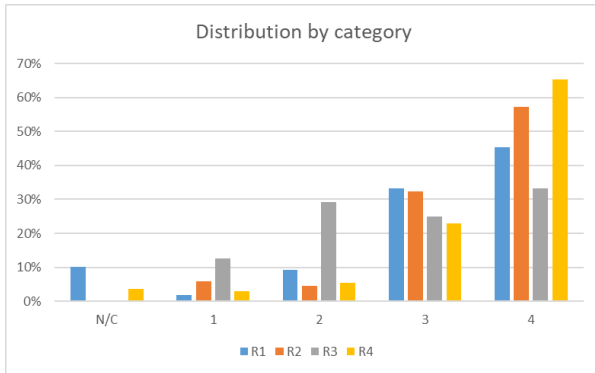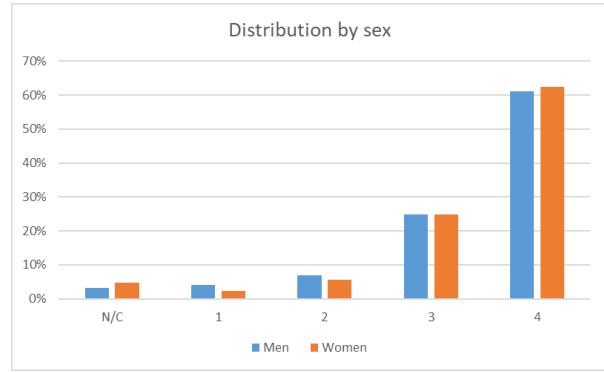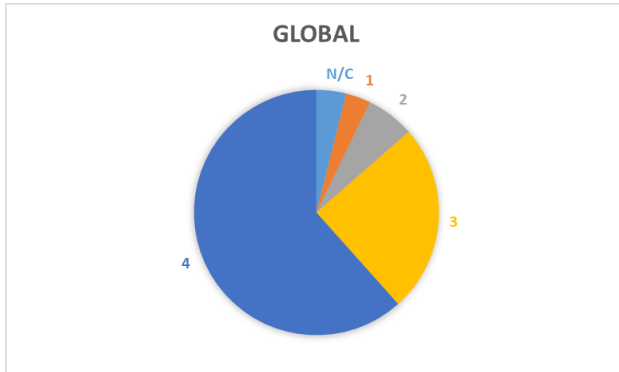
13. Selection. UNIZAR involves specialists from diverse areas of expertise and competence in candidate selection committees.

Average rating: 3,38
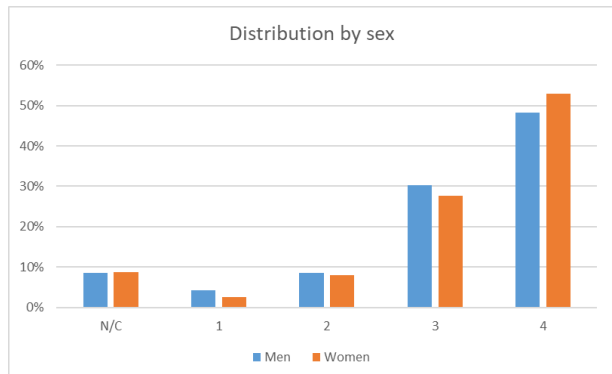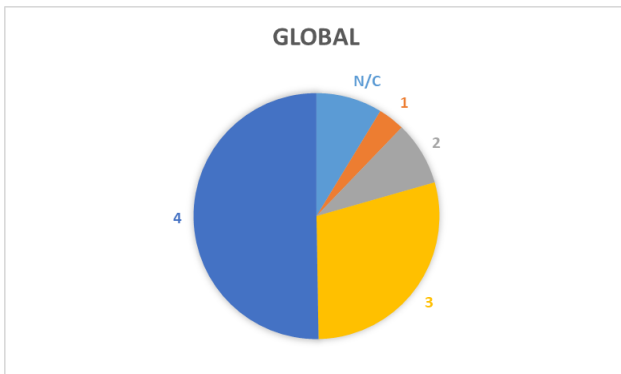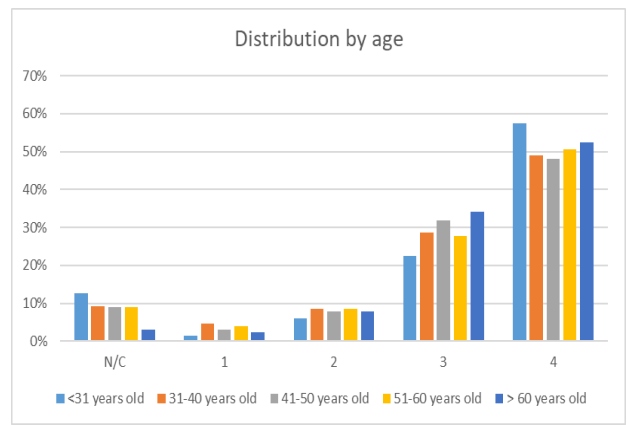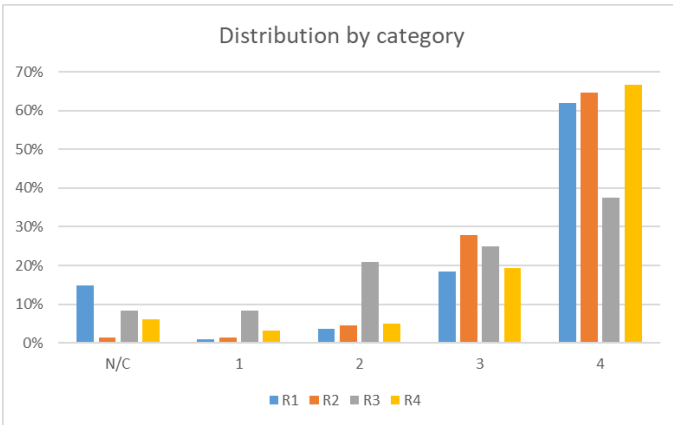
Distribution by category

Distribution by age

14.Transparency. Candidates are informed before the selection about the process and selection criteria.

Average rating: 3,58   (1-2) (>2<3) (3-4)
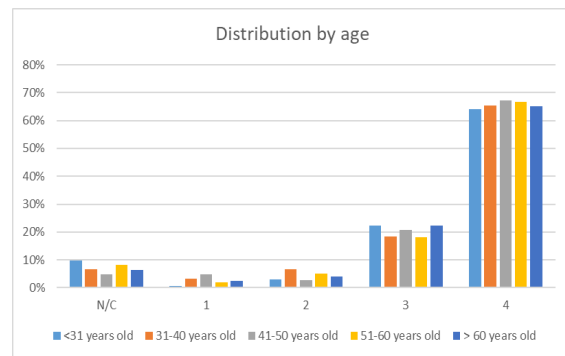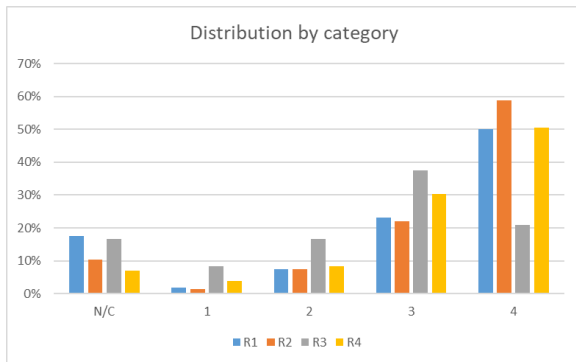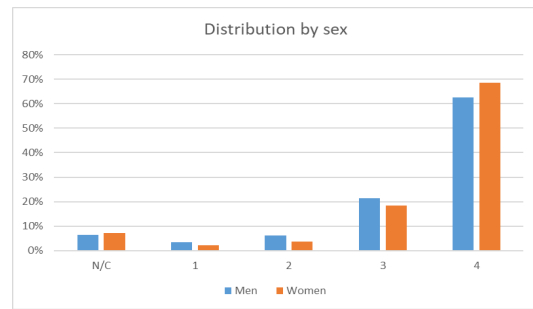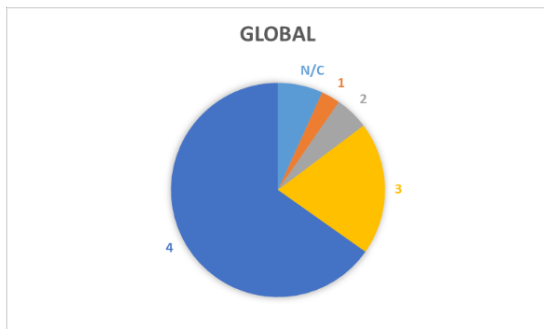
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

15.Merit Assessment. Various merits such as scientific production, teaching, transfer, management, and dissemination are qualitatively evaluated during the selection process.

Average rating: 3,56   (1-2) (>2<3) (3-4)
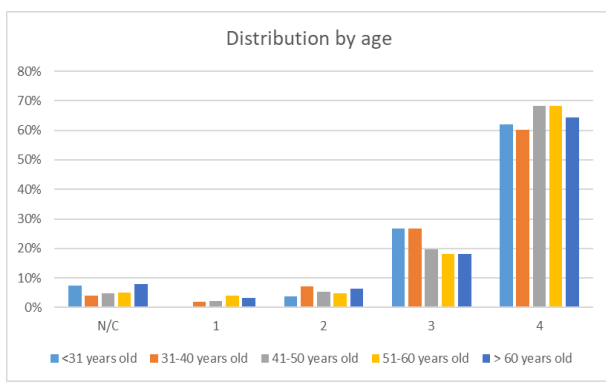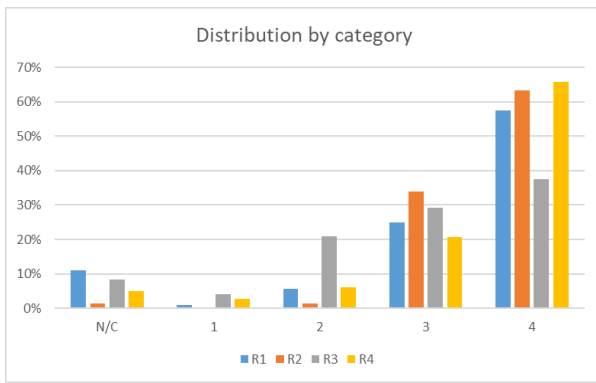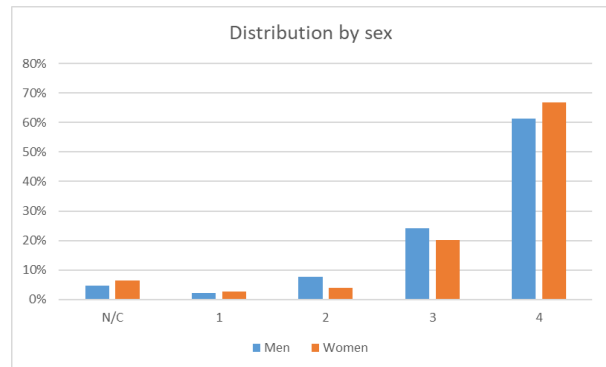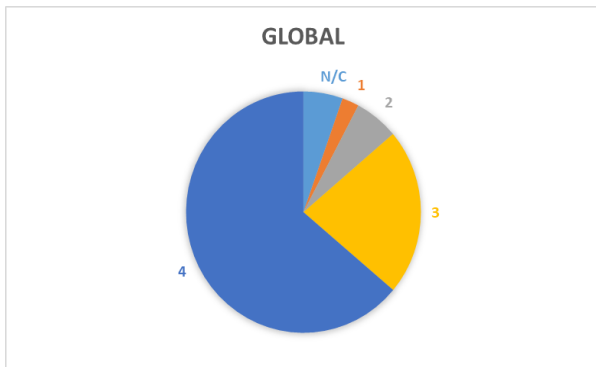
16.Merit Assessment. UNIZAR uses evaluation criteria adapted to the different research areas and types of hiring.

Average rating: 3,55   (1-2) (>2<3) (3-4)
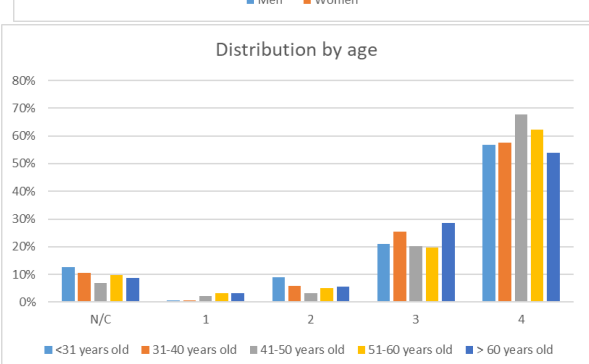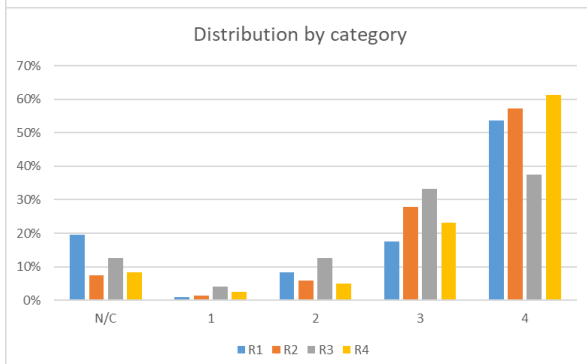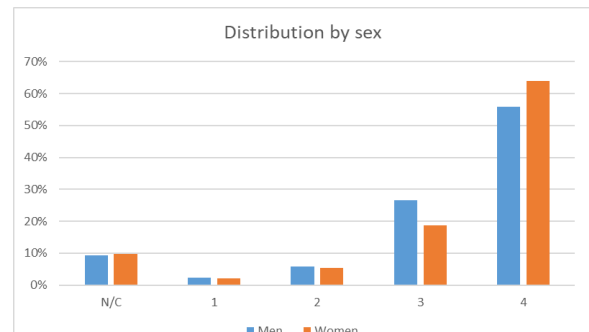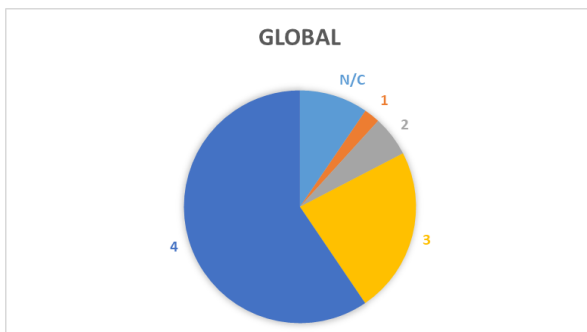
17.CV Chronology Variations. Interruptions in the researcher's professional career are considered part of professional evolution without penalization in the selection process

Average rating: 3,18   (1-2) (>2<3) (3-4)

GLOBAL

Distribution by sex

Distribution by category

Distribution by age
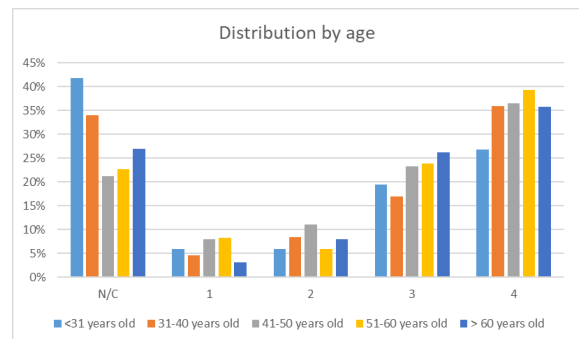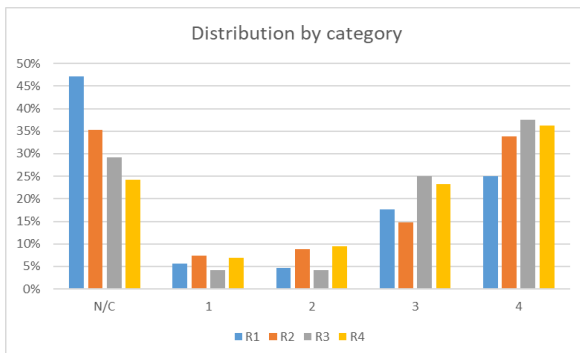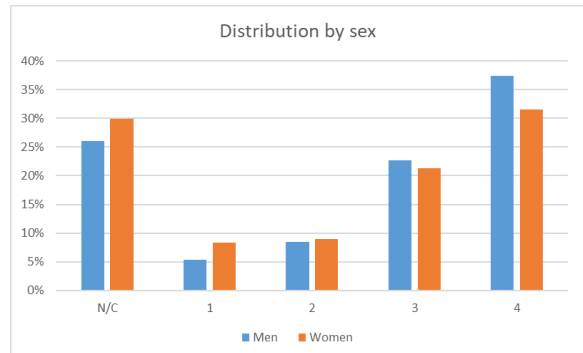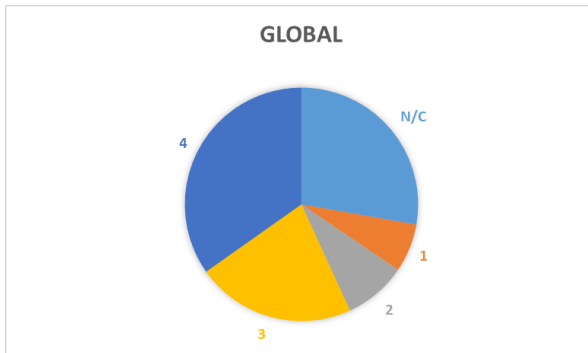
18.Mobility Recognition. UNIZAR considers mobility (geographical, interdisciplinary, or intersectoral) a valuable contribution to professional development.

Average rating: 3,29   (1-2) (>2<3) (3-4)
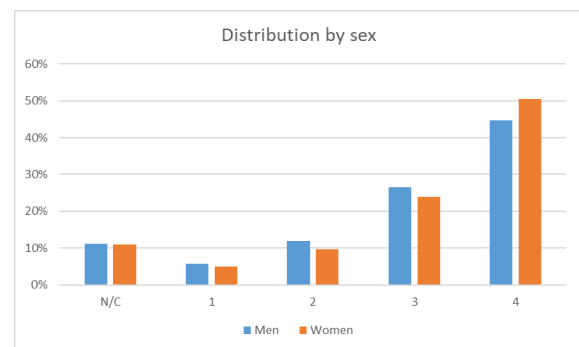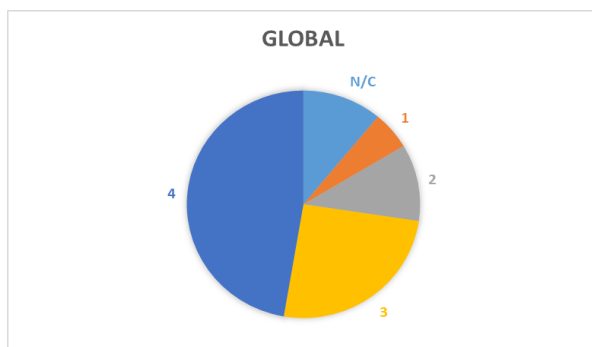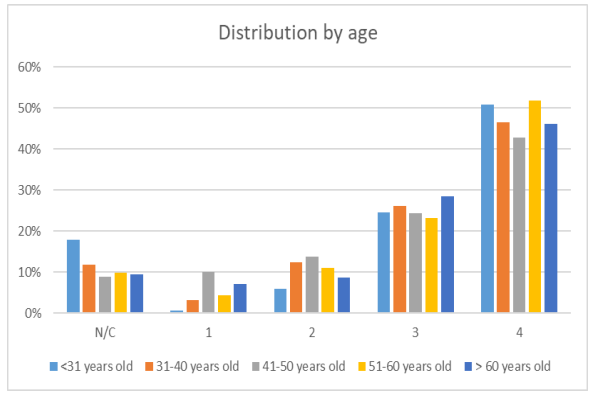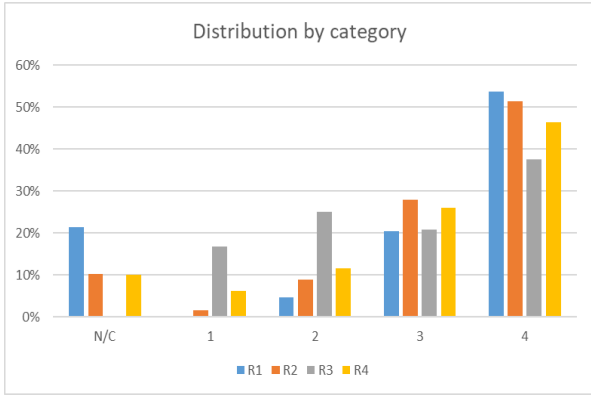
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

19.Qualifications Recognition. UNIZAR appropriately values and evaluates the academic and professional qualifications of researchers.

Average rating: 3,4   (1-2) (>2<3) (3-4)
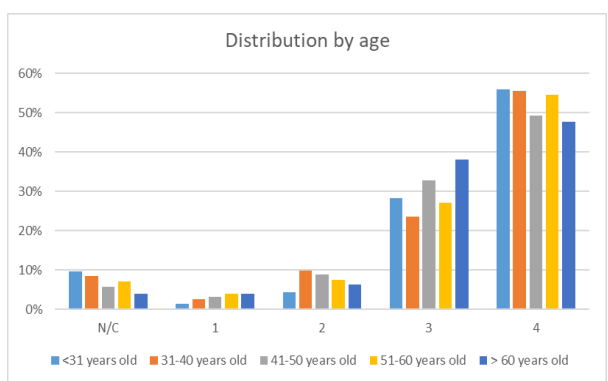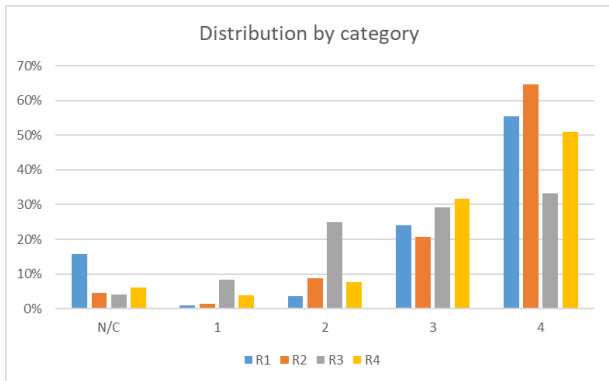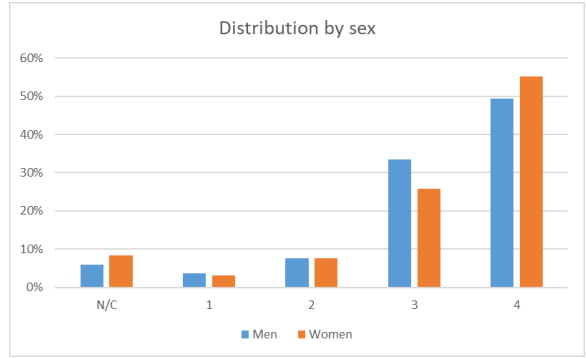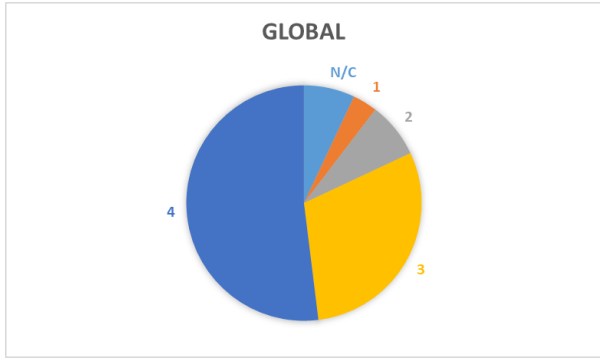
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

20.Professional Career. UNIZAR recognizes the development of the researcher's professional career.
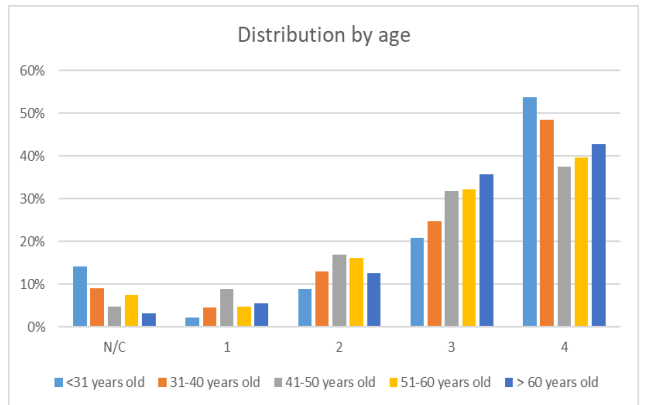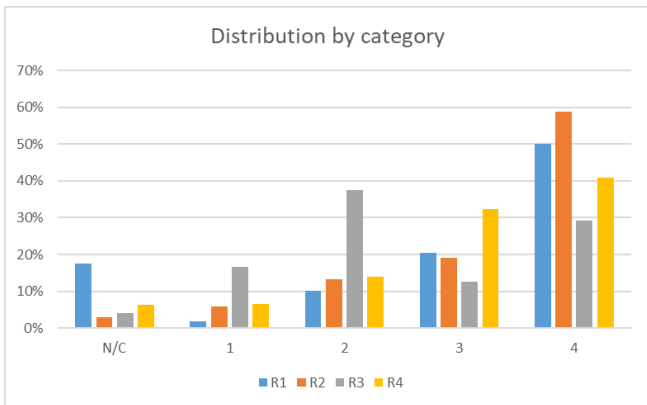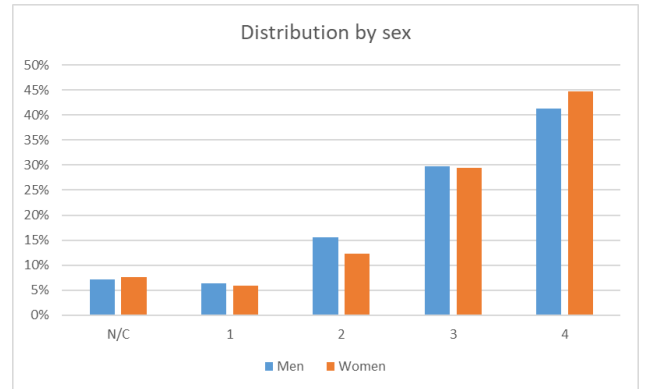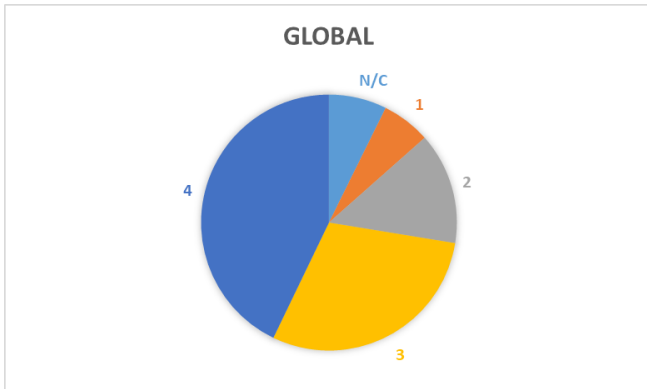
Average rating: 3,18

21.Co-authorship. UNIZAR ensures that researchers of all levels have their rights recognized in co-authorship of research results.

Average rating: 3,45   (1-2) (>2<3) (3-4)
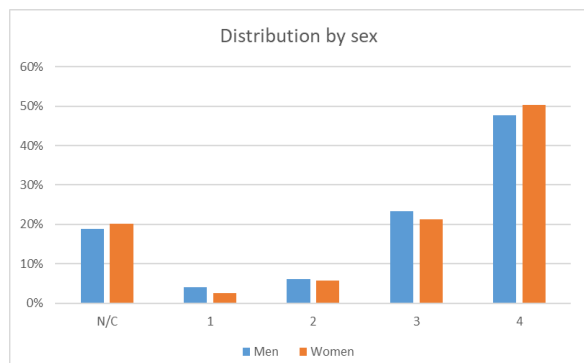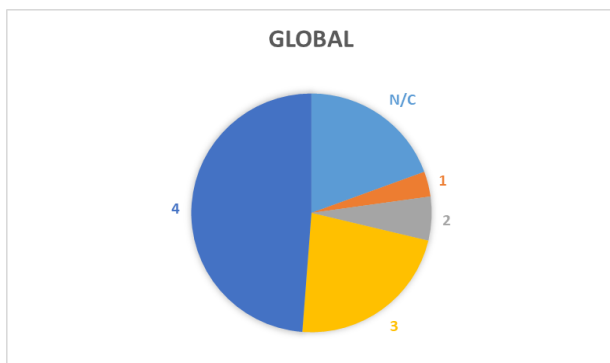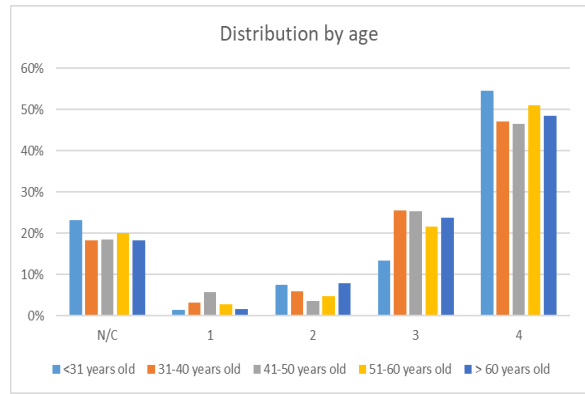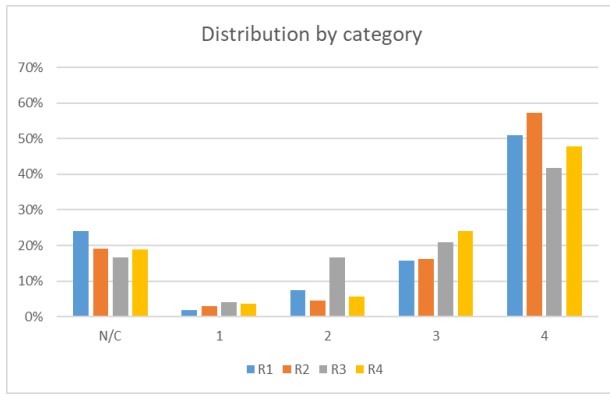
Distribution by category

Distribution by age

Conditions and Work Practices

22.Professional Recognition. UNIZAR recognizes all levels involved in the research career (from postgraduate).

Average rating: 3,48   (1-2) (>2<3) (3-4)
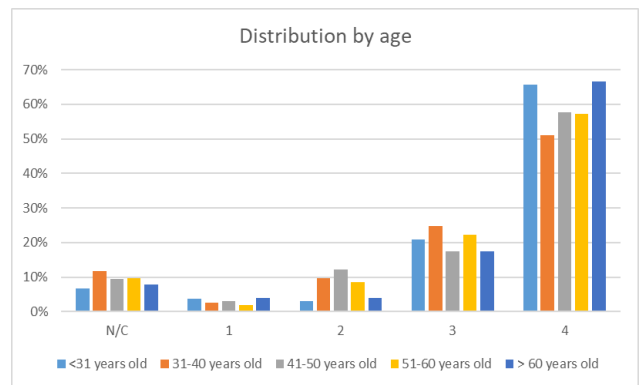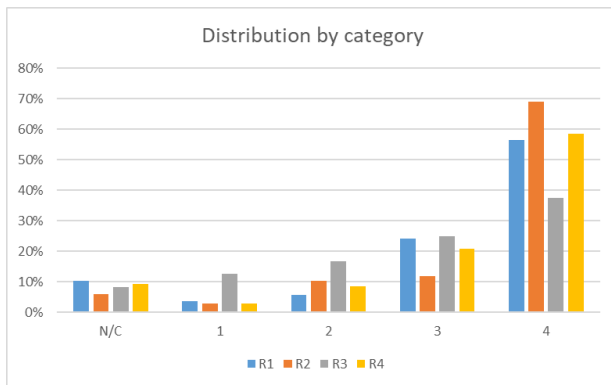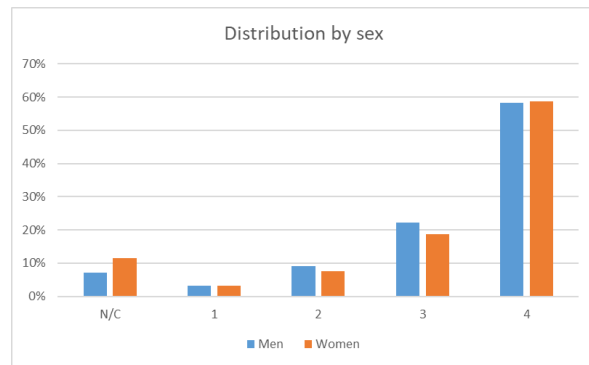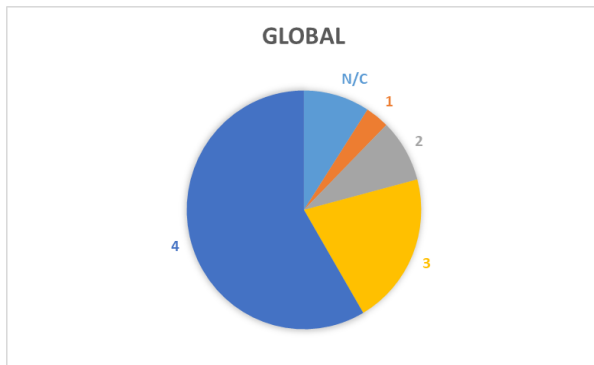
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

23. Research Working Environment. UNIZAR fosters research and learning with resources and opportunities.

Average rating: 3,06
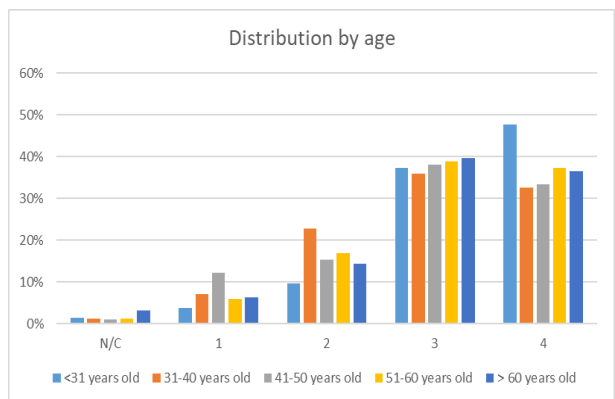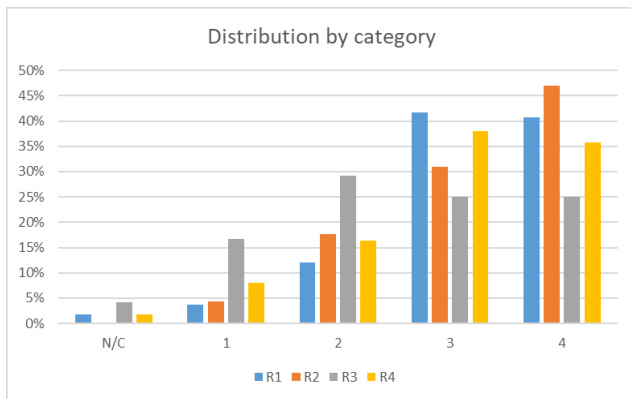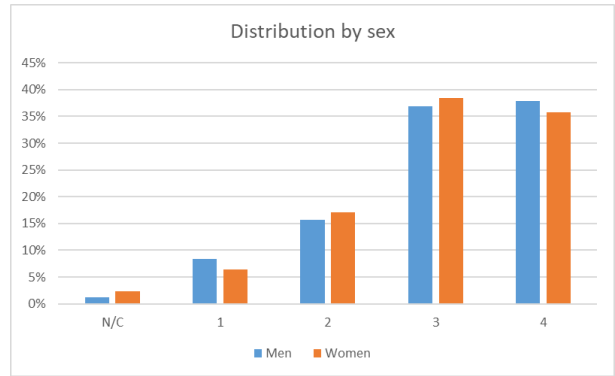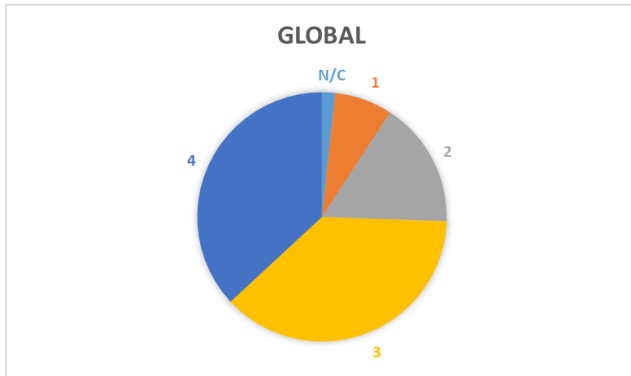
24. Working Conditions. UNIZAR offers flexibility to researchers to balance professional and family life to ensure scientific success.

Average rating: 3,18   (1-2) (>2<3) (3-4)
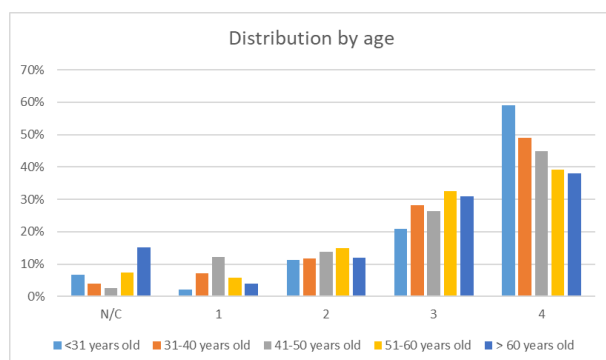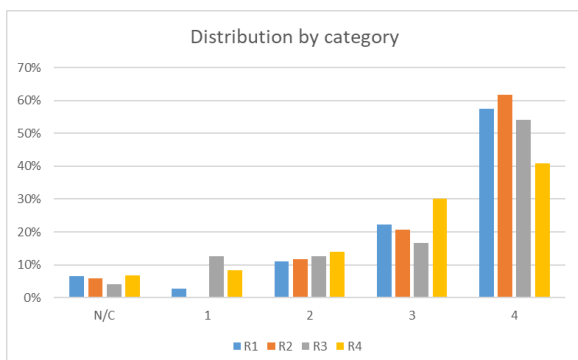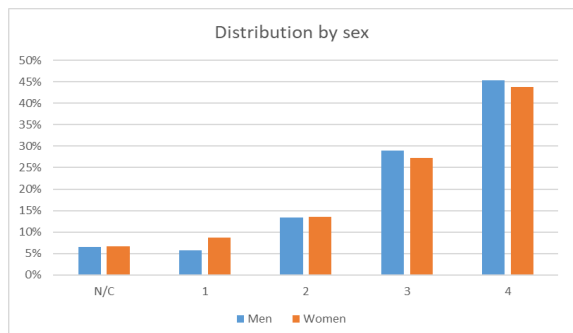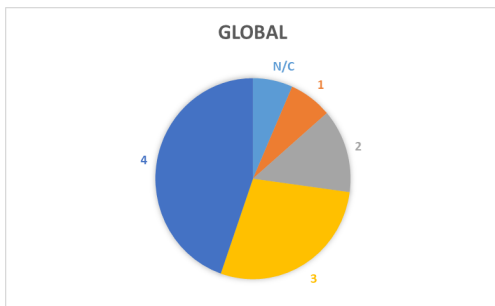
25.Working Conditions. UNIZAR provides disability support to ensure scientific success.

Average rating: 3,45   (1-2) (>2<3) (3-4)
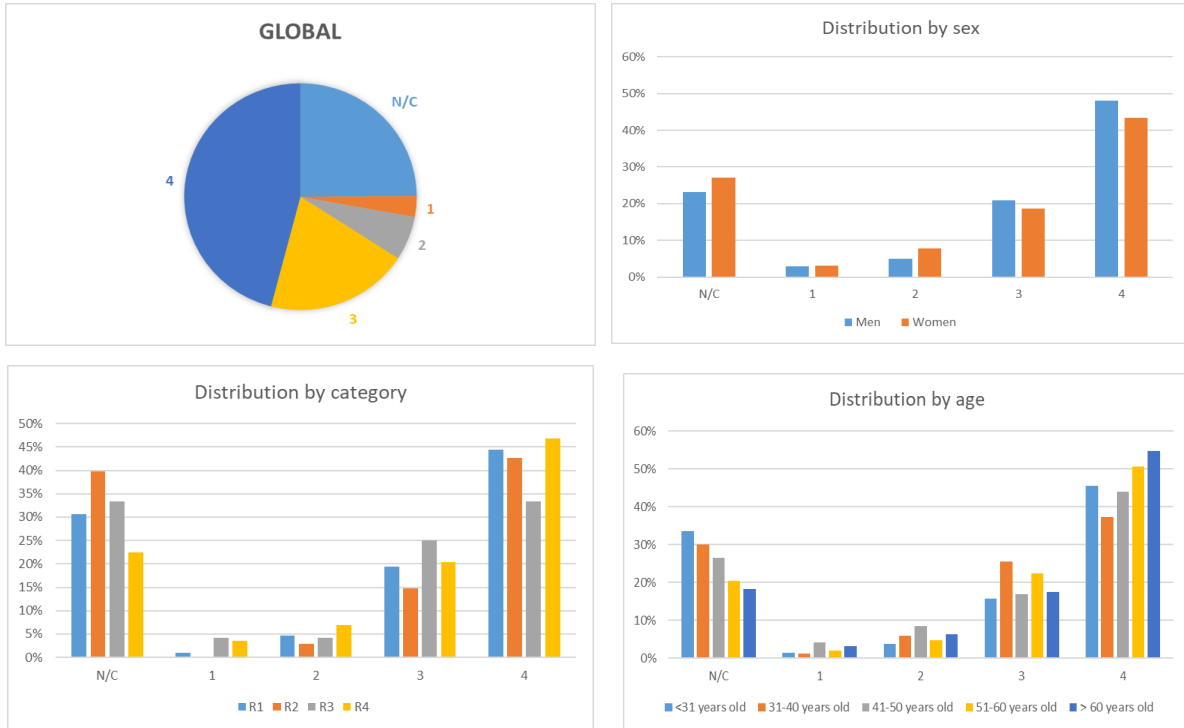
26.Employment Stability. UNIZAR strives to improve researchers' job stability.

Average rating: 2,83   (1-2) (>2<3) (3-4)
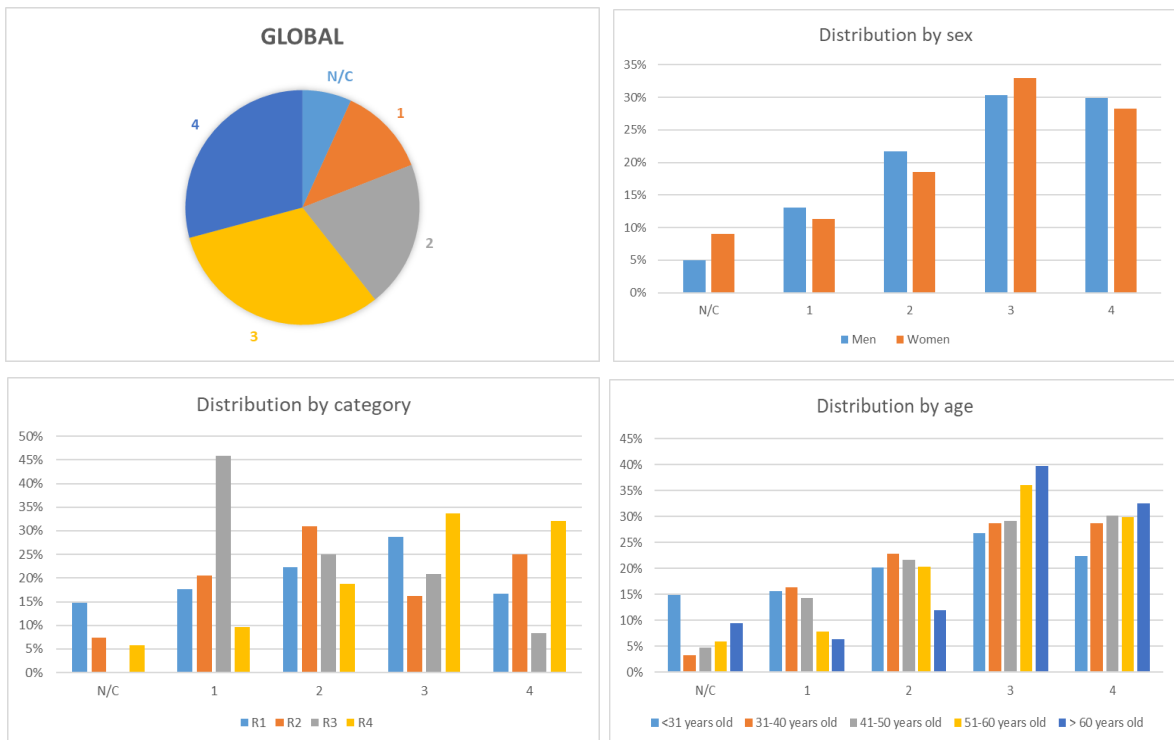
27.Funding and Salaries. UNIZAR ensures researchers enjoy appropriate economic conditions and social coverage.

Average rating: 2,84   (1-2) (>2<3) (3-4)
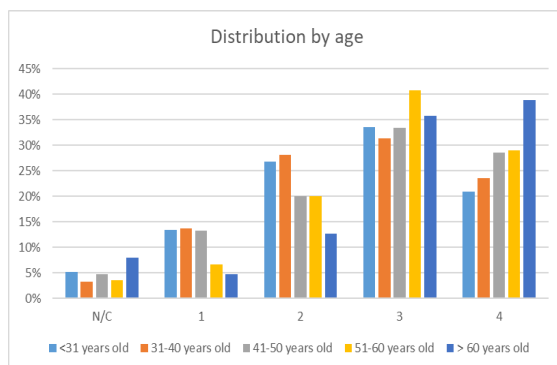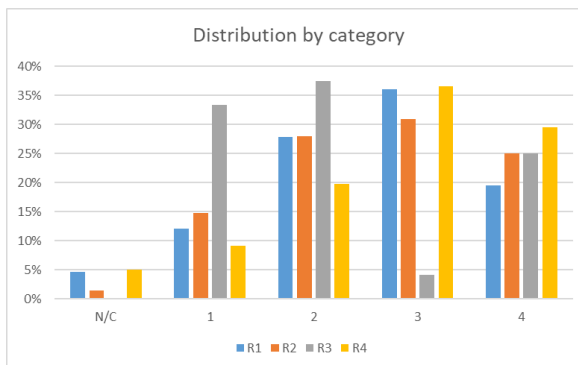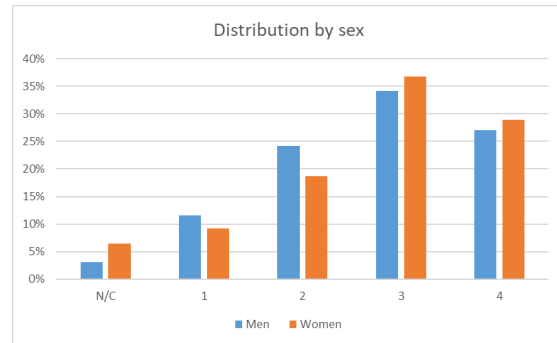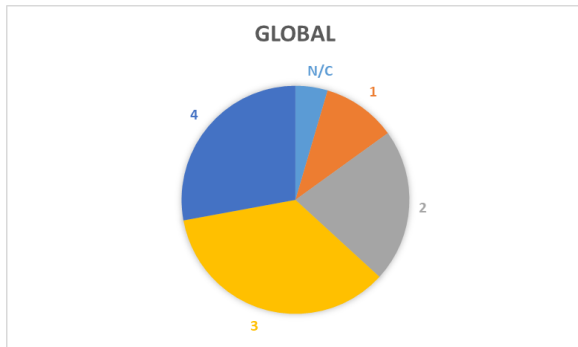
28.Postdoctoral Appointments. UNIZAR has clear rules on hiring postdoctoral researchers with the aim of gaining experience for career development.

Average rating: 3,11   (1-2) (>2<3) (3-4)
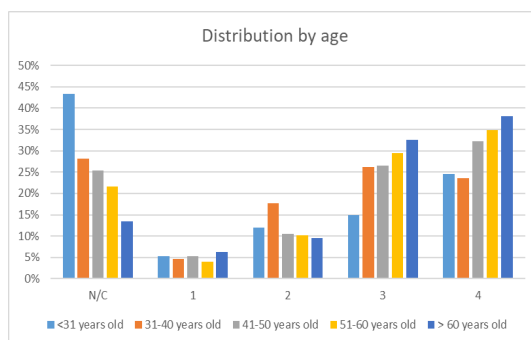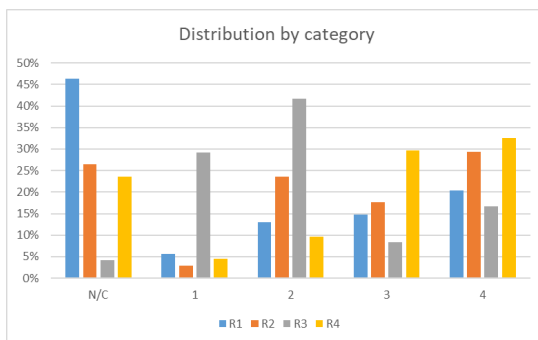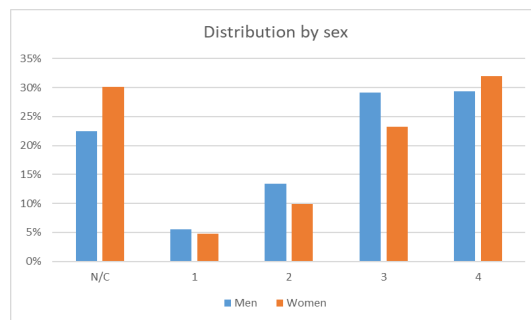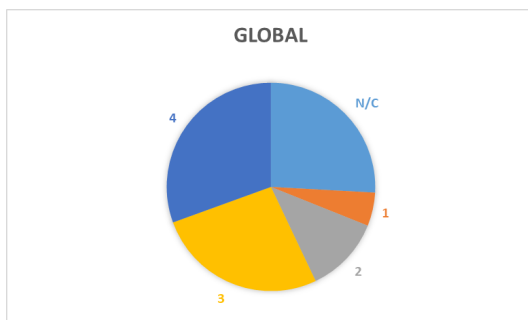
29.Access to Career Guidance. UNIZAR offers career guidance to researchers at different stages.

Average rating: 2,75   (1-2) (>2<3) (3-4)
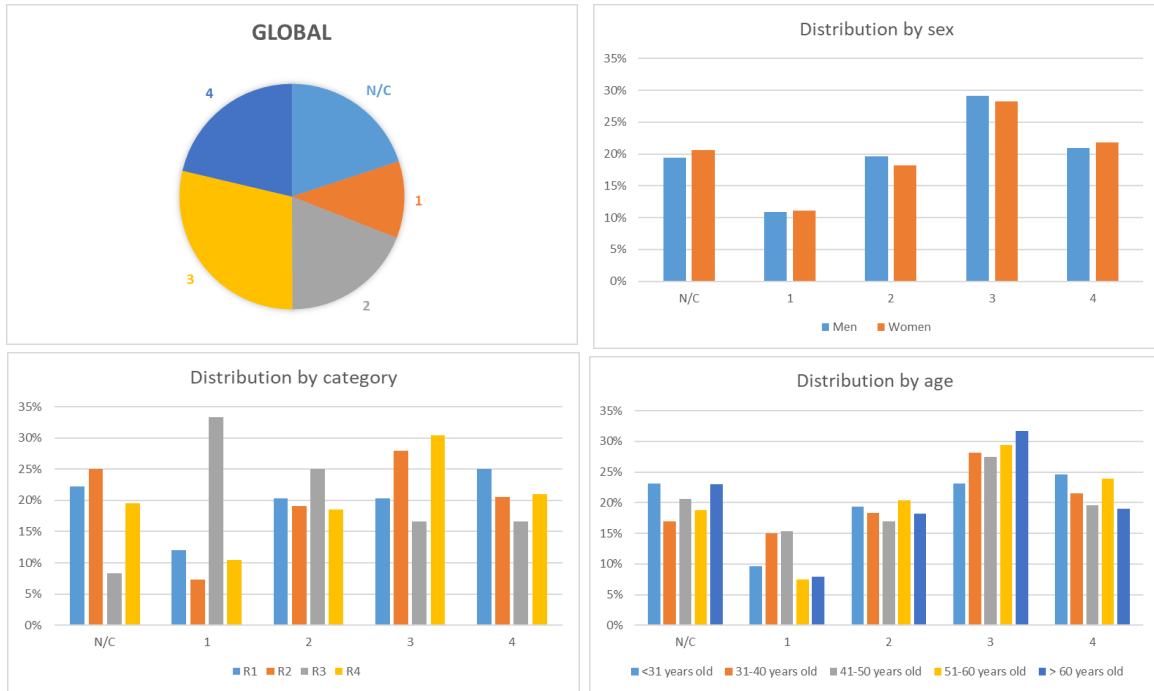
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

30.Dissemination and Exploitation of Results. Research results are disseminated and exploited through open access communications or commercialization.

Average rating: 3,35   (1-2) (>2<3) (3-4)
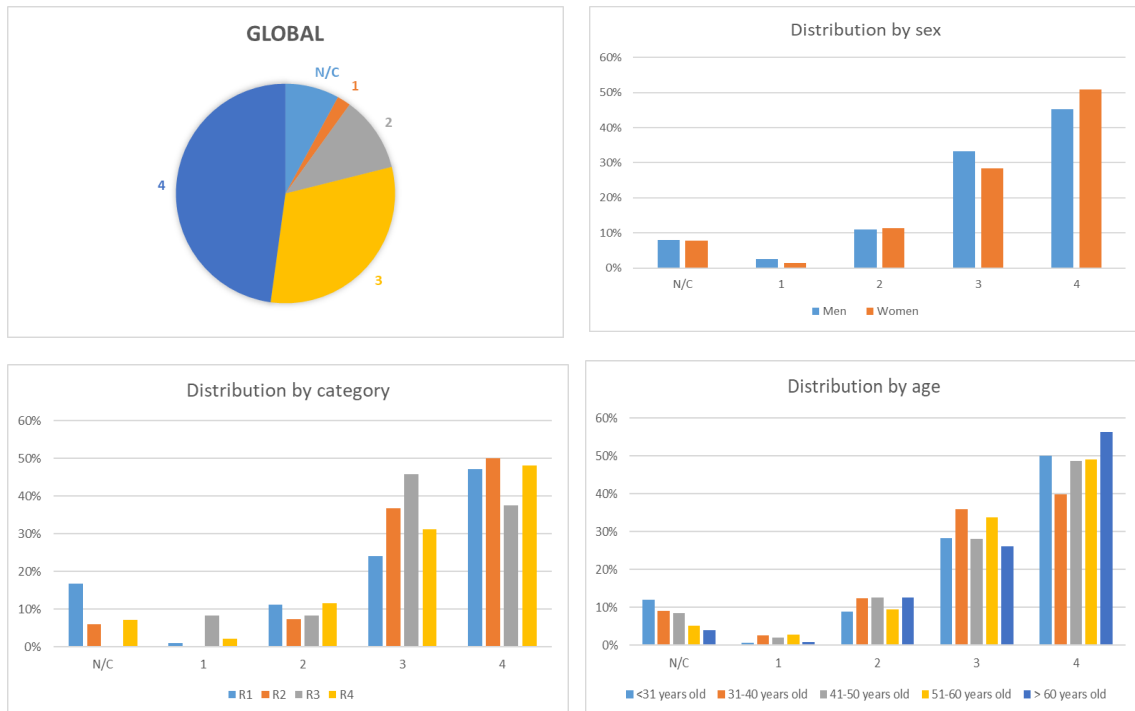
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

31. Intellectual Property Rights. UNIZAR ensures proper protection of intellectual property rights for R&D results

Average rating: 3,44   (1-2) (>2<3) (3-4)
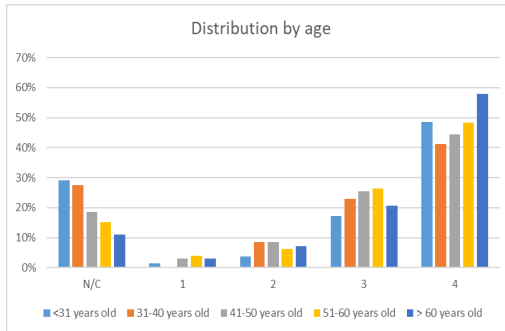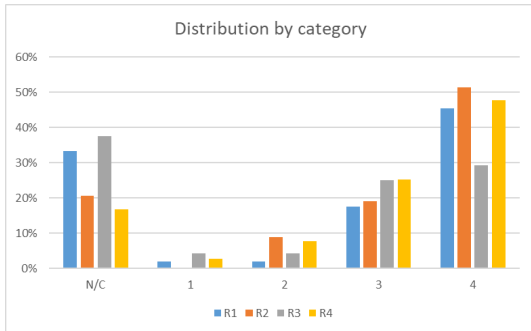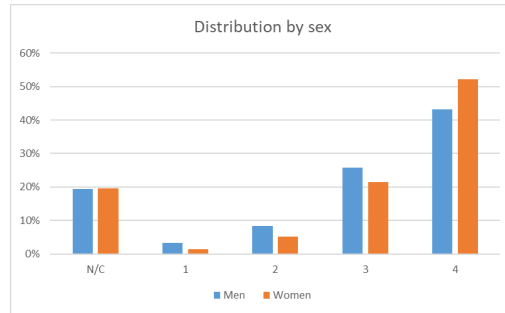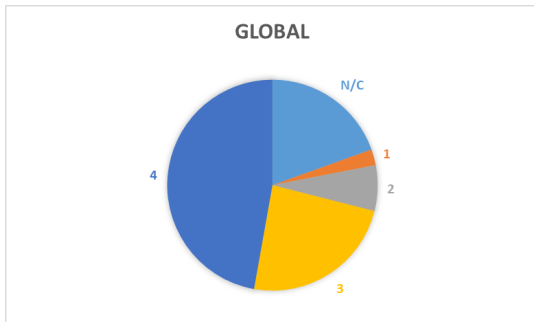
32. Complaints. UNIZAR has established appropriate complaint channels (e.g., Ombudsperson) to assist all researchers in conflict resolution.

Average rating: 3,36   (1-2) (>2<3) (3-4)
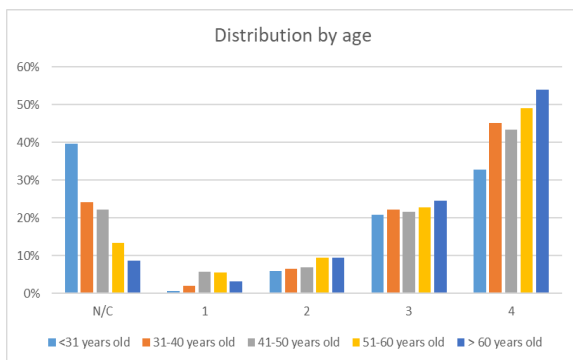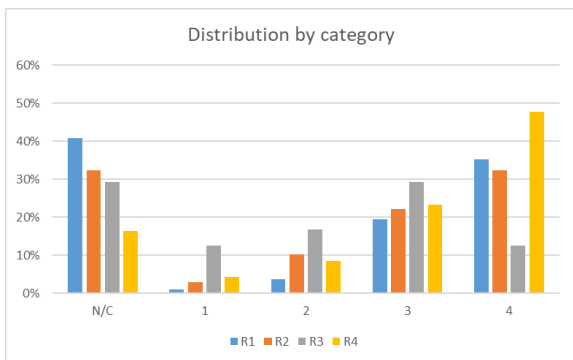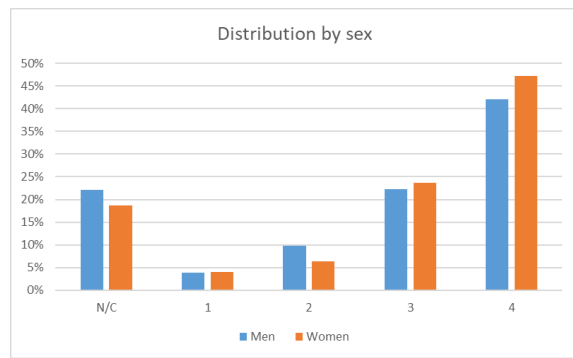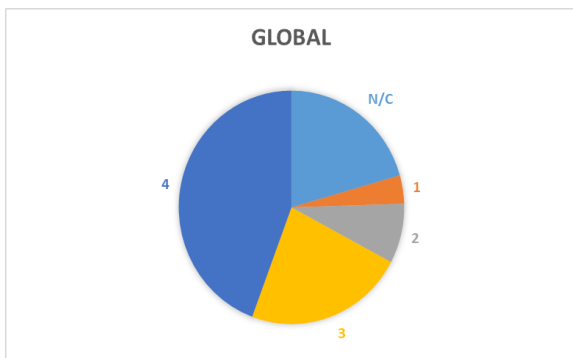
33.Participation in Decision-Making Bodies. UNIZAR allows researchers to participate in the institution's information, consultation, and decision-making groups

Average rating: 3,3   (1-2) (>2<3) (3-4)
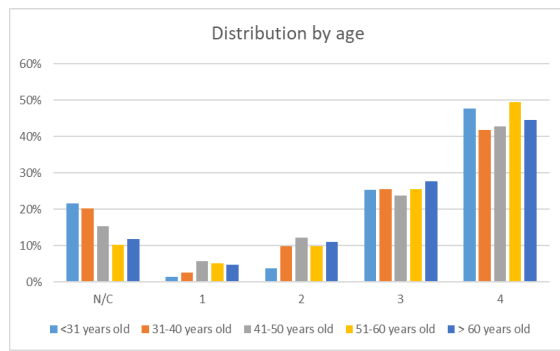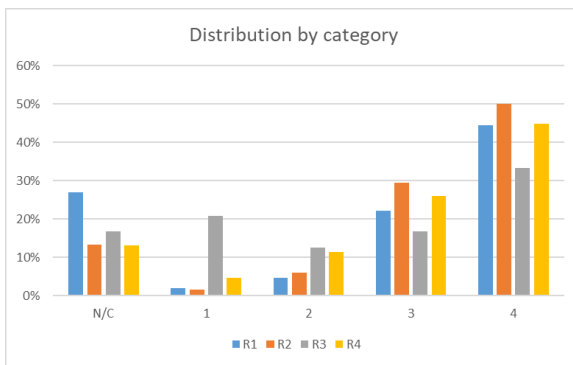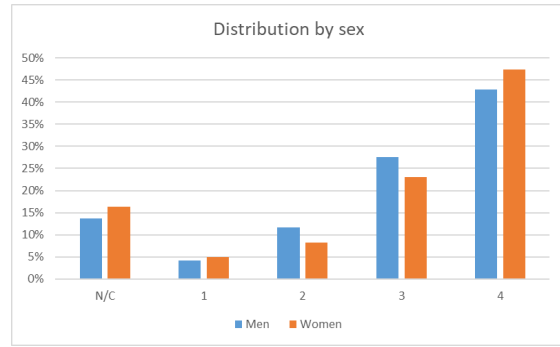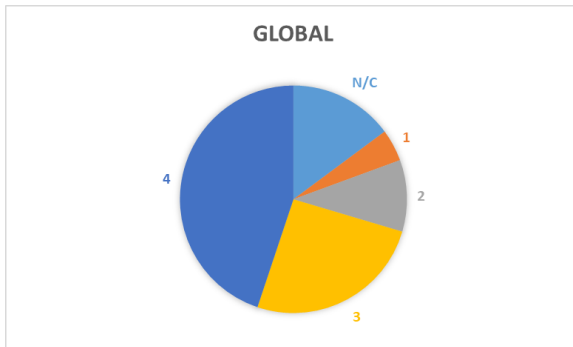
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

34.Public Commitment. UNIZAR encourages research activities and results to be disseminated for society's knowledge.

Average rating: 3,45   (1-2) (>2<3) (3-4)
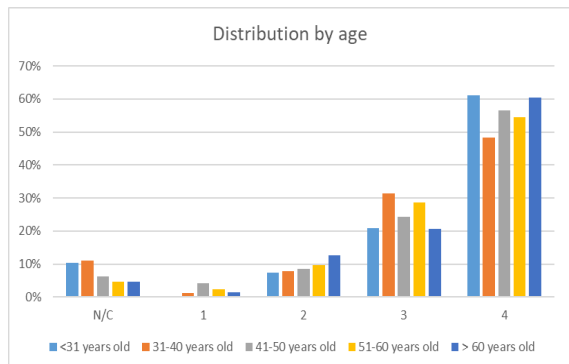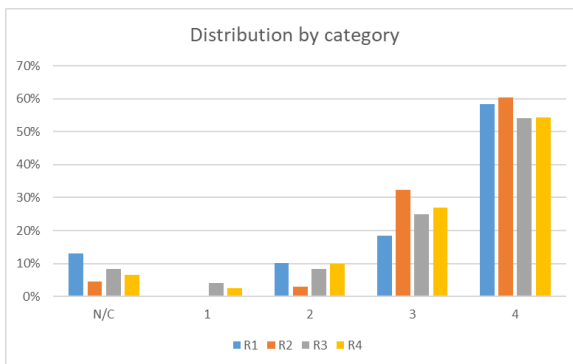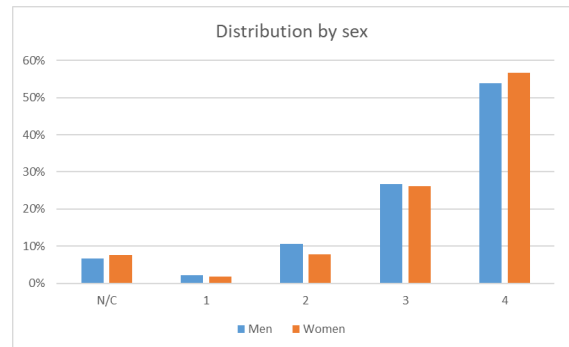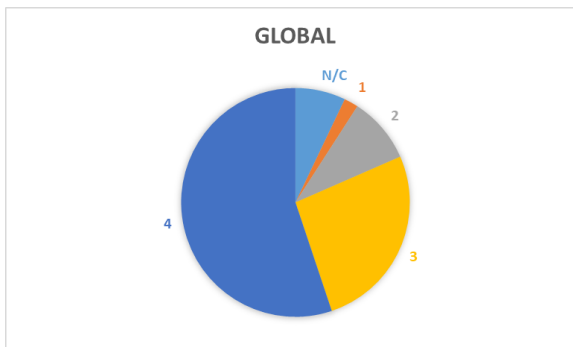
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

Research Career and Talent Development

35.Diverse Research Career Assessment. UNIZAR takes into account the diversity in researchers' professional careers and promotes a culture of diversification for better professional development of young researchers.

Average rating: 3,04   (1-2) (>2<3) (3-4)
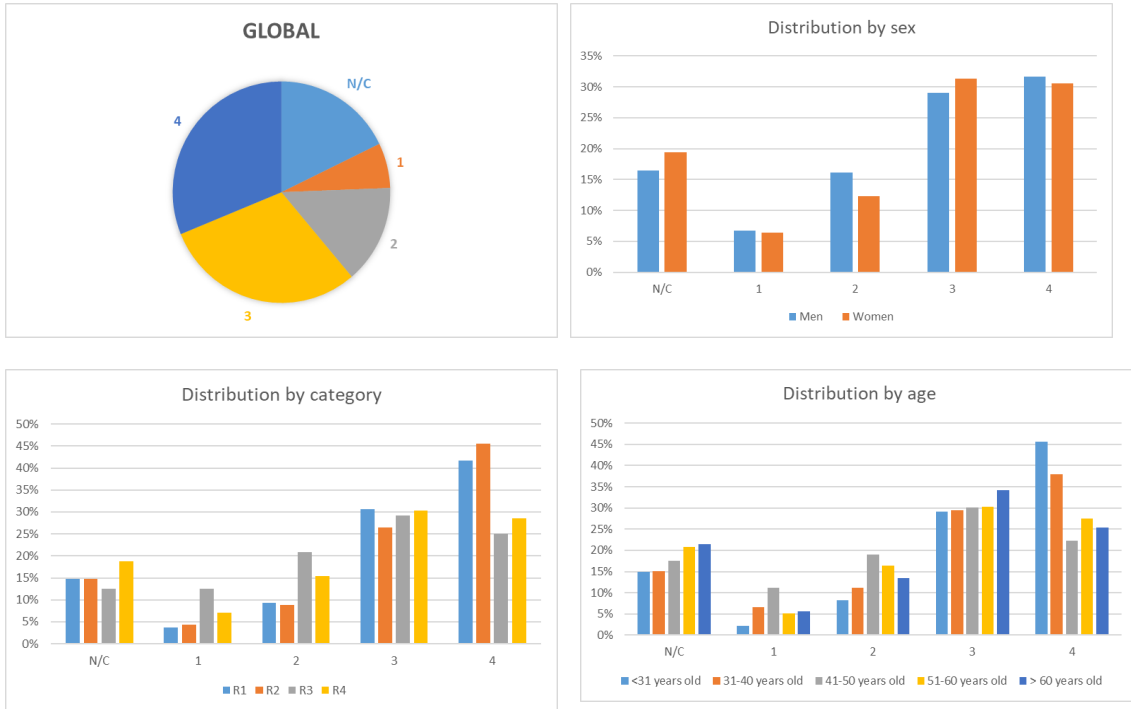
36.Professional Development. UNIZAR has a strategy to support the professional development of researchers

Average rating: 2,88   (1-2) (>2<3) (3-4)
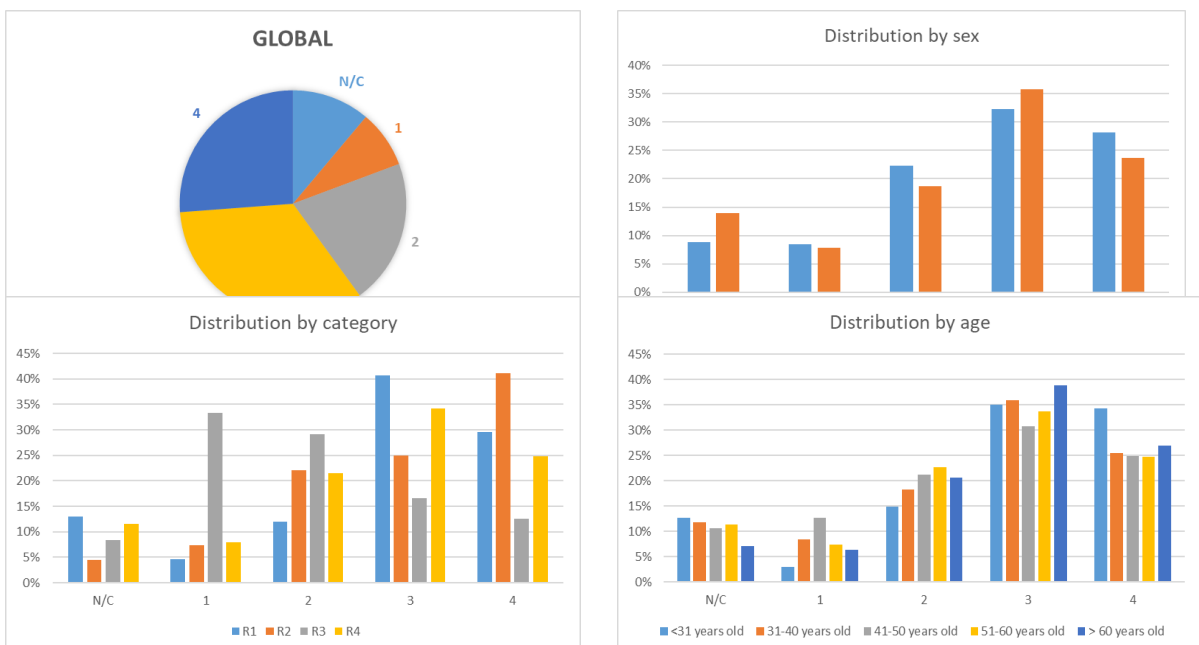
37.Teaching. UNIZAR values teaching as an asset within the researchers' professional career.

Average rating: 3,12   (1-2) (>2<3) (3-4)
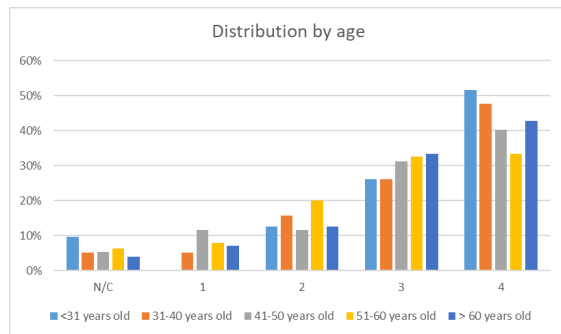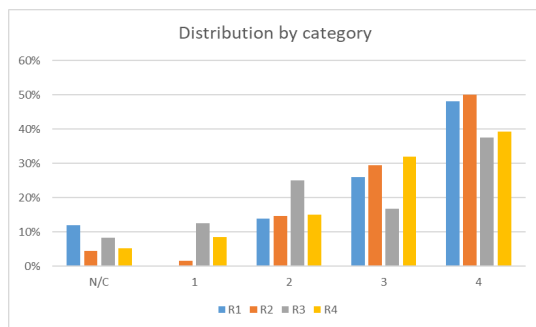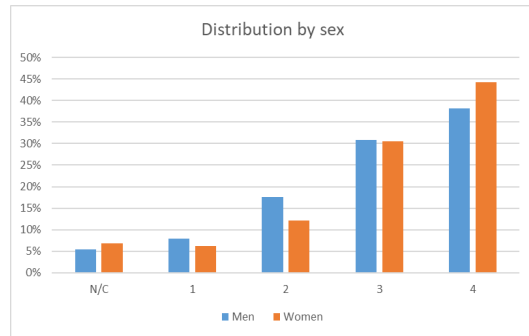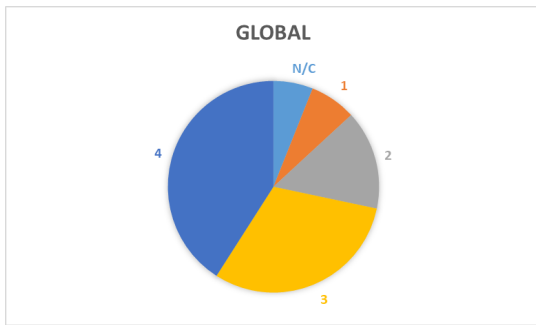
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

38.Relationship with Supervisors. Predoctoral researchers maintain continuous and structured relationships, including regular meetings, with their thesis supervisors.

Average rating: 3,59   (1-2) (>2<3) (3-4)
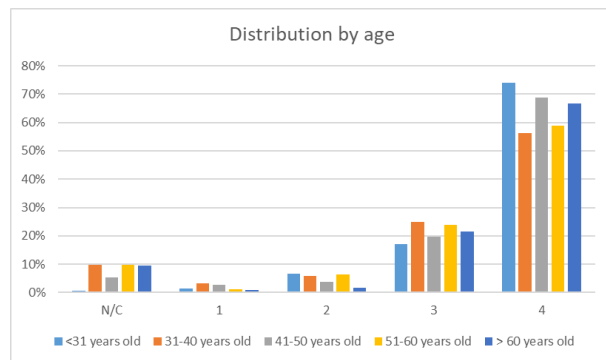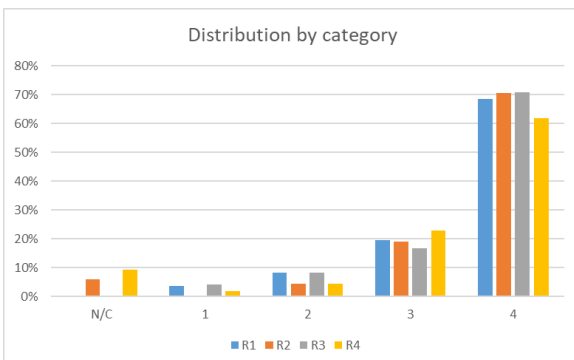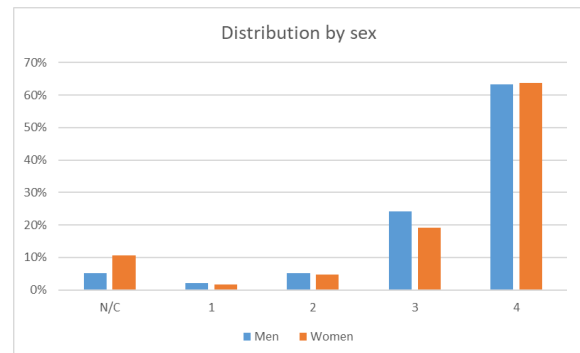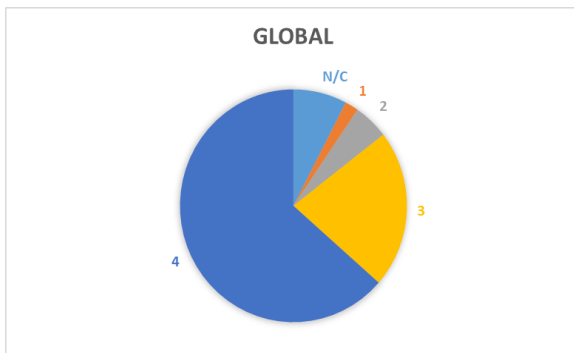
GLOBAL

Distribution by sex

Distribution by category

Distribution by age

39.Supervision and Management Tasks. Senior researchers facilitate knowledge transfer and the career development of novice researchers.

Average rating: <mark style="background-color:#00FF00">3,45</mark>   <mark style="background-color:red">(1-2)</mark> <mark style="background-color:yellow">(>2<3)</mark> <mark style="background-color:#00FF00">(3-4)</mark>
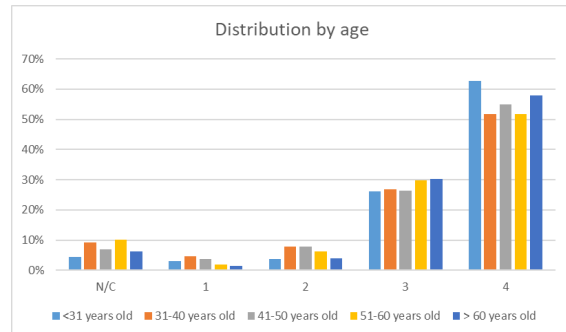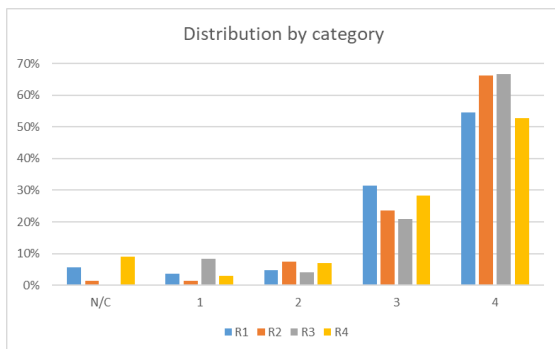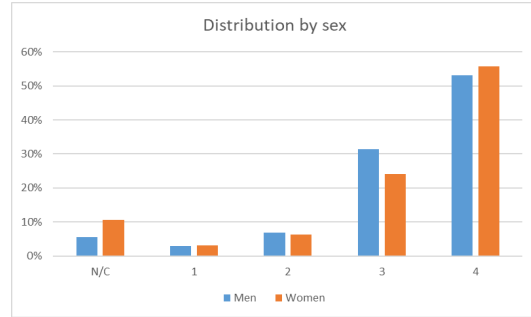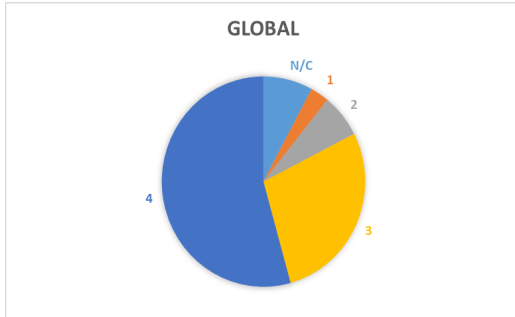
40.Continuous Professional Training. Researchers at all levels have the opportunity for continuous training in aspects related to their work

Average rating: <mark style="background-color:#00FF00">3,33</mark>   <mark style="background-color:red">(1-2)</mark> <mark style="background-color:yellow">(>2<3)</mark> <mark style="background-color:#00FF00">(3-4)</mark>
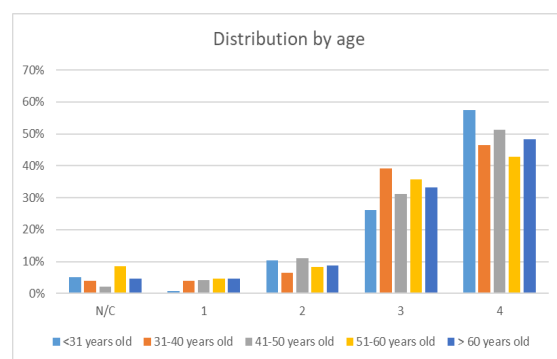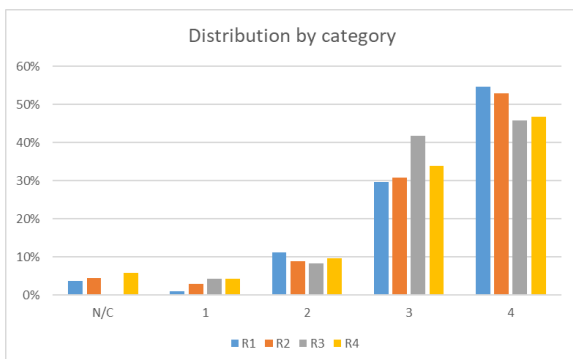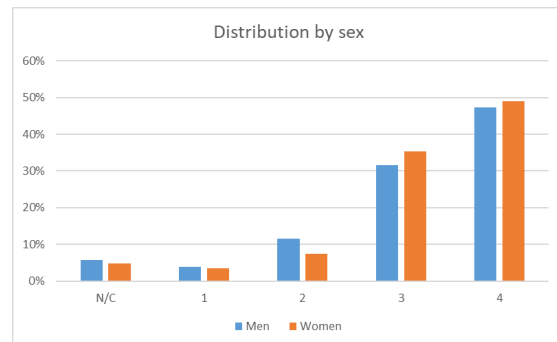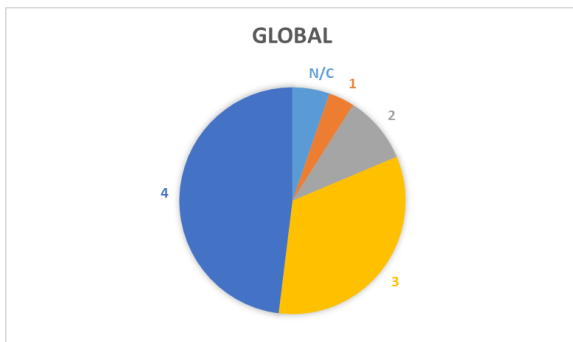
HRS4R Strategy at UNIZAR

41.Are you familiar with the Human Resources Strategy for Researchers (HRS4R) strategy of the European Commission?

Average rating: 1,6   (1-2) (>2<3) (3-4)
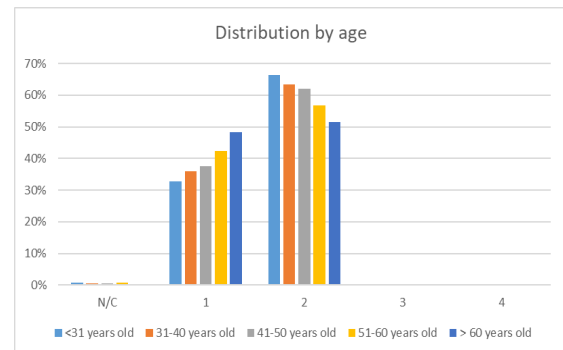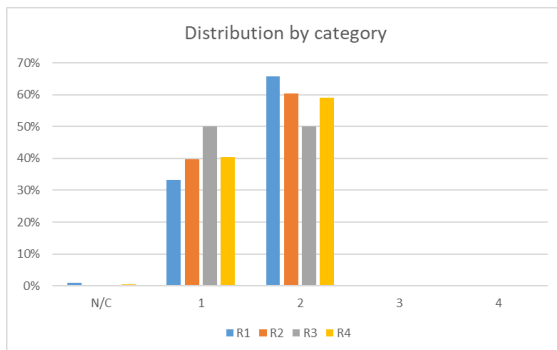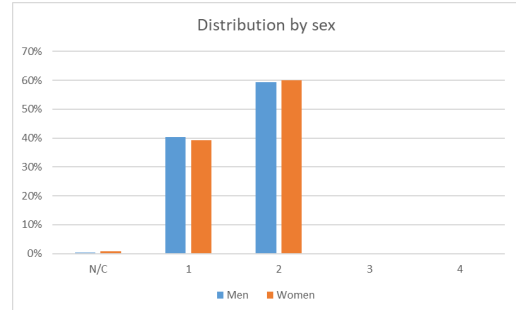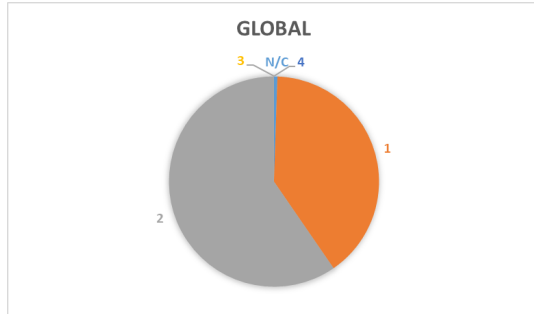
42.Were you aware that the University of Zaragoza had been awarded the HR Excellence in Research seal by the European Commission?

Average rating: 1,48   (1-2) (>2<3) (3-4)
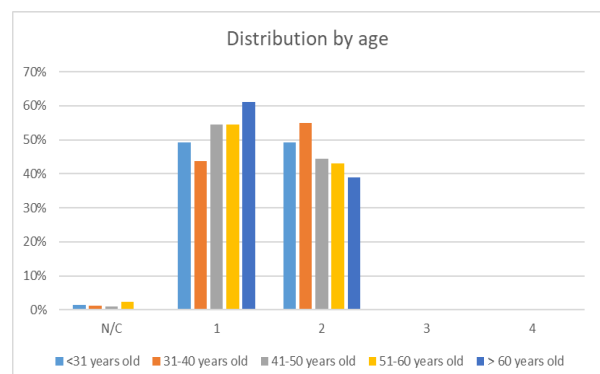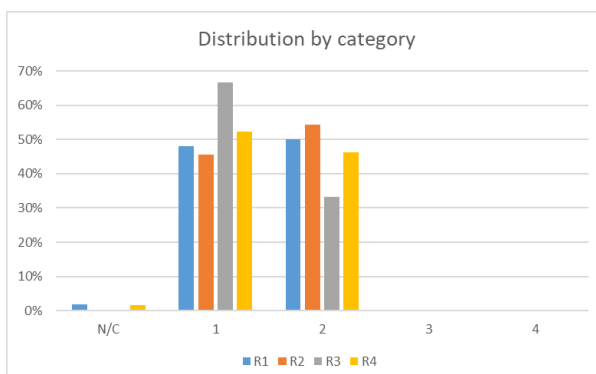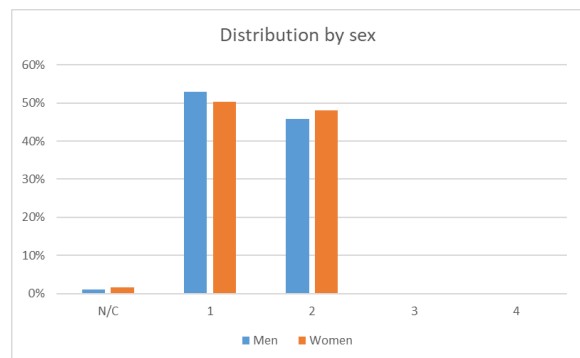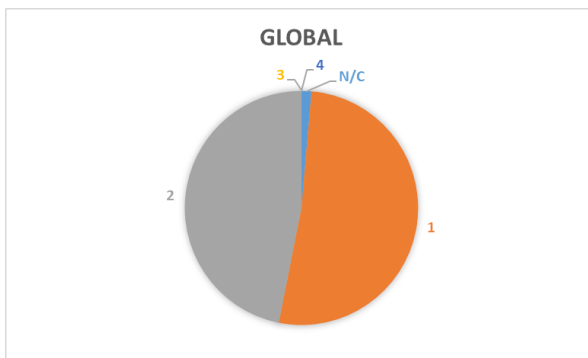
43.During the year 2024, the Technical Committee monitoring the HRS4R Strategy at UNIZAR organized meetings with researchers to provide updates on the strategy's status, address their concerns, and gather suggestions related to their research career (hiring, training, working conditions, and ethical and professional aspects)

Average rating: 3,38   (1-2) (>2<3) (3-4)
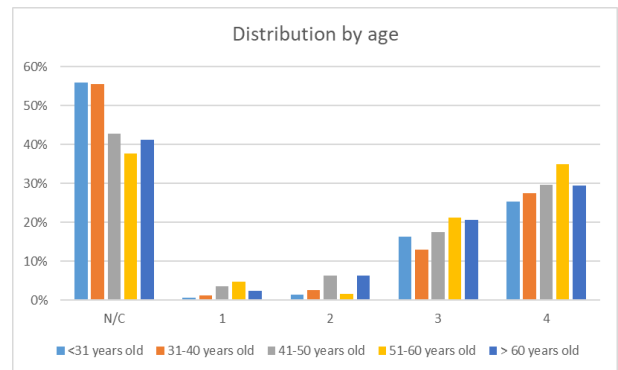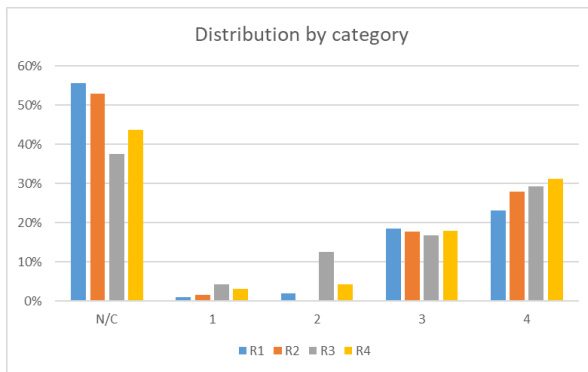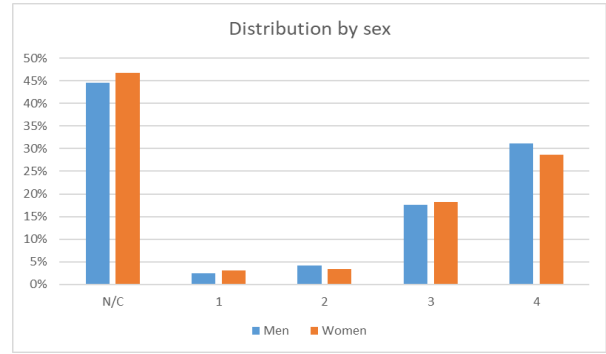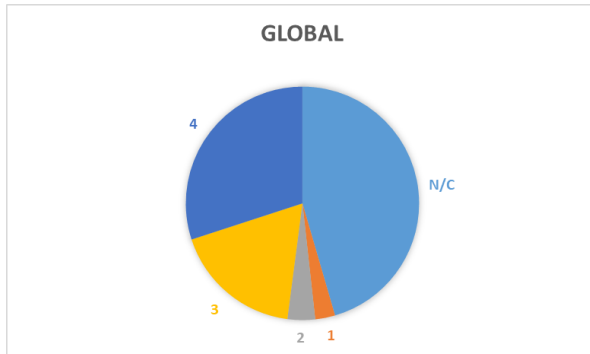
44.If you attended, please rate your level of satisfaction

Average rating: 3,56   (1-2) (>2<3) (3-4)
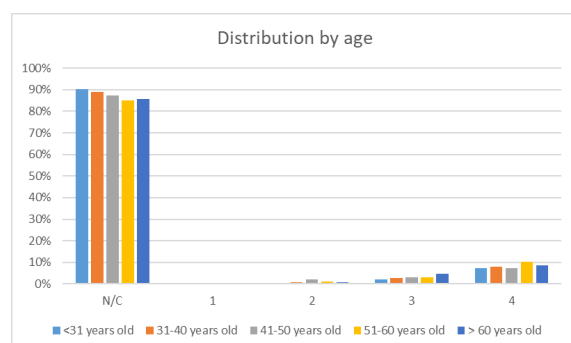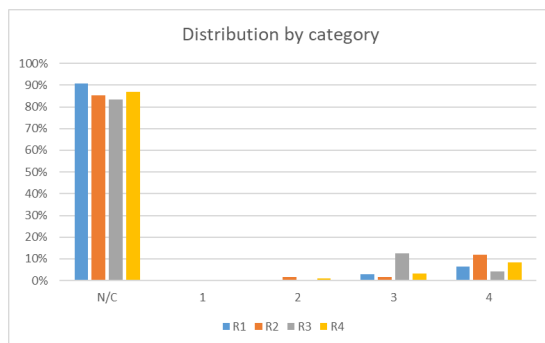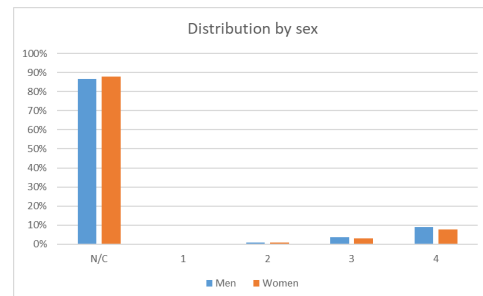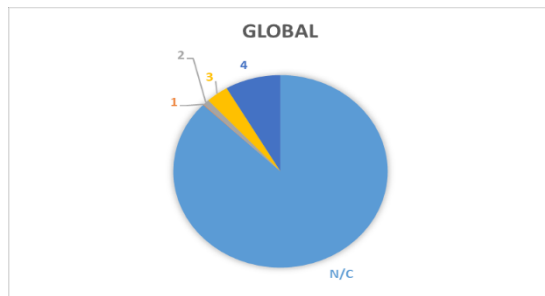
45.In your work environment, do you believe that the implementation of the HRS4R Seal at UNIZAR has had an impact?

Average rating: 2,17   (1-2) (>2<3) (3-4)
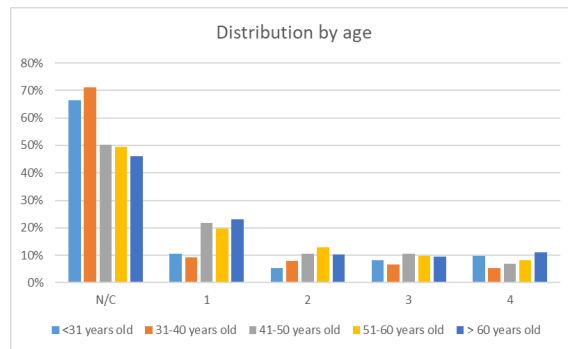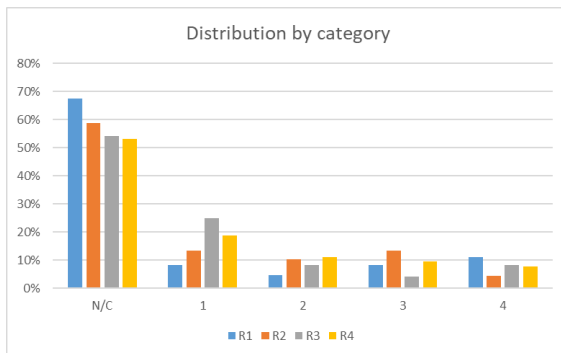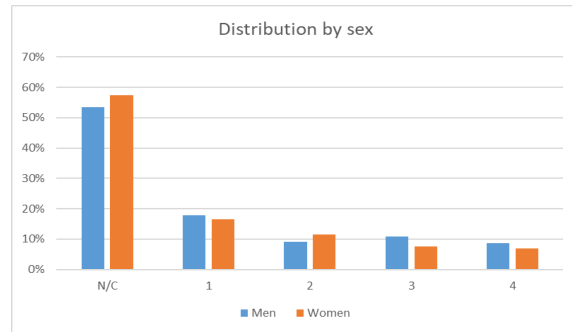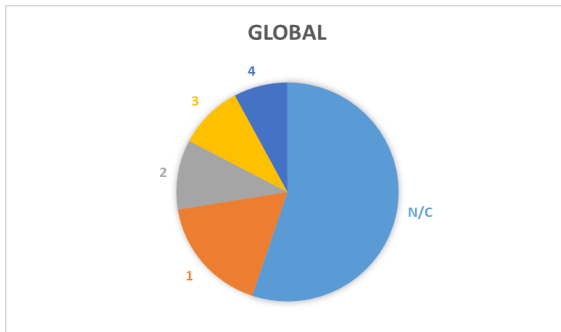
B. Strategy and implementation

1. Strengths and Weaknesses

Ethical and professional aspects

Strengths:

During the second quarter of 2024, a survey was launched to evaluate the HRS4R strategy of Unizar for all research staff. This survey took into account the 40 principles of the strategy, and included questions related to Ethics and professional aspects.

From the survey we found that the researchers think that Unizar is committed to principles and ethical values related to dignity and respect for diversity, equality, inclusion and equity, leadership and exemplarity, integrity, transparency etc... all these aspects concern all components of the university community and their professional behavior.

This commitment appreciated by the researchers is one of the main strengths of our institution and can be acknowledged by our policies compiled on our new Ethics Code, which includes specific remarks on research related issues. Ethics issues are managed in our University in different related areas, such as:

- Convivence
- Sustainability
- Anti-fraud
- Equality
- Quality and excellence
- Prevention of mobbing or sexual harassment
- Transparency
- Open Science

All these areas can be reached from the Unizar web page. In some cases there are specific plans that can be found translated in the [Ethics related HRS4R page](#).

Different commissions at Unizar ensure compliance with these ethical principles and allow for the development of good practices:

- Advisory Commission on Ethics for Animal Experimentation
- Commission for the Protection of Inventions
- Biosafety Committee
- Ethics Committee

The Ethics Committee has been set up recently, as in the past we relied on the Ethics Committee of Aragon Region. The Ethics Committee treats all kinds of issues and is not research oriented.

Weaknesses:

Although it has not been pointed out in the gap analysis, we are aware that the Ethics Committee of the University of Zaragoza is not oriented towards Research related issues, and that these issues are becoming more and more important. Therefore, although the Ethics Committee has been created recently, it is needed that either a part of this Committee is specialized in research related issues, or a new research ethics committee is created. **We will**

include this as a new action (number 32). From the gap analysis it also clear that we should develop an improved welcome package, because the last one is outdated (year 2018). Information on the strategy should be also included in the welcome package for new recruits when the contract is signed, so that they are informed about the HR strategy from the first moment they join the university. **We will include this as a new action (number 31).** We can also include as weaknesses two transversal aspects that are common to the strategy: first, the lack of a completely new designed web in English. However, we have made significant progress including the installation of a translation plugin in many of the web pages, as is commented in the attached 'Response to recommendations' document. Secondly, the HR strategy needs a better communication channel for its promotion, as became clear from the gap analysis. This involves all the C&C principles and will be also included in the action plan **(action number 26).**

Remarks:

The results of the survey that gives rise to our gap analysis can be found at the following link that can be also accessed from the HRS4R University of Zaragoza page https://hrs4r.unizar.es/sites/hrs4r/files/archivos/pdfs/Survey%20results.pdf

UNIZAR has developed an Open Access Policy document during 2024, which is accessible from the Library (English) . We rely on the principle 'As open as possible, as closed as necessary'.

Recruitment and selection

Strengths:

In order to gather the opinions of Unizar's research staff on aspects related to hiring and selection processes, 10 questions were formulated on these topics in the survey conducted in 2024 regarding the HRS4R strategy. As can be seen in the survey analysis document, Unizar's teaching and research staff positively evaluated the procedures with an average score of 3.4 out of 4 (with 4 being strongly agree).

We think that the reason is because, in recent years, significant improvements have been made in aspects related to the hiring of research staff within the framework of research projects (international, private, or national research projects), while maintaining high quality, transparent, professional and merit-based hiring processes. The foundation of the GESPI office, specifically designed to the recruitment of temporal research contracts, has been key for the improvement and increase of speed in the recruitments processes while maintaining a high quality in the complete process.

Moreover, permanent contracts have been issued in accordance of the Spanish Science Law modification in 2022. This provides very important job stability for both national and international researchers. Job applications for research staff positions are submitted electronically, leading to an increase in applications from international researchers who have applied for research positions at Unizar, specially in COFUND or MSCA related calls. International mobility is recognized and is a mandatory requirement for researchers applying for a postdoctoral access contract. In all calls for the hiring of Predoctoral or Postdoctoral Researchers, the absence of a researcher due to maternity or paternity leave is acknowledged.

<u>Weaknesses:</u>

Unizar continues to work, within the framework of the HRS4R strategy, on improving the procedures for an increase of international talent recruitment through the publication of positions for research staff also in national projects. At present, only those positions with a duration of more than 1 year are foreseen to be published at international level. The Euraxess office and the University Research Institutes are helping the candidates through the University bureaucracy, although it is still something that needs more work. As a recurrent weakness, we have to extend some actions and try to monitor their advance through adequate indicators. **To achieve these goals, we have decide to extend action 22 about the promotion of Euraxess job calls and also to extend action 24 to maintain new talent attraction calls.** Both actions have included new quantitative indicators.

<u>Remarks:</u>

An OTM-R policy document has been made recently and disseminated though our HRS4R page. The vice managers for Research and HR have collaborated in its creation. It can be found at:

http://hrs4r.unizar.es/sites/hrs4r/files/archivos/pdfs/OTMR%20Policy%20UNIZAR_esp.pdf

As a part of HRS4R strategy, the HR page of GESPI is being translated into English. Many sections have been translated to facilitate the application and hiring of international researchers:

- The application form for job positions, so anyone can apply and understand the fields in the form. (NIP access required)
- Contracts and appendices for international researchers. Additionally, a sample contract and the appendices are available for consultation by anyone on the GESPI website.

Research institutes publish research staff positions on the Euraxess portal and on LinkedIn

From HRS4R Linkedin and twitter profile all the job calls posted on the Unizar notice board are published daily to achieve maximum international dissemination (see HRS4R Linkedin and X profiles)

Working conditions

<u>Strengths:</u>

The third block of the survey about Unizar HRS4R strategy was focused on "***Conditions and work practices"***, 13 questions related to aspects of working conditions were addressed.

Unizar has an attractive working environment for its teaching and research staff. The University works on continuous improvement to guarantee excellent teaching and research activities, where the profession is recognized and professional development is assured, especially for R4 researchers. Positive responses were obtained in questions related to the reconciliation of work and family life and on disabilities. There is a conciliation plan of the University that is regulated since 2006 and uploaded in the Working Conditions part of the HRS4R web page.

Offices related to helping researchers are strong and have professional staff, providing resources and a good working environment. University Research Institutes are also providing services and better resources to the researchers.

At the end of 2023 it was developed the second collective agreement for teaching and research staff contracted by UNIZAR. This collective agreement fully incorporates non-permanent contracted research staff, whose importance is not only qualitative but also quantitative, as there are hundreds of researchers with temporal contracts. This means also that the working conditions of any person working in positions related to research have similar working conditions. Particularly, the improvement in remuneration of teaching and researcher staff is, undoubtedly, the most visible element of this new agreement.

Moreover, as a result of the contractual stability explained in the previous section and in the framework of the HRS4R strategy, since May 2023, Unizar allows all researchers hired under research projects to teach (see Rector's resolution at this link).

Weaknesses:

From the survey we have found some aspects that need the attention of the strategy and a deeper study. An average score of 3.2 out of 4 was obtained in this part, and the main reason has been some questions that intended to highlight the recognition of the profession and public commitment and the need to improve, through appropriate actions, aspects such as employment stability, funding and salaries and access to career guidance. Some questions have relatively low scores, mainly due to the opinion of R3 researchers, so it will be necessary to identify their shortcomings to improve their conditions. **We will propose a new action (number 27)** to improve the resources and information that R3 researchers are receiving in our University.

Career guidance is another aspect to be analyzed, as is important for early career researchers and this is something that needs improvement according to the survey but also to the proposals received in the meetings with researchers. **We are also proposing a new action (number 28)** with a program to improve career guidance through training, specific information and workshops and a mentoring plan for R1 and R2 researchers. Moreover, R1 and R2 researchers have not responded to the survey in the numbers that we may consider sufficient. Therefore, we should focus on these researchers looking for a better engagement with the University and the HR strategy within action 26.

Remarks:

As an improvement worked on within the HRS4R strategy, official UNIZAR documents related to aspects of working conditions have been translated into English (see Working Conditions part in the HRS4R UNIZAR web page).

Training and development

Strengths:

Unizar has a strong training program for researchers, that has very good opinions among the researchers. Training centers as CIFICE, CULM or the Doctoral School have programs that include courses ranging from Spanish and foreign languages to specific research or teaching activities. Moreover, from the survey it becomes clear that PhD advisors are connecting and

helping R1 researchers in the development of their careers. The following courses are offered at Unizar:

- Training courses for teaching and research staff: Centre for Innovation, Training and Research in Educational Sciences (CIFICE)
- Doctoral School training courses
- Languages Courses
- G9 Training Courses
- Unizar courses and events
- Research Institutes seminars and courses (listed in their webpages)
- Spanish courses as a foreign language

Additionally, internationalization continues to be one of Unizar objectives. In the framework of Horizon Europe, to date Unizar is participating in 53 projects that represent a total fundraising amount of 22.5 M€. European Research Council (ERC) projects are among the most excellent. Over the period 2021-2024, Unizar has obtained 7 ERC grants (around €11M).

On the other hand, it is also worth highlighting Unizar's success in participating in Marie Skłodowska-Curie (MSCA) projects for attracting talent. Participation in MSCA calls has been promoted through specific seminars and workshops. To date, 23 MSCA projects have been obtained in different modalities such as the MSCA-Postdoctoral Fellowship projects, through which eleven postdoctoral researchers will be incorporated. Regarding the MSCA-Cofund actions, one of the objectives of the Vice-Rectorate for Science Policy is to attract talent, therefore it allocates part of its budget to support and co-finance this type of MSCA action that needs to be co-financed. It will allow the incorporation of 6 pre-doctoral researchers in different Research Institutes. Moreover, within the framework of the UNITA alliance, Unizar participates in the MSCA-Cofund project called 'CHORAL' which will recruit 3 pre-doctoral researchers in the area of cultural heritage.

The European Projects Office (EPO) of the University of Zaragoza plays a key role in stimulating greater participation of Unizar in European projects. An increase of Unizar participation in international projects will surely promote the recruitment of foreign researchers.

Weaknesses:

In the HRS4R survey, 6 questions were formulated relating to "**Research Career and Talent Development**".

Although the overall score was good, it was not rated very positively the question about Professional Development. The assessment of this question should be considered to study actions promoting the professional development of senior researchers. Therefore, **we are proposing a new action (number 29)** for the improvement of the professional development of R4 and R3 researchers.

We have also detected that part of the satisfaction of researchers in their job is dependent on the professionality of the technical staff that give them support. This technical staff needs more training in a changing environment and develop professional skills to support the research of the University. Therefore, **we are also including a new action (number 30)** to improve the professional development of the technical staff related to research management.

Remarks:

During this year, some trainings related to the application of European projects have been organized:
[EU PROYECTS EVENTS](#)
 [MARIE CURIE EVENT](#)
[WEBINAR MARIE CURIE](#)

On the other hand, the Scientific Culture Unit of UNIZAR organized since 2021 the [European Researcher´s Night](#).

Comments on the implementation of the OTM-R principles

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HRstrategy including the OTM-R policy and actions should be published on your organisation's website.

The implementation of the OTM-R policies is being carried out by the different offices that develop the recruitment processes, depending on both the Human Resources and Research Vice-manager offices, whose heads are in the Technical Committee of the HRS4R strategy of our University. The director of the GESPI office, responsible for the recruitment of temporary researchers, as well as the head of the EURAXESS office, are also involved in the HR structure and therefore work on the implementation of the OTM-R policies in our University. Therefore, the Technical Committee acts as a coordination group for different HR for researchers policies.

2. Implementation

General overview of the implementation process

Historically, on 22 April 2015, the University of Zaragoza unanimously approved in its Governing Council the adhesion to the Charter and Code of Recruitment of Researchers. Following the appointment of the new Rector Magnificent of the University of Zaragoza, Prof. José Antonio Mayoral Murillo and his new Governing Team, a boost is given to the implementation of the Human Resources Strategy for Researchers HRS4R of the University of Zaragoza. To achieve this objective, the University of Zaragoza approved the appointment of a Technical Committee at the Governing Board meeting held on 31 May 2016, composed of a multidisciplinary team of different heads of different secretariat departments and researchers, which would monitor the development of the strategy and would try to promote and ensure the progress of the project and prepare the documentation for each stage.

The process that the University of Zaragoza has followed from the signing of the institutional commitment to the present time can be summarized as follows:

- First gap analysis completed in 2016 and HR label granted in 2017 with our first action plan

- Interim assessment of the implementation of the strategy and label renewal in 2019, with the elaboration a new action plan.

- Development of both the strategy and 2019 action plan and preparation of the external assessment visit in 2023. For this phase, several meetings had to bee performed and a survey was designed to receive information about the engagement of the researchers.

- After the face-to-face evaluation with the external experts' commission, a series of aspects to improve within our strategy were detected and therefore it led to the need to improve and communicate better our strategy as well as develop of a new action plan in our University, for which a new survey was designed and a new gap analysis performed.

- In this phase since late 2023, there has been a reinforcement of the implementation of the strategy looking for a stronger engagement of the researchers and a response for the recommendations of the Commission.

The Technical Committee has been restructured in 2024 to achieve two goals:

- Include a higher number of stakeholders related to HR in the University

- Engage a higher number of researchers through the inclusion of the 10 University Research Institutes by means of a sub-committee of their delegates and the inclusion in the Technical Committee of a representative of these delegates and a representative of the Directors of the Research Institutes.

The Technical Committee, appointed by the Rector of the University of Zaragoza on 5 February 2024, is the main working group related to the HRS4R and its responsibilities are to define the main lines of the strategy, including the gap analysis definition, action plan proposal, help in the involvement of the researchers, promote the implementation of the strategy and also monitor the whole process. It is supervised by the **Steering Committee**, which is the Governance board of the University leaded by the University's Rector and where the Manager and all the Vice-rectors are represented. The Steering Committee defines the main lines of the strategy and determines how they fit within the University lines of actuation. The Vice-rectors of Scientific Policy and Teaching Staff are also members of the Technical Committee. A subgroup of the Technical Committee, formed by the Director of the International Research Projects Secretariat, the Director of the European Projects Office and the head of the EURAXESS office, acts as the **Task Team** that drafts the documents and helps the implementation of the different actions on the ground. The **Research Institutes Delegates Committee** will be responsible to disseminate the information regarding the HRS4R among the Institutes and to transfer to the Technical Committee all kind of information from the researchers in a bottom-up approach. This Committee has a representative in the Technical Committee and will be a specific tool that will help also in the implementation and monitorization of the whole process. The Director of Services Inspection, responsible for the quality assurance policies of the University of Zaragoza, has also been included in the Technical Committee. All these Committees will meet regularly being the Task Team the responsible for the coordination of the information and the action plan schedule.

The Technical Committee has the following members (it is marked with * the new representative seats):

- Vice-Rector for Science Policy. Rosa Bolea

- Vice-Rector for Teaching Staff, (or person delegated by him). Ismael Jiménez

- Vice-Managing Director for Research. Raquel Rodríguez

- Vice-Managing Director for Human Resources*, (or person delegated by him). Ángel Pascual

- Director of the International Research Projects Secretariat. Nacho Garcés.

- Representative of IUI Directors*. Alberto Molina.

- Representative of IUI delegates*. Irene Pérez Ibarra.

- Director of the OPE. Pilar Calatayud.

- Director of GESPI*. Ana Machín.

- Director of Services Inspection*, (or person delegated by her). Isabel Luengo.

- EURAXESS office staff. María Salinas.

- Researcher R1. Tomás Berriel.

- Researcher R2. Cristina Mamblona.

- Researcher R3. Ana Rúa.

- Researcher R4. Rafael Domingo.

- Representative of non-Unizar researchers*. Filomena Silva.

The resulting action plan has specific and measurable indicators for the 7 proposed actions. Each action has a responsible for its development. The Task Team will monitor each action and help the responsible to implement the different tasks within an action. Each three months the Research Institutes Delegates Committee will meet to oversee the implementation of the actions, that will be monitored each six months by the Technical Committee, that will use the information from the Task Team and Research Institutes Delegates Committee to act whenever it is necessary. To help in the process, a table of indicators has been designed and uploaded in the web page.

How have you prepared the internal review?*

Detailed description and duly justification

For the preparation of the Internal Review, the HRS4R Technical Committee has analysed the previous internal review and action plan and the consensus report provided by the External Panel.

In view of this information and after the meetings with the research community, it was decided that we should reinforce the HRS4R team and that the UNIZAR researchers would take part in this analysis. For this reason, we prepared a questionnaire that was sent to the entire research community and meetings were held to find out their opinion.

The Task Team has analyzed the data, which has been discussed in the Delegates Committee and Technical Team to obtain the final updated HRS4R Strategy for our University.

How have you involved the research community, your main stakeholders, in the implementation process?*

We can speak here of two different phases, before and after the External Panel visit.

In the first one, all Unizar researchers were invited to attend some meetings to talk about this certification, the actions carried out and the shortcomings they observe in the institution. Participation was voluntary and researchers R1, R2, R3, and R4 were invited through the official bulletin, an announcement on the web, and by email. Two meeting sessions were held. The first on May 18, 2022, with researchers R1 and R2, with an attendance of 16 people. The second day was on May 19 for researchers R3 and R4, with the participation of 10 people. Subsequently, a survey was prepared to assess the researchers' satisfaction with the logo certification process and with the actions carried out. The survey was produced by the HRS4R working group and was launched from July 11 to July 21. This survey was sent by email to the entire UNIZAR research community.

However, of the 2,933 researchers, the survey was answered only by 119, which was obviously an extremely low number.

Therefore, following the recommendations of the External Panel we have tried to start a new way to involve the researchers in the Community. It is being done by

- Involving the University Research Institutes by means of naming a HR delegate in each institute (more than 60% of the researchers are in one of the 10 Institutes)

- Involving other stakeholders such as Faculty Deans, Department Directors, and Principal Investigators of the formal research groups of our University.

- Increasing the presence of the HR strategy in social media and the web, through a new web and LinkedIn and X specific accounts

- Providing a set of meetings in each University Campus, looking for an increase of the engagement of the researchers through the help of the Faculty Deans. There were also meetings with other stakeholders as Research Institute Directors, Faculty Deans, Unions and PhD students.

- Developing a new survey and using all the previous measures to disseminate it among the researchers

With these measures we have obtained 940 survey answers which is a more relevant number, and we are sure that we have reached many new researchers. Moreover, using the University Research Institutes delegates we are in a pace where the HR strategy is going to be promoted in a monthly basis among the researchers.

Do you have an implementation committee and/or steering group regularly overseeing progress?*

Detailed description and duly justification

The implementation group is formed by the Technical Committee and the Research Institutes Delegates Group, both leaded by the Task Team. The Technical Committee, which is appointed by the Rector, has representatives of all the researcher groups and stakeholders relative to Human Resources at the University. The Technical Committee is the main working group related to the HRS4R and its responsibilities are to define the main lines of the strategy, including the gap analysis definition, action plan proposal, help in the involvement of the researchers and also monitor the whole process. It is supervised by the Steering Committee, which is the Governance board of the University leaded by the University's Rector and where the Manager and all the Vice-rectors are represented. The Steering Committee defines the main lines of the strategy and determines how they fit within the University lines of actuation. It oversees all the process and is informed by the Vice-rectors of Scientific Policy and Teaching Staff who are also members of the Technical Committee. A subgroup of the Technical Committee, formed by the Director of the International Research Projects Secretariat, the Director of the European Projects Office and the head of the EURAXESS office, acts as the Task Team that drafts the documents and implements the different actions on the ground.

During this year, the Technical Committee has been redesigned and reinforced to assure, on the one hand, that all the researcher groups R1 to R4, and even non-Unizar researchers, are represented, and on the other hand that other important stakeholders are also represented as new members. This includes specifically representatives from the University Research Institutes, who have been designed to act as a new link between the researchers and the Technical Committee. The Director of Services Inspection, responsible for the quality assurance policies of the University of Zaragoza, and the Vice-manager for Human Resources of the University have also been included in the Technical Committee. It has been also created a Research Institutes Delegates Group to be able to disseminate the information regarding the HRS4R among the Institutes and to transfer to the Technical Committee all kind of information from the researchers in a bottom-up approach. They will also help to the implementation of the Strategy in their Institutes and hence in our University.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy*

Detailed description and duly justification

The University of Zaragoza has not a specific institutional strategy, but the HRS4R is perfectly aligned with the University policies through:

- The Governance Board of the University has been continuously informed about the HRS4R and its actions.

- The Vice-rector for Scientific Policy presides the HRS4R Technical Committee and is also participating in the Governance Board of the University. Moreover, the Vice-rector for Teaching Staff is also in both Committees.

- The Manager of the University is informed and collaborates with the HRS4R through the inclusion of two Vice-managers (Research and Human Resources) in the Technical Committee. The manager is a key player in all the issues concerning recruitment and the technical staff promoting and managing the research in our University through the Research Support Offices.

- The Statutes of the University of Zaragoza have been recently approved, and the HR strategy for researchers has inspired many of the different articles related to research and recruiting (articles 131 to 177 and 181 to 183). The statutes can be found in the Resources part of the HR web.

- The collective agreement for teaching and research staff contracted by UNIZAR is negotiated among researchers and professors' representatives and the management of the University. The HR strategy is part of these negotiations since both representatives and Vice-Rectors are present in the Technical Committee.

- The Research Institutes are main tool for the structure of the Scientific Policy of our University. Involving these Institutes in the HR strategy aligns the main strategy goals of the institution with the goals of the Research Institutes and their researchers.

How has your organization ensured that the proposed actions would be also implemented?*

Detailed description and duly justification

The Vice-rectorates for Research and Teaching Staff and the Vice-manager for Research are responsible for most of the actions, and they are committed with the strategy and include resources to implement the actions. The Steering Committee is going to oversee the actions and the Technical Committee will monitor the development of the plan actions and will also help to its implementation. The Research Institutes will be involved through their delegates trying to communicate the actions to be implemented to their researchers, and helping in the monitoring of the strategy.

All the actions are public and published in the HRS4R web page, making all the research community aware of the actions to be implemented.

How are you monitoring progress (timeline)?*

Detailed description and duly justification

- The Task Team meets every month and revises the timeline of the action plan.

- The Research Institute Delegates Committee will meet every 3 months to obtain information from the researchers and help in the implementation of the actions. Information about the actions and their implementation and the impact on the researchers are reviewed.

- The Technical Committee meets every 6 months to monitor the process. The status of each action is reviewed. The responsibles of the different actions are members of this Technical Committee. Improvement elements are sought for those actions that are not progressing adequately. If needed, some sub-groups will be formed to push some actions.

- The Steering Committee is informed by the Vice-Rectors present in the Technical Committee whenever there is a Technical Committee.

How will you measure progress (indicators) in view of the next assessment?*

Detailed description and duly justification

As a result of the External Panel visit, better indicators have been included in the different actions. Better indicators mean quantitative indicators that can be measured and evaluated. As indicated previously, the Technical Committee will monitor the progress of the development and implementation of the different actions, and the Steering Committee will oversee the HRS4R strategy. There has been designed a table of indicators to have a better tool for the monitoring of the development of the strategy and action plan.

Have any of the priorities for the short- and medium term changed?

After the external panel visit, the priorities have not changed, but we have refocused our methodology looking for two main objectives. On the one hand, explain in a better way what we are doing and what has being done and, on the other hand, increase our efforts to engage the researchers in the HR strategy. Our strategy has focused from the beginning in fulfilling the C&C principles and to achieve the best conditions for our researchers in a given and specific legal and economic context. However, and due to different circumstances, we have mainly followed a top-down methodology and the engagement with the researchers has not been optimal. Now, we are trying to engage

the researchers through different representatives, and where the Research Institutes delegates are key to achieve a bottom-up approach in some of the actions.

It should also be noted that the document of 6 December 2023: 'Annexes to the COUNCIL RECOMMENDATION on a European framework for attracting and retaining research, innovation and entrepreneurial talent in Europe' in its ANNEX II points towards a new European Researcher's Charter, and this document includes new aspects that we were also being analyzed in our University such as: Open Science and research dissemination; integrity in research practice; early research career and the lack of stability of postdoc researchers; or the research assessment reform that are also changing our priorities in the medium term and that we will have to analyze in the framework of our strategy. Indeed, some issues related to these aspects have emerged from our gap analysis and are already being addressed in our action plan.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

The only circumstance that may have an impact on our HR strategy is the end of the Rector's mandate in three months, because it will impact the Technical Committee through the change in many of the positions of Vice-rectors, Manager of the University and their teams. However, the nomination through the current Rector of the Technical Committee establishes that these members are in the Committee because of their position, not personally, therefore, given that there are other members that are staff of the University and will be in the Committee independently of the new Rectoral team, it is assured that the change will be smooth and that the strategy will not be affected. Moreover, it is expected that the candidates for the Rector position are members of the actual Rectoral team, therefore the involvement of the University in the HR strategy is likely to be maintained in the mid term.

Are any strategic decisions under way that may influence the action plan?

As has been said, the Rectoral mandate is about to finish, and a new Rector will be elected in three months time. Therefore, there is no strategic decision on the way that may influence the action plan at this moment. Naturally, a new Rectoral team can adopt new decisions that may influence the action plan, but, as been also said, it is not expected a decrease in the involvement of the University governance in the HR strategy. On the contrary, we believe it will be likely increased.

C. Action Plan 2025-2027

One important part of the HRS4R strategy is to find areas for improvement through a gap analysis, and to develop an action plan capable of filling the gaps through focused actions that help the improvement of the institution and the fulfillment of the C&C principles.

An action plan has been in place since 2017, upgraded in 2019 and 2022, which can be viewed on the action plan page:
https://hrs4r.unizar.es/sites/hrs4r/files/archivos/pdfs/Actions.pdf

The last 6 actions of the 2022 action plan (19 to 25) were proposed in 2022 when we sent the documentation to the European Commission. However, given the delays we have had in the external evaluation process and the year that has passed since the last Consensus Report was provided, many of them have been already completed.

Following the recommendations given in the Consensus Report about the need to perform a new gap analysis, this has been done in the last year. All the important information needed to build the new and updated action plan is included in the Survey and gap analysis document that can be found in the HRS4R web page:
https://hrs4r.unizar.es/sites/hrs4r/files/archivos/pdfs/Survey%20results.pdf

The 40 C&C principles are analyzed, in our case through a survey, and the information is correlated with other more direct, face to face meetings with the researchers to get their views on the strategy and the different principles. There may be other options for obtaining this information, such as focus groups for example but, in this case, we decided to provide new and fresh information from a high number of researchers through a survey.

From the gap analysis following the survey and meetings, we have detected some gaps in our strategy (listed following the order of the actions):

- the number of foreign researchers in UNIZAR is particularly low. Moreover, there are calls where is not easy to find researchers from the own University. Although an increase of the number of foreign researchers needs a constant and firm support from the institution, the HRS4R strategy should maintain some actions that started in 2022 to improve these numbers. Particularly, from our analysis we have found that we should extend for two years two of the actions proposed in 2022 and promote the translation of the calls to English. Action 22 for the promotion of EURAXESS in the recruitment processes and action 24 to maintain calls for attracting new talent to the University. Both actions should help University of Zaragoza to attract new and international talent, which will be measured by quantitative indicators.

ACTION 22. Promote the publication of job vacancies on Euraxess-type platforms through UNIZAR Research Institutes.

EXTEND 2 YEARS
Indicators
22.1. Number of announcements published on Euraxess. Estimated target: 40 per year.
22.2 Number of new recruited foreign researchers. Estimated target: 10 per year.

ACTION 24. New calls from the Vice-Rectorate for Scientific Policy: Manuel Lopez and Visiting Professor calls

EXTEND 2 YEARS
Indicators
24.1. New calls from the Vice-rectorate. Estimated target: 2 per year
24.2. Number of researchers recruited. Estimated target: Increase of 50% of researchers hired from the 2023 value (8).

- Communication and engagement of the researchers to the HRS4R strategy is increasing, but there is evidence that we should intensify the actions to promote the knowledge and involvement of the researchers. R1 and R2 researchers are not aware or involved in the strategy in a high number, when the HRS4R is especially interesting for them. We will include in the action information about some of the principles that had a high percentage (higher than 15%) of 'do not know/do not answer' in the survey.

ACTION 26. Accelerate the knowledge and engagement of the researchers in the HRS4R strategy, specially of R1 & R2 researchers.

Responsible: VR Scientific Policy, Doctoral School
Specific tools: Workshops, training courses, HR newsletter, Doctoral School involvement, social networks, HR label visibility
Timeline: 2025-2027

Indicators:
26.1. Number of specific workshops. Estimated target: 2 per year
26.2. Specific training. Estimated target: 1 course per year
26.3. Number of R1 researchers involved. Estimated target: 45 new R1 researchers
26.4. Followers in social media. Estimated target: Increase 25% per year
26.5. HR label use policy and promotion. Estimated target: done.
26.6. HR newsletter. Estimated target: 2 numbers per year.

- Responses of R3 researchers to the survey were particularly critical with some aspects regarding working conditions.

ACTION 27. Create a permanent link to have a constant dialogue with R3 researchers

Responsible: VR Scientific Policy, VR Teaching Staff
Specific tools: Meetings with R3 representants
Timeline: 2025-2027

Indicators:
27.1. Number of meetings held per year. Estimated target: 2 per year
27.2. Number of actions proposed per year. Estimated target: 2 per year

- In the survey, but also in the different meetings, the researchers showed that Research Career guidance is not developed adequately in our University, specially for R1 and R2 researchers.

ACTION 28. Program for a better Career Guidance for R1 and R2 researchers.

Responsible: VR Scientific Policy, Doctoral School
Specific tools: Workshops, training, multimedia material, specific part in the web.
Timeline: 2025-2027

Indicators:
28.1. Number of workshops. Estimated target: 1 per year
28.2. Number of training courses. Estimated target: 2 per year, 1 for R2 and other for R1 researchers
28.3. Specific page for research career in HR web. Estimated target: done

- In the survey it becomes clear that professional development is something to analyze and improve, especially for R3 and R4 researchers. Particularly, there are many R4 researchers that would need a boost for professional development at the University. Moreover, we think that technical staff related to research should also be part of the actions trying to improve the professional development.

ACTION 29. Develop and improve professional development tools for R4 and R3 researchers.

Responsible: VR Teaching Staff, VR Scientific Policy
Specific tools: Training courses, matching events, R4 researchers leave policy, research assessment modifications.
Timeline: 2025-2027

Indicators:

29.1. Number of R3 and R4 researchers attending training courses. Estimated target: 20/course
29.2. Number of matching events. Estimated target: 2 per year.
29.3. Increase of number of R4 researchers on leave. Estimated target: 25% increase per year
29.4. Increase in the number of European Projects. Estimated target: 20% increase in participation in Horizon Europe calls each year
29.5. Development of COARA action plan. Estimated target: done.

ACTION 30. Implement professional development programs for research technical support staff.

Responsible: Vice-manager for Research, VR for Scientific Policy
Specific tools: Start membership in EARMA, training courses, cross-offices meetings
Timeline: 2025-2027

Indicators:
30.1. Membership in EARMA. Estimated target: done.
30.2. Staff doing courses in EARMA. Estimated target: 10 per year.
30.3. Cross-offices meetings. Estimated target: 2 per year.

- From the meetings with researchers it was clear that many researchers do know neither the Welcome Manual nor the Code of Good Practices for Researchers. An idea coming from one particular meeting was to provide these document to the recruited researcher when signing the contract.

ACTION 31. Update specific documents: Code of Good Practices for Researchers and Welcome Manual

Responsible: Vice-manager for Research, VR for Scientific Policy
Specific tools: revision of new legislation, inclusion of Ethical Code and Open Access Policies
Timeline:1Q 2026

Indicators:
31.1. Updated Code for Good Practices for Researchers. Estimated target: done.
31.2. Updated Welcome Manual. Estimated target: done.
31.3. Welcome Package provided in each new contract. Estimated target: done.

- There is an increased interest in having a specific Ethics Committee in UNIZAR. Despite we have created an Ethics Committee, a new Committee specialized in research related issues is needed as the Ethics Committee has not the personnel or the knowledge for the complex aspects related to research that need a fast ans prompt response.

ACTION 32. Setting up of an Ethics Committee for Research in UNIZAR

Responsible: VR for Scientific Policy, Director of Services Inspection
Specific tools: meetings, approval by Governance Board
Timeline: 4Q2025

Indicators:
32.1. New Ethics Committee for Research. Estimated target: done.

Gantt Chart

	Tasks	Start Date	End Date	2025				2026				2027			
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Action 22: Promote the publication of job vacancies on Euraxess-type platforms through UNIZAR Research Institutes.	11/01/24	10/31/26													
2	ACTION 24. New calls from the Vice-Rectorate for Scientific Policy: Manuel Lopez and Visiting Professor calls	11/01/24	10/31/26													
3	ACTION 26. Accelerate the knowledge and engagement of the researchers in the HRS4R strategy, specially of R1 & R2 researchers.	11/01/24	10/31/27													
4	ACTION 27. Create a permanent link to have a constant dialogue with R3 researchers	11/01/24	10/31/27													
5	ACTION 28. Program for a better Career Guidance for R1 and R2 researchers.	11/01/24	10/31/27													
6	ACTION 29. Develop and improve professional development tools for R4 and R3 researchers.	11/01/24	10/31/27													
7	ACTION 30. Implement professional development programs for research technical support staff.	11/01/24	10/31/27													
8	ACTION 31. Update specific documents: Code of Good Practices for Researchers and Welcome Manual	11/01/24	01/31/26													
9	ACTION 32. Setting up of an Ethics Committee for Research in UNIZAR	11/01/24	10/31/25													

Indicators Table

To be monitored twice a year by the Technical Committee

Task /action	Indicator	Estimated target	Previous value	Actual value	Date
22	**Promote the publication of job vacancies on Euraxess-type platforms through UNIZAR Research Institutes.**				
22.1	Number of announcements published on Euraxess	40/year	20 (OPE value)		
22.2	Number of new recruited foreign researchers	10/year	-		
24	**New calls from the Vice-Rectorate for Scientific Policy: Manuel Lopez and Visiting Professor calls**				
24.1	New calls from the Vice-rectorate	2/year	2/ every 2 years		
24.2	Number of researchers recruited	50% increase/year	8		
26	**Accelerate the knowledge and engagement of the researchers in the HRS4R strategy, specially of R1 & R2 researchers**				
26.1	Number of specific workshops	2/year	1/year		
26.2	Specific training	1 course/year	-		
26.3	Number of R1 researchers involved	45 new R1 researchers	-		
26.4	Followers in social media	25% increase/year	80 X & 1173 Linkedin		
26.5	HR label use policy and promotion	Done	-		
26.6	HR newsletter	2 numbers/year	-		
27	**Create a permanent link to have a constant dialogue with R3 researchers**				
27.1	Number of meetings held	2/year	-		
27.2	Number of actions proposed	2/year	-		
28	**Program for a better Career Guidance for R1 and R2 researchers**				
28.1	Number of workshops	1/year	-		
28.2	Number of training courses	2/year (1 for R1 and 1 for R2)	-		
28.3	Specific page for research career in HR web	Done	-		
29	**Develop and improve professional development tools for R4 and R3 researchers**				
29.1	Number of R3 and R4 researchers attending training courses	20/course	-		
29.2	Number of matching events	2/year	-		
29.3	Increase of number of R4 researchers on leave	25% increase per year	4 (23-24 course)		
29.4	Increase in the number of European Projects.	20% increase per year	23 new projects (2023)		
29.5	Development of COARA action plan	Done	-		
30	**Implement professional development programs for research technical support staff**				
30.1	Membership in EARMA	Done	-		
30.2	Staff doing courses in EARMA	10/year	-		
30.3	Cross-offices meetings	2/year	-		
31	**Update specific documents: Code of Good Practices for Researchers and Welcome Manual**				
31.1	Updated Code for Good Practices for Researchers	Done	-		
31.2	Updated Welcome Manual	Done	-		
31.3	Welcome Package provided in each new contract	Done	-		
32	**Setting up of an Ethics Committee for Research in UNIZAR**				
32.1	New Ethics Committee for Research	Done	-		

OPEN, TRANSPARENT AND MERIT-BASED (OTM-R) RESEARCH POLICY OF THE UNIVERSITY OF ZARAGOZA

Universidad Zaragoza
1542

hr
HR EXCELLENCE IN RESEARCH

Recruitment policies and procedures of the University of Zaragoza

An OTM-R document refers to an "Open, Transparent and Merit-Based Recruitment" document, which aims to ensure equity and equal opportunities during the process of hiring researchers at the University of Zaragoza.

In 2017 the University of Zaragoza (UZ) obtained the seal of excellence "HR Excellence in Research Award" in recognition of its constant commitment to the implementation of the guidelines of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. These key documents from the European Commission set out a set of guidelines for European universities and research institutions to improve the recruitment process and working conditions of research staff, thereby boosting research careers in the European Union. The UZ Government Team is committed to involving the University at all levels to improve the hiring process and working conditions of our research staff. To this end, over the years, a working group has been created consisting of the main actors related to the policies of hiring researchers and has been responsible for developing a Strategy and Action Plan for our University to comply with the requirements established in the Charter and the Code. The awarding of the "HR Excellence in Research Award" seal is a great step towards attracting talented people to our University, as well as strengthening our international profile and demonstrating our commitment to creating a favourable working environment for our research staff.

The University of Zaragoza has continuously opted for hiring processes that took into account merit, that were open and transparent in all phases of the different calls, respecting the guarantees of the applicants in terms of equality, non-discrimination or possibility of appealing the actions, and that complied with rules of action that are reflected in different agreements of the Governing Council of our University. That is why it is necessary to have a document that reflects our OTM-R policies, those that give rise to Open, Transparent and Merit-Based Recruitment, whose objective is to guarantee equity and equal opportunities during the process of hiring researchers at the University of Zaragoza.

Scope of the document

The hiring of researchers at the University of Zaragoza, as in any other Spanish University, has different aspects.

On the one hand, the majority of university professors, in any of the forms permitted by legislation (Distinguished Professor, Visiting Professor, Assistant Doctor Professor, Contracted Doctor Professor, Permanent Labor Professor, Professor of University School and Professor of University School - when they are in possession of the title of Doctor-, University Professor and University Professor) have recognized among their work the research activity, which is, in turn, evaluated to a greater or lesser extent, depending on the category, in the different calls for selection of professors. In addition, there are other figures of university professors such as Substitute Professor or Associate Professor, among whose functions only teaching activity is contemplated. It should be added that there are other extinct figures, such as Assistant Professor or Contributing Professor, some people are still hired under the figure of Contributing Professor.

In any case, the calls are always based on criteria related to university teaching, that is, it is the teaching demand that causes the call for selection. In addition, these calls are always based on the principles of open and transparent communication , which can be submitted by anyone who meets the specific criteria of each, assessment of merits (including research merits) under conditions of equality and non-discrimination, transparency both in the selection criteria and in the resolutions of the different selection committees and guarantees to candidates at any stage of the process so that their rights are recognized through the corresponding resources. Within this typology of places it is pertinent to point out that there are temporary figures, which we will call contracted teachers, and permanent figures. Of these, those of full professor and university professor are positions of civil servants that are accessed by opposition. The procedures of all these positions are therefore linked to national legislation and are adapted and supervised by the Teaching and Research Personnel (PDI) area of the University of Zaragoza, which depends on the Vice-Management of Human Resources.

On the other hand, there are other types of calls that respond to the research needs of the research groups and institutes of our University, so that these calls are adjusted to the specific needs of the lines of research of the same to hire pre and postdoctoral researchers, most of them of indefinite duration, and are only temporary those that by the nature of the funding funds require it. The recruitment procedures have practically the same characteristics as the previous ones, but the selection criteria are related to the specific objectives of the research lines developed at the University of Zaragoza, so they do not have a teaching nature and both the selection commissions and the criteria are defined by researchers, with the supervision of a specific office of recruitment of researchers under the Vice-Management of Research, GESPI. When a researcher wants to recruit staff, he/she must make a specific request to this office using the documents linked on its website. In any case, the procedures of opening, transparency and evaluation according to merit are guaranteed in the process through that office.

Finally, there are recruitment figures that would be between the two, which have a fundamentally research character and that come from public calls to finance research personnel. The clearest example would be the postdoctoral calls Ramón y Cajal or the predoctoral calls for University Teacher Training. Here we can also define two typologies: on the one hand, public calls offered by institutions outside the University, such as the Spanish Research Agency, the Government of Aragon, the ARAID foundation or the European Commission. Within the scope of the University there is a procedure for searching profiles and applying for candidates, but the call and selection takes place outside this scope. On the other hand, specific calls for talent attraction of the University itself, which come from the Vice-Rectorate of Scientific Policy, in which both the calls for the positions and their selection are made within the University itself and are managed by the GESPI office. The number of these own places today is much smaller than the external ones, but in them the University of Zaragoza must ensure that the principles of openness, transparency and hiring based on merit will occur.

In this document we will mainly rely on the hiring of researchers in their pre and postdoctoral modalities and the figures of entry to the teaching field such as those of assistant professor doctor or associate professor. As mentioned, the figures that require a competition are regulated by national legislation, in addition to specifying specific accreditations that are granted within the framework of the National Agency for Quality Assessment and Accreditation, ANECA.

2. Legal and institutional scope

Legal regulations
- Law 17/2022, of 5 September, amending Law 14/2011, of 1 June, on Science, Technology and Innovation.
- Organic Law 2/2023, of March 22, on the University System.
- Royal Decree-Law 32/2021 of 28 December 2021 on urgent measures for labour reform, ensuring stability in employment and transforming the labour market
- Royal Decree-Law 8/2022 of 5 April 2022 adopting urgent measures in the field of employment contracts of the Spanish System of Science, Technology and Innovation.

Specific regulations of the University
Regulation on Recruitment of Research Personnel https://zaguan.unizar.es/record/30578
- Agreement of 21 December 2011 of the Governing Council of the University of Zaragoza approving the Regulation of the University of Zaragoza on the recruitment of research staff (BOA 38 of 24 February 2012).
- Agreement of 24 June 2013 of the Governing Council of the University of Zaragoza, partially amending the Regulation of the University of Zaragoza on the recruitment of research staff.
- Agreement of 21 January 2019 of the Governing Council of the University of Zaragoza, partially amending the Regulation of the University of Zaragoza on the recruitment of research staff, approved by Agreement of 21 December 2011 of the Governing Council of the University of Zaragoza ("Official Gazette of Aragon", number 38, of 24 February 2012), and its amendments approved by Agreement of the Governing Council of 26 January 2012 and 24 June 2013 (Official Gazette of Aragon, number 38, of 24 February 2019).

Temporary contracts for researchers to carry out specific scientific and technical research projects (categories N1, N2, N3.1, N3 and N4)
- Regulatory regulations (Agreement of 22 February 2019 of the Governing Council of the University of Zaragoza, BOA No. 54).
- General rules of the calls (Resolution of May 16, 2019, of the Rector of the University of Zaragoza, BOA No. 102).

Specific employment contracts of research staff (Predoctoral Modalities, Access, Distinguished)
- Regulatory regulations (Agreement of 16 January 2017 of the Governing Council of the University of Zaragoza, BOA No. 57).
- Amendment of the Regulatory Regulations (Agreement of 3 April 2017 of the Governing Council of the University of Zaragoza, BOA No. 75).
- General rules of the calls (Resolution of May 22, 2019, of the Rector of the University of Zaragoza, BOA No. 110).

3. Principles of procurement

The University of Zaragoza is committed to the objective of hiring the best person for each job, basing its criteria on the consideration of specific merits for each position, opening the doors to

any candidate and ensuring that its procedures do not discriminate against anyone on the basis of ethnicity, sex or political orientation.

At the University of Zaragoza, absolutely all jobs, whether related to research or not, comply with the principles of equal opportunities, merit and ability. Thus, the Code of Ethics recently approved by our University states: "In the selection and recruitment processes, we will act with full objectivity, respecting the principle of equal opportunities and taking into account in any case the suitability of the profiles of the applications and the needs explained in the call. "

Also in this Code of Ethics there is a direct reference to transparency in all areas of action of the University and its workers:

"The University of Zaragoza shall act with total transparency in the exercise of its functions and in the achievement of its objectives. Society must be aware of the resources made available to it, what they are dedicated to, how they are used and what results are obtained. Members of the university community must be accountable and act with the utmost respect for the obligation of transparency with the exceptions contemplated in the Law. "

On the other hand, with regard specifically to the recruitment of researchers, the Regulation of the University of Zaragoza on the recruitment of research staff states: 'In any case, these procedures for recruiting research staff ... shall ensure compliance with the constitutional principles of equality, merit and ability, as well as that of publicity, carried out in accordance with the provisions of the consolidated text of the Law on the Basic Statute of Public Employees and the rest of the legal system, so as to allow for transparent, open, equal and internationally recognised professional development.'

Likewise, the University of Zaragoza is fully committed to non-discrimination and the promotion of equal opportunities, as shown by the recent presentation of the 2nd Equality Plan of our University (link). In fact, in the calls of the Own Program of the Vice-Rectorate of Scientific Policy one of the selection criteria in case of a tie, is that the candidate is female.

Therefore, the University of Zaragoza aligns with the **following principles** in hiring researchers:
- Publicity of the calls and selection criteria based on the job, looking for an open process
- Complete transparency of actions and procedures, using electronic means and minimizing bureaucracy, seeking a transparent process
- Selection of candidates based on academic merits related to job characteristics, seeking a merit-based process
- Equal opportunities, non-discrimination and disability support.

4. Call for places

Place announcement procedures take place in different locations, and are managed by different units, depending on the type of places. Equality and transparency, as well as the selection of the best candidate according to the established selection criteria, are ensured through the different procedures.

In the case of permanent teaching positions, the Organic Law of the University System, in its article 71, refers to the internal regulations of each University the regulation of the procedure that must govern the competitions for access to the places of the University Teaching Corps. The University of Zaragoza published, in a decision of the Rector of 28 January 2020, the recast text of the Regulation governing calls for tenders for admission to university teaching posts. According to the same, the call must be published in the Official State Gazette (BOE) and the

Official Gazette of Aragon (BOA), being the date of the BOE the reference in terms of deadline for submission of applications. The call must indicate:

- The general rules of the competition (characteristics of the place and deadlines for application and resolution)
- Specific requirements that applicants must meet, and that will depend on the position in question
- The composition of the selection committee, which must comply with the criteria set out in Article 140 of the Statutes of the UZ
- Information of the application process, with the necessary documents, and development of the contest.
  It is the Teaching and Research Personnel Service (PDI), dependent on the Vice-Management of Human Resources, which will manage these calls.

With regard to temporary non-permanent teaching positions, calls are made through the Official Gazette of Aragon (BOA), usually including all those positions that will leave in an academic year, and where information on applications, requirements of applicants (including those that could apply to degrees obtained abroad), information on the admission procedure, selection commissions and the selection procedure will be included, including in this case the selection criteria, resolution and possible resources. The regulations can be consulted at this link. The IDP Service will also manage these types of positions.

Finally, the calls for non-permanent researchers will be published in a general way on the bulletin board of the University of Zaragoza e-ToUZ (https://ae.unizar.es/?app=touz) where the call will include the type of non-permanent researcher position, the regulations, the necessary forms as well as the characteristics of the position and specific requirements of the applicants, the selection body, how to make the application, the expected requirements and the documentation to be provided. The specific rules can be found at this link. On many occasions, especially when we are in the field of European projects, calls are also included through the EURAXESS portal. The GESPI office, under the Research Vice-Management, will be in charge of managing these calls. It should be noted that calls for staff funding, both external and internal, are also advertised on a single website of the Research Vice-Management https://investigacion.unizar.es/calls.

In addition to all the above, the positions of research staff and contracted faculty appear, in addition to the aforementioned places, in the daily newsletter iUnizar, which is received by all workers of the University of Zaragoza.

5. Application process

In all the calls, the application procedure is fixed, as well as the different documents that must be completed in order to be eligible for a place. Applications must be made electronically through the electronic registration portal of the University of Zaragoza (http://regtel.unizar.es) for which sufficient digital accreditation must be available through an electronic certificate or in the cases of research staff through the SOLICITA Platform@. For faculty positions, the documents to be filled in are in Spanish, but for contracted researcher positions they can be in Spanish and English, especially if the position has been published on the EURAXESS portal. Even so, much of the procedure (registration, need for electronic certificate, etc.) is done through portals in

Spanish, so the EURAXESS office supports any applicant whose mother tongue is not Spanish and has developed a series of help documents in English so that anyone can access the procedures without the language being a problem. The documents can be found in the FAQs of the EURAXESS Office portal at the University of Zaragoza.

6. Lists of admitted and excluded

The lists of admitted and excluded, as well as the reasons that could have motivated this decision, are published, as well as any communication to interested parties related to the call, through the electronic bulletin board of the University of Zaragoza e-ToUZ (https://ae.unizar.es/?app=touz), regardless of the office that manages the different calls. Persons excluded from the procedure may plead if they understand that their rights have been violated, through the electronic register as indicated in the procurement regulations.

7. Selection procedure

The selection procedures, as mentioned, are laid down in the relevant regulations. The election of the members of the selection commissions is perfectly determined in each of the procedures, and they will be appointed by the Rector on a proposal from the Departments or from the researchers themselves, in the case of hired researchers. These commissions must have a balanced composition in terms of gender, as indicated by the objectives of Axis 3 of the Equality Plan of the University of Zaragoza.

In the case of permanent teaching staff, they shall comply with the decision of the Rector of 28 January 2020, which indicates how the selection committees must operate in accordance with current regulations. In this case, it will be the commission in its constitution session that will set the criteria to solve the contest, and must set the day and time of the sessions with the candidates. All information regarding these decisions will be posted on the e-ToUZ University's electronic bulletin board. Once the sessions have been developed, the commission will deliberate and propose a candidate to fill the position, a decision that will be subject to the possible claims that the rest of the candidates could lodge.

In the case of contracted teachers, the procedure for selecting the commissions is also included in the current regulations, and can be obtained in this link. The main difference with permanent teaching competitions is that the selection criteria have been published in advance and it is not for the committee to set these criteria at the constitution session. At that session, the committee must invite candidates to the objective tests, if they have been included in the selection criteria, as well as to the interviews that may be carried out. As in the previous case, information concerning the decisions taken by the committee that must be communicated to the candidates will be made through the e-ToUZ bulletin board.

Finally, in the case of contracted researchers, the selection procedure is very similar to the previous one, since the selection criteria must have been included in the call for the specific position and, therefore, the commission must meet to be constituted, indicate if there is any reason not to be able to be part of the procedure and, after that, receive the documentation of the candidates and evaluate it according to the published criteria. The committee's decisions are also published on the e-ToUZ bulletin board.

In all cases, the recruitment proposal will be based on the established criteria and the merits of the different candidates in relation to these criteria. The managing offices of each type of procurement will be guarantors that the entire procedure has been carried out correctly. Recruitment proposals will be published wherever the regulations indicate, but in the case of temporary contracted faculty and contracted researchers it will be on the e-ToUZ bulletin board. Candidates not selected in any of the calls of the University of Zaragoza will have the right to appeal those decisions with which they are not satisfied, and may do so in form and time through the electronic registration of the University of Zaragoza.

8. Diversity and inclusion

The University of Zaragoza contemplates certain exceptions and favors the inclusion of people with a legally recognized degree of disability with measures such as the exemption from payment of some fees or the request for adaptation of the job.

9. Improvement of the procedure

The complexity in the different contractual figures that can be established, and their possible link to teaching tasks, means that there are different offices dependent on different Vice-Managements when managing the positions of contracted professors and researchers. The HRS4R strategy allows us as a University to have a tool that gives us a global vision and provides a methodology for continuous improvement through the joint work of different key members of the university community and the different evaluations involved in the process of granting and maintaining the HR label, including both self-evaluations, which include meetings or surveys, as well as external evaluations, which compromise a global vision of the contracting procedures.

10. Conclusion

In short, the University of Zaragoza is fully committed to the principles of open, transparent and merit-based recruitment. Although the casuistry of hired figures is very broad, in all processes these principles are applied to candidates who meet the specific requirements of each of the aforementioned figures. This policy has been applied at the University of Zaragoza for many years, but the commitment to the HRS4R research human resources strategy allows it to be encompassed in a broad framework in which not only the hiring processes, but also the working conditions, are included in a single strategy. This provides our University with a scope of operations that benefits both the institution itself and the researchers.