Human Resources strategy **HR4SR** implementation at the University of Valencia

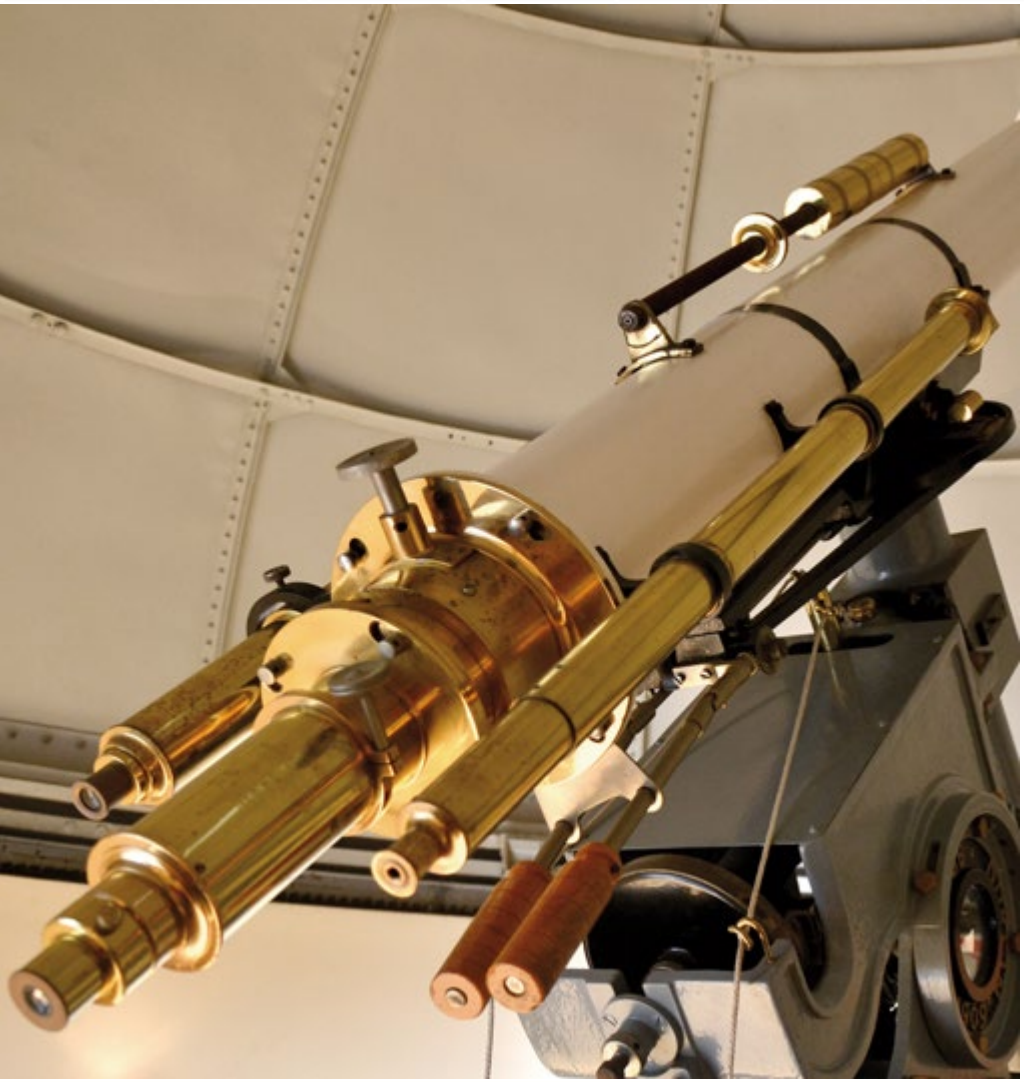
HR EXCELLENCE IN RESEARCH

Rosa García and Verónica Estruch
International R&D & Innovation Service
University of Valencia

Valencia, 6 November 2019

Over V Centuries of history

Founded in 1499, the Universitat de València of today is the outcome of more than 5 centuries of history that have led to the accumulation of knowledge and unique documentary treasures, making it one the top Spanish Universities.



Thinking on future

The development of the Universitat has run in parallel with the development of the city, crating spaces for teaching, research, creation and dissemination of culture and science as well as knowledge transfer.

International scope

The UV is today a modern European university, leader in receiving international students and prominent in the rankings of universities

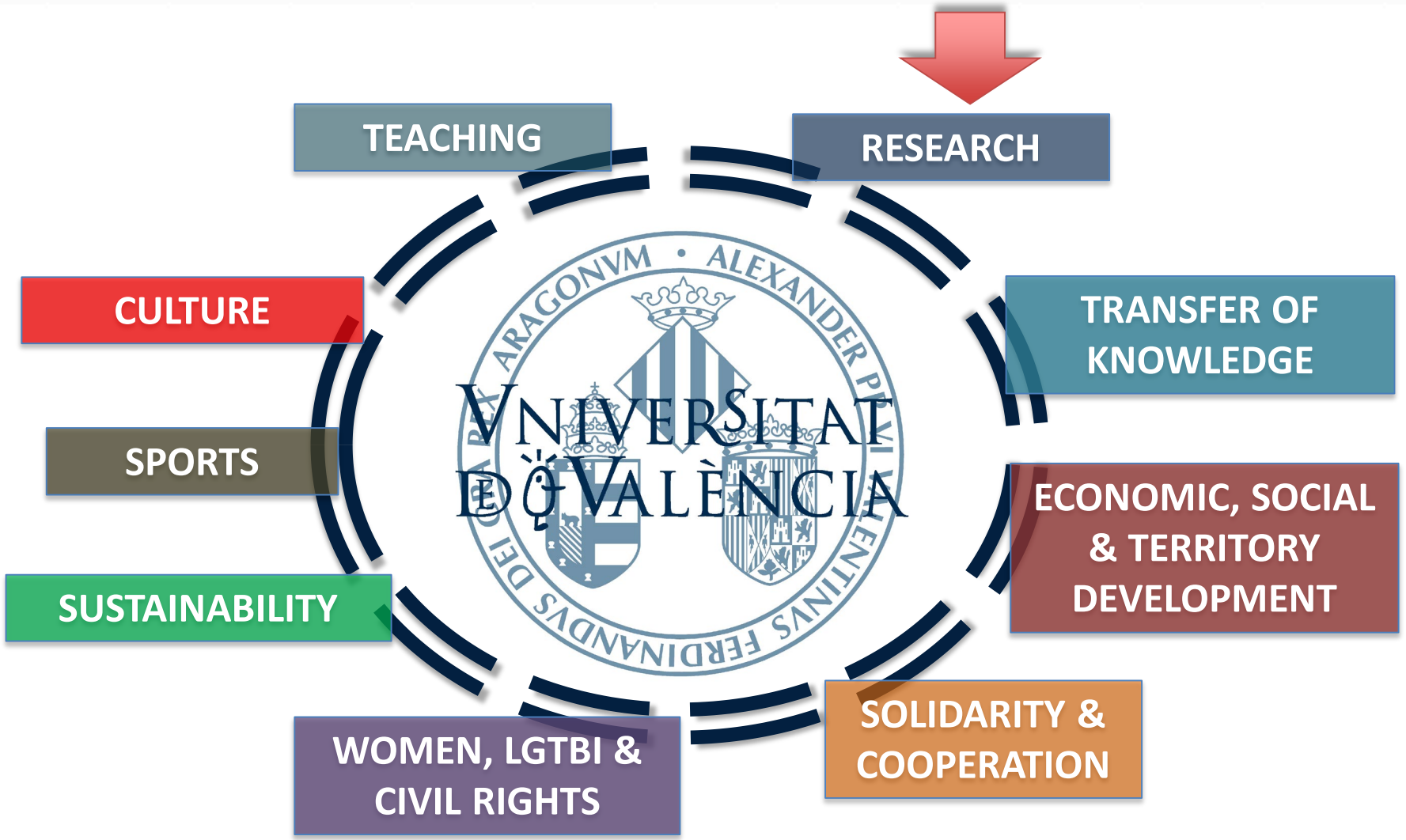
Recognized twice by the Spanish Government as Campus of International Excellence.

Fields of knowledge

- Sciences
- Engineering
- Health Sciences
- Arts & Humanities
- Educational Sciences
- Social Sciences
- Business and Economics
- Law and Political Sciences

Universitat de València

A GLOBAL UNIVERSITY

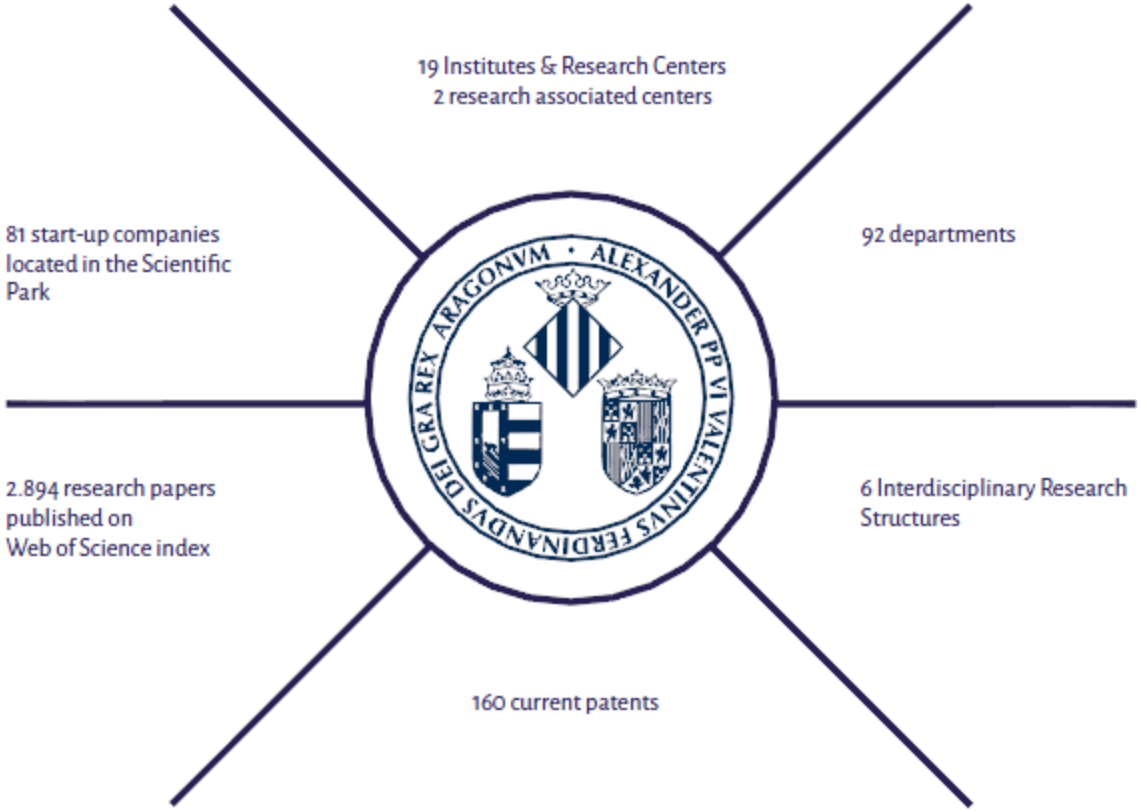

TEACHING
RESEARCH
CULTURE
TRANSFER OF KNOWLEDGE
SPORTS
ECONOMIC, SOCIAL & TERRITORY DEVELOPMENT
SUSTAINABILITY
SOLIDARITY & COOPERATION
WOMEN, LGTBI & CIVIL RIGHTS
VNIVERSITAT DE VALÈNCIA

Research & Innovation Service

Carlos Hermenegildo Caudevilla

Mª Dolores Real García

Research


19 Institutes & Research Centers
2 research associated centers
92 departments
6 Interdisciplinary Research Structures
160 current patents
2.894 research papers published on Web of Science index
81 start-up companies located in the Scientific Park

Research & Innovation Service

Technical and administrative support structure for the Vice-Rectorate of Research and the Vice-Rectorate of Innovation and Transfer and for the Research Commission, which performs the functions of advice, information, promotion, management, monitoring and justification of the different actions in the area of research and transfer of knowledge and generated results to society.

Research & Innovation Service

The Research & Innovation Service is organized internally in **six sections**:

Contracted R&D & Innovation, mainly dedicated to the management of R&D & Innovation and related activities carried out under protection of art. 83 of the LOU. Includes negotiation, drafting, review, invoicing and legal-administrative follow-up of contracted R&D & Innovation activities and related legal businesses.

Resources a & Innovation Support Programs, responsible for the management of human capital calls for research and mobility of R&D & Innovation p el, justification and economic and administrative follow-up of R&D & Innovation grants for personnel and mobility, the design and manag specific calls for the promotion of R&D & Innovation and the evaluation of R&D & Innovation activity.

International R&D & Innovation, dedicated to promoting and managing the participation of UV researchers in the different European R&D & Innovation initiatives (Horizon 2020, COST, LIFE, etc.) and, in general, of an international nature, through the different sources of funding. It also carries out actions to promote and stimulate researchers for their participation in international research programs considered strategic for UV.

Granted R&D & Innovation, which deals with the management of R&D & Innovation projects and public-private collaborative activities, as well as the promotion of participation in national and regional R&D projects and initiatives and the justification and economic-administrative follow-up of R&D & Innovation activities.

Innovation, Valorisation and Entrepreneurship, mainly dedicated to the valorisation of the capacities and research results for their effective transfer to the industry, either through their license to companies and other entities, or through the creation of start-up companies. This section also deals with the management of intellectual and industrial property rights derived from the research activity, the management of the own UV aid program in the part dedicated to the valorisation and transfer of technology and the management of initiatives within the framework of the Empren+ entrepreneurship program and also helps to encourage the entrepreneurial culture and cooperation in R&D & Innovation.

Financial Control, Audit and R&D & Innovation Estructural Funds, dedicated to the control of the economic management of R&D & Innovation activities, the justification of contracted R&D & Innovation activities, the management of audits and the application, follow-up and justification of infrastructures and R&D & Innovation structural funds.

International R&D & Innovation

Secció d'R+D+I Internacional

Càrrec	Nom	Telèfon	E-mail
Cap de Secció	María Angeles Sanchis Polo	Ext. 51276	operuv@uv.es
Tècnic Superior	Pablo Aller Morán	96 35 44100	operpromocion@uv.es
Tècnica Superior	Rosa García Pérez	Ext. 51139	operpromocion@uv.es
Tècnica Superior	Jane Moreno Mercer	96 35 44100	operpromocion@uv.es
Tècnic Superior	Marcos Pérez Olmedilla	96 35 44100	operpromocion@uv.es
Tècnica Superior	M. Paz Ruiz Sancho	96 35 44100	operpromocion@uv.es
Tècnica Superior	Verònica Estruch Giner	96 35 43956	operpromocion@uv.es
Tècnic Superior	Jose Vicente Chorda Sancho	96 35 43956	operpromocion@uv.es
Tècnic Superior	Sebastián Torrijos García	Ext. 51363	operuv@uv.es
Tècnica Mitjana	Teresa Sauri Rodríguez	Ext. 51357	operuv@uv.es
Administrativa	Iluminada Alabau Márquez	96 39 37736	operuv@uv.es
Administrativa	Mercedes Zaragoza Soriano	96 39 83621	operuv@uv.es
Administrativa	Dolores Santaya Juan	96 39 83989	operuv@uv.es
Administratiu	Alvaro Araque Herraiz	96 39 83990	operuv@uv.es

Universitat de València European Projects

Projects of the Universitat de València that received funding from the EU Framework Programme for Research and Innovation Horizon 2020 (H2020) and from other European and International funding programmes.

**Data updated to 7 June 2019

https://www.uv.es/uvweb/research-service/en/internationalisation/uv-projects-/uv-projects-1285914464944.html

HORIZON 2020: 78 projects

HRS4R

HRS4R : Origin of the need at UV
Grant Agreement

https://ec.europa.eu/research/participants/data/ref/h2020/mga/gga/h2020-mga-gga-multi_en.pdf

SECTION 4 OTHER RIGHTS AND OBLIGATIONS

ARTICLE 32 — RECRUITMENT AND WORKING CONDITIONS FOR RESEARCHERS

32.1 Obligation to take measures to implement the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

The beneficiaries must take all measures to implement the principles set out in the Commission Recommendation on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, in particular regarding:

- working conditions;

- transparent recruitment processes based on merit, and

- career development.

The beneficiaries must ensure that researchers and third parties involved in the action are aware of them.

HRS4R : Origin of the need at UV
Grant Agreement

SECTION 4 OTHER RIGHTS AND OBLIGATIONS

ARTICLE 32 — RECRUITMENT AND WORKING CONDITIONS FOR RESEARCHERS

32.2 Consequences of non-compliance

If a beneficiary breaches its obligations under this Article, the [Commission][Agency] may apply any of the measures described in Chapter 6.

CHAPTER 6 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — SANCTIONS — DAMAGES — SUSPENSION — TERMINATION — FORCE MAJEURE

Art.32 Where is it found?

In all multi-beneficiary GAs

EXCEPT

- MSC-COFUND
- SME instrument
- ERA-NET Cofund
- PCP-PPI COFUND (joint public procurement/innovative solutions)
- EJP COFUNF (European Joint Programme)

HRS4R: We need this tool!

- Enrolment in the HRS4R (Human Resources Strategy for Researchers) is voluntary and non-binding.
- Supports research institutions and funding organisations in the implementation of the Charter & Code in their policies and practices.
- The implementation of the Charter & Code principles by research institutions render them more attractive to researchers looking for a new employer or for a host for their research project.
- The European Commission recognizes with the 'HR Excellence in Research Award' the institutions which make progress in aligning their human resources policies to the 40 principles of the Charter & Code, based on a customized action plan/HR strategy.

HR EXCELLENCE IN RESEARCH

2005 Commission Recommendation

https://euraxess.ec.europa.eu/jobs/charter

2008 Mechanism of implementation

HR EXCELLENCE IN RESEARCH

2014 Art. 32 "Best effort" obligation for all beneficiaries

•**Charter** describes rights and duties which should be respected by scientists, employers and research funding organisations in order to act responsibly and as professionals within their working environment. Reference framework.

•**Code** describes recruitment procedures that employing institutions should implement in order to assure equal treatment and favourable working conditions for all scientists in Europe.

HRS4R

Commission

Charter and Code: 4 pillars to strengthen the ERA

Overall GOAL

Open, attractive, sustainable European labour market for researchers

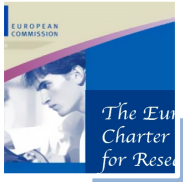
HRS4R

The Charter and Code, through 40 general principles and requirements, ensures researchers can enjoy the same rights and obligations in any European country.

https://euraxess.ec.europa.eu/spain/services/charter-code-researchers

Applicable to researchers

- Research Freedom
- Ethical principles
- Professional responsibility
- Professional attitude
- Contractual and legal obligations
- Accountability
- Good practice in research
- Dissemination, exploitation of results
- Public engagement
- Relation with supervisors
- Supervision and managerial duties
- Continuing Professional Development



Applicable to employers and funders

- Recognition of the profession
- Non-discrimination
- Research environment
- Working conditions
- Stability and permanence of employment
- Funding and salaries
- Gender balance
- Career development
- Value of mobility
- Access to research training and continuous development
- Access to career advice
- Intellectual Property Rights
- Co-authorship
- Supervision
- Teaching
- Evaluation/appraisal systems
- Complaints/appeals
- Participation in decision-making bodies
- Recruitment

General principles and requirements

- Recruitment
- Selection
- Transparency
- Judging merit
- Variations in the chronological order of CVs
- Recognition of mobility experience
- Recognition of qualifications
- Seniority
- Postdoctoral appointments

HRS4R

Ethical and professional principles
Recruitment
Working conditions and safety, professional environment
Training

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

1. Recruitment (principles)
2. Recruitment (procedures)
3. Selection
4. Transparency
5. Judging merit
6. Variations in the chronological order of CVs
7. Recognition of mobility experience
8. Recognition of qualifications
9. Seniority
10. Postdoctoral appointments

1. Recognition of the profession
2. Research environment
3. Working conditions
4. Stability and permanence of employment
5. Funding and salaries
6. Gender balance
7. Career development
8. Value of mobility
9. Access to career advice
10. Intellectual Property Rights
11. Co-authorship
12. Teaching
13. Complaints/appeals
14. Participation in decision-making bodies

1. Relation with supervisors
2. Supervision and managerial duties
3. Continuing Professional Development
4. Access to research training and continuous development
5. Supervision

HRS4R and MSCA

Investing in the people behind R&I, delivering talents and improving careers

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers https://euraxess.ec.europa.eu/jobs/charter including:

Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts.

It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing anyinsecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

MSCA Fellows: Personal Career Development Plan

HRS4R and MSCA

Investing in the people behind R&I, delivering talents and improving careers

Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.

Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Evaluation/appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

…

HRS4R

Declarations of endorsement of Charter & Code

Look what organisations have endorsed the Charter & Code principles. They are listed by Country.

Number of Organisations: 11

Search for organisation | MOLDOVA

Academy of Economic Studies of Moldova, Moldova
Academy of Sciences of Moldova, Moldova
Information Society Development Institute, Moldova
Institute of Legal and Political Research of the Academy of Sciences of Moldova, Moldova
Institute of Romanian Philology „Bogdan Petriceicu Hasdeu", Moldova
JUSTSTUDIUMANIMA, Moldova
Moldova State University, Moldova
National Institute for Economic Research, Moldova
State University of Medicine and Pharmacy 'Nicolae Testemitanu', Moldova
University of Comrat, Moldova
University of the Academy of Sciences of Moldova, Moldova

HRS4R Acknowledged Institutions

The "HR Excellence in Research" award gives public recognition to research institutions that have made progress in aligning their human resource policies with the principles set out in the "Charter & Code". Institutions that have been awarded the right to use the icon can use it to highlight their commitment to implement fair and transparent recruitment and appraisal procedures for researchers.

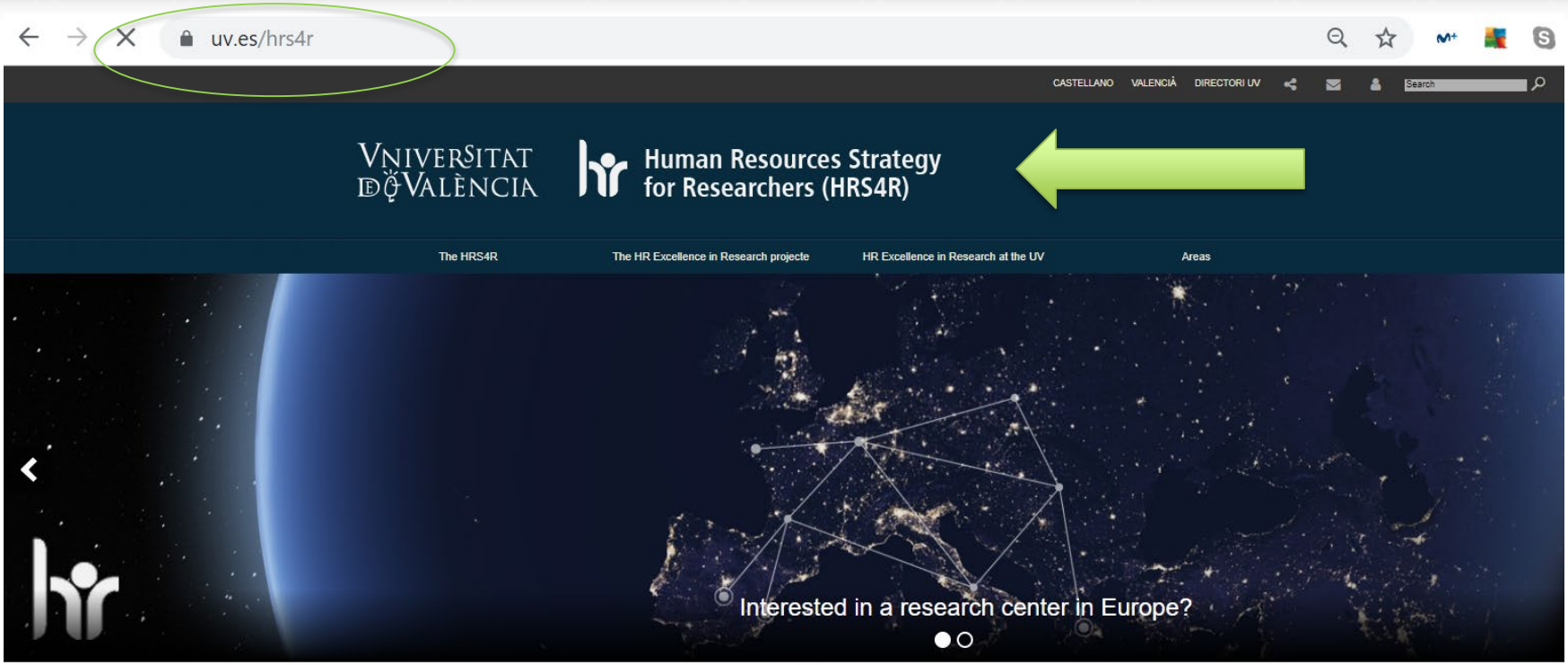
MOLDOVA

Choose a Country to see listing.

MOLDOVA

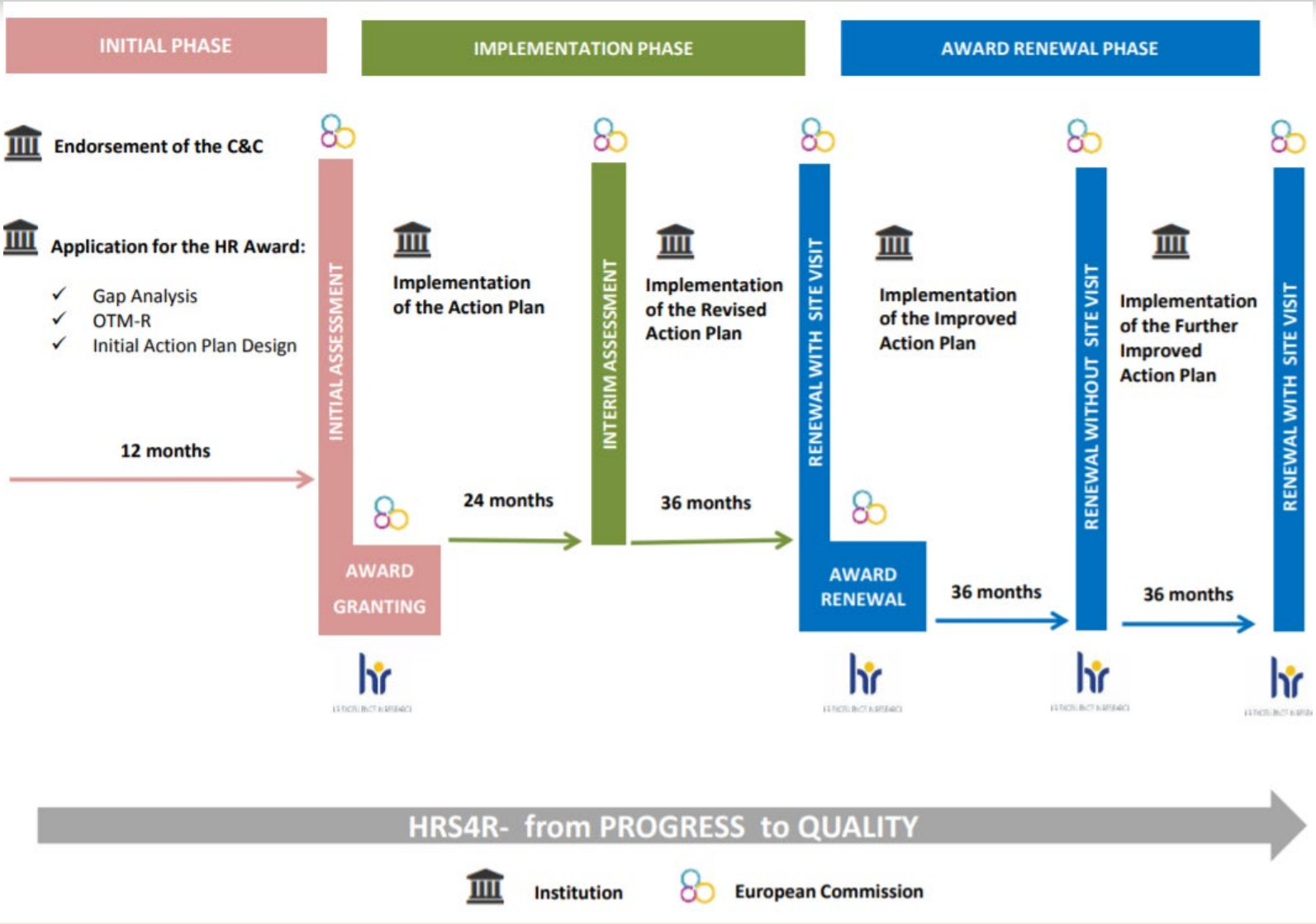
Academy of Economic Studies (8.8.2017)
IDSI (10.2.2017)
Moldova State University (17.7.2015)
National Institute for Economic Research
PI Nicolae Testemitanu SUMPh
UnASM

HRS4R at the UVEG



VNIVERSITAT DE VALÈNCIA

HR4SR at the UVEG



INITIAL PHASE

Step 1:

VNIVERSITAT DE VALÈNCIA

European Commission
Directorate-General for Research
Att. Mr. Robert-Jan Smits
B-1 049 Brussels
Belgium

Declaration of Commitment by Universitat de València to the Principles of the European Commission recommendation 200/251/EC of 11 March 2005 on "The European Charter for Researchers" and on "The Code of conduct for the recruitment of researchers".

Universitat de València, welcomes and supports the Recommendation of the European Commission on the "European Charter for Researchers" and on the "Code of conduct for the recruitment of Researchers".

In accordance with its internal policies and within its legal boundaries, Universitat de València commits itself to apply the stated principles via its human resources policies for researchers and to promote transparency, accessibility, equity and the pursuit of excellence in the recruitment of researchers.

By adhering to this Recommendation, Universitat de València will reinforce its effort to create the best possible framework within which its researchers can develop their careers, while at the same time contributing to the development of the European Research Area.

Signed in duplicate in València 5th April 2016

Esteban Jesus Morcillo Sánchez
Rector
Universitat de València

VR. INVESTIGACIÓ I POL. CIENTÍFICA

EUROPEAN COMMISSION
DIRECTORATE-GENERAL FOR RESEARCH & INNOVATION

Directorate B – Open Innovation and Open Science
B.2 – Open Science and ERA Policy
The Head of Unit

Brussels, 2 0 MAI 2016
RTD.DDG1.B.2/IB/ia
Ares save number: (2016) 2908451

UNIVERSITAT DE VALÈNCIA
REGISTRE GENERAL
13 JUN. 2016
ENTRADA Nº 65674
HORA

Universitat de València
Rector Esteban Jesus Morcillo Sánchez
Av. de Blasco Ibáñez 13
46010 València
Spain

Dear Mr Morcillo Sánchez ,

We are pleased to hear that the Universitat de València is committed to support the principles of the Charter and Code and we acknowledge receipt of its Declaration of Commitment.

Soon it will be listed on the Charter and Code Endorsements page (under 'Spain') http://ec.europa.eu/euraxess/index.cfm/rights/charterAndCode#A

We hope Universitat de València will go further in the process by undergoing its implementation mechanism, i.e. the Human Resources Strategy for Researchers (HRS4R).

As you may be aware, the HRS4R is a voluntary five step process that ensures continuous progress in HR policies in research institutions. More information can be found on the EURAXESS Rights at: http://ec.europa.eu/euraxess/index.cfm/rights/strategy4Researcher

The first step is to map your current HR policies with the 40 principles of the Charter and Code. Once you have an internal gap analysis to see where gaps exist, you can set up an action plan to address these. This process should be an inclusive one with input from researchers, HR staff and management. The gap analysis, action plan and HR Strategy document explaining the process you went through can then be sent to the EURAXESS Rights Team for review and potential attribution of the HR Award.

For the time being 132 Spanish institutions have already endorsed the Charter and Code and 43 have received the HR Award.

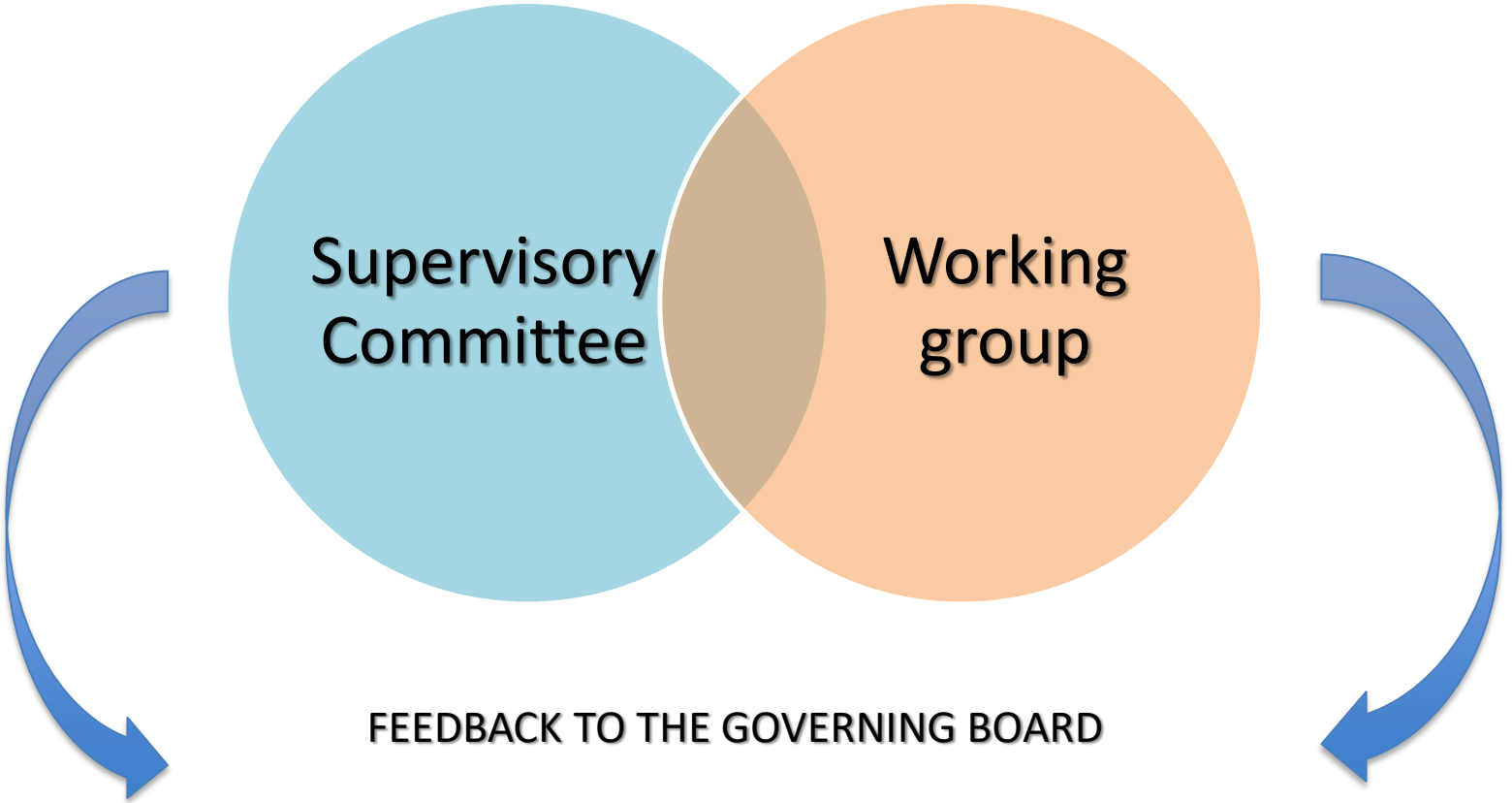
Should you have any further questions, the EURAXESS Rights Team remains at your disposal (RTD-CHARTER@ec.europa.eu).

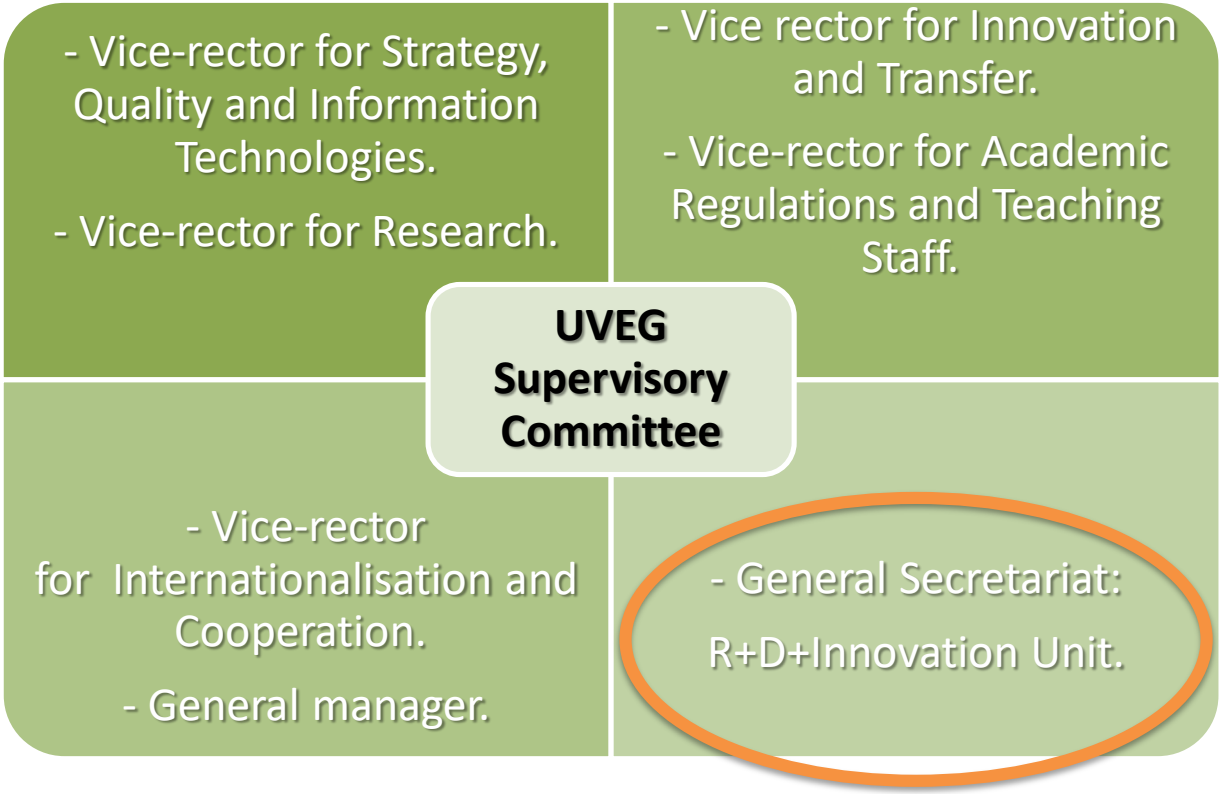
Yours sincerely,

Fabienne Gautier

Commission européenne/Europese Commissie, 1049 Bruxelles/Brussel, BELGIQUE/BELGIË - Tel. +32 22991111
Office: ORBN 04/067 - Tel. direct line +32 229-93781
Fabienne.Gautier@ec.europa.eu

HRS4R UVEG organization:





GAP ANALYSIS

ACTION PLAN DESIGN /IMPLEMENTATION

Open, Transparent and Merit-based Recruitment of Researchers

OTM-R

UVEG Working group

VNIVERSITAT DE VALÈNCIA

GAP ANALYSIS

HR EXCELLENCE IN RESEARCH

OPEN CONSULTATION

Ethical aspects

- Doc. needed: **Good Practices of Research**.
- Adhesion of **FAIR** principles.
- Promotion of **laboratory certification**.

Recruitment

- More proactive in **publicity**.
- More emphasis in **English**.
- Being more **proactive in the use of EURAXESS**.

Working conditions

- Improve the **guidance** that researchers receive concerning career prospects and employment opportunities.

Training

- Improvements needed in proactive adaptation of the offer to the demand, **promotion of participation** in training actions, assessment of the **atractiveness of the courses** on offer.

VNIVERSITAT DE VALÈNCIA

ACTION PLAN

HR EXCELLENCE IN RESEARCH

Title action (In brackets, Principles involved)	Timing	Responsible Unit	Indicator(s) / Target(s)
General			
A1. Establishment of a standing HRS4R committee overseeing the implementation of the HR Strategy.	3rd Qtr 2017	Rectorate/Vice-Rectorate for Research and Scientific Policy*	T. Adoption by the UV's Executive Board
A2. Creation of the UV's HRS4R portal	4th Qtr 2017	Research Service	T. Availability of the Portal on the UV's Web.
Ethical and Professional aspects			
A3. Adoption of the Internal Code of Good Practice for Research. (1, 3, 4, 5, 6, 8)	1st Qtr 2018	Vice-Rectorate for Research and Scientific Policy*	T. Formal adoption by the UV's Governing Board
A4. Revision and update of specific provisions for visiting researchers. (4)	4th Qtr 2017	Research Service	T. Manager approval of documents
A5. Welcoming material for new research recruits to be included in the HRS4R portal (5)	1st Qtr 2018	Research Service	T. Material available on paper and on the Web
A6. Studying establishing a Welcome Office for International Researchers (5)	4th Qtr 2018	Vice-Rectorate for International Relations*	T. Report on viability of the different options for establishing this service
A7. Guidelines to meeting FAIR principles. (6, 8)	1st Qtr 2018	Library Service	T. Formal adoption by the UV's Governing Board
A8. On-line Training course on the Internal Code for Good Practice in Research and FAIR principles (5, 6, 8)	Periodic from 2nd Qtr 2018	Training SFPIE Service	T. Course available on-line
A9. Promotion of the certification of laboratories through the existing Certification Program (7)	Continuous from 4th Qtr 2017	Vice-Rectorate for Research and Scientific Policy *	I. Nr of Labs and Units certificated
Recruitment and Selection (See also OTM-R actions table below for additional related actions)			
A10. Wider publicity to the announcement of vacancies beyond the mandatory official channels, including in English (13)	4th Qtr 2017 / Gradual increase	HR Services + RUVID	I. Number of channels used I. Number of vacancies publicised in English
A11.Promotion of the OTM-R actions in the UV's HRS4R portal and through training/dissemination actions	4th Qtr 2017 / Gradual increase	Research Service	I. Number of entries
Working Conditions and Social Security			
A12. Knowledge Platform to offer job prospects and opportunities for researchers under contract (30)	4th Qtr 2018	OPAL	T. Web service in place I. Nr of entries in the service
Training and development			
A13. Provide support to UV's Research Groups for accessing National and International funds and to facilitate actions for local, national and international networking (30)	Continuous from 3rd Qtr 2017	Research Service OPER OTRI	I. Nr of training actions and workshops I. Nr of Groups involved
A14. Pro-active promotion of the participation in training courses, also aiming to adapt the supply to the demand, (38, 39)	Continuous from 1st Qtr 2018	Vice-Rectorate for Research and Scientific Policy *	T. Analysis of applications per Course on offer I. Nr and % of staff involved

Step 1: BENEFITS

REFLECTION

1) Critical review of current administrative and cultural approach

+

2) Involvement of **stakeholders**: directly / consultation

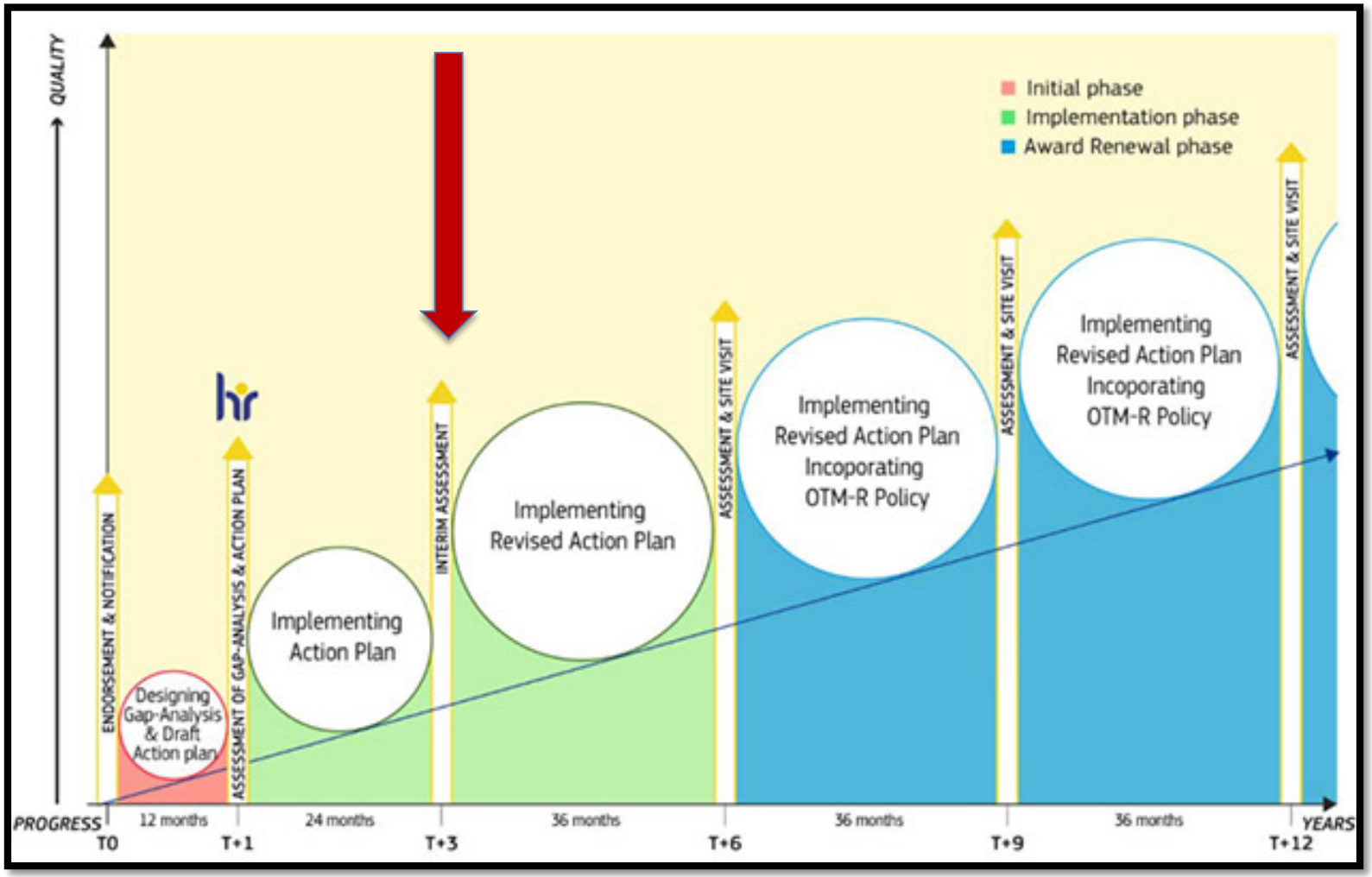
+

3) Awareness of the importance of C&C

+

4) Commitment to progress in areas requiring improvement

TIMELINE:


QUALITY
Initial phase
Implementation phase
Award Renewal phase
ENDORSEMENT & NOTIFICATION
Designing Gap-Analysis & Draft Action plan
ASSESSMENT OF GAP-ANALYSIS & ACTION PLAN
Implementing Action Plan
INTERIM ASSESSMENT
Implementing Revised Action Plan
ASSESSMENT & SITE VISIT
Implementing Revised Action Plan Incoporating OTM-R Policy
ASSESSMENT & SITE VISIT
Implementing Revised Action Plan Incoporating OTM-R Policy
ASSESSMENT & SITE VISIT
PROGRESS
12 months
24 months
36 months
36 months
36 months
YEARS
T0
T+1
T+3
T+6
T+9
T+12

REGISTER EURAXESS ORG. ACCOUNT

The institution registers an organisational account on EURAXESS if there isn't any. It must be an account of the top organisation (not a department/ laboratory account of the top organisation).

GET HRS4R ADMIN ROLE

Once the registration of the EURAXESS org. account is approved by the Help Desk, you can ask for the HRS4R Admin role, to secure access to the HRS4R online tool. The domain of the email must be in the URL of the organisation. Only one person per organisation is granted this role.

IMPLEMENTATION PHASE

The Institution can fill in the Internal Review for the Interim Assessment in the HRS4R E-Tool. From this moment on the reporting and assessment process will be handled online.

European Commission

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review:

.....

Organisation's contact details:

.....

Web-link to published version of organisation's HR Strategy and Action Plan:

.....

Web-link to organisational recruitment policy (OTM-R principles):[45]

.....

SUBMISSION DATE TO THE EUROPEAN COMMISSION: .....

1. ORGANISATIONAL INFORMATION

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	*FTE*
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*
Of whom are international (i.e. foreign nationality)	*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*
Of whom are women	*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	*
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations — including EU funding)	
Annual funding from private, non-government sources, designated for research	
***ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)*	
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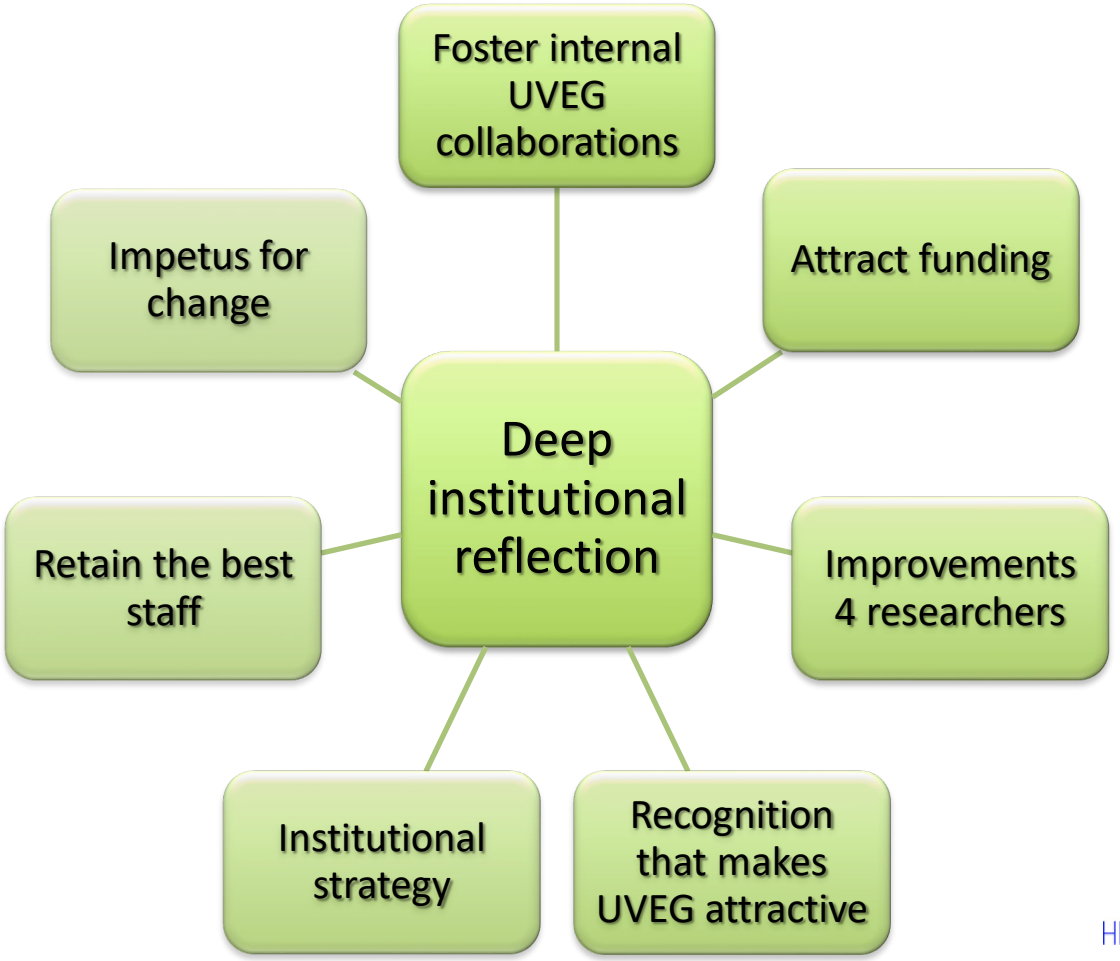
BENEFITS OF THE HRS4R AWARD:



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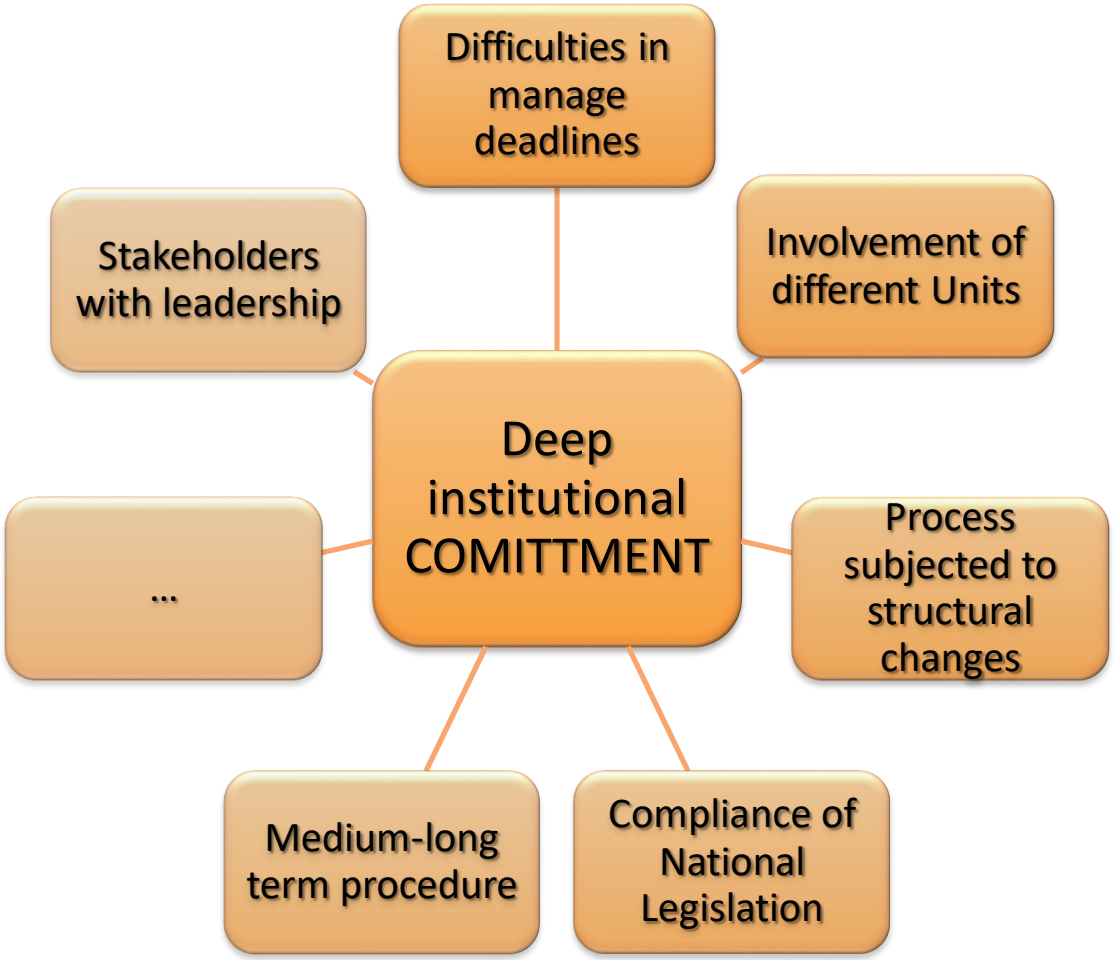
FINAL REMARKS:



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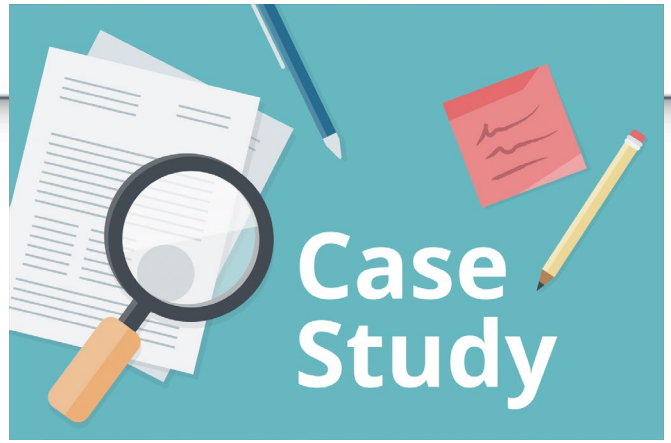

https://euraxess.ec.europa.eu/jobs/search

General Principles and Requirements of the Code are:

Recruitment

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.

Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

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