

 **SUPPORT TO RESEARCHERS AND THEIR CAREER**  
**HR STRATEGY FOR THE ANDALUSIAN AGENCY OF KNOWLEDGE**

Agencia Andaluza del Conocimiento (AAC)

WORKGROUP for the implementation of

“HR Excellence in Research” Logo

May 2016



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## ■ ■ ■ 1. THE INSTITUTION AT A GLANCE

### 1.1. Background

The Andalusian Agency of Knowledge (AAC) forms part of the Andalusian Knowledge System as an instrumental entity of the Andalusian government, as established in its statutes. Its core competencies are assessment and accreditation of university activities, promotion, management, evaluation and accreditation of research and development and innovation activities between agents of the Andalusian Knowledge System.

The AAC also provides services for processing and execution of programs and actions related to advanced training, innovation and formation programs for university students worldwide. It is responsible for promoting technological innovation in Andalusia, transferring knowledge through agents of knowledge and the participation of companies and those agents in Research, Development and Innovation (RDI) EU programs.

As part of this activity, the AAC joined EURAXESS Network, a European Research Area (ERA) key initiative, which aims to promote research careers and facilitate the mobility of researchers across Europe, including inter-sectoral mobility (academic to industry). The Spanish Foundation for Science and Technology (Fundación Española para la Ciencia y Tecnología - FECYT) coordinates Euraxess in Spain, currently integrated by more than 90 centers in public and private foundations, universities, public research organizations, technology centers and other agents of the Spanish System of Science, Technology and Innovation (Sistema Español de Ciencia, Tecnología e Innovación - SECTI).

Euraxess Network, within its Rights area, aims at better employment and working conditions for researchers throughout Europe, thereby helping to enhance the attractiveness of European research careers. One of the cornerstones of Euraxess Rights is the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). The Human Resources Strategy for Researchers supports the implementation of the C&C principles and implements the award of the 'HR Excellence in Research' logo.

THE FULL TEXT OF THE CHARTER AND CODE CAN BE FOUND ON THE [EURAXESS-RIGHTS PAGE](#).

## 1.2. AAC, researchers and their career

The AAC has always had a strong interest in researchers' careers, since this issue is at the very heart of what the Agency does, namely stimulate researchers to undertake innovative and ground-breaking research at all stages of their career.

The AAC processes and executes the Talentia Fellowship, Talentia Postdoc and Andalucía Talent Hub Fellowships programmes related to career development.

Talentia Fellowship Program is an initiative by the Ministry of Economy and Knowledge that provides postgraduate scholarships to students from Andalusia allowing them to study abroad in selected institutions. The program was created in 2007.

Talentia Postdoc and Andalucía Talent Hub Fellowships gave the opportunity to 66 experienced researchers to carry out their research with complete independence in their chosen destination. Participants were able to freely choose their host institution both internationally and among the agents of the Andalusian Knowledge System. Both initiatives are co-financed by the Junta de Andalucía and the European Commission (EU 7th Framework Programme via the COFUND Marie Curie Action).

As Member of the pan-European initiative EURAXESS, the AAC has been actively involved in several regional, national and European initiatives regarding research careers. Recently, the AAC has participated in a Workshop of the PIPERS Project (Policy into Practice: EURAXESS Researcher Career Skills for Career Development), which is designed for obtaining professional experience and building practical skills in managing careers and professional development of researchers, working with industry and public engagement. Likewise, the AAC has collaborated intensively to elaborate the [Andalusian Plan for Research, Development and Innovation \(PAIDI\) 2020](#), the main instrument of planning, coordination, promotion and evaluation of policy RDI of our region. With its formulation, the Andalusian government lays down the foundations of a new model based on knowledge and innovation to make more rational and effective use of material and human resources, leading to job creation, sustainable development and social cohesion.

## ■ ■ ■ 2. HR STRATEGY 2016-2020

### **2.1. The HRS4R context**

The AAC can play a decisive role in bringing about change with respect to key issues in research careers, by modeling and designing its programmes and funding modalities according to the C&C. The AAC calls on the universities in particular, but also to all other institutions that are eligible for funding, to actively implement the C&C in their policies, and collaborates with the HR Departments of the universities to accomplish the desired results.

In 2015, the AAC decides to implement the HR Strategy for Researchers (HRS4R). From the beginning of this process the AAC has had the support of the management and relevant stakeholders. Also, it has informed about the HRS4R procedure to all staff and funded researchers, involving them in this process.

The AAC attended the mutual learning meeting in Brussels (Belgium) on 29 October, 2015 to connect with other Institutions that were also implementing the HR Strategy or had already achieved the logo. Earlier, on 6 October, 2015, the AAC organized an Info-Day to promote and encourage all the Andalusian research institutions to implement the HRS4R.

In early 2016, the AAC underwent the Internal Analysis process of the HRS4R fostered by the European Commission. The AAC HR Strategy is coordinated by the internal working group, composed of AAC EURAXESS Service Centre, Knowledge Transfer and International Programmes Department, Advanced Training Department, Technology & Foresight Studies Department and Direction of Evaluation and Accreditation (under supervision of the Secretary General), in close consultation with the Legal Department, HR Management and Department of Communication. Also, it is taking into account feedback from its main stakeholders, the Andalusian research organisms and researchers.

### **2.2. The approach and methodology applied**

The HR strategy document resulted from a consultation process both internally (amongst AAC staff members) and externally (amongst researchers funded by the AAC, HR department staff of Host Institutions in Andalusia and an expert researcher on the subject).

To carry out the analysis process, the template provided by the European Commission was used as a guide. The following steps took place:

**a) Creation of an Internal Working Group: Study of C&C principles and the AAC rules and screening of existing legislation**

The first step was the setting-up of an internal working group, composed of:

- The Knowledge Transfer and International Programmes Department provides information about the procedures and good practices to be carried out in the future and gives advice to other Andalusian entities interested in obtaining the 'HR Excellence in Research' Logo. The AAC EURAXESS Service Centre forms part of this Department and promotes the initiative
- The Advanced Training Department manages the COFUND projects, aids to stimulate the research career development of researchers funded
- The Technology & Foresight Studies Department has experience in quality issues, strategic plans and indicators, so that the resulting plan is manageable and measurable
- The Direction of Evaluation and Accreditation assures the selection of the grantees

All under supervision of the Secretary-General, in close consultation with:

- The Legal Department handles and knows the law at European, national and regional level, applicable to AAC grants awarded
- The HR Management does not hire researchers at the AAC, however plays an important role and provides insight on how to improve hiring practices at the leading institutions where the grantees are recruited
- The Department of Communication establishes the internal and external communication plan

The second step undertaken was a "gap analysis" of the AAC policies and procedures with respect to the 40 points of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. It was performed by the group.

Meanwhile, the AAC Legal Department prepared a comprehensive overview of existing legislation on all of the C&C points, in order to situate the AAC with respect to the global situation in Andalusia.



The result of this first internal work can be found in Annex I – AAC Internal Analysis. Resulting in a preliminary action plan formed by a total of 16 actions grouped in 7 common objectives.

As for the AAC Fellowships programmes, these 16 actions are considered necessary to reach the aspects included in the principles description contained in the template.

At this early stage, these tasks are provisory. Their effective implementation will occur when launching new programmes and/or implementing new calls.

## **b) Telephone interview with key actor**

As a next step, the internal working group of the AAC joined forces with an expert researcher on public policy analysis, who had analyzed research training policies, including HR issues for researchers to regional, national and European level, with the objective of developing a questionnaire (based on the standard template of CE) that was easy to handle by researchers funded by the AAC, their supervisors, Host Institution HR Department staff and AAC staff experts in international programs of funding and supporting research careers. Also, to gain insights into his perception and opinion before launching the survey.

After exchanging several e-mails and conducting a phone interview, it was decided to eliminate the part on “Ethical and professional aspects”. Since the Agency is a public entity, it implements existing legislation and applies its own ethical code that sets forth the principles that guide and govern the functions of employees of the AAC, including management positions, its Governing Council and those who collaborate with it (see Annex II – AAC Code of Ethics). Principle 35, Participation in decision-making bodies, was also removed, as the internal working group and the expert researchers assume it is not applicable to the AAC since the Agency does not employ researchers. The principle is also covered by actions included in Principle 4, Professional attitude, and other principles described in the gap analysis template (Principles 5, 6, 7, 31, 32, 36, 37, 40). “Participation in decision-making bodies” will be subsidiary reached by focusing the actions on the other principles.

**c) Survey-Consultation of the AAC status on the different principles, which principles the survey respondents find most important and which actions should be taken**

- Launching survey to researchers
  - ✓ First Stage Researcher (R1)
  - ✓ Recognized Researcher (R2)
  - ✓ Established Researcher (R3)
  - ✓ Leading Researcher (R4)
  
- Newly launched survey to
  - ✓ Host Institution HR Department Staff
  - ✓ AAC Staff

The survey for researchers, host institution HR departments staff and AAC staff focused on two main subjects:

- What is the AAC status on the different principles?  
Options: Optimum / Improvable / Deficient / Do not know
- Which principles are found most important?  
Options: Essential / High / Neutral / Low / Not a priority

Thanks to this survey, launched at the end of March 2016, the AAC was able to get a substantial input from the Andalusian Research Community. The survey is available in the following link: <http://goo.gl/forms/tse34Q1gtm>

**d) Matching the priorities with those of the AAC Strategic Plan 2016-2020**

The results of the gap analysis and the opinions of the researchers themselves were compared with the AAC policy plan 2016-2020, which defines the overall AAC strategy in this period, and which contains many relevant points for the HR strategy. On the basis of this comparison, a number of priority points were identified. Other items were situated in the longer term and others were discarded from the AAC strategy, since they were not applicable to the situation as a funding agency in Andalusia, or they do not have any impact on the AAC.

Finally, it has been noticed that the AAC was in line with legislation and recommendations of best practice but they had weaknesses and they had to improve and revise some procedures.

### 2.3. Findings: AAC Action Plan

The findings of the survey revealed the following two assumptions:

- In cases where **50% or more** of the respondents agreed that the AAC status is “*Optimum*” it is considered that no actions are necessary since the AAC’s internal regulation is in conformity with the respective HR principle.
- The statements that require significant attention are those which gather **less than 50%** and were rated as “*Essential*”.

The answers given (See Annex II Survey Results) settled the contexts used to determine priorities between the 16 actions and their 7 objectives that we defined in the preliminary action plan of the gap analysis. The two assumptions above allowed us to identify levels of importance and gaps between principle groups:

- 1st - Training: Improvable (49,76%) and Essential (38,05%)
- 2nd - Working conditions and social security: Improvable (36,59%) and High (37,15%)
- 3rd – Recruitment: Optimum (50,00%) and High (44,63%)

A second level of importance was conducted between principles included group by group. For example:

- 38 - Continuing Professional Development: Improvable (46,34%) and Essential (53,66%)
- 37 - Supervision and managerial duties: Improvable (46,34%) and Essential (39,02%)

A third level of importance required actions for every principle included in the preliminary action plan of the gap analysis of the template (See Annex I AAC Internal Analysis) was ordered according these first two grades.

Conclusion:

### Priority points

#### ▪ **TRAINING (C&C Principles 37, 38)**

##### Objectives:

- O.1. Training and career development service for researchers to manage their career path across the Andalusian Knowledge System and EU Research Area, in order to extend and fortify EU research connections, resources and professionals involved.
- O.2. Provide researchers with rules and regulations on preparing research proposals, work planning and additional changes in the foreseen content.

##### Actions:

###### A.1.1. Allow and advice researchers to:

- Assist events organized by third parties on training and career development activities
- Carry out non intensive teaching at their host institution or in whichever collaborating educational institution
- Create, participate in and/or manage EU/universal researchers' associations
- Plan and carry out provisional mobility schemes from host institution to third parties

###### A.1.2. Organization and contribution to diverse career development activities including:

- Elaboration of funding request proposals to EU institutions
- Networking events with experienced researchers and entrepreneurs.
- Visits to companies and research centres.

###### A.2.1. Demand that research proposals are elaborated by the proper researchers, supported by a supervisor at the collaborating entities

###### A.2.2. Demand that scientific-technical, management and financial reports are prepared by the researchers assessed by their host institutions

A.2.3. Researchers must collaborate in audits and refunds processes, assessed by their host institutions

▪ **C&C Principles also affected by the proposed actions:**

TRAINING (C&C Principles 36, 39, 40)

WORKING CONDITIONS AND SOCIAL SECURITY (C&C Principles 28, 29, 30, 31, 32, 33, 35)

ETHICAL AND PROFESSIONAL ASPECTS (C&C Principles 4, 5, 6, 7, 8)

**Mid and long-term issues**

▪ **WORKING CONDITIONS AND SOCIAL SECURITY (C&C Principles 22, 23, 24, 25, 28)**

Objectives:

O.3. Offer research opportunities with adequate working conditions.

Actions:

A.3.1. Foster host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers.

A.3.2. Support employment contract opportunities and related initiatives to researchers interested on working for agents forming the Andalusian Knowledge System and the EU Research Area, including:

- Contracts under Social Security System from Spain or EU member or associate countries
- Contribution to pension funds, health and accident insurance, parental leave and unemployment benefits
- Fixed terms and indefinite contracts
- Contracts with flexible working hours, part-time working and tele-working
- Associated outgoing and incoming mobility schemes
- Competitive economic salary

- **C&C Principles also affected by the proposed actions:**

WORKING CONDITIONS AND SOCIAL SECURITY (C&C Principles 26, 27, 29, 30)

RECRUITMENT (C&C Principles 21)

### **Low priority points**

- **RECRUITMENT (C&C Principles 13, 14, 15, 21)**

#### Objectives:

- O.4. Candidate Researchers will not be penalised for any career breaks, mobility will be individual driven, and an equal opportunities policy will apply at all levels to evaluation and selection processes.
- O.5. Evaluation and selection processes will be managed by committees and will be assisted by a pool of experts (who will be, in fact, members of the committees), accompanied by experienced and trained AAC staff.
- O.6. Launch individually regulated and budgeted programmes, subject to government regulations ensuring transparency and fairness, running through schedules, actions and resources by experienced and trained AAC staff, under supervision of management committees.
- O.7. Stimulate and support researchers to further develop their careers without mobility restrictions and with complete freedom of choice of their research field and host organizations.

#### Actions:

A.4.1. State clearly in regulations, calls and guide documents that researchers:

- May be on career break at the moment of the application (non-active)
- Will be evaluated according merits and credentials when required
- Will not be discriminated 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

- Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications
- Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered

A.4.2. Detail the evaluation and selection process, including:

- Criteria and measures in:
  - Candidate profile, experiences across different sector fields and destinations, publications, patents
  - Appropriateness of the intended Destination/Project/Mobility
  - Potential impact/Feasibility
- Personal interviews
- Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)
- Evaluation and selection committees
- Claim procedures and procurement of evaluation reports

A.5.1. Seek experts with the following profile:

- Broad international research or business experience,
- A documented interest for knowledge transfer,
- And a connection with the entrepreneurial world.

The committee members will bring together:

- Diverse expertise and competences, nationalities, and disciplines
- Experience in different sectors (public and private)
- Gender balance

Committees' members names and profiles will be public

A.5.2. Avoid actual or potential conflict of interest, including:

- Nationality
- Employment contracts, previous or current collaborations
- Members of chosen host institutions or competitors

- Family or relative ties or connections

A.6.1. Set appropriated processes and standardized forms to facilitate and ensure sufficient information to make decisions, including:

- Suitability of host institution and collaborating entities.
- State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).
- Significant improvements, commercial opportunities, relating research
- Public engagement and media impact
- Health and safety
- Data protection and confidentiality protection
- Budget, number of fellowships, awards, grants, contracts, if any, and duration
- Profiles of Researcher, Supervisors and team involved
- Mobility scheme
- Eligibility requirements for candidates, and required documents
- Evaluation criteria and composition of the selection committee.
- Application deadlines and key milestones in the selection process.

A.6.2. Helpdesk Service; Summary Calls, Forms and Guide Documents will be available online and translated into different EU languages (at least Spanish and English). Internet tools will be widely accessible from the Internet using all widespread operating systems and navigators.

A.6.3. Properly train and inform members of the management committees and AAC staff involved

A.7.1. Update relevant information about agents forming the Andalusian Knowledge System and the EU Research Area, including:

- Type of agent, fields of research, location
- Non EU research institutions, partnered with EU agents
- Research opportunities offered



A.7.2. Lead hosting institutions and researchers' actions through the Andalusian Knowledge System and the EU Research Area, including following points:

- Ethical review board
- Compliance with local, national and international legislation
- Guidelines on research in humans and/or animals.

Fields not to be considered:

- Human cloning for reproductive purposes
- Modifying genetic heritage of human beings
- Creating human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer.

▪ **C&C Principles also affected by the proposed actions:**

WORKING CONDITIONS AND SOCIAL SECURITY (C&C Principles 27, 31, 32, 34)

RECRUITMENT (C&C Principles 12, 16, 17, 18, 19, 20)

ETHICAL AND PROFESSIONAL ASPECTS (C&C Principles 1, 2, 3, 4, 8, 9, 10, 11)

## **2.4. Monitoring and Evaluation of the AAC Action Plan**

In order to perform proper monitoring of the measures outlined in the Action Plan and its subsequent evaluation, a number of indicators has been defined, with its timing, source and measurement unit.

For more information see the specific document on the **AAC Action Plan-Indicators** (Annex V - AAC Action Plan-Indicators).

As mentioned in 2.3, the effective implementation of the Action Plan by the AAC will occur when launching new programmes and/or implementing new calls. The internal working group made a simulation, scheduling actions according to past calls. Also, the responsible bodies and a timeline for the implementation of the different actions are provided (see Annex VI - AAC Timeline)



■ ■ ■ ANNEX I – AAC INTERNAL ANALYSIS



**The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers - “A Human Resources Strategy for Researchers incorporating the Charter and Code” Andalusian Agency of Knowledge – Internal Analysis**

Version 2.0 – February 2016

**I. Ethical and professional aspects**

| <b>1. Research freedom</b>  |  |  |   |
|---|--|--|---|
| <p>Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the 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 to 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 have to adhere.</p>   |  |  |   |
| <b>Relevant legislation (permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 15/2003, de 22 de diciembre, Andaluza de Universidades</li> <li>· Decreto 254/2009, de 26 de mayo, por el que se aprueba el Reglamento por el que se determina la clasificación y se regula el procedimiento para la acreditación y el Registro Electrónico de Agentes del Sistema Andaluz del Conocimiento.</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley Orgánica 4/2007, de 12 de abril, por la que se modifica la Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> <li>· Ley 12/2011, de 16 de diciembre, de modificación de la Ley Andaluza de Universidades.</li> <li>· Decreto Legislativo 1/2013, de 8 de enero, por el que se aprueba el Texto Refundido de la Ley Andaluza de Universidades</li> </ul> | <p>Talentia Postdoc Fellowship Call supported in 2014 16 experienced researchers to carry out their research with complete independence in their chosen destination. Candidates (over 200) were able to freely choose their host institution both internationally and among the agents of the Andalusian Knowledge System.</p> <p>Andalucía Talent Hub Fellowship Call supported in 2014 50 experienced researchers to carry out their research with complete independence in their chosen destination. Candidates (over 300) were able to freely choose their host institution both internationally and among the agents of the Andalusian Knowledge System aggregated in Campus of International Excellence based in Andalusia.</p> <p>Talentia Fellowship supported from 2007 more than 500 students and researchers to pursue postgraduate programmes (Master or Phd) in their chosen destination. Candidates (over 6.000) were able to freely choose their university internationally and among the andalusian. They came from all disciplines and applied directly for admission to the universities or educational institutions of their choice and applied separately to the AAC for the distinction of a grant.</p> | <p>1.1) Update relevant information about agents forming Andalusian Knowledge System and EU Research Area, including:</p> <ul style="list-style-type: none"> <li>· Type of agent, fields of research, ubication</li> <li>· Non EU research institutions, cooperation involved with EU agents.</li> <li>· Research opportunities offered</li> </ul> <p>1.2) Lead hosting institutions and researchers’ actions through Andalusian Knowledge System and EU Research Area, including following points:</p> <ul style="list-style-type: none"> <li>· Ethical review board</li> <li>· Compliance with local, national and international legislation</li> <li>· Guidelines on research in humans and/or animals.</li> </ul> <p>Fields not to be considered:</p> <ul style="list-style-type: none"> <li>· Human cloning for reproductive purposes</li> <li>· Modifying genetic heritage of human beings</li> <li>· Creating human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer.</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

## 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>Signed statements from hosting institutions and researchers were requested for Talenia Postdoc and Andalucía Talent Hub calls:</p> <ul style="list-style-type: none"> <li>· During selection and evaluation processes when appointments awardees through invitation letters to demonstrate their knowledge and interest on candidate's proposal and profile.</li> <li>· When signing the agreement between AAC and host institution (only contracting entities).</li> <li>· While running the research project via specific ethical reports and follow up scientific-technical reports.</li> </ul> | <p>1.2) Lead hosting institutions and researchers' actions through Andalusian Knowledge System and EU Research Area, including following points:</p> <ul style="list-style-type: none"> <li>· Ethical review board</li> <li>· Compliance with local, national and international legislation</li> <li>· Guidelines on research in humans and/or animals.</li> </ul> <p>Fields not to be considered:</p> <ul style="list-style-type: none"> <li>· Human cloning for reproductive purposes</li> <li>· Modifying genetic heritage of human beings</li> <li>· Creating human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer.</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 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"> <li>· Ley Orgánica 2/2007, de 19 de marzo, de reforma del Estatuto de Autonomía para Andalucía</li> <li>· Ley 1/2011, de 17 de febrero, de reordenación del sector público de Andalucía</li> <li>· Decreto 92/2011, de 19 de abril, por el que aprueban los Estatutos de la Agencia Andaluza del Conocimiento</li> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Focusing on world class research institution AAC's vision is that this fact maximize the relevance and quality of the research proposal to carry out in benefit of society.</p> <p>Placing the research proposal on a host institution under supervision and in the frame of departments and structures guarantee a collaboration and cooperation contexts between researchers.</p> | <p>2.1) Set appropriated processes and standardized forms to facilitate and ensure enough information to make decisions, including:</p> <ul style="list-style-type: none"> <li>· Suitability of host institutional, collaboration entities.</li> <li>· State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).</li> <li>· Significant improvements, commercial opportunities, relating researches</li> <li>· Public engagement and media impact</li> <li>· Health and safety</li> <li>· Data protection and confidentiality protection</li> <li>· Budget, number of fellowships, awards, grants, contracts, if any, offered and duration.</li> <li>· Researcher, Supervisors and team involved profiles</li> <li>· Mobility scheme</li> <li>· Eligibility requirements for candidates, and required documents</li> <li>· Evaluation criteria and composition of the selection committee.</li> <li>· Application deadlines and key milestones in the selection process.</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**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"> <li>· Ley Orgánica 2/2007, de 19 de marzo, de reforma del Estatuto de Autonomía para Andalucía</li> <li>· Ley 1/2011, de 17 de febrero, de reordenación del sector público de Andalucía</li> <li>· Decreto 92/2011, de 19 de abril, por el que aprueban los Estatutos de la Agencia Andaluza del Conocimiento</li> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Costs generated by the application process (translation, sending of documents, authorizations, visa, etc.) were not covered.</p> <p>Fellows are responsible of report periodically of achievements. Researches, and supervisors from host host institutions, must fulfil follow up scientific-technical reports.</p> <p>Circumstances that may lead to the modification of the outcome:</p> <ul style="list-style-type: none"> <li>· Modifications of the length of stay at the Host Institution/Contracting Entity within the specified limits.</li> <li>· The need to change Host Institution because of transfer Scientific Supervisor or other circumstances duly justified.</li> <li>· Breach of obligations by the Host Institution or Contracting Entity.</li> <li>· Changes in the development of the Scientific Project.</li> <li>· Any circumstances that may justify a modification of the outcome without changing the purpose of the fellowship or the procedures of the Program.</li> </ul> | <p>2.1) Set appropriated processes and standardized forms to facilitate and ensure enough information to make decisions, including:</p> <ul style="list-style-type: none"> <li>· Suitability of host institutional, collaboration entities.</li> <li>· State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).</li> <li>· Significant improvements, commercial opportunities, relating researches</li> <li>· Public engagement and media impact</li> <li>· Health and safety</li> <li>· Data protection and confidentiality protection</li> <li>· Budget, number of fellowships, awards, grants, contracts, if any, offered and duration.</li> <li>· Researcher, Supervisors and team involved profiles</li> <li>· Mobility scheme</li> <li>· Eligibility requirements for candidates, and required documents</li> <li>· Evaluation criteria and composition of the selection committee.</li> <li>· Application deadlines and key milestones in the selection process.</li> </ul> <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |



| <b>5. Contractual and legal obligations</b>   |  |  |   |
|---|--|--|---|
| 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.  |  |  |   |
| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>For Talentia Postdoc and Andalucía Talent Hub are causes of refund:</p> <ul style="list-style-type: none"> <li>· Obtaining the award falsifying the requisites.</li> <li>· Failure to start at the host institution.</li> <li>· Failure to start the research project for which the fellowship is awarded.</li> <li>· Breach of duties towards the contracting institution.</li> <li>· Change in mobility scheme, of host institution or research project without prior authorization.</li> </ul> | <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>6. Accountability</b>   |  |  |   |
|--|--|--|---|
| <p>Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards 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.</p> <p>Methods of collection and analysis, the 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.</p> |  |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul>  | <p>For Talentia Postdoc and Andalucía Talent Hub, contracting entities must inform each period of three month about financial and management achievements.</p> <p>Audits and refunds processes are regulated on both programmes.</p> | <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>7. Good practice in research</b>   |  |  |   |
|---|--|--|---|
| 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 fulfill them at all times.   |  |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Researchers were responsible of manage documents, visas and authorizations necessary to enter the country of destination, to reside there under applicable law for the duration of the research process, and to carry out the research project.</p> | <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**8. Dissemination, 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<br>(permitting or impeding the implementation of this principle)   | Existing Institutional rules and/or practices   | Actions required   | When/Who  |
|---|---|--|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Currents AAC supported researchers shall, throughout the duration of the project, take appropriate measures to engage with the public and the media about the project and to highlight the financial support, if any. Publications of results should make explicit reference to its funding.</p> | <p>2.1) Set appropriated processes and standardized forms to facilitate and ensure enough information to make decisions, including:</p> <ul style="list-style-type: none"> <li>· Suitability of host institutional, collaboration entities.</li> <li>· State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).</li> <li>· Significant improvements, commercial opportunities, relating researches</li> <li>· Public engagement and media impact</li> <li>· Health and safety</li> <li>· Data protection and confidentiality protection</li> <li>· Budget, number of fellowships, awards, grants, contracts, if any, offered and duration.</li> <li>· Researcher, Supervisors and team involved profiles</li> <li>· Mobility scheme</li> <li>· Eligibility requirements for candidates, and required documents</li> <li>· Evaluation criteria and composition of the selection committee.</li> <li>· Application deadlines and key milestones in the selection process.</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>9. Public engagement</b>   |   |  |   |
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| <p>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.</p>   |   |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Currents AAC supported researchers shall, throughout the duration of the project, take appropriate measures to engage with the public and the media about the project and to highlight the financial support, if any. Publications of results should make explicit reference to its funding.</p> | <p>2.1) Set appropriated processes and standardized forms to facilitate and ensure enough information to make decisions, including:</p> <ul style="list-style-type: none"> <li>· Suitability of host institutional, collaboration entities.</li> <li>· State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).</li> <li>· Significant improvements, commercial opportunities, relating researches</li> <li>· Public engagement and media impact</li> <li>· Health and safety</li> <li>· Data protection and confidentiality protection</li> <li>· Budget, number of fellowships, awards, grants, contracts, if any, offered and duration.</li> <li>· Researcher, Supervisors and team involved profiles</li> <li>· Mobility scheme</li> <li>· Eligibility requirements for candidates, and required documents</li> <li>· Evaluation criteria and composition of the selection committee.</li> <li>· Application deadlines and key milestones in the selection process.</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>10. Non discrimination</b>   |   |  |   |
|---|---|--|---|
| 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.   |   |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>One of the eligibility criteria for post doctorate programmes (Talentia Postdoc and Andalucía Talent Hub) implemented by AAC was to hold a PhD degree obtained within 10 years before the deadline of applications of the calls. Minimum research or work experience were not a requisite.</p> <p>Situations such as temporary disability, maternity leave, adoption or foster care might interrupt and entailed the corresponding extension in the previous accounting period of time from the date of obtaining the doctorate.</p> <p>AAC in forms doesn't ask about confidential information to assess, as related in that principle. Only for statistical purposes asked about gender. Also family situation or disability has been asked to calculate amount of grants or the extension indicated before.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> <p>4.2) Detail the evaluation and selection process, including:</p> <ul style="list-style-type: none"> <li>· Criteria and measures in:               <ul style="list-style-type: none"> <li>- Candidate profile, experiences across different sectors fields and destinations, publications, patents</li> <li>- Appropriateness of the intended Destination/Project/Mobility</li> <li>- Potential impact/Feasibility</li> </ul> </li> <li>· Personal interviews</li> <li>· Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>· Evaluation and selection committees</li> <li>· Claims procedures and procurement of evaluation reports</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>11. Evaluation/ appraisal systems</b>  |  |   |   |
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| 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.   |  |   |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>   | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>AAC seek to simplify administrative procedures, eliminate bureaucracy, and reduce management costs in order to increase return on investment.</p> <p>Standard forms are developed by AAC to ensure enough information and documentation to be checked:</p> <ul style="list-style-type: none"> <li>· Application forms</li> <li>· Evaluation reports, resolutions</li> <li>· Claim, acceptance and redraft forms</li> <li>· Invitation Letters</li> <li>· Agreements</li> <li>· Financial Reports</li> <li>· Scientific-technical reports</li> </ul> | <p>2.2) Helpdesk Service; Summary Calls, Forms and Guides Documents will be available online and translated into different EU languages (at least Spanish and English). Internet tools will be widely accessible from the Internet using all widespread operating systems and navigators.</p> <p>2.3) Train as required and inform properly to managements comittess' members and AAC's staff involved</p> <p>5.1) Seek experts with the following profile:</p> <ul style="list-style-type: none"> <li>· broad international research or business experience,</li> <li>· a documented interest for knowledge transfer,</li> <li>· and a connection with the entrepreneurial world.</li> </ul> <p>The committees members will bring together:</p> <ul style="list-style-type: none"> <li>· Diverse expertise and competences, nationalities, and disciplines</li> <li>· Experience in different sectors (public and private)</li> <li>· Gender balance</li> </ul> <p>5.2) Avoid actual or potential conflict of interest, including:</p> <ul style="list-style-type: none"> <li>· Nationality</li> <li>· Employment contracts, previous or current collaborations</li> <li>· Members of host institutions chosen or competitors</li> <li>· Family or relative ties or connections</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

## II. Recruitment

| <b>12. Recruitment</b>  |  |  |   |
|---|--|--|---|
| Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of 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.   |  |  |   |
| <b>Relevant legislation (permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>One of the eligibility criteria for postdoctorate programmes (Talentia Postdoc and Andalucía Talent Hub) implemented by AAC was to hold a PhD degree obtained within 10 years before the deadline of applications of the calls. Minimum research or work experience were not a requisite. Situations such as temporary disability, maternity leave, adoption or foster care might interrupt and entailed the corresponding extension in the previous accounting period of time from the date of obtaining the doctorate.</p> <p>Candidates group was composed by researchers, both active, unemployed or in a career break.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> <p>4.2) Detail the evaluation and selection process, including:</p> <ul style="list-style-type: none"> <li>· Criteria and measures in:               <ul style="list-style-type: none"> <li>- Candidate profile, experiences across different sectors fields and destinations, publications, patents</li> <li>- Appropriateness of the intended Destination/Project/Mobility</li> <li>- Potential impact/Feasibility</li> </ul> </li> <li>· Personal interviews</li> <li>· Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>· Evaluation and selection committees</li> <li>· Claims procedures and procurement of evaluation reports</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |



**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 the 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<br>(permitting or impeding the implementation of this principle)   | Existing Institutional rules and/or practices  | Actions required   | When/Who  |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>AAC has significant experience managing calls:</p> <ul style="list-style-type: none"> <li>· Talentia Fellowship (11 calls from 2007)</li> <li>· Talentia Postdoc (1 call in 2014) and</li> <li>· Andalucía Talent Hub (2 calls in 2014)</li> </ul> <p>AAC has its own resources, staff and partners to promote the research programmes, run the calls, control the application process, coordinate the evaluation and selection of researchers candidates, administrate economic incentives, carry out the research follow-up of awardees, and support successful researchers in their career development upon completion of their research.</p> <p>Economies of scales can easily be achieved, as most of the processes involved in the management of a call are already in place and working, so the model can be replicated and scaled up in an efficient way:</p> <ul style="list-style-type: none"> <li>· Staff's 'know-how'</li> <li>· Standard forms</li> <li>· Online platform</li> <li>· Institutional strength and administrative capacity</li> </ul> | <p>2.2) Helpdesk Service; Summary Calls, Forms and Guides</p> <p>Documents will be available online and translated into different EU languages (at least Spanish and English). Internet tools will be widely accessible from the Internet using all widespread operating systems and navigators.</p> <p>5.1) Seek experts with the following profile:</p> <ul style="list-style-type: none"> <li>· broad international research or business experience,</li> <li>· a documented interest for knowledge transfer,</li> <li>· and a connection with the entrepreneurial world.</li> </ul> <p>The committees members will bring together:</p> <ul style="list-style-type: none"> <li>· Diverse expertise and competences, nationalities, and disciplines</li> <li>· Experience in different sectors (public and private)</li> <li>· Gender balance</li> </ul> <p>Comittees' members names and profiles will be published</p> <p>5.2) Avoid actual or potential conflict of interest, including:</p> <ul style="list-style-type: none"> <li>· Nationality</li> <li>· Employment contracts, previous or current collaborations</li> <li>· Members of host institutions chosen or competitors</li> <li>· Family or relative ties or connections</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>14. Selection (Code)</b>   |   |  |   |
|---|---|--|---|
| 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 should be realistic.   |   |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Expressions of interest were conducted through invitations letter to form the evaluation and selection committees for Talentia Postdoc and Andalucía Talent Hub. According to forms, potential evaluators, were asked for:</p> <ul style="list-style-type: none"> <li>· Areas of expertise</li> <li>· Experience (last 5 years) in research, technology transfer, contract with industry or public administration, patents, start-up</li> </ul> <p>Evaluators selected were informed and trained about Talentia Postdoc and Andalucía Talent Hub, receiving a short brief about the programmes, a guide to asses with the evaluation criteria. First day of meeting was used to solve doubts and inquires.</p> | <p>2.3) Train as required and inform properly to managements comittees' members and AAC's staff involved</p> <p>5.1) Seek experts with the following profile:</p> <ul style="list-style-type: none"> <li>· broad international research or business experience,</li> <li>· a documented interest for knowledge transfer,</li> <li>· and a connection with the entrepreneurial world.</li> </ul> <p>The committees members will bring together:</p> <ul style="list-style-type: none"> <li>· Diverse expertise and competences, nationalities, and disciplines</li> <li>· Experience in different sectors (public and private)</li> <li>· Gender balance</li> </ul> <p>Comittees' members names and profiles will be published</p> <p>5.2) Avoid actual or potential conflict of interest, including:</p> <ul style="list-style-type: none"> <li>· Nationality</li> <li>· Employment contracts, previous or current collaborations</li> <li>· Members of host institutions chosen or competitors</li> <li>· Family or relative ties or connections</li> </ul> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>15. Transparency (Code)</b>  |  |  |   |
|---|--|--|---|
| 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.   |  |  |   |
| <b>Relevant legislation (permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>AAC's Talenia Fellowship programme and postdoctorate programmes (Talenia Postdoc and Andalucía Talent Hub) were launched following administrative regional and national procedures.</p> <p>Calls were published on official gazette according to standard rules and application forms formats that must be followed by andalusian institutions.</p> <p>Evaluation results were published, stating name, research work programme, mobility scheme, destination country, destination centre, and estimated amounts of the fellowship. Alternative lists with wait listed candidates and not selected candidates were published. Candidates received their individual marks together with an evaluation report detailing the strengths and weaknesses of their application in each category.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> <p>4.2) Detail the evaluation and selection process, including:</p> <ul style="list-style-type: none"> <li>· Criteria and measures in:               <ul style="list-style-type: none"> <li>- Candidate profile, experiences across different sectors fields and destinations, publications, patents</li> <li>- Appropriateness of the intended Destination/Project/Mobility</li> <li>- Potential impact/Feasibility</li> </ul> </li> <li>· Personal interviews</li> <li>· Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>· Evaluation and selection committees</li> <li>· Claims procedures and procurement of evaluation reports</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**16. Judging merit (Code)**

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.

| Relevant legislation<br>(permitting or impeding the implementation of<br>this principle)  | Existing Institutional rules and/or<br>practices   | Actions required   | When/Who  |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>AAC has taken into account, last postdoctorate calls, specifically fellowships, scholarships or other awards obtained; number, quality and authorship of publications; industry, start-up and management experience; previous international research experience; institution chosen according to scientific criteria.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> <p>4.2) Detail the evaluation and selection process, including:</p> <ul style="list-style-type: none"> <li>· Criteria and measures in:               <ul style="list-style-type: none"> <li>- Candidate profile, experiences across different sectors fields and destinations, publications, patents</li> <li>- Appropriateness of the intended Destination/Project/Mobility</li> <li>- Potential impact/Feasibility</li> </ul> </li> <li>· Personal interviews</li> <li>· Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>· Evaluation and selection committees</li> <li>· Claims procedures and procurement of evaluation reports</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**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 application is being made.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>One of the eligibility criteria for postdoctorate programmes (Talentia Postdoc and Andalucía Talent Hub) implemented by AAC was to hold a PhD degree obtained within 10 years before the deadline of applications of the calls. Minimum research or work experience were not a requisite.</p> <p>Situations such as temporary disability, maternity leave, adoption or foster care might interrupt and entailed the corresponding extension in the previous accounting period of time from the date of obtaining the doctorate.</p> <p>Candidates group was composed by researchers, both active, unemployed or in a career break.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**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 the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>   | <b>When/Who</b>   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Experience across different sectors and fields were positively considered during evaluation last postdoctorate calls (Talentia Postdoc and Andalucía Talent Hub).</p> <p>Previous geographical mobility experiences (academic, research or professional reason), were positively considered during evaluation last postdoctorate calls (Talentia Postdoc and Andalucía Talent Hub).</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**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.

| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>· Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley Orgánica 4/2007, de 12 de abril, por la que se modifica la Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> </ul> | <p>Holding a degree issued within the European Higher Education Area (EHEA) was required to comply requisites last postdoctorate calls (Talentia Postdoc and Andalucía Talent Hub).</p> <p>In case of degrees issued in countries not included in the EHEA a favourable technical report of the AAC was required.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>20. Seniority (Code)</b>   |   |   |   |
|---|---|---|---|
| The levels of qualifications required should be in line with the needs of the position and 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.  |   |   |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>During the last calls (Talentia Postdoc and Andalucía Talent Hub) applied 586 researchers for a total amount of 66 fellows offered, which means that the selection committees had 11 applicants for each award vacancy.</p> <p>Only 8 applications were excluded (Must say that, in order to be eligible, applications must be completed, including all requested information, documents and references and be presented before the deadline.)</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |



**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<br>(permitting or impeding the implementation of this principle)  | Existing Institutional rules and/or practices   | Actions required  | When/Who  |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>AAC's Talentia Fellowship programme and postdoctorate programmes (Talentia Postdoc and Andalucía Talent Hub) were launched following administrative regional and national procedures.</p> <p>Calls were published on official gazette according to standard rules and application forms formats that must be followed by andalusian institutions.</p> <p>Evaluation results were published, stating name, research work programme, mobility scheme, destination country, destination centre, and estimated amounts of the fellowship. Alternative lists with waitlisted candidates and not selected candidates were published. Candidates received their individual marks together with an evaluation report detailing the strengths and weaknesses of their application in each category.</p> | <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> <p>6.2) Support employments contracts opportunities and related initiatives to researchers interested on working for agents forming Andalusian Knowledge System and EU Research Area, including:</p> <ul style="list-style-type: none"> <li>· Contracts under Social Security System from Spain or EU member or associate country</li> <li>· Contribution to pension funds, health and accident insurance, parental leave and unemployment benefits</li> <li>· Fixed terms and indefinite contracts</li> <li>· Contracts with flexible working hours, part-time working and tele-working</li> <li>· Outgoing and incoming mobility schemes associated</li> <li>· Competitive economic salary</li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### III. Working conditions and social security

| <b>22. Recognition of the profession</b>   |   |  |   |
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| 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).   |   |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>By offering adequate working conditions through our fellows, AAC helped to raise the standard for hiring researchers and contribute to prestige the profession of researcher both locally and internationally.</p> <p>Host institutions both in Andalucía and abroad were required to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers to ensure the appropriate conditions are provided to fellows, including working and technical conditions, mobility, access to research training and intellectual property rights.</p> | 6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>   | <b>When/Who</b>   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>AAC activities will be thus relevant and totally aligned with the ERA in its commitment to the creation of a seamless labour market for researchers, attract the best talent to European research institutions, develop links across borders between research institutions, and use knowledge effectively for social, business and policy purposes.</p> <p>Host institutions both in Andalucía and abroad were required to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers to ensure the appropriate conditions are provided to fellows, including working and technical conditions, mobility, access to research training and intellectual property rights.</p> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

#### 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.

| <b>Relevant legislation</b><br>(permitting or impeding the implementation of this principle)  | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andalucía de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>Spanish regulations allow workers to adhere to working conditions where women and men researchers can combine family and work, children and career. The regulations also allow flexible working hours, part-time working and tele-working.</p> <p>Host institutions both in Andalucía and abroad were required to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers to ensure the appropriate conditions are provided to fellows, including working and technical conditions, mobility, access to research training and intellectual property rights.</p> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> <p>6.2) Support employments contracts opportunities and related initiatives to researchers interested on working for agents forming Andalusian Knowledge System and EU Research Area, including:</p> <ul style="list-style-type: none"> <li>· Contracts under Social Security System from Spain or EU member or associate country</li> <li>· Contribution to pension funds, health and accident insurance, parental leave and unemployment benefits</li> <li>· Fixed terms and indefinite contracts</li> <li>· Contracts with flexible working hours, part-time working and tele-working</li> <li>· Outgoing and incoming mobility schemes associated</li> <li>· Competitive economic salary</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>25. Stability and permanence of employment</b>  |  |   |   |
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| Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore 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 <i>EU Directive on Fixed-Term Work</i> .  |  |   |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>   | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>Talentia Postdoc and Andalucía Talent Hub offered two-year fixed term contracts. This will give the fellows great visibility in the research labour market, and will open them career opportunities as their scientific production gives results.</p> | <ul style="list-style-type: none"> <li>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</li> <li>6.2) Support employments contracts opportunities and related initiatives to researchers interested on working for agents forming Andalusian Knowledge System and EU Research Area, including:               <ul style="list-style-type: none"> <li>· Contracts under Social Security System from Spain or EU member or associate country</li> <li>· Contribution to pension funds, health and accident insurance, parental leave and unemployment benefits</li> <li>· Fixed terms and indefinite contracts</li> <li>· Contracts with flexible working hours, part-time working and tele-working</li> <li>· Outgoing and incoming mobility schemes associated</li> <li>· Competitive economic salary</li> </ul> </li> </ul> | <p><i>When:</i><br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i><br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

## 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>   | <b>When/Who</b>   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>AAC programmes (Talentia Postdoc and Andalucía Talent Hub) are considered global mobility programme for researchers who have been stimulated and supported to carry out their research in world class institutions.</p> <p>Talentia Postdoc and Andalucía Talent Hub Fellowships amounts together to an average of 157.000 €; and included:</p> <ul style="list-style-type: none"> <li>- Salary costs and social security contribution</li> <li>- A travel allowance to cover travel expenses during the outgoing phase.</li> <li>- A mobility allowance to compensate the costs that arise due to the fact of living outside his/her usual residence.</li> <li>- A research cost contribution (lab-based and non-lab-based researches).</li> </ul> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> <p>6.2) Support employments contracts opportunities and related initiatives to researchers interested on working for agents forming Andalusian Knowledge System and EU Research Area, including:</p> <ul style="list-style-type: none"> <li>· Contracts under Social Security System from Spain or EU member or associate country</li> <li>· Contribution to pension funds, health and accident insurance, parental leave and unemployment benefits</li> <li>· Fixed terms and indefinite contracts</li> <li>· Contracts with flexible working hours, part-time working and tele-working</li> <li>· Outgoing and incoming mobility schemes associated</li> <li>· Competitive economic salary</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>27. Gender balance</b>  |  |  |   |
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| 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.   |  |  |   |
| <b>Relevant legislation (permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> <li>· Ley Orgánica 3/2007, de 22 de marzo, para la igualdad efectiva de mujeres y hombres</li> </ul> | <p>AAC postdoctorate programmes (Talentia Postdoc and Andalucía Talent Hub) are integrated on a department of AAC currently leaded by a project coordinator, who supervises a team of five project officers (5 women and 2 man; 71%-29%). AAC staff is composed by 60 people (48 women and 12 man; 20%-80%).</p> <p>During the last calls (Talentia Postdoc and Andalucía Talent Hub) applied 586 researchers (259 women and 327 women; 44%-56%).</p> <p>Fellows of Talentia Postdoc and Andalucía Talent Hub are currently 27 women and 29 men (41%-59%).</p> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> <p>4.1) State clearly in regulation, calls and guides documents that researchers:</p> <ul style="list-style-type: none"> <li>· Will have not to be active at the moment of application</li> <li>· Will be evaluated according merits and credentials when were they acquired</li> <li>· Will not be discriminated 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</li> <li>· Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>· Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> <p>4.2) Detail the evaluation and selection process, including:</p> <ul style="list-style-type: none"> <li>· Criteria and measures in: <ul style="list-style-type: none"> <li>- Candidate profile, experiences across different sectors fields and destinations, publications, patents</li> <li>- Appropriateness of the intended Destination/Project/Mobility</li> <li>- Potential impact/Feasibility</li> </ul> </li> <li>· Personal interviews</li> <li>· Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>· Evaluation and selection committees</li> <li>· Claims procedures and procurement of evaluation reports</li> </ul> | <p>When:<br/> Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/> Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>28. Career development</b>   |   |   |   |
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| 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. |   |   |   |
| <b>Relevant legislation<br/>(permitting or impeding the<br/>implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul>          | <p>As part of its current operations, AAC runs a careers service to assist fellows in their career development.</p> <p>This includes orientation and advice on career choices, organisation of job interviews, elaboration of reference letters, headhunting agreements with companies, and direct access to other government services like loans and lodging for start ups and access to venture capital.</p> <p>Career development activities in AAC includes:</p> <ul style="list-style-type: none"> <li>· Workshops on CV writing and interview simulation.</li> <li>· Elaboration of a CV book to be distributed among target organisations.</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Info sessions of foreign universities.</li> <li>· Visits to companies and research centres.</li> </ul> <p>AAC is fully committed to collaborate and support awardees associations in the common interest of fostering international education and researches and business development in Andalusia.</p> <p>Not selected candidates received their individual marks together with an evaluation report detailing the strengths and weaknesses of their application in each category. The selection and evaluation process itself help them to establish relationships that will enable future collaboration.</p> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> <p>7.1) Allow and advice researchers to:</p> <ul style="list-style-type: none"> <li>· Assist events organized by third parties about training and career development activities</li> <li>· Assume non intensive teaching rules on their host institution or in whichever educational institution with which that agreed to collaborate</li> <li>· Create, participate and/or lead researchers' EU associations and worldwide</li> <li>· Plan and carry out provisional mobility periods, from host institution to third parties</li> </ul> <p>7.2) Organize, spread and contribute of regular career development activities, including:</p> <ul style="list-style-type: none"> <li>· Elaboration of funding request proposals to EU institutions</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Visits to companies and research centres.</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |



**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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>The economic incentive of Talentia Postdoc and Andalucía Talent Hub includes a mobility allowance to compensate the costs that arise the fellows due to the fact of living outside its regular/usual residence, but also to move nationally in his/her country of destination for research reason.</p> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> <p>7.1) Allow and advice researchers to:</p> <ul style="list-style-type: none"> <li>· Assist events organized by third parties about training and career development activities</li> <li>· Assume non intensive teaching rules on their host institution or in whichever educational institution with which that agreed to collaborate</li> <li>· Create, participate and/or lead researchers' EU associations and worldwide</li> <li>· Plan and carry out provisional mobility periods, from host institution to third parties</li> </ul> <p>7.2) Organize, spread and contribute of regular career development activities, including:</p> <ul style="list-style-type: none"> <li>· Elaboration of funding request proposals to EU institutions</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Visits to companies and research centres.</li> </ul> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>30. Access to career advice</b>   |   |   |   |
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| 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.   |   |   |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>  | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Real Decreto Legislativo 8/2015, de 30 de octubre, por el que se aprueba el texto refundido de la Ley General de la Seguridad Social</li> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> </ul> | <p>As part of its current operations, AAC runs a careers service to assist fellows in their career development.</p> <p>This includes orientation and advice on career choices, organisation of job interviews, elaboration of reference letters, headhunting agreements with companies, and direct access to other government services like loans and lodging for start ups and access to venture capital.</p> <p>Career development activities in AAC includes:</p> <ul style="list-style-type: none"> <li>· Workshops on CV writing and interview simulation.</li> <li>· Elaboration of a CV book to be distributed among target organisations.</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Info sessions of foreign universities.</li> <li>· Visits to companies and research centres.</li> </ul> <p>AAC is fully committed to collaborate and support awarders associations in the common interest of fostering international education and researches and business development in Andalusia.</p> <p>Not selected candidates received their individual marks together with an evaluation report detailing the strengths and weaknesses of their application in each category. The selection and evaluation process itself help them to establish relationships that will enable future collaboration.</p> | <p>6.1) Efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</p> <p>7.1) Allow and advice researchers to:</p> <ul style="list-style-type: none"> <li>· Assist events organized by third parties about training and career development activities</li> <li>· Assume non intensive teaching rules on their host institution or in whichever educational institution with which that agreed to collaborate</li> <li>· Create, participate and/or lead researchers' EU associations and worldwide</li> <li>· Plan and carry out provisional mobility periods, from host institution to third parties</li> </ul> <p>7.2) Organize, spread and contribute of regular career development activities, including:</p> <ul style="list-style-type: none"> <li>· Elaboration of funding request proposals to EU institutions</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Visits to companies and research centres.</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

| <b>31. Intellectual Property Rights</b>   |  |   |   |
|---|--|---|---|
| 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. |  |   |   |
| <b>Relevant legislation (permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>   | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> <li>· Ley 24/2015, de 24 de julio, de Patentes</li> </ul>  | <p>Researchers were responsible of manage documents, visas and authorizations necessary to enter the country of destination, to reside there under applicable law for the duration of the research process, and to carry out the research project.</p> | <p>2.1) Set appropriated processes and standardized forms to facilitate and ensure enough information to make decisions, including:</p> <ul style="list-style-type: none"> <li>· Suitability of host institutional, collaboration entities.</li> <li>· State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).</li> <li>· Significant improvements, commercial opportunities, relating researches</li> <li>· Public engagement and media impact</li> <li>· Health and safety</li> <li>· Data protection and confidentiality protection</li> <li>· Budget, number of fellowships, awards, grants, contracts, if any, offered and duration.</li> <li>· Researcher, Supervisors and team involved profiles</li> <li>· Mobility scheme</li> <li>· Eligibility requirements for candidates, and required documents</li> <li>· Evaluation criteria and composition of the selection committee.</li> <li>· Application deadlines and key milestones in the selection process.</li> </ul> <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 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<br>(permitting or impeding the<br>implementation of this principle)   | Existing Institutional rules and/or practices  | Actions required  | When/Who  |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>· Ley 16/2007, de 3 de diciembre, Andaluza de la Ciencia y el Conocimiento * (BOJA núm. 250 de 21/12/2007)</li> <li>* artículo 27.1 modificado por artículo 3 del Decreto Ley 5/2010, de 27 de julio</li> <li>· Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación</li> <li>· Ley 24/2015, de 24 de julio, de Patentes</li> </ul> | <p>Researchers were responsible of manage documents, visas and authorizations necessary to enter the country of destination, to reside there under applicable law for the duration of the research process, and to carry out the research project.</p> | <p>2.1) Set appropriated processes and standardized forms to facilitate and ensure enough information to make decisions, including:</p> <ul style="list-style-type: none"> <li>· Suitability of host institutional, collaboration entities.</li> <li>· State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).</li> <li>· Significant improvements, commercial opportunities, relating researches</li> <li>· Public engagement and media impact</li> <li>· Health and safety</li> <li>· Data protection and confidentiality protection</li> <li>· Budget, number of fellowships, awards, grants, contracts, if any, offered and duration.</li> <li>· Researcher, Supervisors and team involved profiles</li> <li>· Mobility scheme</li> <li>· Eligibility requirements for candidates, and required documents</li> <li>· Evaluation criteria and composition of the selection committee.</li> <li>· Application deadlines and key milestones in the selection process.</li> </ul> <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 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 that time devoted by senior members of staff to the training of early stage researchers should be 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>· Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 15/2003, de 22 de diciembre, Andaluza de Universidades (BOJA núm. 251 de 31/12/2003)</li> <li>· Ley Orgánica 4/2007, de 12 de abril, por la que se modifica la Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 12/2011, de 16 de diciembre, de modificación de la Ley Andaluza de Universidades. (BOJA núm. 251 de 27/12/2011)</li> <li>· Decreto Legislativo 1/2013, de 8 de enero, por el que se aprueba el Texto Refundido de la Ley Andaluza de Universidades (BOJA núm. 8 de 11/01/2013)</li> </ul> | <p>There is not specific regulations (no Talentia Postdoc nor Andalucía Talent Hub) determined how researchers supported by AAC could go in for teach in the frame of its host institution taught programmes offer or in whichever educational institution with which that agreed to collaborate</p> | <p>7.1) Allow and advice researchers to:</p> <ul style="list-style-type: none"> <li>· Assist events organized by third parties about training and career development activities</li> <li>· Assume non intensive teaching rules on their host institution or in whichever educational institution with which that agreed to collaborate</li> <li>· Create, participate and/or lead researchers' EU associations and worldwide</li> <li>· Plan and carry out provisional mobility periods, from host institution to third parties</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 34. Complains/ 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Apart from redress procedures, all candidates had on AAC calls the right to appeal the decisions of the selection and evaluation committees</p> | <p>4.2) Detail the evaluation and selection process, including:</p> <ul style="list-style-type: none"> <li>· Criteria and measures in:               <ul style="list-style-type: none"> <li>- Candidate profile, experiences across different sectors fields and destinations, publications, patents</li> <li>- Appropriateness of the intended Destination/Project/Mobility</li> <li>- Potential impact/Feasibility</li> </ul> </li> <li>· Personal interviews</li> <li>· Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>· Evaluation and selection committees</li> <li>· Claims procedures and procurement of evaluation reports</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>   | <b>Actions required</b>  | <b>When/Who</b>   |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>Circumstances that may lead to the modification of the outcome:</p> <ul style="list-style-type: none"> <li>· Modifications of the length of stay at the Host Institution/Contracting Entity within the specified limits.</li> <li>· The need to change Host Institution because of transfer Scientific Supervisor or other circumstances duly justified.</li> <li>· Breach of obligations by the Host Institution or Contracting Entity.</li> <li>· Changes in the development of the Scientific Project.</li> <li>· Any circumstances that may justify a modification of the outcome without changing the purpose of the fellowship or the procedures of the Program.</li> </ul> | <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

#### IV. Training

| <b>36. Relation with supervisors</b>  |   |  |   |
|---|---|--|---|
| 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.   |   |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>AAC staff carries out all the administrative work related with the management of calls, including information to candidates, management of applications, coordination with external experts, financial reporting, accounting, payments, assistance to fellows, academic follow-up, institutional relations, advertising and coaching.</p> <p>Fellows are responsible of report periodically research achievements. Researchers, and supervisors from host host institutions, must fulfil annual scientific-technical report.</p> | <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |



| <b>37. Supervision and managerial duties</b>  |   |  |   |
|---|---|--|---|
| 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 the researchers' careers.   |   |  |   |
| <b>Relevant legislation<br/>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>All candidates must identify a supervisor at the host institution that will run with leading and managing duties the research project</p> <p>Fellows are responsible of report periodically research achievements. Researchers, and supervisors from host host institutions, must fulfil annual scientific-technical report.</p> <p>If the objectives are not achieved entirely, but approach significantly the aim, the level of achievement will be assessed and the amount awarded will be proportional to that level. The level of achievement in relation to the objectives must reach at least the following percentage: 75% of the duration of the project or research activity. The level of achievement is significantly close to full compliance when the main scientific objectives of the project or research activity are obtained in the opinion of the supervisors at the host institution or the collaborating entity.</p> | <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

### 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>· Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 15/2003, de 22 de diciembre, Andaluza de Universidades (BOJA núm. 251 de 31/12/2003)</li> <li>· Ley Orgánica 4/2007, de 12 de abril, por la que se modifica la Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 12/2011, de 16 de diciembre, de modificación de la Ley Andaluza de Universidades. (BOJA núm. 251 de 27/12/2011)</li> <li>· Decreto Legislativo 1/2013, de 8 de enero, por el que se aprueba el Texto Refundido de la Ley Andaluza de Universidades (BOJA núm. 8 de 11/01/2013)</li> </ul> | <p>As part of its current operations, AAC runs a careers service to assist fellows in their career development.</p> <p>This includes orientation and advice on career choices, organisation of job interviews, elaboration of reference letters, headhunting agreements with companies, and direct access to other government services like loans and lodging for start ups and access to venture capital.</p> <p>Career development activities in AAC includes:</p> <ul style="list-style-type: none"> <li>· Workshops on CV writing and interview simulation.</li> <li>· Elaboration of a CV book to be distributed among target organisations.</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Info sessions of foreign universities.</li> <li>· Visits to companies and research centres.</li> </ul> <p>AAC is fully committed to collaborate and support awarders associations in the common interest of fostering international education and researches and business development in Andalusia.</p> <p>Not selected candidates received their individual marks together with an evaluation report detailing the strengths and weaknesses of their application in each category. The selection and evaluation process itself help them to establish relationships that will enable future collaboration.</p> | <p>7.1) Allow and advice researchers to:</p> <ul style="list-style-type: none"> <li>· Assist events organized by third parties about training and career development activities</li> <li>· Assume non intensive teaching rules on their host institution or in whichever educational institution with which that agreed to collaborate</li> <li>· Create, participate and/or lead researchers' EU associations and worldwide</li> <li>· Plan and carry out provisional mobility periods, from host institution to third parties</li> </ul> <p>7.2) Organize, spread and contribute of regular career development activities, including:</p> <ul style="list-style-type: none"> <li>· Elaboration of funding request proposals to EU institutions</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Visits to companies and research centres.</li> </ul> | <p>When:</p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:</p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

**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 for professional development and for improving 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>   | <b>When/Who</b>   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>· Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 15/2003, de 22 de diciembre, Andaluza de Universidades (BOJA núm. 251 de 31/12/2003)</li> <li>· Ley Orgánica 4/2007, de 12 de abril, por la que se modifica la Ley Orgánica 6/2001, de 21 de diciembre, de Universidades</li> <li>· Ley 12/2011, de 16 de diciembre, de modificación de la Ley Andaluza de Universidades. (BOJA núm. 251 de 27/12/2011)</li> <li>· Decreto Legislativo 1/2013, de 8 de enero, por el que se aprueba el Texto Refundido de la Ley Andaluza de Universidades (BOJA núm. 8 de 11/01/2013)</li> </ul> | <p>As part of its current operations, AAC runs a careers service to assist fellows in their career development.</p> <p>This includes orientation and advice on career choices, organisation of job interviews, elaboration of reference letters, headhunting agreements with companies, and direct access to other government services like loans and lodging for start ups and access to venture capital.</p> <p>Career development activities in AAC includes:</p> <ul style="list-style-type: none"> <li>· Workshops on CV writing and interview simulation.</li> <li>· Elaboration of a CV book to be distributed among target organisations.</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Info sessions of foreign universities.</li> <li>· Visits to companies and research centres.</li> </ul> <p>AAC is fully committed to collaborate and support awardees associations in the common interest of fostering international education and researches and business development in Andalusia.</p> <p>Not selected candidates received their individual marks together with an evaluation report detailing the strengths and weaknesses of their application in each category. The selection and evaluation process itself help them to establish relationships that will enable future collaboration.</p> | <p>7.1) Allow and advice researchers to:</p> <ul style="list-style-type: none"> <li>· Assist events organized by third parties about training and career development activities</li> <li>· Assume non intensive teaching rules on their host institution or in whichever educational institution with which that agreed to collaborate</li> <li>· Create, participate and/or lead researchers' EU associations and worldwide</li> <li>· Plan and carry out provisional mobility periods, from host institution to third parties</li> </ul> <p>7.2) Organize, spread and contribute of regular career development activities, including:</p> <ul style="list-style-type: none"> <li>· Elaboration of funding request proposals to EU institutions</li> <li>· Networking events with experienced researchers and entrepreneurs.</li> <li>· Visits to companies and research centres.</li> </ul> | <p><i>When:</i></p> <p>Launching and implementing new programmes or implementing new calls of currents programmes</p> <p><i>Who:</i></p> <p>Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

#### 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.

| <b>Relevant legislation</b><br><b>(permitting or impeding the implementation of this principle)</b>   | <b>Existing Institutional rules and/or practices</b>  | <b>Actions required</b>  | <b>When/Who</b>   |
|---|---|--|---|
| <ul style="list-style-type: none"> <li>· Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores</li> <li>· Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Real Decreto 887/2006, de 21 de julio, por el que se aprueba el Reglamento de la Ley 38/2003, de 17 de noviembre, General de Subvenciones</li> <li>· Decreto 282/2010, de 4 de mayo, por el que se aprueba el Reglamento de los Procedimientos de Concesión de Subvenciones de la Administración de la Junta de Andalucía</li> <li>· Orden de 30 de agosto de 2010, por la que se aprueban las bases reguladoras tipo y los formularios tipo de la Administración de la Junta de Andalucía para la concesión de subvenciones en régimen de concurrencia competitiva</li> </ul> | <p>All candidates must identify a supervisor at the host institution that will run with leading and managing duties the research project</p> <p>Fellows are responsible of report periodically research achievements. Researchers, and supervisors from host host institutions, must fulfil annual scientific-technical report.</p> <p>If the objectives are not achieved entirely, but approach significantly the aim, the level of achievement will be assessed and the amount awarded will be proportional to that level. The level of achievement in relation to the objectives must reach at least the following percentage: 75% of the duration of the project or research activity. The level of achievement is significantly close to full compliance when the main scientific objectives of the project or research activity are obtained in the opinion of the supervisors at the host institution or the collaborating entity.</p> | <p>3.1) Require that research proposals will have to be done by researchers, identifying a supervisor and/or team, involved on them</p> <p>3.2) Require that scientific-technical, management and financial reports will have to be done by researchers, and host institutions if any, regularly from the completion of each period or phase of research activities and will must include assessments from their scientific supervisors. Also changes requests regarding deviations occurred will be faced by researchers.</p> <p>3.3) Researchers must collaborate when audits and refunds processes will be given, accompanied by host institution if any.</p> | <p>When:<br/>           Launching and implementing new programmes or implementing new calls of currents programmes</p> <p>Who:<br/>           Andalusian Agency of Knowledge (AAC) or Regional Government of Andalusia delegating tasks to AAC.</p> |

■ ■ ■ ANNEX II – AAC CODE OF ETHICS



## Code of Ethics

The Code of Ethics is a **key element in the management of the social responsibility of an institution or public entity**. From the outset, the concept

“Social Responsibility” was linked to companies, referring to the incorporation of socially responsible practices, attributing a “social” sense to whatever its activities.

The public sector has also integrated the concept of “Social Responsibility” in the management of its agencies and institutions, although at a later stage than the companies.

The search for efficiency and effectiveness in the use of the resources (material and human), the reduction of operating costs, the efficiency in public administration, the use of shared resources and their exploitation; or respect for environmental values through recycling and energy saving, are conducts that link directly to the concept of social responsibility and that impact positively on public policy and the main client of the public sector, the citizen.

The Code of Ethics makes up the main tool to **transmit the core values and code of conduct of an entity**, as well as to spread the mission statement and its functions. **It sets forth the principles that guide and govern the functions of the employees of any institution**, including the Governing Board and its governing bodies.

## Purpose of the Code of Ethics

- The **ethics and conduct of the employees have a direct effect on the image of the institution**. It is therefore necessary to establish a code of good conduct to be adapted on internal and external level, especially when interacting with other entities, companies, institutions and citizens in general.
- It **sets out and delineates the conduct of the employees at the institution**, regardless of their professional functions.
- It **contributes to the social cohesion of the entity** and brings on a sense of team awareness.
- The **constellation of core values** based on transparency, objectivity, strictness and social commitment – among others-, adopted and applied by all workers, **enhances reputation building and a clear perspective of the institution and of its principles**.
- The employees of the Andalusian Knowledge Agency (henceforth AAC) are **public servants, thus expected to act outstanding and at the citizen's service**. The AAC is an instrument of the Regional Government and as such subject to comply with the principles of public service. These principles are gathered in the Spanish Constitution, in Act 30/1992 of 26 November, laying down the Legal Framework of the Public Administrations and Common



Administrative Procedures, and in Act 6/1997 of 14 April, on the management and operation of the General State Administration.

At regional level, the Agency is also ruled by the Statute of Autonomy of Andalusia, and by Act 6/2006, of 24 October, of the Government of Andalusia and Act 9/2007, of 22 October, of the Administration of the Junta de Andalucía.

## Objectives

The main objective of the Code of Ethics is **to reflect and regularize guidelines of conduct** for the employees of the AAC in their professional activities and their relations at work, rooted in righteousness, responsibility and transparency. Their conduct will be directed by the Agency's values, listed under 'Fundamental Ethical Principles'.

This document **informs the Agency's values and principles to employees as well as interest groups** such as universities, research institutes, companies, researchers, public and private bodies in R&D, etc.

## Scope

The Code is relevant to **all employees at the AAC**, regardless of their professional functions or fields in which they work. It is also relevant to those who collaborate with the Agency on matters such as assessment, certification and accreditation and to the members of the Governing Board.

All have been invited to participate in the drafting of this document through consultations, revision and comments previous to the approval of the Code of Ethics.

These principles set forth ideals to which each employee should aspire. They have to be taken into account in decision making at the AAC.

## Fundamental Ethical Principles

The daily activity at the AAC should be consistent with the principles of this Code. The Agency is an entity managing public resources within key areas of the Andalusian society. For this reason, the procedures, management and services must be exemplary, as should be the conduct of its workers.

## 1. TRANSPARENCY

All actions of the AAC should be based upon transparency, a principle that implies clarity and veracity when disclosing information in-house or to other bodies, institutions, public or private companies and others.

As a public entity, the AAC aspires to build relationships with its stakeholders (universities, research institutes, companies, researchers, public and private bodies in R&D, etc.) based upon cooperation and mutual trust.

This principle entails to act diligent and in accordance with existing procedures and through established channels without compromising the integrity of sensitive information of public interest.

The Agency will abide by the core values and guidelines enforced upon as administrative entity of public resources. Within its competences, special attention will be paid to the principle of transparency:

- When communicating results of assessment, certification and accreditation processes.
- When announcing the outcomes of calls for fellowships or advanced training and postgraduate aids.
- When treating information and data concerning the activities of the AAC.
- When handling information requests from stakeholders. The employees will inform them in a quick manner, especially on issues by which they are affected or procedures in which they intervene.

- When performing procedures of recruitment and procurement carried out by the AAC.

Complying with the principle of transparency shall not preclude the correct use of confidential information by the employees.

Confidential information will be handled with due care and following the legal provisions that regulate its disclosure.

## 2. OBJECTIVITY

The AAC guarantees objectivity and strictness when performing its activities and procedures within the framework of its competences.

At all moments, it will work to preserve neutrality, bolster public confidence in integrity, impartiality and equity of its decisions and actions.

This principle has special weight:

- In the assessment, certification and accreditation processes of the universities and their faculty.
- In the management, assessment and accreditation processes of research, development and innovation activities of the Andalusian Knowledge System agents.
- In the granting of fellowships and advanced training and postgraduate aids.
- In carrying out its functions of inspection and sanctions.
- When certifying data and documents within their competences
- In the selection and hiring/recruitment process of personnel

### 3. INDEPENDENCE

The Andalusian Knowledge Agency is a public corporate agency, with its own legal personality and managing autonomy. Its activities fall under the guidelines and standards determined by the Regional Ministry with competences in innovation and science.

Nevertheless, **in the assessment, certification and accreditation processes** of the universities and their faculty, as well as in the management, assessment and accreditation processes of research, development and innovation activities of the Andalusian Knowledge Agency agents, the workers of the Agency and its collaborators hired for this area shall **enjoy complete independence**.

The principle of independence has special relevance when performing the processes of assessment, certification and accreditation.

### 4. EQUALITY AND EQUITY

**The AAC ensures equality and equity in its relationships with people and institutions involved in its processes and activities.**

The Agency complies with the principle of equality of opportunity between men and women by encouraging equal participation of both sexes in the development of the Knowledge Society and by contributing to the elimination of imbalances.

The compliance with the principle of equality and equity should have special

emphasis on avoiding discrimination or favouritism on the basis of sex or any other reason, particularly in the following cases:

- When granting of fellowships and advanced training and postgraduate aids.
- In the assessment, certification and accreditation processes of the universities and their faculty.
- In the selection and recruitment process of personnel executed by workers of the Agency.

Complying with the principle of equality and equity, the AAC should ensure the access to the premises for employees with disabilities, facilitating the normal implementation of the tasks assigned to them.

## 5. CONFIDENCIALITY

Notwithstanding the principle of transparency, the employees of the Agency **should make proper use of confidential information** such as personal data or information coming from companies and public entities.

Confidential information will be managed with due care and complying with the legal provisions governing the use and treatment of this information.

Employees of the AAC and particularly the executives should protect the confidentiality of all information in the course of professional service, with the exceptions legally established in legislation.

Moreover, in the event of termination of practice, the employees should not disclose confidential information for their proper bene-

fit or to achieve favourable treatment.

Employees should not communicate confidential information to third parties and keep in secrecy the custody of this information consistent with the Civil Service Basic Statute. The Civil Service Basic Statute stipulates the obligation to withhold classified information or works whose disclosure is prohibited by law, to exercise discretion in information related to one's position without disclosing information for their proper benefit or the benefit of third parties, or at the expense of public interest.

## 6. PUBLIC SERVICE AND SOCIAL COMMITMENT

Being an instrument of Public Administration, **the AAC will safeguard common and general interests of the Region of Andalusia**, showing an overall attitude of respect and commitment.

At all time, the Agency seeks to have the citizen benefit from its activities and procedures and the employees are in full awareness that their work is a public service towards the citizen.

The employees of the AAC should behave abiding by the ethical values of public service such as integrity, neutrality, impartiality, transparency in management, responsiveness, professional responsibility and strict service towards the citizen.

## 7. LEGALITY

The AAC **should always act according to current legislation** strictly

applying the law, standards and procedures regulating its activities no matter the circumstances.

The principle of legality includes protection of assets, tools and data pertaining to the Agency. Its use is prohibited without previous authorization, as is the transfer to third parties, unlawful or improper use or misappropriation.

## 8. COORDINATION AND COOPERATION

When performing its tasks, the AAC will **act, at all times, in coordination with the Regional Ministry of with competences in innovation and science** and other related entities and institutions, contribution to and **boosting the alignment of politics** and actions in its area of competence.

**The Agency and its workers shall cooperate** – when required and to the extent of its possibilities and resources at hand – **with other entities and institutions dependent on or attached to the Regional Government**, acting with maximum efficiency.

It will seek to cooperate with entities, public and private, whose skills, interests and scope are similar or complementary, at national and international level, whether these are dependent on the Spanish Government or the EU.

Implicit in the principle of coordination and cooperation is the commitment of the employees of the Agency to cooperate in-house,



performing their tasks with team spirit, and bearing in mind contributions of others to enhance working together.

## 9. EFICIENCY

All the Agency's activity is governed by the principle of **efficiency and effectiveness when performing its tasks and making use of its proper or others resources**, including those from other entities of the Public Administration, whether material or human.

The employees of the Agency seek to make optimum use of the resources assigned to them with due respect for equipment, material and common spaces. The AAC encourages sharing the resources amongst workers, whenever requested and depending upon the availability.

## 10. ENVIRONMENTAL COMMITMENT

The Agency's employees will **respect internal procedures and recommendations on contributing to sustainability and respect for the environment**. The workers will do whatever possible in order to minimize the impact of their work on the environment by fostering practices like the re-use of material, recycling and adopting measures for efficiency and energy saving. They will promote environmental respect for the immediate surroundings, by spreading the AAC's commitment to the environment and applying it in their day-to-day operations.

Likewise, the Agency will attempt to reduce the use of toxic and pollutant materials and products by replacing them with recyclable ones respectful to the environment. The workers will alert the Agency's management when detecting any circumstance or situation involving inefficient use of energy, materials or other resources, even when this occurs in processes not under direct control of the Agency.

**All activities performed by the Andalusian Knowledge Agency will be conducted in line with the guidelines set by national and regional government regulations on environment and sustainable development.**

## 11. OCCUPATIONAL HEALTH AND SAFETY

Health and safety at work is an essential component for the workers of the AAC. Employees therefore **have to comply rigorously with the rules and procedures in occupational risk prevention (Risk Prevention Plan)**, according to the rules and internal practices of each specific job position.

Every worker shall perform their work in a secure manner, looking after their own safety and that of the persons at work, encouraging compliance with the procedures, safety measures and measures of occupational health amongst co-workers and also people that collaborate or participate in the activities of the Agency.

## Commitment to uphold the Code

The principles of the Code of Ethics must be understood and applied by all employees of the Andalusian Knowledge Agency. Specific responsibilities according to the different professional profiles are:

### Employees

- Read and observe the standards contained in the Code.
- Ensure dissemination of the Code in the work environment and between interest groups of the AAC, users, collaborators, suppliers, and others that interact with the entity.
- Pay attention to any changes that might modify the content of the Code.
- Be pro-active and suggest improvements.

### Middle Management

In addition to the above mentioned, middle management has other responsibilities attributed:

- Promote ethical behaviour and solve any doubts about the Code, respecting confidentiality.
- Openly demonstrate their conscious commitment to the Code.
- Perform surveillance and resolve non-fulfilments in a fair, transparent and consistent manner.

### Managers

In addition to the above mentioned, managers of the Agency have the responsibility to model and promote this Code, as well as to take into account remarks of the employees to improve the Code. Managers also ensure that employees understand the Code and set the

tone for conduct, as well as the middle management.

## Conflict of interest

Employment/activity outside the public service shall not imply a loss of efficiency or productivity in the workplace. No means, on-call time, material or premises of the AAC shall be used for personal aims or profit.

When performing public or private activities others than those of the Agency that might give rise to a conflict of interest, the employee should report these to management.

A conflict of interest arises when public service employees perform or intervene in activities related to issues in which converge the interests of their work as public servants, with their own personal interests, with those of direct relatives or shared interests with third parties.

By accepting this Code of Ethics, assessors/evaluators state explicitly that there are no conflicts of interest with regard to the activities carried out. The following situations may lead to conflict of interest:

- Supervising the doctoral thesis of a project applicant
- Having collaborated with project applicants on publications or patents over the past five years
- Having a contractual relationship with or share funds or research projects with a project applicant over the past three years
- Participate in similar situations in other economic or science & technology activities
- Having been disqualified by a project applicant or maintain friendship or enmity with them
- Participate in the research project in process of assessment

- Participate in the proposed degree or program in process of assessment
- Whatever activity performed by the assessor/evaluator outside the public service related to the performance of the public function

The above listed situations also apply to other employees of the AAC. It is equally binding to all of the workers of the Agency.

## Excellence and commitment

All the activity of the AAC is focused towards excellence, both the services offered, and its functions, its ability to meet the demands of its interest groups/stakeholders and the conduct and skills of its employees.

The AAC seeks to enforce the creativity of its workers in order to meet the demands of its interest groups and to promote innovation and the generation of new ideas to stimulate the Agency's growth as well as the development of Andalusian society.

The employees of the Andalusian Knowledge Agency perform their duties willing to surpass expectations and spare no effort to be of service to the citizen.



■ ■ ■ ANNEX III - SURVEY RESULTS





|                                     | Status | % Optimum | Priority | Highest % | Level-Status-Priority |
|-------------------------------------|--------|-----------|----------|-----------|-----------------------|
| I. Ethical and professional aspects | ---    | ---       | ---      | ---       | ---                   |

|   | Status | % Optimum | Priority | Highest % | Level-Status-Priority |
|---|--------|-----------|----------|-----------|-----------------------|
| 1. Research freedom                       | ---    | ---       | ---      | ---       | ---                   |
| 2. Ethical principles                     | ---    | ---       | ---      | ---       | ---                   |
| 3. Professional responsibility            | ---    | ---       | ---      | ---       | ---                   |
| 4. Professional attitude                  | ---    | ---       | ---      | ---       | ---                   |
| 5. Contractual and legal obligations      | ---    | ---       | ---      | ---       | ---                   |
| 6. Accountability                         | ---    | ---       | ---      | ---       | ---                   |
| 7. Good practice in research              | ---    | ---       | ---      | ---       | ---                   |
| 8. Dissemination, exploitation of results | ---    | ---       | ---      | ---       | ---                   |
| 9. Public engagement                      | ---    | ---       | ---      | ---       | ---                   |
| 10. Non discrimination                    | ---    | ---       | ---      | ---       | ---                   |
| 11. Evaluation/ appraisal systems         | ---    | ---       | ---      | ---       | ---                   |

|                 | Status  | % Optimum | Priority  | Highest % | Level-Status-Priority     |
|-----------------|---------|-----------|-----------|-----------|---------------------------|
| II. Recruitment | Optimum | 50,00%    | Essential | 44,63%    | 3rd - Optimum - Essential |

|   | Status     | % Optimum | Priority  | Highest % | Level-Status-Priority        |
|---|------------|-----------|-----------|-----------|------------------------------|
| 12. Recruitment   | Optimum    | 53,66%    | High      | 43,90%    | 4th - Optimum - High         |
| 13. Recruitment (Code)                                  | Improvable | 41,46%    | Essential | 56,10%    | 1st - Improvable - Essential |
| 14. Selection (Code)                                    | Improvable | 43,90%    | Essential | 48,78%    | 1st - Improvable - Essential |
| 15. Transparency (Code)                                 | Improvable | 48,78%    | Essential | 63,41%    | 1st - Improvable - Essential |
| 16. Judging merit (Code)                                | Optimum    | 68,29%    | Essential | 60,98%    | 3rd - Optimum - Essential    |
| 17. Variations in the chronological order of CVs (Code) | Improvable | 36,59%    | High      | 36,59%    | 2nd - Improvable - High      |
| 18. Recognition of mobility experience (Code)           | Optimum    | 65,85%    | Essential | 46,34%    | 3rd - Optimum - Essential    |
| 19. Recognition of qualifications (Code)                | Optimum    | 51,22%    | High      | 34,15%    | 4th - Optimum - High         |
| 20. Seniority (Code)                                    | Improvable | 43,90%    | High      | 36,59%    | 2nd - Improvable - High      |
| 21. Postdoctoral appointments (Code)                    | Improvable | 43,34%    | Essential | 48,78%    | 1st - Improvable - Essential |

|   | Status     | % Optimum | Priority | Highest % | Level-Status-Priority   |
|---|------------|-----------|----------|-----------|-------------------------|
| III. Working conditions and social security | Improvable | 36,59%    | High     | 37,15%    | 2nd - Improvable - High |

|   | Status     | % Optimum | Priority  | Highest % | Level-Status-Priority        |
|---|------------|-----------|-----------|-----------|------------------------------|
| 22. Recognition of the profession           | Improvable | 48,78%    | Essential | 41,46%    | 1st - Improvable - Essential |
| 23. Research environment                    | Improvable | 43,34%    | Essential | 53,66%    | 1st - Improvable - Essential |
| 24. Working conditions                      | Improvable | 43,90%    | Essential | 56,10%    | 1st - Improvable - Essential |
| 25. Stability and permanence of employment  | Improvable | 17,07%    | Essential | 60,98%    | 1st - Improvable - Essential |
| 26. Funding and salaries                    | Optimum    | 53,66%    | Essential | 48,78%    | 3rd - Optimum - Essential    |
| 27. Gender balance                          | Improvable | 39,02%    | High      | 29,27%    | 2nd - Improvable - High      |
| 28. Career development                      | Improvable | 26,83%    | Essential | 43,90%    | 1st - Improvable - Essential |
| 29. Value of mobility                       | Improvable | 46,34%    | High      | 43,90%    | 2nd - Improvable - High      |
| 30. Access to career advice                 | Improvable | 26,83%    | High      | 43,90%    | 2nd - Improvable - High      |
| 31. Intellectual Property Rights            | Improvable | 24,39%    | High      | 43,90%    | 2nd - Improvable - High      |
| 32. Co-authorship                           | Improvable | 48,78%    | High      | 36,59%    | 2nd - Improvable - High      |
| 33. Teaching                                | Improvable | 31,71%    | High      | 46,34%    | 2nd - Improvable - High      |
| 34. Complaints/ appeals                     | Improvable | 21,95%    | High      | 31,71%    | 2nd - Improvable - High      |
| 35. Participation in decision-making bodies | ---        | ---       | ---       | ---       | ---                          |

|              | Status     | % Optimum | Priority  | Highest % | Level-Status-Priority        |
|--------------|------------|-----------|-----------|-----------|------------------------------|
| IV. Training | Improvable | 49,76%    | Essential | 38,05%    | 1st - Improvable - Essential |

|  | Status     | % Optimum | Priority  | Highest % | Level-Status-Priority        |
|--|------------|-----------|-----------|-----------|------------------------------|
| 36. Relation with supervisors                              | Optimum    | 60,98%    | Essential | 31,71%    | 3rd - Optimum - Essential    |
| 37. Supervision and managerial duties                      | Improvable | 46,34%    | Essential | 39,02%    | 1st - Improvable - Essential |
| 38. Continuing Professional Development                    | Improvable | 46,34%    | Essential | 53,66%    | 1st - Improvable - Essential |
| 39. Access to research training and continuous development | Improvable | 43,90%    | High      | 48,78%    | 2nd - Improvable - High      |
| 40. Supervision  | Optimum    | 51,22%    | High      | 36,59%    | 4th - Optimum - High         |



■ ■ ■ ANNEX IV - ANALYSIS OF RESULTS



| OBJECTIVES   | 1) Training and careers development service |                                   | 2) Provide researchers with rules and regulations                           |  |  | 3) Offer research opportunities with adequate working conditions  |   | 4) Candidates/Researchers will not be penalised for any career breaks, mobility, will be individual drivers, and an equal opportunities policy will apply                                   |  | 5) Evaluation and selection processes will be managed by committees and will be assisted by a pool of experts |                   | 6) Launch individually regulated and budgeted programmes |  |  | 7) Stimulate and support researchers |                                  |
|--|---|-----------------------------------|---|--|--|---|---|---|--|---|-------------------|--|--|--|--------------------------------------|----------------------------------|
|  | PRINCIPLES / ACTIONS                        | 1.1) Allow and advise researchers | 1.2) Organization and contribution to diverse career development activities | 2.1) Demand that research proposals are elaborated by the proper researchers | 2.2) Demand that scientific, technical, management and financial reports are prepared by the researchers | 2.3) Researchers must collaborate in audits and related processes | 3.1) Foster efforts from institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers | 3.2) Support employment contracts, opportunities and related initiatives to researchers interested in working for agencies forming the Andalusian Knowledge System and the EU Research Area | 4.1) State clearly in regulations, calls and guide documents | 4.2) Detail the evaluation and selection process  | 5.1) Seek experts | 5.2) Avoid actual or potential conflict of interest      | 6.1) Set appropriated processes and standardized forms | 6.2) Helpdesk Service; Summary Calls, Forms and Guides Documents will be available online and translated | 6.3) Properly train and inform       | 7.1) Update relevant information |
| 36. Training   |   | X                                 |   |  | X  |   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 36. Relation with supervisors                              |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 37. Supervision and managerial duties                      |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 38. Continuing Professional Development                    | X   | X                                 |   |  |  |   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 39. Access to research training and continuous development | X   | X                                 |   |  |  |   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 40. Supervision  |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 41. Working conditions and social security                 |   |                                   |   |  |  |   | X   |   |  |   |                   |  |  |  |                                      |                                  |
| 22. Recognition of the profession                          |   |                                   |   |  |  |   | X   |   |  |   |                   |  |  |  |                                      |                                  |
| 23. Research environment                                   |   |                                   |   |  |  |   | X   |   |  |   |                   |  |  |  |                                      |                                  |
| 24. Working conditions                                     |   |                                   |   |  |  |   | X   | X   |  |   |                   |  |  |  |                                      |                                  |
| 25. Stability and permanence of employment                 |   |                                   |   |  |  |   | X   | X   |  |   |                   |  |  |  |                                      |                                  |
| 26. Funding and salaries                                   |   |                                   |   |  |  |   | X   | X   |  |   |                   |  |  |  |                                      |                                  |
| 27. Gender balance   |   |                                   |   |  |  |   | X   |   | X  |   |                   |  |  |  |                                      |                                  |
| 28. Career development                                     | X   | X                                 |   |  |  |   | X   |   |  |   |                   |  |  |  |                                      |                                  |
| 29. Value of mobility                                      | X   | X                                 |   |  |  |   | X   |   |  |   |                   |  |  |  |                                      |                                  |
| 30. Access to career advice                                | X   | X                                 |   |  |  |   | X   |   |  |   |                   |  |  |  |                                      |                                  |
| 31. Intellectual Property Rights                           |   |                                   |   | X  | X  |   |   |   |  |   |                   |  | X  |  |                                      |                                  |
| 32. Co-authorship  |   |                                   |   | X  | X  |   |   |   |  |   |                   |  | X  |  |                                      |                                  |
| 33. Teaching   | X   |                                   |   |  |  |   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 34. Complaints/ appeals                                    |   |                                   |   |  |  |   |   |   | X  |   |                   |  |  |  |                                      |                                  |
| 35. Participation in decision-making bodies                |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 11. Recruitment  |   |                                   |   |  |  |   |   |   | X  | X   |                   |  | X  |  |                                      | X                                |
| 12. Recruitment  |   |                                   |   |  |  |   |   | X   | X  |   |                   |  |  |  |                                      |                                  |
| 13. Recruitment (Code)                                     |   |                                   |   |  |  |   |   |   |  | X   | X                 | X  | X  |  | X                                    | X                                |
| 14. Selection (Code)                                       |   |                                   |   |  |  |   |   |   |  | X   | X                 | X  | X  | X  | X                                    | X                                |
| 15. Transparency (Code)                                    |   |                                   |   |  |  |   |   | X   | X  |   |                   |  |  |  |                                      |                                  |
| 16. Judging merit (Code)                                   |   |                                   |   |  |  |   |   | X   | X  |   |                   |  |  |  |                                      |                                  |
| 17. Variations in the chronological order of CVs (Code)    |   |                                   |   |  |  |   |   | X   |  |   |                   |  |  |  |                                      |                                  |
| 18. Recognition of mobility experience (Code)              |   |                                   |   |  |  |   |   | X   |  |   |                   |  |  |  |                                      |                                  |
| 19. Recognition of qualifications (Code)                   |   |                                   |   |  |  |   |   | X   |  |   |                   |  |  |  |                                      |                                  |
| 20. Seniority (Code)                                       |   |                                   |   |  |  |   |   | X   |  |   |                   |  |  |  |                                      |                                  |
| 21. Postdoctoral appointments (Code)                       |   |                                   |   |  |  |   |   | X   | X  |   |                   |  |  |  |                                      |                                  |
| Ethical and professional aspects                           |   |                                   |   |  |  |   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 1. Research freedom  |   |                                   |   |  |  |   |   |   |  |   |                   |  |  |  | X                                    | X                                |
| 2. Ethical principles                                      |   |                                   |   |  |  |   |   |   |  |   |                   |  |  |  |                                      | X                                |
| 3. Professional responsibility                             |   |                                   |   |  |  |   |   |   |  |   |                   |  | X  |  |                                      |                                  |
| 4. Professional attitude                                   |   |                                   |   | X  |  |   |   |   |  |   |                   |  | X  |  |                                      |                                  |
| 5. Contractual and legal obligations                       |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 6. Accountability  |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 7. Good practice in research                               |   |                                   |   | X  | X  | X   |   |   |  |   |                   |  |  |  |                                      |                                  |
| 8. Dissemination, exploitation of results                  |   |                                   |   |  |  |   |   |   |  |   |                   |  | X  |  |                                      |                                  |
| 9. Public engagement                                       |   |                                   |   |  |  |   |   |   |  |   |                   |  | X  |  |                                      |                                  |
| 10. Non discrimination                                     |   |                                   |   |  |  |   |   | X   | X  |   |                   |  |  |  |                                      |                                  |
| 11. Evaluation/ appraisal systems                          |   |                                   |   |  |  |   |   |   |  | X   | X                 |  | X  | X  |                                      |                                  |



■ ■ ■ ANNEX V - AAC ACTION PLAN-INDICATORS





| Objectives | Actions | No. Indicator | Indicator's  | Temporality | Source/s                                      | Measure/s             |
|------------|---------|---------------|--|-------------|---|-----------------------|
| O.1.       | A.1.1.  | 1             | Researchers are allowed to assist events organized by third parties on training and career development activities  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.1.       | A.1.1.  | 2             | Events assisted by researchers   | Annually    | Statistical AAC Report                        | No. Events            |
| O.1.       | A.1.1.  | 3             | Researchers that assisted almost to one event  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.1.  | 4             | Researchers are allowed to carry out non intensive teaching at their host institution or in whichever collaborating educational institution  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.1.       | A.1.1.  | 5             | Institutions in which researchers taught   | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.1.       | A.1.1.  | 6             | Researchers that taught almost at one institution  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.1.  | 7             | Researchers are allowed to create, participate in and/or manage EU/universal researchers' associations   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.1.       | A.1.1.  | 8             | Associations created, participated in and/or managed by researchers  | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.1.       | A.1.1.  | 9             | Researchers that almost created, participated in and/or managed one association  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.1.  | 10            | Researchers are allowed to plan and carry out provisional mobility schemes from host institution to third parties  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.1.       | A.1.1.  | 11            | Provisional mobility schemes periods carried out by researchers  | Annually    | Statistical AAC Report                        | No. Mobility period   |
| O.1.       | A.1.1.  | 12            | Researchers that almost carried out one mobility schemes   | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.1.  | 13            | Advised researchers about events, teaching and mobility opportunities, and EU/universal associations   | Annually    | AAC's website and social media dossier        | Yes / No              |
| O.1.       | A.1.1.  | 14            | Advised researchers about events, teaching and mobility opportunities, and EU/universal associations   | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.2.  | 15            | Funding requests proposals to EU institutions elaborated by researchers  | Annually    | Statistical AAC Report                        | Yes / No              |
| O.1.       | A.1.2.  | 16            | Funding requests proposals to EU institutions elaborated by researchers  | Annually    | Statistical AAC Report                        | No. Proposals         |
| O.1.       | A.1.2.  | 17            | Researchers that elaborated almost one proposal to one EU institutions' call   | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.2.  | 18            | Networking events assisted by researchers  | Annually    | Statistical AAC Report                        | No. Events            |
| O.1.       | A.1.2.  | 19            | Researchers that assisted almost to one networking events  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.1.       | A.1.2.  | 20            | Companies and research centres visited by researchers  | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.1.       | A.1.2.  | 21            | Researchers that visited almost one companies or research centre   | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.2.       | A.2.1.  | 22            | Demand that research proposals are elaborated by the proper researchers  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.2.       | A.2.1.  | 23            | Researchers that applied almost to one call  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.2.       | A.2.1.  | 24            | Host institutions and collaborating entities   | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.2.       | A.2.1.  | 25            | Supervisors and team involved on researchers's proposals on calls  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.2.       | A.2.2.  | 26            | Scientific-technical, management and financial reports are prepared by the researchers   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.2.       | A.2.2.  | 27            | Researchers reporting about scientific-technical, management and financial statements  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.2.       | A.2.2.  | 28            | Host institutions reporting about scientific-technical, management and financial statements  | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.2.       | A.2.3.  | 29            | Researchers collaborating in audits and refunds processes  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.2.       | A.2.3.  | 30            | Host institutions in audits and refunds processes  | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.3.       | A.3.1.  | 31            | Host institutions from Andalusian Knowledge System that committed in written the 'Charter&Code'  | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.3.       | A.3.1.  | 32            | Host institutions from Andalusian Knowledge System assisted by AAC regarding 'Charter&Code'  | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.3.       | A.3.1.  | 33            | The 'Charter&Code' principles are present on Andalusian research institutions's agenda   | Annually    | Hostings institutions's website dossier       | Yes / No              |
| O.3.       | A.3.2.  | 34            | Employments contract opportunities offered by AAC on calls   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.3.       | A.3.2.  | 35            | Applications received by AAC on calls  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.3.       | A.3.2.  | 36            | Applications received by AAC on calls  | Annually    | Statistical AAC Report                        | No. Proposals         |
| O.3.       | A.3.2.  | 37            | Researchers supported by AAC on calls  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |
| O.3.       | A.3.2.  | 38            | Host institutions from Andalusian Knowledge System involved on applications received   | Annually    | Statistical AAC Report                        | No. Institutions      |
| O.4.       | A.4.1.  | 39            | Researchers may be on career break at the moment of the application (non-active).  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.1.  | 40            | Researchers are evaluated according merits and credentials when required   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.1.  | 41            | Researchers are not discriminated 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 | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.1.  | 42            | Researchers have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.1.  | 43            | Researchers are requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.2.  | 44            | Detailed criteria and measures in the evaluation and selection process of calls  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.2.  | 45            | Personal interviews in the evaluation and selection process of calls   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.2.  | 46            | Exceptional quotas and affirmative actions in the evaluation and selection process of calls  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.2.  | 47            | Evaluation and selection committees in the evaluation and selection process of calls   | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.2.  | 48            | Claim procedures and procurement of evaluation reports in the evaluation and selection process of calls  | Annually    | Regulation, calls, forms and guides documents | Yes / No              |
| O.4.       | A.4.2.  | 49            | Applicants and fellows of AAC's calls  | Annually    | Statistical AAC Report                        | No. Total, Men, Women |

|      |        |    |  |          |   |                       |
|------|--------|----|--|----------|---|-----------------------|
| 0.5. | A.5.1. | 50 | Evaluation and selection committees in the evaluation and selection process of calls                                   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.5. | A.5.1. | 51 | Evaluation and selection committees composition  | Annually | Statistical AAC Report                        | No. Total, Men, Women |
| 0.5. | A.5.1. | 52 | All proposals' fields covered by experts participating on evaluation and selection committee                           | Annually | Statistical AAC Report                        | Yes / No              |
| 0.5. | A.5.1. | 53 | Committees' members names and profiles will be public  | Annually | Expression of Interest form                   | Yes / No              |
| 0.5. | A.5.2. | 54 | Avoided actual or potential conflict of interest   | Annually | Expression of Interest form                   | Yes / No              |
| 0.5. | A.5.2. | 55 | Avoided actual or potential conflict of interest   | Annually | Statements forms for comittees' members       | Yes / No              |
| 0.6. | A.6.1. | 56 | Application procedure established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 57 | Awarding procedure established on calls  | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 58 | Feedback about the evaluation results procedure established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 59 | Appeals procedure established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 60 | Standardized application form established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 61 | Standardized redraft form established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 62 | Standardized application form established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 63 | Standardized claims form established on calls  | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 64 | Standardized acceptance form established on calls  | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 65 | Standardized statements form established on calls  | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 66 | Standardized reports form established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.1. | 67 | Standardized research proposal form established on calls   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.2. | 68 | Helpdesk Service available for candidates  | Annually | AAC's website and social media dossier        | Yes / No              |
| 0.6. | A.6.2. | 69 | Candidates users of Helpdesk services  | Annually | Statistical AAC Report                        | No. Total, Men, Women |
| 0.6. | A.6.2. | 70 | Summary Calls, Forms and Guide Documents will be available online  | Annually | AAC's website and social media dossier        | Yes / No              |
| 0.6. | A.6.2. | 71 | Summary Calls, Forms and Guide Documents translated (almost spanish and english).                                      | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.6. | A.6.2. | 72 | Internet tools widely accessible from the Internet using all widespread operating systems and navigators.              | Annually | AAC's website and social media dossier        | Yes / No              |
| 0.6. | A.6.3. | 73 | Info sessions and meetings carried out for AAC staff   | Annually | Statistical AAC Report                        | No. Events            |
| 0.6. | A.6.3. | 74 | AAC staff involved on calls properly trained and informed by internal info sessions                                    | Annually | Statistical AAC Report                        | No. Total, Men, Women |
| 0.6. | A.6.3. | 75 | Info sessions and meetings carried out for committees members  | Annually | Statistical AAC Report                        | No. Events            |
| 0.6. | A.6.3. | 76 | Members of the management committees involved on calls properly trained and informed by internal info sessions         | Annually | Statistical AAC Report                        | No. Total, Men, Women |
| 0.7. | A.7.1. | 77 | Updated relevant information on AAC website regarding the potential host institutions from Andalusian Knowledge System | Annually | AAC's website and social media dossier        | Yes / No              |
| 0.7. | A.7.1. | 78 | Updated relevant information on AAC website regarding the potential host institutions from EU Research Area            | Annually | AAC's website and social media dossier        | Yes / No              |
| 0.7. | A.7.1. | 79 | Attended queries from target group   | Annually | Statistical AAC Report                        | No. Total, Men, Women |
| 0.7. | A.7.1. | 80 | Freedom of choice (field and host organisation. for researchers  | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.7. | A.7.1. | 81 | Freedom of choice of mobility options for researchers  | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.7. | A.7.1. | 82 | Research fields and potential hot institutions   | Annually | Statistical AAC Report                        | No. Institutions      |
| 0.7. | A.7.2. | 83 | Ethical, Legislation and Guidelines on research available for candidates   | Annually | Regulation, calls, forms and guides documents | Yes / No              |
| 0.7. | A.7.2. | 84 | Hosting institutions with Ethical review board   | Annually | Statistical AAC Report                        | No. Institutions      |

■ ■ ■ ANNEX VI - AAC ACTION PLAN-TIMELINE



| ACTION PLAN 2017-2020 / TIMELINE  |   | Responsible Bodies*<br><small>(EURAXESS Service Centre (ESC); Knowledge Transfer and International Programmes (KTIP); Advanced Training (AT); Technology &amp; Foresight Studies (TFS); Direction of Evaluation and Accreditation (DEA); Legal &amp; HR Management (L&amp;HR); Communication (C))</small> | 2017       |            | 2018       |            | 2019       |            | 2020       |            |
|---|---|---|------------|------------|------------|------------|------------|------------|------------|------------|
| OBJECTIVES  | ACTIONS   |   | Semester 1 | Semester 2 | Semester 1 | Semester 2 | Semester 1 | Semester 2 | Semester 1 | Semester 2 |
| 1) Training and career development service for researchers to manage their career path across the Andalusian Knowledge System and EU Research Area, in order to extend and fortify EU research connections, resources and professionals involved. | 1.1) Allow and advise researchers to: <ul style="list-style-type: none"> <li>Assist events organized by third parties on training and career development activities</li> <li>Carry out non intensive teaching at their host institution or in whichever collaborating educational institution</li> <li>Create, participate in and/or manage EU/universal researchers' associations</li> <li>Plan and carry out provisional mobility schemes from host institution to third parties</li> </ul>   | ESC; AT; L&HR; C  |            |            |            |            |            |            |            |            |
|   | 1.2) Organization and contribution to diverse career development activities including: <ul style="list-style-type: none"> <li>Elaboration of funding request proposals to EU institutions</li> <li>Networking events with experienced researchers and entrepreneurs.</li> <li>Visits to companies and research centres.</li> </ul>  | KTIP  |            |            |            |            |            |            |            |            |
| 2) Provide researchers with rules and regulations on preparing research proposals, work planning and additional changes in the foreseen content   | 2.1) Demand that research proposals are elaborated by the proper researchers, supported by a supervisor at the collaborating entities   | AT; L&HR  |            |            |            |            |            |            |            |            |
|   | 2.2) Demand that scientific-technical, management and financial reports are prepared by the researchers assessed by their host institutions   | AT; L&HR  |            |            |            |            |            |            |            |            |
|   | 2.3) Researchers must collaborate in audits and refunds processes, assessed by their host institutions  | AT; L&HR  |            |            |            |            |            |            |            |            |
| 3) Offer research opportunities with adequate working conditions  | 3.1) Foster efforts host institutions to commit in written to the principles of the European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers   | ESC; TFS  |            |            |            |            |            |            |            |            |
|   | 3.2) Support employments contract opportunities and related initiatives to researchers interested on working for agents forming the Andalusian Knowledge System and the EU Research Area, including: <ul style="list-style-type: none"> <li>Contracts under Social Security System from Spain or EU member or associate countries</li> <li>Contribution to pension funds, health and accident insurance, parental leave and unemployment benefits</li> <li>Fixed terms and indefinite contracts</li> <li>Contracts with flexible working hours, part-time working and tele-working</li> <li>Associated outgoing and incoming mobility schemes</li> <li>Competitive economic salary</li> </ul>   | AT; L&HR  |            |            |            |            |            |            |            |            |
| 4) Candidate Researchers will not be penalised for any career breaks, mobility will be individual driven, and an equal opportunities policy will apply at all levels to evaluation and selection processes.                                       | 4.1) State clearly in regulations, calls and guide documents that researchers: <ul style="list-style-type: none"> <li>May be on career break at the moment of the application (non-active)</li> <li>Will be evaluated according merits and credentials when required</li> <li>Will not be discriminated 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</li> <li>Will have procedures concerning recognition of non European Higher Education Area (EHEA) degrees and qualifications</li> <li>Will be requested to achieve a balanced level of qualifications and experience required according to the fellow, grant, opportunity, etc. offered</li> </ul> | DEA; L&HR   |            |            |            |            |            |            |            |            |
|   | 4.2) Detail the evaluation and selection process, including: <ul style="list-style-type: none"> <li>Criteria and measures in: <ul style="list-style-type: none"> <li>Candidate profile, experiences across different sector fields and destinations, publications, patents</li> <li>Appropriateness of the intended Destination/Project/Mobility</li> <li>Potential impact/Feasibility</li> </ul> </li> <li>Personal interviews</li> <li>Exceptional quotas and affirmative actions (e.g.: gender; disabilities, policy priorities, deficit research areas)</li> <li>Evaluation and selection committees</li> <li>Claim procedures and procurement of evaluation reports</li> </ul>   | DEA; L&HR   |            |            |            |            |            |            |            |            |

| ACTION PLAN 2017-2020 / TIMELINE  |   | Responsible Bodies*  | 2017       |            | 2018       |            | 2019       |            | 2020       |            |
|---|---|--|------------|------------|------------|------------|------------|------------|------------|------------|
| OBJECTIVES  | ACTIONS   | (EURAVASS Service Centre (ESC), Knowledge Transfer and International Programmes (KTIPI), Advanced Training (AT), Technology & Foresight Studies (TFS), Direction of Evaluation and Accreditation (DEA), Legal & HR Management (L&HR), Communication (C)) | Semester 1 | Semester 2 | Semester 1 | Semester 2 | Semester 1 | Semester 2 | Semester 1 | Semester 2 |
| 5) Evaluation and selection processes will be managed by committees and will be assisted by a pool of experts (who will be, in fact, members of the committees), accompanied by experienced and trained AAC staff   | 5.1) Seek experts with the following profile:<br>- broad international research or business experience,<br>- a documented interest for knowledge transfer,<br>- and a connection with the entrepreneurial world.<br>The committees members will bring together:<br>- Diverse expertise and competences, nationalities, and disciplines<br>- Experience in different sectors (public and private)<br>- Gender balance<br>Committees' members names and profiles will be public   | AT; DEA; L&HR  |            |            |            |            |            |            |            |            |
|   | 5.2) Avoid actual or potential conflict of interest, including:<br>- Nationality<br>- Employment contracts, previous or current collaborations<br>- Members of chosen host institutions or competitors<br>- Family or relative ties or connections  | DEA; L&HR  |            |            |            |            |            |            |            |            |
| 6) Launch individually regulated and budgeted programmes, subject to government regulations ensuring transparency and fairness, running through schedules, actions and resources by experienced and trained AAC staff, under supervision of management committees | 6.1) Set appropriated processes and standardized forms to facilitate and ensure sufficient information to make decisions, including:<br>- Suitability of host institution and collaborating entities.<br>- State of the art, intellectual property rights and joint data, expected results (patents, experiments, authorship of publication).<br>- Significant improvements, commercial opportunities, relating research<br>- Public engagement and media impact<br>- Health and safety<br>- Data protection and confidentiality protection<br>- Budget, number of fellowships, awards, grants, contracts, if any, and duration<br>- Profiles of Researcher, Supervisors and team involved<br>- Mobility scheme<br>- Eligibility requirements for candidates, and required documents<br>- Evaluation criteria and composition of the selection committee.<br>- Application deadlines and key milestones in the selection process. | AT; L&HR   |            |            |            |            |            |            |            |            |
|   | 6.2) Helpdesk Service; Summary Calls, Forms and Guide Documents will be available online and translated into different EU languages (at least Spanish and English). Internet tools will be widely accessible from the Internet using all widespread operating systems and navigators.   | AT; C  |            |            |            |            |            |            |            |            |
|   | 6.3) Properly train and inform members of the management committees and AAC staff involved  | AT; DEA; L&HR  |            |            |            |            |            |            |            |            |
| 7) Stimulate and support researchers to further develop their careers without mobility restrictions and with complete freedom of choice of their research field and host organisations  | 7.1) Update relevant information about agents forming the Andalusian Knowledge System and the EU Research Area, including:<br>- Type of agent, fields of research, location<br>- Non EU research institutions, partnered with EU agents<br>- Research opportunities offered   | AT; ESC; C   |            |            |            |            |            |            |            |            |
|   | 7.2) Lead hosting institutions and researchers' actions through the Andalusian Knowledge System and the EU Research Area, including following points:<br>- Ethical review board<br>- Compliance with local, national and international legislation<br>- Guidelines on research in humans and/or animals.<br>Fields not to be considered:<br>- Human cloning for reproductive purposes<br>- Modifying genetic heritage of human beings<br>- Creating human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer.  | AT; ESC; C   |            |            |            |            |            |            |            |            |