

## 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 working group of our University. This group is composed by UNIZAR HRS4R Governing Board & Working Committee which involves all areas of the research community such as all researcher stages (R1, R2, R3, R4) and the management projects staff of the University.

### 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.



**Acto de inmersión de los investigadores de UNIZAR en la estrategia HRS4R**

Desde el año 2017, la Universidad de Zaragoza dispone del **sello HR de excelencia científica** en recursos humanos. Queremos que más investigadores de nuestra Universidad conozcan la estrategia HRS4R y que sepan lo que ha supuesto a nuestra institución en los últimos años. Queremos hacerlo a través de sesiones participativas en las que mostrar los canales de comunicación abiertos y donde los investigadores podrán aportar ideas que luego se podrán incluir en la estrategia. Se han habilitado 6 sesiones, de una hora aproximadamente de duración, a las que cualquier investigador de cualquier especialidad, Instituto o Facultad y cualquier nivel (desde predoctoral hasta profesorado permanente) puede asistir.

12 de marzo a las 10:30	<b>Facultad de Ciencias:</b> Sala de Grados, Ed. A
14 de marzo a las 10:00	<b>Facultad de Filosofía y Letras:</b> Sala de Juntas, Ed. A
18 de marzo a las 9:30	<b>Facultad de Economía y Empresa:</b> Salón de actos
21 de marzo a las 10:00	<b>Facultad de Medicina:</b> Seminario 9, Ed. B
22 de marzo a las 9:30	<b>Facultad de Veterinaria:</b> Aula 6, Ed. Central
25 de marzo a las 10:00	<b>EINA:</b> Sala de grados, Ed. Torres Quevedo

The meetings were held on 12<sup>th</sup>, 14<sup>th</sup>, 18<sup>th</sup>, 21<sup>th</sup>, 22<sup>th</sup>, 25<sup>th</sup> of March, 30<sup>th</sup> of May (Huesca Campus) and 3<sup>rd</sup> 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 different [University](#) Research Institutes, in order to extend the invitation to more researchers and encourage their participation. All the information of these activities can be found in the [HRS4R webpage](#).

In the meetings, The Vice-Rector for Science Policy, Rosa Bolea and the Responsible for International Research Projects of the University, Juan Ignacio Garcés, first reviewed the HRS4R implemented strategy in UNIZAR, the actions implemented since 2017 were exposed and justified, and he also informed 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 in 2022. Juan Ignacio Garcés also informed about the recommendations made by the EC (monitoring systems, improvement of UNIZAR's internal communication regarding the HRS4R strategy, etc...) reported in 2022 (updated action plan) 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 working group, were discussed in the Monitoring Commission meeting as exposed below.



## 2. Questionnaire to collect quantitative data

### Survey results

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).

Of the 3329 UNIZAR researchers, a total of 943 responded to the survey. Number of respondents by type of researcher:

- Category R1: 108 respondents
- Category R2: 68 respondents
- Category R3: 24 respondents
- Category R4: 743 respondents

The overall response rate was 28.30%.

## 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

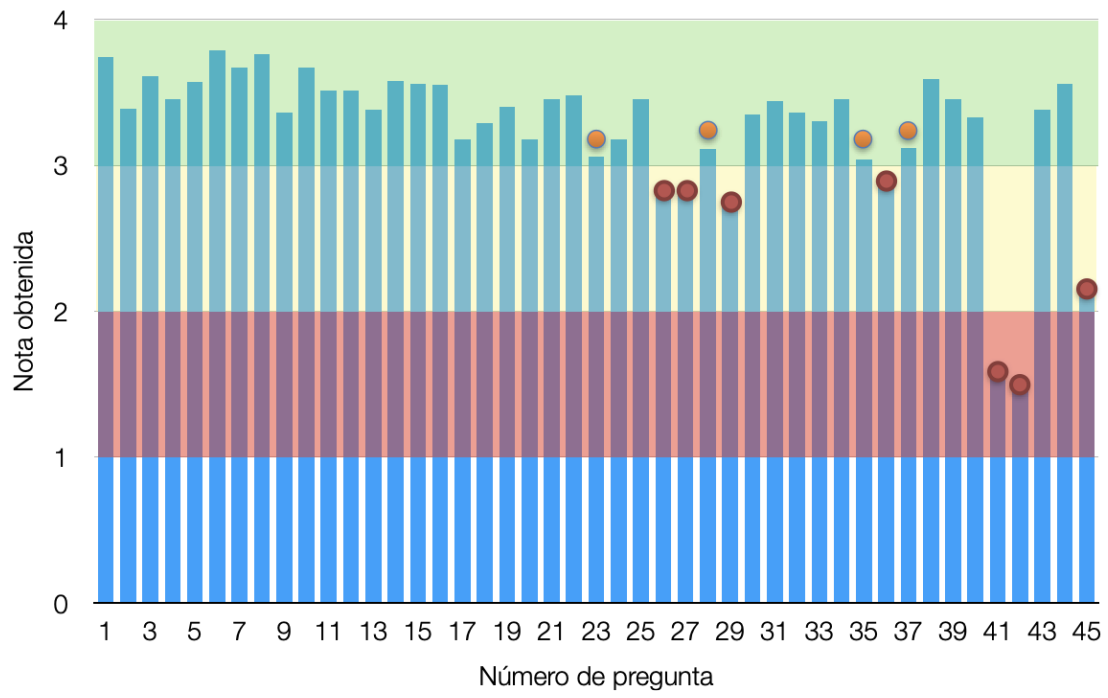
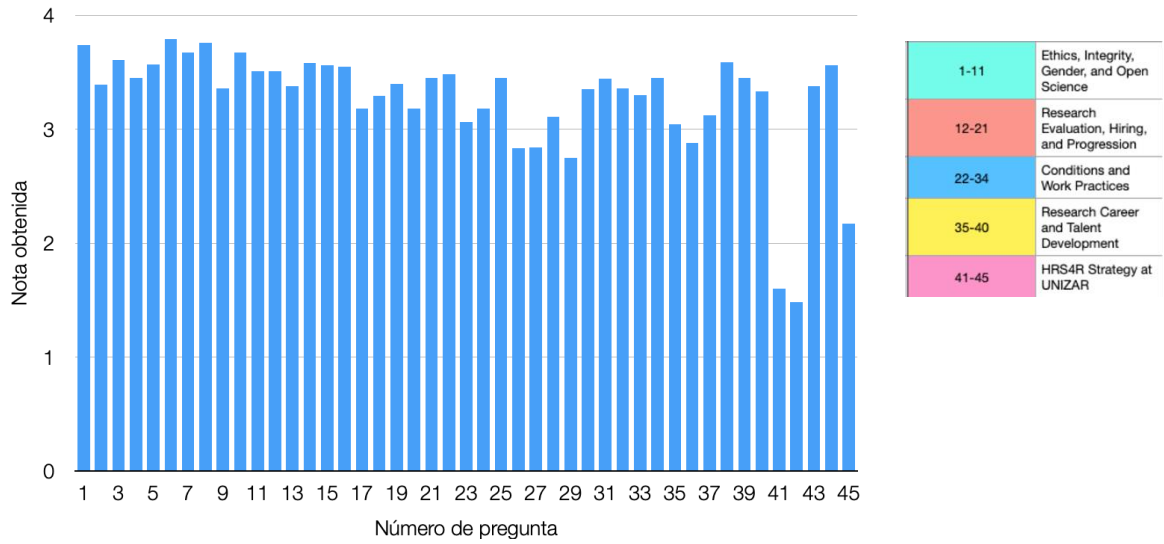
## HRS4R Strategy at UNIZAR

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 summarise 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 of these issues were the R3 researchers, so it will be necessary to identify their shortcomings in order to improve their conditions.
- The fourth block, "**research career and talent development**", has an average score of **3.23**, with transparency being the most highly rated section.
- The fifth block "**HRS4R strategy in Unizar**", has an average of **2.44**, this average is reduced due to the fact that a high percentage of the researchers who took the survey did not know what the strategy consists of, whether the university had this seal or what impact it has on their work. For this reason, it is necessary to continue with the implementation actions to improve the communication of the strategy to researchers and the university in general. It should be noted that those who attended the planned talks were highly satisfied.

We can see the results more in deep through the next figures:

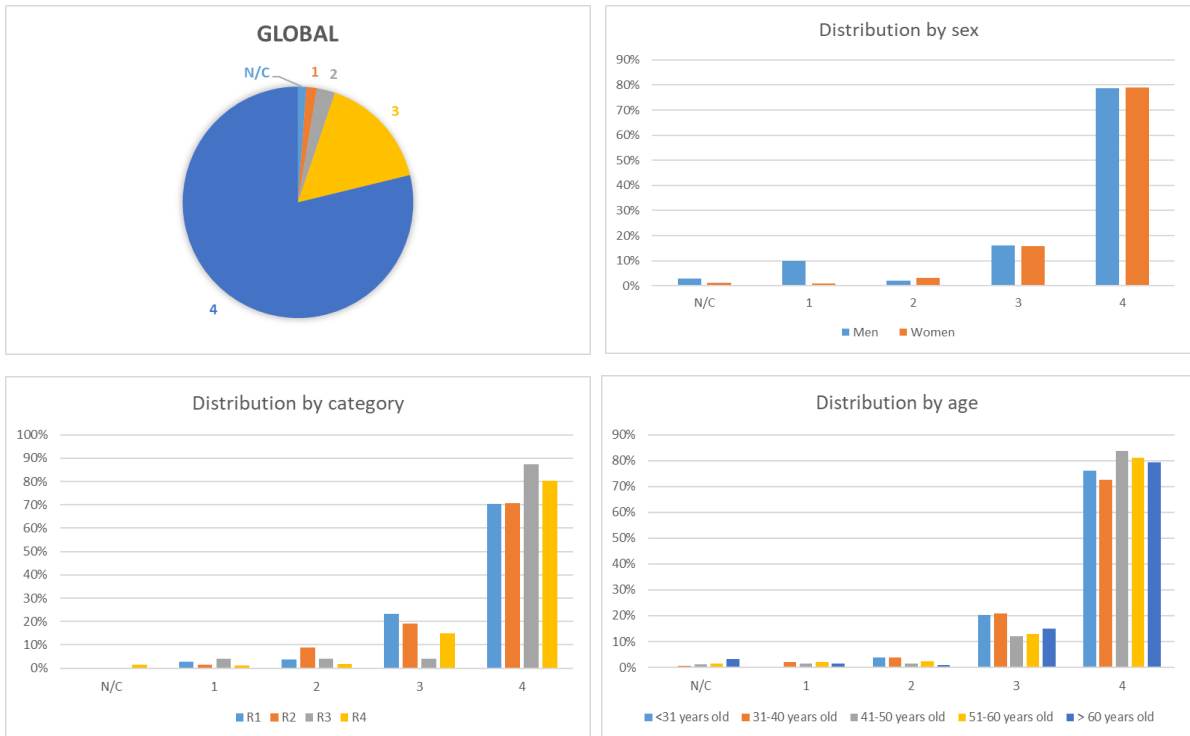


It can be seen that we have to look deep in questions 23 and 26 to 29; 35 to 37; and 41 to 45. These corresponds to specific aspects in the Conditions and work practices, Research career and talent development and HRS4R strategy in Unizar, respectively. Despite the good overall qualification in the questions, there are some gaps to be analyzed and included in a new action plan.

**Ethics, Integrity, Gender, and Open Science**

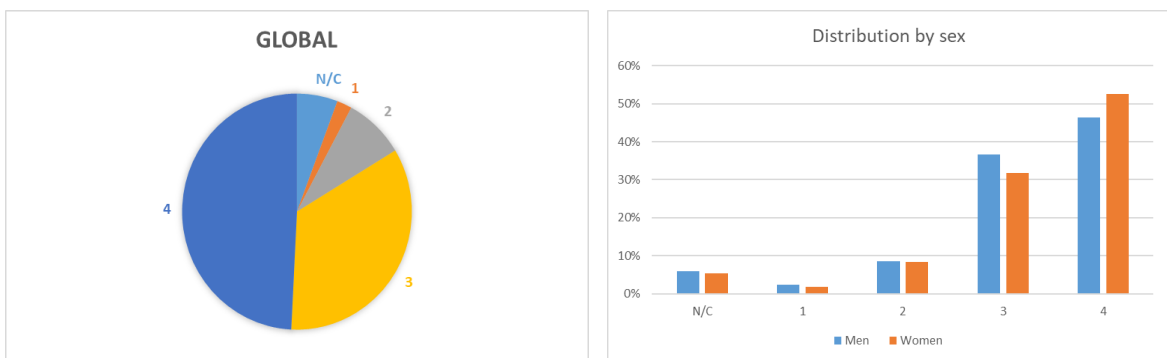
**1. Research Freedom. Researchers freely direct their research, within any limitations that may arise.**

Average rating: **3,74** (1-2) (>2<3) (3-4)

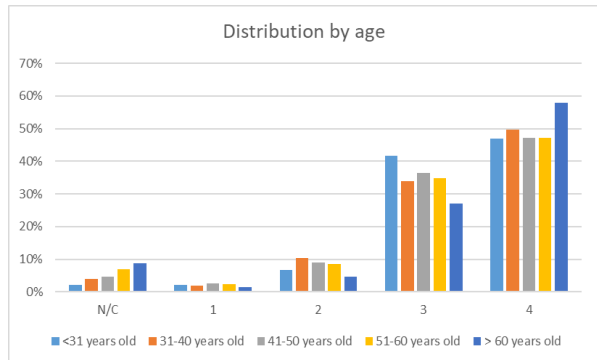
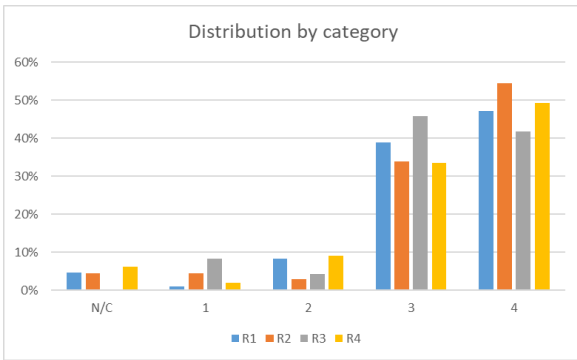


**2. Ethical Principles. Researchers are aware of the ethical code of the University of Zaragoza and adhere to ethical norms documented in national, sectoral, or institutional ethical codes.**

Average rating: **3,39** (1-2) (>2<3) (3-4)



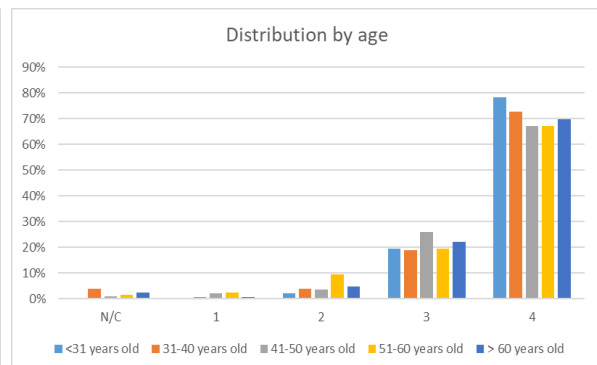
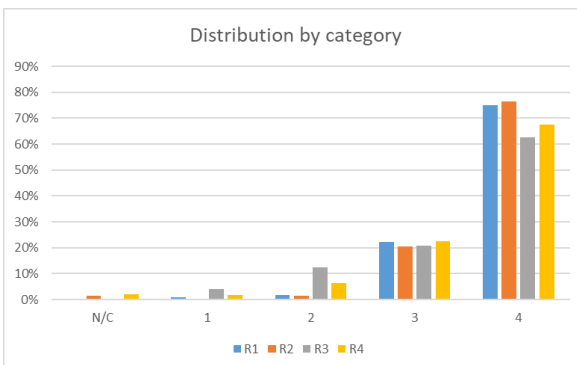
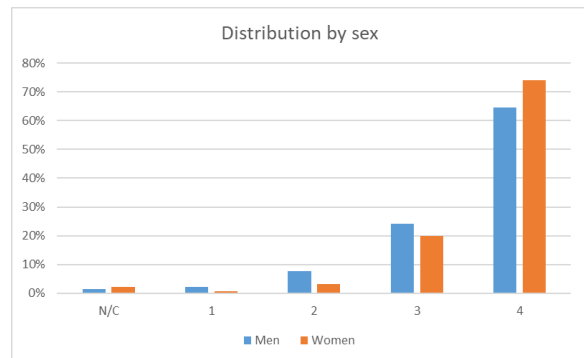
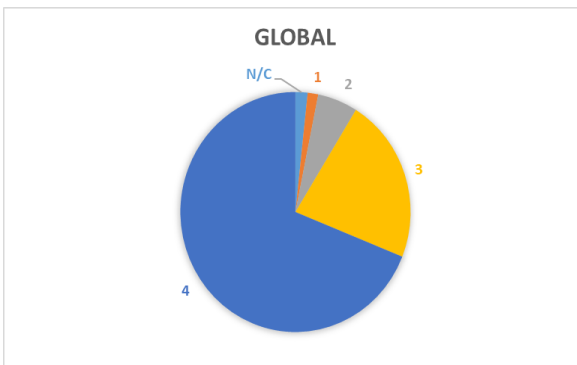




**3. Professional Responsibility. Researchers strive to ensure that their research is relevant to society.**

Average rating: 3,61

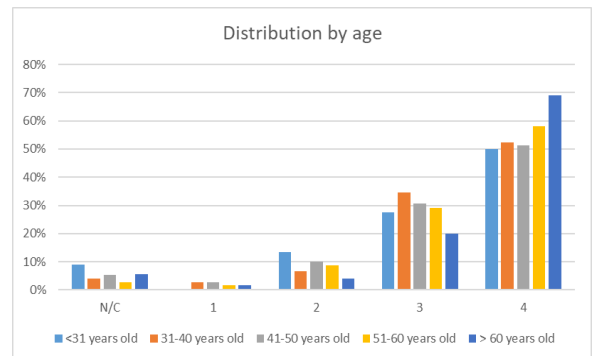
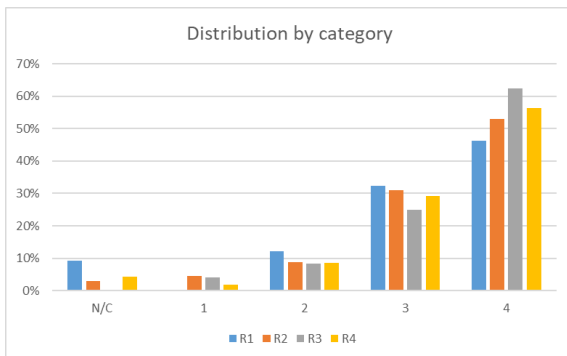
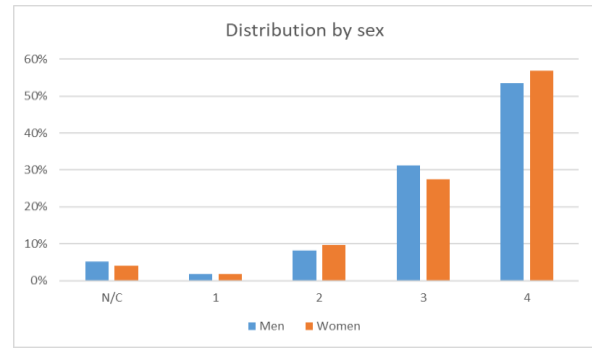
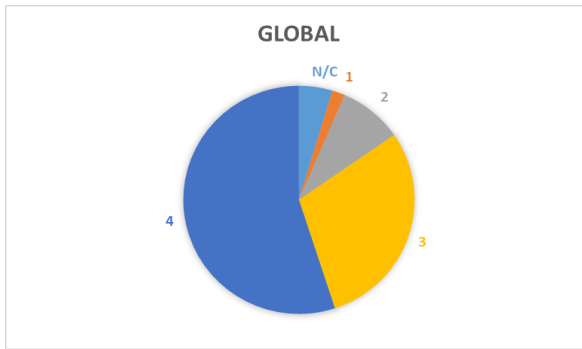
(1-2) (>2<3) (3-4)



**4. Professional Attitude. Researchers are aware of potential funding mechanisms and obtain necessary permissions while keeping UNIZAR informed of any project changes.**

Average rating: 3,45

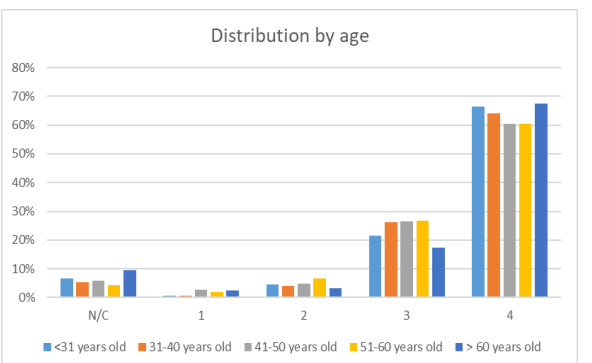
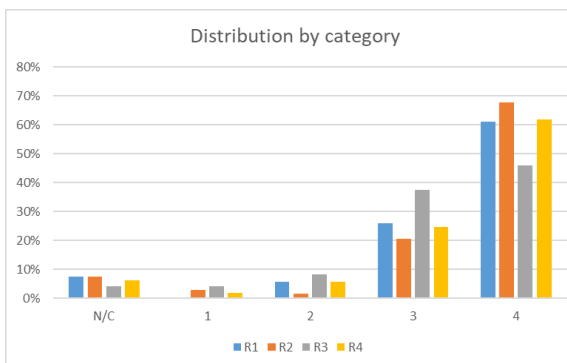
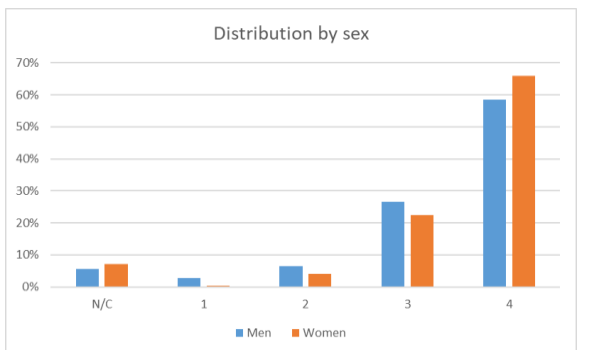
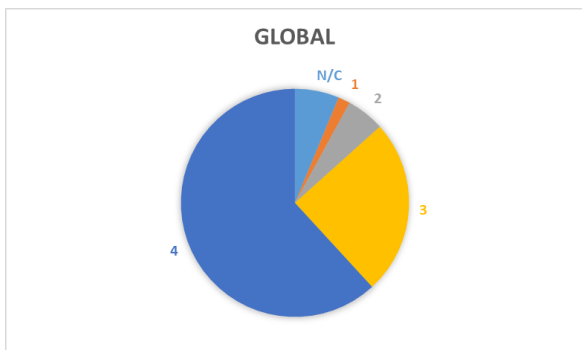
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**5.Research Integrity. Researchers commit to integrity in their research processes, while UNIZAR promotes a culture of research integrity through specific rules and procedures.**

Average rating: 3,57

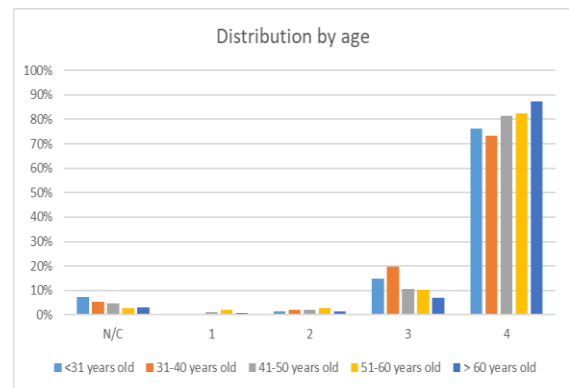
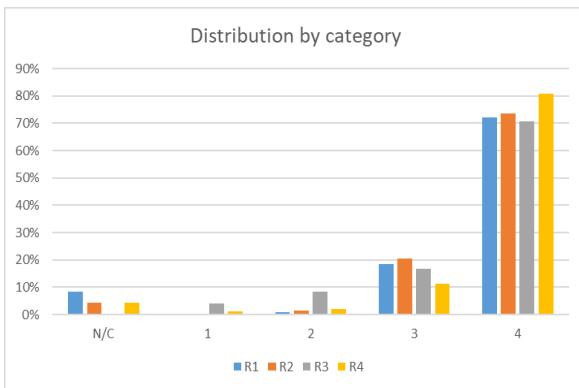
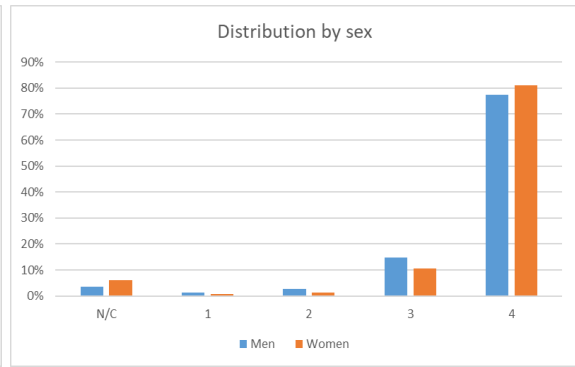
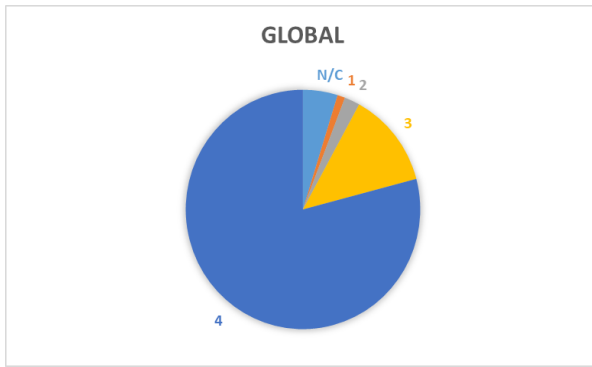
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**6.Research Integrity. Researchers funded by public funds adhere to principles of competition, transparency, and efficiency in management.**

Average rating: 3,79

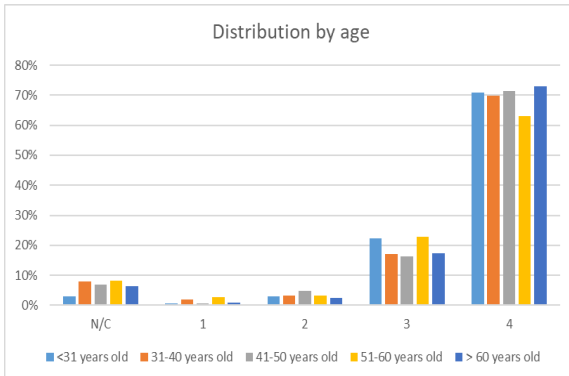
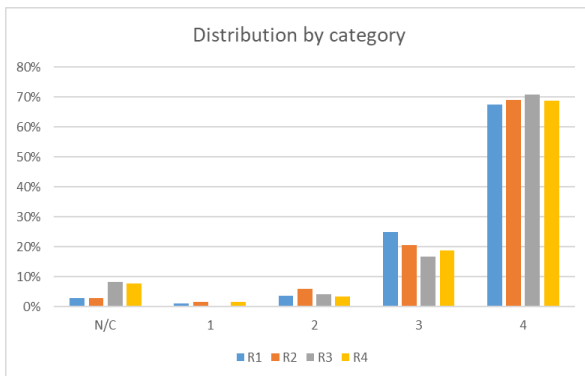
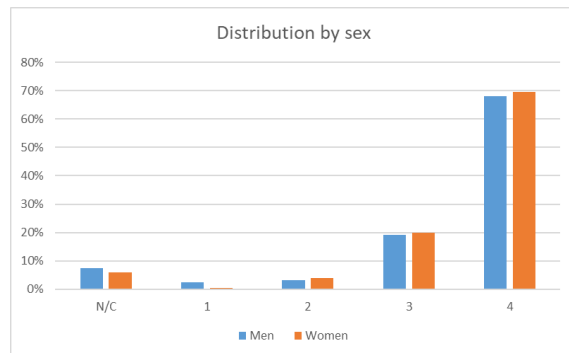
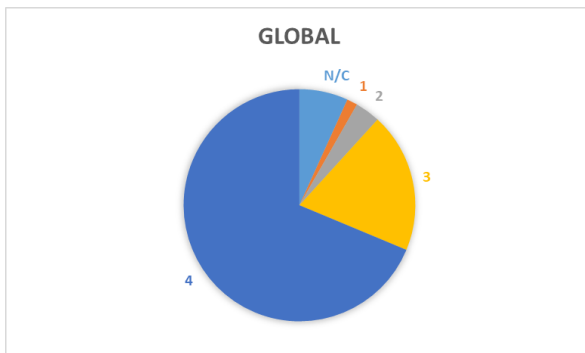
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**7.Good Research Practices. Researchers adopt safe working methods to safeguard health and safety.**

Average rating: 3,67

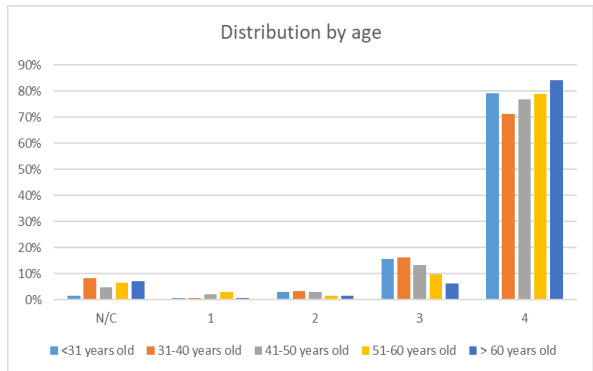
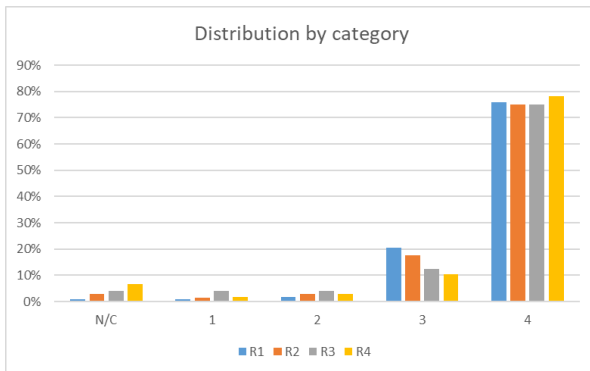
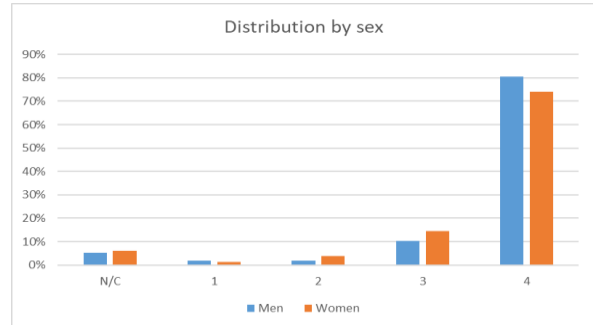
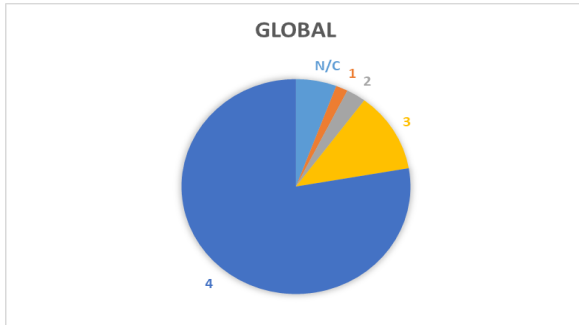
(1-2) (>2<3) (3-4)



**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

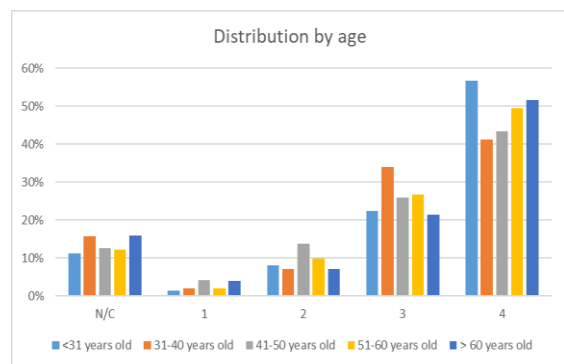
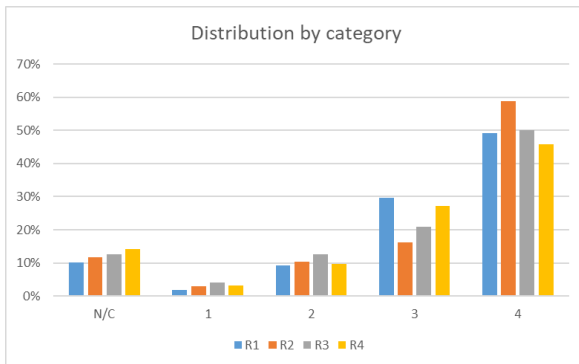
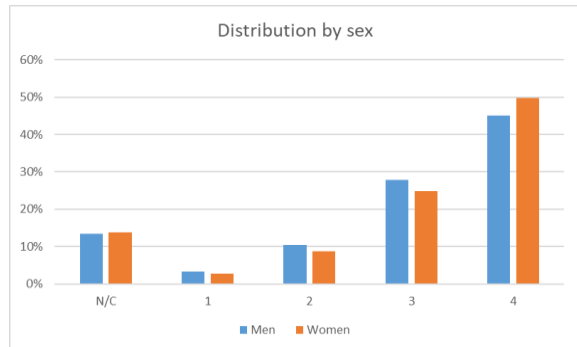
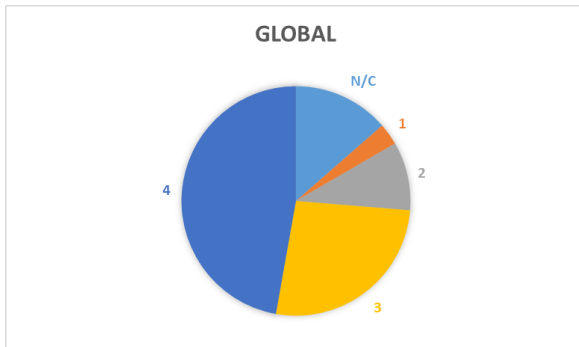
(1-2) (>2<3) (3-4)



**9.Sustainability. UNIZAR has a culture supporting sustainability, including in research.**

Average rating: 3,36

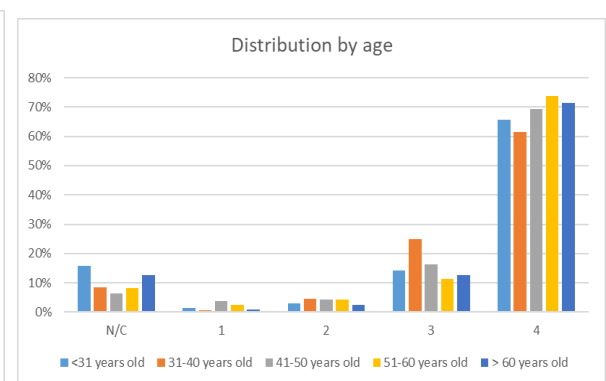
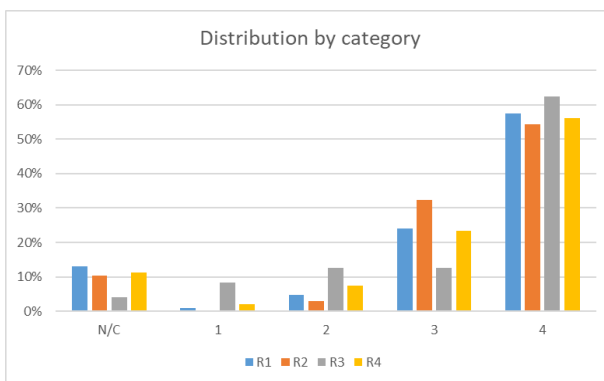
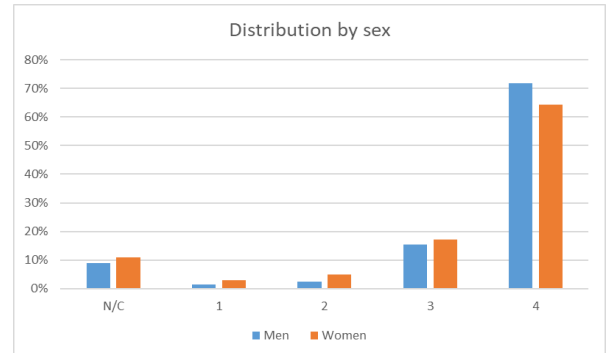
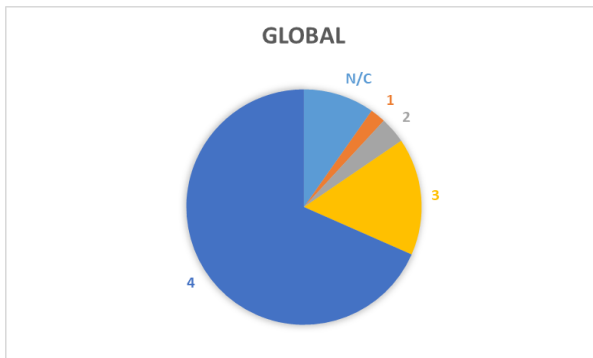
(1-2) (>2<3) (3-4)



**10. Gender Equality. UNIZAR has a Gender Equality Plan and promotes gender equality in research.**

Average rating: 3,67

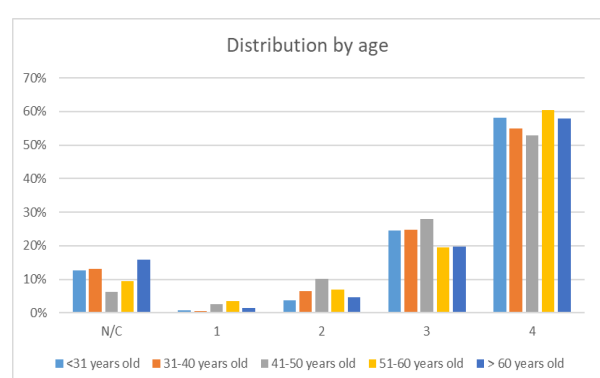
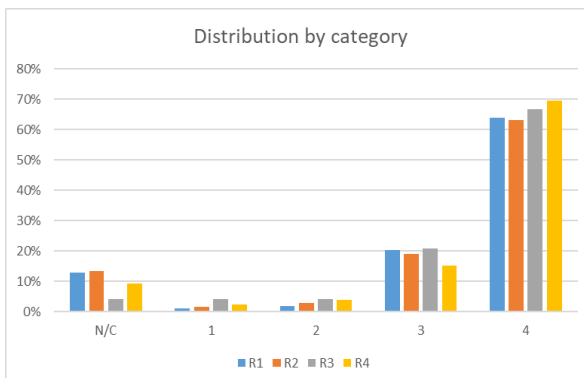
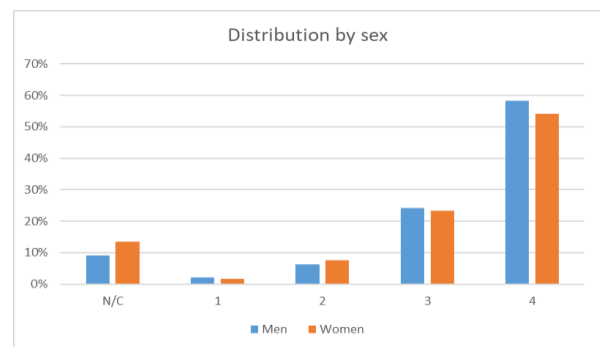
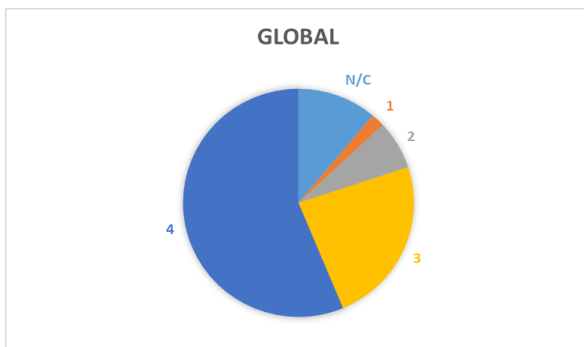
(1-2) (>2<3) (3-4)



**11. Open Science. UNIZAR promotes Open Science and has specific policies for its development.**

Average rating: 3,51

(1-2) (>2<3) (3-4)

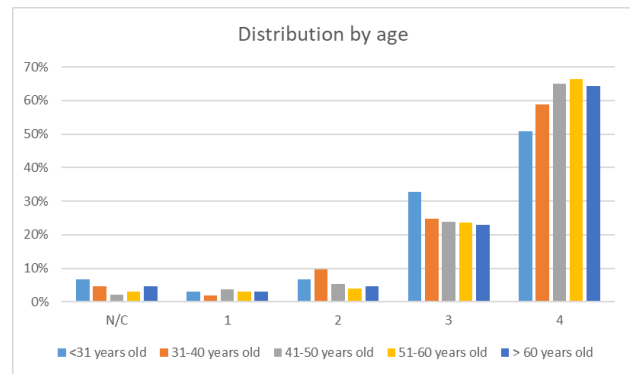
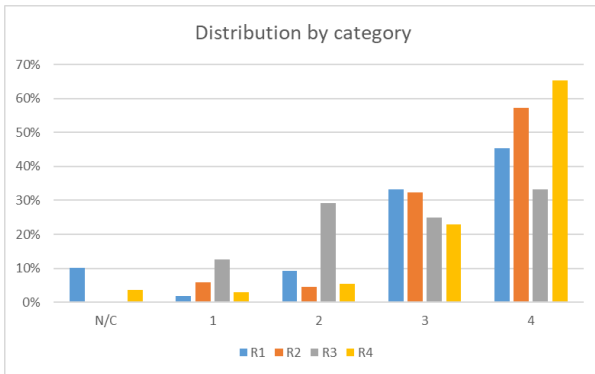
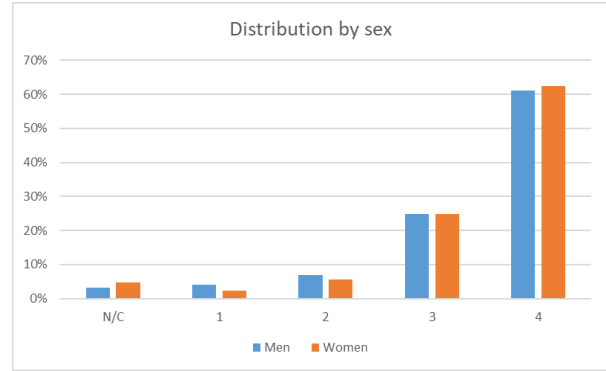
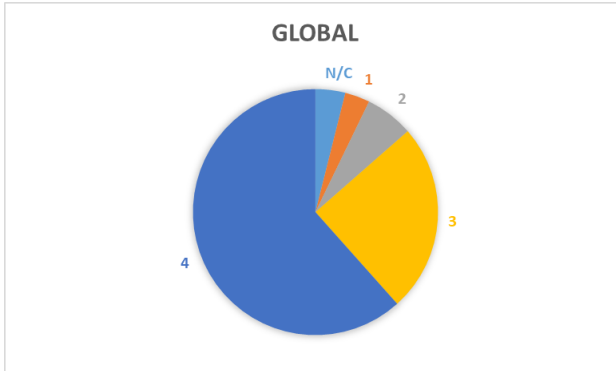


**Research Evaluation, Hiring, and Progression**

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

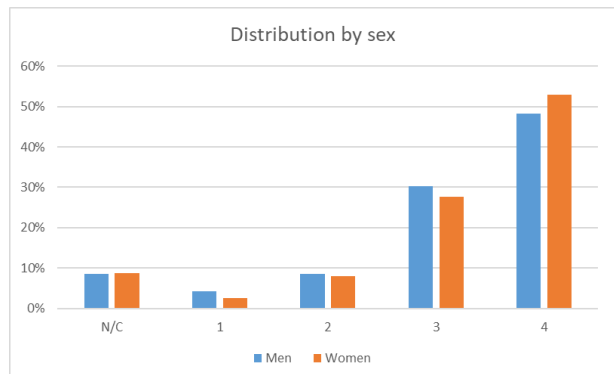
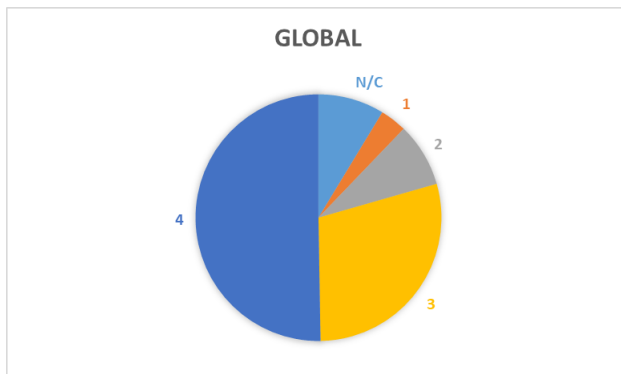
Average rating: **3,51**

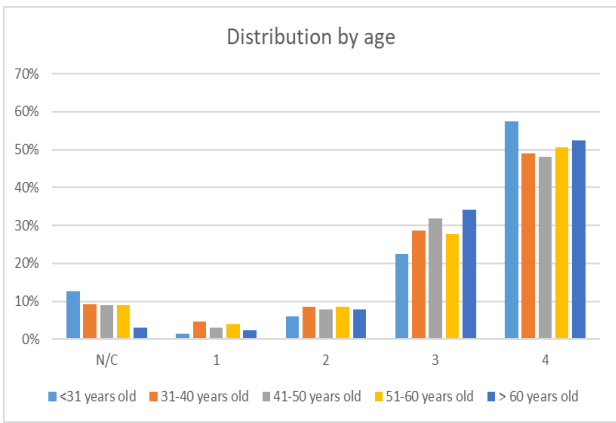
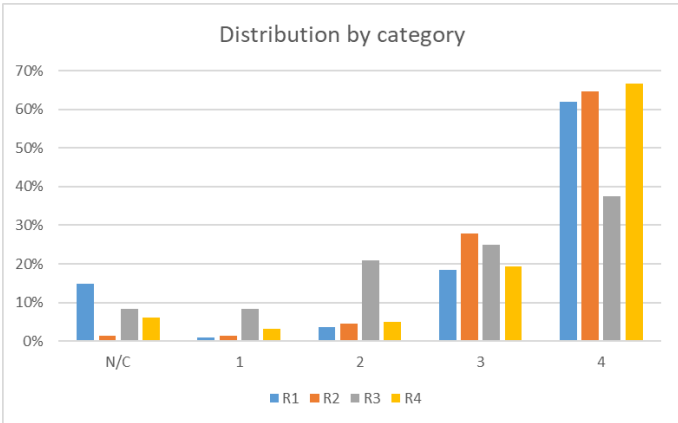
**(1-2) (>2<3) (3-4)**



**13.Selection. UNIZAR involves specialists from diverse areas of expertise and competence in candidate selection committees.**

Average rating: **3,38**

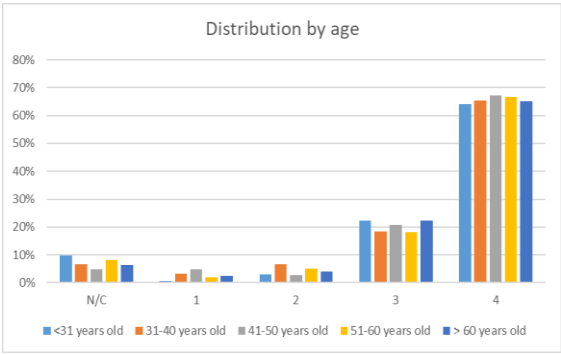
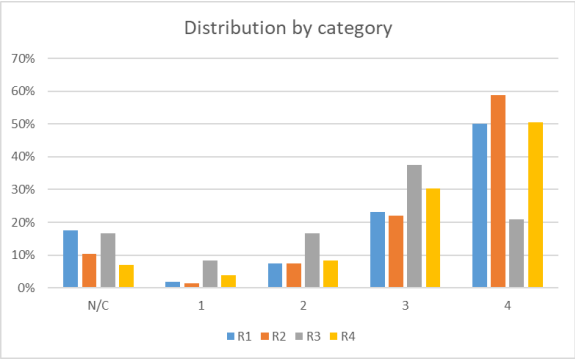
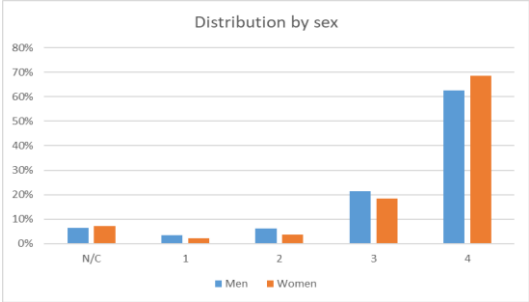
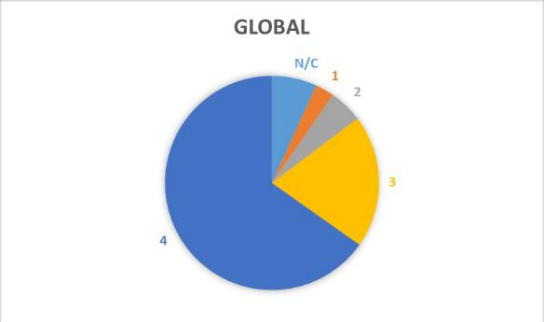




**14. Transparency.** Candidates are informed before the selection about the process and selection criteria.

Average rating: 3,58

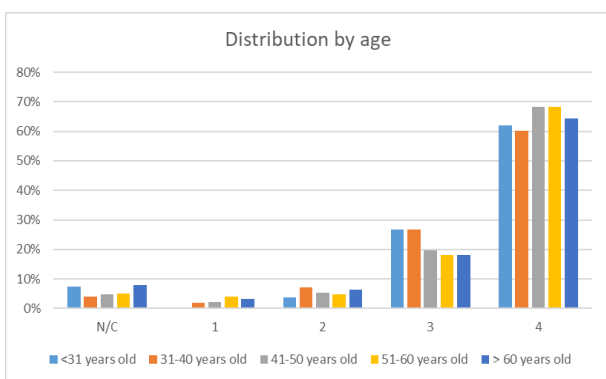
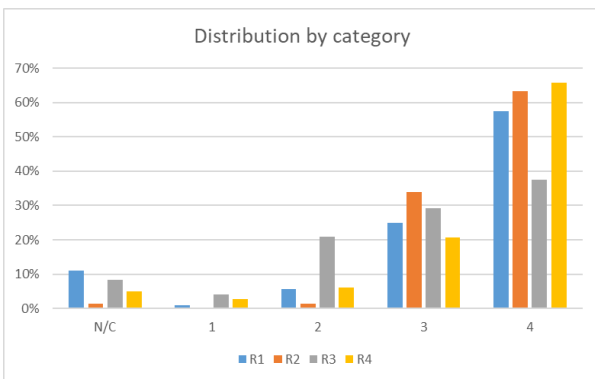
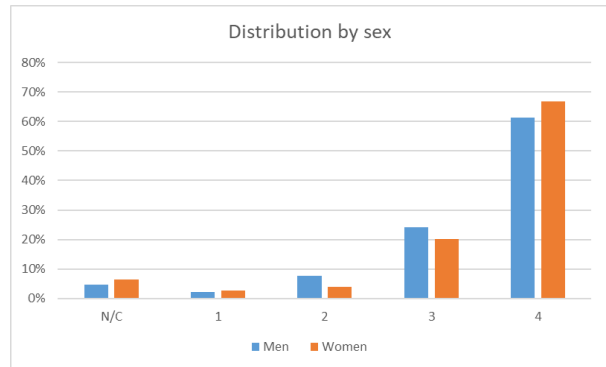
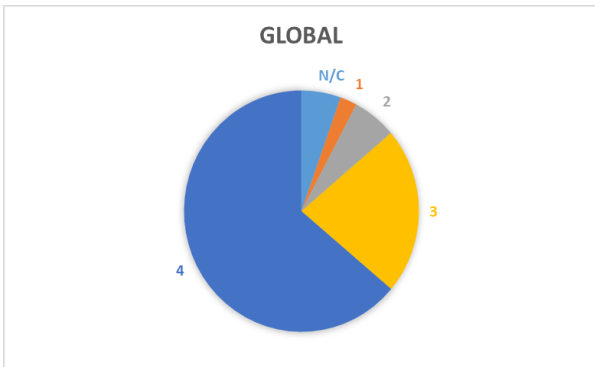
(1-2) (>2<3) (3-4)



**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

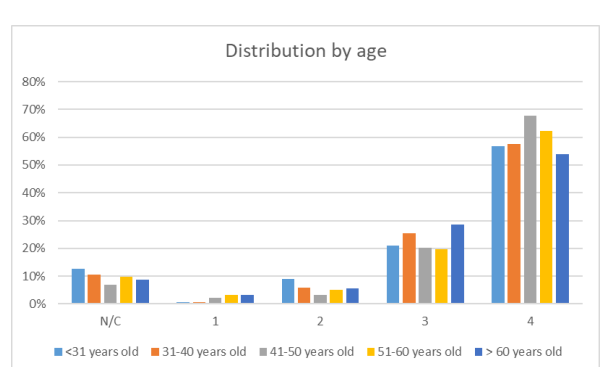
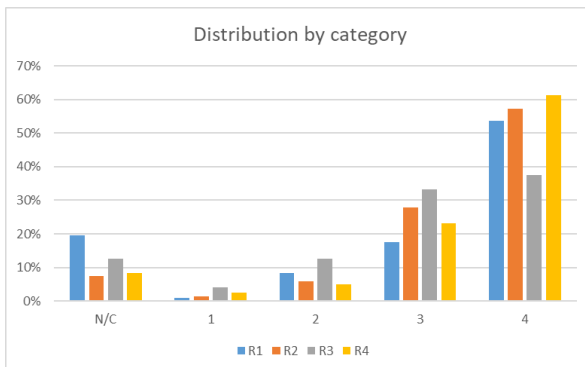
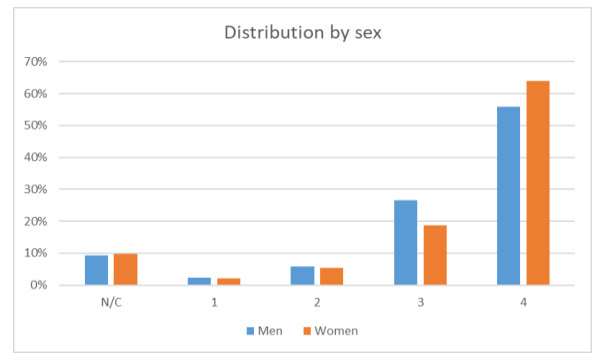
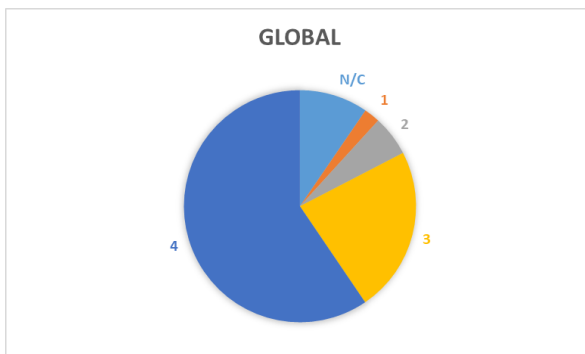
(1-2) (>2<3) (3-4)



**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)

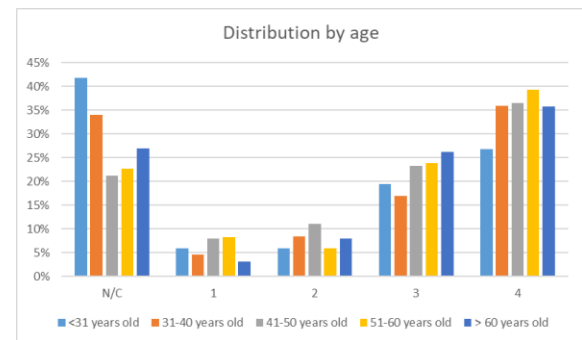
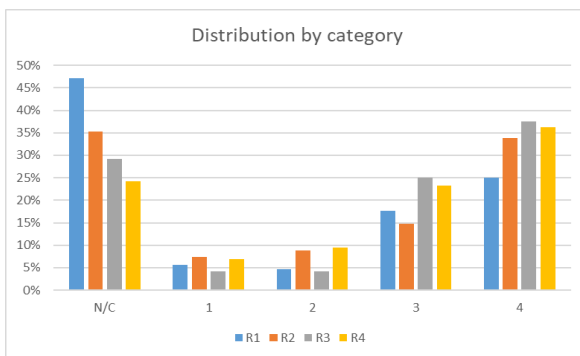
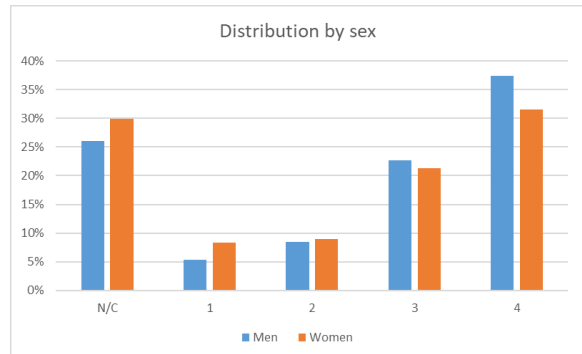
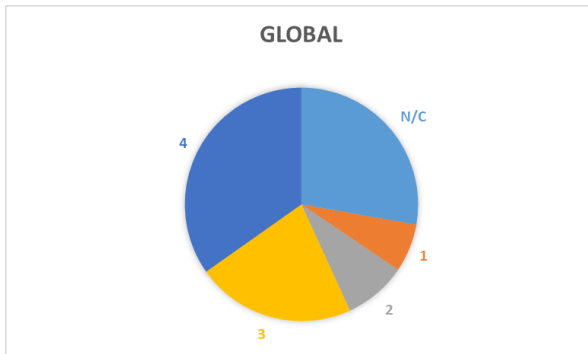




**17.CV Chronology Variations. Interruptions in the researcher's professional career are considered part of professional evolution without penalization in the selection process**

Average rating: 3,18

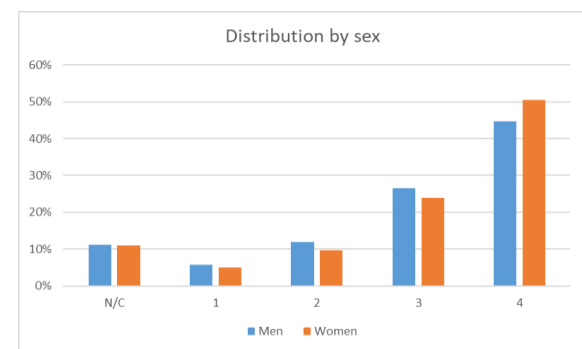
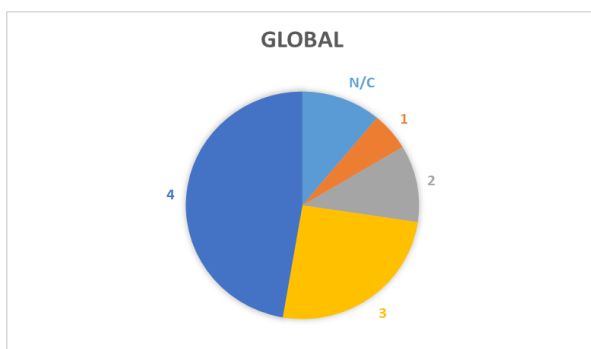
(1-2) (>2<3) (3-4)

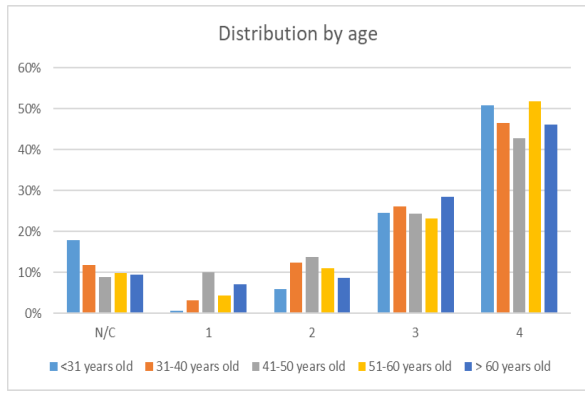
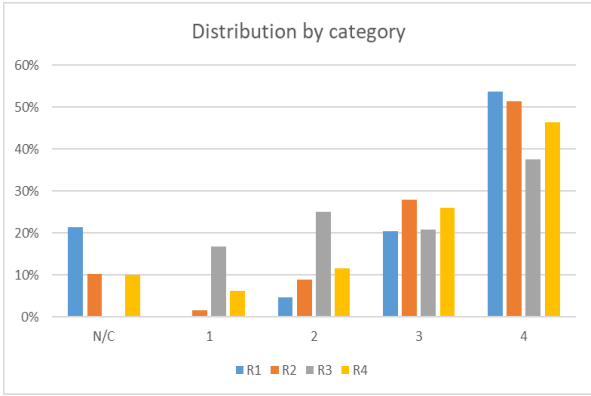


**18.Mobility Recognition. UNIZAR considers mobility (geographical, interdisciplinary, or intersectoral) a valuable contribution to professional development.**

Average rating: 3,29

(1-2) (>2<3) (3-4)

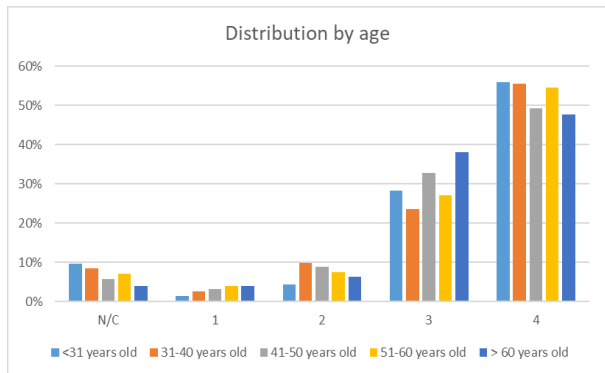
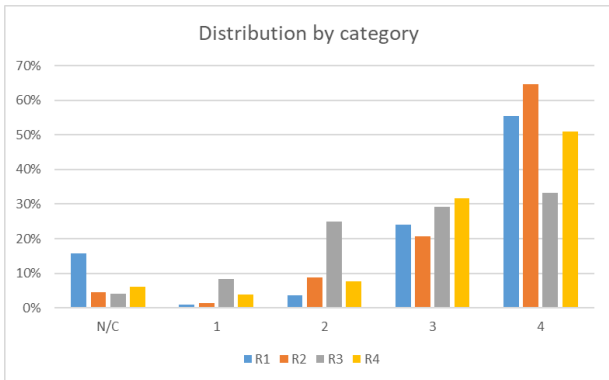
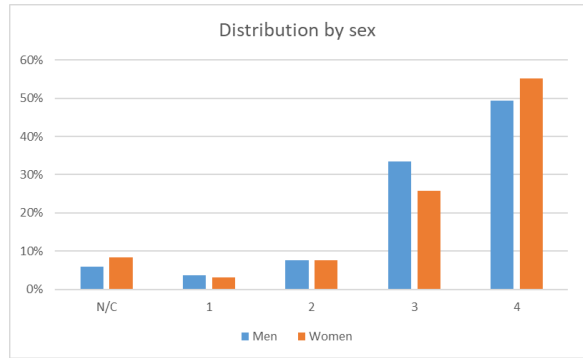
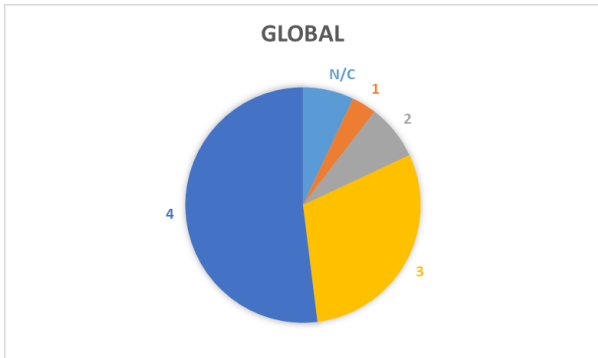




**19. Qualifications Recognition. UNIZAR appropriately values and evaluates the academic and professional qualifications of researchers.**

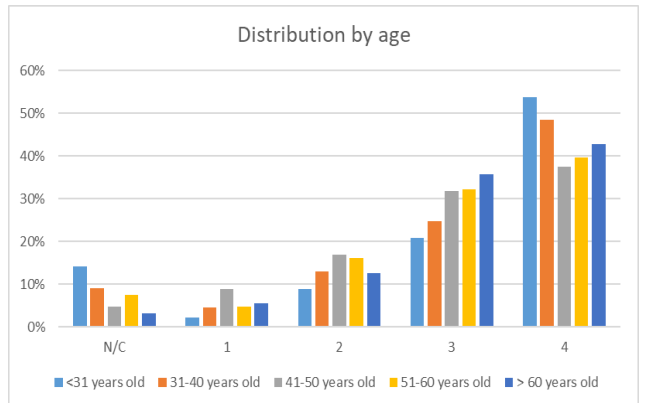
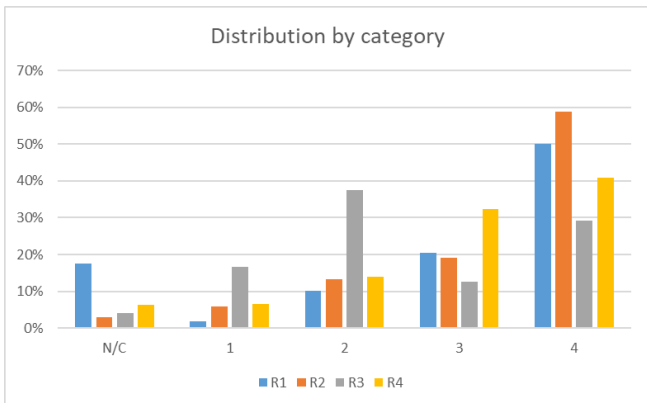
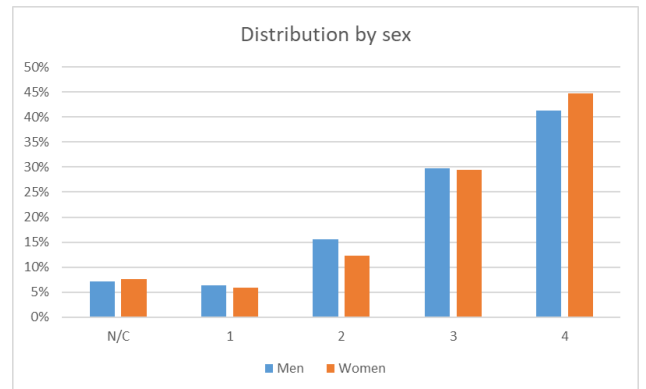
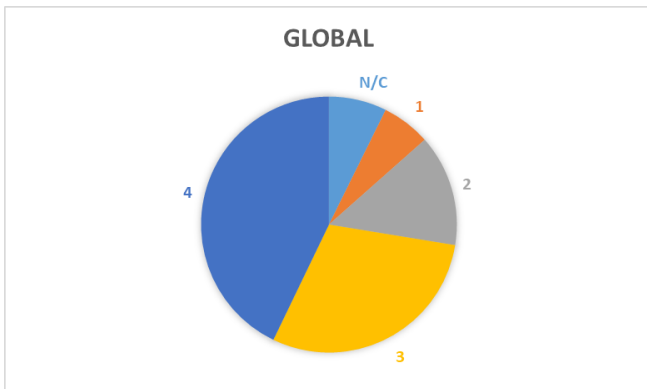
Average rating: 3,4

(1-2) (>2<3) (3-4)



**20. Professional Career. UNIZAR recognizes the development of the researcher's professional career.**

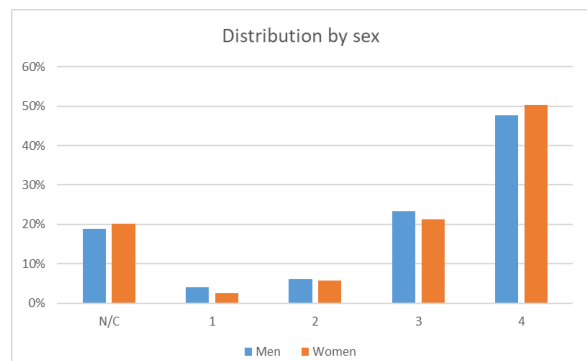
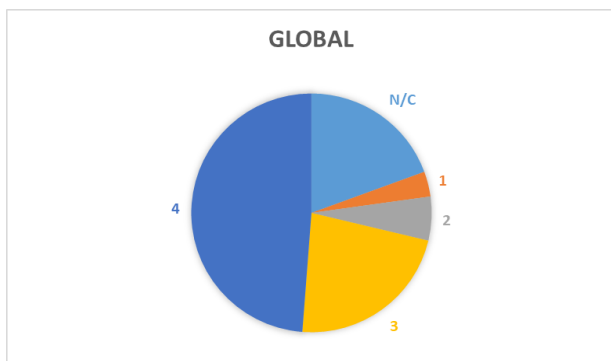
Average rating: 3,18

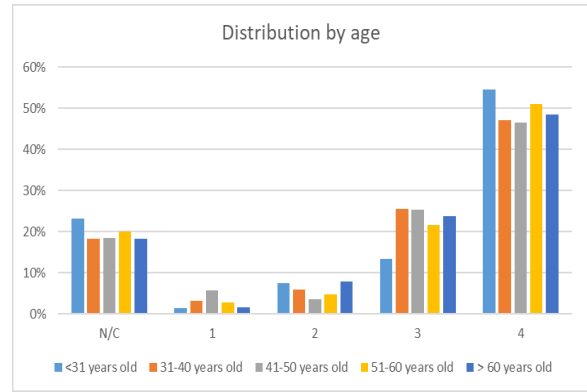
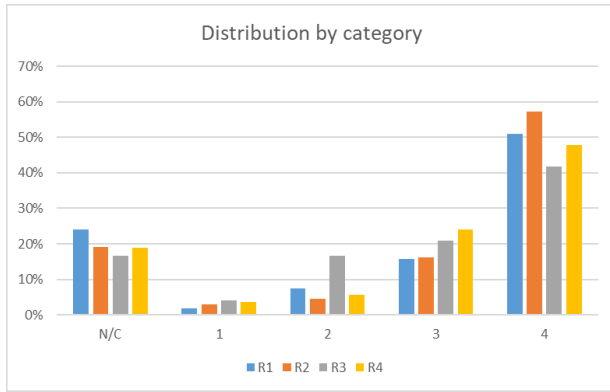


**21.Co-authorship. UNIZAR ensures that researchers of all levels have their rights recognized in co-authorship of research results.**

Average rating: 3,45

(1-2) (>2<3) (3-4)



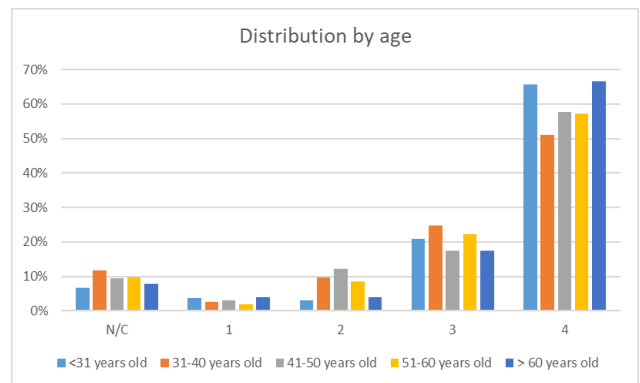
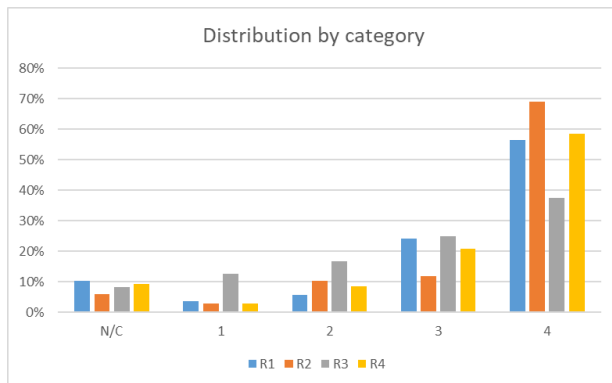
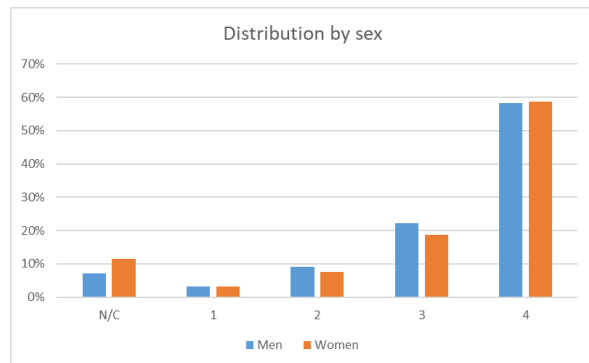
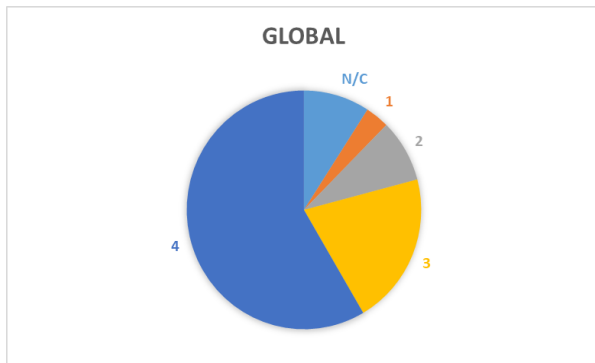


**Conditions and Work Practices**

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

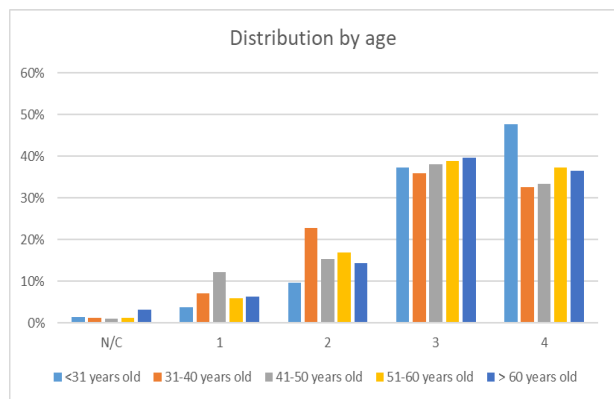
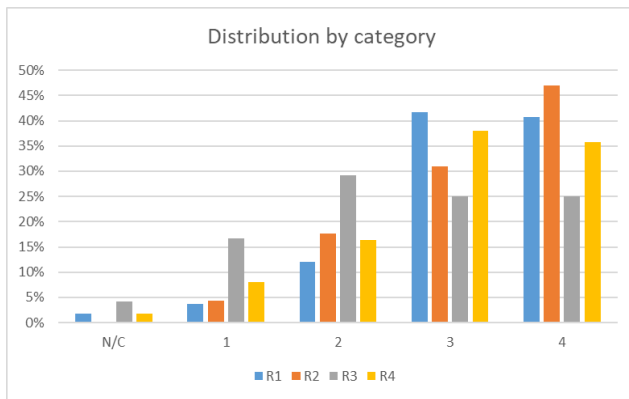
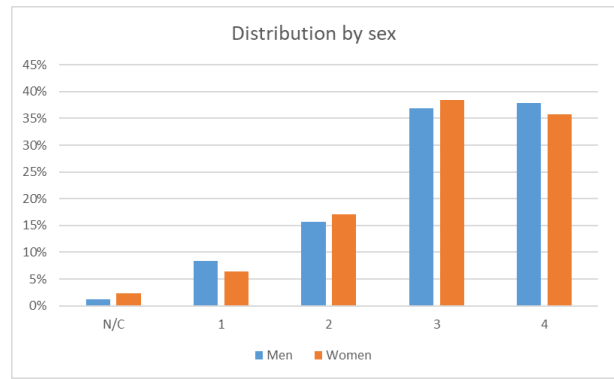
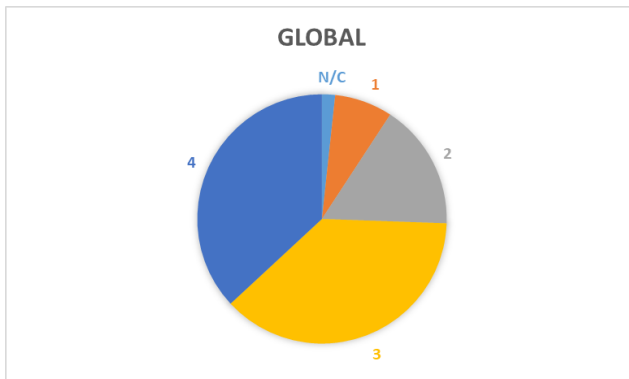
Average rating: 3,48

(1-2) (>2<3) (3-4)



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

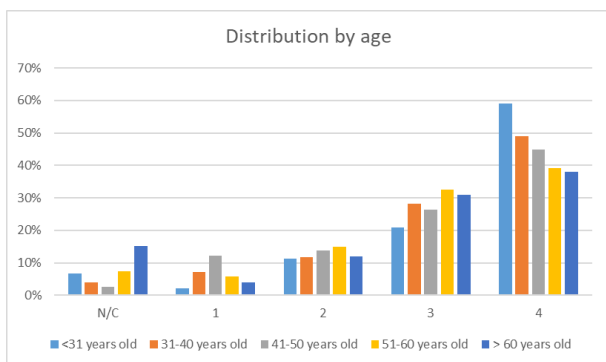
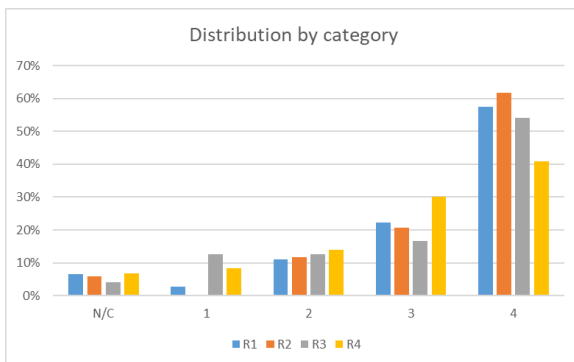
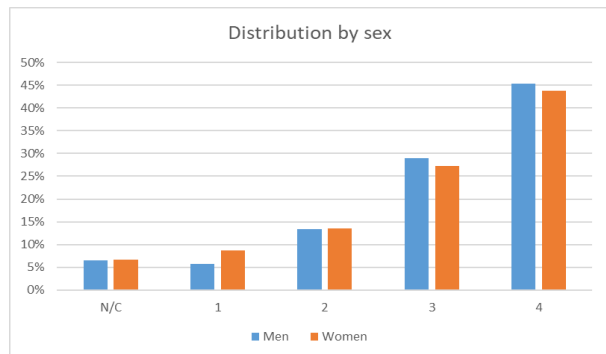
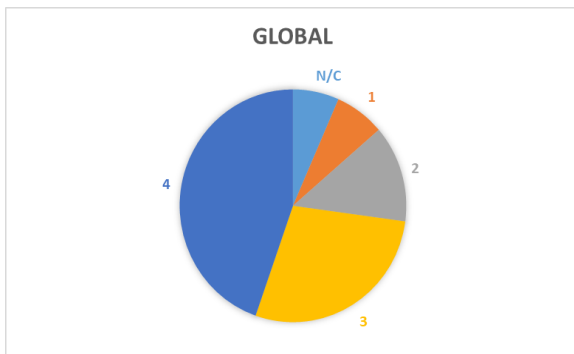
Average rating: 3,06



**24. Working Conditions. UNIZAR offers flexibility to researchers to balance professional and family life to ensure scientific success.**

Average rating: 3,18

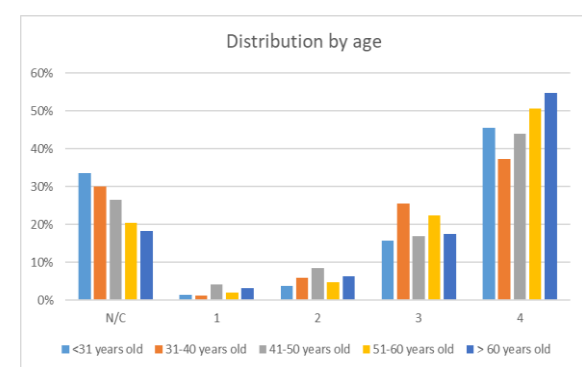
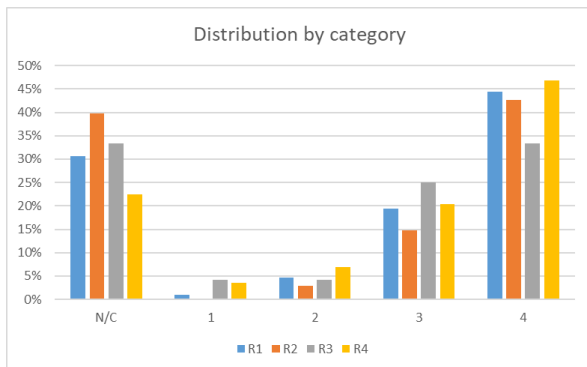
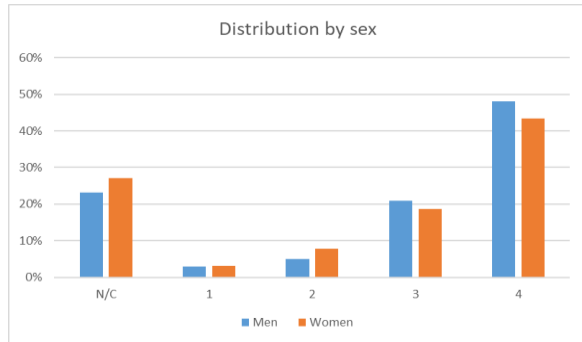
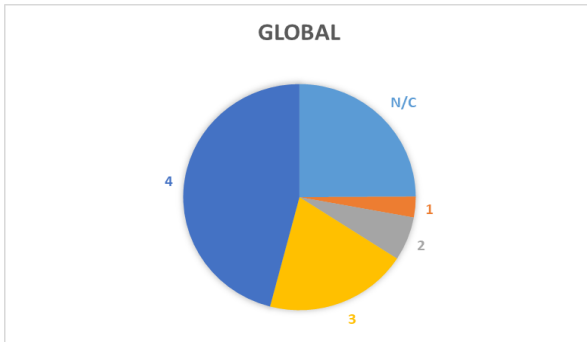
(1-2) (>2<3) (3-4)



**25. Working Conditions. UNIZAR provides disability support to ensure scientific success.**

Average rating: 3,45

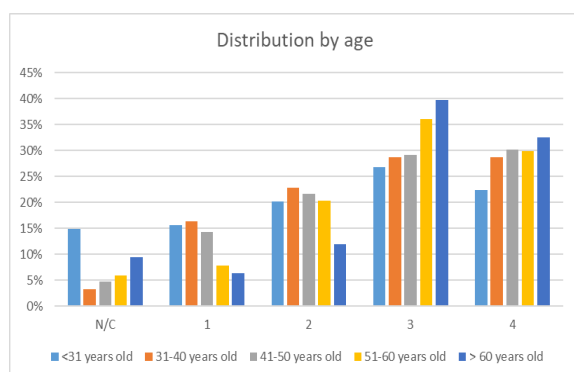
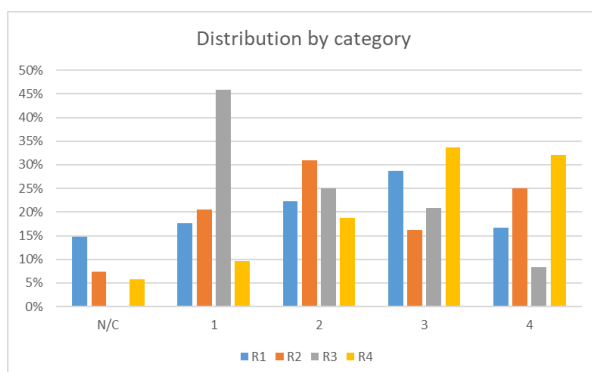
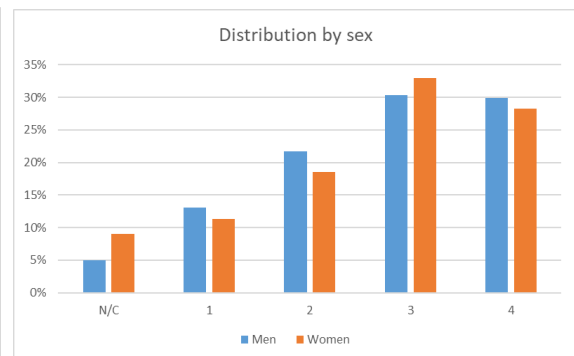
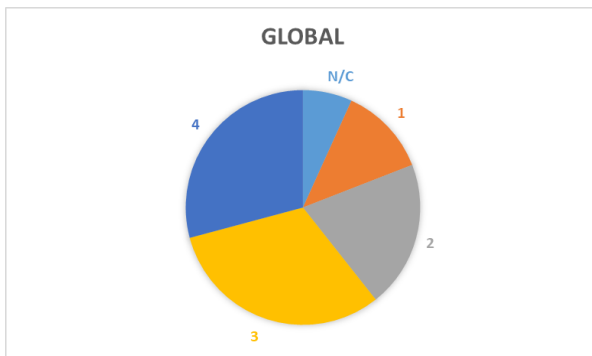
(1-2) (>2<3) (3-4)



**26. Employment Stability. UNIZAR strives to improve researchers' job stability.**

Average rating: 2,83

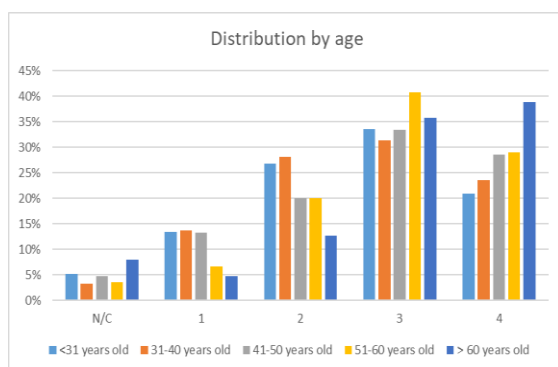
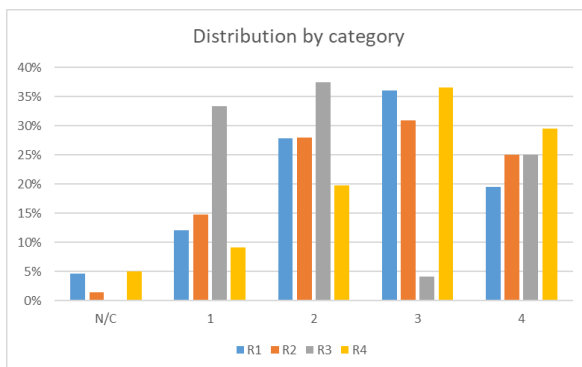
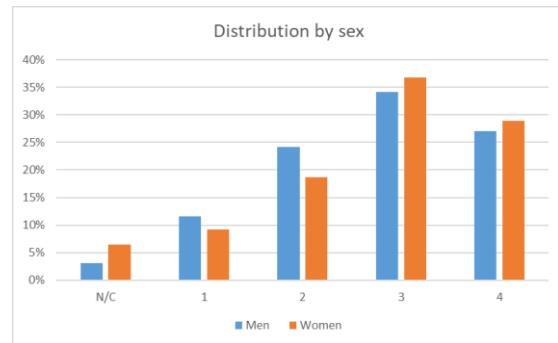
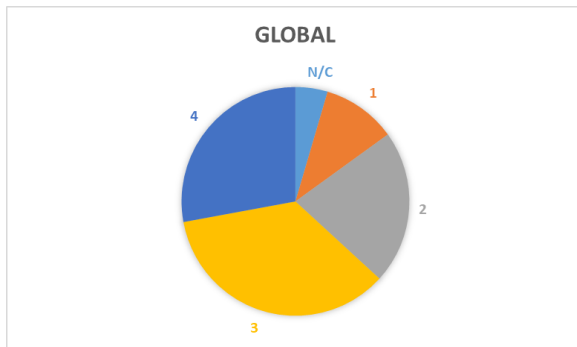
(1-2) (>2<3) (3-4)



**27.Funding and Salaries. UNIZAR ensures researchers enjoy appropriate economic conditions and social coverage.**

Average rating: 2,84

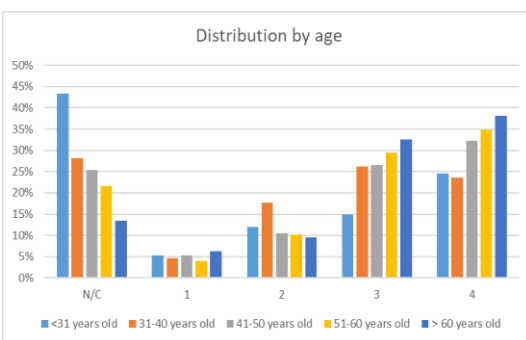
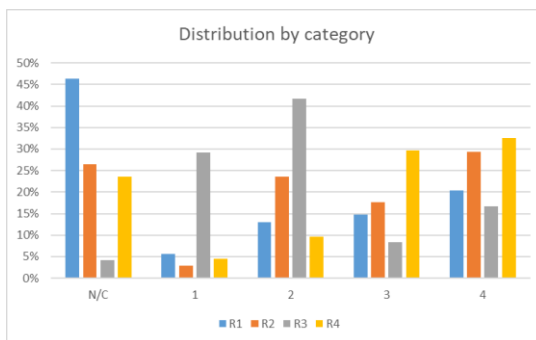
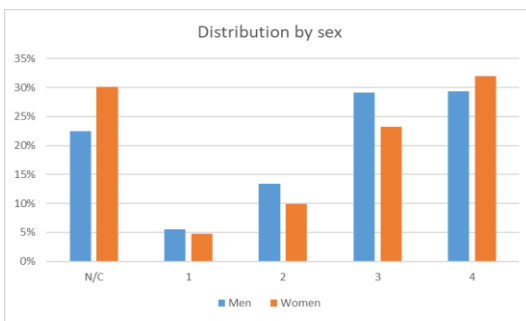
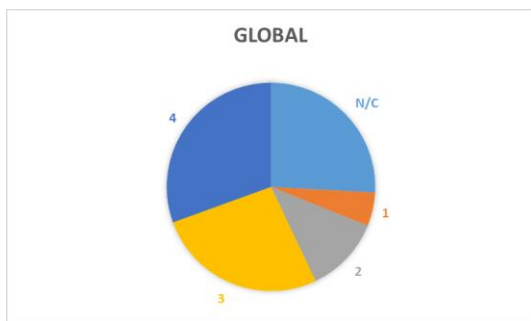
(1-2) (>2<3) (3-4)



**28.Postdoctoral Appointments. UNIZAR has clear rules on hiring postdoctoral researchers with the aim of gaining experience for career development.**

Average rating: 3,11

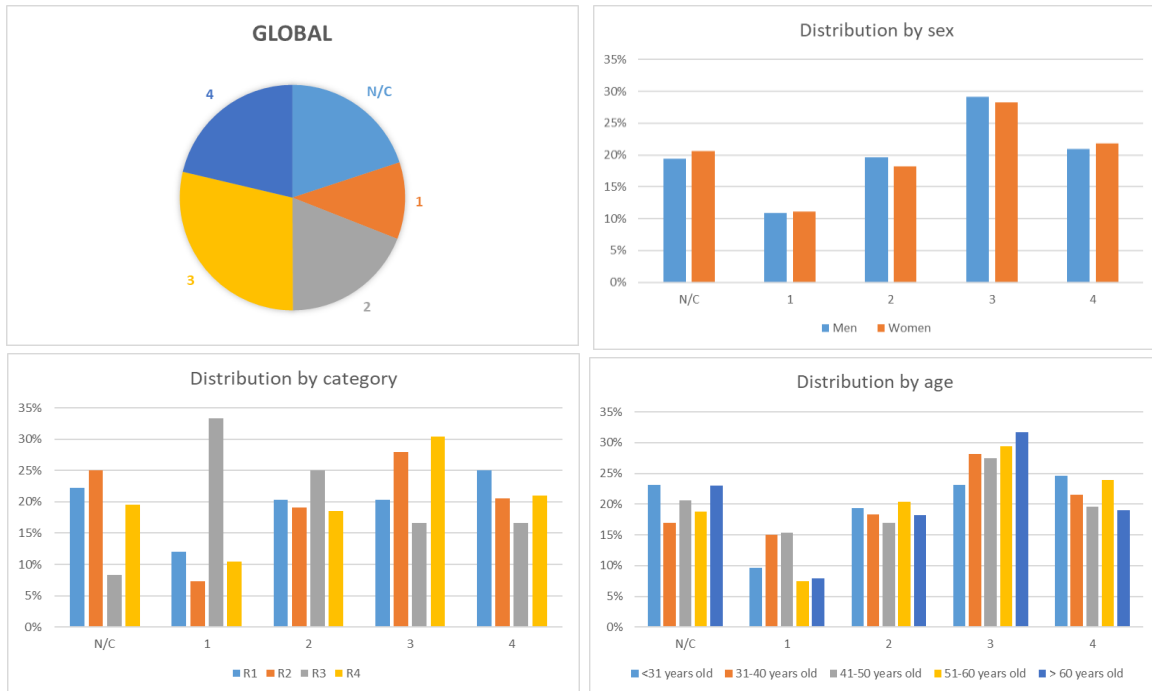
(1-2) (>2<3) (3-4)



**29. Access to Career Guidance. UNIZAR offers career guidance to researchers at different stages.**

Average rating: 2,75

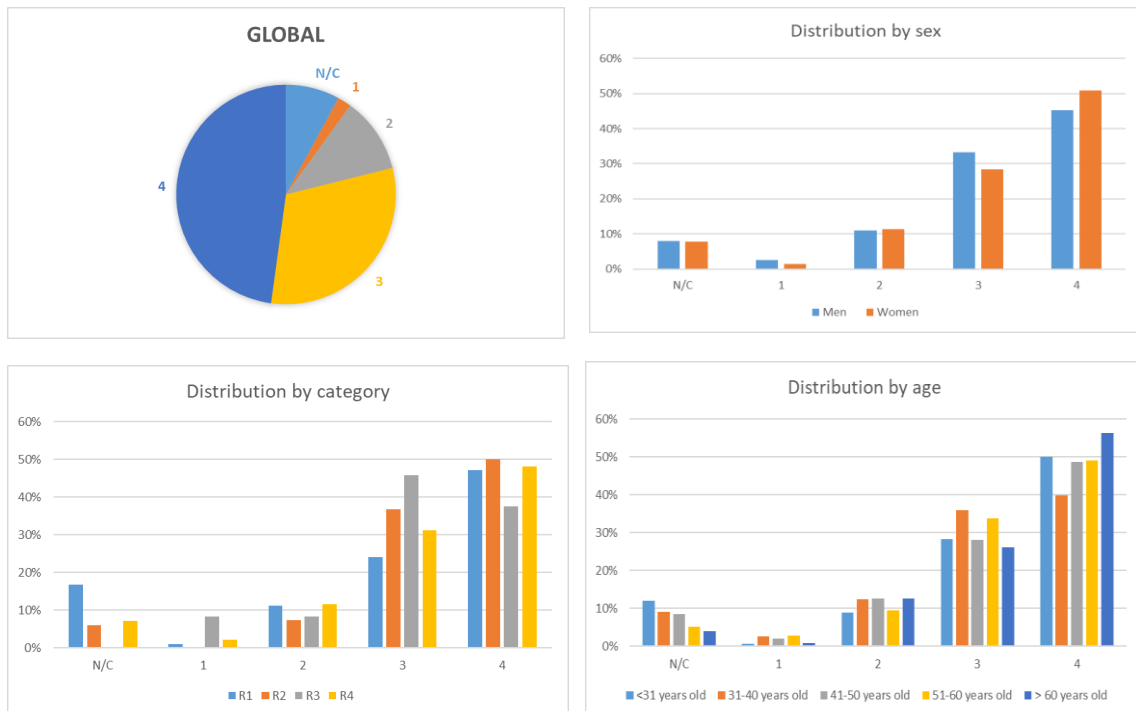
(1-2) (>2<3) (3-4)



**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)

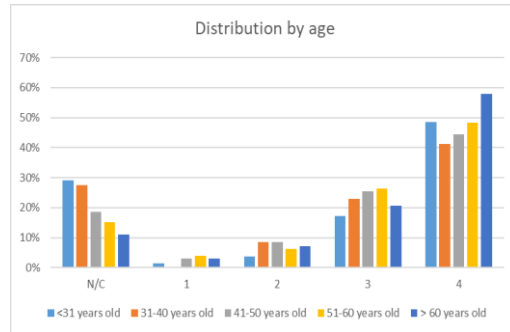
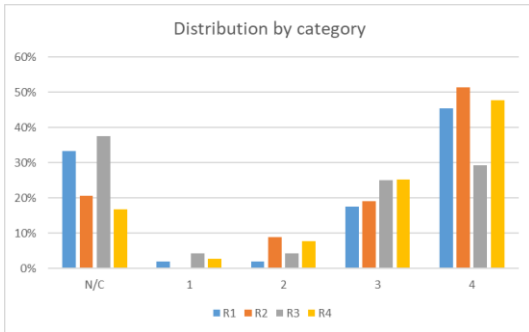
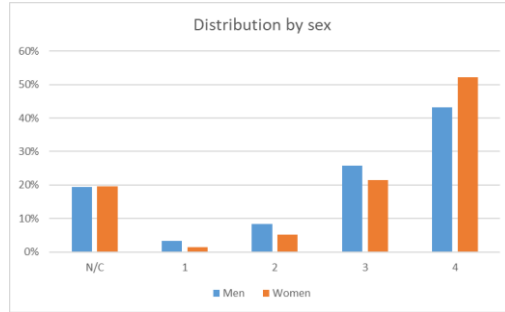
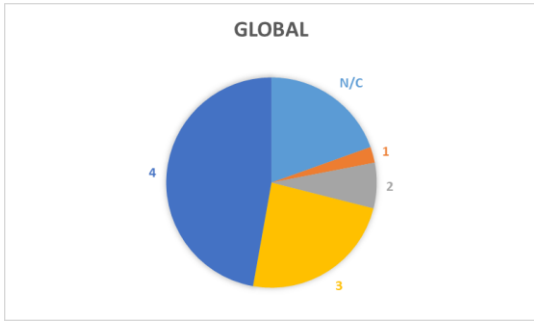




**31. Intellectual Property Rights. UNIZAR ensures proper protection of intellectual property rights for R&D results**

Average rating: 3,44

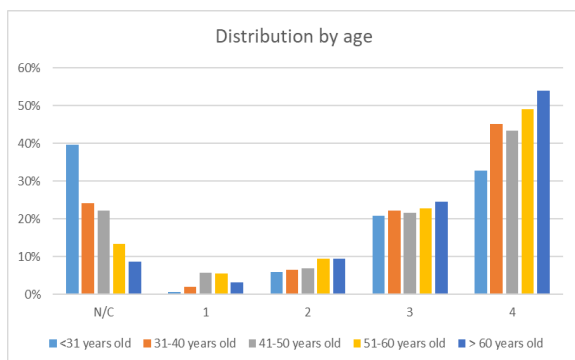
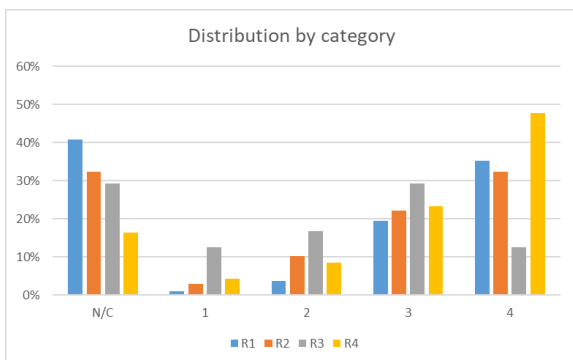
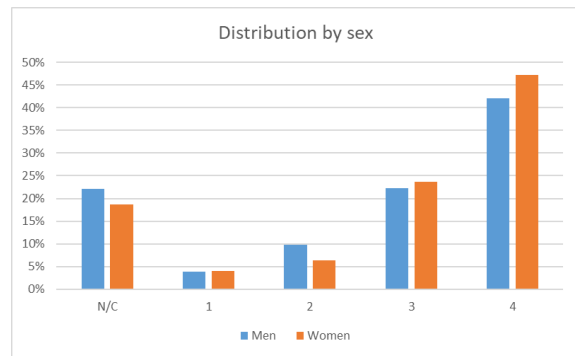
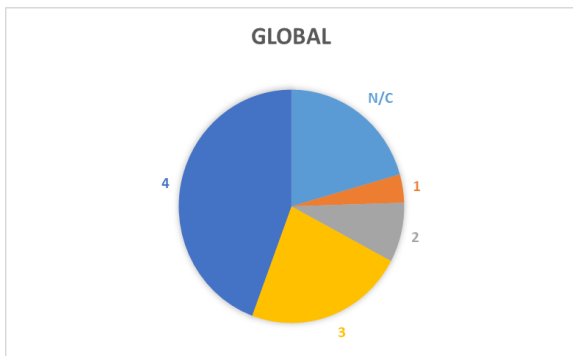
(1-2) (>2<3) (3-4)



**32. Complaints. UNIZAR has established appropriate complaint channels (e.g., Ombudsperson) to assist all researchers in conflict resolution.**

Average rating: 3,36

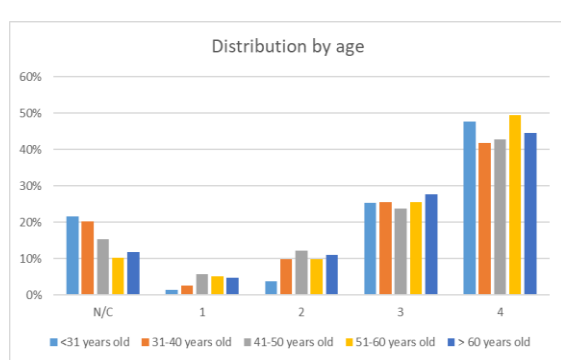
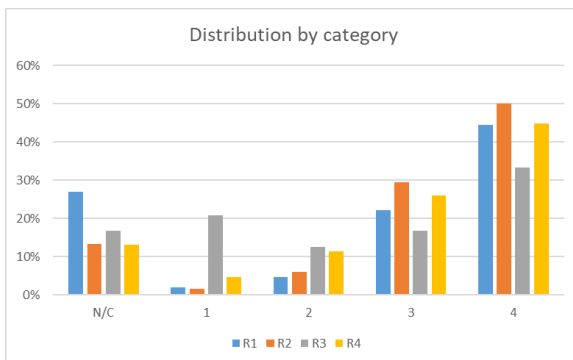
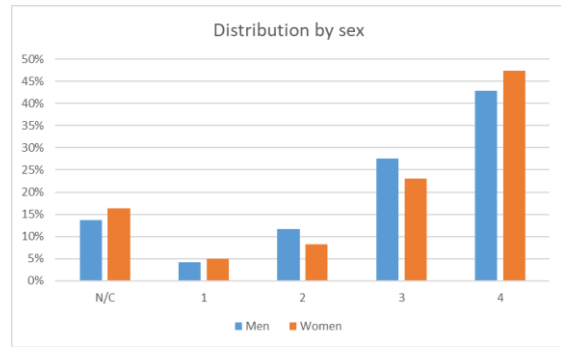
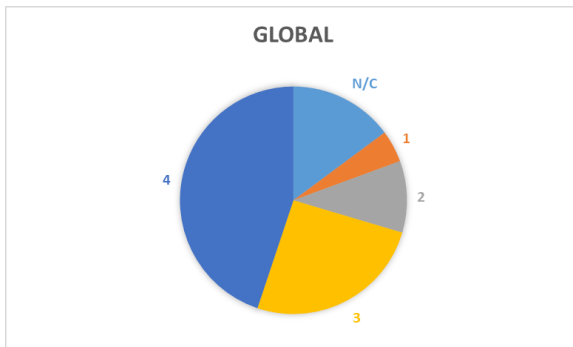
(1-2) (>2<3) (3-4)



**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

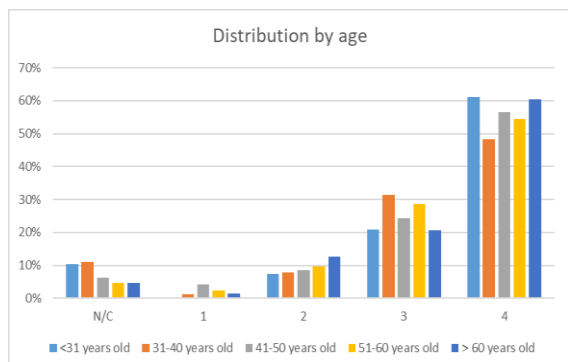
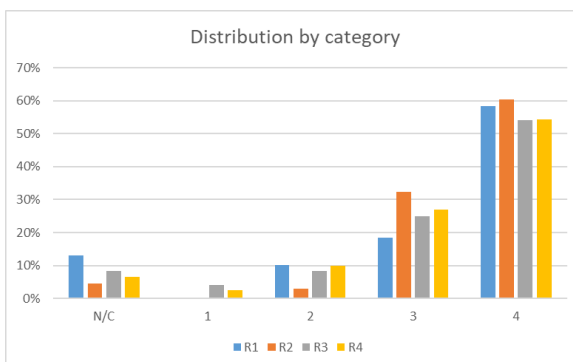
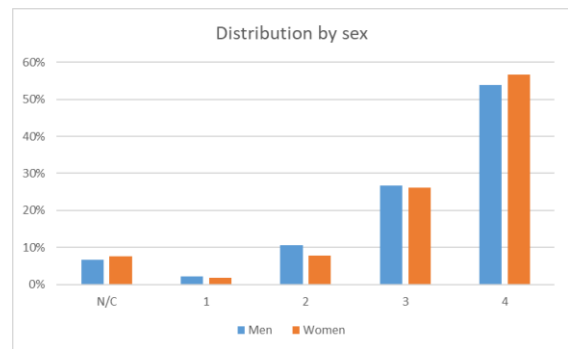
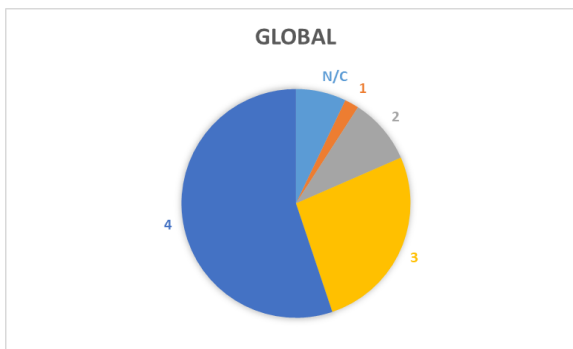
(1-2) (>2<3) (3-4)



**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)

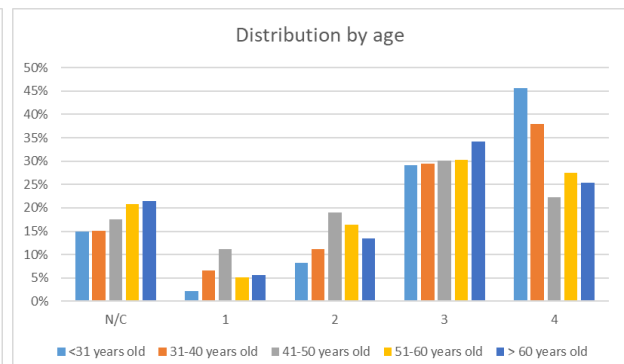
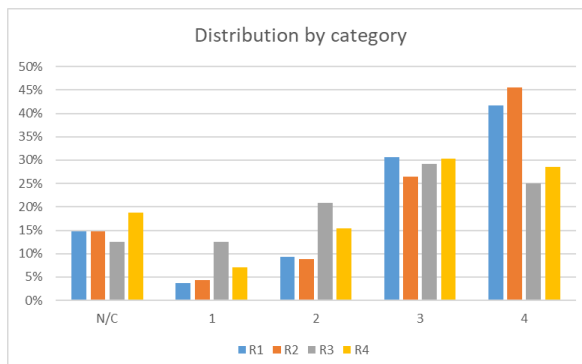
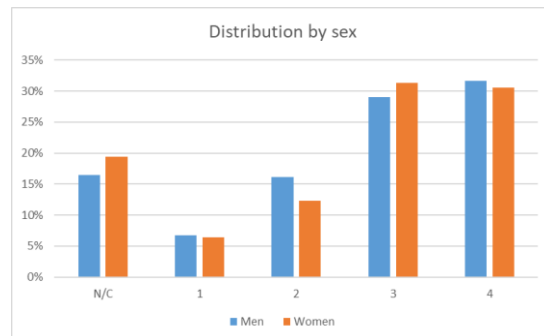
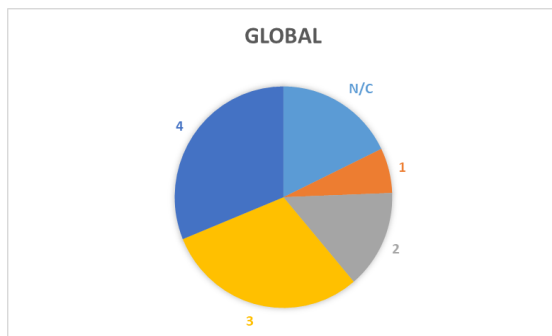


## Research Career and Talent Development

**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

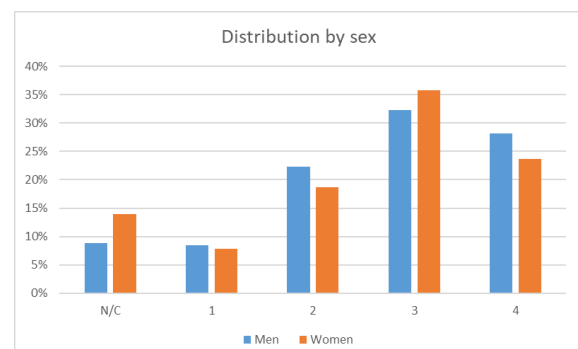
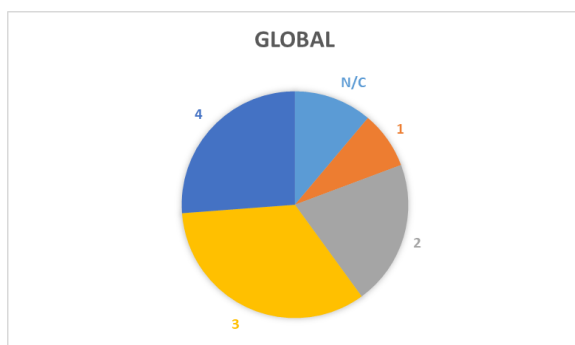
(1-2) (>2<3) (3-4)

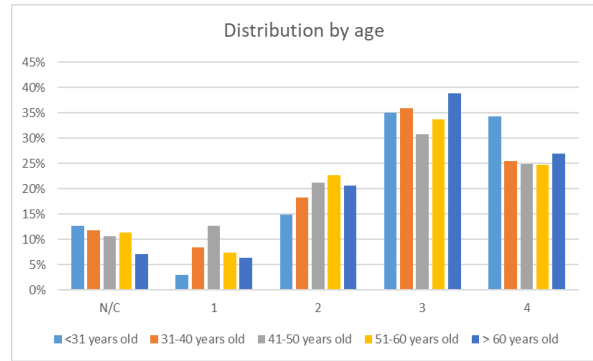
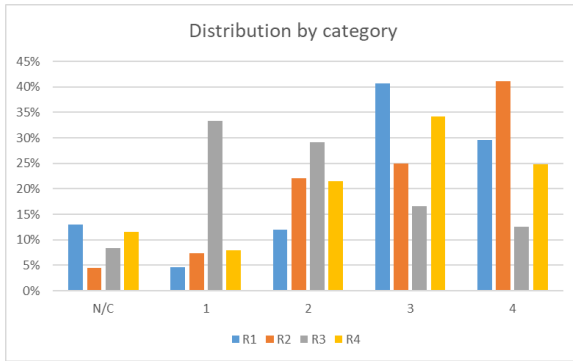


**36. Professional Development. UNIZAR has a strategy to support the professional development of researchers**

Average rating: 2,88

(1-2) (>2<3) (3-4)

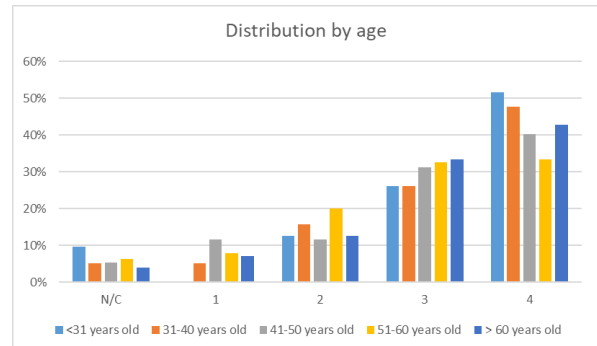
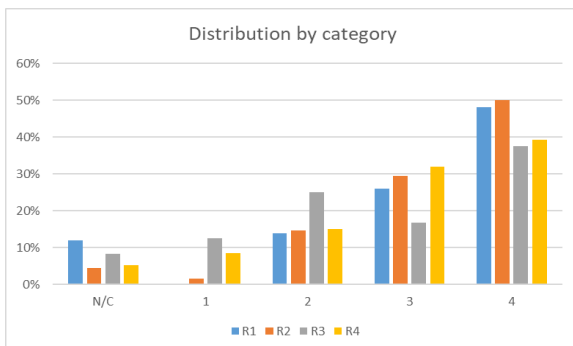
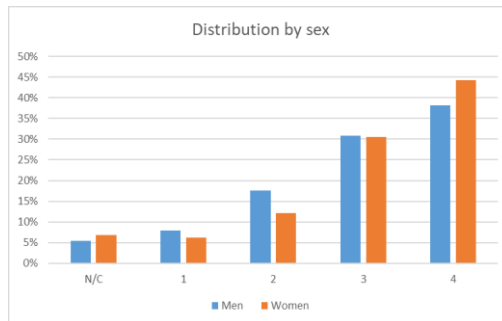
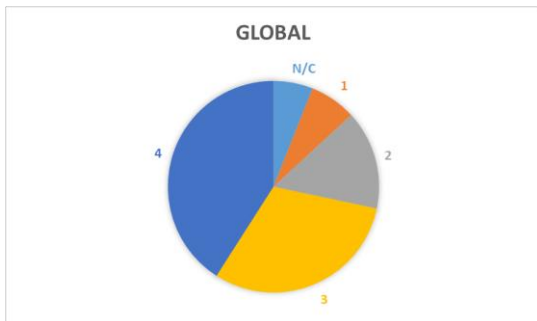




**37. Teaching. UNIZAR values teaching as an asset within the researchers' professional career.**

Average rating: 3,12

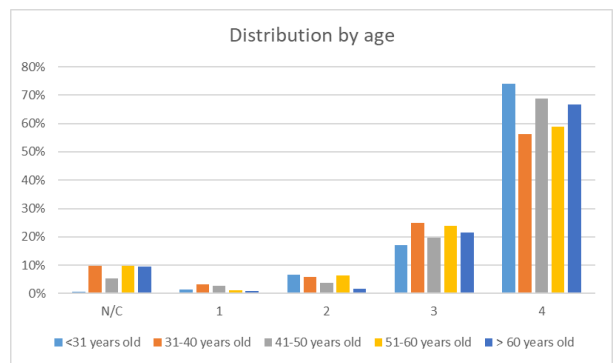
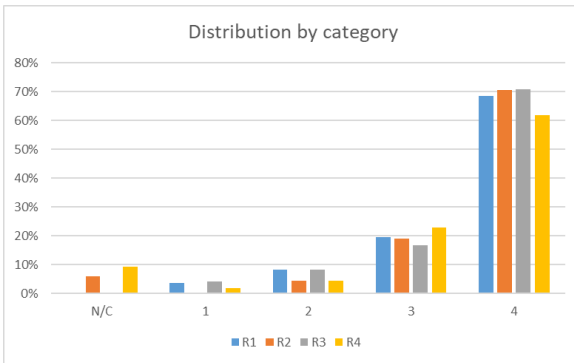
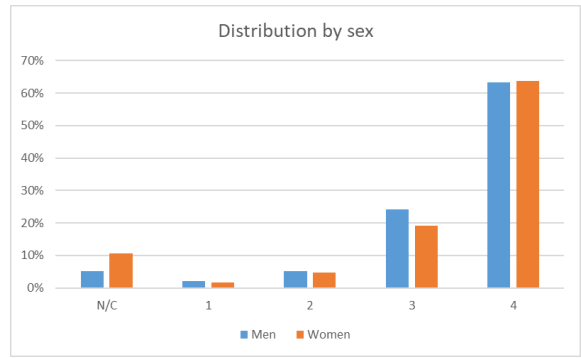
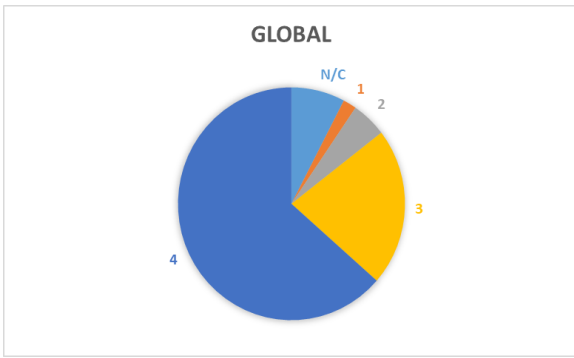
(1-2) (>2<3) (3-4)



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

Average rating: 3,59

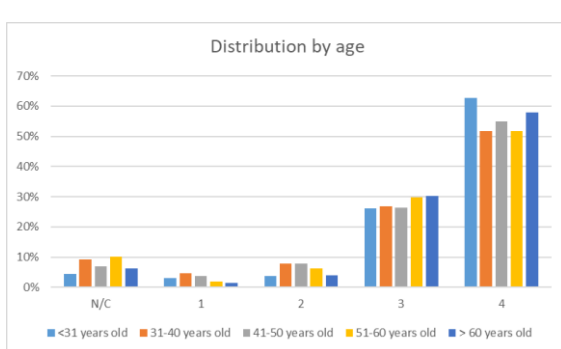
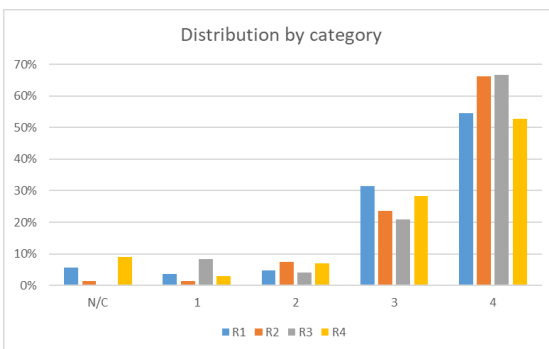
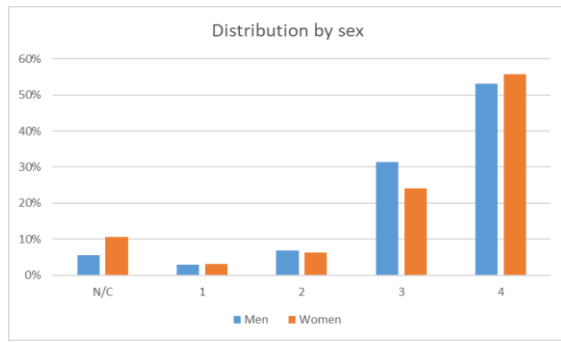
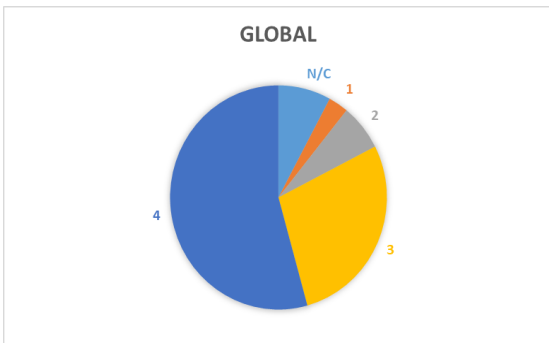
(1-2) (>2<3) (3-4)



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

Average rating: 3,45

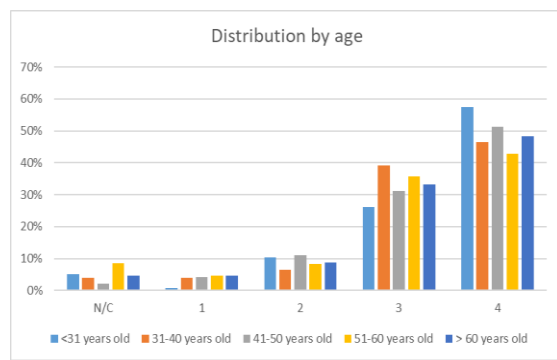
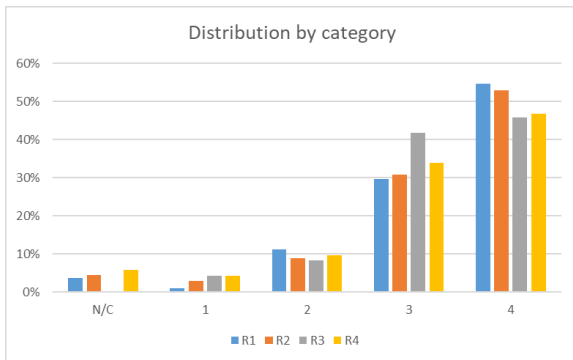
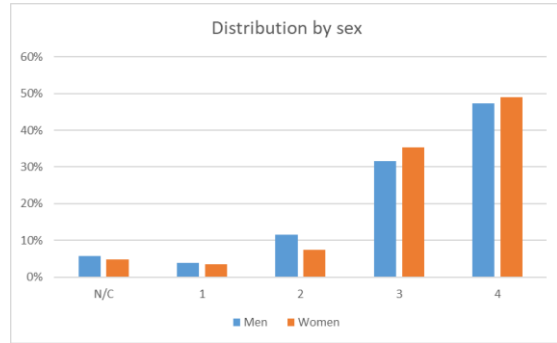
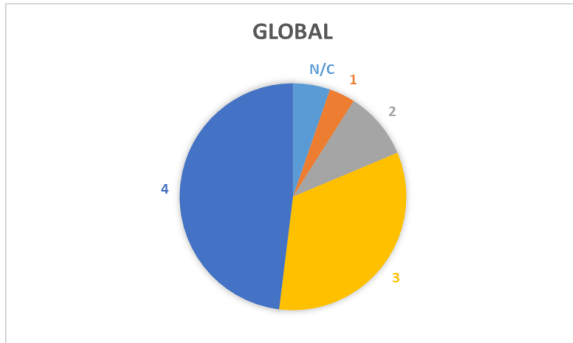
(1-2) (>2<3) (3-4)



**40. Continuous Professional Training. Researchers at all levels have the opportunity for continuous training in aspects related to their work**

Average rating: 3,33

(1-2) (>2<3) (3-4)

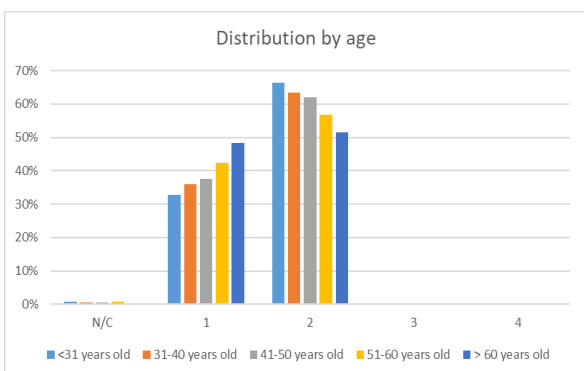
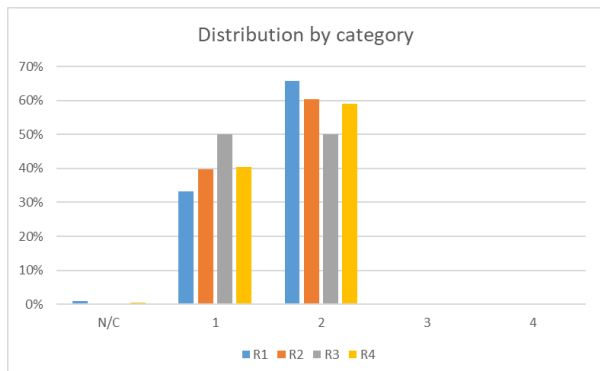
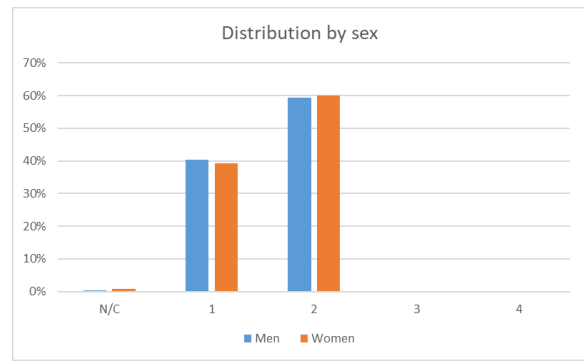
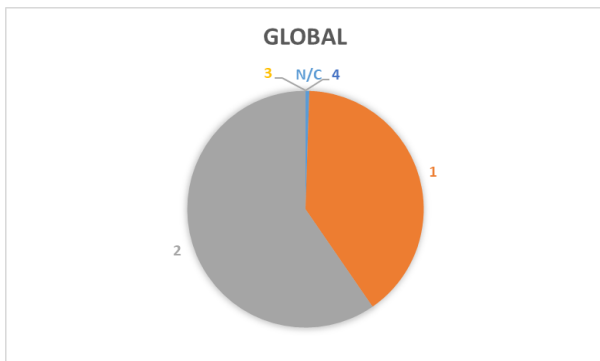


**HRS4R Strategy at UNIZAR**

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

Average rating: 1,6

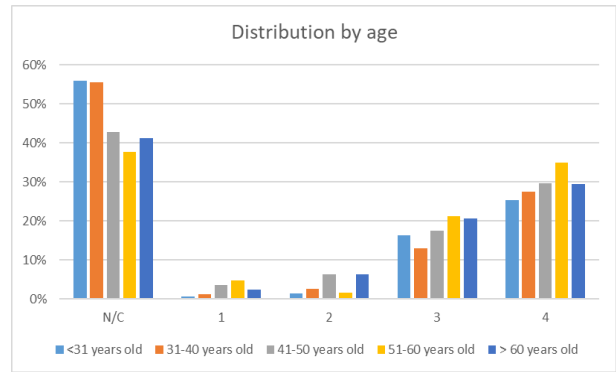
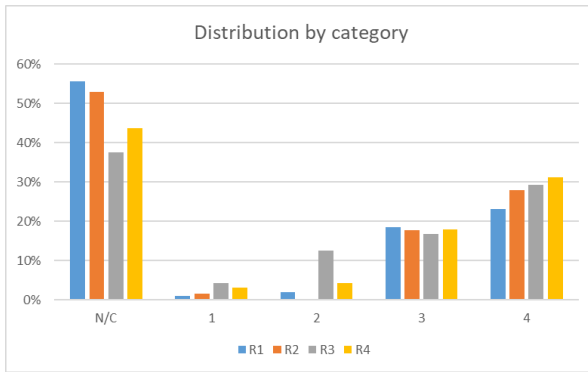
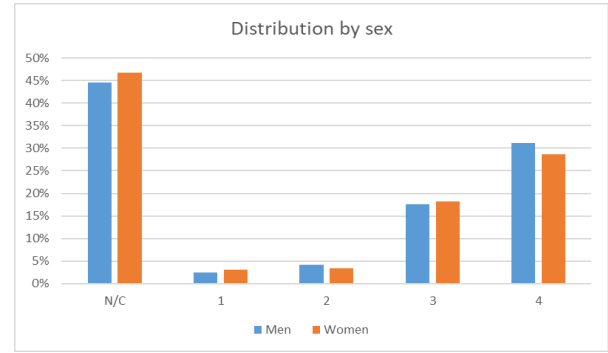
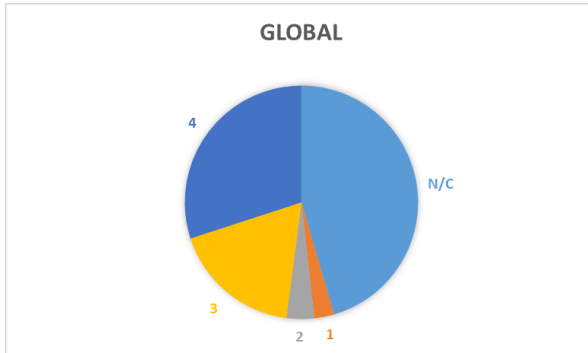
(1-2) (>2<3) (3-4)



**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**

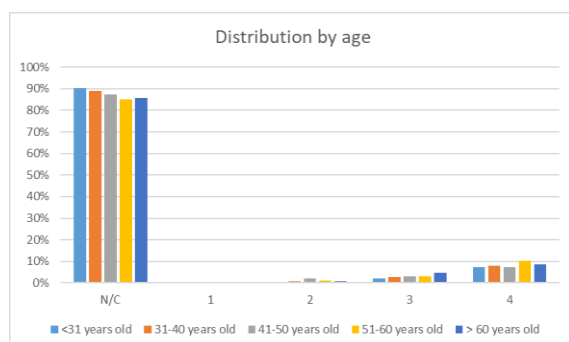
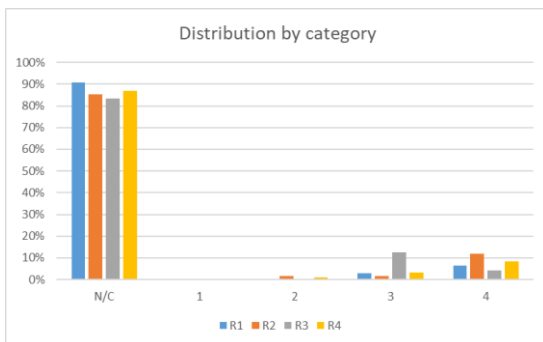
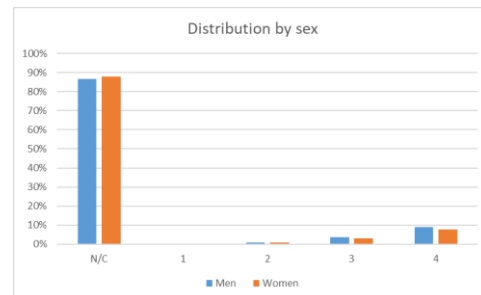
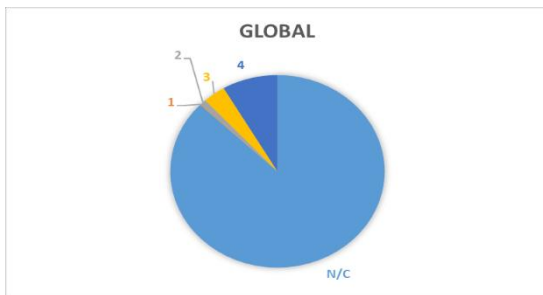
**(1-2) (>2<3) (3-4)**



**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)

