

THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

**NEIKER- Basque Institute for Agricultural
Research and Development**

**Implementation of the European Charter
for Researchers
&
the Code of Conduct for the Recruitment
of Researchers**

ACTION PLAN

July 2020

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1. INTRODUCTION

Description of NEIKER, objectives and aims

NEIKER-Basque Institute for Agricultural Research and Development is a non-profit public company attached to the Deputy Ministry of Agriculture, Fisheries and Food Policy of the Department of Economic Development and Competitiveness of the Basque Government. NEIKER is committed to the following R&D objectives:

- Improve the productivity and competitiveness of agricultural production systems.
- Develop and apply new management technologies on farms.
- Satisfy the quality and safety requirements of the food processing industry, its products and the consumer.

For this, NEIKER develops innovative and transferable knowledge and solutions that add value to the agri-food sector and improve its competitiveness with criteria of respect for the environment, ensuring its current and future sustainability and actively contributing to the economic and social development of our environment, in line with the objectives of the Department of Economic Development and Competitiveness of the Basque Government. As a public entity with a desire to serve, our management model pursues excellence and is guided by internationally recognized quality standards, based on four commitments:

With the people. Based on principles of freedom, trust and shared leadership, promoting their involvement, motivation and responsibility, we contribute to their professional and personal development. Likewise, and in line with the values of our Government, we are deeply committed to the reconciliation of personal and work life, real gender equality and the promotion of Basque, the official language in our territory and which constitutes a key element of our cultural heritage.

With Scientific Excellence. We train professionals recognized by the international scientific community, capable of generating knowledge that contributes to improving the competitiveness and sustainability of the agri-food sector. We seek to become a global benchmark in innovation and contribute to the dissemination of knowledge through scientific publications, the participation of our researchers in forums and congresses, and the organization of dissemination sessions.

With the Agrarian Sector. Through proactive dialogue with its different actors, we collaborate in solving the challenges of the primary sector and agri-food companies, including:

- improving the profitability and sustainability of agricultural livestock farms.
- the generation of new productive activities that create wealth and employment.

- food safety control.
- environmental sustainability.

With society. We promote best practices and allocate resources to initiatives that support balanced and supportive global development. We actively work to reduce environmental impacts derived from our activity and incorporate the concept of sustainability in our daily management. The values emanating from the ethical code of our Government are translated into the rational and transparent use of the resources entrusted to us, as well as a flexible organizational structure, managed by processes and oriented to results, among which we highlight the increase in our level of self-financing.

NEIKER structure

NEIKER is a Public Company of the Basque Government and its governing bodies reflect this circumstance.

Board of Directors

President: Bittor Oroz Izagirre. Deputy Minister of Agriculture, Fisheries and Agri-Food Policy of the Basque Government.

Vowels:

M^a Teresa Amezketa: Director of Services of the Department of Economic Development and Infrastructure of the Basque Government.

Peli Manterola Arteta: Director of Quality and Agrifood Industries of the Department of Economic Development and Infrastructure of the Basque Government.

Jorge Garbisu Buesa: Director of Agriculture and Livestock of the Department of Economic Development and Infrastructure of the Basque Government.

Xabier Patxi Arrieta: Director of Information Technology and Telecommunications of the Department of Public Governance and Self-government of the Basque Government.

Federico Saiz Alonso: President of BASKEGUR.

Unai Ibarzabal Goikoetxea. Harakai-Urkaiko Director.

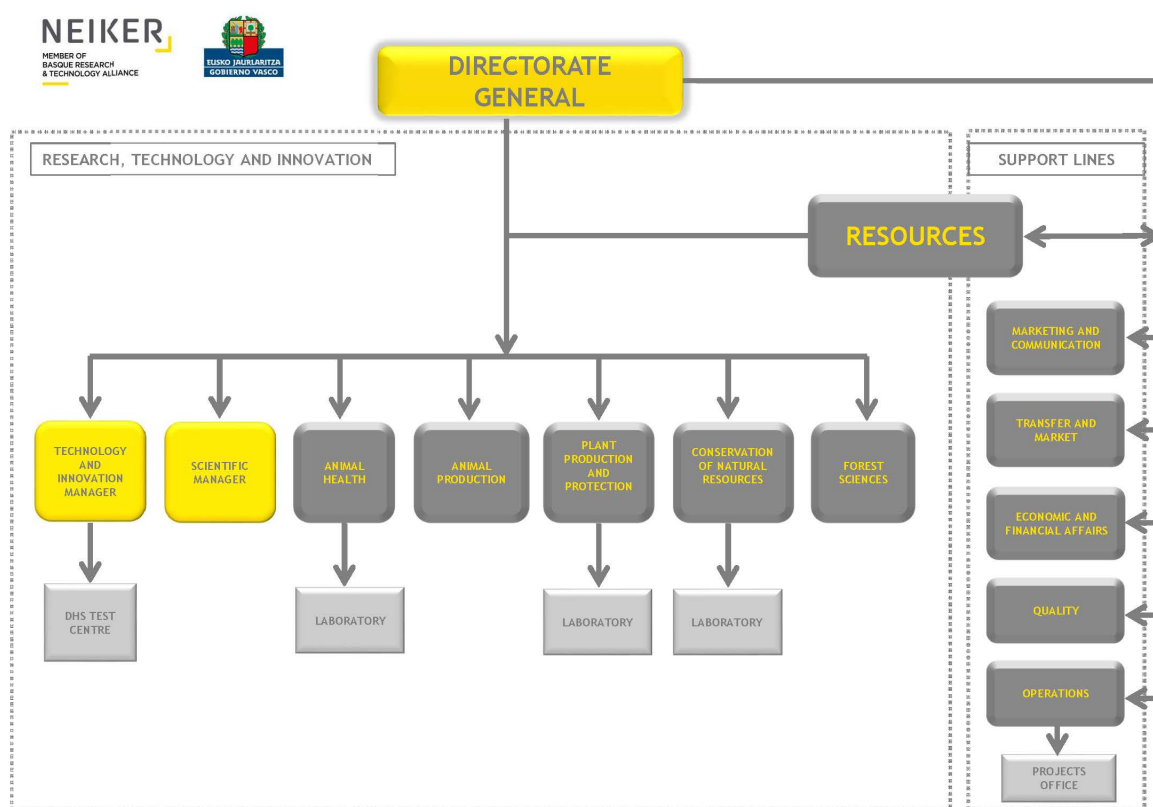
Salvador Gorostola Arrieta. Aberekin S.A.

José Luis Fresno Santamaría. Director of Garlan S. Cooperativa.

Begoña Angulo Alonso. Representative of NEIKER workers.

Organization chart of the centre

The organization chart of the centre under the General Directorate has: a) Research, Technology and Innovation Area, with a Scientific Manager, a Technology and Innovation Manager, and five managers from the scientific departments, and b) Resources Area with a Director of Resources led and coordinated by a Transfer and Market Manager, a Communication Manager, an Operations Manager (in charge of the Project Office), an Economics and Finance Manager and a Quality Manager.



Specialization: Knowledge and technologies

NEIKER is structured into **five scientific departments**: a) Plant Production and Protection, b) Forestry Sciences, c) Animal Production, d) Animal Health, e) Conservation of Natural Resources.

Plant Production and Protection, carrying out traditional plant breeding to develop varieties adapted to the agro-environmental conditions of the Basque Country, disease resistant and better adapted to the market, especially in potato, corn and radiata pine, so as to increase yields and improve the product quality. In Plant Protection the activities are focused on epidemiology, diagnosis and control of pests and diseases in crops and forest species of interest in the Basque Country, developing

detection methods for pathogens, and paying special attention to the biological control of pests and diseases. The research projects are focused on diseases and pests in field crops, as well as greenhouse crops and tree plantations.

Forestry Sciences focused on the areas of productivity, health and sustainability of tree plantations and forests. In order to do this we develop a program of genetic improvement of radiata pine based on selection assisted by markers, taking into account in particular those related to the quality of wood. Likewise, techniques of somatic embryogenesis are put in place for the clonal propagation of the improved individuals. Site maps are developed to look for those alternative species that best suit the current and future climate conditions of the Basque Country. Finally, advanced methodologies are designed, applied, and controlled to achieve more sustainable forest management in the field of control and prevention of forest decay caused by invasive and pathogenic agents.

Animal Production works in animal breeding performing systematically genetic evaluations for production traits and composition of milk and udder morphology in sheep breeds Latxa and Carranzana, as well as calving ease in Frisian cattle. In animal nutrition, the objective is to enhance local resources use, mainly through grazing and improving the quality of forage, as well as reducing GHG emissions from ruminants. In applied ethology and animal welfare, animal behavior is studied to propose improvements in management practices that lead to greater animal welfare while optimizing their productivity. All these lines of work are aimed at obtaining more efficient and sustainable production systems, both from the use of natural resources, and from the quality of the products obtained, while increasing the acceptance of livestock activity by society.

Animal Health focuses on surveillance, control and prevention of livestock and wildlife diseases including those that have a significant impact on animal health and zoonotic diseases, with the aim of improving animal health and welfare, as well as Public Health. Main objectives: development of diagnostic tools and procedures to improve the sanitary status of livestock and control zoonotic pathogens.

Conservation of Natural Resources is dedicated to agricultural production systems, such as traditional, integrated and organic are evaluated studying its viability and sustainability, quantifying the possible environmental impacts caused by agricultural practices (erosion, pollution, loss of biodiversity, etc.) and proposing new agricultural practices to cope with climate change and allow their integration within the framework of sustainability. Climate change and the use of climatic predictions are essential to make accurate predictions on biotic and abiotic risks, which can have negative effects on crops and domestic animals. We use different models to predict soil organic matter changes, plant growth, tree growth so we can develop agricultural and forestry practices better adapted to specific conditions.

According to the 2019 projects, they are shown in Figure 1:

- Expenditure executed by Scientific Department
- Expenditure executed by activity mix: fundamental research, industrial research and experimental development (RVCTI)
- Expenditure executed by specialization: energy, food and ecosystems.
- Expenditure executed by agrarian sector: agriculture, livestock, forestry and the agri-food industry.
- Expenditure executed by agricultural subsector: general animal, radiata pine, bovine, extensive crops, etc.

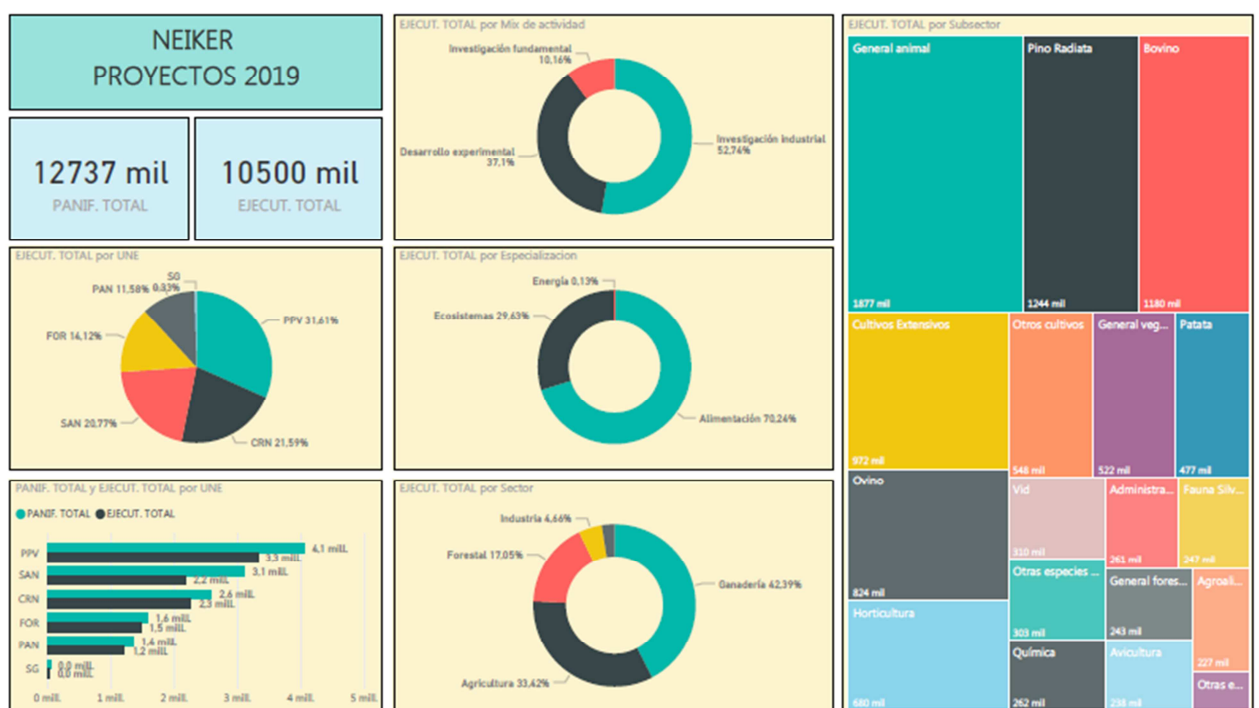


Figure 1. Allocation of expenditure by scientific department, activity mix, specialization, sector and agricultural subsector

According to the 2019 projects, they are shown in Figure 2:

- a) Expenditure executed by strategic objective
- b) Income according to source of funds

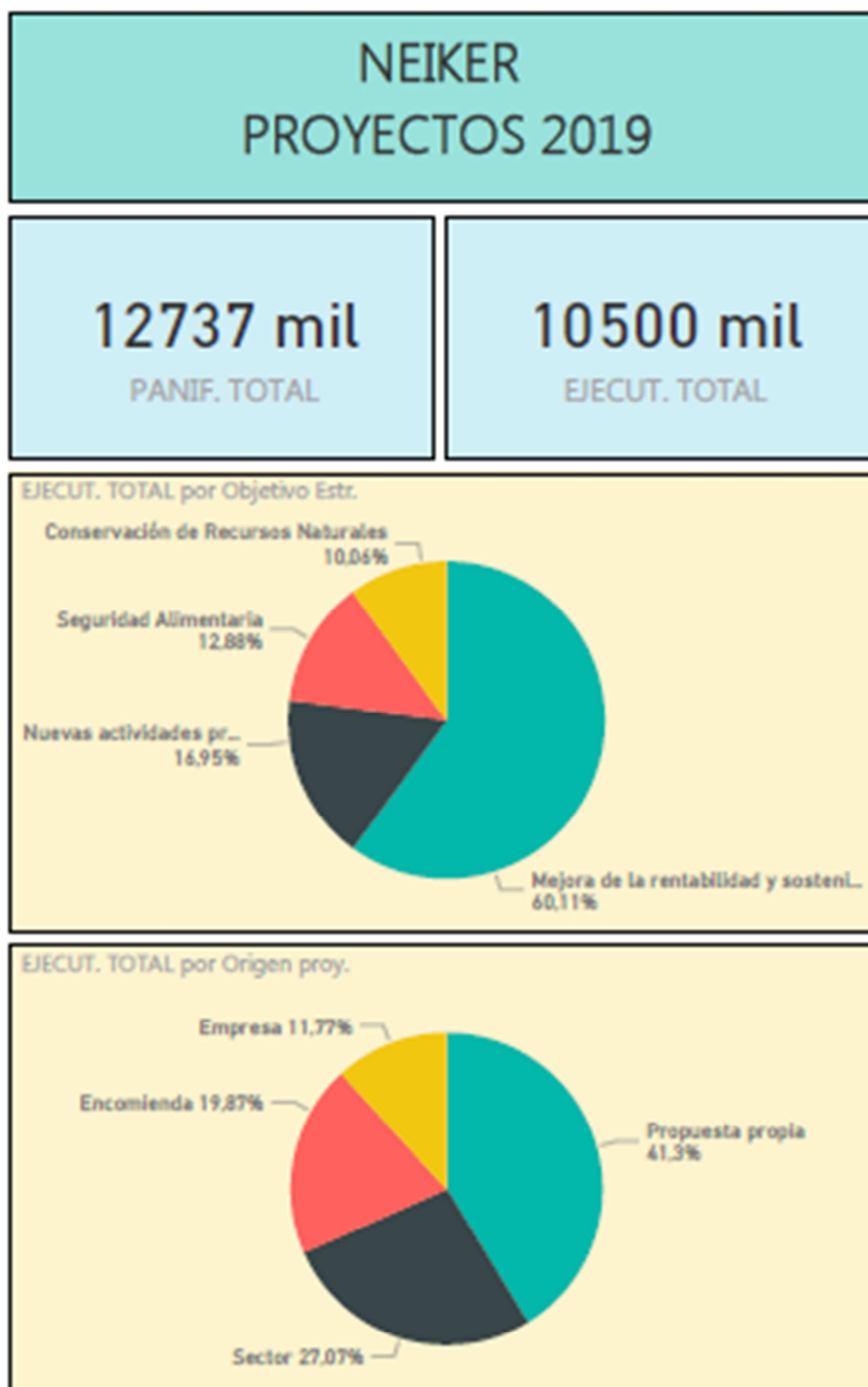


Figure 2. Expenditure executed by strategic objective and source of funds

According to the 2019 projects, they are shown in Figure 3:

- a) Expenditure executed by strategic line of research
- b) Expenditure executed by technological challenge (PT 2018-2023)

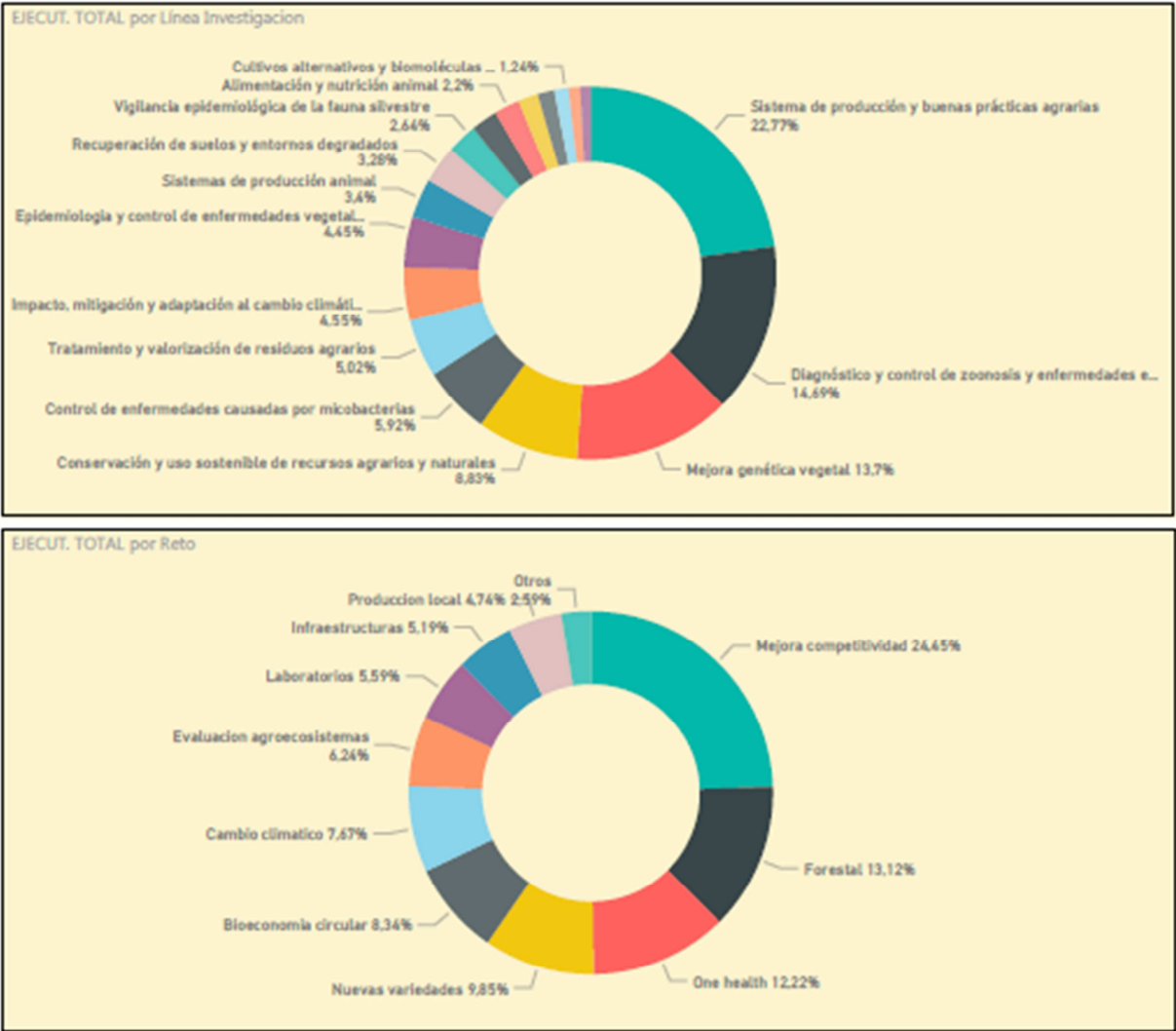


Figure 3. Expenditure executed by strategic line of research and by technological challenge (Technology Plan 2018-2023)

The activities carried out at Neiker contribute to the Sustainable Development Goals

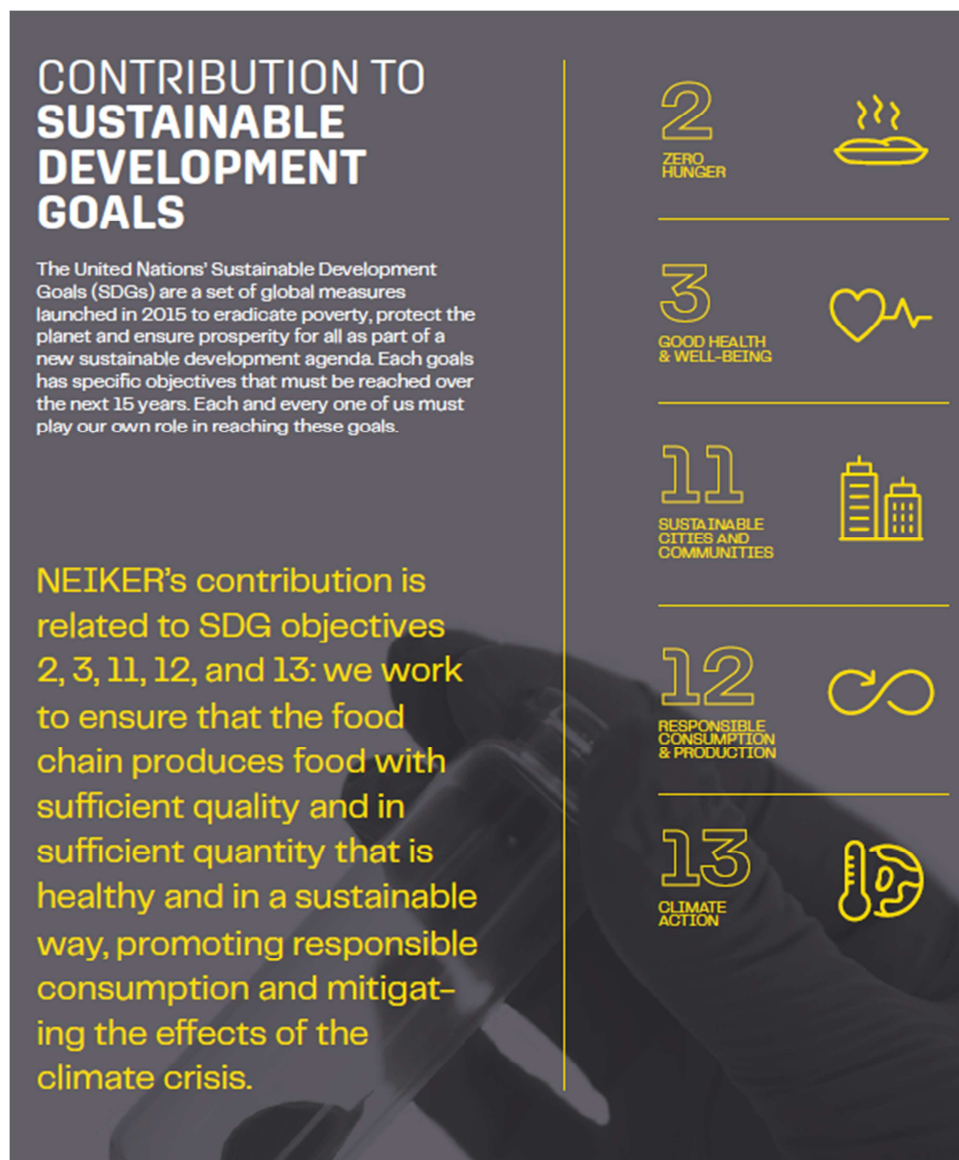
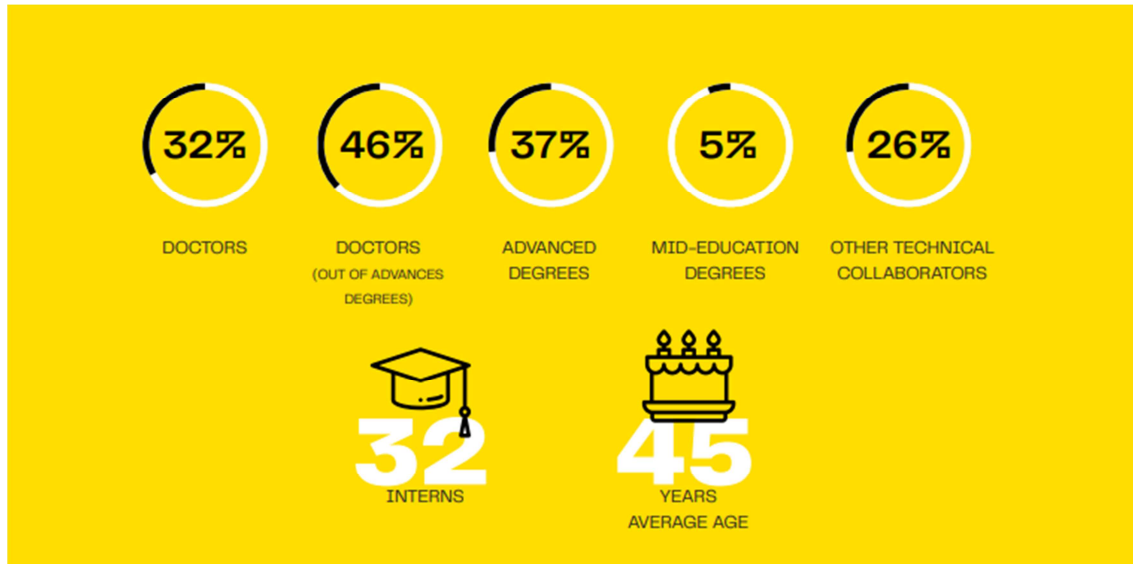


Figure 4. NEIKER contribution to the Sustainable Development Goals

NEIKER is part of the **Basque Research and Technology Alliance** since December 2019. The Basque Research and Technology Alliance has been created through a collaboration agreement between 16 technology centres and cooperative research centres belonging to the Basque Network of Science, Technology and Innovation, the Basque Government, the Councils of Araba, Bizkaia and Gipuzkoa and the SPRI Group.

Personnel distribution

The people working at NEIKER have a high degree of qualification with 69% with a PhD or a Bachelor Degree. There are 32 fellows who are being trained as Technologists (2-year fellowships) or as researchers (4-year contracts).



Neiker membership

NEIKER IS MEMBER OF



Management model

Since 2005 we have been certified and updated under the ISO 9001: 2015 standard for the management of R&D and Technology Transfer projects for projects focused on the agricultural sector.

As for advanced management, in 2019 we have obtained under UNE 166002: 2014 the R & D & I Management Certificate at the NEIKER level, which recognizes our ability to effectively carry out research, development and innovation activities in agrifood (sectors agricultural, livestock and forestry) and in the natural environment. The implementation of these standards has allowed NEIKER activities to be organized by processes, among which, and in direct relation to the HRS4R, is the People Process.

In 2018, the Code of Conduct was launched at NEIKER and the Compliance Committee. In 2019, the operation of this Committee has been strengthened, which maintains its activity as a working group and meets periodically to analyze queries regarding applicable regulations. Furthermore, during the first half of 2019, the second Code of Conduct was internally disseminated to all NEIKER personnel.

2. NEIKER'S HUMAN RESOURCES STRATEGY

NEIKER, the Sectorial Technological Centre of the Basque Network of Science, Technology and Innovation, works to align the capacities and contributions of each person in the organization with the corporate strategy, at the same time that people have the opportunity to develop their capacities. The people development model underway allows the detection and enhancement of the capabilities of each researcher, guiding them, through their training and results, through the professional itinerary that best suits their profile. However, NEIKER's policies must be at the service of its mission: "To support, promote and contribute to the competitive improvement of the Basque agri-food sector and the conservation of the environment, generating scientific knowledge and transferable solutions that provide wealth and well-being in the Basque Country, with committed and motivated people", improving the competitiveness of the agri-food sector in the different markets it is aimed at, and facing the new challenges of Basque society in relation to having safe and healthy food.

The NEIKER People Process, which has been prepared and implemented, establishes the NEIKER management system with and for people, ensuring that they are developed on a personal and professional level according to the strategy of the company, and preventively ensuring the safety and health of its group.

This process includes:

1. Talent management: recruitment, selection and recruitment of people.

2. Development of training plans: preparation, control, management and measurement of training efficiency and applicability.
3. Definition, management and development of competencies and evaluation of staff performance.
4. Management of staff motivation and commitment.
5. Development and supervision of safety and health: prevention, maintenance and surveillance of systems and people's health.
6. Collaboration in the definition and revision of guidelines for the development of people.
7. Administrative management related to people management.
8. Collaboration in the analysis of NEIKER's internal and external context.
9. Collaboration in the evaluation and continuous improvement of the Management System.
10. Development of a risk map and periodic evaluation of the process.

In addition, there are a series of internal procedures developing the Management System and under whose guidelines different activities are developed related to the staff that works at NEIKER, taking into account that staff is an essential factor in the ability of NEIKER for the development of projects. R&D and must be capable and competent to carry out all activities related to projects. These activities are carried out according to the following procedures

1. PGC-MC-04 Roles and responsibilities
2. PGC-SG-01 Personnel Competences and awareness
3. PGC-SG-07 Personnel Selection
4. PGC-SG-08 Personal Training
5. PGC-SG-11 Internal and external Communication

In order to carry out personnel management effectively, NEIKER has established the aforementioned process and procedures through which it is possible to: a) ensure the definition of personnel needs and the hiring of personnel according to needs, b) ensure technical competence in the development of each of the functions, b) ensure the knowledge and understanding of these functions on the system, its location within it and the importance of its commitment to quality and continuous improvement for compliance of the Management Policy, and c) promoting a culture of innovation.

At NEIKER we are firmly committed to promoting professional development, providing a healthy work environment and ensuring an equal opportunity work environment.

As a result of the people development policy, NEIKER has professional careers for researchers and technologists, their functions and competencies being defined.

Professional development

Practically all NEIKER people carry out some type of training annually to improve their knowledge, skills and abilities. There is a biennial Training Plan that includes the training needs to deepen the sector's technological knowledge, etc. as well as in cross-cutting work tools (genomics, statistics, legislative regulations, etc.).

Commitment to equality

NEIKER has the second Equal Opportunity Plan for Women and Men, in our commitment to equality, which was drawn up after carrying out an exhaustive internal diagnosis, in which all the people who are part of NEIKER could participate through surveys or workshops.

Security and health

At NEIKER we promote a healthy and safe environment, through our Health and Safety Committee, and advised by the External Prevention Service, we deal with different prevention specialties: occupational safety, industrial hygiene and ergonomics and applied psychosociology. We have an updated Prevention Plan and the corresponding risk assessments, safety improvements in the facilities, and training is carried out to promote a preventive culture. Regarding health surveillance, in addition to the usual medical examinations, our allergy tests and the specialized analyses carried out on all NEIKER workers to ensure their safety and health stand out.

Training plan

NEIKER has established a Training Plan that consists of a set of training actions whose purpose is to improve present and future professional performance, increasing the capacity of people through the improvement of knowledge, skills and attitudes.

It is an ongoing, flexible and planned process, which begins with the diagnosis of training needs, continues with the preparation of the plan and ends with an assessment of the training provided throughout it.

3. INTERNAL GAP ANALYSIS

As mentioned throughout the 2017-2019 period, work was carried out to certify NEIKER under the UNE 166002: 2014 Standard, updating NEIKER's people process. In this sense, an intense work was carried out within the people process team to prepare a personnel policy according to the Standard, so in this next step of adapting the people policy to the 40 principles of the letter and Code, it has an important part of the advanced work.

The possibility of aligning our human resources policy for researchers with the principles of the Charter & Code was communicated to the Management Committee, and the decision was made to launch the process. The Declaration of Commitment Letter to the European Commission was signed in June 2019, and the strategy was started to develop and to be applied in December 2019 following these steps:

- Step 1: Raise awareness of the principles of the Charter & Code in the Scientific Departments of NEIKER as well as in the Department of General Services. Specific meetings were held to explain the ideas and principles behind the HRS4R strategy, so that the people surveyed later were aware of the process in which we were immersed.
- Step 2: Internal gap analysis by the institution working group following the standard template grouping all the 40 Charter & Code principles in four areas: A) Ethical and professional aspects, B) Recruitment, C) Working conditions and social security, and d) Training.
- Step 3: Implementation of a survey to the different groups of researchers stratified by labor category, scientific department, work centre (Derio or Arkaute) and gender, so a broad range of personal was covered.
- Step 4: Developing of the draft Action Plan of the HR Strategy for Researchers.
- Step 5: Contrast of the draft Action Plan with the Steering Committee

This Action Plan has a time perspective of five years, and a self-evaluation should be carried out after two years to determine the degree of progress of the process and, where appropriate, propose the necessary changes and adjustments.

Once signed the commitment to the Charter and Code, in NEIKER we have informed the different departments of the Charter and Code, and the will of the organization to work for the implementation of a new people policy for the people in accordance with the principles specified in these documents.

Besides, the Working Group made up "ad hoc" has been working in the development of the Gap Analysis, completing a draft of the sections on legislation, norms and specific documents to reflect the situation of NEIKER with regard to the 40 principles.

After that, a survey was conducted to determine the importance and the level of implementation of each principle according to 30 persons selected to represent the

whole array of persons whose recruitment and working conditions should be inspired by the HRS4R principles.

With all this information a draft Action Plan has been prepared detailing the organisational information, the strengths and weaknesses of the present practice, as well as the actions to be carried out in the next two years to address the needs identified as most important in relation to personnel. The implementation of the Action Plan has been considered in detail establishing the equipment in charge of conducting the actions, the embedding of the strategy in the organization and the indicators to assure an adequate progress of the work to be conducted.

Human resource strategy development timeline

The calendar for HRS4R strategy development at NEIKER has been developed from December 2019 till July 2020. It has taken one month longer than planned because of COVID-19 difficulties to meet the working group. However, in the last three months we have made up the delay.

Table 1. Calendar for HRS4R strategy development at NEIKER

SCHEDULE START UP STRATEGY HRS4R (December 2019 - May 2020)	DECEMBER				JANUARY					FEBRUARY					MARCH					APRIL					MAY					JUNE					JULY				
	Sem.1	Sem.2	Sem.3	Sem.4	Sem.5	Sem.6	Sem.7	Sem.8	Sem.9	Sem.10	Sem.11	Sem.12	Sem.13	Sem.14	Sem.15	Sem.16	Sem.17	Sem.18	Sem.19	Sem.20	Sem.21	Sem.22	Sem.23	Sem.24	Sem.25	Sem.26	Sem.27	Sem.28	Sem.29	Sem.30	Sem.31								
	1-8	9-15	16-22	23-31	1-5	6-12	13-19	20-26	27-31	3-9	10-16	17-23	24-29	2-8	9-15	16-22	23-29	30-5	6-12	13-19	20-26	27-3	4-10	11-17	18-24	25-31	1-7	8-14	15-21	22-28	29-5								
1. Launch of the project and creation of the Working Group (Training and Benchmarking)																																							
2. Communication																																							
2.1. General company (Zuzenean / Corporate event)																																							
2.2. Through departmental meetings																																							
3. Survey preparation																																							
3.1. Define personal sample to survey																																							
3.2. Survey preparation																																							
3.3. Sending survey and completion																																							
4. Data processing, analysis of results																																							
4.1. Study and analysis of the information received																																							
5. GAP analysis																																							
6. Preparation of the Action Plan																																							
6.1. Drafting of the Action Plan																																							
6.2. Approval of the final document																																							
6.3. Final report submission																																							

EXPECTED DATES

	Project launch		Study and analysis of the information
	Christmas/ Easter		Draft preparation
	Communication		Approval of the final document
	Logistic and preparation		Final report submission
	Survey completion		

Survey design and implementation

The HRS4R working group prepared a survey to be answered voluntarily. This online survey was sent to 30 people, representatively covering the R1-R4 job categories, the scientific departments, the two NEIKER centres, as well as a gender balance between men and women.

Thus, 8 out of 25 R1 (Pre-doctoral researchers) (32%), 9 R2 (3 Technologists and 6 Collaborating Researchers), 4 R3 (Associate Researchers) and 9 R4 (4 Principal Investigators, 4 Heads of Department and an Area Manager), which means 22 of 56 R2 + R3 + R4 (40%) [R1: 26.7%; R2: 30%; R3: 13.3%; R4: 30%]. Twenty-three people answered the survey.

The survey included an explanatory email briefly informing about the Commission Recommendation of 11 March 2005 regarding the European Charter for Researchers and the Code of Conduct for the recruitment of researchers, as well as the basic aspects of these documents.

For each principle, the following questions were asked: a) Qualitative Implementation, b) Agreement with the principle (Level of Importance), and c) Quantitative implementation (Level of Implementation).

Implementation:	How much do you agree with the principle from 0 (Nothing) to 10 (Completely)	How far is NEIKER to achieve this principle, 0 (Very Far) - 10 (We got it)
++ = fully implemented		
+/- = almost but not fully implemented	Comments / observations in case you want to explain your score	Initiatives undertaken and/or suggestions for improvement
-/+ = partially implemented		
-- = insufficiently implemented		

Taking into account the Level of Importance and the Level of Implementation, we have calculated a Priority Index (following VICOMTECH survey data treatment) as follows:

$$Pri = \frac{\text{Level of Importance}}{\text{Level of Implementation}}$$

In this way we could obtain an ordered list of the most important y least developed Charter and Code.

To assess the scores (V) we are going to establish the following criteria for the Level of Importance and the Level of Implementation:

- V > 9 Excellent
- 8 < V < 9 Very high
- 7 < V < 8 High
- 6 < V < 7 Medium
- V < 6 Low

Results of the survey

Ethical and Professional Aspects

In this regard, it should be mentioned that the importance given to the Ethical and Professional Aspects is excellent, with a score of 9.20 / 10 and the degree of Implementation can be considered Very High (in the limit with High).

Ethical and Professional Aspects			
	Importance	Implementation	Ratio Pri
1. Research freedom	8.86	7.33	1.21
2. Ethical principles	9.48	8.86	1.07
3. Professional responsibility	9.45	7.45	1.27
4. Professional attitude	8.52	8.29	1.03
5. Contractual and legal obligations	8.67	8.05	1.08
6. Accountability	9.71	8.86	1.10

7. Good practice in research	9.24	7.48	1.24
8. Dissemination, exploitation of results	9.24	7.71	1.20
9. Public engagement	9.10	7.19	1.26
10. Non discrimination	9.86	9.48	1.04
11. Evaluation/ appraisal systems	9.05	7.14	1.27
MEDIA	9.20	7.98	1.16

The three principles with the highest Pri (> 1.25) are:

- **3. Professional responsibility:** This may be because jobs are considered to be delegated without conveying context and without providing full explanations for them to take place.
- **9. Public engagement:** This is considered important, but there may be a feeling among researchers that there needs to be an intermediary (eg communication specialist) who is responsible for conveying the scientific results to the public or to society in general.

The researchers consider that the first outlet for research results is scientific publications, although they understand that technical publications to sectoral journals are important, and that dissemination to society, which is also important, may require dissemination specialists. At NEIKER the Communication Area is launching several initiatives to improve these aspects of external communication towards the sector and towards society.

11. Evaluation/Appraisal systems: At NEIKER we have not developed a process of evaluation of personnel competencies and performance. Only for the staff applying for labor promotion an evaluation is performed. It seems that this is perceived as an improvement aspect in NEIKER by the respondents.

The result seems to reflect a perception that there is no specific emphasis in increasing the training of researchers or rather targeting training to specific groups of researchers and technologists. It may be due to the presence of a significant number of R1 researchers, who highly value the training offered to them.

We have to mention that in 2019 practically everyone working at NEIKER carried out some sort of training to improve their skills and abilities, which is proof of our commitment to our team's professional progress. In 2019 we spent around 5,100 hours on training development.

On the contrary, the principles in which a lower Pri has been reached, indicating that the degree of implementation is in accordance with the degree of importance given to it, are:

2. Ethical principles. Respondents consider that NEIKER observes the ethical practices corresponding to its disciplines.

4. Professional attitude. Researchers consider that they know the field in which they work and that they follow appropriate practices in the performance of their work in relation to research projects.

10. Non discrimination. In NEIKER researchers do not consider that there is any type of discrimination.

Recruitment and selection

The importance given to the principles of Recruitment and Selection is high with a score of 8.87 / 10 and the degree of Implementation, 6.90, can be considered Low (in the limit with Medium).

Recruitment and Selection			
	Importance	Implementation	Ratio
12. Recruitment	8.86	7.52	1.18
13. Recruitment (Code)	9.00	6.81	1.32
14. Selection (Code)	8.79	7.00	1.26
15. Transparency (Code)	8.95	6.63	1.35
16. Judging merit (Code)	9.00	6.52	1.38
17. Variations in the chronological order of CVs (Code)	8.81	6.38	1.38
18. Recognition of mobility	8.52	6.50	1.31

experience (Code)			
19. Recognition of qualifications (Code)	8.65	7.55	1.15
20. Seniority (Code)	9.18	6.91	1.33
21. Postdoctoral appointments (Code)	8.95	7.20	1.24
MEDIA	8.87	6.90	1.29

There are several aspects of the selection process and the evaluation of merits that are valued with low scores (Pri> 1.31):

- **13. Recruitment (Code).** Recruitment announcements are rated with a low score (V 6.81), perhaps due to respondents considering that they are very specific the requirements that are asked to apply for the job or not offering all the information desired by the candidates about the process of selection.
- **15. Transparency (Code).** Information received by candidates on the recruitment process and selection criteria, career prospects, and the strengths and weaknesses of their applications is rated with a low score (V 6.63).
- **16. Judging merit (Code).** The way in which the candidates' merits are valued is rated with a low score (V 6.52). It seems that not all the merits provided by the candidates are valued, and it would be in agreement not only to value the number of publications, trying to judge the merits both qualitatively and quantitatively.
- **17. Variations in the chronological order of CVs (Code).** According to this criterion, candidates must be able to present properly documented curricula vitae, reflecting a representative series of achievements and qualifications appropriate to the position requested. According to the survey, this is not carried out at NEIKER with a sufficient degree of compliance (Pri 6.38).
- **20. Seniority (Code).** The levels of qualification required must coincide with the needs of the position and not be conceived as an obstacle to access. The assessment of the implementation of this principle in NEIKER is low (Pri 1.33). The levels of requirements requested are probably considered very high in relation to the levels of the positions offered.

On the other hand, the two aspects best valued in this section are:

- **12. Recruitment.** It is positively valued within this section that NEIKER provides adequate information on the rules for access and admission of researchers, particularly at the beginning of their careers.
- **19. Recognition of qualifications (Code).** The researchers consider that the academic and professional qualifications are appropriately valued in the selection processes.

Working conditions and social security

The importance given to the principles of Working Conditions and Social Security is very high with a score of 9.15 / 10 and the degree of Implementation, 7.28, can be considered medium.

Working Conditions and Social Security			
	Importance	Implementation	Ratio
22. Recognition of the profession	9.24	7.38	1.25
23. Research environment	9.19	7.60	1.21
24. Working conditions	9.33	7.75	1.20
25. Stability and permanence of employment	9.48	7.95	1.19
26. Funding and salaries	9.48	8.20	1.16
27. Gender balance	9.57	9.50	1.01
28. Career development	9.10	5.95	1.53
29. Value of mobility	8.90	7.10	1.25
30. Access to career advice	8.95	7.05	1.27
31. Intellectual Property Rights	9.16	7.00	1.31
32. Co-authorship	9.05	7.05	1.28
33. Teaching	8.63	6.32	1.37
34. Complaints/ appeals	8.77	5.45	1.61

35. Participation in decision-making bodies	9.29	7.62	1.22
MEDIA	9.15	7.28	1.28

The principles with the highest Pri (> 1.25) are:

- **28. Career development.** This means that NEIKER must have a specific professional development strategy for researchers, including researchers with a fixed-term contract, which covers all stages of their careers regardless of their contractual situation. The strategy should consider the availability of mentors to provide support and guidance. Respondents do not consider that this principle is developed in NEIKER adequately. This is so despite having a definition of functions according to job positions and a Guide for evaluating changes in job status but only for promotion. There is not a specific professional development strategy associated to the general strategy of NEIKER in the medium and long term. A career development plan for researchers is not performed systematically but only in specific occasions and focused on the change of activity associated with changes of professional category, without visualizing a long-term career focused on the needs and perspectives of the research lines of NEIKER and in the development proposals of researchers.
- **30. Access to career advice.** It refers to the need for researchers to have access to career and employment guidance.
- **31. Intellectual Property Rights.** NEIKER must ensure that researchers benefit, at any stage of their careers, from the possible exploitation of their R&D results through adequate legal protection, especially in terms of protection of intellectual property rights and copyright. The procedure "PGC / SG-15 Management of intellectual and industrial property" describes the system to manage the assets of the organization and achieve the desired protection of the results of the R&D&i of NEIKER, specifying that must appear as inventors those people who have contributed to the development of the idea to be protected. However, it would be needed to establish clearly the potential rights, if any, of the researchers to the results of their work.
- **32. Co-authorship.** This principle refers to the fact that institutions should value co-authorship positively as it demonstrates a constructive approach to research practice. It is transmitted within NEIKER the importance of co-authorship with other institutions of the Basque Network of Science, Technology and Innovation, and the importance of the transversality of research between different research groups at NIEKER. In order to favour this we do not discriminated in publications neither by order nor by the number of authors in the selection process.

- **33. Teaching.** This principle indicates that teaching is essential to structure and disseminate knowledge and, therefore, it should be considered a valuable option in the professional careers of researchers. NEIKER promotes the transmission of knowledge to technicians and people who work in the different agricultural subsectors, and academic teaching is facilitated if researchers wish to participate in this activity. Normally, academic teaching is unpaid or to a very low extent. Teaching is not valued in the selection process, beyond other work experience, neither for professional development at NEIKER.
- **34. Complaints/ appeals.** It refers to the need for a mechanism so that investigators can transmit, preferably through an impartial person, the claims and appeals of their investigative career as well as the possible conflicts between supervisors and investigators. The NEIKER Code of Conduct establishes aspects related to this topic, although not specifically for researchers.

On the contrary, the principle **27 Gender balance** is considered to be fully incorporated into NEIKER. As mentioned, the II Equality Plan is underway at NEIKER, and researchers think that there is no gender discrimination at NEIKER.

Training and development

The importance given to the principles of Working Conditions and Social Security is very high with a score of 9.15 / 10 and the degree of Implementation, 7.28, can be considered medium.

Training and Development			
	Importance	Implementation	Ratio
36. Relation with supervisors	9.24	7.67	1.20
37. Supervision and managerial duties	9.52	7.00	1.36
38. Continuing Professional Development	9.38	7.76	1.21
39. Access to research training and continuous development	8.90	7.57	1.18
40. Supervision	8.86	6.29	1.41
MEDIA	9.18	7.26	1.27

The principles with the highest Pri (> 1.25) are:

- **37. Supervision and managerial duties.** This principle refers to the fact that expert researchers should pay special attention to their multifaceted role as supervisors, mentors, professional advisers or communicators in scientific matters and carry out these tasks according to the highest professional standards. The respondents miss the development of this activity at a higher level. In 2019, the Scientific Committee has been established at NEIKER, which can play an important role in these aspects.
- **40. Supervision.** Employers and / or funders should ensure that a person can be clearly identified who can be contacted by researchers early in their careers to discuss issues related to the performance of their professional duties. NEIKER researchers consider that this principle is not clearly developed at NEIKER, although logically all pre-doctoral researchers have a thesis director at NEIKER and collaborating / associate researchers are part of a research team led by a Principal Investigator.

The principle most valued for its development at NEIKER is **39. Access to research training and continuous development**, which seems to indicate that the successive training plans developed at NEIKER adequately satisfy the training needs of researchers.

In summary,

European Charter for Researchers & Code of Conduct for the Recruitment of Researchers			
	Importance	Implementation	Ratio
Ethical and Professional Aspects	9.20	7.98	1.16
Recruitment and Selection	8.87	6.90	1.29
Working Conditions and Social Security	9.15	7.28	1.28
Training and Development	9.18	7.26	1.27
MEDIA	9.10	7.36	1.25

All groups of principles are valued as being of very high or high importance (Recruitment and Selection), and the level of implementation is 7.36, which is a high quantitative value, but with the criterion adopted, we consider it to be a medium level of implementation. The professional and ethical aspects are at a good level in NEIKER according to the respondents, those of Working Conditions and Social Security, and Training and Development are valued at 7.28 and 7.26, which is adequate, and Recruitment and Selection has been rated with the lowest score, 6.90.

Comparison between survey and working group assessment

Below we will see which are the most significant differences between the two sources of information that are used for elaborating the Gap Analysis.

Table 2. Principles that have been assessed as less developed in the survey and those in which we have proposed actions since they are not fully implemented according to the analysis of the working group.

SURVEY	WORKING GROUP
3. Professional responsibility	1. Research freedom
9. Public engagement	6. Accountability
11. Evaluation/ appraisal systems	7. Good practice in research
12. Recruitment	11. Evaluation/ appraisal systems
13. Recruitment (Code)	12. Recruitment
15. Transparency (Code)	13. Recruitment (Code)
16. Judging merit (Code)	14. Selection (Code)
17. Variations in the chronological order of CVs (Code)	15. Transparency (Code)
20. Seniority (Code)	16. Judging merit (Code)
28. Career development	17. Variations in the chronological order of CVs (Code)
30. Access to career advice	18. Recognition of mobility experience (Code)
31. Intellectual Property Rights	20. Seniority (Code)
32. Co-authorship	24. Working conditions
33. Teaching	28. Career development
34. Complaints/ appeals	29. Value of mobility
37. Supervision and managerial duties	30. Access to career advice
40. Supervision	32. Co-authorship
	33. Teaching
17	18

The two information groups select approximately 45% of the principles that need to be implemented to improve them. In the Working Group we have agreed to select actions for 11 of the 17 principles whose implementation has been less valued by the respondents. In some of the other principles we see that it is necessary to disseminate the information of what is going on in NEIKER through various initiatives (Principles 3, 31, 34, 37 and 40) and short seminars or small information pills are proposed as general action. **Principle 9. Public engagement** needs to be addressed from the outset of the responsibility that in an organization like NEIKER we have to transmit the information to the different stakeholders and to society in general. From the Communication Area a very important effort is made to support this transmission of knowledge.

4. ACTION PLAN

In this section we will elaborate a Human Resources Strategy incorporating the Charter and Code to NEIKER personnel management.

Annex 1: Example of a standard template for internal analysis

<http://ec.europa.eu/euraxess/rights>

I. Ethical and professional aspects

1. Research freedom			
Researchers should focus their research for the good of mankind and to expand the frontiers of scientific knowledge, while enjoying freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations of this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers must adhere.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

<p>Legal framework and NEIKER's documents related to its objectives and organization:</p> <ol style="list-style-type: none"> 1. Charter and Code legal framework 2. Spanish Constitution: Articles 44.2, 20.1, 20.4 and 149.15 3. Spanish Law on Science, Technology and Innovation (14/2011) 4. Spanish Law on the Statute of Public Officials (5/2015): Articles 52-56 5. Royal Legislative Decree 5/2000 of 4 August, approving the revised text of the Law on Offences and Sanctions in the Social Order in its Article 8.13 6 6. Spanish law 31/1995 of Occupational Risk Prevention 7. Law of Statute of Workers, Royal Legislative Decree of 2/2015 8. Law 53/1984 of 26th December on incompatibilities of the personnel in the service of the public administrations 9. Organic Law 3/2007 on 22nd March for effective equality between women and men 10. Law 1/2019, of February 20, on Business Secrets 11. Law 7/2007, of April 12, of the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62) 12. Royal Decree-Law 3/2019, of February 8, on urgent measures in the field of Science, Technology, 	<p>Internal procedures</p> <p><u>Support procedures</u></p> <ul style="list-style-type: none"> - PGC / MC-07 Preparation of plans, objectives and review by management - PGC / MC-04 Personnel: Roles and responsibilities - PGC-MC-02 Customer satisfaction - PGC / MC-010 Idea Management - PGC / MC-03. Control of nonconformities, corrective actions - PGC-MC-01 Internal audits - PGC / SG-01 Personnel, competencies and awareness - PGC / SG-09 Risk and Opportunity Management - PGC / SG-02 Infrastructure management - PGC / SG-03 Purchases - PGC / SG-04 Control of documented information - PGC / SG-06 LOPD security document - PGC / SG-07 Selection of personnel - PGC / SG-08 Training personnel - PGC-SG-11 Internal and external communication - PGC / SG-14 Technological Surveillance and Competitive Intelligence - PGC / SG-15 Management of intellectual and industrial property - PGC-SG-16 Exploitation of results - PGC / SG-17 Knowledge management - PGC / SG-101 Incident Management and Investigation - PGC / SG-112 Coordination of business 	<p>The General Management will include the HRS4R Action Plan developed as one of the new objectives with regard to personnel in the Strategic Plan.</p>	<ul style="list-style-type: none"> - General Manager - Third quarter 2020
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<p>Innovation and the University</p> <p>13. Royal Decree-Law 6/2019, of March 1, on urgent measures to guarantee equal treatment and opportunities between women and men in employment and occupation</p> <p>14. Royal Decree 53/2013</p> <p>15. Royal Decree 1202/2005</p> <p>16. Royal Decree 103/2019, of March 1, approving the Statute for predoctoral research staff in training</p> <p>17. Law 4/2005, of February 18, for the equality of women and men in the CAE</p> <p>18. Basque Government Decree 109/2015</p> <p>19. Basque Science, Technology and Innovation Network legal framework</p> <p>20. General Data Protection Regulation</p> <p>21. Draft Law on Transparency, citizen participation and good governance of the Basque public sector</p>	<p>activities (works under construction)</p> <ul style="list-style-type: none"> - PGC / SG-113 Coordination of business activities - Project procedures - PGC / PR-01 Projects: identification and system requirements - PGC / PR-02 Projects: elaboration of project plans - PGC / PR-01 Projects: control, monitoring and closure - <u>Testing procedures</u> - PGC / EN-01 Sample and test management - PGC / EN-02 Confirmation of analytical techniques and quality assurance of results - PGC / EN-03 Laboratory equipment and material management - PGC / EN-05 Issue of results reports - NEIKER Collective Agreement [https://www.euskadi.eus/y22-bopv/es/bopv2/datos/2006/02/0600543a.pdf] - NEIKER'S Statutes - NEIKER's Code of Conduct <p>Besides, in the pursuit for external funding, researchers have the support of companies specialized in European programs, in order to facilitate the task of elaborating proposals and carry out project management functions.</p>		
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2. Ethical principles			
Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-01 Personnel, competencies and awareness - PGC/PR-01 Projects: identification and system requirements - PGC/PR-02 Projects: elaboration of project plans - PGC/PR-03 Projects: control, monitoring and closure - NEIKER's Code of Conduct 		

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with (a) supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to the objectives and organization of NEIKER as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures		

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PO-3 Technological innovation- PGC-SG-11 Internal and external communication- PGC / PR-01 Projects: identification and system requirements- PGC / PR-02 Projects: elaboration of project plans- PGC / PR-03 Projects: control, monitoring and closure		

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC / PR-01 Projects: identification and system requirements- PGC / PR-02 Projects: elaboration of project plans- PGC / PR-03 Projects: control, monitoring and closure		

6. Accountability

Researchers need to be aware that they are accountable to their employers, funders, or other related public or private bodies as well as, on more ethical grounds, to society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / PR-01 Projects: identification and system requirements - PGC / PR-02 Projects: elaboration of project plans - PGC / PR-03 Projects: control, monitoring and closure - NEIKER's Code of Conduct 	<p>It is necessary to achieve environmental certification (ISO 14001) in order to improve our environmental management as an integral part of project development.</p>	<ul style="list-style-type: none"> - Second semester 2023 - General manager - Director of Resources

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements and undertake the necessary steps to fulfil them at all times.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Internal documents:</p> <ul style="list-style-type: none"> - Prevention plan - Programming and report on preventive activity - Occupational Safety and Health risks evaluation and risk information - Control of legal requirements and other requirements - Assessment of legal compliance - Planning and report on activities in Health Surveillance - Epidemiological study - Self-protection plans - PEC / OP / N-001 Management of computer systems 	<ul style="list-style-type: none"> - Control of Occupational Safety and Health laws - Implementation and certification of the management system based on ISO 45001 Occupational Health and Safety 	<ul style="list-style-type: none"> - First semester 2024 - General manager - Director of Resources - Head of Occupational Safety and Health

8. Dissemination and exploitation of results			
All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-01 Personnel, competencies and awareness - PGC-SG-11 Internal and external communication - PGC / SG-15 Management of intellectual and industrial property - PGC-SG / 16 Exploitation of results - PGC / SG-17 Knowledge management 	<ul style="list-style-type: none"> - Review the Letter of Confidentiality / Impartiality 	<ul style="list-style-type: none"> - Second semester 2021 - Director of Resources

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology, and also the public's concerns.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC-SG-11 Internal and external communication- PGC-SG-17 Knowledge management		

10. Non-discrimination			
Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Internal documents:</p> <ul style="list-style-type: none"> - Collective Labor Agreement - II Equality Plan - NEIKER's Code of Conduct 		

11. Evaluation/ appraisal systems			
Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-08 Training personnel - PGC / SG-17 Knowledge management - Guide for the evaluation of job category changes 	<p>The functions of the jobs within the research and technological career should be updated, and the guide for job promotion should be reviewed and updated and uniform criteria for the evaluation of merits should be established in all selection and requalification processes. One of the objectives is to adapt more closely to the criteria of the Professional Career of the RVCTI.</p> <p>Competence and performance evaluation methodology should be revised and the evaluation process improved periodically. We have to</p>	<ul style="list-style-type: none"> - First semester 2022 - General manager - Director of Resources - Team of Process People

		<p>design and develop a Competency Assessment strategy and methodology</p> <p>Implementation of the evaluation by competences to researchers</p> <p>NEIKER job manual incorporating RVCTI criteria</p>	
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II Recruitment

12. Recruitment			
Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures. <p>Specifically:</p> <ul style="list-style-type: none"> - Charter and Code legal framework - PGC / SG-07 Personnel Selection - Collective Labor Agreement 	<p>A summary of the rules and the process for selecting people at NEIKER should be included on the website to facilitate their understanding by applicants for a specific job.</p> <p>Update the system of public personnel calls for recruitment in NEIKER</p>	<ul style="list-style-type: none"> - First semester 2021 - Director of Resources - Team of Process People

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically</p> <ul style="list-style-type: none"> - Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62) - Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically</p> <ul style="list-style-type: none"> - PGC / SG-07 Personnel Selection 	<p>It is necessary: a) to include a description of the conditions and labor rights, and of the prospects for professional development in the case of permanent positions, b) to publicize job offers at a European level through platforms: IKERBASQUE, EURAXESS, etc. Now we publish the offers in LANBIDE, IVAP and Web NEIKER, c) favor the electronic presentation of the application and the documents that comprise it.</p>	<ul style="list-style-type: none"> - First semester 2021 - Director of Resources - Team of Process People

14. Selection (Code)			
<p>Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically</p> <ul style="list-style-type: none"> - Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62) - Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-07 Personnel Selection 	<p>Align the requirements and merits in the NEIKER selection process with those established by the RVCTI in its definition of professional careers. In this sense, it is possible to incorporate the criteria for the evaluation of patents, development or inventions, and also incorporate the criterion of transfer to the sector in the case of technologists.</p>	<ul style="list-style-type: none"> - Second semester 2021 - Director of Resources - Team of Process People

15. Transparency (Code)			
Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 - Specifically <ul style="list-style-type: none"> - Law 7/2007, of April 12, on the Basic Statute of the Public Employee (articles 55, 56, 57, 58, 59, 60, 61 and 62) - Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-07 Personnel Selection 	<p>The PGC / SG-07 Personnel selection should be modified to include the information to the professional career candidates to which they can aspire as well as the need to inform about the strong and weak points of their candidacy.</p>	<ul style="list-style-type: none"> - Second semester 2021 - Director of Resources - Team of Process People

16. Judging merit (Code)			
<p>The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-07 Personnel Selection - Law 7/2007, of April 12, on the Basic Statute of the Public Employee (articles 55, 56, 57, 58, 59, 60, 61 and 62) - Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations 	<p>Consideration should be given to broadening the selection criteria to include some additional aspects such as patents, knowledge transfer, supervision activities, and R & D & I management tasks.</p> <p>Adapt the scoring system for a more equitable assessment according to the current system for recruiting research staff.</p>	<ul style="list-style-type: none"> - Second semester 2021 - Director of Resources - Team of Process People

17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which their application is being made.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none">- Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62)- Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations- Law 31/1995, of November 8, on the prevention of Occupational Risks	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- Collective labor agreement- II Equality Plan- Guide for Merit Assessment	<p>Review and implementation of the "Guide for Merit Assessment" to optimize the selection process and better adapt it to the RVCTI Professional Career.</p>	<ul style="list-style-type: none">- First semester 2021- Director of Resources- Team of Process People

18. Recognition of mobility experience (Code)			
Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private), or a change from one discipline or sector to another, whether as part of their initial research training or at a later stage of their research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none"> - Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62) - Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations - Law 31/1995, of November 8, on the prevention of Occupational Risks 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - Collective labor agreement - II Equality Plan - UNE 166002 PS-1 People - Guide for Merit Assessment 	<p>Review and implementation of the "Guide for Merit Assessment" to optimize the selection process and better adapt it to the RVCTI Professional Career.</p>	<ul style="list-style-type: none"> - First semester 2021 - Director of Resources - Team of Process People

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none"> - Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62) - Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations - Law 31/1995, of November 8, on the prevention of Occupational Risks 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - Collective labor agreement - II Equality Plan - UNE 166002 PS-1 People - Guide for Merit Assessment 	<p>Review and implementation of the "Guide for Merit Assessment" to optimize the selection process and better adapt it to the RVCTI Professional Career.</p>	<ul style="list-style-type: none"> - First semester 2021 - Director of Resources - Team of Process People

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and should not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 Specifically: <ul style="list-style-type: none">- Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62)- Law 53/1984, of December 26, Incompatibility of Personnel at the service of Public Administrations- Law 31/1995, of November 8, on the prevention of Occupational Risks	<ul style="list-style-type: none">- Internal procedures- Specifically: <ul style="list-style-type: none">- Collective labor agreement- PGC / SG-01 Personal skills and awareness- PGC / SG-07 Personnel Selection- Guide for the evaluation of job category changes	<p>It is necessary to update the "Guide for the evaluation of changes in the job category" according to the functions to be defined in the new List of Jobs.</p>	<ul style="list-style-type: none">- First semester 2021- Director of Resources- Team of Process People

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1- Specifically:<ul style="list-style-type: none">- Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62)	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- UNE 166002 PS-1 People- ISO 9001 PGC / SG-07 Personnel selection- PGC / SG-01 Personal skills and awareness- Guide for the evaluation of job category changes		

III. Working conditions and social security

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- Collective labor agreement- UNE 166002 PS-1 People- PGC / SG-01 Personal skills and awareness- Guide for the evaluation of job category changes- Training Plan- Investment plan		

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created, offering appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- Collective labor agreement- UNE 166002 PS-1 People- ISO 9001 PGC / SG-07 Personnel selection- PGC / SG-01 Personal skills and awareness- PGC / SG-02 Infrastructure management- Guide for the evaluation of job category changes- Training Plan- Investment plan		

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none"> - Law 7/2007, of April 12, on the Basic Statute of Public Employees (articles 55, 56, 57, 58, 59, 60, 61 and 62) 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - Collective labor agreement 	<p>Study the legislation on teleworking and sabbatical periods, as well as the necessary economic and administrative provisions related to these issues, and evaluate its inclusion in the Collective Agreement.</p> <p>In addition, NEIKER computer systems must be prepared for the possibility of distributed work facilitatng teleconferences, shared access to documents from any location, etc. ensuring the security and confidentiality of the information.</p>	<ul style="list-style-type: none"> - First semester 2021 - Director of Resources - Team of Process People

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts. Therefore, they should commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none">- ETUC, UNICEF and CEEP framework agreement on fixed-term work, adopted on June 28, 1999.	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- Collective agreement.		

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- Collective agreement		

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none"> - Organic Law 3/2007, of March 22, for effective equality between women and men - Law 4/2005, of February 18, for the equality of women and men in the CAE - Royal Decree-Law 6/2019, of March 1, on urgent measures to guarantee equal treatment and opportunities between women and men in employment and occupation. 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - II Equality Plan - Neiker's Code of Conduct 		

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 <p>Specifically:</p> <ul style="list-style-type: none"> - Royal Decree 103/2019, of March 1, which approves the Statute for predoctoral research staff in training - Basque Government Decree 109/2015 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - Process PS-01 People - PGC / MC-04 Personnel: roles responsibilities - PCG / SG-01 Personal competencies and awareness - Guide for the evaluation of job category changes - Guide for tutors of doctoral theses 	<p>Implement the Competency Assessment and a Professional Development Plan for researchers</p> <p>It is necessary to update the "Guide for the evaluation of changes in the job category" according to the functions to be defined in the new List of Jobs.</p> <p>Since NEIKER is part of the Basque Science, Technology and Innovation Network (RVCTI), the changes must be adapted to the reference of the professional careers described in the network regulations. Launch of training action for the selection and preparation of leaders within NEIKER</p>	<ul style="list-style-type: none"> - Second semester 2021 - Director of Resources - Team of Process People

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC / SG-07 Personnel Selection- Guide to Merit Assessment	<p>Implementation of the "Guide for Merit Assessment" to optimize the selection process and better adapt it to the RVCTI Professional Career.</p> <p>Establish mobility conditions to other centers for short stays (> 1 month) and sabbatical years.</p>	<ul style="list-style-type: none">- First semester 2021- Director of Resources- Team of Process People

30. Access to career advice			
Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - Collective agreement - Training plan - Guide for tutors of doctoral theses 	<ul style="list-style-type: none"> - Awareness-raising of mentors as a key element in the professional development of researchers, especially at the beginning of their professional careers. - Review the "Guide for tutors of doctotal thesis" to include access to professional career advice - Write cover letter at the end of pre-doctoral contracts 	<ul style="list-style-type: none"> - First semester 2022 - Director of Resources - Team of Process People

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 Specifically <ul style="list-style-type: none">- Law 14/2011, of June 1, on Science, Technology and Innovation.- Law 1/2019, of February 20, on Business Secrets- Royal Decree-Law 3/2019, of February 8, on urgent measures in the field of Science, Technology, Innovation and the University.	<ul style="list-style-type: none">- Internal procedures Specifically <ul style="list-style-type: none">- PGC / SG-15 Management of intellectual and industrial property	Review the procedure PGC / SG-15 to detail NEIKER's policy on the exploitation of the benefits of results of R&D for researchers	<ul style="list-style-type: none">- Second semester 2021- Director of Resources- Scientific Manager- Team of Process Innovation and Technology

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically</p> <ul style="list-style-type: none">- PGC / SG-17 Knowledge management	<p>Although the recognition of scientific co-authorship in publications is implicit in the operation of NEIKER, it is not explicit in this procedure, so PGC / SG-17 Knowledge management must be reviewed to reinforce this concept.</p>	<ul style="list-style-type: none">- First semester 2021- Scientific Manager- Team of Process Innovation and Technology

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and also ensure that time devoted by senior members of staff to the training of early stage researchers is counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - PGC / SG-17 Knowledge management - NEIKER's Code of Conduct - Guide for the evaluation of job category changes 	<p>NEIKER uses the usual resources of research centers for the transfer of knowledge, such as: scientific publications, publications of a technical and informative nature, attendance at conferences, stays of researchers from other centers in our laboratories and vice versa, results presentation days, etc. Although NEIKER researchers also participate in various academic teaching activities, this fact is not reflected in the "PGC / SG-17 Knowledge Management". As the European Charter for Researchers and Code of Conduct for the Recruitment</p>	<ul style="list-style-type: none"> - First semester 2021 - Director of Resources - Scientific Manager - Team of Process People

		<p>of Researchers indicates, teaching responsibilities should not be excessive or prevent researchers, especially early in their careers, from carrying out their research activities. Need for teaching activities to be remunerated in certain circumstances and to be valued within performance evaluation systems and in the updating of the "Guide for the evaluation of merits" and in the "Guide for the evaluation of job category changes".</p>	
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34. Complaints/ appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- NEIKER Code of Conduct- Collective agreement		

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC / MC-04 Personnel: roles responsibilities		

IV. Training and development

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC / MC-04 Personnel: roles responsibilities- PCG / SG-01 Personal competencies and awareness- PGC / PR-01 Projects: identification and system requirements- PGC / PR-02 Projects: elaboration of project plans- PGC / PR-01 Projects: control, monitoring and closure- Guide for tutors of doctoral theses		

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of researchers' careers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC / MC-04 Personnel: roles responsibilities- PCG / SG-01 Personal competencies and awareness- Guide for tutors of doctoral theses		

38. Continuing Professional Development Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none"> - Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1 	<ul style="list-style-type: none"> - Internal procedures <p>Specifically:</p> <ul style="list-style-type: none"> - Training plan - Alliance Plan 		

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity to undertake professional development and improve their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures <p>Specifically:</p> <ul style="list-style-type: none">- PGC / SG-08 Training personnel- PGC / SG-17 Knowledge management- Training Plan		

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- Legal framework and specific documents referring to NEIKER's objectives and its organization as mentioned in Principle 1	<ul style="list-style-type: none">- Internal procedures Specifically <ul style="list-style-type: none">- PGC / MC-04 Personnel: roles responsibilities		