



CENIEH

Centro Nacional de Investigación
sobre
la Evolución Humana

INTERNAL SURVEY «HR Excellence in Research Award»

HRS4R implies CENIEH's commitment to integrate the recommendations and 40 principles of the C&C (European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers) and the Open, Transparent and Merit Based Recruitment (OTM-R) policy recommended by the European Commission, at the heart of its HR policies.

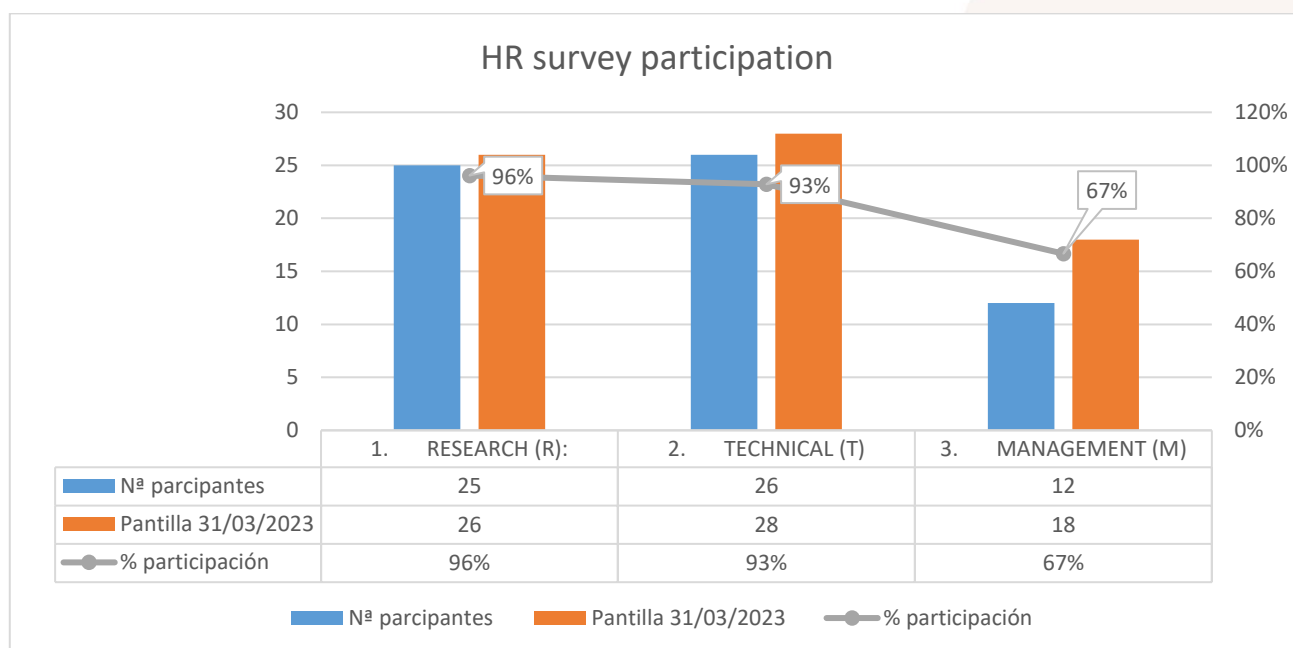
For each question they had to fill in their degree of conformity with the following scale:

1 Strongly disagree	al	5 Fully agree
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In addition, a field has been provided in each question and at the end of each section, to add any comments and observations you may have.

PARTICIPATION DATA

FUNCTIONAL AREAS	Nº of participants	Staff 31/03/2023	% Participation
1. RESEARCH (R):	25	26	96%
<i>R1 Investigador en formación (predoctorales)</i>	4	5	80%
<i>R2 Investigador posdoctoral</i>	5	5	100%
<i>R3 Investigador</i>	6	6	100%
<i>R4 Científico Senior / Profesor de Investigación</i>	10	10	100%
2. TECHNICAL (T)	26	28	93%
3. MANAGEMENT (M)	12	18	67%
TOTALS	63	72	88%





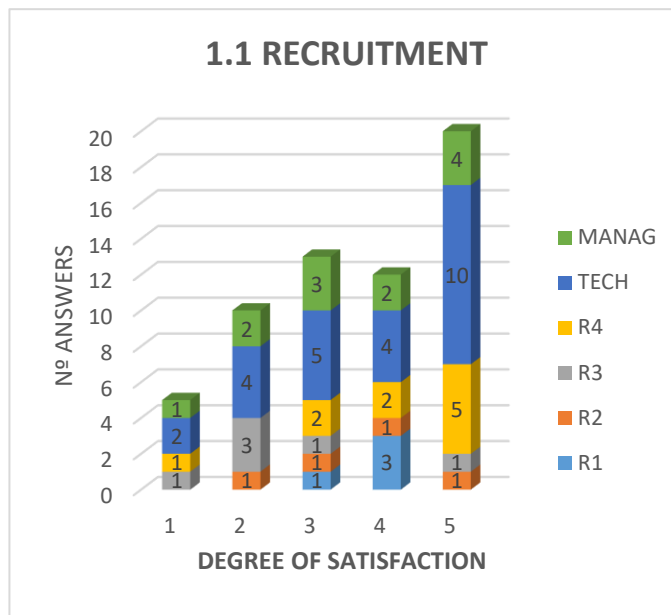
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SECTION 1: RECRUITMENT

1.1 RECRUITMENT: The CENIEH establishes recruitment procedures which are open, transparent, as well as tailored to the positions advertised, and internationally comparable.

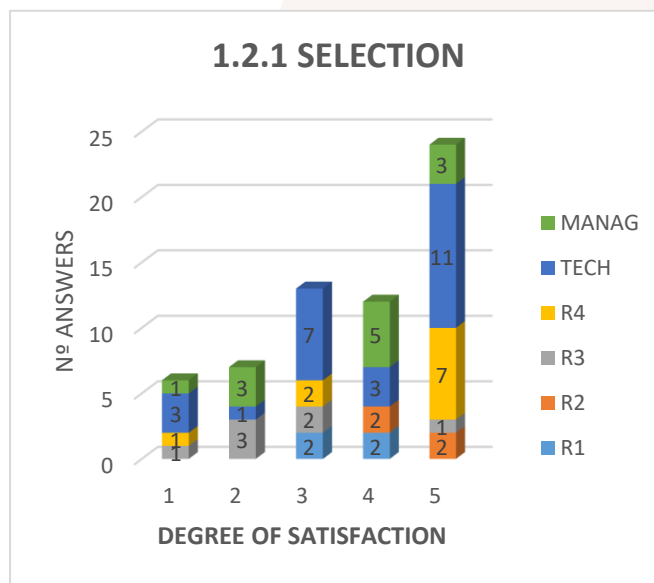
	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	3	-	4
R2	-	1	1	1	1	4
R3	1	3	1	-	1	6
R4	1	-	2	2	5	10
TECH	1	4	5	4	10	24
MANAG	1	2	3	2	4	12
TOTAL	4	10	13	12	21	60
Resultado	7%	17%	22%	20%	35%	100%



1.2 SELECTION: CENIEH selection committees count with:

1.2.1 A diverse expertise in multiple disciplines including members from different sectors (public and private)

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	2	-	4
R2	-	-	-	2	2	4
R3	1	3	2	-	1	7
R4	1	-	2	-	7	10
TECH	3	1	7	3	11	25
MANAG	1	3	-	5	3	12
TOTAL	6	7	13	12	24	62
Resultado	10%	11%	21%	19%	39%	100%



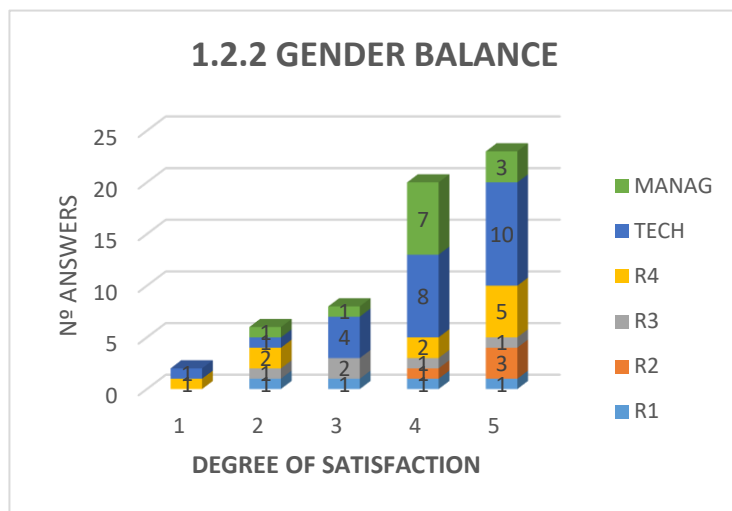


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1.2.2 An adequate gender balance

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	1	1	1	1	4
R2	-	-	-	1	3	4
R3	-	1	2	1	1	5
R4	1	2	-	2	5	10
TECH	1	1	4	8	10	24
MANAG	-	1	1	7	3	12
TOTAL	2	6	8	20	23	59
Resultado	3%	10%	14%	34%	39%	100%



1.2.3 A proper training

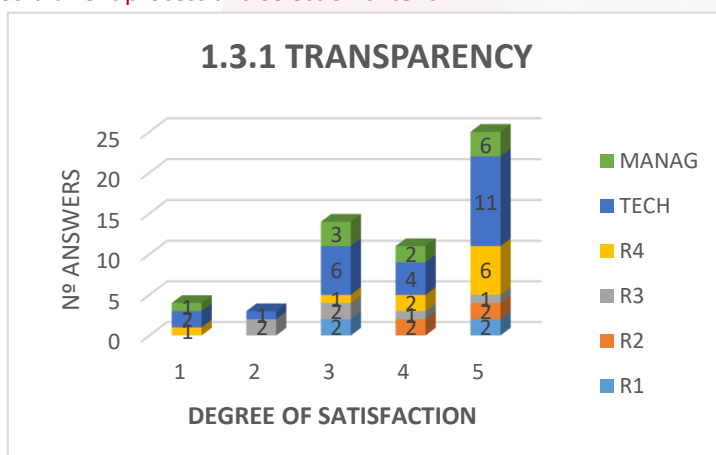
	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	2	1	4
R2	-	-	1	1	2	4
R3	1	2	1	1	1	6
R4	3	-	-	2	4	9
TECH	-	5	5	6	8	24
MANAG	-	-	1	6	1	8
TOTAL	4	7	9	18	17	55
Resultado	7%	13%	16%	33%	31%	100%



1.3 TRANSPARENCY:

1.3.1 Candidates are informed prior to the selection about the recruitment process and selection criteria.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	-	2	4
R2	-	-	-	2	2	4
R3	-	2	2	1	1	6
R4	1	-	1	2	6	10
TECH	2	1	6	4	11	24
MANAG	1	-	3	2	6	12
TOTAL	4	3	14	11	28	60
Resultado	7%	5%	23%	18%	47%	100%



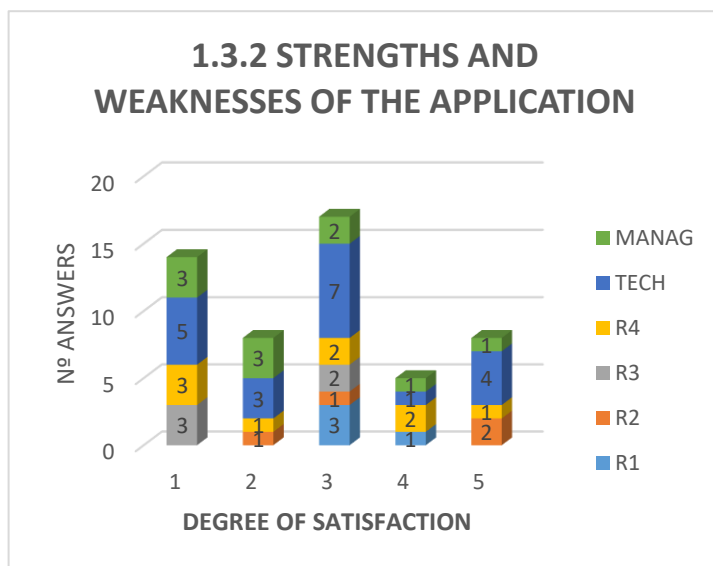


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1.3.2 They are also informed after the selection process about the strengths and weaknesses of their application

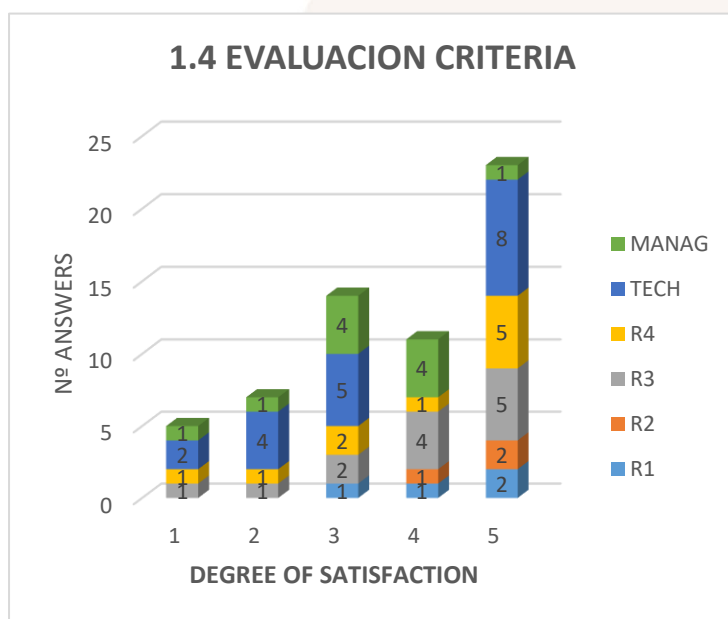
	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	3	1	-	4
R2	-	1	1	-	2	4
R3	3	-	2	-	-	5
R4	3	1	2	2	1	9
TECH	5	3	7	1	4	20
MANAG	3	3	2	1	1	10
TOTAL	14	8	17	5	8	52
Resultado	27%	15%	33%	10%	15%	100%



1.4 EVALUACION CRITERIA:

The selection process at CENIEH takes into consideration all the relevant merits. With regard to research positions, it includes number of publications, teaching, teamwork, and knowledge transfer, management of research and innovation, and public outreach activities.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	-	-	-	1	2	3
R3	1	1	2	4	5	13
R4	1	1	2	1	5	10
TECH	2	4	5	-	8	19
MANAG	1	1	4	4	1	11
TOTAL	5	7	14	11	23	60
Resultado	8%	12%	23%	18%	38%	100%



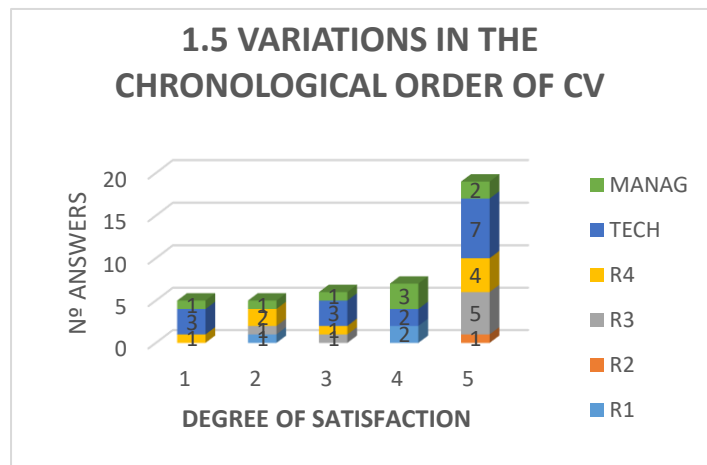


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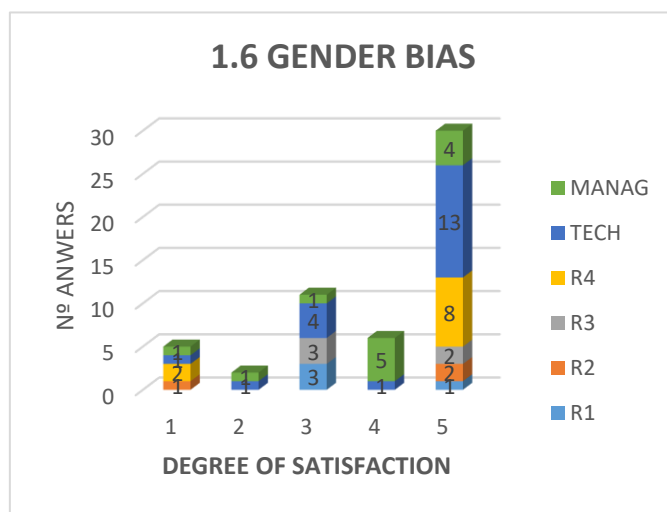
1.5 VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs: Career break or variations from the standard chronological order of CVs are not penalised in the selection process.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1		1		2		3
R2					1	1
R3		1	1		5	7
R4	1	2	1		4	8
TECH	3		3	2	7	15
MANAG	1	1	1	3	2	8
TOTAL	5	5	6	7	19	42
Resultado	11,90%	11,90%	14,29%	16,67%	45,24%	100,00%



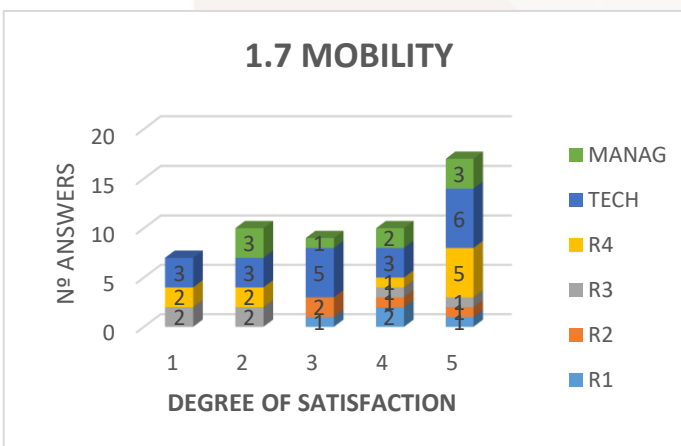
1.6 GENDER BIAS: Women are not penalised by bias in the selection process (for instance, the bias that links women to care responsibilities that could be seen as an obstacle for “full commitment” in the professional career).

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	3	-	1	4
R2	1	-	-	-	2	3
R3	-	-	3	-	2	5
R4	2	-	-	-	8	10
TECH	1	1	4	1	13	20
MANAG	1	1	1	5	4	12
TOTAL	5	2	11	6	30	54
Resultado	9%	4%	20%	11%	56%	100%



1.7 RECOGNITION OF THE VALUE OF MOBILITY: CENIEH considers any mobility experience (geographical, trans-disciplinary, inter-sectorial) as a valuable contribution to the professional development of a researcher.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	2	1	4
R2	-	-	2	1	1	4
R3	2	2	-	1	1	6
R4	2	2	-	1	5	10
TECH	3	3	5	3	6	20
MANAG	-	3	1	2	3	9
TOTAL	7	10	9	10	17	53
Resultado	13%	19%	17%	19%	32%	100%



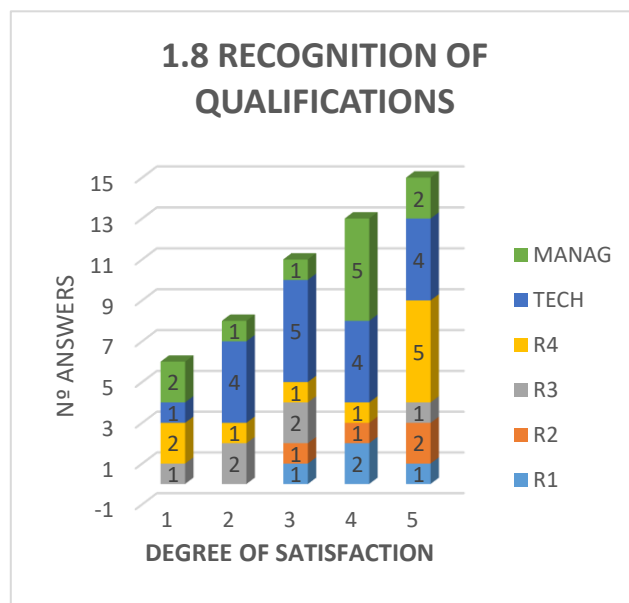


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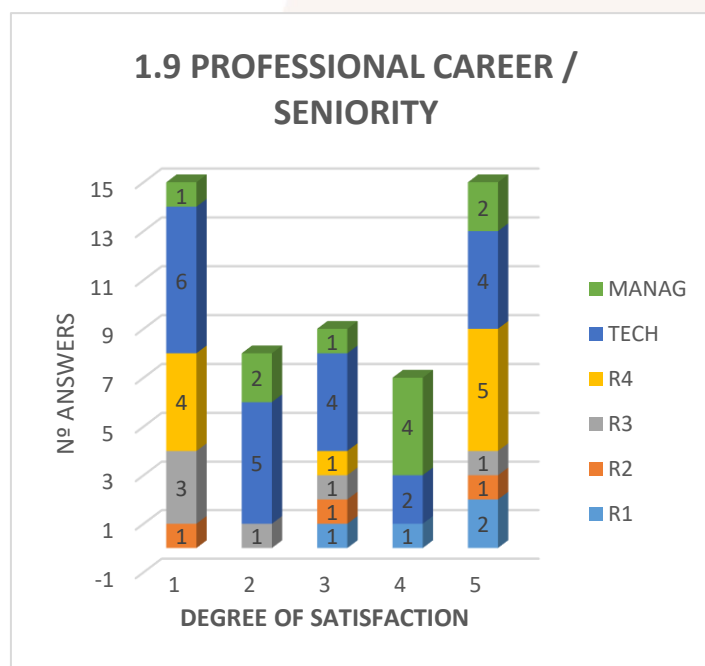
1.8 RECOGNITION OF QUALIFICATIONS: CENIEH makes an appropriate assessment and evaluation of the academic and professional qualifications of all researchers, in particular within the context of international and professional mobility. The merits are judged both qualitatively and quantitatively.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1			1	2	1	4
R2			1	1	2	4
R3	1	2	2		1	6
R4	2	1	1	1	5	10
TECH	1	4	5	4	4	18
MANAG	2	1	1	5	2	11
TOTAL	6	8	11	13	15	53
Resultado	11%	15%	21%	25%	28%	100%



1.9 PROFESSIONAL CAREER / SENIORITY: CENIEH recognizes the importance of the development of a professional career, in line with the needs of the position, and not letting the level of qualifications be a barrier to entry.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	1	-	1	-	1	3
R3	3	1	1	-	1	6
R4	4	-	1	-	5	10
TECH	6	5	4	2	4	21
MANAG	1	2	1	4	2	10
TOTAL	15	8	9	7	15	54
Resultado	28%	15%	17%	13%	28%	100%



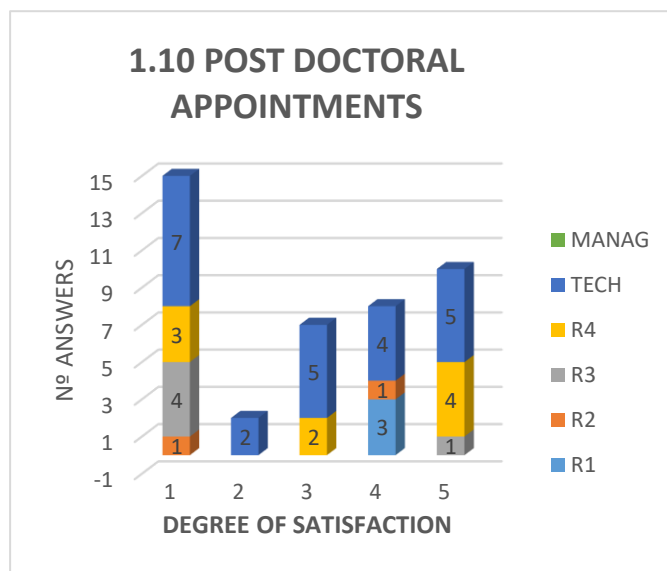


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1.10 POST DOCTORAL APPOINTMENTS: Postdoctoral status should be transitional. To this goal, CENIEH has established clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments.

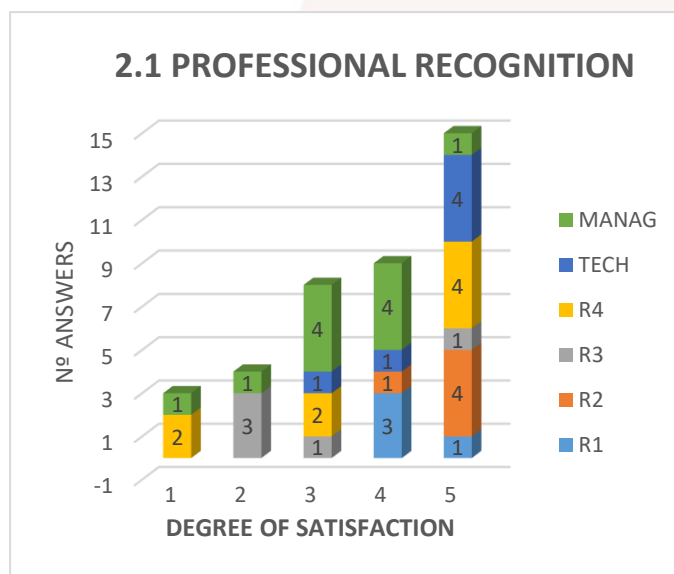
	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	-	3	-	3
R2	1	-	-	1	-	2
R3	4	-	-	-	1	5
R4	3	-	2	-	4	9
TECH	7	2	5	4	5	23
MANAG	-	-	-	-	-	-
TOTAL	15	2	7	8	10	42
Resultado	36%	5%	17%	19%	24%	100%



SECTION 2. PROFESSIONAL RECOGNITION

2.1 PROFESSIONAL RECOGNITION: CENIEH recognizes all researchers engaged in a research career as professionals (from the graduate stage) and staff in general.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	-	3	1	4
R2	-	-	-	1	4	5
R3	-	3	1	-	1	5
R4	2	-	2	-	4	8
TECH	-	-	1	1	4	6
MANAG	1	1	4	4	1	11
TOTAL	3	4	8	9	15	39
Resultado	8%	10%	21%	23%	38%	100%



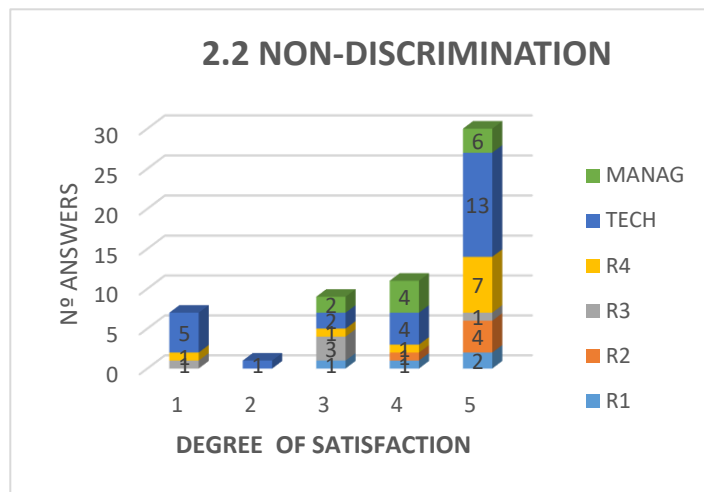


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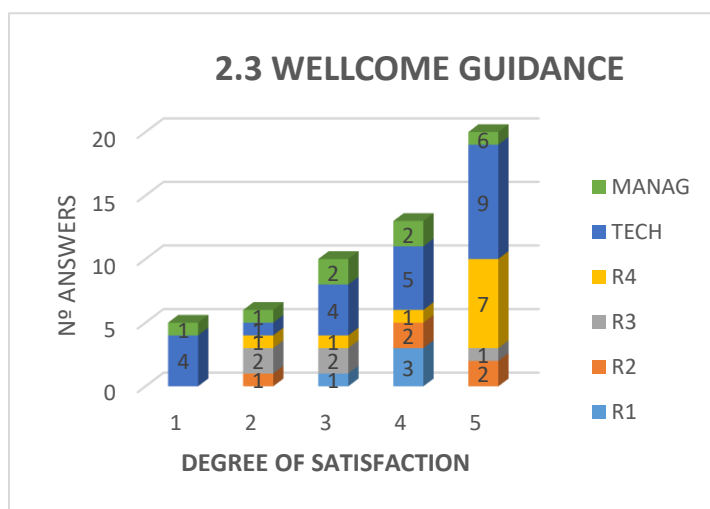
2.2 NON-DISCRIMINATION: CENIEH does not discriminate against researchers or staff in general, in any way on the basis of gender, age, ethnic, national or social origin, religion of belief, sexual orientation, language, disability, and political opinion, social or economic condition.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	-	-	-	1	4	5
R3	1	-	3	-	1	5
R4	1	-	1	1	7	10
TECH	5	1	2	4	13	25
MANAG	-	-	2	4	6	12
TOTAL	7	1	9	11	33	61
Resultado	11%	2%	15%	18%	54%	100%



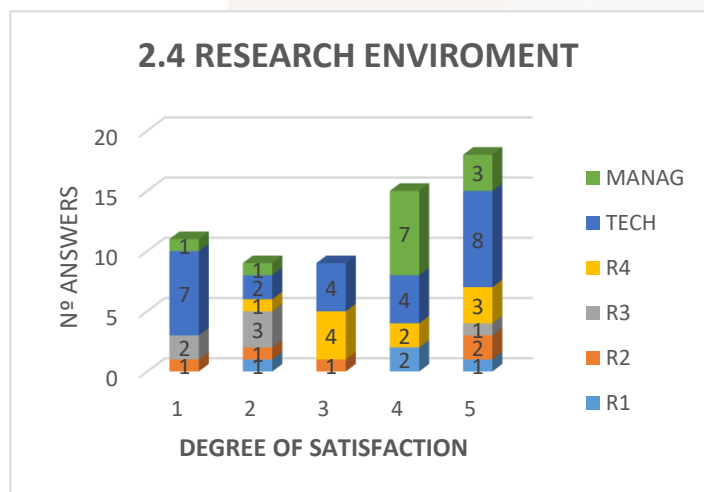
2.3 WELCOME GUIDANCE: CENIEH provides support in the relocation process of researchers and general staff when starting their contracts.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	3	-	4
R2	-	1	-	2	2	5
R3	-	2	2	-	1	5
R4	-	1	1	1	7	10
TECH	4	1	4	5	9	23
MANAG	1	1	2	2	6	12
TOTAL	5	6	10	13	25	59
Resultado	8%	10%	17%	22%	42%	100%



2.4 RESEARCH ENVIROMENT: CENIEH ensures the most stimulating research or research training environment, ensuring access to resources and opportunities.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	1	-	2	1	4
R2	1	1	1	-	2	5
R3	2	3	-	-	1	6
R4	-	1	4	2	3	10
TECH	7	2	4	4	8	25
MANAG	1	1	-	7	3	12
TOTAL	11	9	9	15	18	62
Resultado	18%	15%	15%	24%	29%	100%



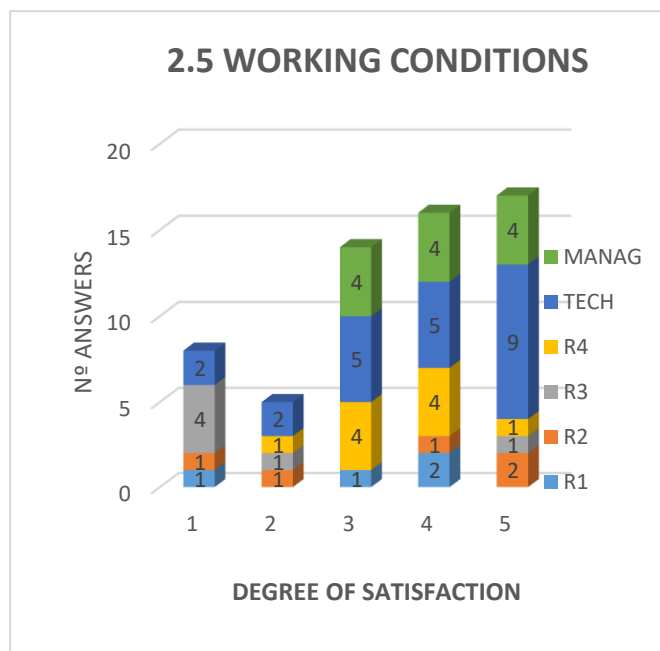


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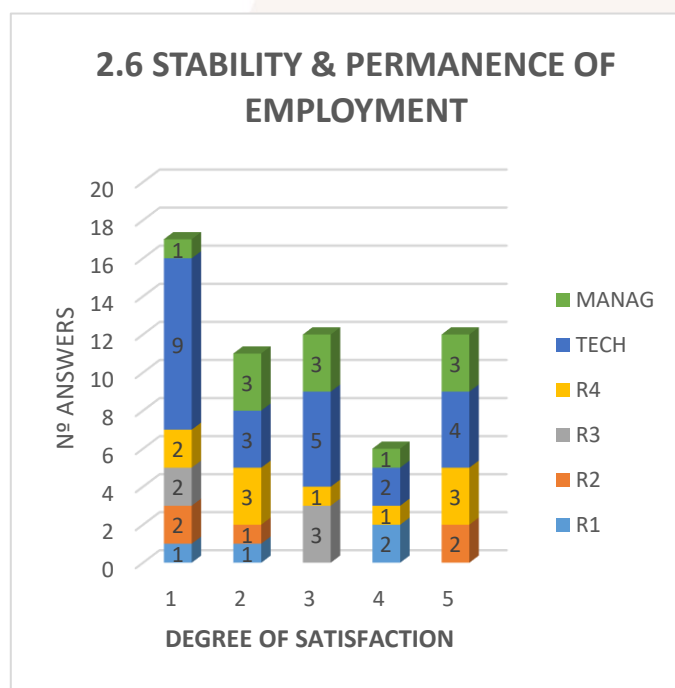
2.5 WORKING CONDITIONS: CENIEH provides working condition which allow flexibility to combine family and work, and to facilitate a high research/professional performance.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	1	-	1	2	-	4
R2	1	1	-	1	2	5
R3	4	1	-	-	1	6
R4	-	1	4	4	1	10
TECH	2	2	5	5	9	23
MANAG	-	-	4	4	4	12
TOTAL	8	5	14	16	17	60
Resultado	13%	8%	23%	27%	28%	100%



2.6 STABILITY AND PERMANENCE OF EMPLOYMENT: CENIEH ensures the performance of researchers, and staff in general, is not undermined by instability of employment contracts and CENIEH is committed to improving stability of researcher's employment conditions.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	1	1	-	2	-	4
R2	2	1	-	-	2	5
R3	2	-	3	-	-	5
R4	2	3	1	1	3	10
TECH	9	3	5	2	4	23
MANAG	1	3	3	1	3	11
TOTAL	17	11	12	6	12	58
Resultado	29%	19%	21%	10%	21%	100%



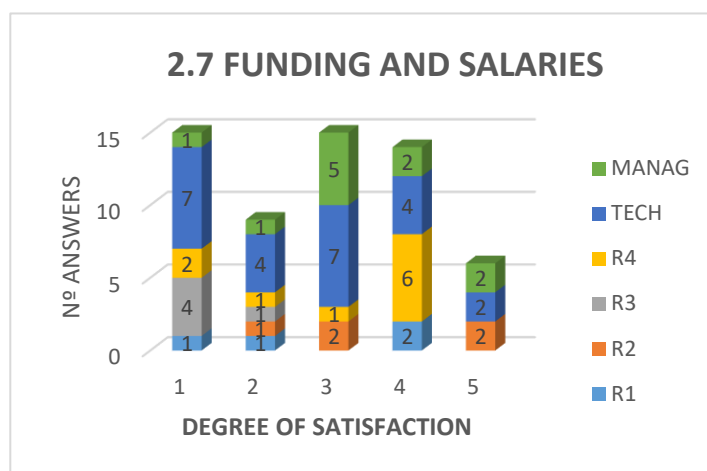


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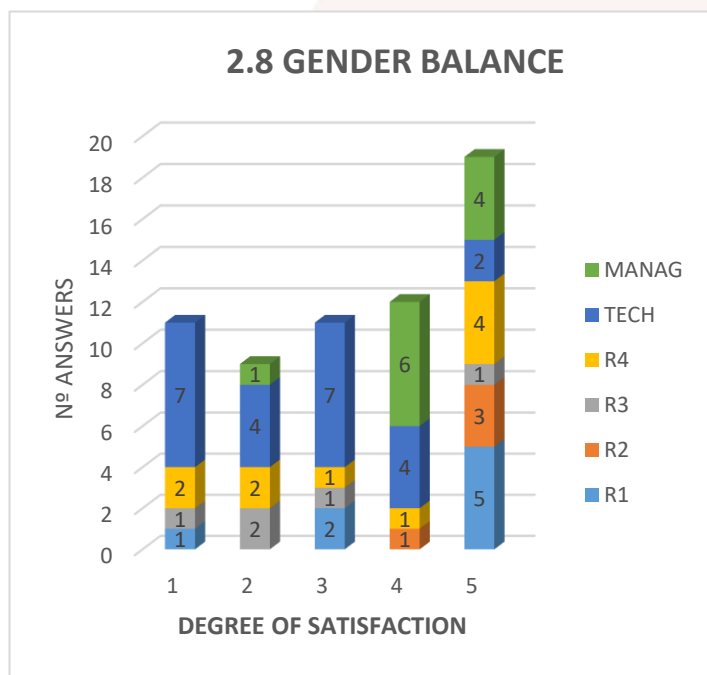
2.7 FUNDING AND SALARIES: CENIEH ensures the researchers and all staff, enjoy fair salaries, with appropriate conditions

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	1	1	-	2	-	4
R2	-	1	2	-	2	5
R3	4	1	-	-	-	5
R4	2	1	1	6	-	10
TECH	7	4	7	4	2	24
MANAG	1	1	5	2	2	11
TOTAL	15	9	15	14	6	59
Resultado	25%	15%	25%	24%	10%	100%



2.8 GENDER BALANCE: CENIEH aims for a gender balance at all staff levels.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	1	-	2	-	5	8
R2	-	-	-	1	3	4
R3	1	2	1	-	1	5
R4	2	2	1	1	4	10
TECH	7	4	7	4	2	24
MANAG	-	1	-	6	4	11
TOTAL	11	9	11	12	19	62
Resultado	18%	15%	18%	19%	31%	100%



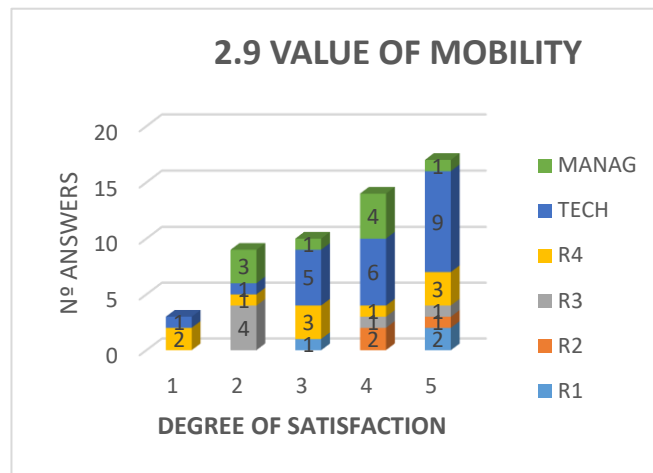


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2.9 VALUE OF MOBILITY: CENIEH recognizes the value of mobility (geographical, inter-sectorial, inter-and trans-disciplinary and virtual mobility, as well as mobility between the public and private sector as an important means of enhancing scientific knowledge, and such it is considered in the selection process.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	-	2	3
R2	-	-	-	2	1	3
R3	-	4	-	1	1	6
R4	2	1	3	1	3	10
TECH	1	1	5	6	9	22
MANAG	-	3	1	4	1	9
TOTAL	3	9	10	14	17	53
Resultado	6%	17%	19%	26%	32%	100%



2.10 INTELLECTUAL PROPERTY RIGHT: CENIEH ensures the protection of Intellectual Property Rights of the researchers' R&D results.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	1	1	4
R2	-	-	-	1	1	2
R3	-	1	1	-	1	3
R4	1	1	1	1	4	8
TECH	2	1	3	2	11	19
MANAG	-	1	-	3	2	6
TOTAL	3	4	7	8	20	42
Resultado	7%	10%	17%	19%	48%	100%



2.11 CO-AUTHOR-SHIP: CENIEH develops strategies, practices and procedures to provide researchers at all stages with a framework that ensures their right to be recognised as co-.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	1	3
R2	-	-	1	1	1	3
R3	2	-	-	-	-	2
R4	3	1	-	1	3	8
TECH	3	4	5	3	4	19
MANAG	-	-	-	-	-	-
TOTAL	8	5	7	6	9	35
Resultado	23%	14%	20%	17%	26%	100%



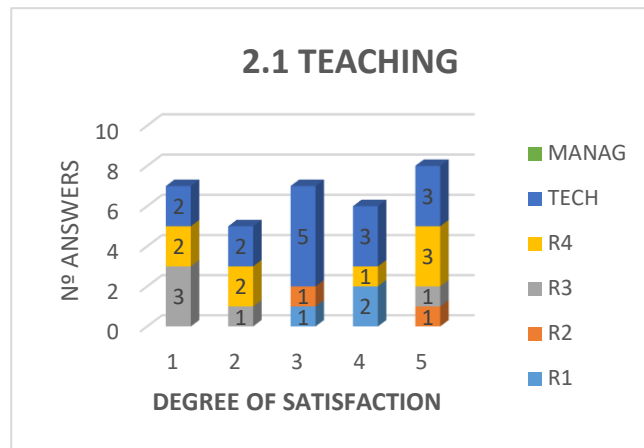


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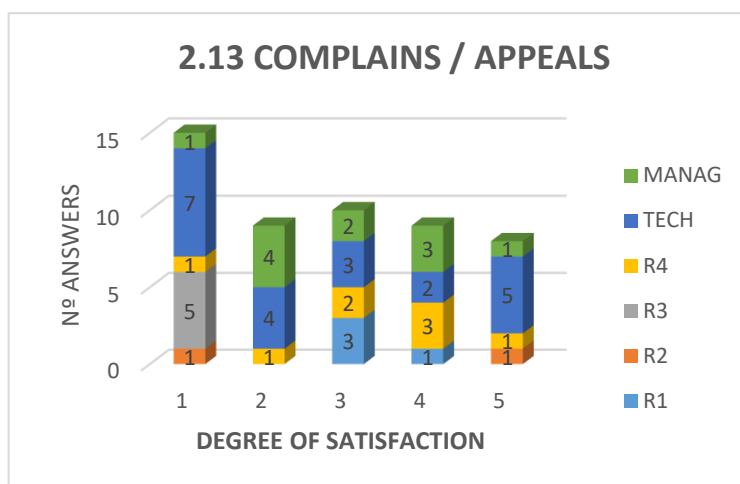
2.12 TEACHING: CENIEH considers teaching a valuable option in the researchers' career path. The CENIEH takes into consideration in the evaluation system suitable teaching and coaching activities.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	2	-	3
R2	-	-	1	-	1	2
R3	3	1	-	-	1	5
R4	2	2	-	1	3	8
TECH	2	2	5	3	3	15
MANAG	-	-	-	-	-	-
TOTAL	7	5	7	6	8	33
Resultado	21%	15%	21%	18%	24%	100%



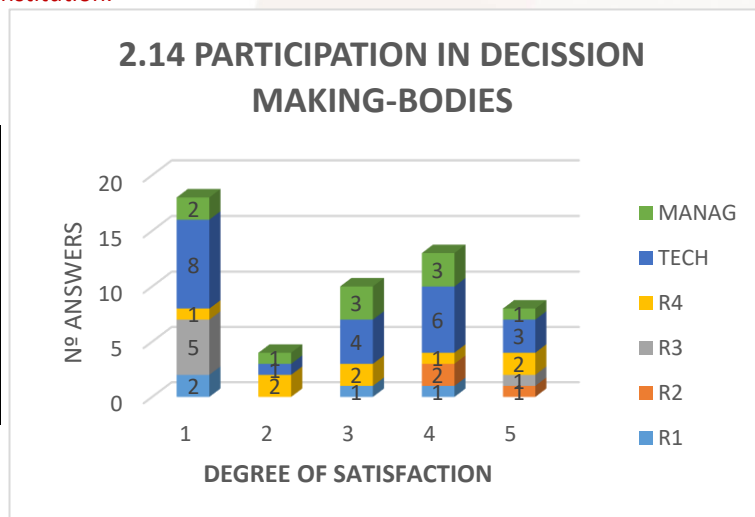
2.13 COMPLAINS/APEALS: CENIEH establishes appropriate procedures, such as a resolving work-related conflicts process, possibly in the form of an impartial person, to deal with complaints/appeals from researchers and all staff in general.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	3	1	-	4
R2	1	-	-	-	1	2
R3	5	-	-	-	-	5
R4	1	1	2	3	1	8
TECH	7	4	3	2	5	21
MANAG	1	4	2	3	1	11
TOTAL	15	9	10	9	8	51
Resultado	29%	18%	20%	18%	16%	100%



2.14 PARTICIPATION IN DECISION MAKING-BODIES: CENIEH allows researchers and its staff to be represented in the relevant information, consultation and decision-making bodies of the institution.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	2	-	1	1	-	4
R2	-	-	-	2	1	3
R3	5	-	-	-	1	6
R4	1	2	2	1	2	8
TECH	8	1	4	6	3	22
MANAG	2	1	3	3	1	10
TOTAL	18	4	10	13	8	53
Resultado	34%	8%	19%	25%	15%	100%

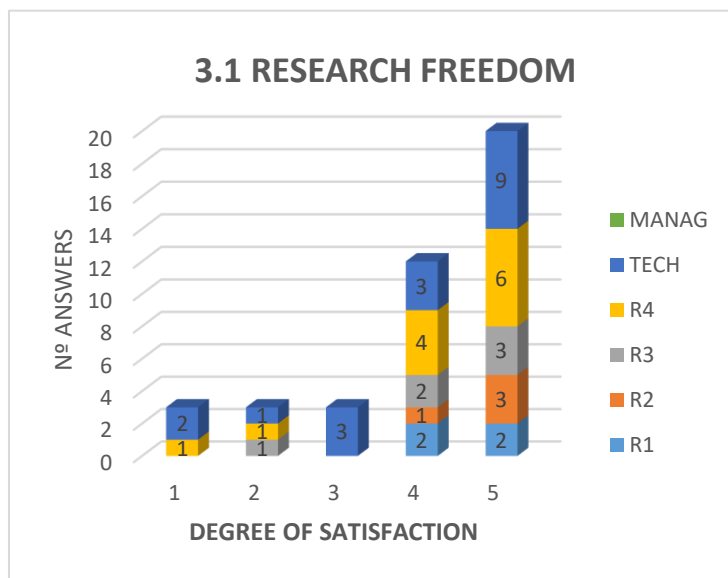




SECTION 3. ETHICAL AND PROFESSIONAL ASPECTS.

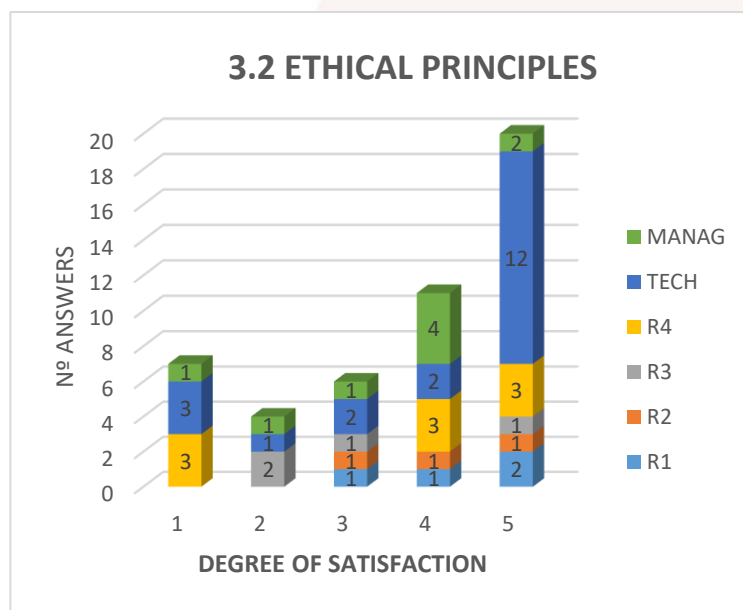
3.1 RESEARCH FREEDOM: CENIEH encourages staff to focus on their research with freedom, taking into account limitations to this freedom that could arise as a result of legal and ethical constraints affecting their activities.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	-	2	2	4
R2	-	-	-	1	3	4
R3	-	1	-	2	3	6
R4	1	1	-	4	6	12
TECH	2	1	3	3	9	18
MANAG	-	-	-	-	-	-
TOTAL	3	3	3	12	23	44
Resultado	7%	7%	7%	27%	52%	100%



3.2 ETHICAL PRINCIPLES: CENIEH encourages researchers to adhere to recognised ethical and fundamental ethical principles appropriate to their discipline.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	-	-	1	1	1	3
R3	-	2	1	-	1	4
R4	3	-	-	3	3	9
TECH	3	1	2	2	12	20
MANAG	1	1	1	4	2	9
TOTAL	7	4	6	11	21	49
Resultado	14%	8%	12%	22%	43%	100%



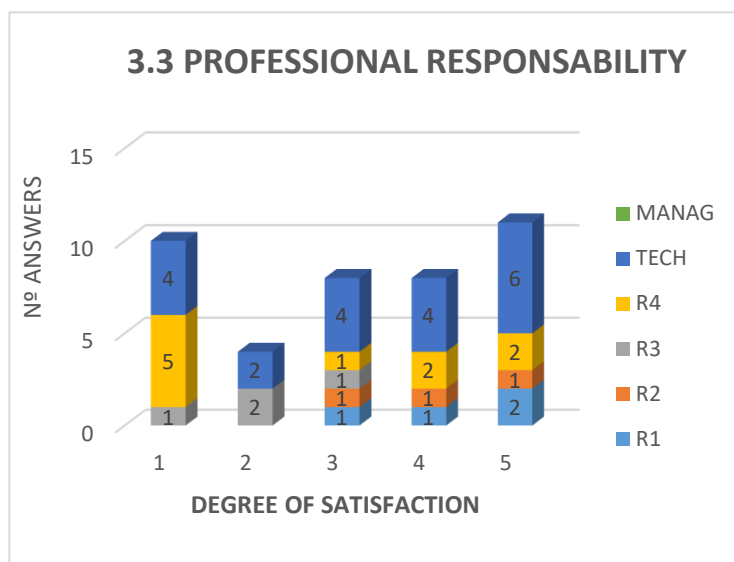


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3.3 PROFESSIONAL RESPONSABILITY: CENIEH promotes to make a very effort to ensure that the research is relevant to society and does not duplicate research previously carried out elsewhere.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	-	-	1	1	1	3
R3	1	2	1	-	-	4
R4	5	-	1	2	2	10
TECH	4	2	4	4	6	20
MANAG	-	-	-	-	-	-
TOTAL	10	4	8	8	11	41
Resultado	24%	10%	20%	20%	27%	100%



3.4 PROFESSIONAL ATTITUDE: CENIEH encourages researchers and all its staff to become familiar with the strategic goals governing their research environment and funding mechanisms. CENIEH also urges researchers and its staff to seek all necessary approvals required for their research, and to access the resources provided to them.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	2	-	3
R2	-	-	-	3	2	5
R3	-	2	2	1	1	6
R4	1	-	1	2	5	9
TECH	3	2	5	3	9	22
MANAG	-	-	3	4	4	11
TOTAL	4	4	12	15	21	56
Resultado	7%	7%	21%	27%	38%	100%





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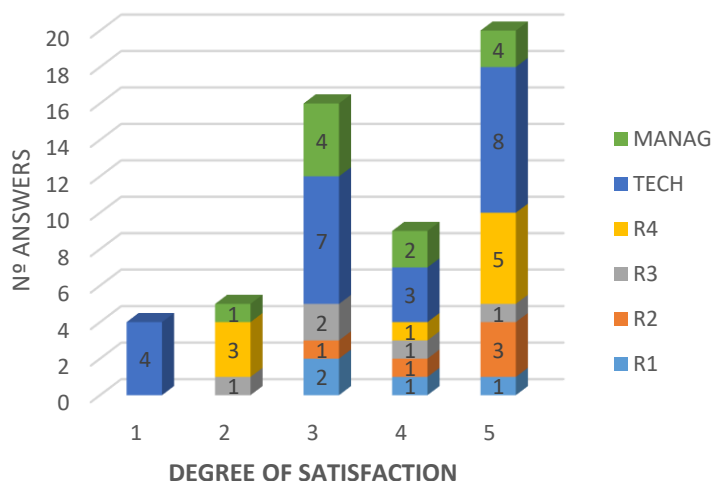
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3.5 CONTRACTUAL AND LEGAL OBLIGATIONS: CENIEH promotes that researchers and all staff at all levels become familiar, with national, sectoral, or institutional regulations governing training and/or working conditions.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	1	1	4
R2	-	-	1	1	3	5
R3	-	1	2	1	1	5
R4	-	3	-	1	5	9
TECH	4	-	7	3	8	22
MANAG	-	1	4	2	4	11
TOTAL	4	5	16	9	22	56

Resultado 7% 9% 29% 16% 39% 100%

3.5 CONTRACTUAL AND LEGAL OBLIGATIONS

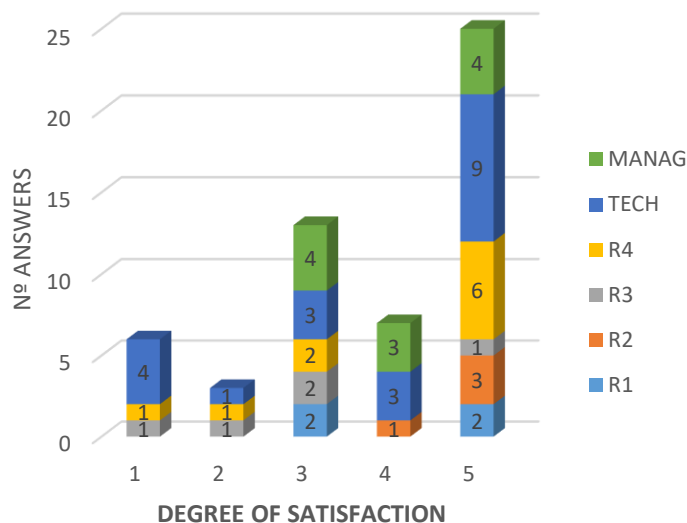


3.6 ACCOUNTABILITY: CENIEH promotes that researchers and all its staff adhere to the principles of sound, transparent, and efficient financial management.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	-	2	4
R2	-	-	-	1	3	4
R3	1	1	2	-	1	5
R4	1	1	2	-	6	10
TECH	4	1	3	3	9	20
MANAG	-	-	4	3	4	11
TOTAL	6	3	13	7	25	54

Resultado 11% 6% 24% 13% 46% 100%

3.6 ACCOUNTABILITY



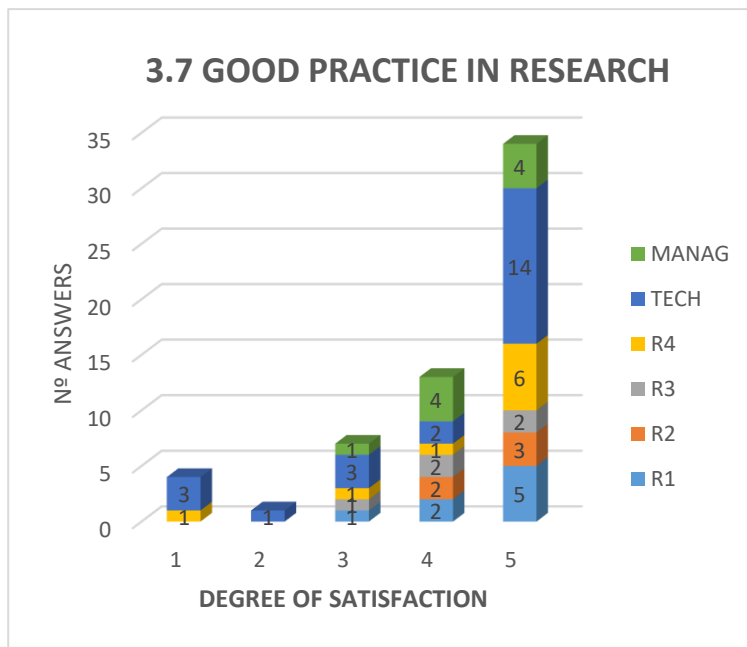


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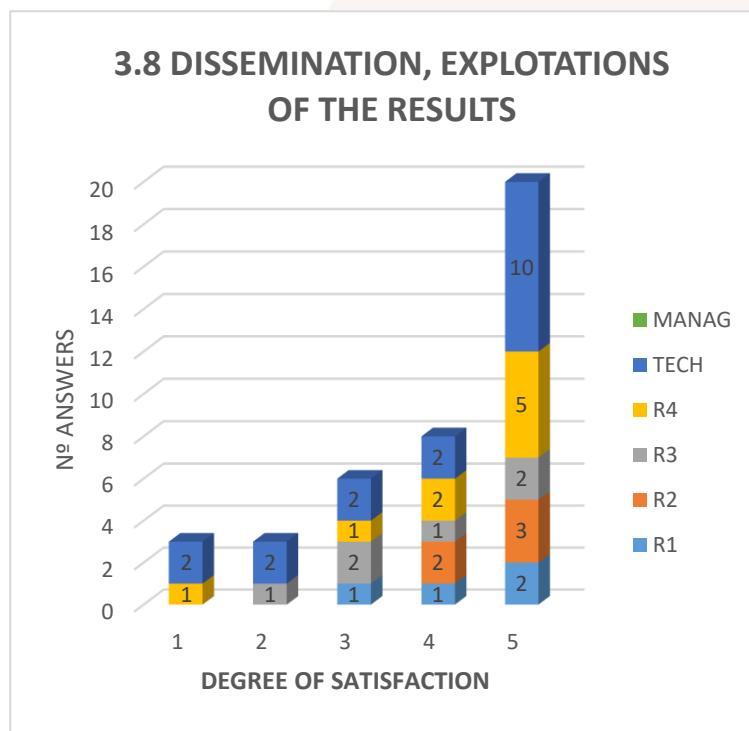
3.7 GOOD PRACTICE IN RESEARCH: CENIEH promotes among the researchers and all its staff, the adoption of safe working practices for health and safety, and to be familiar with the current national legal requirements regarding data protection and confidentiality.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	2	5	8
R2	-	-	-	2	3	5
R3	-	-	1	2	2	5
R4	1	-	1	1	6	9
TECH	3	1	3	2	14	23
MANAG	-	-	1	4	4	9
TOTAL	4	1	7	13	34	59
Resultado	7%	2%	12%	22%	58%	100%



3.8 DISSEMINATION, EXPLOTATIONS OF THE RESULTS: CENIEH supports researchers in the task of dissemination, exploitation and communication of their research results.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	-	-	-	2	3	5
R3	-	1	2	1	2	6
R4	1	-	1	2	5	9
TECH	2	2	2	2	10	18
MANAG	-	-	-	-	-	-
TOTAL	3	3	6	8	22	42
Resultado	7%	7%	14%	19%	52%	100%

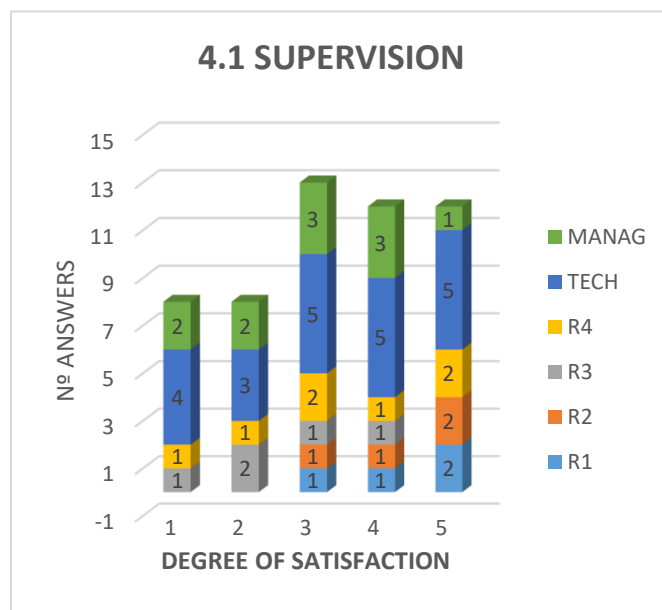




SECTION 4. TRAINING AND CAREER DEVELOPMENT

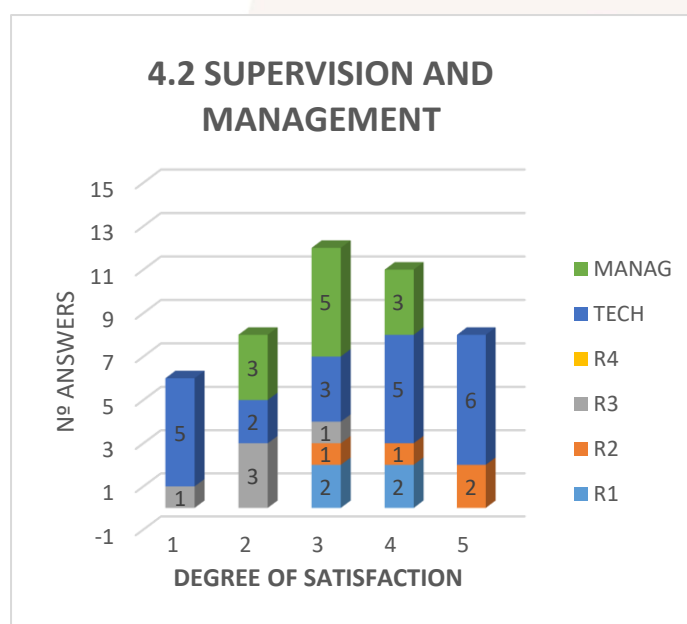
4.1 SUPERVISION: Early stage researchers have a structured and regular relationship with the supervisors (e.g. by holding regular meetings, obtaining feedback by means of reports and seminars, working in accordance with agreed schedules and milestone)

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	2	4
R2	-	-	1	1	2	4
R3	1	2	1	1	-	5
R4	1	1	2	1	2	7
TECH	4	3	5	5	5	22
MANAG	2	2	3	3	1	11
TOTAL	8	8	13	12	12	53
Resultado	15%	15%	25%	23%	23%	100%



4.2 SUPERVISION AND MANAGERIAL DUTIES: Senior researchers / managers build a constructive and positive relationship with early-stage researchers / Staff, in order to set the conditions for an efficient transfer of knowledge, and for the successful development of the professional 'careers.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	2	-	4
R2	-	-	1	1	2	4
R3	1	3	1	-	-	5
R4	-	-	-	-	-	-
TECH	5	2	3	5	6	21
MANAG	-	3	5	3	-	11
TOTAL	6	8	12	11	8	45
Resultado	13%	18%	27%	24%	18%	100%



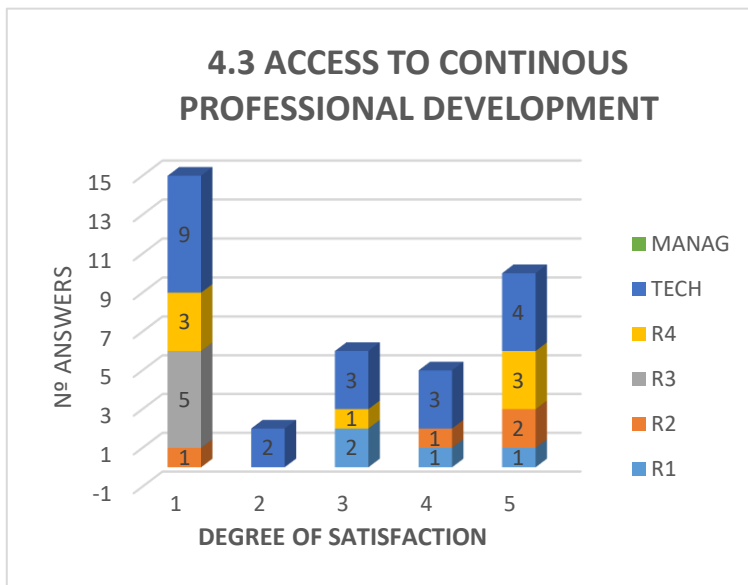


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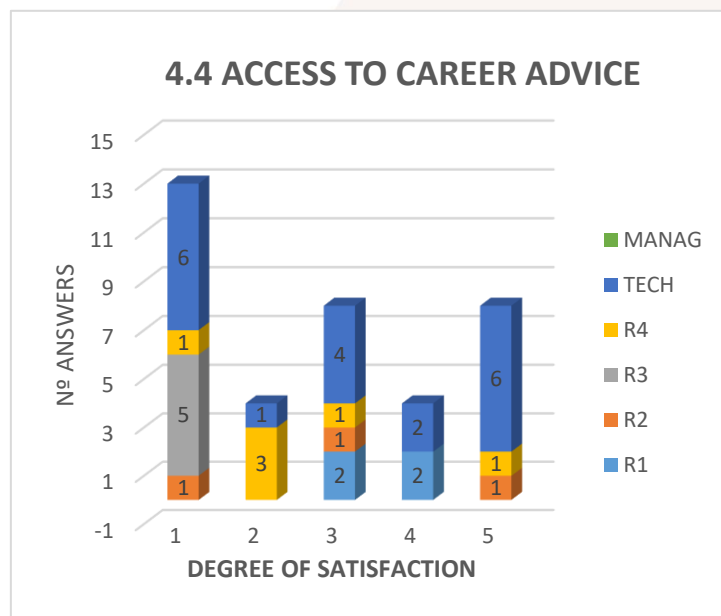
4.3 ACCESS TO CONTINUOUS PROFESSIONAL DEVELOPMENT: CENIEH ensures that all researchers at any stage of their career are given the opportunity for professional development, designing a specific career development strategy for researchers at all stages of career.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	1	1	4
R2	1	-	-	1	2	4
R3	5	-	-	-	-	5
R4	3	-	1	-	3	7
TECH	9	2	3	3	4	21
MANAG	-	-	-	-	-	-
TOTAL	18	2	6	5	10	41
Resultado	44%	5%	15%	12%	24%	100%



4.4 ACCESS TO CAREER ADVICE: CENIEH offers career advice to researchers at all stages of their careers, including the availability of mentors providing guidance for professional development, regardless of their contractual situation.

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	2	2	-	4
R2	1	-	1	-	1	3
R3	5	-	-	-	-	5
R4	1	3	1	-	1	6
TECH	6	1	4	2	6	19
MANAG	-	-	-	-	-	-
TOTAL	13	4	8	4	8	37
Resultado	35%	11%	22%	11%	22%	100%





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4.5 EVALUATION / APPRAISAL SYSTEM: The CENIEH has introduced evaluation/appraisal systems for assessing the professional performance of all researchers on a regular basis, in a transparent manner by independent committee (preferably international, in the case of senior researchers)

	DEGREE OF SATISFACTION					TOTAL
	1	2	3	4	5	
R1	-	-	1	1	1	3
R2	-	1	-	1	1	3
R3	2	2	-	-	1	5
R4	1	1	1	-	5	8
TECH	5	-	3	5	10	23
MANAG	1	-	2	5	3	11
TOTAL	9	4	7	12	21	53
Resultado	17%	8%	13%	23%	40%	100%

