



THE USC HUMAN RESOURCES STRATEGY FOR RESEARCHERS

Gap Analysis: progress 2016 – 2022

June 2022

Gap Analysis: progress 2016 - 2022

This document reviews the status of the gaps identified in 2016, indicates the actions with direct impact on the C&C principles developed throughout the period 2017-2021. In addition, the last column of the table mentions the key actions to overcome the gap, or to maintain the situation in 2022, when the gap is already a strength.

Concerning the plan 2022-2025 it has to be highlighted that includes actions of a strategic or structural nature, which are considered to cut across the 40 principles of the C&C. For this reason, although they have been indicated in the HRS4R dashboard, they are not listed here in the last column. These actions are¹:

- Action 42: Research Strategy of USC
- Action 43: Alignment of the strategic planning of research institutes with the 2022-2025 HRS4R Action Plan
- Action 47: Delegates for HRS4R at Singular Centres and Research Institutes
- Action 62: HRS4R Communication Plan
- Action 63: USC HRS4R Website Updating

I. Ethical and Professional Aspects

1. Research freedom

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2017-2021 HRS4R Action Plan	Key actions at the 2022 – 2025 HRS4R
++ fully implemented	Dissemination of information to researchers about freedom of research.		gap	gap		Completed: A.9 Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC	Extended: A.10: Welcome guide for new researchers New:

¹ For a complete description see 2022-2025 USC HRS4R Action Plan

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2017-2021 HRS4R Action Plan	Key actions at the 2022 – 2025 HRS4R
						A.36: Job portal and HRS4R website A.28: PhD supervision good practice guide Extended: A.10: Welcome guide for new researchers	A.53: USC Welcome days

2. Ethical principles

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan: Key actions
+- Almost fully implemented	Access to web information about ethical practices.	gap	gap			Completed: A.36: Job portal and USC HRS4R website	Extended: A.10: Welcome guide for new researchers A.39: The USC Ethics Committee
	Most of the information is not in English.	gap	gap	gap		Extended: A.39: USC Research Ethics Committee	New: A.53: USC Welcome days A.64: Research management website updating

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3. Professional responsibility

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
++ fully implemented	The USC has no software tools to control plagiarism.		gap			<p>Completed:</p> <p>A.27: Antiplagiarism software</p> <p>A. 10: Creation of the USC Welcome Center</p> <p>A. 15: Code of Good Practices in Research at the USC</p> <p>A.28: PhD supervision good practice guide</p> <p>Extended:</p> <p>A.10: Welcome guide for new researchers</p>	<p>Extended:</p> <p>A.10: Welcome guide for new researchers</p> <p>New:</p> <p>A.53: USC Welcome days</p>

4. Professional attitude

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ partially implemented	Structuring and systematization of processes and procedures on management research.		gap	gap	gap	<p>Completed:</p> <p>A.4: Alignment of the strategic planning of research institutes with the HR Action Plan</p> <p>A. 10: Creation of the USC Welcome Center</p> <p>A.28: PhD supervision good practice guide</p> <p>Extended:</p>	<p>Extended:</p> <p>A.10: Welcome guide for new researchers</p> <p>New:</p> <p>A.53: USC Welcome days</p>
	The university is currently in a transition process of its model of scientific organization through research institutes. This process involves the development of strategic research agendas.		gap				

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						A.10: Welcome guide for new researchers	

5. Contractual and legal obligations

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ partially implemented	Structuring and systematization of processes in R & D Management services, and Valuation and Knowledge Transfer.	gap	gap	gap	Completed: A. 10: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC A.28: PhD supervision good practice guide A.36: Job portal and USC HRS4R website A.37: Language training for management staff	Extended: A. 8: Charters for services on human resources management A.10: Welcome guide for new researchers A.20: Training in occupational risk prevention	
	There is no procedure to ensure that all researchers understand their responsibilities when they start their research at the University.	gap	gap	gap		New: A.53: USC Welcome days A.64: Research management website updating	
	Access to information of interest for researchers: information distributed in different sections of the web.	gap	gap				
	Low use of English (documentation mostly in Galicia or or Spanish)	gap	gap	gap	Completed and extended: A.20: Training in occupational risk prevention Extended: A. 8: Charters for services on human resources management		

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6. Accountability

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/ Fully implemented	There is not an established procedure for researchers to recognize the differences between eligible costs and ineligible costs in all research projects.		gap			Completed: A.36: Job portal and USC HRS4R website A. 10: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC A.28: PhD supervision good practice guide	Extended: A.10 Welcome guide for new researchers New: A.53: USC Welcome days A.64: Research management website updating
	There are no indicators to assess transparency in the accountability of the USC.		gap	gap		Extended: A.10: Welcome guide for new researchers	

7. Good practice in research

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost fully implemented	Better training of researchers in risk prevention.		gap	gap		Completed: A. 10: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC A.28: PhD supervision good practice guide	Extended: A.10: Welcome guide for new researchers A.19 Improving research infrastructures A.20 Training in occupational risk prevention
	Information on rules and procedures for health and safety as well as for data protection is not in English		gap	gap	gap		

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						<p>Completed and extended:</p> <p>A.19 Improving research infrastructures</p> <p>A.20 Training in occupational risk prevention</p> <p>Extended:</p> <p>A.10: Welcome guide for new researchers</p>	<p>New:</p> <p>A.53: USC Welcome days</p> <p>A.64: Research management website updating</p>

8. Dissemination, exploitation of results

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ partially implemented	The small size of the unit of valuation (in proportion to the number of researchers) determines the reactive nature of our operations (at the researcher demand).	gap	gap	gap		<p>Completed:</p> <p>A. 10: Creation of the USC Welcome Center</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.28: PhD supervision good practice guide</p> <p>A.36: Job portal and USC HRS4R website</p> <p>Extended:</p>	<p>Extended:</p> <p>A.10: Welcome guide for new researchers</p> <p>New:</p> <p>A.53: USC Welcome days</p> <p>A.56: Singular Science</p> <p>A.64: Research management website updating</p>
	Although there are services, processes and procedures of exploitation and dissemination of research results, these mechanisms are not sufficiently known by researchers.	gap					

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Advisory services on exploitation of results are more oriented to scientific and technical areas, and, to a lesser extent, to humanities and social sciences.		gap	gap	gap	A.10: Welcome guide for new researchers	
	Improvements in structuring and systematization of processes.		gap	gap	gap		
	Although activities of dissemination and training are carried out, it is necessary to improve the information and training of researchers in the field of exploitation of results.		gap	gap	gap		

9. Public engagement

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost but not fully implemented	While working for the good of society, there is no defined plan of scientific dissemination aligned with the strategy of the USC. There are no systematic processes or explicit support exemplified in a clearly established policy for conveying scientific knowledge to society in general, reducing the impact and		gap	gap	gap	Completed: A. 10: Creation of the USC Welcome Center <u>A.15: Code of Good Practices in Research at the USC</u> A.28: PhD supervision good practice guide Extended:	Extended: A.10: Welcome guide for new researchers New: A.53: USC Welcome days A.56: Singular Science

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	performance of the initiatives being developed at present, limiting its scope to the own environment of the USC.					A.10: Welcome guide for new researchers	
	In recent years, due to lack of funding, many initiatives have been weakened (ConCIENCIA program) or have been cancelled (regional programs).		gap	gap			

10. Non discrimination

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	Improvement of the implementation level of the IIPEIOHM.		gap	gap		<p>Completed:</p> <p>A.22 III PEIOHM(Plan of Equality between Men and Women)</p> <p>A. 10: Creation of the USC Welcome Center</p> <p>A.12: Protocol and guide OTM-R</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.28: PhD supervision good practice guide</p> <p>Extended:</p> <p>A.10: Welcome guide for new researchers</p>	<p>Extended:</p> <p>A.10: Welcome guide for new researchers</p> <p>New:</p> <p>A.44 IV PEIOHM(Plan of Equality between Men and Women)</p> <p>A.53: USC Welcome days</p>

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11. Evaluation/ appraisal systems

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost but not fully implemented	The USC has no mechanisms of self-assessment for evaluating researchers beyond those established at European and national levels, and that is associated with a system of incentives / penalties that allows a process of continuous improvement in the institution.		gap	gap	*	Completed:: A.21: Information system on scientific production A. 10: Creation of the USC Welcome Center A.12: Protocol and guide OTM-R A.15: Code of Good Practices in Research at the USC A.28: PhD supervision good practice guide	Extended: A.10: Welcome guide for new researchers New: A.53: USC Welcome days
	Improvement and adoption of tools and information systems on scientific production and research activity on application processes.		gap	gap		Extended: A.10: Welcome guide for new researchers	
	The changes introduced by the HRS4R open new opportunities to undertake a reorganization of research institutes so as to align the management of people to the principles of C&C.		gap				

* Singular centres have Scientific Advisory Boards that carried out researchers assessments

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II. Recruitment and Selection

12. Recruitment

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost but not fully implemented	Organization of the USC in terms of Scientific Careers: At the organizational level there is no Scientific Career service that concentrates the dissemination of information and supports services to researchers for their professional development. Although there are rules, procedures and services to meet the needs of the research career, the organizational fragmentation does not improve the visibility of the value of these services.		gap	gap	gap	Completed A.1: Preliminary study for defining a Research Career Plan at the USC A.2: Research Career Plan at the USC A.3: Research Career Chart at the USC A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.5: Simplification of administrative procedures for selection A.6: eGovernment	Extended: A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers A.10: Welcome guide for researchers A.13: Training in OTM-R New: A.45 Human Resources Area of the USC A.48: Working Group OTM-R

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Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	The dissemination processes at international level for the recruitment of PhD and Postdoctoral Researchers are not systematized	gap			A.7: Protocol for the international dissemination of selection processes A.11: Working Group OTM-R system A.12: Protocol and guide of the OTM-R system A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff A.15: Code of Good Practices in Research at the USC A.23: System of Internal Quality Guarantee of the CIEDUS A.24: Feasibility report of the PhD Research Proposal	A.49: Improving the protocol for the international dissemination of selection processes A.52: USC Postdoctoral Recruitment Programmes A.53: USC Welcome days
	Access to information: information regarding the selection process of investigators is distributed in different sections of the web, which can make it difficult to find for people not familiar with its use or with the organization of the USC.	gap			A.36: Job portal and HRS4R website A.37: Language training for management staff A.38: Procedures for admission and enrolment R1 in English A.40: Permanent Committee for the Selection of Researchers A.41: Working group Research Career Extended: A. 8: Charters for services on human resources management	

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Language barriers: Although the USC website can be translated into English, but not all the downloadable files, regulations or calls for hiring researchers are usually in Spanish and Galician.		gap	gap	gap	A.18: Training in research management procedures A.10: Welcome guide for researchers A.13: Training in OTM-R A.16: Charter for services on research management for researchers	

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13. Recruitment (Code)

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/ fully implemented	In the processes of recruitment of researchers by research activities (PhD and Postdoctoral Researchers)... ...there are no systematic and structured procedures to manage the international dissemination of the selection process. ... it is necessary to improve the information on the selection processes: public calls for the recruitment of researchers by projects have significant gaps in information, advertising, international broadcasting ...	gap			Completed: A.1: Preliminary study for defining a Research Career Plan at the USC A.2: Research Career Plan at the USC A.3: Research Career Chart at the USC A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.5: Simplification of administrative procedures for selection A.6: eGovernment A.7: Protocol for the international dissemination of selection processes	Extended: A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers A.10: Welcome guide for researchers A.13: Training in OTM-R New: A.45 Human Resources Area of the USC A.48: Working Group OTM-R A.49: Improving the protocol for the international dissemination of selection processes A.52: USC Postdoctoral Recruitment Programmes A.53: USC Welcome days
	Attracting foreign researchers both from the point of view of the national legislative framework and from the point of view of the institution: there are several difficulties in the access to the selection processes of the USC by foreign researchers: the need to provide documentation physically through registration; the need to translate the documents submitted into Galician and Spanish; the difficulties for the recognition of qualifications; the website, the documents and the forms are not translated into English ...	gap			A.11: Working Group OTM-R system A.12: Protocol and guide of the OTM-R system A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff A.15: Code of Good Practices in Research at the USC A.23: System of Internal Quality Guarantee of the CIEDUS A.24: Feasibility report of the PhD Research Proposal A.36: Job portal and HRS4R website	

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Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	The administrative processes of recruitment have not been fully adapted to eGovernment.	gap			<p>A.37: Language training for management staff</p> <p>A.38: Procedures for admission and enrolment R1 in English</p> <p>A.40: Permanent Committee for the Selection of Researchers</p> <p>A.41: Working group Research Career</p> <p>Extended:</p> <p>A. 8: Charters for services on human resources management</p> <p>A.10: Welcome guide for researchers</p> <p>A.13: Training in OTM-R</p> <p>A.16: Charter for services on research management for researchers</p> <p>Completed and extended:</p> <p>A.17: Training in research management procedures</p>	
	In the current design of the model of the scientific career in the Spanish university system, the non-permanent contractual models available are not always attractive enough for qualified researchers. There are asymmetries between contractual arrangements and functional research profiles. Particularly in the categories of R2. This is not a gap of the USC but of the whole Spanish university system.	gap	gap			

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14. Selection (Code)

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ partially implemented The procedures is the OTM-R checklist	There is no general procedure to ensure compliance with OTM-R criteria.		gap	gap	gap	<p>Completed</p> <p>A.4: Alignment of the strategic planning of research institutes with the HR Action Plan</p> <p>A.5: Simplification of administrative procedures for selection</p> <p>A.6: eGovernment</p> <p>A.11: Working Group OTM-R system</p> <p>A.12: Protocol and guide of the OTM-R system</p> <p>A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.40: Permanent Committee for the Selection of Researchers</p> <p>Extended:</p> <p>A.13: Training in OTM-R</p>	<p>Extended:</p> <p>A.13: Training in OTM-R</p> <p>New:</p> <p>A.45 Human Resources Area of the USC</p> <p>A.48: Working Group OTM-R</p> <p>A.67: Review selection processes for permanent positions of the new career path for research staff</p> <p>A.50: Dissemination of guidelines for selection committees</p>

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15. Transparency (Code)

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost but not fully implemented	The main areas of improvement with regard to transparency connect with those GAPS indicated in section 12 with respect to the information provided to candidates.		gap			Completed A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.5: Simplification of administrative procedures for selection A.6: eGovernment A.7: Protocol for the international dissemination of selection processes A.11: Working Group OTM-R system A.12: Protocol and guide of the OTM-R system A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff	Extended: A. 8: Charters for services on human resources management A.13: Training in OTM-R A.16: Charter for services on research management for researchers A.17: Training in research management procedures
	Organization of the USC in terms of Scientific Careers: At the organizational level there is no Scientific Career service that concentrates the dissemination of information and supports services to researchers for their professional development. Although there are rules, procedures and services to meet the needs of the research career, the organizational fragmentation does not improve the visibility of the value of these services.		gap	gap	gap	A.15: Code of Good Practices in Research at the USC A.23: System of Internal Quality Guarantee of the CIEDUS A.24: Feasibility report of the PhD Research Proposal A.36: Job portal and HRS4R website A.37: Language training for management staff A.38: Procedures for admission and enrolment R1 in English	New: A.48: Working Group OTM-R A.65: English translation of labour conditions information A.66: Indicators system and researchers survey

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Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Access to information: information regarding the selection process of investigators is distributed in different sections of the web, which can make it difficult to find for people not familiar with its use or with the organization of the USC.	gap	gap		<p>A.40: Permanent Committee for the Selection of Researchers</p> <p>Completed and extended: A.17: Training in research management procedures</p> <p>Extended: A. 8: Charters for services on human resources management A.13: Training in OTM-R A.16: Charter for services on research management for researchers</p>	
	Language barriers: Although the USC website can be translated into English, but not all the downloadable files, regulations or calls for hiring researchers are usually in Spanish and Galician.	gap	gap	gap		

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Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Deficiencies in the transparency section of the USC web: it does not include information on the recruitment of researchers by projects.	gap	gap			
	Information to applicants on the results of the process: Discarded candidates discarded are not provided with evaluative information on their participation in the selection process.	gap	gap			

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16. Judging merit (Code)

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

18. Recognition of mobility experience (Code)

19. Recognition of qualifications (Code)

20. Seniority (Code)

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	Weighting and definition of scientific curricular criteria in the context of positions that require teaching skills.		gap	gap		Completed A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.5: Simplification of administrative procedures for selection A.6: eGovernment A.11: Working Group OTM-R system A.12: Protocol and guide of the OTM-R system A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff	Extended: A. 8: Charters for services on human resources management A.13: Training in OTM-R New: A.48: Working Group OTM-R A.67: Review selection processes for permanent positions of the new career path for research staff

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	The weaknesses of the process are more associated with the criteria for the definition of positions and not to the valuation of the recruitment process.		gap	gap		<p>A.15: Code of Good Practices in Research at the USC</p> <p>A.23: System of Internal Quality Guarantee of the CIEDUS</p> <p>A.24: Feasibility report of the PhD Research Proposal</p> <p>A.36: Job portal and HRS4R website</p> <p>A.40: Permanent Committee for the Selection of Researchers</p> <p>Extended:</p> <p>A. 8: Charters for services on human resources management</p> <p>A.13: Training in OTM-R</p>	

21. Postdoctoral appointments (Code)

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ partially implemented	The position of non-permanent postdoctoral researcher hired by a given project is not developed. As a result there are asymmetries between contractual arrangements and functional research profiles, as researchers cannot have teaching assignments, cannot lead projects, etc...		gap	gap		<p>Completed</p> <p>A.1: Preliminary study for defining a Research Career Plan at the USC</p> <p>A.2: Research Career Plan at the USC</p> <p>A.3: Research Career Chart at the USC</p>	<p>Extended:</p> <p>A. 8: Charters for services on human resources management</p> <p>A.13: Training in OTM-R</p> <p>New:</p> <p>A.45: Human Resources Area of the USC</p> <p>A.48: Working Group OTM-R</p>

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Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	The limitations on recruitment procedures limit opportunities for career development (unable to provide teaching or lead projects, etc.).	gap	gap		A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.5: Simplification of administrative procedures for selection	A.67: Review selection processes for permanent positions of the new career path for research staff A.52: USC Postdoctoral recruitment Programmes
	The USC does not have a specific service for postdoctoral affairs.	gap	gap	gap	A.6: eGovernment A.11: Working Group OTM-R system A.12: Protocol and guide of the OTM-R system A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff A.15: Code of Good Practices in Research at the USC A.23: System of Internal Quality Guarantee of the CIEDUS A.24: Feasibility report of the PhD Research Proposal A.36: Job portal and HRS4R website A.40: Permanent Committee for the Selection of Researchers Extended: A. 8: Charters for services on human resources management A.13: Training in OTM-R	

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III. Working Conditions and Social Security

22. Recognition of the profession

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/ fully implemented	Recognition of the predoctoral researcher in the Spanish labor legislation. The predoctoral researcher is not found in any collective agreement. Although it is indeed mentioned in the Spanish Constitution, it is not regulated in the field of labor relations, and is also out, for example, of training plans (it is only included in the general training for all workers).		gap			Completed A.1: Preliminary study for defining a Research Career Plan at the USC A.2: Research Career Plan at the USC A.3: Research Career Chart at the USC A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.15: Code of Good Practices in Research at the USC A.41: Working group Research Career	New: A.45: Human Resources Area of the USC

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23. Research environment

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	Better training of researchers in risk prevention.		gap			<p>Completed:</p> <ul style="list-style-type: none"> A.1: Preliminary study for defining a Research Career Plan at the USC A.2: Research Career Plan at the USC A.3: Research Career Chart at the USC A.15: Code of Good Practices in Research at the USC <p>Completed and extended:</p> <ul style="list-style-type: none"> A.20: Training in occupational risk prevention A.19: Improving research infrastructures A.26: Satisfaction Survey on Doctoral Education 	<p>Extended:</p> <ul style="list-style-type: none"> A.20: Training in occupational risk prevention A.19: Improving research infrastructures A.26: Improving processes related to the Satisfaction Survey on Doctoral Education <p>New:</p> <ul style="list-style-type: none"> A.45: Human Resources Area of the USC

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24. Working conditions

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost fully implemented	Information on the Breogán School for Children is in Spanish and Galician.	gap	gap	gap	Completed A.36: Job portal and USC HRS4R website website	Extended A.16: Charter for services on research management for researchers
	Access to information on the web. For example, information about the school, prevention services, etc... is found on the USC website within a generic section of services.	gap	gap		A.9: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC A.22: III PEIOHM (Plan of Equality between Men and Women) A.28: PhD supervision good practice guide A.29: Supervision of postdocs (I / III): International Benchmarking A.37: Language training for management staff Extended: A.10: Welcome guide for new researchers A.16: Charter for services on research management for researchers Completed and extended: A.17: Training in research management procedures A.26: Satisfaction Survey on Doctoral Education	A.17: Training in research management procedures A.10: Welcome guide for new researchers A.26: Improving processes related to the Satisfaction Survey on Doctoral Education New: A.44 IV PEIOHM(Plan of Equality between Men and Women) A.45: Human Resources Area of the USC A.53: USC Welcome days

Gap Analysis: progress 2016 - 2022

25. Stability and permanence of employment

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	The new legal framework for labour conditions complies with this principle: Royal Decree-Law 33/2021 of 28 December on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market		gap	gap		<p>Completed:</p> <p>A.1: Preliminary study for defining a Research Career Plan at the USC</p> <p>A.2: Research Career Plan at the USC</p> <p>A.3: Research Career Chart at the USC</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.41: Working group Research Career</p> <p>Extended:</p> <p>A.32: Career development services for R2</p>	<p>Extended:</p> <p>A.32: Career development services for R2</p> <p>New:</p> <p>A.45: Human Resources Area of the USC</p> <p>A.51: Stabilisation of research staff</p> <p>A.52: USC Postdoctoral Recruitment Programmes</p>

26. Funding and salaries

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	Access to information on employment regulations on the web is distributed in different sections.		gap	gap		<p>Completed:</p> <p>A.36: Job portal and USC HRS4R website website</p> <p>A.9: Creation of the USC Welcome Center</p>	<p>Extended:</p> <p>A.10: Welcome guide for new researchers</p> <p>A.32: Career development services for R2</p>

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						<p>A.15: Code of Good Practices in Research at the USC</p> <p>A.22 III PEIOHM (Plan of Equality between Men and Women)</p> <p>A.23: System of Internal Quality Guarantee of the CIEDUS</p> <p>A.28: PhD supervision good practice guide</p> <p>Extended:</p> <p>A.10: Welcome guide for researchers</p> <p>A.32: Career development services for R2</p>	<p>New:</p> <p>A.44 IV PEIOHM(Plan of Equality between Men and Women)</p> <p>A.45: Human Resources Area of the USC</p> <p>A.51: Stabilisation of research staff</p> <p>A.53: USC Welcome days</p> <p>A.64: Research management website updating</p>

27. Gender balance

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	Improvement of the implementation level of the IIPEIOHM.		gap	gap		<p>Completed:</p> <p>A.22 III PEIOHM (Plan of Equality between Men and Women)</p> <p>A.5: Simplification of administrative procedures for selection</p> <p>A.11: Working Group OTM-R system</p> <p>A.12: Protocol and guide in OTM-R system</p>	<p>Extended:</p> <p>A.13: Training in OTM-R</p> <p>A.26: Improving processes related to the Satisfaction Survey on Doctoral Education</p> <p>New:</p>

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						<p>A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.28: PhD supervision good practice guide</p> <p>A.40: Permanent Committee for the Selection of Researchers</p> <p>Extended:</p> <p>A.13: Training in OTM-R</p> <p>Completed and extended:</p> <p>A.26: Satisfaction Survey on Doctoral Education</p>	<p>A.44 IV PEIOHM(Plan of Equality between Men and Women)</p> <p>A.48: Working Group OTM-R</p> <p>A.54 Distinguished female scientists</p> <p>A.55 Outstanding female graduates</p>

Gap Analysis: progress 2016 - 2022

28. Career development

30. Access to career advice

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/- Insufficiently implemented	Although the USC has an area of orientation and employment, the activities of this area are aimed at students at the post-graduate level (masters) but not to the research		gap	gap	gap	<p>Completed:</p> <ul style="list-style-type: none"> A.34 Catalog of courses in transversal skills A.35: Certification of training in professional and transversal skills received during the doctoral period A.36: Job portal and USC HRS4R website website A.37: Language training for management staff A.1: Preliminary study for defining a Research Career Plan at the USC A.2: Research Career Plan at the USC A.3: Research Career Chart at the USC 	<p>Extended:</p> <ul style="list-style-type: none"> A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers A.17: Training in research management procedures A.10: Welcome guide for new researchers A.33: Map of professional skills A.26: Improving processes related to the Satisfaction Survey on Doctoral Education A.32: Career development services for R2

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Transversal skills associated with each stage of scientific careers are not identified. Except for R1, where these are defined in each programme of studies.	gap	gap	gap	<p>A.4: Alignment of the strategic planning of research institutes with the HR Action Plan</p> <p>A.9: Creation of the USC Welcome Center</p> <p>A.15: Code of Good Practices in Research at the USC.</p> <p>A.23: System of Internal Quality Guarantee of the CIEDUS</p> <p>A.24: Feasibility report of the PhD Research Proposal</p> <p>A.25: Review procedures of allegations in doctoral training</p> <p>A.28: PhD supervision good practice guide</p> <p>A.29: Supervision of postdocs (I / III): International Benchmarking</p> <p>A.41: Working group Research Career</p> <p>Extended:</p>	<p>New:</p> <p>A.45: Human Resources Area of the USC</p> <p>A.53: USC Welcome days</p> <p>A.57: Training in research management for researchers</p> <p>A.58: Internationalization of PhD Studies</p> <p>A.60: E-learning system for transversal training</p>

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	<p>There isn't a Continuous Training Programme for researchers. Although there is a wide range of actions of continuous training provided by different services, these actions do not fall into a specific training plan for researchers. However, there is indeed a Plan of Teaching Training and Innovation.</p>	gap	gap	gap	<p>A. 8: Charters for services on human resources management A.10: Welcome guide for researchers A.16: Charter for services on research management for researchers A.32: Career development services for R2</p> <p>Completed and extended to improve it: A.17: Training in research management procedures A.26: Satisfaction Survey on Doctoral Education</p>	

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	In the case of R1, specific and singular training in transversal skills is provided throughout the doctoral training but it is not certified (e.g. courses on techniques, on instrumentation, on bibliographic searches, etc... for example, courses that qualify for the use of certain research infrastructures done by students but not certified). There are no structured and systematic processes of validation of skills. Although doctoral training includes training in transversal skills through the expertise acquired in the development of the research project, these skills are not recognized explicitly in the degrees. The annual progress report of activities of doctoral candidates can be a good tool to evaluate the acquisition of skills during the job.	gap	gap			
	The activities of continuous training are not designed with the aim of improving/enhancing the employability of researchers out of academia or out of the scientific arena.	gap	gap	gap		

Gap Analysis: progress 2016 - 2022

29. Value of mobility

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- fully implemented	The need to increase incentives to mobility, not only from a financial standpoint, but also regulatory (ie. mobility of the teaching staff is penalized with increasing wage deductions when they move for more than three months).		gap			Completed A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.9: Creation of the USC Welcome Center A.11: Working group in OTM-R	Extended: A.16: Charter for services on research management for researchers A.10: Welcome guide for new researchers A.13: Training in OTM-R
	Mobility processes are managed from the research group based on the contacts of the researchers or on international cooperative projects. In order to maximize the chances of geographical mobility, an area for improvement is the management of the relational capital, for example, through shared databases of contacts, etc		gap			Extended A.10: Welcome guide for new researchers A.12: Protocol and guide in OTM-R system A.15: Code of Good Practices in Research at the USC A.28: PhD supervision good practice guide A.29: Supervision of postdocs (I / III): International Benchmarking A.37: Language training for management staff A.38: Procedures for admission and enrolment R1 in English A.40: Permanent Committee for the Selection of Researchers Extended A.13: Training in OTM-R system	New: A.48: Working Group OTM-R A.53: USC Welcome days

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						A.14: Improvement of procedures for hiring non permanent Teaching and Research Staff A.16: Charter for services on research management for researchers	

31. Intellectual Property Rights

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/- Insufficiently implemented	The small size of the unit of valuation (in proportion to the number of researchers) determines the reactive nature of our operations (at the researcher demand).	gap	gap	gap	Completed A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.9: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC. A.28: PhD supervision good practice guide	Extended: A.16: Charters for Services on Research Management for Researchers A.17: Training in research management procedures A.10: Welcome guide for researchers A.33: Map of professional skills New:	
	Although activities of dissemination and training are carried out, it is necessary to improve the information and training of researchers in the field of exploitation of results.	gap					

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Dependence of the people of the service, improving the structuring and systematizing processes		gap	gap	gap	<p>A.29: Supervision of postdocs (I / III): International Benchmarking</p> <p>A.34: Catalog of courses on transversal skills</p> <p>A.36: Job portal and USC HRS4R website website</p> <p>Completed and extended:</p> <p>A.17: Training in research management procedures</p> <p>Extended:</p> <p>A.16: Charters for Services on Research Management for Researchers</p> <p>A.10: Welcome guide for researchers</p>	<p>A.53: USC Welcome days</p> <p>A.64: Research management website updating</p> <p>A.57: Training in research management for researchers</p>

32. Co-authorship

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ Partially implemented	In the framework of internal regulations, each research group operates autonomously with respect to practices of signature. In the most hierarchized groups, early-stage researchers can be disadvantaged		gap	gap	gap	<p>Completed</p> <p>A.4: Alignment of the strategic planning of research institutes with the HR Action Plan</p> <p>A.9: Creation of the USC Welcome Center</p>	<p>Extended:</p> <p>A.10: Welcome guide for researchers</p> <p>A.26: Improving processes related to the Satisfaction Survey on Doctoral Education</p>

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Researchers should have a better understanding of conflict resolution mechanisms		gap			<p><u>A.15: Code of Good Practices in Research at the USC.</u></p> <p>A.21: Information system on scientific production</p> <p>A.25: Review procedures of allegations in doctoral training</p> <p>A.28: PhD supervision good practice guide</p> <p>A.29: Supervision of postdocs (I / III): International Benchmarking</p> <p>A.36: Job portal and USC HRS4R website website</p> <p>Completed and extended:</p> <p>A.26: Satisfaction Survey on Doctoral Education</p> <p>Extended:</p> <p>A.10: Welcome guide for researchers</p>	<p>New:</p> <p>A.53: USC Welcome days</p>

Gap Analysis: progress 2016 - 2022

33. Teaching

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/- insufficiently implemented	There are no mechanisms of acknowledgment of the teaching activity developed in the framework of the direction of research activities	gap	gap	gap	Completed A.1: Preliminary study for defining a Research Career Plan at the USC A.2: Research Career Plan at the USC	
	In the case of thesis supervision, the teaching activity is only recognized when the thesis is read (figure in the analytical accounting).	gap	gap	gap	A.15: Code of Good Practices in Research at the USC. A.28: PhD supervision good practice guide A.29: Supervision of postdocs (I / III): International Benchmarking A.35: Certification of training in professional and transversal skills received during the doctoral period A.41: Working group research career	

Gap Analysis: progress 2016 - 2022

34. Complains/ appeals

Implementation 2022	GAP	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/- almost fully implemented	Researchers should have a better understanding of conflict resolution mechanisms		gap			Completed A.9: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC. A.22 III PEIOHM(Plan of Equality between Men and Women) A.23: System of Internal Quality Guarantee of the CIEDUS A.25: Review procedures of allegations in doctoral training	Extended: A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers A.10: Welcome guide for new researchers
	The current definition of the Ombudsman of the University Community is more geared to resolving conflicts regarding teaching matters.		gap			A.28: PhD supervision good practice guide A.36: Job portal and USC HRS4R website website A.37: Language training for management staff Extended:	A.17: Training in research management procedures A.26: Improving processes related to the Satisfaction Survey on Doctoral Education New A.53: USC Welcome days

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	Information about the Ombudsman is mainly in Galician.		gap	gap	gap	<p>A. 8: Charters for services on human resources management</p> <p>A.16: Charter for services on research management for researchers</p> <p>A.10: Welcome guide for new researchers</p> <p>Completed and extended:</p> <p>A.17: Training in research management procedures</p> <p>A.26: Satisfaction Survey on Doctoral Education</p>	

35. Participation in decision-making bodies

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
+/+ fully implemented	Level of information about participation in decision making bodies can be improved		gap	gap		<p>Completed</p> <p>A.9: Creation of the USC Welcome Center</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.22 III PEIOHM (Plan of Equality between Men and Women)</p> <p>A.28: PhD supervision good practice guide</p>	<p>Extended:</p> <p>A.10: Welcome guide for researchers</p> <p>A.26: improving processes to the Satisfaction Survey on Doctoral Education</p> <p>New</p>

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						<p>A.37: Language training for management staff</p> <p>Completed and extended: A.26: Satisfaction Survey on Doctoral Education</p> <p>Extended: A.10: Welcome guide for researchers</p>	<p>A.44 IV PEIOHM(Plan of Equality between Men and Women)</p> <p>A.53: USC Welcome days</p>

Gap Analysis: progress 2016 - 2022

IV. Training and Development

36. Relation with supervisors

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
R1 +/- fully implemented	Improvements in competences of supervision: The current period is one of transition as the new organizational model of the doctoral training system is being implemented. The regulatory, organizational and procedural scheme regarding supervision is solved and its performance does not usually give rise to complaints from students. However, so far doctoral programs worked independently and there was no mechanism to document and facilitate the transfer of expertise in relation to supervision. The process of training of supervisors was done through the co-direction of theses.	gap	gap			<p>Completed:</p> <p>A.9: Creation of the USC Welcome Center</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.23: System of Internal Quality Guarantee of the CIEDUS</p> <p>A.24: Feasibility report of the PhD Research Proposal</p> <p>A.25: Review procedures of allegations in doctoral training</p> <p>A.28: PhD supervision good practice guide</p> <p>Completed and extended:</p> <p>A.26: Satisfaction Survey on Doctoral Education</p>	<p>Extended:</p> <p>A. 8: Charters for services on human resources management</p> <p>A.16: Charter for services on research management for researchers</p> <p>A.10: Welcome guide for researchers</p> <p>A.26: Improving processes related to the Satisfaction Survey on Doctoral Education</p> <p>New:</p> <p>A.53: USC Welcome days</p>
	Mechanisms of progress report do not include the assessment of the student on the development of the supervision process. The follow-up report is not enough to assess the development of the relationship between the supervisor and the	gap	gap			<p>Extended:</p> <p>A.10: Welcome guide for researchers</p> <p>A. 8: Charters for services on human resources management</p>	

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	researcher R1. There is no information system that includes the degree of satisfaction of the students with their supervisors.				A.16: Charter for services on research management for researchers	
R2A -/- insufficiently implemented	The role of supervisor of R2 and procedures associated with this figure do not exist: the figure of the supervisor does not exist beyond the director of the project they join.	gap	gap	gap	Completed: A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.29: Supervision of postdocs (I / III): International Benchmarking	Extended: A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers
	The R2A have no mechanisms for supervision and protection established with guidelines or laid down procedures. Supervision of postdocs is performed in the frame of the direction of the project they are developing. Although there is a certain homogenization of the functioning of research groups, the working dynamic of the research groups is based on criteria for each group.	gap	gap	gap	Extended: A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers	
	It is specially important is to establish a Code of Good Practices for the supervision of postdoctoral students through the coordination of the career of postdoctoral students.	gap	gap	gap		

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	The method to control the supervision (and the conflicts that may arise) of the R2, recent PhDs, is not clear beyond the Student Ombudsman. There are no guidelines governing conflicts between R2 and their supervisors.		gap	gap	gap		

37. Supervision and managerial duties

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
Managerial duties -/+ partially implemented	Structuring and systematization of processes in R&D Management and Valuation services, and Knowledge Transfer.		gap	gap	gap	Completed: A.9: Creation of the USC Welcome Center A.15: Code of Good Practices in Research at the USC A.36: Job portal and USC HRS4R website website	Extended: A. 8: Charters for services on human resources management A.10: Welcome guide for researchers A.16: Charter for services on research management for researchers A.26: Improving processes related to the Satisfaction Survey on Doctoral Education A.17: Training in research management procedures New: A.53: USC Welcome days
	Access to information of interest for researchers: information distributed in different sections of the web		gap	gap			
	Low use of English		gap	gap	gap	Completed and extended: A.17: Training in research management procedures A.26: Satisfaction Survey on Doctoral Education Extended:	

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Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
						A. 8: Charters for services on human resources management A.16: Charter for services on research management for researchers A.10: Welcome guide for researchers	A.57: Training in research management for researchers A.64: Research management website updating
Supervision -/- insufficiently implemented See principle 36 for R2A							

38. Continuing Professional Development

39. Access to research training and continuous development

Implementation 2022	GAP impediments	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
-/+ partially implemented	Transversal skills associated with each stage of scientific careers are not identified. Except for R1, where these are defined in each programme of studies.		gap	gap	gap	Completed: A.1: Preliminary study for defining a research career plan at the USC A.4: Alignment of the strategic planning of research institutes with the HR Action Plan A.15: Code of Good Practices in Research at the USC	Extended: A.33: Map of professional skills A.32: Career development services for R2 A.17: Training in research management procedures New:
	There isn't a Continuous Training Programme for researchers. Although there is a wide range of		gap	gap	gap		

Gap Analysis: progress 2016 - 2022

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	actions of continuous training provided by different services, these actions do not fall into a specific training plan for researchers. However, there is indeed a Plan of Teaching Training and Innovation.				A.34: Catalog of courses on transversal skills A.35: Certification of training in professional and transversal skills received during the doctoral period A.36: Job portal and USC HRS4R website website	A.45: Human Resources Area of the USC A.46: University Staff Training Centre A.57: Training in research management for researchers A.58: Internationalization of PhD Studies A.59: Improving the offer of training activities for R1 researchers A.60: E-learning system for transversal training A.61: Supervision skills training programme for R3 and R4
	In the case of R1, specific and singular training in transversal skills is provided throughout the doctoral training but it is not certified (eg. courses on techniques, on instrumentation, on bibliographic searches, etc... e.g. courses that qualify for the use of certain research infrastructures done by students but not certified). There are no structured and systematic processes of validation of skills. While doctoral training includes training in transversal capacities throughout the expertise acquired in the development of the research project, these skills are not recognized explicitly in the degrees. The annual progress report of activities of doctoral candidates can be a good tool to evaluate the acquisition of skills during he job.	gap	gap		Completed and extended: A.17: Training in research management procedures Extended: A.33: Map of professional skills A.32: Career development services for R2	
	The activities of continuous training are not designed with the aim of improving / enhancing the	gap	gap	gap		

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Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	New proposals in the 2022 – 2025 HRS4R Plan
	employability of researchers out of academia or out of the scientific arena.					

40. Supervision

Implementation 2022	GAP impediments	Implementation 2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	
R1 +/- almost fully implemented	Allocation of directors: procedures for matching the demand for doctoral studies with the capacity of these should be improved.	gap			<p>Completed:</p> <p>A.9: Creation of the USC Welcome Center</p> <p>A.15: Code of Good Practices in Research at the USC</p> <p>A.23: System of Internal Quality Guarantee of the CIEDUS</p> <p>A.24: Feasibility report of the PhD Research Proposal</p> <p>A.25: Review procedures of allegations in doctoral training</p> <p>A.28: PhD supervision good practice guide</p> <p>Completed and extended:</p> <p>A.26: Satisfaction Survey on Doctoral Education</p> <p>Extended:</p> <p>A. 8: Charters for services on human resources management</p>	<p>Extended:</p> <p>A. 8: Charters for services on human resources management</p> <p>A.16: Charter for services on research management for researchers</p> <p>A.10: Welcome guide for researchers</p> <p>A.26: Improving processes related to the Satisfaction Survey on Doctoral Education</p> <p>New:</p> <p>A.53: USC Welcome days</p> <p>A.58: Internationalization of PhD Studies</p> <p>A.61: Supervision skills training programme for R3 and R4</p>
	Supervision methods: there is great diversity in the methods of supervision of doctoral students from each of the programmes.	gap	gap			
	Communication with supervisors: so far the communication between the School and the supervisors is done through the coordinators; this mechanism is not always effective and does not ensure that communication with the supervisors is smooth.	gap	gap	gap		
	Improvements in the management processes of doctoral training: linked to the implementation of the new organizational model, it is necessary	gap	gap			

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Implementation 2022	GAP	Implementation	2016	2019	2022	Initiatives undertaken at the 2016 HRS4R Action Plan	
	to address the review and rationalization of the management processes of doctoral training.					A.16: Charter for services on research management for researchers	
	Linguistic aspects: computerized processes for admission and on-line enrolment are not in English.	gap	gap			A.10: Welcome guide for researchers	
Supervision -/- insufficiently implemented See principle 36 for R2A							