Name Organisation:

UNIVERSITAT ROVIRA I VIRGILI

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

https://www.urv.cat/en/research/strategy/hr-excellence/

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

https://www.urv.cat/media/upload/arxius/gabinet-comunicacio/recerca/urv-otm-r-policy.pdf

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In 2015, a second internal assessment was carried out that led to the preparation of a new Action Plan (2016-2018). This new Action Plan considers the new EC directions to enhance our Open, Transparent and Merit-based recruitment processes and established new actions in line with the OTM-R. This Action Plan proposes the following actions:

The Human Resources Service provides support in the process of developing, reviewing and continuously improving the strategy regarding the human resources dedicated to research. To ensure the quality of the services provided to all URV staff, the Human Resources Service has implemented and maintains a Quality Assurance System based on regulation UN-EN-ISO 9001:2015.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

The first Action Plan (2013-14)

Action	Responsible Unit	Timing	Indicator(s)/Target	Current status
A1. "Best Practices in Research"	Quality department + Vice-rector for Research	Dec 2013	Open consultation + board approval on October 2013	Done
A2. Career advice to PhD students in their 3rd year	Career Development Centre - ICE	Oct 2014	Specific courses offered	Done
A3. Specific training for PhD supervisors	Doctoral School	Dec 2013 Dec 2014	Specific courses offered	Done
A4. Specific training on how to get external funding for RDI	OTRC - URV	Nov 2013 Des 2014	Courses, info days, workshops	Done

To begin with, the URV elaborated the "Code of best practices in research, research training, development and innovation" to guarantee that all the research activities carry out in accordance with the valid legislation and promote a group of good scientific practices, approved by the Governing Council on the 30th October 2013 (Catalan and English version).

Secondly, the University focused the activities of training on 3rd year PhD students, related to career advice, via organisation of professional and recognised courses (PROFID Programme) with the objective to become more employable after they have read their thesis and on PhD Supervisors with the aim to enable them to establish a highly productive and satisfying supervisory relationship and thus to improve the overall quality of doctoral education. The workshop consists of four main modules: on the supervisory biography, on expectations, roles and supervisory relationship, on selecting doctoral candidates, and on warning signs and possible solutions if the PhD project is in danger of going to fail. In addition it introduces into supervisory inter-vision, a peer counselling technique in order jointly to discuss supervisory cases and to exchange experiences.

Thirdly, the second edition incorporates the "Follow-up Workshop professionalization of PhD Supervision" which provides the opportunity to the participants to review and discuss the experiences made on the basis of the lessons learnt, to be trained in some additional elements and to strengthen their practice and ability to discuss their supervision cases in a peer group supervision format. The fourth edition incorporates the "Training for Trainers of Supervisors" and the Workshop on "Supervisors training for Heads of URV Doctoral Programmes".

Finally, the University organised Specific training on how to get external funding for RDI staff by designing a full programme of presentations, info days and events to inform the researchers of the opportunities to fund their research specially in order to get information on H20202.

Please, see all the evidences on the completion of this Action Plan on the Self Assessment 2015.

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

As mentioned previously, in 2015, an internal assessment was carried out that led to the preparation of a new Action Plan (2016-2018) taking into account the EU ORM-R principles. The following actions were approved:

UNIVERSITAT
ROVIRA i VIRGILI

Action	Scheduled Timing	Responsible Unit	Indicator(s) /Target	Date	Current status
A1. Include the HRS4R for research into the Strategic Research and Innovation Plan	November 2015-November 2016	Vice-Rector for Scientific Policy and Research Vice-Rector of teaching and research staff	II Strategic Research and Innovation Plan of the URV approved by the University Senate on the 1st June 2017: https://www.urv.cat/media/upload/arxius/gabinet-comunicacio/plans-estrategics/2nd-strategic-plan-research-innovation-urv.pdf	June 2017	Done
A2. Implement the OTMR principles into the Research RH policy and strategy	October 2016 - December 2017	Quality Department and HR Unit	Created the Research Staff Section of HR Service approved by the Governing Council on the 18th April 2016: http://intranet.urv.cat:8081/continguts/gtg/fitxes_unitat/annex_2_15.pdf Elaborated and Published on the website: HR Service Quality policy: https://www.urv.cat/media/upload/arxius/treballar-urv/SRH/QualityPolicy_SRH.pdf Charter of Services of HR Service: https://www.urv.cat/media/upload/arxius/treballar-urv/SRH/Carta_de_serveis_SRH.pdf	April 2017 December 2017	Done Done
A3. Include HRS4R and OTM-R into the Quality Management System of the HR Unit	December 2016 December 2017	Quality Department	The OTM-R principles included in the Services Chart: https://www.urv.cat/media/upload/arxius/treballar-urv/SRH/Carta_de_serveis_SRH.pdf Elaborated and Published on the website the OTM-R policy: https://www.urv.cat/media/upload/arxius/gabinet-comunicacio/recerca/urv-otm-r-policy.pdf	December 2017 May 2020	Done

			The HRS4R and of the OTM-R principles have been included in the HR processes of selection and recruitment	December 2017	Done
			Defining a steering group to evaluate the compliance with the objective of OTM-R within the system of quality management. http://intranet.urv.cat:8081/continguts/secretaria_general/links_consell_govern/acords_consell_sessions/sessio96/acords.pdf	May 2020	Done
A4. Increase the capacity to attract talent	December 2017	Area of research, transfer and innovation	Programm "Atractring Talent – ICREA" ScientificTalent AttractionProgrammes: ICREA Senior and Beatriu de Pinós: https://www.urv.cat/media/upload/arxius/recerca_innovacio/programes/altres/BEATRIU%20DE%20PINOS/ENG%20-%20Workshop%20-%20Talent%20Attraction%20-%20BP.pdf Martí-Franquès Research grants Programme. Doctoral grants: https://www.urv.cat/en/research/support/programmes/urv/programa-marti-franques/pipf/ Martí i Franquès COFUND - Doctoral Programme: https://www.urv.cat/en/research/support/programmes/marti-franques/cofund/		In progress
A5. Recruitment process: Revision and reinforcement	December 2016 - December 2018	Area of research, transfer and innovation HR Unit	Satisfaction rates (Recruitment Process) - 2019 2,85/5 (Teaching and Research Staff, PDI) 3,29/5 (Research Staff, PI)	December 2019	Done
A6. Definition and implementation Welcome process	December 2017	I Center and HR Unit	Satisfaction rates (Welcome Process) - 2019 3,34/5 (Academic Staff, PDI) 3.13/5 (Research Staff, PI)	December 2019	Done
			Elaborated and Published on the website a Welcome Guide in order to help new staff to integrate into the URV. https://www.urv.cat/media/upload/arxius/treballar-urv/acollida/v03_Welcome_Guide_PI.pdf	February 2018	Done

HR Service has created the Research Staff Section, approved by the Governing Council on the 18th April 2016, to deal with the implementation of the HRS4R, and specially to implement OTM-R policy in the URV.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist[45], attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

Our university was part of the 4th cohort on the HRS4R pilot program, led by the EC. Therefore, we incorporated OTM-R principles in the second Action Plan (2016-18), above presented. We also attach the OTM-R checklist (please, see Annex 1 on this document). In addition, owing to the implementation of these principles to the HR strategy, the URV has performed the following actions:

✓ The creation of the Research Staff Section of HR Service approved by the Governing Council on April the 18th, 2016, to deal with the implementation of the Human Resources Strategy for Researched (HRS4R), specially what OTM-R policy concerns.

✓ The elaboration and publication on the website of the University the Quality Policy (Catalan and English version), the Quality Manual (Catalan version; working on English version) and the Charter of Services (Catalan version; working on the English Version) of HR Service including the HRS4R and OTM-R principles. This Charter of Services meets the needs and expectations of the relevant groups and has established its quality system in line with the following objectives:

- To offer a personalised and quality service to all URV staff by providing them with the information and services they need depending on their needs and the nature of their work. To effectively implement the regulations governing work-life balance to ensure mutual benefit and improved satisfaction.

- To provide the material and human resources needed to offer a quality service.

- To provide support for the rigorous and objective evaluation of teaching activities and the management of the PDI, and to provide support to the evaluation of research to help improve quality and strengthen the courses taught at the URV.

- **To ensure compliance with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**

✓ The launch of the 'Martí i Franquès' Programme (MFP) to attract talent, doctoral and postdoctoral editions:

- Application forms and requested documents submitted online through the electronic site of the URV (paper free processes). English language used, in order to guarantee more opportunities to a broader public.

- Calls published in the best international portals (Euraxes jobs, Nature Jobs, etc.) to ensure the attraction of the best candidates.

- Increase international candidate's participation (use of English in the call)

- External evaluation process implemented in MFP-COFUND doctoral programme (co-funded by the European Union's Horizon 2020 research and innovation programme under the Marie Skłodowska-Curie grant agreement No. 713679) and in MFP postdoctoral starting position.

4. IMPLEMENTATION (MAX. 1 PAGE)

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

- *How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?*
  The internal assessment carried out in 2015 to lead to the preparation of the new Action Plan (2016-2018), was approved by the Human Resources Committee on 14th December 2016 and by the Governing Council of 22nd December 2016. Representatives of researchers (from R1 to R4) participated and validated the internal analysis via their participation on the Research and Knowledge Transfer URV Committee and the Human Resources URV Committee. Both commissions are gender and knowledge area balanced, to guarantee a broader and equal vision on research concerning aspects.

- *Do you have an implementation committee and/or steering group regularly overseeing progress?*
  A steering group has been created to follow the progress of implementation of the Human Resources Strategy. This group is constituted by technical staff from several units, such as, Quality Office, the Doctorate and Research Unit and Human Resources Unit. More technical staff units has been invited to participate into the steering group (Accounts and Finance Service and Research Management Unit). The Steering committee is academically lead by the Vice-rector for teaching and research staff.

- *Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?*
  The objectives of the HRS4R have been included in the II Strategic Plan of Research and Innovation of the University, in the Quality Policy of Human Resources and in the Quality Manual and in the Charter of Services of the Human Resources Unit. All these documents have been published on the web site of the University.

- *How do you involve the research community, your main stakeholders, in the implementation process?*
  Each action has a specific agent involved. Furthermore, in the global implementation process and in the monitoring of the implementation, a space for public information, training sessions (those planned in the action plan) has been enabled, discussions with researchers / departments, etc.
  Human resources Unit, in collaboration with the Quality Office are preparing the launch of a general survey on the 40 principles to all the research community. Technical issues has been encountered to implement such a large survey, which are now being resolved. However, we cannot guarantee its launch until the second semester of 2018, at the earliest. Therefore, meanwhile, the Human Resources Unit has implemented a satisfaction survey to candidates of the selection processes. Beginning with those who apply for a postdoctoral position, we will gradually implement satisfaction surveys to candidates applying to doctoral positions.

- *How is your organisation ensuring that the proposed actions are also being implemented? How are you monitoring progress? How do you expect to prepare for the external review?*
  The University is ensuring that the proposed actions are also being implemented through the incorporation of a process for monitoring, reviewing and improving the action plan in compliance

with the HRS4R principles within the Human Resources Service Quality Management System as well as the creation of the Research Personnel Section of the Human Resources department, to ensure the implementation of the actions and the monitoring of compliance with the principles of the OTM-R. Finally, the steering committee ensures the follow-up of the actions and will lead the preparation of the external review.

ANNEX 1: <u>O</u>pen, <u>T</u>ransparent and <u>M</u>erit-based <u>R</u>ecruitment of Researchers

<u>Checklist for URV</u> (undertaken on November 2016)

	Open	Transparent	Merit-based	Answer	Suggested Indicators or evidences
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	No	web link
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes partially	Processes of the Human Resources Service Quality system, including documents code and date of latest update.
3. Is every involved in the process sufficiently trained in the area of OTM-R	x	x	x	Yes partially	Training programs for OTM-R implementation Number of staff following training in OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes partially	Web-based tool for (all) the stages in the recruitment processes, such as, e-tool in use for the Martí Franquès program and "garantía del empleo juvenil" program
5. Do we have a quality control system for OTM-R in place?	x	x		Yes partially	Human Resources Service Quality System in development phase
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	No	Trend in the share of applicants from outside the institution We use Euraxes jobs % of applicants from outside of the institution Number of calls published in English
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	No	Trend in the share of applicants from abroad We use Euraxes jobs Number of calls published in English
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	No	Trend in the share of applicants among underrepresented groups (frequently women) % of women applicants Number of positions offered for people with disabilities

UNIVERSITAT ROVIRA i VIRGILI

9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes partially	Trend in the share of applicants from outside the institution We have some programs in this line: Martí Franquès COFUND Number of positions offered that provide the best attractive working conditions
10. Do we have means to monitor whether the most suitable researchers apply?	x	x	x	No	% of the unfilled positions
Advertising and applications phase					
11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions?	x	x		Yes	We normally advertise all the positions in EURAXESS % of positions advertised in EURAXESS jobs
12. Do we included in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit (chapter 4.4.1.a)	x	x		Yes	Elements included in the Human Resources Unit Processes, as part of the Quality Certification
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes	The share of job adverts posted on EURAXESS Trend in the share of applicants recruited outside the institution/ abroad
14. Do we make use of other job advertising tools?	x	x		Yes	List of the tools used
15. Do we keep the administrative burden to a minimum for the candidate? (See chapter 4.4.1b)	x			Yes	Number of simplified processes in place in the last 3 years. Number of on-line calls
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? (See chapter 4.4.2.a)		x	x	Yes	URV regulation Number URV regulation revised
17. Do we have clear rules concerning the composition of selection committees?		x	x	Yes	URV regulation Number URV regulation revised
18. Are the committees sufficiently gender-balanced?		x	x	Yes, partially	Number (and %) of gender balanced selection committees (indicator to be implemented)
19. Do we have clear guidelines for selection committees which help to judge "merit" in a way that leads to the best candidate were selected?			x	Yes	Specific (per each position) guidelines established

Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		Yes	All the applicants are informed via website. However, they not informed personally.
21. Do we provide adequate feedback to interviewees?		x		No	Only under request
22. Do we have an appropriate complaints mechanism in place?		x		Yes	Number of complaints received
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				No	OTM-R Steering committee in place OTM-R follow-up process integrated into the Human Resources Unit Quality System

UNIVERSITAT
ROVIRA i VIRGILI

ANNEX 2: USER SATISFACTION REPORT: RECRUITMENT AND WELCOME PROCESSES

![Universitat Rovira i Virgili logo]

USER SATISFACTION REPORT
RECRUITMENT AND WELCOME PROCESSES

Content

1. Introduction

The Human Resources Service (SRH) is responsible for managing the staff selection process for the University as a whole. Within our organization, there are three groups of staff, the Administration and Services Staff (PAS), the Teaching and Research Staff (PDI) and the Research Staff (PI). In turn, within these groups, there are staff who are civil servants and there are those who are working staff. Additionally, jobs are sometimes covered with funding from other institutions and agencies that determine the characteristics of the requirements of the applicants and the procedure to be followed.

The combination of these 3 factors (collective, legal system, and funding institution) makes the processes of selection and reception of new staff complex to manage due to the many specificities that each of these three factors involve. Throughout 2019, we have sent the recruitment survey to all the applicants in the different calls at the end of the selection process. In addition, the welcome survey is sent to the selected candidates once they have already joined his workplace.

In both surveys there is a question where it is asked to rate from 1 to 4 the degree of general satisfaction with the process being 1 dissatisfied and 4 totally satisfied.

The remaining questions in the two surveys ask the user to indicate their degree of agreement with the statements made on a scale of 1 to 4, with 1 strongly disagreeing and 4 strongly agreeing. The recruitment survey also included a specific multi-choice question regarding the improvement of the most important aspects of the recruitment process. The survey is multilingual, in Catalan, Spanish and English.

2. Sample and confidence level

The following table shows various data related to the population (total number of participants in the recruitment and welcome processes to which the survey was sent), the sample (number of participants who answered the survey) and the representativeness of the results obtained in the surveys in relation to the total population of participants.

SURVEY	SEND	RECEIVED	% PARTICIPATION	% ERROR
Welcome PAS	118	50	42,4%	10,6%
Welcome PDI	81	23	28,4%	17,4%
Welcome PI	135	25	18,5%	17,7%
Welcome (Total)	334	98	29,7%	8,3%
Recruitment PAS	335	88	26,3%	9,0%
Recruitment PI	472	43	9,1%	14,2%
Recruitment PDI	199	50	25,1%	12,0%
Recruitment (Total)	1.006	181	20,2%	6,6%
Total Recruitment + Welcome	1.340	279	25,0%	5,2%

The total participation in the surveys was 25%, almost 10% lower than the previous year. Participation in the recruitment survey was 20.2% and the welcome participation was a little higher, 29.7%. The drop in participation was in the recruitment survey, which falls from 36% to 20% participation. During 2019, more selection processes take place that have involved many more people. Although we do not have the survey data sent to the PAS during 2018, we can compare the PI and PDI data. While in 2018, 124 surveys were sent, while in 2019 they were 671.

By groups, the PAS has been more participatory, followed by the PDI and lastly the PI.

The confidence level of the surveys is determined by the % error. The % error refers to the% variation between survey responses and the reality of the entire population. The % error was estimated with a 95% confidence level. As these are very small samples, the sampling errors are very high. This needs to be taken into account when drawing conclusions from the results.

On the other hand, selection surveys show a typical bias of the situation. As the number of people participating in a recruitment process is always greater than the number of people participating in the welcome process (usually there is always more than one candidate in each recruitment process), in general there will always be more surveys answered by recruitment than by welcome. On the other hand, the percentage participation in the recruitment survey is lower because unselected people are not very interested in answering.

3. Overall Satisfaction

We calculated the overall satisfaction with the recruitment and welcome processes from question 1 of the recruitment survey and question 2 of the welcome survey (see Appendix 1) where participants are asked to rate the general satisfaction with the recruitment and welcome process in which they have participated. The average rating was 3.09 points out of 4 in the recruitment and 3.30 in the welcome, slightly lower than last year's scores (3.2 and 3.4 respectively)

Next table shows the overall satisfaction for each of the two processes and groups, as well as the overall satisfaction of the two processes per group.

OVERALL SATISFACTION	RECRUITMENT	WELCOME	TOTAL
PAS	3,1	3,4	3,3
PDI	2,8	3,3	3,1
PI	3,3	3,1	3,2
Total	3,1	3,3	3,2

The highest score goes to the PAS welcome process, and the lowest goes to the PI recruitment process. In terms of groups, the most satisfied is the PAS with a 3.3 out of 4 and a short distance from the PI, with a 3.2 out of 4.

4. Analysis of survey question

Next section quantifies the averages of responses to quantitative survey questions (see questions in Appendix 1).

Welcome

Next table presents the averages of the answers to the quantitative questions of the welcome survey for the different groups.

AVERAGE SCORE WELCOME SURVEY	2	3.1	3.2	4.1	4.2	4.3	4.4
PAS	3,7	3,4	3,3	3,3	3,8	3,7	3,8
PDI	3,5	3,3	2,9	3,3	3,6	3,6	3,6
PI	3,3	3,0	2,7	3,2	3,6	3,5	3,5
TOTAL	3,5	3,2	3,0	3,3	3,7	3,6	3,6

The highest scored question was 4.4 (4.4. The availability of the staff of the Human Resources Service, in person and by telephone, was adequate) with an average of 3.8 in the PAS group. The lowest scored question was 3.2 (3.2. I know the hiring rules established by the URV) with a 2.7 for the PI group.

In general terms, the most valued question was 4.2 (4.2. The staff of the Human Resources Service has shown interest in solving the issues or problems that have arisen for me) with an average score of 3.7 for the overall group and the least rated was 3.2 (3.2. I know the procurement rules established by the URV) with an average score of 3. It should be noted that with the exception of question 3.2 (3.2. I know the rules of access and admission established by the URV) for the groups of PDI and PI all the questions present average scores equal or superior to 3.

Recruitment

Next table presents the averages of the answers to the quantitative questions of the welcome survey for the different groups.

AVERAGE SCORE RECRUITMENT	1	3.1	3.2	3.3	4.1	4.2	4.3	4.4	4.5	4.6	4.7	5.1	5.2	5.3	5.4	6.2	6.1	6.3	7.2
PAS	3,0	2,8	3,2	3,0	3,3	3,0	2,7	3,0	3,1	3,1	3,4	3,4	3,3	3,2	3,5	3,3	3,1	3,1	3,1
PDI	3,3	3,3	3,4	3,6	3,5	3,3	3,1	3,5	3,4	3,6	3,6	3,5	3,5	3,6	3,6	3,6	3,3	3,5	3,5
PI	3,4	3,4	3,3	3,4	3,6	3,5	3,0	3,4	3,6	3,6	3,5	3,7	3,6	3,9	3,3	3,5	3,2	3,2	3,7
TOTAL	3,2	3,1	3,3	3,2	3,4	3,2	2,8	3,2	3,3	3,3	3,5	3,5	3,4	3,4	3,5	3,4	3,1	3,2	3,3

The best-rated question was 5.3 (5.3. Committee members have adequately assessed my merits) with an average score of 3.9 for the PI collective.

The least valued question was 4.3 (4.3. The bases of the call determine the conditions and prospects for professional development) with a 2.7 for the PAS group.

In general terms, the best-rated question was 4.7 (4.7. The period between the announcement of the call and the deadline for registration was sufficient), 5.1 (5.1. The members of the committee have complied with their functions) and 5.4 (5.4. I was informed in time of day and time, to participate in each test or selection stage) with an average score of 3.5 in all three cases.

It should be noted that with the exception of question 3.1 (3.1. I had sufficient information on the process and selection criteria in advance) and 4.3 (4.3. The bases of the call determine the conditions and prospects for professional development) for the group PAS all questions have score averages of 3 or higher.

5. Topics assessed in the survey

Recruitment

Next table shows that the topics with a higher score (3.5 average) are the principles of action (transparency, equality, merits, capacity and equal status of opportunities) for the PDI and PI groups, the efficiency of the procedure for PI, and the personal attention for PDI and PI.

The topics with a lower score are the general satisfaction, the information and the principles of action in the PAS group, with a value of 3 out of 4 (average).

| AVERAGE SCORE RECRUITMENT	OVERALL SATISFACTION	INFORMATION	PROCESS EFFICIENCY	PRINCIPLES OF ACTION	DEADLINES	PERSONAL ATTENTION
PAS	3,0	3,0	3,2	3,0	3,5	3,1
PDI	3,3	3,3	3,4	3,5	3,4	3,5
PI	3,4	3,2	3,5	3,5	3,3	3,5
Total general	3,2	3,1	3,3	3,2	3,4	3,3

It should be noted that all aspects have obtained a score average of 3 or higher, equal to or greater than 3, globally and by group.

The PAS group has rated all aspects below average, although all exceed 3 out of 4. The PDI group has rated 3 aspects above average, one equal to the average and one below average. The PI has assessed all aspects above average except for deadlines.

The following graph shows the average scores of the aspects assessed globally (by all three groups together).
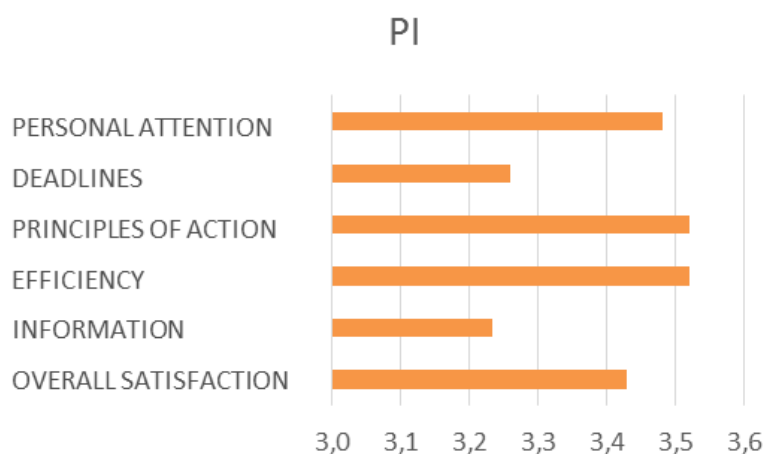
Global (PAS+PDI+PI)
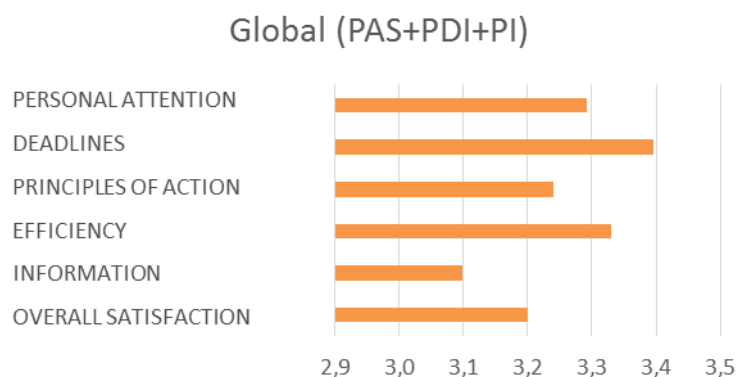
The most valued aspect globally are the terms and deadlines with a score average of 3.4 and the least valued is the information with 3.1.

PAS
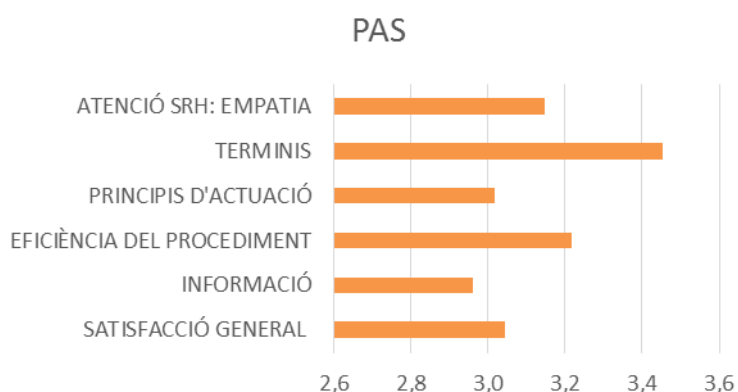
For the PAS, the best rated topic is the deadlines with an score average of 3.5 and the least rated is the process information with an score average of 3 out of 4.

PDI

PERSONAL ATTENTION
DEADLINES
PRINCIPLES OF ACTION
EFFICIENCY
INFORMATION
OVERALL SATISFACTION

3,2   3,3   3,4   3,5   3,6

In the PDI group, the most valued topic is that of the principles of action with a score average of 3.5 and the least valued is that of information and the global aspect with a score average of 3.3.

PI

PERSONAL ATTENTION
DEADLINES
PRINCIPLES OF ACTION
EFFICIENCY
INFORMATION
OVERALL SATISFACTION

3,0   3,1   3,2   3,3   3,4   3,5   3,6

For the PI group, the most valued topics are the principles of action, efficiency in the procedure and personal attention with a score average of 3.5. The least valued is that of information with a score average of 3.2.

Welcome

Next table shows that the topic with a higher score with an average of 3.8 is the attention of the Human Resources Service responsiveness by the PAS group.
In addition, the aspect with the lowest score is the information in the PI group with a value of 2.9 out of 4 on average.

| AVERAGE SCORE WELCOME	OVERALL SATISFACTION	INFORMATION	PERSONAL ATTENTION: empathy	PERSONAL ATTENTION: confidence and credibility	PERSONAL ATTENTION: responsiveness
PAS	3,7	3,3	3,6	3,7	3,8
PDI	3,5	3,2	3,6	3,6	3,6
PI	3,0	2,9	3,6	3,2	3,5
Total	3,4	3,2	3,6	3,5	3,6

It should be noted that all aspects have received an average score equal to or greater than 3 both globally and for each group with the exception of the information in the PI group with an average of 2.9.

The PAS group rated all topics above average, with the exception of the Human Resources Service empathy. The PDI group has rated 3 aspects above average and two equal to the average. The PI rated all aspects below average except for the average Human Resources Service empathy.

The following graph shows the average scores of the topics evaluated globally (by the three groups together).

Global (PAS+PDI+PI)
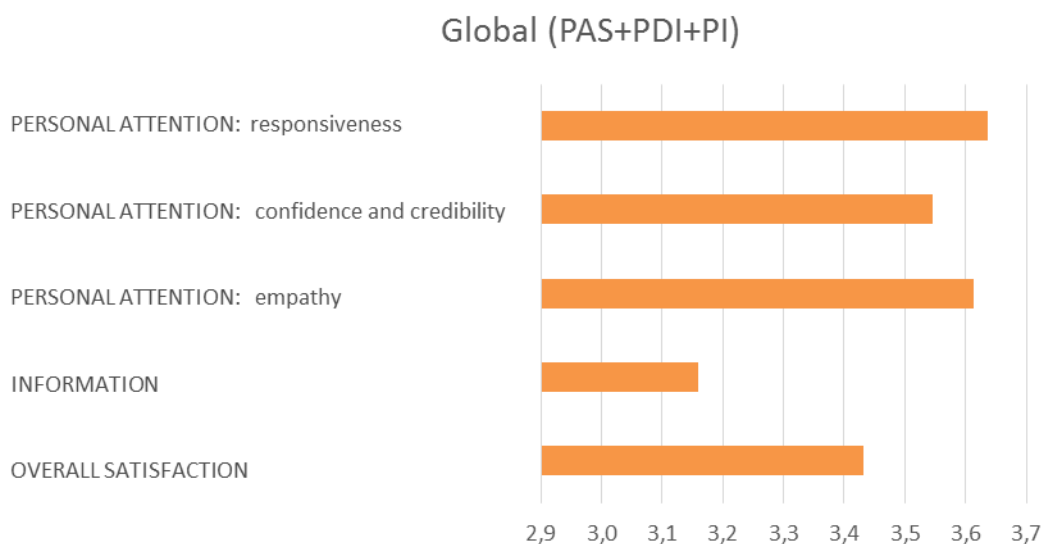
The most valued topic globally is empathy and responsiveness with an average of 3.6 and the least valued was information with a 3.2.

PAS
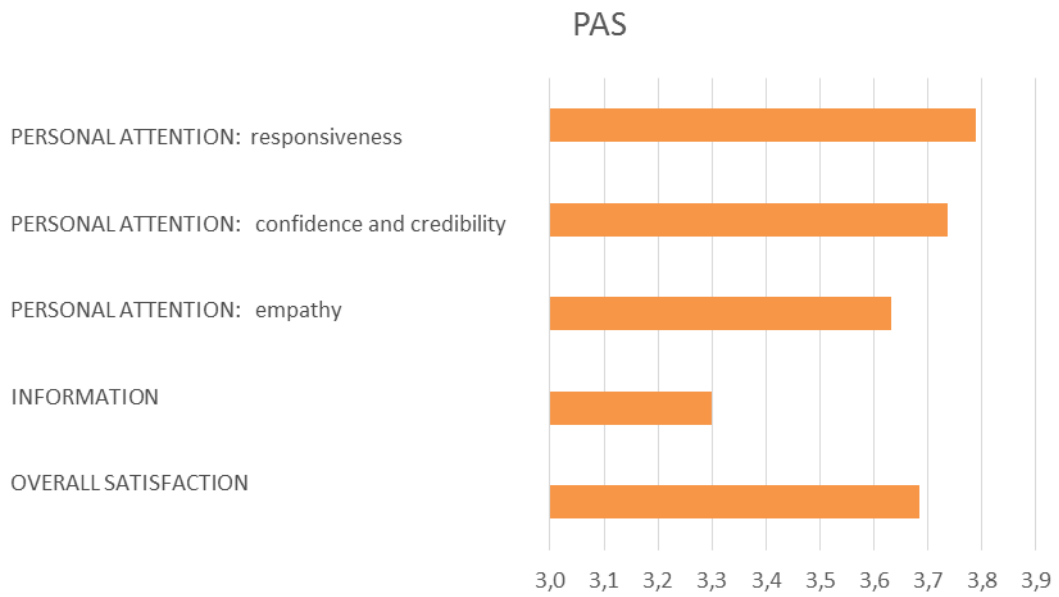
Regarding the PAS, the most valued aspect is the responsiveness with an average of 3.8 and the least valued was the information of the process with 3.3 out of 4 on average.

PDI
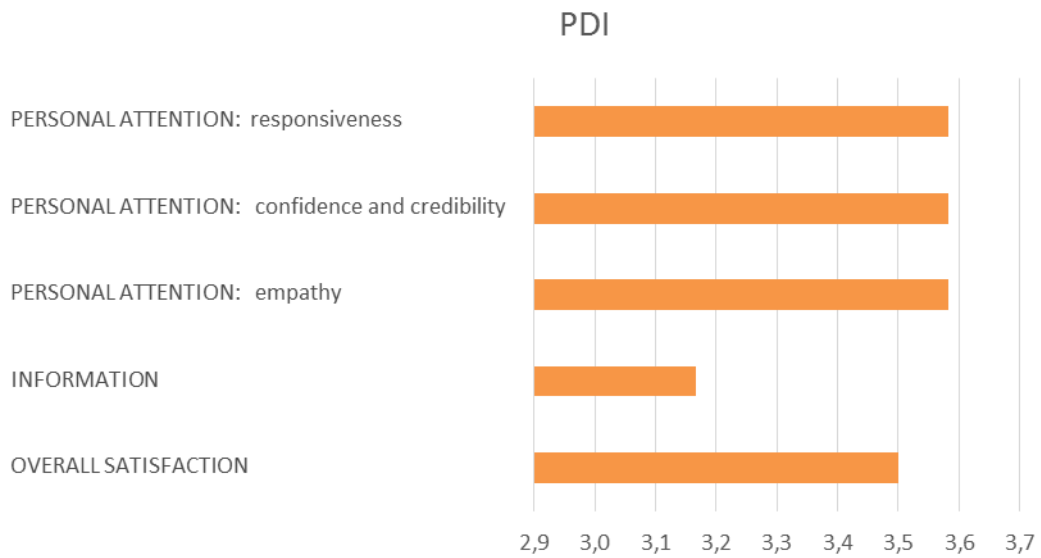
In the PDI group, the best-rated topics are the responsiveness, confidence and credibility and empathy of the Human Resources Service with an average of 3.6 and the least rated was the information with an average of 3.2.

PI
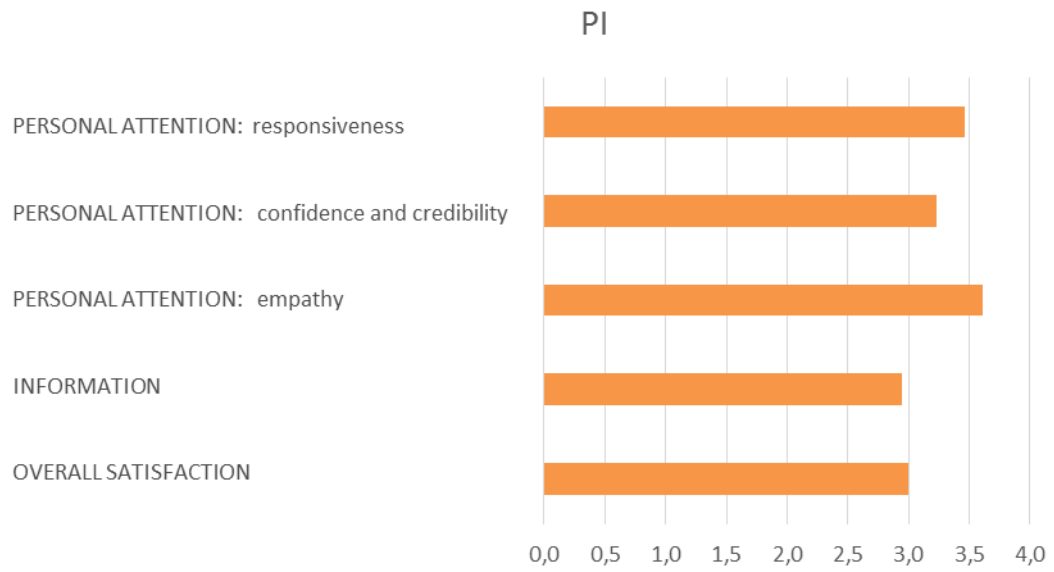
For the PI group, the most valued aspect is Human Resources Service empathy and the least valued is information with an average of 2.9.

6. Analysis of Selection Survey Question 7.1

The recruitment process survey includes a question regarding process information, in order to further specify what aspects of information can be improved in the process.

The question is:

"7.1. Indicate in which of the following activities do you consider that improvement actions should be implemented:

• Definition and presentation of the calls

• Schedule of the selection process

• Communication and information provided during the process"

Respondents could select any of the three options or not select any.

Globally, 18% of respondents believe that there is no need to improve any of the aspects indicated. If analysed by groups, 30% of the PDI consider that it is not necessary to improve any of the three aspects, 16% in the case of the PI and in last place is the PAS, that does not consider it necessary in the 14.5 of the cases.

The following table presents the absolute values and percentages of participants (in relation to their group) that have indicated that any of the three proposed options need to be improved.

In the row of totals, the percentages marked in grey are with respect to the total number of respondents.

Question 7.1		Persons who have checked the option (Number)			Persons who have checked the option (%)		
Group	Num. respondents	Calls definition and presentation	Schedule	Communication and information	Calls definition and presentation	Schedule	Communication and information
PAS	55	24	24	22	43,6	43,6	40,0
PDI	20	2	5	10	10,0	25,0	50,0
PI	25	4	4	13	16,0	16,0	52,0
Total general	100	30	33	45	30,0	33,0	45,0

Globally, 30% of respondents consider that the definition and presentation of calls need to be improved, 33% consider that the timing of the selection process needs to be improved and 45% the communication and information provided during the process.

The aspect that most candidates consider that needs to be improved is the communication and information during the process by the PI group. The least that needs to be improved is the definition and presentation of the PDI calls.

7. Conclusions

In the surveys of the second half of 2019, the format has been maintained, in order to maintain the consistency of the annual data. The agreed changes will be applied to the surveys that will be sent from January 2020 (proposals included in the conclusions of the 2018 satisfaction report):

- Include as an option in the answer: NS / NC.
- Change the range from 0 to 10, instead of 0 to 4.
- Include a message at the beginning of the survey, stating the estimated time to complete it.

It has been possible to have the number of surveys sent in the selection processes, in order to calculate the percentage of participation.

For the next editions of the survey, it will be necessary to work on how to improve participation so that the results obtained are more significant and therefore more useful for the improvement of services. Or find other mechanisms to improve information about the satisfaction of these processes.

8. Annex 1: SURVEYS

TOPIC	RECRUITMENT SURVEY QUESTION
OVERALL SATISFACTION	1. My level of general satisfaction regarding the recruitment process is:
	2.1. Age
	2.2. Gender
	2.3. I already had a contractual relationship with the URV when I was recruited.
	2.4. Years of work experience
INFORMATION	3.1. I had all the information I needed in advance regarding the selection process and criteria
INFORMATION	3.2. I understand the regulations governing access and admission at the URV.
INFORMATION	3.3. The regulations governing access and admission are clearly stated in the selection process conditions
EFFICIENCY	4.1. I think that the tests carried out during the selection process were relevant to the position for which I was applying.
INFORMATION	4.2. The conditions governing the selection process clearly describe the knowledge and competences required.
INFORMATION	4.3. The conditions governing the selection specify the conditions and prospects for professional development.
PRINCIPLES OF ACTION	4.4. I think that the selection process has been transparent.
EFFICIENCY	4.5. I think that the selection process has been efficient.
PRINCIPLES OF ACTION	4.6. I think that the selection process has upheld the principles of equality, merit and ability.
DEADLINES	4.7. I think that the period between the announcement of the selection process and the deadline for application was sufficient.
SELECTION COMMITTEE	5.1. I think that the members of the tribunal have correctly carried out their functions.
SELECTION COMMITTEE	5.2. In general terms, I think that the selection committee behaved and worked in an appropriate manner.
SELECTION COMMITTEE	5.3. I think that the members of the selection committee correctly evaluated my skills and competences.
DEADLINES	5.4. I think that they gave me plenty of notice regarding the dates and times of each test and stage in the selection process.
INFORMATION	6.1. During the selection process the Human Resources Service communicated effectively and provided the necessary information.
PERSONAL ATTENTION: EMPATHY	6.2. The staff of the Human Resources Service were willing and able to solve the issues and problems that I had.
INFORMATION	6.3. I think that the mechanisms used to publish the final results of the selection process were appropriate
	7.1. Indicate which of the following activities you think need to be improved: Definition and announcement of the process, Timeline of the selection process, Communications and information provided during the selection process, Others (please specify)
PRINCIPLES OF ACTION	7.2. I think that equal opportunities have been respected with regard to the applicants who have participated in this selection process.

TOPIC	WELCOME SURVEY QUESTION
	1.1. Age
	1.2. Gender
	1.3. I already had a contractual relationship with the URV when I was recruited.
	1.4. Years of work experience
GENERAL SATISFACTION	2. My level of general satisfaction regarding the recruitment process is:
INFORMATION	3.1. I had all the information I needed in advance about the recruiting process.
INFORMATION	3.2. I understand the regulations governing recruitment at the URV.
INFORMATION	4.1. During the selection process the Human Resources Service communicated effectively and provided the necessary information.
PERSONAL ATTENTION: Empathy	4.2. The staff of the Human Resources Service took an interest in trying to solve the issues and problems that I had.
PERSONAL ATTENTION: Confidence and Credibility	4.3. The behaviour and knowledge of the staff inspire trust in and give credibility to their actions.
PERSONAL ATTENTION: Responsiveness	4.4. The staff of the Human Resources Service were easy to contact in person and by telephone.