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APPLICATION TO HR AWARD

COMPLUTENSE UNIVERSITY OF MADRID

# GAP ANALYSIS (brief)

March 2018

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## 1 CONTACT DETAILS

Table 1. Contact details

Name of Organisation under review:	COMPLUTENSE UNIVERSITY OF MADRID
Organisation's contact details:	Prof. José Manuel Pingarrón Cazarron Vice-Rector for Knowledge Transfer and Entrepreneurship Email: <a href="mailto:vr.transferencia@ucm.es">vr.transferencia@ucm.es</a> ; <a href="mailto:sec.transferencia@ucm.es">sec.transferencia@ucm.es</a> Tel. +34 91394 3544/3585 Address: Facultad de Medicina. Edificio Entrepabellones 7 y 8. Calle del Doctor Severo Ochoa, 7 – 3ª planta. Ciudad Universitaria. 28040 Madrid, Spain
Submission date:	20 March 2018
Date of Charter and Code Endorsement:	19 October 2017
Web link to published version of organisation's HR Strategy and Action Plan:	<a href="http://www.ucm.es/hrs4r">http://www.ucm.es/hrs4r</a>

## 2 THE PROCESS

### 2.1 Description of the process

The organizational Structure of the process included a **Steering Committee** to oversee the whole process and the appointment of a **Coordinator** of the operations. Concerning the **Charter & Code (hereinafter, C&C)**, two **Working Groups** were created, composed by researchers and management staff, to perform an in deep analysis of the level of implementation of the C&C principles at UCM and propose improvement measures. For OTM-R, a **focus group of administrative staff** with the cooperation of researchers, analysing the OTM-R principles in selection processes was established; additionally, area responsables were interviewed by the coordinator and results of interviews transmitted to Working Groups.

Main methodologies followed were: **extensive and continuous participation of researchers** of all levels during the whole process; **online surveys, meetings to perform in deep analysis, workshops** held by the working groups, and a focus group including the OTM-R **administrative staff**.

**The process consisted on the following activities:**

- The Steering Committee was set up. it incorporated 5 Members. See members at 2.3.1 “People Involved”.
- Approvement of the appointment of a Coordinator for the performance of the whole process of GAP analysis and for the definition of the action plan.
- A **working strategy**, led by the Coordinator Marta Arregui and assessed by an external expert was created.
- **An UCM HRS4R website** was created, (<https://www.ucm.es/hrs4r>)
- A **General Online survey** was performed, addressed to the whole research and teaching staff of the institution, concerning the implementation of the C&C at UCM. Further details at 3 and 4.
- After analyzing the participation of the online survey, it was decided that a broader vision of the implementation of the C&C criteria at the UCM was needed. With this aim, two working groups were appointed, for obtaining a deeper knowledge about the implementation of the criteria and its perception and relevance.
- **R3 & R4 Working Group: they have a broader perspective of the UCM functioning.** The Working Group was aimed to perform the deep analysis on the level of implementation of the principles of the C&C at UCM, to suggest proposals to improve such alignment and to pre-validate the Gap Analysis and Action Plan. It based its analysis on the online survey, on extensive support documents provided, in deep discussions on group meetings, and on the input of the actions described below The working group performed the analysis by groups of principles (Ethical and Professional Aspects; Selection and Recruitment and OTM-R; Working Conditions; Training and Development). Each group of principles was analyzed each in 4 sessions of 4 hours. The Gap Analysis was validated, and a preliminary proposal of actions was made. Members of the working group were selected according to two main criteria: extensive experience in research activities, and expertise on at least one of the groups of C&C principles.. Two members were identified as contributors concerning gender approach. . See members at 2.3.2 “People Involved”.

- **R1 & R2 Working Group.** Additionally, and with the aim of understanding, the perception of young researchers, a second working group of R1 & R2 researchers was appointed. Members of this working group were selected in terms of their gender, area of knowledge and professional profile. After completing an online survey evaluating the C&C criteria, (<https://es.surveymonkey.com/r/M7WR93P>) they attended to a 4 hours workshop. See members at 2.3.3. “People Involved”.

Both working groups represent all the knowledge areas of the UCM.

- **Four Individual interviews** were held with high level staff involved in the implementation of the principles of the Charter and Code. Interviews were reported to and considered by both working groups.
- **For the OTM-R survey,** a sample of the population was defined with 21 participants, of whom 13 were researchers involved in the selection processes (R1 to R4), and 9 were administrative staff involved in the hiring process. The group was gender balanced.
- **Endorsement of the UCM to the C&C principles,** and commitment to implement the HRS4R at the UCM
- **A strategic reflection meeting** presenting the combined results of the activities (surveys and group meetings) to the Steering Committee was held (Nov 30<sup>th</sup> 2017).
- **A final Workshop to validate the GAP analysis** and discuss initial proposals of the Action Plan with members of the two Working Groups and the Steering committee was held December 5.
- **The final results of the Action Plan** were presented to the Steering Committee for its approval (24 January). Finally, a final presentation of both documents was made to the members of the Working Groups and the researchers that have participated at the Workshops.
- **The Gap Analysis and Action Plan were presented to the Governing Board** of the UCM on 21 February 2018, for validation and approval.

A detailed description of the people involved, agendas, methodology and results can be found in the following pages.

## 2.2 Calendar of the process

Table 2 summarises the chronology of the 2017-2018 milestones during the process of preparation for the HR Award application.

Tabla 2 Calendar

DATE	ACTION
24-January-2017	Constitution of the Steering Committee HRS4R at UCM and decision to implement the HRS4R at UCM
28-February-2017	Presentation of the start of the process to the Governing Council
April 2017	Appointment of a coordinator for the process of Gap Analysis and Action Plan.
April-May 2017	Definition of the initial methodology
June 2017	Launching of a UCM –HRS4R website at the UCM website ( <a href="https://www.ucm.es/hrs4r">https://www.ucm.es/hrs4r</a> )
20-Jun to 2 July 2017	Preparation and development of the online survey (1,135 answers received for the teaching and research staff)
July 2017	Collection of data about Staff profiles and selection of the profiles for working groups.
September – November 2017	In deep analysis by researchers: R3&R4 Working group R3&R4 meetings: in deep analysis of the implementation of the 40 principles at UCM (12 meetings: 15-Sep, 29-Sep, 20-Oct for principles concerning Ethical and professional aspects; 12-Sep, 26-Sep, 10-Oct for principles concerning selection and recruitment; 21-Sep, 4-Oct, 18-Oct for principles concerning Working conditions; 14-Sep, 28-Sep, 16-Oct for principles concerning Training and development).
November 2017	In deep analysis by researchers: Survey and workshop of R1&R2 Working Group. In deep analysis of the implementation of the 40 principles at UCM.
September - October 2017	Interviews to a selection of institutional responsables concerning specific areas of the C&C: Vice-rector for Academic Policy and Teaching Staff (18-Sep-2017); Rector's Delegate for the Continuous Training (27-Sep-2017); Advisor of the Vice-Rector of Information Technologies (3-Oct-2017); Director of the Office for the Transfer of the Research Results (17-Oct-2017).
September-November 2017	OTM-R in deep analysis and survey (Working Group + Administrative staff + coordinator of the process).
16-November-2016	(Re) Endorsement of the principles of the Charter and Code and commitment to implement the HRS4R at UCM)
30-November-2017	Meeting of the HRS4R Steering Committee at UCM: Strategic reflection
5-December-2017	General Workshop: (R3+R4 WG, R1 +R2 WG and SC) Validation of the Gap Analysis (C&C and OTM-R) and prioritization of actions
24- January 2018	Presentation of the Gap Analysis and Action Plan to the UCM-HRS4R Committee.
21-February-2018	Presentation of the Gap Analysis and Action Plan to the UCM Governing Team and approval.



## 2.3 People involved

### 2.3.1 UCM-HRS4R Steering Committee

**Role:** Its responsibility was to oversee the overall process of the Gap Analysis, Action Plan and implementation of the HRS4R at UCM. The Steering Committee included the nomination of a Coordinator of the process at UCM, in charge of the coordination of all the tasks to be performed, as described in this chapter.

**Members of the Committee:**

1. José Manuel Pingarrón, Vice-Rector for Transfer and Entrepreneurship
2. Ignacio Lizasoai, Vice-Rector for Scientific Policy, Research and PhD degrees
3. Mercedes Gómez, Vice-Rector for Academic Policy and Teaching Staff (includes researchers).
4. María Castro, Vice-Rector for Quality
5. Alejandra González, Vice-manager for Research and Academic Policy
6. Marta Arregui, Coordinator of the process

### 2.3.2 R3 & R4 Working Group.

**Role:** The responsibility of the Working Group was to perform the deep analysis on the level of implementation of the principles of the Charter and Code at UCM, to suggest proposals to improve such alignment and to pre-validate the Gap Analysis and Action Plan.

**Members of the Working Group:**

1. Faustino José Martínez Martínez, Researcher, Vice-Dean of Research and Scientific Policy, Faculty of Law, (R3).
2. Francisco Monroy Muñoz, Researcher, Faculty of Chemical Sciences, (R4).
3. Alejandra González, Vicemanager of Research and Academic Policy.
4. José María Faraldo, Researcher, Faculty of Geography and History, (R3).
5. Cristóbal Pareja Flores, Researcher, Vice-dean of Postdoctoral studies and Research, Faculty of Statistical Studies, (R3).
6. Emilio Vargas, Researcher, Vice-dean of Research, Faculty of Nursing, Physiotherapy and Podology, (R3).
7. Manuel Salamanca, Researcher, representative of workers, (R3).
8. Andoni Alonso Puelles, Researcher, Vice-dean of Research, Faculty of Social Work, (R3).
9. María Pedrero, Researcher, Faculty of Chemical Sciences, (R3).
10. Jesús Escribano, Researcher, Faculty of Mathematical Sciences, (R3).
11. Emilio Peral, Researcher, Faculty of Phylology, Doctorate Studies Committee, (R3).
12. Guillermo Orellana, Researcher, Faculty of Chemical Sciences, (R4).
13. Joaquín Sánchez, Researcher, Vice-dean of Scientific Policy, Doctoral studies and Own titles, Faculty of Information Sciences, Doctoral Studies Committee, (R4).
14. Marisa Ballano, Service of Doctoral Studies and Continuing Training.
15. José Ramón Regueiro, Researcher, Faculty of Medicine, (R4).
16. Pablo González Saquero, Researcher, (R3).



Members of the WG were selected due to their wide knowledge and experience on the overall activities and processes involved in the research activity. Besides, they had specific expertise or experience in the different aspects established in the C&C and OTM-R. For example: Ethical and Professional aspects, Andoni Alonso, Faustino José Martínez, Francisco Monroy, Cristobal Pareja, Emilio Vargas, María Pedrero, Guillermo Orellana, José Ramón Regueiro, José María Faraldo, Pablo González. Selection and recruitment: Alejandra González, José María Faraldo, Francisco Monroy, Guillermo Orellana, Jesús Escribano, Manuel Salamanca. Working conditions: Alejandra González, Manuel Salamanca, Jesús Escribano. Training: Marisa Ballano, Emilio Peral, Francisco Monroy, Guillermo Orellana, José Ramón Regueiro. Gender issues: Andoni Alonso, Marta Arregui.

### 2.3.3 R1 & R2 Working Group

**Role:** The responsibility of this working group was to provide the perspective of the R1 and R2 researchers about the implementation of the C&C criteria in the different thematic areas of the UCM. Also, to contribute to the definition of concise actions for the action plan.

#### Members of the Working Group:

1. Sahún Pacheco, Rocío, Predoctoral researcher, Faculty of Law (R1)
2. Bedoya Gutiérrez, Maximino, Postdoctoral researcher, Faculty of Chemistry (R2)
3. Garcíe-Hemme, Eric, Postdoctoral researcher, Faculty of Physics (R2)
4. Echaide Torreguitar, Mercedes Postdoctoral researcher, Faculty of Biology (R2)
5. Uceda Navas, Pedro Predoctoral researcher, Faculty of Political Sciences and Sociology (R1)
6. Raggio Quílez, José Postdoctoral researcher, Faculty of Pharmacy (R2)
7. González de Miguel, Ana María, Assistant Professor, Faculty of Information Sciences (R2)
8. Garcimartín Álvarez, Alba Postdoctoral researcher, Faculty of Pharmacy (R2)
9. Calero Bernal, Rafael Postdoctoral Postdoctoral researcher, Faculty of Veterinary (R2)
10. Roda Navarro, Pedro Postdoctoral researcher, Faculty of Medicine (R2)
11. Gómez Martínez, Cristina Predoctoral researcher, Centre of Sanitary Surveillance, Visavet (R1)
12. Rodrigo Fernández, María Alicia Predoctoral researcher, Faculty of Philosophy (R1)
13. Cortés Gil, Raquel, Assistant Professor, Faculty of Chemistry (R2)
14. Navajas Seco, Rosaura, Assistant Professor, Faculty of Educational Sciences (R2)
15. Tardaguila García, Aroa Predoctoral researcher, Faculty of Nursing, Physiotherapy and Podology (R1)
16. Ruíz Valdepeñas, Víctor Predoctoral researcher, Faculty of Chemistry (R1)
17. Benito Villalvilla, Cristina, Predoctoral researcher, Faculty of Chemistry (R1)
18. Castillo Sánchez, José Carlos Predoctoral researcher, Faculty of Biology (R1)
19. Arregui García-Miguel, Marta, Coordinator of the process, UCM.

### 2.3.4 Interviews

**Role:** The responsibility of interviewees was to provide in deep specific information concerning specialized aspects of the C&C and OTM-R at UCM.

#### Institutional responsables interviewed:

1. Mercedes Gómez, Vice-rector for Academic Policy and Teaching staff. 18-Sep-2017.
2. Lucila Finkel, Rector's Delegate for the Continuous training. 27-Sep-2017.
3. Iván Martínez, Advisor to the Vice-Rector of Information Technologies. 3-Oct-2017.
4. Javier Pérez Trujillo, Director of the Office for Transfer of Research Results. 17-Oct-2017.





### 2.3.5 External expert.

Lluís Rovira, HRS4R evaluator

## 2.4 UCM-HRS4R Steering Committee: responsibilities.

Its responsibility was to oversee the overall process of the Gap Analysis, Action Plan and implementation of the HRS4R at UCM. The Steering Committee included the nomination of a Coordinator of the process at UCM, in charge of the coordination of all the tasks to be performed, as described in this chapter. It met several times during the whole process, to validate methodology proposals, reflect on interim results and validate final results.

## 2.5 R3 & R4 Working Group: meetings, methodology and results.

The Working Group was aimed to perform the deep analysis on the level of implementation of the principles of the Charter and Code at UCM, to suggest proposals to improve such alignment and to pre-validate the Gap Analysis and Action Plan.

### Meetings:

The R3 & R4 WG met 13 times to analyze the implementation of C&C criteria at UCM.

- Kick off meeting: Presentation of the General Survey results, Assessment of the level of implementation of the principles within this group and first improvement proposals.
- Working meetings, analysing the implementation of the 40 C&C criteria, segregated in terms of their objective.
  - In deep analysis of Ethical and Professional aspects: 15 September, 29 September, 20 October.
  - In deep analysis of Selection and Recruitment issues and OTM-R: 12 September, 26 September, 10 October.
  - In deep analysis of Working conditions issues: 21 September, 4 October, 18 October.
  - In deep analysis of Training and development issues: 14 September, 28 September, 16 October.

**Venue:** Meeting Room at the Office for Research and Transfer at Moncloa Campus.

**Methodology.** Based upon the tools and informations provided to the working group, group discussions were held. When necessary and requested by the group, the coordinator gathered further information on different issues and presented it to the group. The coordinator was in charge of writing the reflections and conclusions reached by the group and presenting them to the next meeting. Frequent exchanges during the interim periods from a meeting to another were made within working groups, reviewing the previous discussions and conclusions achieved. The coordinator presented to the group, when appropriate, the information gathered during the individual interviews with stakeholders.

**Results:** The working group produced an extensive Gap Analysis document, that was presented to the UC-HRS4R Committee for strategic reflection and was validated afterwards in the Workshop held in 5 December 2017, in which researchers from all R scale participated, as well as high level management responsables of the institution. The Gap Analysis presented in this document is a synthetized version of that paper.



The working group also produced a set of actions aimed at improving the level of implementation of the C&C principles and the OTM-R at UCM, which were also presented to the UCM-HRS4R Committee and prioritized at the Workshop held in 5 December 2017.

**Support activities and materials:** The Working Group was provided with tools to support the in deep analysis to be made. This included an **ad hoc document** including detailed information on the HRS4R, the process to be followed, the methodology, the external and internal regulation and procedures involved in the implementation of each principle of the C&C, and requested an in deep discussion and consensus on how and at what level each principle was applied at UCM, an assessment of the level of relevance or priority of each principle, an assessment on the recent activities or measures already undertaken that improved the implementation level of each principle, as well as further improvement proposals.

Results of the **General Survey to all research** and teaching staff performed at UCM were provided to the Working Group

The **results of the R1 & R2 WG Survey and Workshop** so the Working Group R3 & R4 could consider the specific assessment made by this target public.

The working group was provided with the information and suggestions provided during **individual interviews** performed by the Coordinator to managers and responsible of different areas involved in the implementation of the C&C and specifically on the implementation of improvement measures suggested by the group

An **in deep analysis of implementation of the OTM-R principles** in the UCM selection procedures was also provided to the Working Group, together with the results of the Survey to selection process managers on the administrative side of the staff. The OTM-R related actions and targets were suggested by the Working Group on the basis of all the inputs, and discussed at the validation workshop of December 5.

## 2.6 R1 & R2 Working Group: methodology and results.

The aim of this working group was to provide the perspective of the R1 and R2 researchers about the implementation of the C&C criteria in the different thematic areas of the UCM. Also, to contribute to the definition of concise actions for the action plan.

**Methodology:** an online survey was conducted with a sample of R1 and R2 researchers, on the level of implementation of the Charter and Code at UCM. Additionally, a Workshop was held with R1 and R2 researches, as described below, on the Chartern and Code and the OTM-R at UCM.

**Workshop: R1&R2 Workshop on the Implementation of C&C and Gap Analysis. November 7, 2017.**

**Aims:** the workshop as aimed to review the general results obtained in the focus survey to R1 and R2 researchers, to review and ensure that the answers provided in the survey are in general agreement with the University's current situation; to identify the weaknesses and the Gap Analysis in an open discussion meeting.

**Methodology:** After a presentation of the R1&R2, Online survey results and other support materials were presented to the group; the 40 principles of the Charter and Code as well as the OTM-R principles were discussed in order to identify the weaknesses perceived by the attendants, obtaining a consensus on the gaps and on the level of implementation of the principles.

<b>Agenda:</b>	9:00 to 14:00 hs.
9:15	Reception and documentation.
9:30	Presentation and aim of the meeting, José Manuel Pingarrón, Vice-rector for Transfer of Knowledge and Entrepreneurship and Sandra González, Vice-manager of Research and Academic Policy.
9:40	Description of the Process of Gap Analysis and Action Plan, Marta Arregui, coordinator of the process, Vice-management of Research and Academic Policy.
9:50	Concepts of the HRA – Human Resources Award of the European Commission,
10:00	Global presentation of the results of the focus online survey on the Charter and Code and OTM-R.
10:10	Debate and consensus on the results.
13:45	Conclusions and next steps, Marta Arregui.

**Venue:** Meeting Room at the Office for Research and Transfer at Moncloa Campus.

**Support activities and materials:** the working group was provided with results of the general online survey and the results of the individual interviews.

**Results:** a consensus on the level of implementation of the 40 principles of the Charter and Code and OTM-R principles was reached, reviewing the results of the focus online survey; specific weaknesses concerning the principles were identified.

Figure 1 Participants at the Workshop R1-R2 – Implementation of the C&C and OTM-R and Gap Analysis, November 7, 2017.



## 2.7 General Workshop: R1 & R2 Working Group, R3 & R4 Working Group, Steering Committee – Implementation of C&C and OTM-R and Gap Analysis. Priorities for the Action Plan. December 5, 2017

**Aims:** To review the general results obtained in the general process (online survey and working group, including the focus survey and workshop with R1 and R2 researchers, the in deep analysis of the groups of



criteria with R3 and R4 researchers, the interviews to stakeholders and the in deep analysis of the implementation of the OTM-R principles at UCM), to validate the implementation level of the 40 principles of the Charter and Code and OTM-R at UCM and the weaknesses associated to each principle.

To review and validate the actions suggested to improve the implementation of the principles at UCM, to propose the main criteria for giving priority to actions to be included in the Action Plan.

**Methodology:** results on the assessment of each principle at UCM were presented and discussed to validate the diagnosis or to provide a more accurate description of the weaknesses and strengths; priorities for the development of the action plan were discussed and defined.

**Agenda:** 9:00 to 14:00 hs.

9:00	Reception and documentation.
9:15	Presentation and aim of the meeting, José Manuel Pingarrón, Vice-rector for Transfer of Knowledge and Entrepreneurship.
9:30	Presentation of the results obtained within the whole process for each group of principles and criteria. Review, discussion and validation of the weaknesses identified and the improvement actions suggested, and identification of criteria to give priority to such actions in the action plan Marta Arregui. Ethical and professional aspects. Selection and recruitment and OTM-R. Working conditions. Training and development.
13:45	Conclusions and next steps, Marta Arregui.

**Participants:**

1. Arregui García-Miguel, Marta Coordinator of the process
2. Alonso Puellas, Andoni, Researcher and teacher, Faculty of Social Work. (R3)
3. Bedoya Gutiérrez, Maximino, Postdoctoral researcher, Faculty of Chemistry. (R2)
4. Castillo Sánchez, José Carlos, Predoctoral researcher, Faculty of Biology. (R1).
5. Garcimartín Álvarez, Alba, Postdoctoral researcher, Faculty of Pharmacy. (R2)
6. González López, Alejandra, Vicemanager for Research and Academic Policy. SC.
7. Lizasoain Hernández, Ignacio, Vice-rector for Research, Scientific Policy and Doctorate Programmes. SC.
8. Monroy Muñoz, Francisco, Researcher, Faculty of Chemistry. (R4).
9. Orellana Moraleda, Guillermo, Researcher, Faculty of Chemistry. (R4)
10. Pedrero Muñoz, María, Researcher, Faculty of Chemistry. (R3)
11. Pingarrón Carrazon, José Manuel, Vice-rector for Transfer and Entrepreneurship. SC.
12. Regueiro González Barros, José Ramón, Researcher, Faculty of Medicine. (R4)
13. Rodrigo Fernández, María Alicia, Predoctoral researcher, Faculty of Philosophy. (R1)
14. Salamanca López, Manuel, Researcher, Faculty of Geography and History. (R3)
15. Sánchez Herrera, Joaquín, Researcher, Faculty of Information Sciences. (R4)

**Support materials:** Participants to the workshop were provided with a Draft Gap Analysis elaborated with the combined results of previous works performed by the R1+R2 Working Group, R3+R4 Working Group, OTM-R focus group and the Coordinator of the process, as described in the previous points.

**Workshop results:** a consensus was reached on the weaknesses, strengths and improvement actions suggested for the 40 principles of the Charter and Code and OTM-R, and guidelines for giving priority to actions were established.

Figure 2 Participants at the Workshop R&1&R2&R3&R4 – Validation of the Gap Analysis and priorities for the Action Plan, December 5, 2017.



## 2.8 Interviews

Individual interviews were held with high level staff involved in the implementation of the principles of the Charter and Code and specifically in the development of actions suggested by the Working Groups.

**Aim:** to obtain further specialized information concerning the current situation of the Complutense University of Madrid regarding the implementation of the Charter and Code; and to verify the feasibility of the actions suggested by the working groups to improve the alignment of the UCM practices and procedures with the principles of the Charter and Code.

**Methodology:** individual interviews, lasting two hours on average, held by Marta Arregui with the stakeholders.

**Results of the interviews:** detailed information was obtained concerning the implementation of principles involving procedures or activities under the scope of the interviewees, to better assess the current situation. Improvement proposals were discussed and assessed to provide accurate information and advice to the Working Groups.

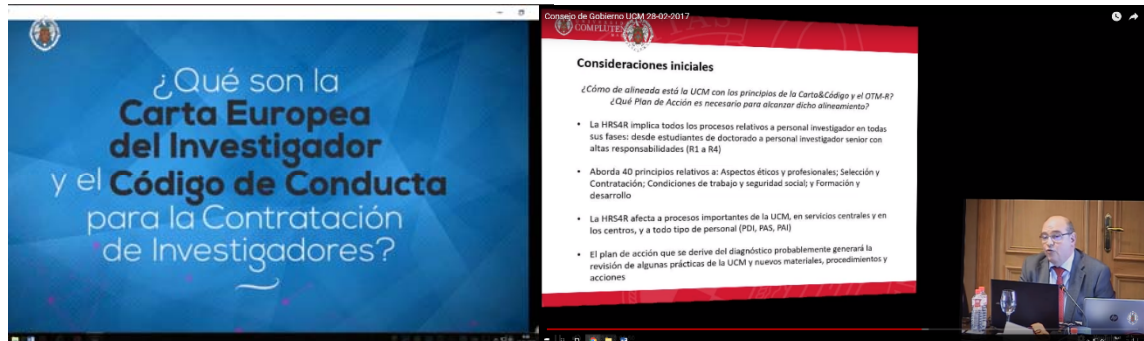
## 2.9 Presentation to the Governing Team and Governing Council

On February 2017, the Vice-Rector for Knowledge Transfer and Entrepreneurship announced, at the Governing Council of UCM, the intention of the Governing Team to start with the tasks related to the implementation of the HRS4R at UCM. The Governing Council is composed by 55 members, including the Rector, representatives of the Governing Team, of the Teaching and Research staff, of the Deans, of the students, of the department directors, and of the administrative and managerial staff.





Figure 3 February 28, 2017 - Vicerrector for Knowledge Transfer and Entrepreneurship, President of the UCM-HRS4R Committee, presents the HRS4R to the UCM Governing Council.



## 2.10 Presentation to the Governing Team of the Gap Analysis and Action Plan

On 21<sup>st</sup> February 2018, the Coordinator of the process and the Vice-rector for Knowledge Transfer and Entrepreneurship presented the Gap Analysis and the Action Plan to the Governing Team of the University.



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**El resultado final:**  
Propuesta de Action Plan: Acciones

**Gap Analysis & Action Plan**

Presentación al Consejo de Dirección

HRS4R - Human Resources Strategy for Researchers

Madrid, 21 de febrero de 2018.



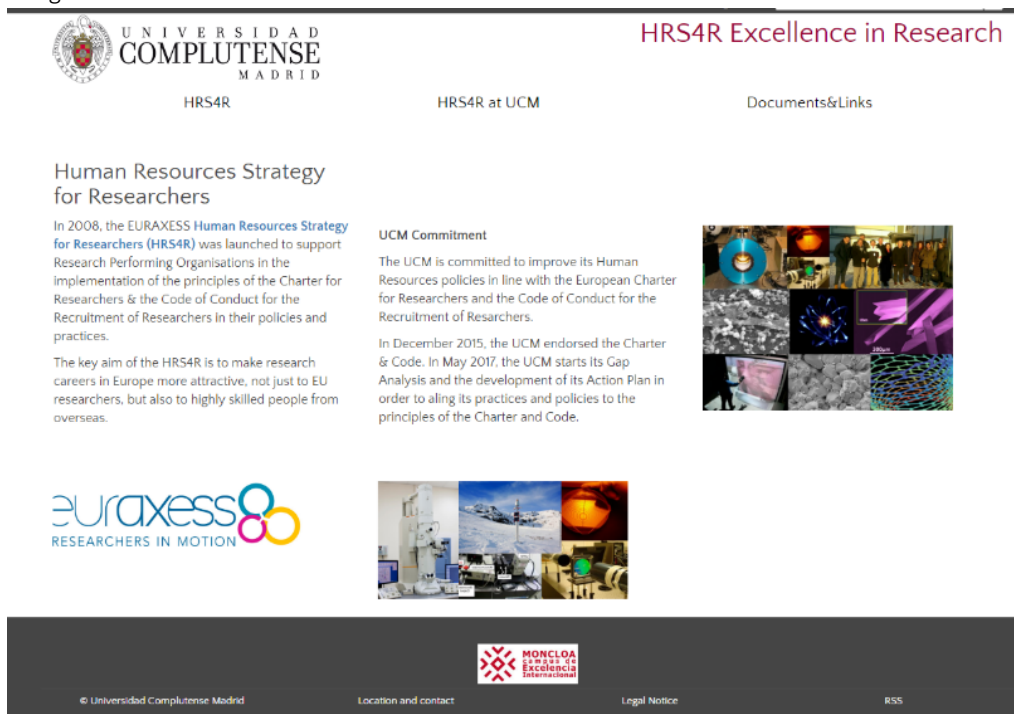
1. Strength awareness, commitment and implementation of the Charter & Code criteria.					
2. Refine the UCM's Selection and Recruitment Procedure based upon OTM-R criteria.	4. Develop the Committee on Ethics and Deontology and Create the Committee on Biossecurity.	6. Improve good practices in Research.	8. Expand the technology transfer knowledge.	10. Provide information and support concerning the research career in Spain.	12. Design and implement a pilot Training program for young PHD thesis directors.
3. Implement, train, follow up and internal audit.	5. Make information more accessible.	7. Improve good practices in laboratories.	9. Actions on information security, data protection and Open Access.	11. Design and implement a pilot program on Post Doc Mentoring.	14. Design a pilot program on certification of transversal skills.
15. Define the UCM's Welcome Pack for Researchers					



## 2.11 UCM – HRS4R website

A specific website was created within the UCM website, to describe the HRS4R and to highlight the importance of its implementation at the institution. Interim and final results of the process were made available to the UCM community through this website. The website included a contact email allowing UCM community to provide input on the process. <https://www.ucm.es/hrs4r>.

Figure 4. HRS4R website





### 3. THE SAMPLE AND THE SURVEY

In a first phase, an online survey for evaluate the perception in the degree of implementation of the 40 C&C criteria was sent to all the researchrs of the UCM.

The teaching and research staff at Complutense University of Madrid is composed by 6.810 individuals hosted in 26 Centres. The whole public of this community received the invitation to participate in the Online Survey. A total of 1,135 persons participated, representing 16,85% of the total population. This is equivalent to a 95% confidence level and a +2,6% sampling error.

The survey was based on a CAWI system (Computer Assisted Web Interviewing) implemented by the Vice-Rectorate of Quality of the Universidad Complutense de Madrid, (<http://www.ucm.es/hrs4r/online-survey-hrs4r-at-ucm>.) Contact with the target audience was made through institutional email. In this email, in addition to informing them about the survey, they were shown an individualized link, with which they could access the online survey.

During the fieldwork process, respondents who had not yet completed the questionnaire received one reminder email informing them of the date of completion of the information collection period.

Table 3 presents the distribution of the sample of the survey respondents respect to the whole population of researchers, segregated in terms of the gender, area of knowledge and professional profile.





Table 3 Comparison between the distribution of the sample of respondents with the wholepoulation in terms of gender, professional profile and knowledge area

	R scale distribution				Gender			Knowledge area distribution					
	R1	R2	R3-R4	Total	Female	Male	Total	Arts and Humanities	Sciences, Engineering, Architecture	Health sciences	Social and legal sciences	NK (not known)	Total
Sample abs	154	190	791	1135	543	592	1135	256	272	346	246	15	1135
Sample %	13	16	69	100	47	52	100	22	23	30	21	1	100
Population abs	2136	1173	3501	6810	3198	3612	6810	1090	1482	2432	1806		6810
Population %	31	17	51	100	46	53	100	16	21	35	26		100



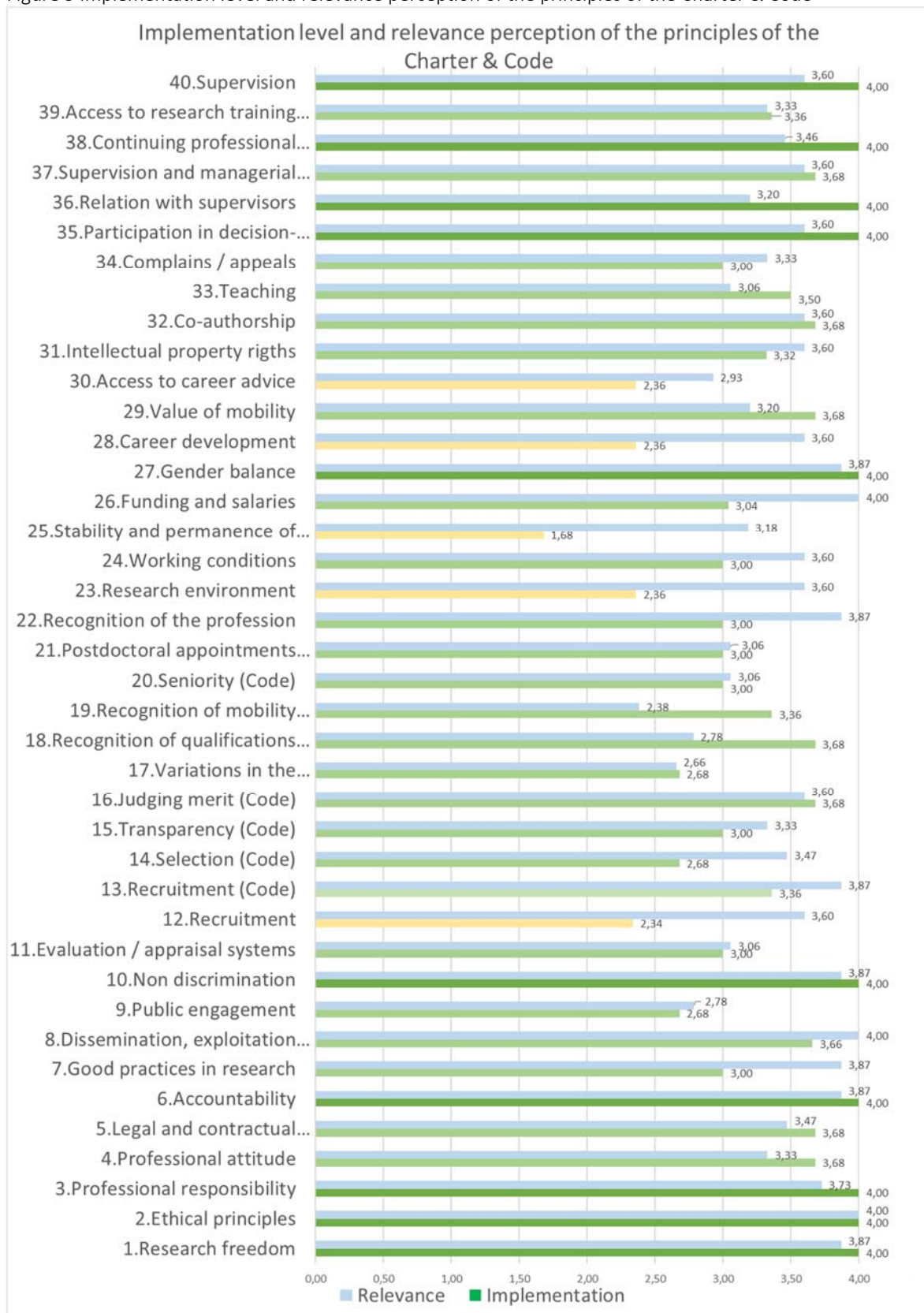
## 4. IMPLEMENTATION LEVEL AND RELEVANCE RESULTS

To assess a numerical value that describes the perception of the degree of implementation of the 40 C&C criteria and its relevance for the researchers, researchers, in the surveys and WG meetings, were requested to confer a score from 1 to 4, in which 4 represent total implementation, to the present degree of implementation of each C&C criterion, and to the perceived relevance that the implementation of the criteria will have at the UCM

The combination of these scores led to the following results concerning the perception of the Implementation level of the Charter and Code criteria at UCM.



Figure 5 Implementation level and relevance perception of the principles of the Charter & Code





All the criteria were considered relevant, being the least relevant 19. Recognition of mobility experience with a 2.36/4 score.

In terms of implementation, 5 criteria were not considered as implemented as the remaining criteria: 12. Recruitment (2,34), 23. Research environment (2,36), 25. Stability and permanence of employment (1,68), 28. Career development (2,36), and 30. Access to career advice (2,36). The implementation of these criteria will be prioritised in the Action Plan.



## 5. OTM-R

### 5.1 OTM-R Focus: Perception of the implementation of the OTM-R principles

The implementation of the OTMR-R principles was subject to an in deep analysis by the Working Group, which analysed the last call of each of the contracting types existing at UCM for the teaching and research staff.

Besides, a focus group was created who met for a reflection and survey, involving a sample of responsables of part of the selection procedures among the administrative staff (selection procedures are distributed among administrative staff and teaching and research staff, the first ones being responsible for a part of the tasks involved).

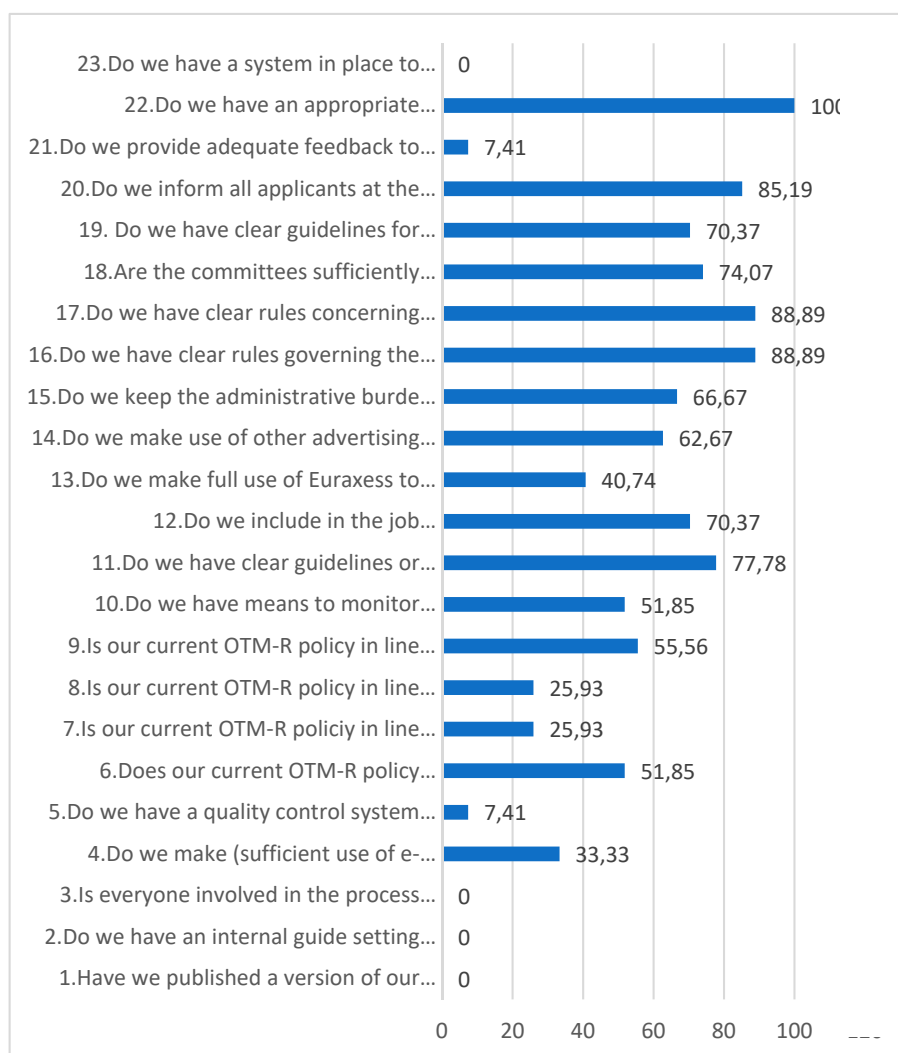
### 5.2 Perception of the implementation of the OTM-R principles by the administrative staff in charge of parts of these processes

**Sample:** 9 out of the 26 professionals responsible for staff issues at Faculties participated. All of them provided an assessment of the 23 criteria of the OTM-R system.

**Results:** see Figure 6.



Figure 6 Perception of the level of implementation of the OTM-R principles



A short synthesis of the in deep analysis has been presented in [Table 4](#).



### 5.3 OTM-R Open, Transparent and Merit based Recruitment analysis

Table 4 shows the Implementation of the OTM-R criteria at the Institution. Five criteria are found fully implemented. See more detailed table at [Table 4](#), which follows Table 3.

Table 4. Gap Analysis of the OTM-R check list. Overview.

	Open	Trans- parent	Merit- based	Implemen- tation	Suggested indicators (or form of measurement)
<b>OTM-R system</b>					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	X	X	X	-	Web link to the document
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	X	X	X	-	Date of the last update Prove it has been sent to all involved
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	X	X	X	+/-	Existence of training / guides in OTM-R Number of persons attending / using
4. Do we make (sufficient) use of e-recruitment tools?	X	X		-/+	Ratio in the use of existing etools
5. Do we have a quality control system for OTM-R in place?	X	X	X	-/+	Reports issued
6. Does our current OTM-R policy encourage external candidates to apply?	X	X	X	+/- or -/+ Depends on positions	Number and % of external candidates (trend in the external applicants)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	X	-/+	Number and % of foreigner candidates (trend in the participation of foreigners)
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	X	+	Number of applicants and trend in the participation of underrepresented groups (usually women)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	+??	Number of applicants; trend of applicants per position; trend in the share of applicants from outside the organisation
10. Do we have means to monitor whether the most suitable researchers apply?				-/+	Trend in the qualification level of applicants



<b>Advertising and application phase</b>					
11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions?	X	X		+ rules -guidelines -/templates	Update: date in which templates are sent or published in the intranet Trend in the number of positions advertised following these templates
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report]	X	X		+/-	Checklist for advertised positions – statistics
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?				-/+	Share of vacancies advertised in Euraxess. Trend in the share of applicants recruited from outside the organisation/abroad
14. Do we make use of other job advertising tools?	X	X		-/+	Share of vacancies advertised in other means (Madri+d, others)
15. Do we keep the administrative burden to a minimum for the candidate?	X			+/-	Number of calls in which originals are allowed to be replaced by copies, at the first phases of the process
<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) 45]		X	X	+	Statistics on the composition of selection committees
17. Do we have clear rules concerning the composition of selection committees?		X	X	+	Written procedure/ guidelines
18. Are the committees sufficiently gender-balanced?		X	X	+	Statistics on gender balance
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			X	+/- rules, not guidelines	Written procedure/ guidelines
<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		X		+/-	Share of applicants informed
21. Do we provide adequate feedback to respondents?		X		+/-	Share of interviewees informed
22. Do we have an appropriate complaints mechanism in place?		X		+	Statistics of complaints
<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				-	Monitoring system in place





## ANNEX. LEGAL FRAMEWORK

Table 5 presents the legal framework that addresses the implementation of the HRS4R. No regional laws affect the proper adscription of the HRS4R criteria.

Table 5 Legal Framework

SPANISH LEGISLATION	PRINCIPLES
<b>Spanish Constitution 1978</b> <a href="#">Link</a>	1, 7, 10, 16, 27,
<b>Law 14/2011</b> , of June 1, of Science, Technology and Innovation <a href="#">Link</a>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 33, 34, 35, 39,
<b>Organic Law of Universities (2001+2007)</b> <a href="#">Link</a>	1, 5, 8, 10, 11, 12, 13, 14, 16, 15, 18, 19, 21, 22, 24, 25, 26, 27, 28, 29, 33, 34, 35, 38, 39
<b>Law 14/2007</b> , of July 3, of Biomedical Research <a href="#">Link</a>	1, 2, 4, 5, 6, 7, 8,9, 18, 19, 20, 23,28, 29
<b>Royal Decree Law 8/2015</b> , of October 30, consolidated text of the General Social Security Law <a href="#">Link</a>	5, 26
<b>Organic Law 2/2012</b> , of April 27, on the budget stability and financial sustainability, (last update 1/11/2016) <a href="#">Link</a>	25
<b>Law 2/2011</b> , of March 4, of the Sustainable Economy.	9
<b>Royal Decree 2132/2004</b> , of 29 October, establishing the requirements and procedures for requesting the development of research projects with stem cells obtained from pre-embryos. <a href="#">Link</a>	2,
<b>Royal Decree 53/2013</b> , of February 1, establishing the basic regulations applicable to the protection of animals used in experiments and other scientific aims, including teaching. <a href="#">Link</a>	2,
<b>Royal Decree 223/2004</b> of 6 February, which regulates clinical trials with drugs. <a href="#">Link</a>	2,
<b>Royal Decree 1716/2011</b> , of November 18, establishing the basic requirements for the authorization and operation of biobanks for biomedical research and the treatment of biological samples of human origin, and regulating the functioning and organization of the National Registry of Biobanks for biomedical research.. <a href="#">Link</a>	2, 4
<b>Law 30/1992</b> , Public Administration and Public Procedures. <a href="#">Link</a>	6, 16,
<b>Royal Legislative Decree 3/2011</b> , of November 14, approving the revised text of the Law of Contracts of the Public Sector. <a href="#">Link</a>	6



<b>Law 38/2008</b> , of 17 November, on General State Grants. <a href="#">Link</a>	3, 6, 8, 15, 16,
<b>Royal Decree 887/2006</b> of 21 July, approving the regulations of the Law 38/2003 of November 17, General Grant Management <a href="#">Link</a>	3, 6, 8, 15, 16,
<b>Organic Law 3/2007</b> , of 22 March, for the effective equality of women and men <a href="#">Link</a>	2, 7,10, 12, 14, 15,16, 17, 20, 21, 24, 27, 28,
<b>Law 31/1995</b> , of November 8, of Prevention of Labour Risks. <a href="#">Link</a>	7, 23
<b>Royal Decree 486/1997</b> , of April 14, establishing the minimal security and health conditions at work places. <a href="#">Link</a>	7, 23,
<b>Law 39/2015</b> , of October 1, Legal Regime of Public Administration and Common Administrative Procedure <a href="#">Link</a>	34,
<b>Decree 245/2000</b> , of November 16, aproving the regulation of the penalizing capacity of the administration of the Madrid Region	34
<b>Royal Decree 5/2015</b> , of October 30, reviewed text of the Basic Statute of Public Officials <a href="#">Link</a>	2, 5, 10, 11, 12, 13, 14, 15, 16, 20, 22, 24, 25, 26, 27, 28,34, 38, 39
<b>Royal Legislative Decree 2/2015</b> , of October 23, consolidated text of the Workers Statute <a href="#">Link</a>	5, 10, 11, 12, 13, 14, 15, 18, 22, 24, 25, 26, 27,34, 39
<b>Royal Decree 70/2000</b> , of January 21, modifying partially the RD 898/1985 on the teaching bodies regime, modified by RD 1200/1986 and 554/1991	24
<b>Royal Decree 1312/2007</b> , of 5 October, of national accreditation for the access to national university teaching bodies. <a href="#">Link</a>	10, 11, 12, 13, 14, 15, 16,19, 33,
<b>Royal Decree 1313/2007</b> , of 5 October, which regulates the competitions to access the university teaching bodies. <a href="#">Link</a>	11, 12, 13, 14, 15, 16, 19,
<b>Royal Decree 415/2015</b> of 29 May, modifying the Royal Decree 1312/2007, of October 5, establishing the national accreditation for the access to the university teaching bodies <a href="#">Link</a>	10, 11, 12, 13, 14, 15, 16, 19,
<b>Royal Decree 1052/2002</b> , of 11 October, regulating the procedure to obtain the evaluation of the National Agency for the Quality Evaluation and Accreditation, and its certification, in what respects the recruitment of the university teaching and research staff <a href="#">Link</a>	11, 13,
<b>III Collective Agreement</b> of the General State Administration <a href="#">Link</a>	5, 12, 13, 14, 24, 26, 34
<b>Order CIN/2657/2008</b> , of 18 September, regulating the administrative procedure for the evaluation of the research activity of researcher staff in training phase. <a href="#">Link</a>	19, 20
<b>Decree 153/2002</b> , of September 12, on the regime of the teaching and research staff hired by the public universities of Madrid and their remmuneration. <a href="#">Link</a>	5, 26
<b>Law 55/2003</b> , of December 16 Statute for established staff of health services. <a href="#">Link</a>	5,



<b>Royal Decree 33/1986</b> , of January 10, approving the Regulation of the Disciplinary Regime of Public Servants of the State Administration <a href="#">Link</a>	5, 34,
<b>Royal Decree 898/1985</b> , of April 30, Regime of University Teachers <a href="#">Link</a>	5, 34,
<b>Royal Decree 63/2006</b> of 27 January, approving the Statute for research staff in training phase <a href="#">Link</a>	4, 5, 11, 12, 18, 19, 20, 21, 22, 26, 31, 33, 35, 36, 39,
<b>Law 21/2014</b> , of November 4, modifying the reviewed text of the Law on Intellectual property, approved by Royal Legislative Decree 1/1996, of April 12, and the Law 1/2000, of January 7, of Civil criminal procedure <a href="#">Link</a>	1, 3, 31, 32
<b>Royal Decree Law 1/1996</b> , Intellectual Property Law <a href="#">Link</a>	1, 3, 31,
<b>C(2008) 1329</b> of 10/04/2008. Commission Recommendation on the management of intellectual property in knowledge transfer activities and Code of Practice for Universities and other public research organisation <a href="#">Link</a>	1, 3, 31,
<b>ALLEA</b> The European Code of Conduct for Research integrity <a href="#">Link</a>	1, 2, 31,
<b>FAIR</b> principles (Findable; Accessible; Interoperable; Re-usable) <a href="#">Link</a>	6
Organic Law 15/1999, of December 13, on the Protection of Personal Data. <a href="#">Link</a>	2, 7,
<b>Royal Decree 1720/2007</b> , of 21 December, approving the Regulation for the development of the Organic Law 15/1999, of 13 December, of the protection of personal data. <a href="#">Link</a>	2, 3, 7,
<b>Royal Decree 55/2002</b> , of January 18, on the exploitation and transfer of inventions performed in the public research organisms, according to the established in the article 20 of the Law 11/1986. <a href="#">Link</a>	5, 8
<b>Law 19/2013</b> , of December 9, of Transparency, access to the public information and good governance <a href="#">Link</a>	6, 8,
<b>Law 24/2015</b> , of July 24, of Patents (in force since April 1 2017) <a href="#">Link</a>	3, 5, 6, 31, 32
<b>Law 11/1986</b> , of March 20, of Patents (in force for requests submitted before 1 April 2017) <a href="#">Link</a>	3, 5, 6, 31, 32
<b>Law 10/2002</b> , of April 29, adapting the Law of patents to the EU Directive related to legal protection of biotechnology inventions <a href="#">Link</a>	5, 31
<b>Royal Decree 99/2011</b> , of January 28, ruling the official Doctorate studies <a href="#">Link</a>	4, 5, 11, 18, 19, 23, 36, 37, 40
<b>Royal Decree 778/1998</b> of 30 April, regulating the third cycle of university studies, obtaining and forwarding a PhD and other postgraduate studies. <a href="#">Link</a>	19
Royal Decree 195/2016, European Supplement to University Doctor Title <a href="#">Link</a>	
Royal Decree 43/2015, modifying the Royal Decree 1393/2007 and the Royal Decree 99/2011, regulating the Official Bachelor and Doctorate Studies respectively <a href="#">Link</a>	36,
<b>Royal Decree 1837/2008</b> , of November 8, by which are incorporated into Spanish law the Directive 2005/36/EC of the European Parliament and the Council, of 7	19, 20



September 2005 and Directive 2006/100/EC, Council of November 20 of 2006, on the recognition of professional qualifications <a href="#">Link</a>	
<b>Royal Decree 459/2010</b> , of 16 April, laying down conditions for the recognition for professional purposes of foreign degrees in Health Specialist, obtained in non-EU regulated countries <a href="#">Link</a>	20
<b>Royal Decree 534/2 013</b> , of July 12, modifying the Royal Decrees 1393/2007 of October 29, establishing the organization of the official university studies, the 99/2011 of January 28 regulating the official doctorate studies, and 1892/2008 of November 14 regulating the conditions to access the official bachelor studies and the admission procedures to the public universities	4, 5, 11, 18, 19, 23, 36, 37, 40
<b>Law 2/1995, of March 8, of public aids</b> at Madrid Community (reviewed text) <a href="#">Link</a>	6, 8
Ley Espacio Madrileño de Enseñanza Superior (approved november 2017)	1, 5, 11, 12, 13, 22, 28, 33, 34, 35,
<b>I Collective Agreement</b> of the Teaching and Research staff at Public Universities of Madrid (not civil servants) <a href="#">Link</a>	5, 12, 13, 14, 22, 26, 34
<b>II Collective Agreement</b> of the Labour Staff of the Public Universities in the Madrid Region (not civil servants) <a href="#">Link</a>	5, 12, 13, 14, 22, 26, 34
UCM REGULATIONS	PRINCIPLES
<b>UCM Statutes</b> <a href="#">Link</a>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40
<b>UCM Code of Ethic Behaviour</b> <a href="#">Link</a>	1, 2, 3, 4, 7, 10, 31
Agreement of the Governing Council (23-09-2014), approving the creation of the <b>Committee on Ethics of the Animal Experiments of the UCM</b> and its internal Regulation <a href="#">Link</a>	2, 4, 5, 6, 7
<b>Regulation on visiting researchers</b> UCM BOUC 11/05/2016 <a href="#">Link</a>	2, 3, 4, 5, 7, 8, 16, 17, 18, 23, 31, 32
<b>Code of Good Practices in PhD</b> (2003) <a href="#">Link</a>	2, 3, 5, 6, 7, 8, 11, 30, 31, 32, 36, 37, 40
<b>Open Access Policy</b> at UCM <a href="#">Link</a>	3, 5, 8, 9
UCM Rules on <b>Budgetary Execution</b> <a href="#">Link</a>	3, 4, 5, 6,
Procedure concerning the <b>expenditure within the research projects</b> managed at the UCM General Foundation (7 April 2017) <a href="#">Link</a>	3, 4, 5, 6,
Regulation concerning the <b>contracts related to scientific, technical or artistic works</b> , as well as to the development of specialized teaching or specific training activities, according to the Article 83 of the Organic Law of Universities (6/2001) <a href="#">Link</a>	3, 4, 5, 6
Regulation of the <b>funding of research activities funded by H2020 Programme</b> <a href="#">Link</a>	3, 4, 5, 6,



Instructions concerning the <b>execution and justification of R&amp;D projects</b> (regularly updated) <a href="#">Link</a>	3, 4, 5, 6,
Instructions concerning the <b>execution and justification of R&amp;D&amp;I – Challenges (Retos)</b> projects (regularly updated) <a href="#">Link</a>	3, 4, 5, 6,
<b>Docentia teaching evaluation</b> programme <a href="#">link</a>	3,11
<b>Software to avoid plagiarism</b> <a href="#">Link</a>	3
<b>UCM Strategic Plan on Research</b> <a href="#">Link</a>	4
Regulation of the UCM <b>research groups</b> 17/12/2014 <a href="#">Link</a>	11
Evaluation of the UCM <b>Research groups</b> <a href="#">Link</a>	11
Agreement of the Governing Council of April 23, 2015, approving the <b>regulation of the doctorate</b> approved by the Governing Council on 6 November 2012 (BOUC n. 14) (Regulation developing the RD 99/2011, of January 28, 2011, regulating the doctorate studies at UCM) <a href="#">Link</a>	4, 5, 7, 11, 18, 19, 23, 29, 30, 32, 36, 37, 40
Regulation of the <b>contracting procedure of temporary staff</b> to develop specific scientific and technological research projects funded by grants or external funding BOUC 12-01-2016 <a href="#">Link</a>	12, 13, 14, 15, 16, 17, 18, 19, 22, 27
General rules to hire <b>postdoctoral staff</b> with training in research and teaching purposes at the UCM departments BOUC 6-10-2016 (personal postdoctoral en formación en docencia e investigación en los departamentos de la UCM) <a href="#">Link</a>	12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 27, 30, 33, 36, 37, 40
Regulation of the <b>selection process of Teacher Hired Doctor</b> BOUC 19-05-2017 ( <u>Profesor Contratado Doctor</u> ) <a href="#">Link</a>	12, 13, 14, 15, 16, 17, 18, 19, 22, 27
Regulation of the <b>selection process of the Teacher Assistant Doctor</b> BOUC 19-05-2017 ( <u>Profesor Ayudante Doctor</u> ) <a href="#">Link</a>	12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 27
Regulation of the <b>selection process of Assistants</b> , Governing Council 17-07-2007 (Ayudantes) <a href="#">Link</a>	12, 13, 14, 15, 16, 17, 18, 19, 22, 27
Regulation of the <b>competitions to access the university teaching body</b> at the Complutense University of Madrid BOUC 2-03-2009 (concursos de acceso a los cueros docentes universitarios en la UCM) <a href="#">Link</a>	12, 13, 14, 15, 16, 17,18, 19, 22, 27
Regulation of the <b>admission to doctorate programmes</b> <a href="#">Link</a>	12, 13, 14, 16, 19
Regulation developing the Royal Decree on <b>PhD Schools</b> at UCM 29-04-2015 <a href="#">Link</a>	16, 19, 28, 30, 32

