

GAP ANALYSIS TO SUPPORT THE IMPLEMENTATION OF THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS AT UAM

(DECEMBER 2024)

In the previous Action Plan defined in 2016, the Universidad Autónoma de Madrid (UAM) identified the following 4 main objectives in UAM's Human Resources Strategy:

1. To improve the university's policies and practices concerning the recruiting, contracting, promotion, training, and general working conditions of its researchers, with the goal of attracting top quality professionals.
2. To guarantee that UAM's policies and practices meet the standards of the best institutions in Europe.
3. To distinguish UAM as an institution whose vision and mission assigns a prominent place to best practices in recruitment and working conditions for its researchers.
4. To situate UAM in an optimal position to compete in European funding calls where a commitment to European standards and practices in HR is a factor in evaluation.

In order to achieve these goals and to define a new Action Plan for the following years, an internal analysis has been carried out in the previous months, involving more directly the research community in our Action Plan.

We have distributed an online questionnaire regarding the different principles of the Charter&Code in order to analyse the main strengths and weakness of the University in this context.

Prior to the survey, an infographic was distributed among the research staff, both in Spanish (<https://view.genially.com/664c49b8865ab1001573eefd/interactive-content-color-1-carta-europea-del-investigador>) and English (<https://view.genially.com/665ec443aa1c5e00141e828d/interactive-content-ingles-color-1-carta-europea-del-investigadorv>), in order to familiarize researchers with the principles of the European Charter.

The information was presented in the four main Pillars as it can be seen in Figure 1

Figure 1: Infographic European Charter for Researcher



Participation was considerably acceptable, with almost 400 participants in the Spanish version and 17 participants in the English version. The general categorization of the participants (for both the Spanish and English samples) is displayed in Figure 2

Figure 2: General categorization of the participant

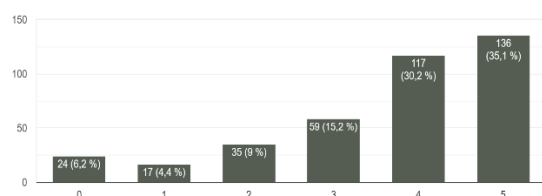


The main results of this questionnaire are summarized in the following tables, in which the value scale goes from 1 (strongly disagree) to 5 (completely agree).

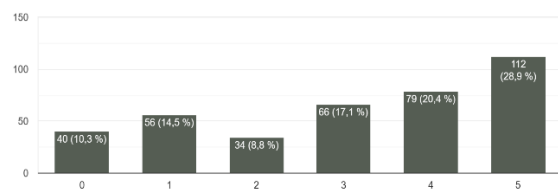
1. ETHICS AND RESEARCH INTEGRITY

Spanish

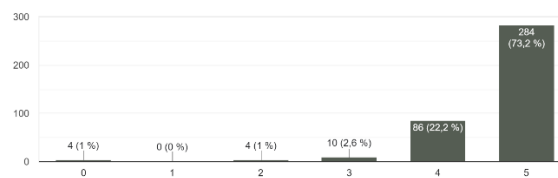
Conozco las normas éticas relacionadas con mi actividad investigadora documentadas en los códigos éticos europeos, nacionales, e institucionales, y hago lo necesario para cumplirlas
388 respuestas



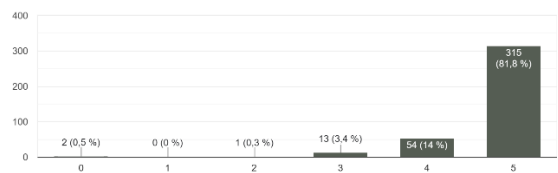
Conozco el Comité de Ética de la UAM, cuál es su función y cuándo puedo o debo acudir a él
387 respuestas



Soy consciente de que la responsabilidad principal de la integridad de la investigación recae sobre mí mismo
388 respuestas

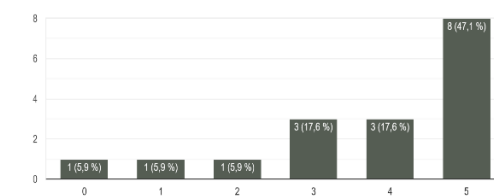


Conozco mi responsabilidad a la hora de evitar todo tipo de plagio y respetar las normas relativas a la propiedad intelectual y los principios de propiedad conjunta
385 respuestas

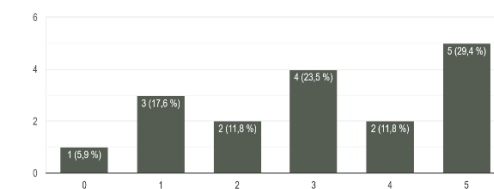


English

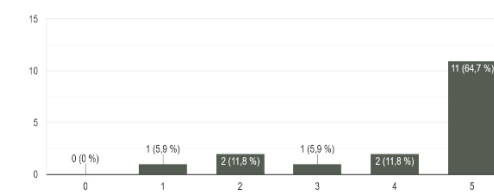
I am aware of the ethical rules related to my research activity as documented in the European, national and institutional ethical codes, and I do what is necessary to comply with them.
17 respuestas



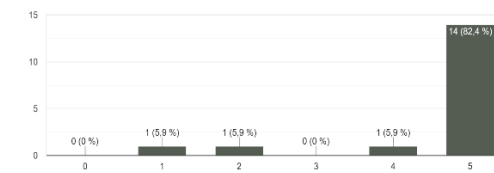
I am aware of the UAM Ethics Committee, what its function is and when I can or should go to it.
17 respuestas



I am aware that the primary responsibility for the integrity of the research rests with myself.
17 respuestas



I am aware of my responsibility to avoid any kind of plagiarism and to respect intellectual property rules and joint ownership principles.
17 respuestas

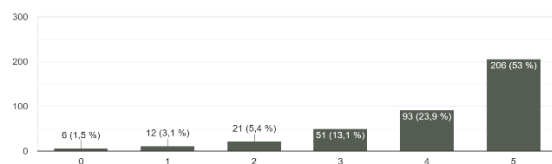


2.FREEDOM OF SCIENTIFIC RESEARCH

Spanish

Considero que puedo orientar libremente mi investigación dentro de la UAM

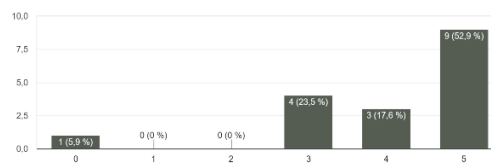
389 respuestas



English

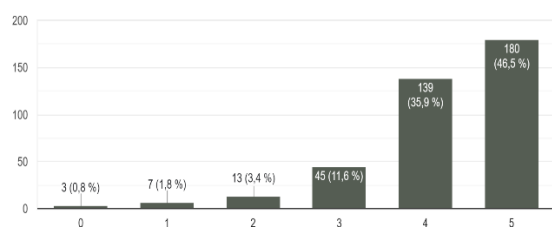
I consider that I can freely orient my research within UAM.

17 respuestas



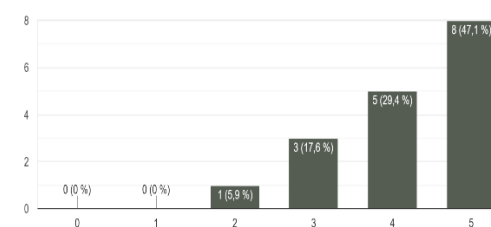
Considero que puedo difundir y publicar los resultados de mi investigación, pero reconozco posibles limitaciones que puedan darse (circunstancias intelectuales, motivos presupuestarios, etc.).

387 respuestas



I consider that I can disseminate and publish the results of my research, but I recognize possible limitations that may occur (particular circumstances...lectual property rights, budgetary reasons, etc.).

17 respuestas

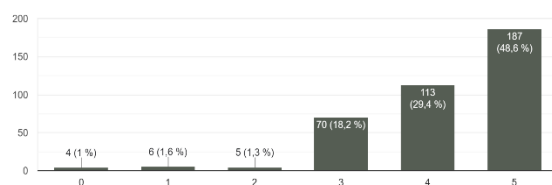


3.OPEN SCIENCE

Spanish

Al publicar los resultados de mi investigación sigo los principios de la ciencia abierta: comparto resultados y datos, garantizo reproducibilidad, hago por publicar en acceso abierto, etc.

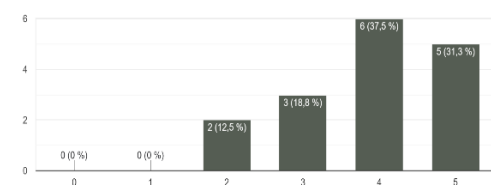
385 respuestas



English

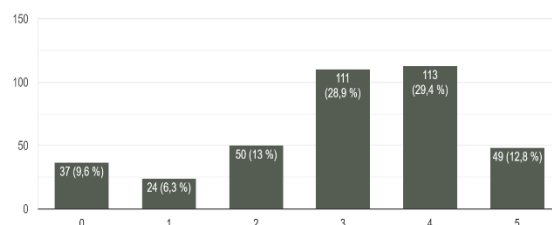
When publishing the results of my research I follow the principles of open science: I share results and data, I guarantee reproducibility, I strive to publish in open access, etc.

16 respuestas



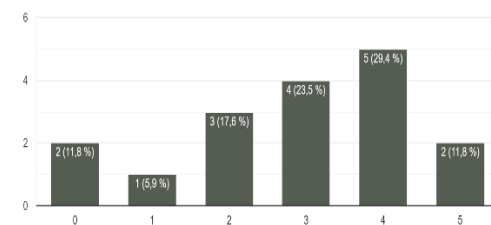
Considero que la UAM está tomando las acciones adecuadas para incentivar la participación de sus investigadores en estas prácticas de ciencia abierta

384 respuestas

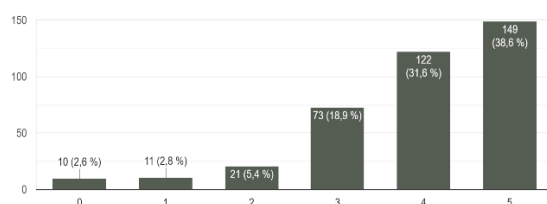


I believe that UAM is taking the appropriate actions to encourage the participation of its researchers in these open science practices.

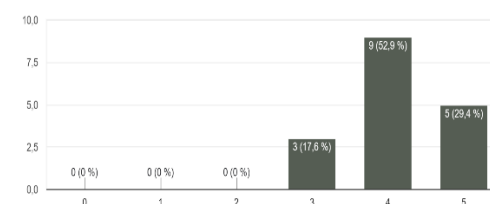
17 respuestas



Considero que trato de incorporar las necesidades y retos de la ciudadanía y de la sociedad en mis objetivos de investigación
386 respuestas



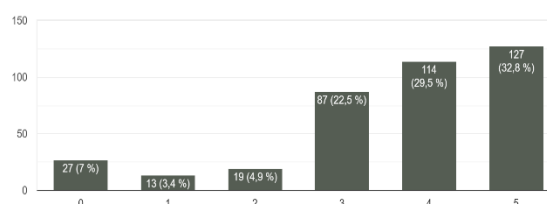
I consider that I try to incorporate the needs and challenges of citizens and society into my research objectives.
17 respuestas



4.GENDER EQUALITY

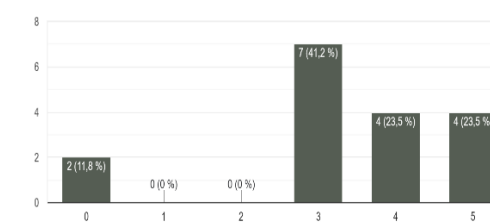
Spanish

Considero que la UAM fomenta la igualdad de género en los contenidos de la investigación, en la enseñanza y en la innovación
387 respuestas

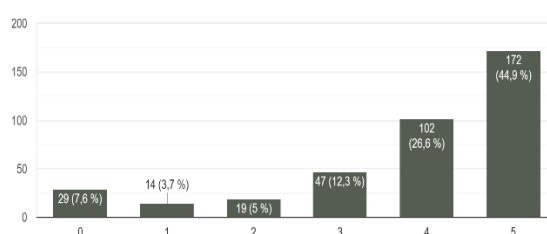


English

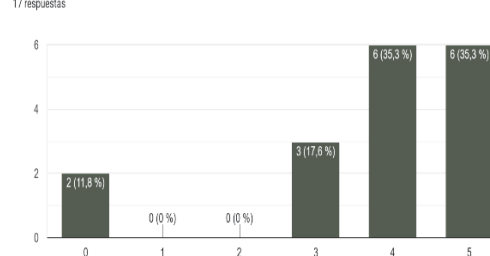
I believe that UAM promotes gender equality in research content, teaching and innovation.
17 respuestas



Trato de fomentar el equilibrio de género en mis equipos/proyectos de investigación
383 respuestas



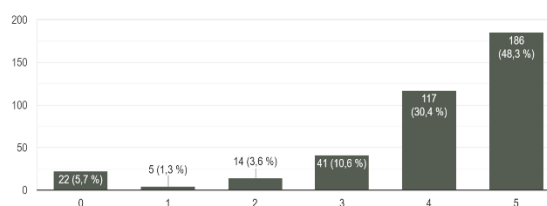
I try to promote gender balance in my research teams/projects.
17 respuestas



5.EMBRACING DIVERSITY

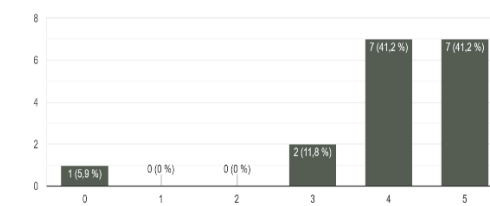
Spanish

Soy consciente de la importancia de la diversidad en la composición de los equipos o redes de investigación y hago lo que está en mi mano para evitar sesgos a la hora de conformarlos
385 respuestas



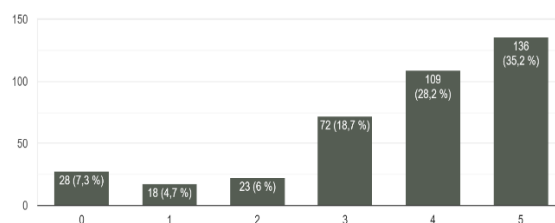
English

I am aware of the importance of diversity in the composition of research teams or networks and do my best to avoid bias in their composition.
17 respuestas



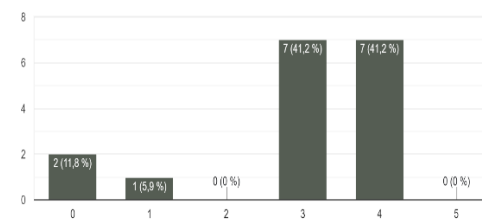
Considero que en la UAM las normas, procedimientos y acciones relacionadas con el desarrollo de la investigación velan por evitar situaciones de discriminación, etnia, nacionalidad, religión, opinión política etc.

386 respuestas



I consider that at UAM the rules, procedures and actions related to the development of research ensure that situations of discrimination on grounds of...ality, religion, political opinion, etc. are avoided.

17 respuestas

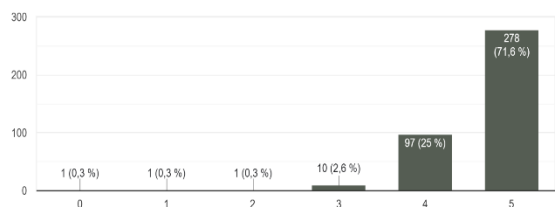


6.THE RESEARCH PROFESSION

Spanish

Considero que tengo una actitud profesional y responsable en todos los ámbitos de mi actividad investigadora

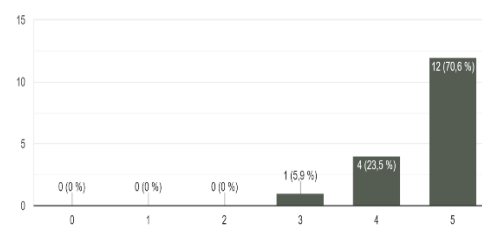
388 respuestas



English

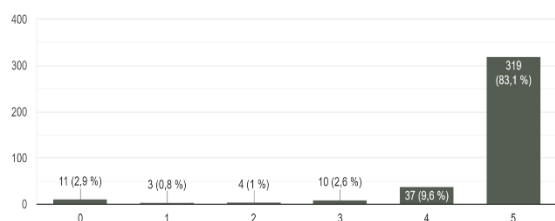
I consider that I have a professional and responsible attitude in all areas of my research activity.

17 respuestas



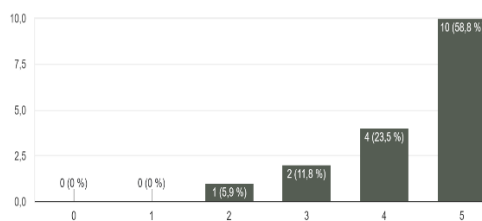
Soy consciente de que mi investigación se financia con fondos públicos y que por tanto debo propiciar una gestión de los mismos correcta, transparente y eficaz.

384 respuestas



I am aware that my research is financed with public funds and that I must therefore promote the correct, transparent and efficient management of these funds.

17 respuestas

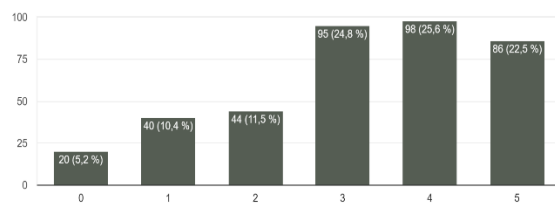


7.FREE CIRCULATION OF RESEARCHERS

Spanish

Considero que La UAM fomenta y facilita, en la medida de sus posibilidades presupuestarias, la movilidad de sus investigadores

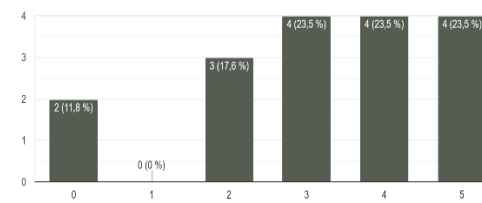
383 respuestas



English

I consider that the UAM encourages and facilitates, within its budgetary possibilities, the mobility of its researchers.

17 respuestas

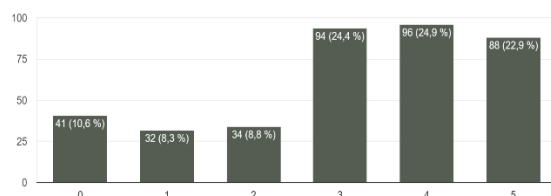


8.SUSTAINABILITY OF RESEARCH

Spanish

A la hora de planificar y ejecutar mi investigación tengo en cuenta elementos como el Pacto Verde Europeo, la Agenda 2030 de las Naciones Unidas o los Objetivos de Desarrollo Sostenible

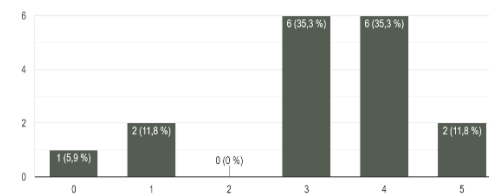
385 respuestas



English

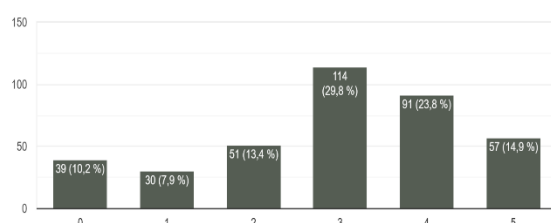
When planning and executing my research I take into account elements such as the European Green Pact, the UN 2030 Agenda and the Sustainable Development Goals.

17 respuestas



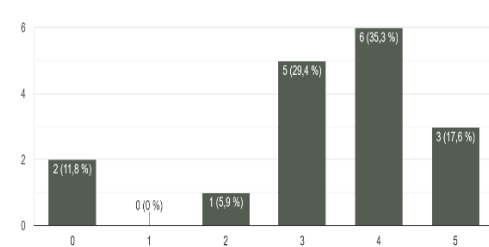
Considero que la UAM promueve una cultura institucional de desarrollo sostenible de la investigación

382 respuestas



I believe that UAM promotes an institutional culture of sustainable research development.

17 respuestas

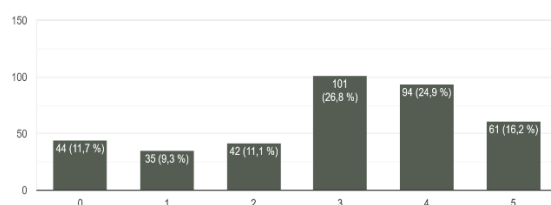


9.RESEARCHERS ASSESSMENT

Spanish

En la UAM la evaluación de la investigación se basa principalmente en un juicio cualitativo, con revisión inter pares, respaldado por indicadores cuantitativos

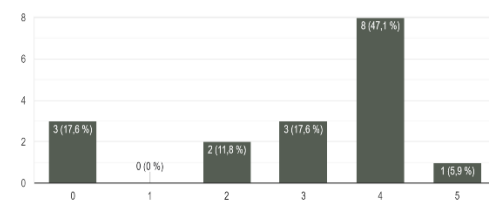
377 respuestas



English

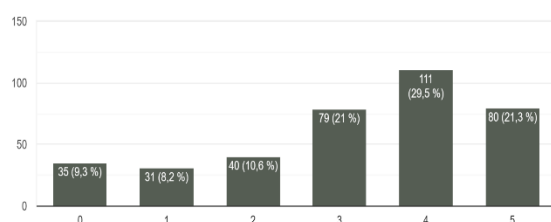
At UAM, research evaluation is mainly based on qualitative judgement, with peer review, supported by quantitative indicators.

17 respuestas



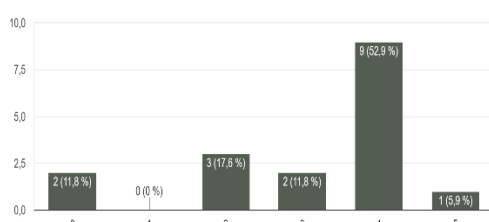
La evaluación de la actividad profesional de los investigadores en la UAM incluye además otros ámbitos como docencia, gestión y liderazgo, supervisión, industria, así como contribuciones a la innovación

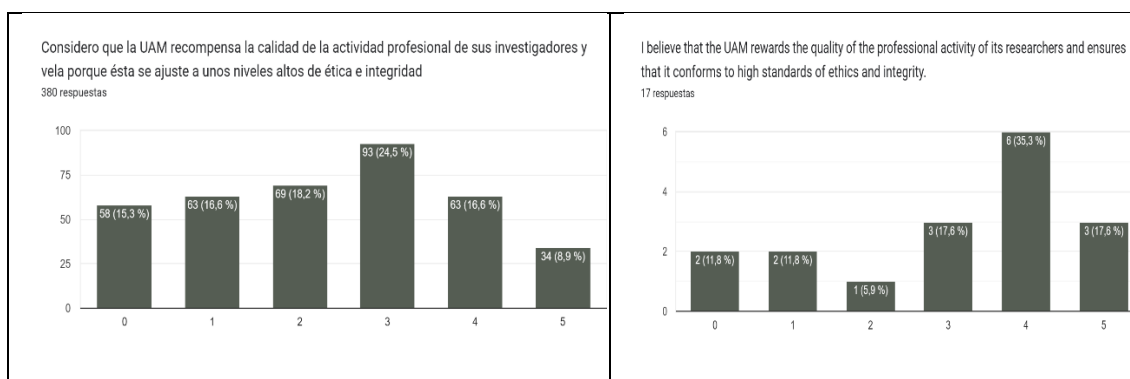
376 respuestas



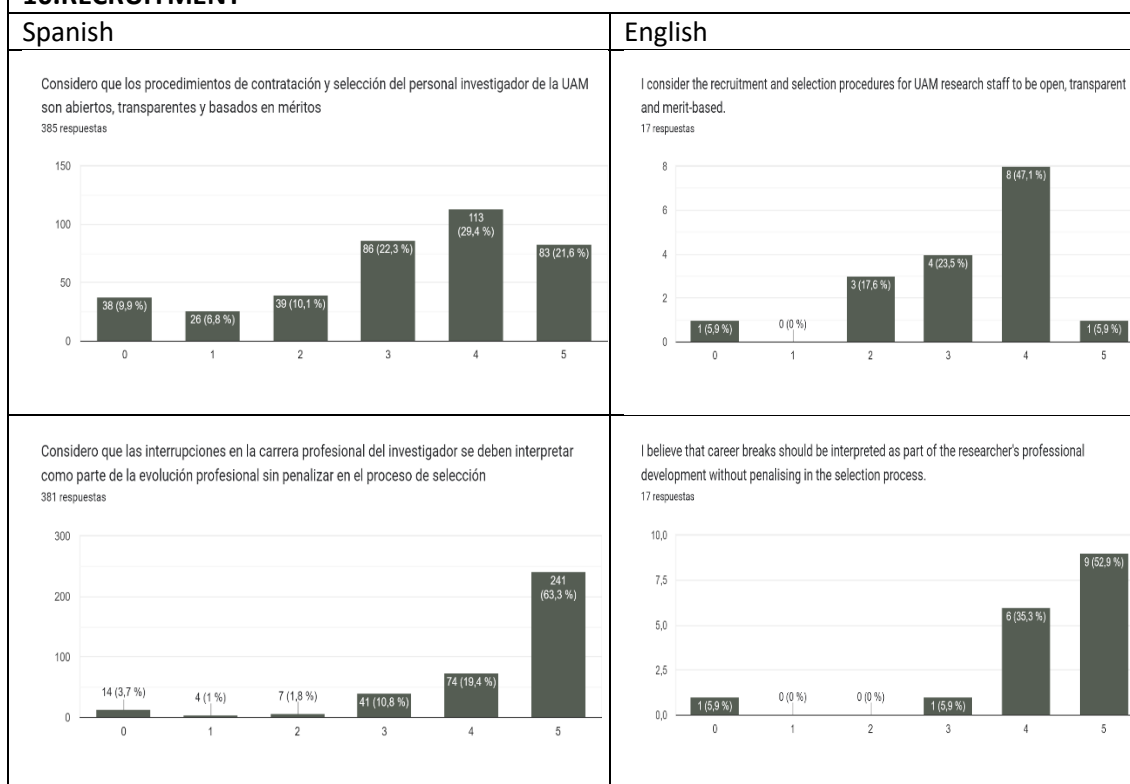
The evaluation of the professional activity of researchers at UAM also includes other areas such as teaching, management and leadership, supervision, e... industry, as well as contributions to innovation.

17 respuestas

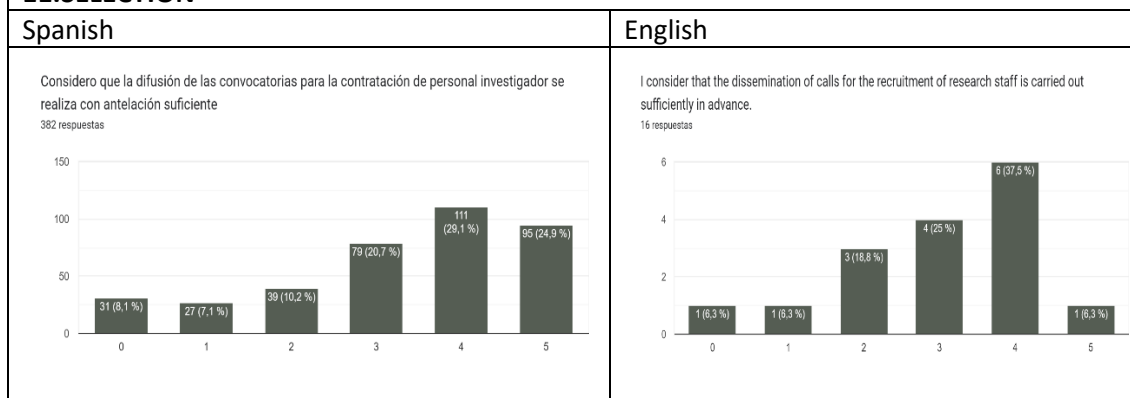




10. RECRUITMENT

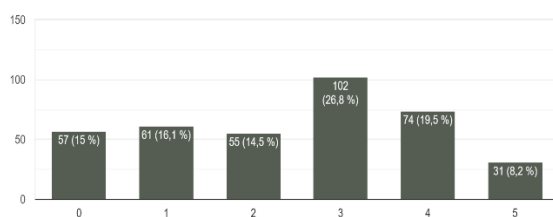


11. SELECTION



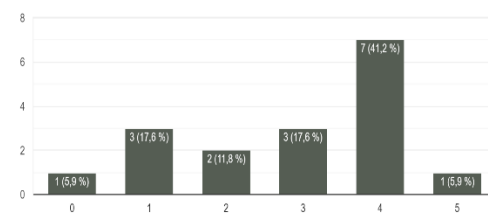
Considero que la tramitación administrativa asociada a este tipo de convocatorias es por lo general sencilla

380 respuestas



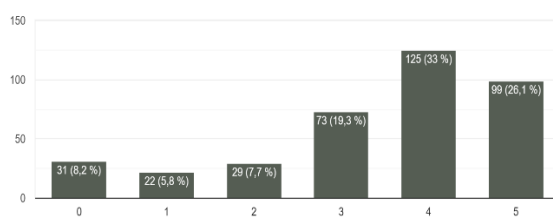
I believe that the administrative procedures associated with this type of call are generally straightforward.

17 respuestas



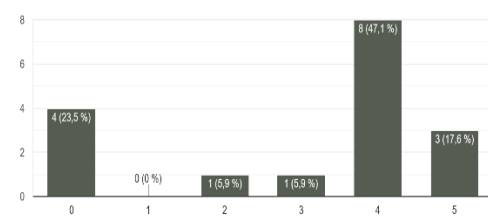
Considero que los comités de selección en la UAM reúnen los conocimientos específicos y competencias necesarias para una correcta evaluación de los candidatos

379 respuestas



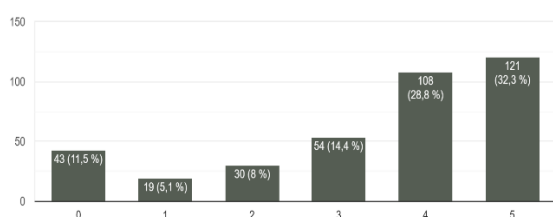
I consider that the selection committees at UAM have the specific knowledge and skills necessary for a correct evaluation of the candidates.

17 respuestas



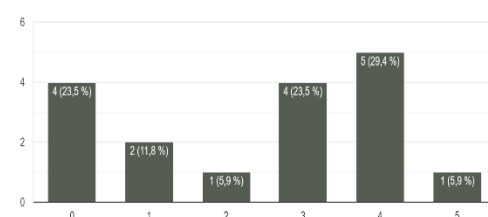
Considero que en la UAM no se dan prácticas de discriminación en ningún ámbito en los procesos de selección de su personal investigador

375 respuestas



I consider that the UAM does not discriminate in any area in the selection processes of its research staff.

17 respuestas

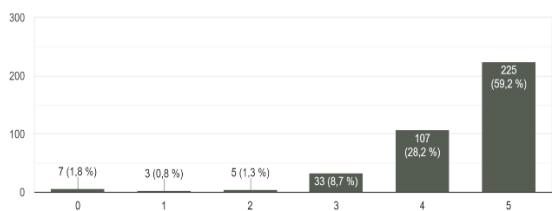


12.CAREER PROGRESSION

Spanish

Soy consciente de que mi rendimiento profesional debe evaluarse regularmente, de manera externa y transparente, y desde la perspectiva de todos mis...ón y liderazgo, supervisión, emprendimiento, etc.).

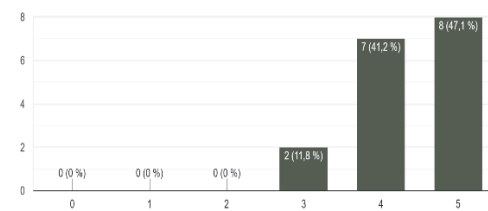
380 respuestas

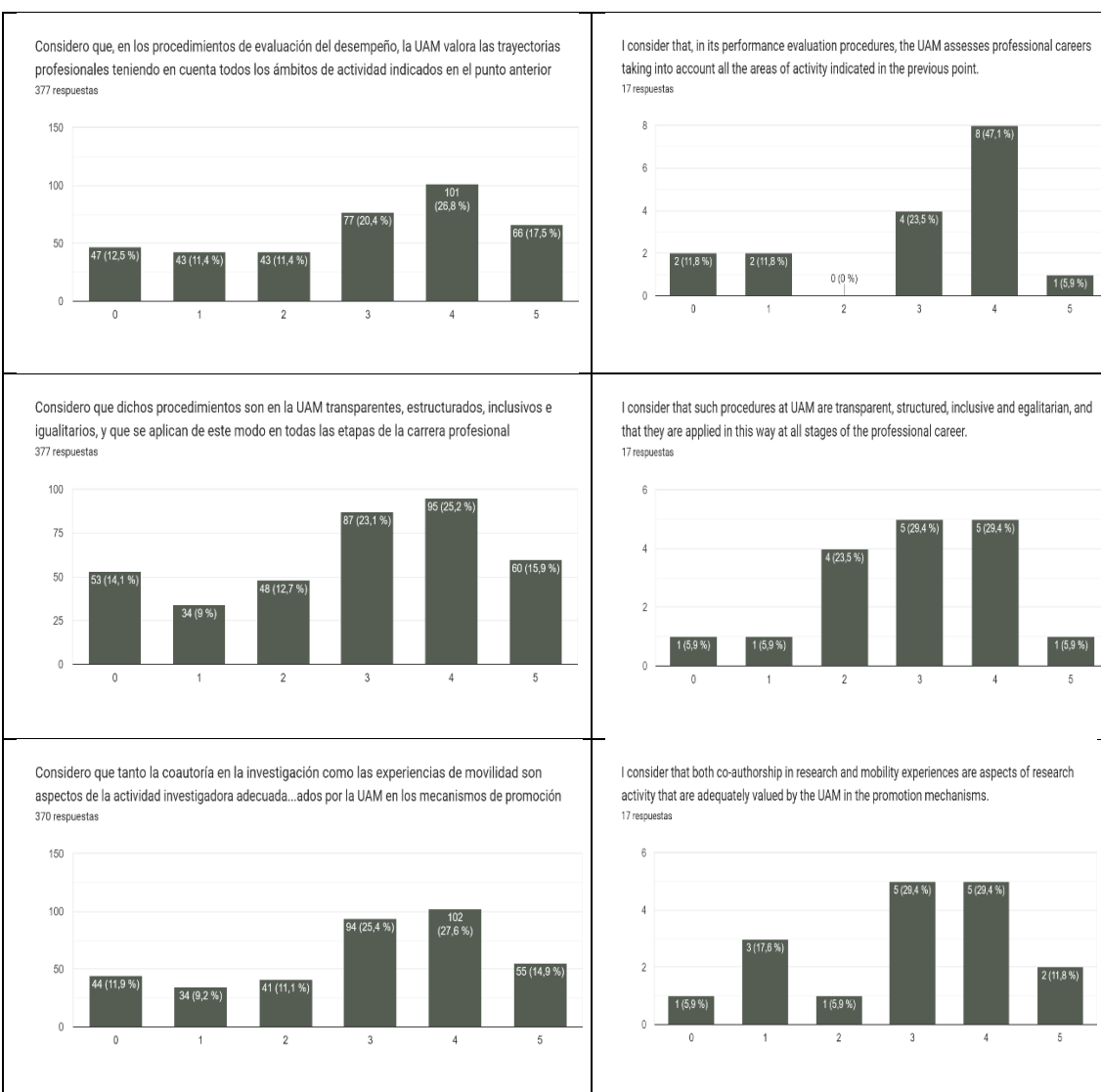


English

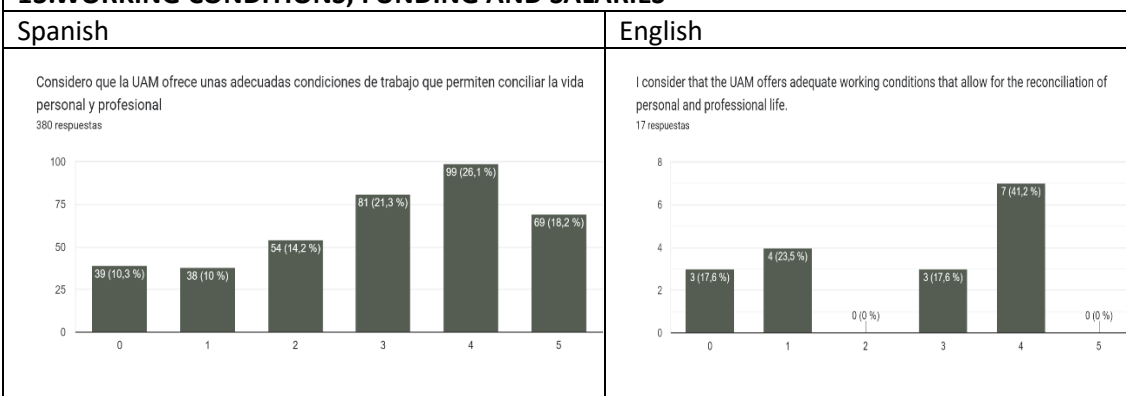
I am aware that my professional performance must be evaluated regularly, externally and transparently, and from the perspective of all my...nd leadership, supervision, entrepreneurship, etc.).

17 respuestas

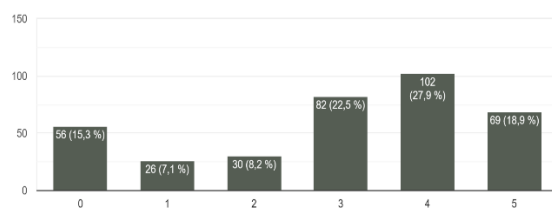




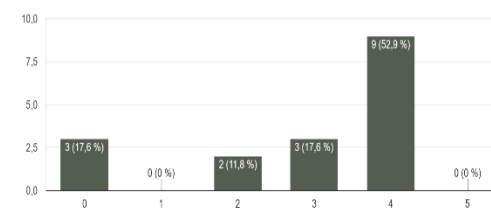
13.WORKING CONDITIONS, FUNDING AND SALARIES



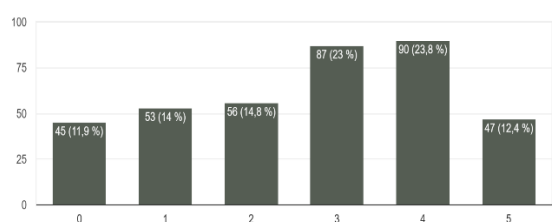
Considero que la UAM garantiza la flexibilidad en las condiciones de trabajo y accesibilidad a sus instalaciones del personal investigador con discapacidad
365 respuestas



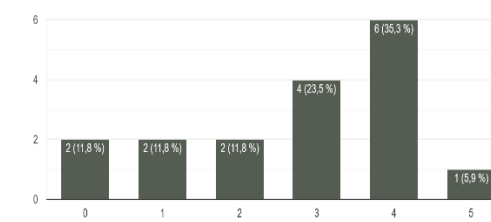
I consider that the UAM guarantees flexibility in working conditions and accessibility to its facilities for research staff with disabilities.
17 respuestas



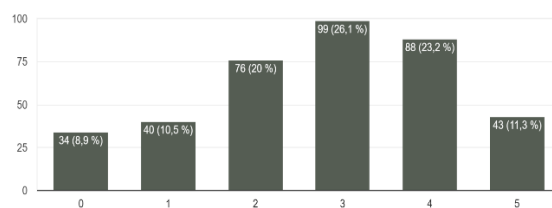
Considero que el entorno de trabajo en la UAM promueve el bienestar y la salud mental de su personal investigador
378 respuestas



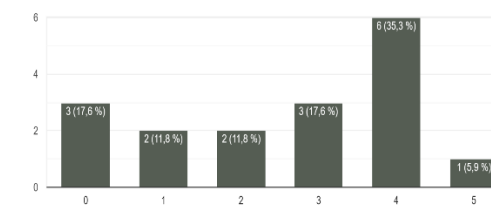
I believe that the working environment at UAM promotes the wellbeing and mental health of its research staff.
17 respuestas



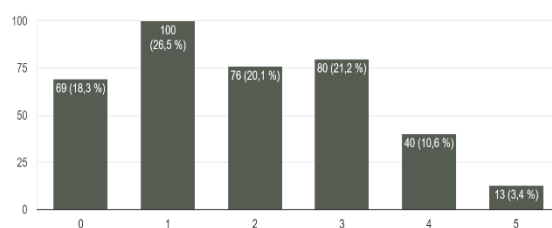
Considero que la UAM ofrece los recursos materiales e infraestructuras necesarios para un correcto desarrollo de la actividad investigadora
380 respuestas



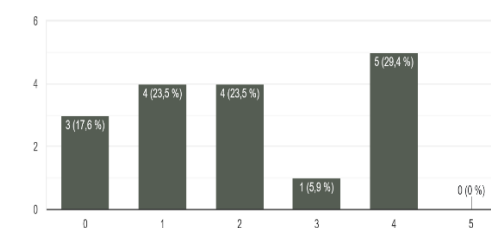
I consider that the UAM offers the material resources and infrastructures necessary for the correct development of research activity.
17 respuestas



Considero que las condiciones de remuneración en la UAM (salarios y prestaciones) son justas y atractivas para los investigadores en las distintas etapas de su carrera profesional
378 respuestas



I consider the remuneration conditions at UAM (salaries and benefits) to be fair and attractive for researchers at different stages of their career.
17 respuestas

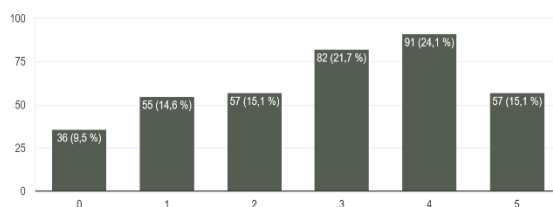


14. STABILITY OF EMPLOYMENT

Spanish

Considero que la UAM promueve, en la medida de sus posibilidades presupuestarias, la estabilidad en el empleo de sus investigadores

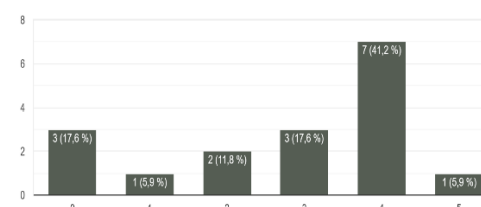
378 respuestas



English

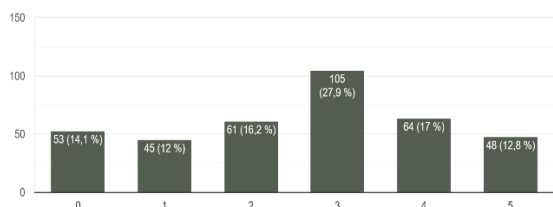
I consider that the UAM promotes, within its budgetary possibilities, the employment stability of its researchers.

17 respuestas



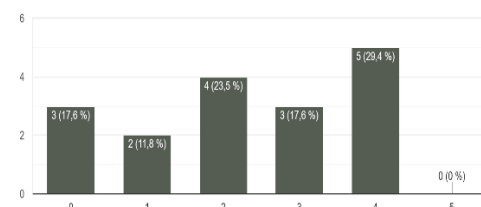
Considero que la UAM tiene claramente establecidas las directrices que marcan las opciones de estabilización de los investigadores postdoctorales al objeto de retener talento investigador

376 respuestas



I believe that the UAM has clearly established guidelines that set out the stabilisation options for postdoctoral researchers in order to retain research talent.

17 respuestas

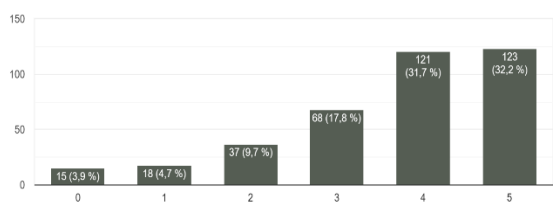


15. CONTRACTUAL AND LEGAL OBLIGATIONS

Spanish

Conozco las normativas que regulan mis obligaciones contractuales y jurídicas como investigador, tales como por ejemplo la normativa sobre derechos de propiedad intelectual

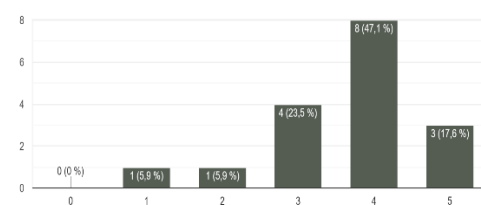
382 respuestas



English

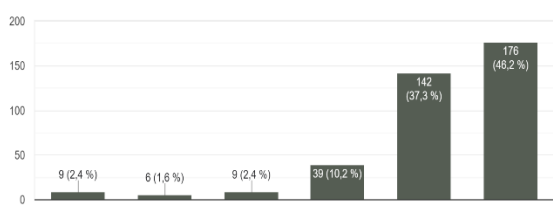
I am aware of the regulations governing my contractual and legal obligations as a researcher, such as intellectual property rights regulations.

17 respuestas



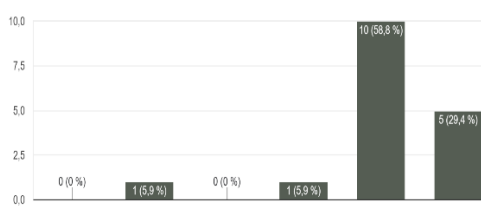
Considero que llevo a cabo unas prácticas de trabajo seguras, adoptando las precauciones necesarias en materia de salud y seguridad laboral,... con la seguridad de los datos con los que trabajo

381 respuestas



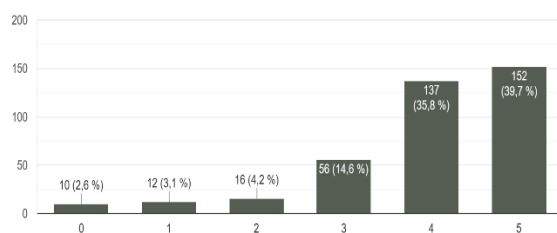
I consider that I carry out safe working practices, taking the necessary occupational health and safety precautions, as well as those related to the security of the data with which I work.

17 respuestas



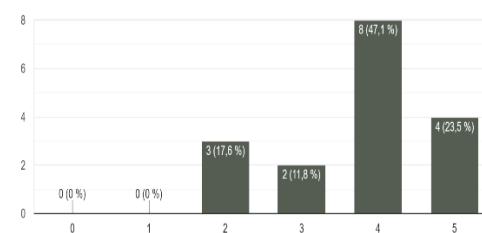
Conozco la legislación vigente en cuanto a protección de datos y confidencialidad y hago por cumplirla

383 respuestas



I am aware of the current legislation on data protection and confidentiality and make sure I comply with it.

17 respuestas

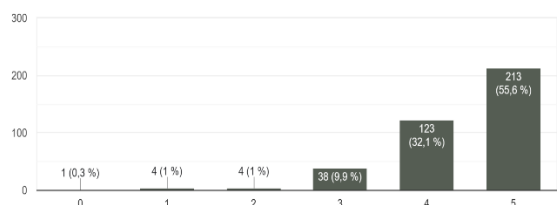


16. DISSEMINATION AND EXPLOITATION OF RESULTS

Spanish

Considero que hago lo necesario para difundir en el ámbito científico los resultados de mi investigación

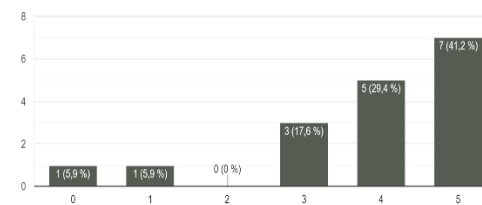
383 respuestas



English

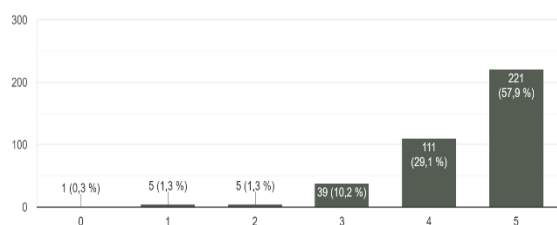
I consider that I am doing what is necessary to disseminate the results of my research to the scientific community.

17 respuestas



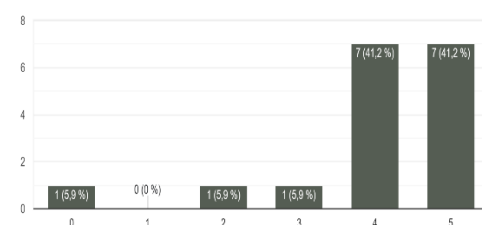
Soy consciente de que los resultados de mi investigación deben ser útiles para la sociedad y, por lo tanto, hago lo posible por transferirlos

382 respuestas



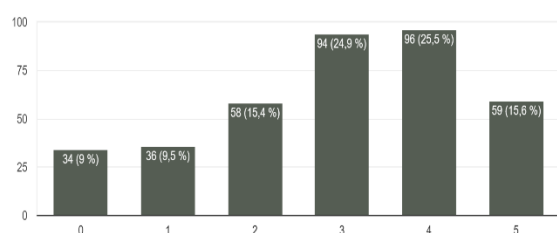
I am aware that the results of my research should be useful to society and therefore I do my best to transfer them to other sectors of society.

17 respuestas



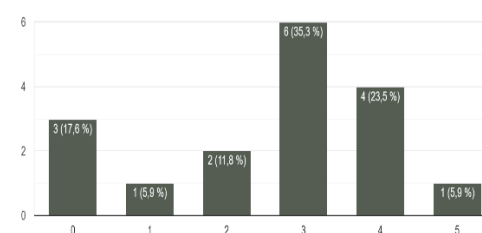
Considero que la UAM realiza acciones adecuadas para ayudarme a explotar los resultados de mi investigación, a proteger la propiedad intelectual y...u caso, a participar de los beneficios de mi autoría

377 respuestas



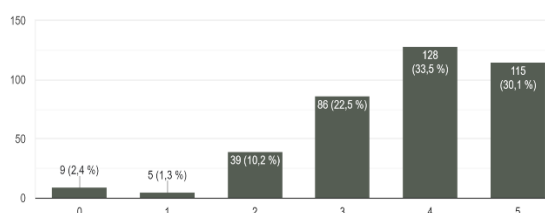
I consider that UAM takes appropriate actions to help me to exploit the results of my research, to protect intellectual property and, where appropriate, to share in the benefits of my authorship.

17 respuestas



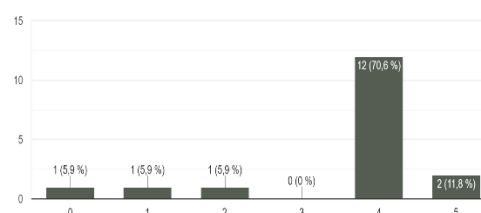
Me aseguro de que mi actividad investigadora se da a conocer a la sociedad en general, de manera que pueda ser entendida por personas no especializadas

382 respuestas



I ensure that my research activity is made known to society at large, so that it can be understood by non-specialists.

17 respuestas

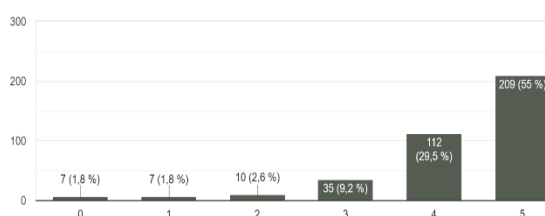


17. VALUING DIVERSE RESEARCH CAREERS

Spanish

Soy consciente de la importancia y necesidad de que mi trayectoria investigadora sea diversa, tanto en el ámbito investigador (movilidad, exposición a ...zgo, supervisión y mentoría, emprendimiento, etc.).

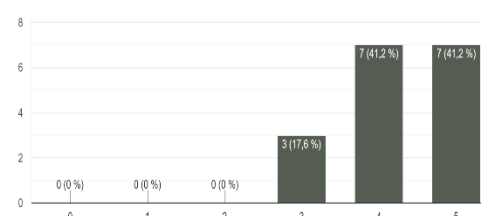
380 respuestas



English

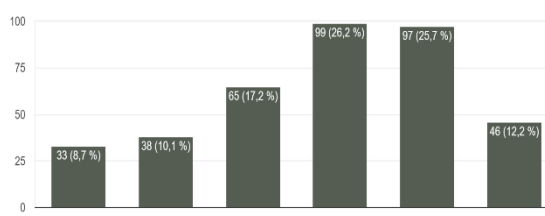
I am aware of the importance and need for my research career to be diverse, both in research (mobility, exposure to different sectors, multidisciplinary...supervision and mentoring, entrepreneurship, etc.).

17 respuestas



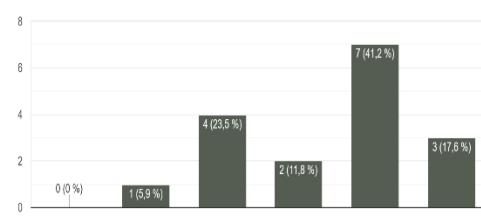
Considero que la UAM promueve una cultura de diversificación de las carreras, en el sentido indicado en el punto anterior, con miras a un mejor...personal y profesional de su personal investigador

378 respuestas



I consider that UAM promotes a culture of diversification of careers, in the sense indicated in the previous point, with a view to a better personal and professional development of its research personnel.

17 respuestas

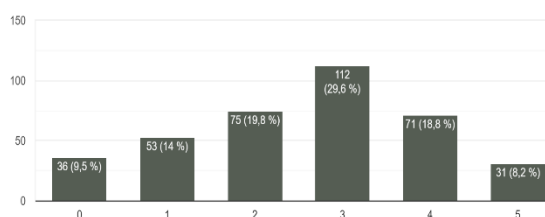


18. CAREER DEVELOPMENT AND ADVICE

Spanish

Considero que la UAM ofrece a su personal investigador, en todas las categorías, un marco de desarrollo profesional específico de orientación y ...oramiento para su adecuado desarrollo profesional

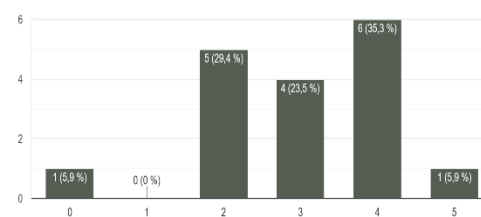
378 respuestas



English

I consider that the UAM offers its research personnel, in all categories, a specific professional development framework of guidance and advice for their adequate professional development.

17 respuestas

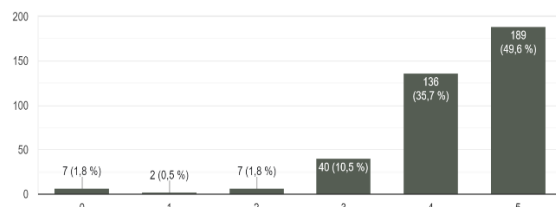


19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Spanish

Soy consciente de la necesidad de buscar proactivamente oportunidades para una mejora continua mediante actualizaciones y ampliaciones regulares de mis capacidades y competencias

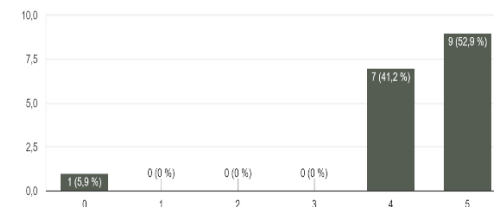
381 respuestas



English

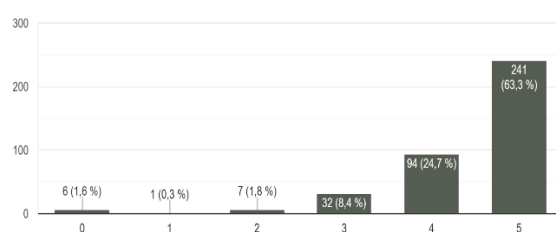
I am aware of the need to proactively seek opportunities for continuous improvement through regular updates and upgrades of my skills and competencies.

17 respuestas



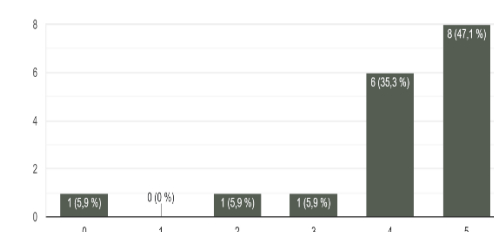
Soy consciente de que la docencia es un medio fundamental para estructurar y difundir conocimientos y una opción de gran valor para la trayectoria profesional de un investigador

381 respuestas



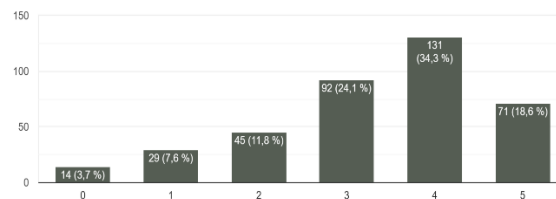
I am aware that teaching is a fundamental means of structuring and disseminating knowledge and a highly valuable option for a researcher's professional career.

17 respuestas



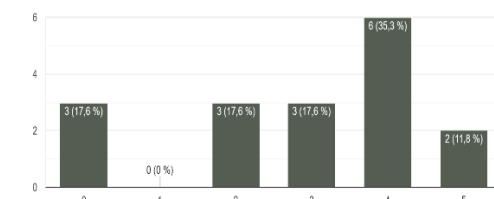
Considero que la UAM pone a mi disposición medios suficientes (formación investigadora, formación docente, seminarios, conferencias, etc.) ... promover el desarrollo de mi carrera profesional

382 respuestas



I consider that the UAM provides me with sufficient means (research training, teaching training, seminars, conferences, etc.) to facilitate and promote the development of my professional career.

17 respuestas

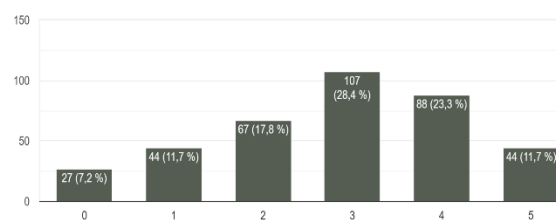


20. SUPERVISION AND MENTORING

Spanish

Considero que la UAM fomenta las prácticas de supervisión y mentoría por parte de su personal investigador más experimentado hacia aquellos que ...desarrollando su tesis o en su fase posdoctoral)

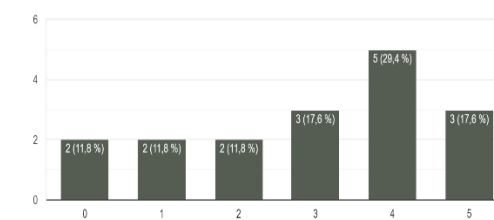
377 respuestas



English

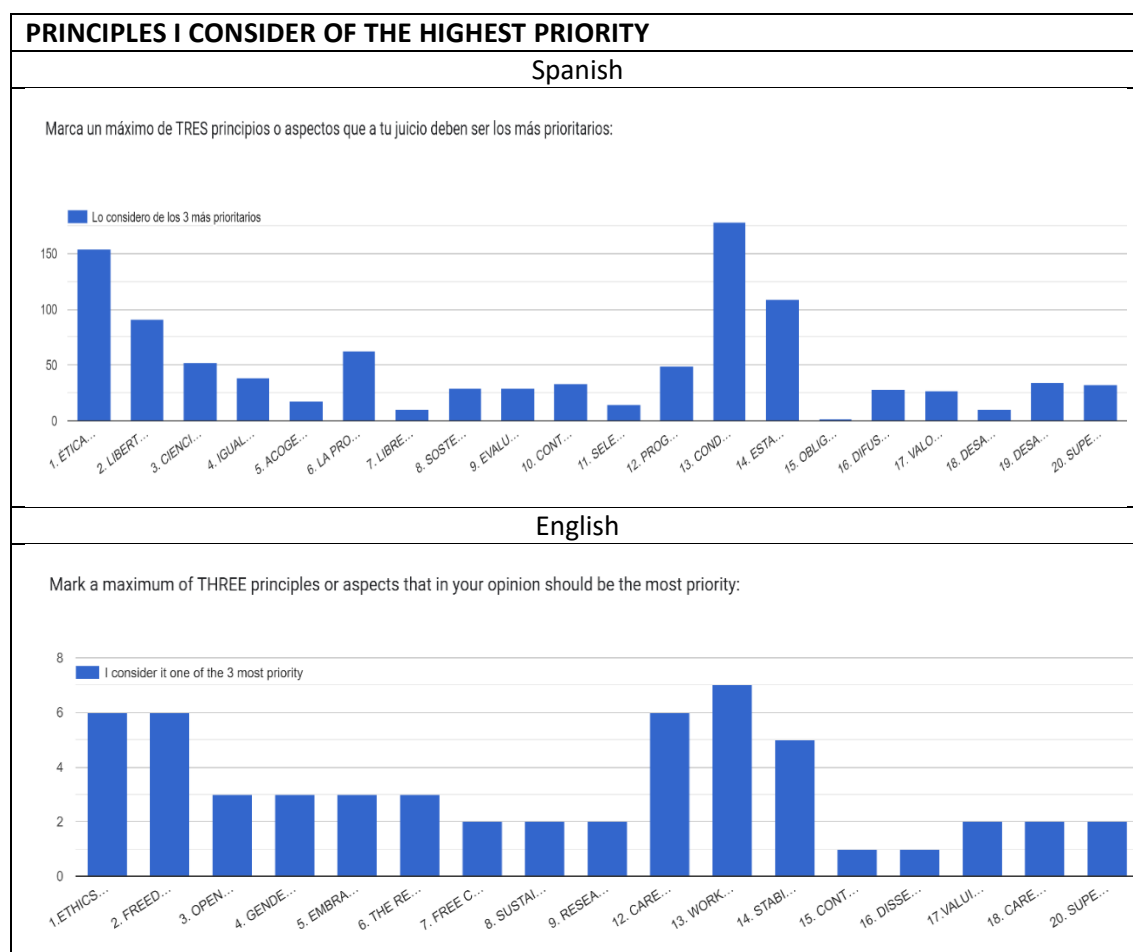
I believe that the UAM encourages the practice of supervision and mentoring by its more experienced research staff towards those who are in ...ping their thesis or in their postdoctoral phase).

17 respuestas



The final part of the questionnaire includes a question on the three principles that researchers consider most important. This question aims to identify the aspects that generate the greatest concern among the research personnel, in order to be able to establish actions aimed at improving these aspects.

The next table show a summary of the responses for both the Spanish and English samples.



As it can be observed, the issues that are considered most relevant or of highest priority by the researchers are, in this order: i) working conditions fundings and salaries (Principle 1 in Pillar I); ii) career progression (Principle 12 in Pillar II); iii) freedom of scientific research, ethics and research integrity (Principle 2 in Pillar I) and; iv) stability of employment concentrate the majority of responses (Principle 14 in Pillar III).

In what follows we present a gap analysis with the main strengths and weaknesses that have been detected from the responses of the survey, putting special attention on those principles – and Pillars – that have been considered of special importance by researchers.

PILAR I: ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Strengths

- **Strong commitment and responsibility of our researchers with the ethical rules related to research activities:**

The great majority of respondents (more than 80%) report to be aware of their responsibility to avoid any kind of plagiarism and to respect intellectual property rules and joint ownership principles. A very high share (around 70%) also reveals to be aware that they are the main responsible for the integrity of their research. In a lower proportion, but still a relevant share of respondents knows the ethical rules documented in the European, national and institutional ethical codes and do their best to comply with them.

- **Considerably awareness by researchers as regards their freedom to disseminate their scientific works.**

A relevant proportion of researchers in the survey sample are aware of their freedom to disseminate the results of their research, though they also recognize all the limitations that may occur, specifically those related to intellectual property rights and budgetary reasons among other.

- **Alignment to the principles of open science in the dissemination of research data and results of scientific works**

An important amount of researcher in both samples follow the principles of open science in their research activity. In particular, many of them report to share their results and data in order to guarantee the reproducibility of their research, and they strive to publish in open access.

Weaknesses

- **Low awareness of the existence of an Ethics Committee, its functions, and the circumstances in which it should be called upon.**

The Research Ethics Committees at UAM ([Comité de Ética de investigación](#)) was created in 2002 in order to provide an agile and effective response to all the needs regarding scientific research carried out within its scope, in order to protect the fundamental rights of individuals, animal welfare and the environment, and to respect the bioethical principles and commitments assumed by the scientific community and the University's Statutes. Despite having been at the university for more than 20 years, a significant percentage of researchers are still unaware of its existence and its work in the context of the development of research activity.

- **Perception of insufficient actions taken by the university to promote open science practices in research**

A non-negligible share of respondents believe that the university is not taking the appropriate measures to encourage the participation of their researchers in the different open science practices.

PILAR II: RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Strengths

- **Awareness of a career progression based on continuous and transparent evaluation, that takes into account all career dimensions**

The majority of respondents consider that professional performance must be evaluated by external committees with qualified experience, and report that such evaluations should be transparent and should take into consideration different dimensions apart from research (leadership, entrepreneurship, mentoring, etc).

Weaknesses

- **Diversity of professional careers not enough considered in the evaluation processes at the university**

Despite being considered as fundamental in the evaluation procedures, researchers manifest that the diversity of career paths is not sufficiently reflected in the evaluation procedures for research personnel.

- **Evaluation procedures not sufficiently transparent, structured, inclusive and egalitarian.**

Despite being considered as fundamental in the evaluation procedures, many researchers believe that such procedures at UAM lack of enough transparency, are not very well structured and not very inclusive and egalitarian.

PILAR III: WORKING CONDITIONS AND PRACTICES

Weaknesses

- **Remuneration conditions neither very attractive not very fair**

This is probably one of the main concerns of researchers at UAM. The majority of respondents in the survey do not consider the remuneration conditions at UAM (salaries and benefits) to be fair and attractive.

- **Perception of a working environment that does not promote sufficiently the emotional well-being of researchers.**

A non-negligible share of respondents believes that the working environment at UAM does not promote sufficiently the well-being and mental health of its research staff.

- **Perception of not enough flexibility in working conditions and accessibility to university facilities for research staff with disabilities.**

Some respondents consider that the university does not sufficiently guarantee flexibility in working conditions and accessibility to its facilities for people with disabilities.

PILAR IV: RESEARCH CAREER AND TALENT DEVELOPMENT

Strengths

- **Researchers' awareness of the necessity of a diverse research career**

Most of respondents are aware of the importance of diversification in the career paths. Many of them consider that different aspects, such as mobility, multidisciplinary, supervision and mentoring and entrepreneurship, among others should be considered in the evaluation of their career paths.

- **Researchers' awareness of the necessity to seek opportunities for continuous improvement**

The majority of researchers in the samples are aware of the need to proactively seek opportunities for continuous improvement through regular updates and upgrades of their skills and competencies

Weaknesses

- **Perception of not enough promotion of a culture of diversification of careers at UAM**

Despite many researchers consider that there is need for a culture of diversification when evaluating their career paths, an important amount of them believe that the university does not sufficiently promote this culture.

- **Perception of insufficient means at UAM to facilitate and promote the development of researchers' professional career**

Some respondents report that the university does not provide sufficient means such as research training, teaching training, seminars, conferences, etc, in order to facilitate and promote the development of their careers.

- **Lack of incentives to encourage the practice of supervision and mentoring**

A non-negligible share of researchers in the sample believe that the university does not sufficiently encourage the practice of supervision and mentoring by its more experienced research staff towards those who are developing their thesis project or those in a postdoctoral stage