

## LNEG C&C reviewed HR Strategy for 2021-2024

### LNEG C&C Survey 2021 Frame A - General Principles and Requirements applicable to the Researchers

General principles and requirements applicable to researchers	LNEG Initial Phase Assessment	LNEG Award Renewal Assessment	Comments
	2012	2021	
<p><b>a) Research Freedom</b></p> <p>Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognized ethical principles and practices.</p> <p>Researchers should, however, recognize the limitations to this freedom that could arise as a result of particular research circumstances(including-supervision-guidance-management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognized ethical principles and practices, to which researchers have to adhere.</p>	67% Converges	Converges	According to the statement that: Researchers should, however, recognize the limitations to this freedom that could arise as a result of particular research circumstances(including-supervision-guidance-management) or operational constraints, and in-line with LNEG's mission.
<p><b>b) Ethical principles</b></p> <p>Researchers should adhere to the recognized ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.</p>	83% Converges	Converges	There is an Ethics Committee of LNEG, since 20/07/2011, as a permanent working group, performing its functions, as a collegiate body, under conditions of autonomy, independence and exemption, in the matters configured by its attributions and competencies defined in the Code of Ethics and Conduct of the LNEG, approved on 07/18/2019.

<p><b>c) Professional responsibility</b></p> <p>Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.</p> <p>They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.</p> <p>Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p>	<p>76% Converges</p>	<p>Converges</p>	<p>Topic to update after HRS4R external audit</p>
<p><b>d) Professional attitude</b></p> <p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.</p> <p>They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>	<p>52% Converges</p>	<p>Converges</p>	<p>Topic to update after HRS4R external audit</p>
<p><b>e) Contractual and legal obligations</b></p> <p>Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by</p>	<p>64% Converges</p>	<p>Converges</p>	<p>Topic to update after HRS4R external audit</p>

delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.			
<p><b>f) Accountability</b></p> <p>Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorized audits of their research, whether undertaken by their employers/funders or by ethics committees.</p> <p>Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities</p>	76% Converges	Converges	Topic to update after HRS4R external audit
<p><b>g) Good practice in research</b></p> <p>Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>	52% Converges	Partially Converges	Ongoing work to improve occupational health and safety working conditions by LNEG teams.
<p><b>h) Dissemination, exploitation of results</b></p> <p>All researchers should ensure, in compliance with their</p>	79% Converges	Converges	There are dedicated institutional links: Databases, maps and products: Geoportals of Energy and Geology <a href="https://geoportals.lneg.pt/">https://geoportals.lneg.pt/</a>

<p>contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialized. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>			<p>LNEG webpage, events and newsletter : <a href="http://www.lneg.pt">www.lneg.pt</a>  Scientific repository:  <a href="http://repositorio.lneg.pt/?locale=en">http://repositorio.lneg.pt/?locale=en</a>  <a href="http://repositorio.lneg.pt/stats?level=general&amp;type=access&amp;page=downviews-series">http://repositorio.lneg.pt/stats?level=general&amp;type=access&amp;page=downviews-series</a>  LNEG is represented in several international and networks organizations (EERA, EGS, ESEIA, IEA, COPERNICUS) with joint programs that promote and assure technical, technological and scientific orientation.</p>
<p><b>i) Public engagement</b>  Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>	<p>57%  Converges</p>	<p>Converges</p>	<p>LNEG are focused in delivering scientific and technological information to the society to increased public engagement.</p>
<p><b>j) Relation with supervisors</b>  Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	<p>74%  Converges</p>	<p>Converges</p>	<p>LNEG as a Research Public Institution cannot assign research academic degrees and there is need to establish a formal external supervisor relationship.</p>
<p><b>k) Supervision and managerial duties</b>  Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or</p>	<p>67%  Converges</p>	<p>Partially  Converges</p>	<p>At LNEG, as a Research Public Institution, the concept of "senior investigator" is somehow distorted given the absence of a promotion policy. Therefore, the so-called "senior" activities are currently performed by auxiliary investigators.</p>

<p>science communicators.</p> <p>They should perform these tasks to the highest professional standards.</p> <p>With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>			
<p><b>l) Continuing Professional Development</b></p> <p>Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</p>	<p>79% Converges</p>	<p>Partially Converges</p>	<p>Researchers seek continuous improvement by updating and extending their skills and competences, although budget and project management constraints can occur.</p>

## LNEG C&C reviewed HR Strategy for 2021-2024

### LNEG C&C Survey 2021 Frame B - General Principles and Requirements applicable to Employers and Funders

General Principles and Requirements applicable to Employers and Funders	LNEG Initial Phase Assessment	LNEG Award Renewal Assessment	Comments
	2012	<b>2021</b>	
<p><b>a) Recognition of the profession</b> All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).</p>	50% Converges	Converges	The research career in Portugal is regulated by the Statute of the Scientific Research Career (D.L. 124/99, 24 April) which stipulates that the beginning of the career is between individuals with the 3 <sup>rd</sup> cycle of studies (doctorate) and not with the 1st cycle of studies (bachelor's degree) that is the basis of the European Charter.
<p><b>b) Non-discrimination</b> Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	81% Converges	Converges	Existence of the Ethics Committee of LNEG, since 20/07/2011, as a permanent working group, performing its functions, as a collegiate body, under conditions of autonomy, independence and exemption, in the matters configured by its attributions and competencies defined in the Code of Ethics and Conduct of the LNEG, approved on 07/18/2019.
<p><b>c) Research environment</b> Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that</p>	60% Converges	Partially Converges	The organization practices the sharing of laboratory equipment and facilities between research units, some of which are restricted and managed under the quality accreditation policy. Some installations and equipment upgrades could be improved

adequate resources are provided in support of the agreed work programme.			
<p><b>d) Working conditions</b> Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, <i>inter alia</i>, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>	50% Converges	Converges	Topic to update after HRS4R external audit
<p><b>e) Stability and permanence of employment</b> Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i></p>	52% Converges	Converges	Topic to update after HRS4R external audit
<p><b>f) Funding and salaries</b> Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including</p>	57% Converges	Converges	The research career in Portugal is regulated by the Statute of the Scientific Research Career (D.L. 124/99, 24 April) and financing resources by State Budget <a href="https://www.fct.pt/apoios/unidades/estatutocarreirainvestigacao.html.en">https://www.fct.pt/apoios/unidades/estatutocarreirainvestigacao.html.en</a>

early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.			
<p><b>g) Gender balance</b> Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</p>	81% Converges	Converges	<p>LNEG's recruitment policy made no distinction between European candidates from inside and outside the EU and are gender-balanced.</p> <p>Selection committee's composition is adequate to the researchers for the relevant scientific area and adequate gender balance is observed when it is possible depending on the availability of the relevant scientific area</p>
<p><b>h) Career development</b> Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>	71% Converges	Partially Converges	<p>No career progression of researchers attributed to the fact that it is strongly conditioned by the constraints resulting from the national legislation.</p> <p>Hiring of researchers is in accordance with Decrees Law 124/99 (Researcher Career), 55/2013 (Scientific employment), 57/2016 (PhD contracts) and law 40/2004 (Fellowship Statues).</p> <p>The recruitment of fellows and PhD researchers follows the guidance available online in Portuguese and in English in FCT (Fundação para Ciência e Tecnologia).</p> <p>Link: <a href="http://www.fct.pt/apoios/bolsas/docs/RegulamentoBolsasFCT.pdf">www.fct.pt/apoios/bolsas/docs/RegulamentoBolsasFCT.pdf</a> Link: <a href="http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf">www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf</a> Topic to update after HRS4R external audit</p>
<p><b>i) Value of mobility</b> Employers and/or funders must recognise the value of geographical, intersectoral, 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 professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and</p>	38% Converges	Partially Converges	<p>No existing national legislation to assure mobility between the public and private sector. Lack of necessary administrative instruments to put in place.</p> <p>Topic to update after HRS4R external audit</p>



<p>acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>			
<p><b>j) Access to research training and continuous development</b> Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.</p>	<p>48% Converges</p>	<p>Partially Converges</p>	<p>Attention is drawn to the need to support the development of master's, doctoral and postgraduate degrees, along with the encouragement and systematic support for participation in scientific conferences that would also help scientific dissemination. The support is strongly conditioned by financial constraints.</p> <p>Topic to update after HRS4R external audit</p>
<p><b>k) Access to career advice</b> Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>69% Converges</p>	<p>No Converges</p>	<p>Not applied to the organization as Research Laboratory</p>
<p><b>l) Intellectual Property Rights</b> Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&amp;D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration</p>	<p>40% Converges</p>	<p>Partially Converges</p>	<p>Appropriate protection of Intellectual Property Rights including copyrights are ensured by a dedicated structure of the organization, including bureaucratic and financial problems, not only on patent applications, but also in their monitoring.</p> <p>Topic to update after HRS4R external audit</p>

agreements or other types of agreement.			
<p><b>m) Co-authorship</b> Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).</p>	48% Converges	Partially Converges	<p>Co-authorship is institutionalized in the way the work teams proceed, being agreed within each unit. However, in the various existing evaluation systems it is not always valued (case of senior technicians and technicians working in research). Existence of the senior author's responsibility to obtain consent from all co-authors regarding the attribution of authorship and the content of the publication. The organization included in the publications of his own thanks to the sources of funding and cooperation of relevant entities or individuals.</p>
<p><b>n) Supervision</b> Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</p>	36% Converges	Converges	<p>The organization encourages regular relationships between researchers and their supervisors, in accordance with agreed objectives, planning, goals and results, as well as participation in meetings, reports, lectures and seminars of the research units.</p>
<p><b>o) Teaching</b> Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research</p>	45% Converges	Partially Converges	<p>Coaching is an important element of a researcher's career path promoted by CD Board. Teaching activities as part of the professional development of researchers according to internal rules is optional. However, the teaching responsibilities should not be so heavy as to limit researchers from exercising their research activities, particularly early in their careers.</p>

<p>activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</p>			
<p><b>p) Evaluation/appraisal systems</b> Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</p>	<p>45% Converges</p>	<p>Converges</p>	<p>For all researchers who are in the researcher career there is evaluation through a Triennial report according to by the Statute of the Scientific Research Career (D.L. 124/99, 24 April).  For senior technicians and technicians there is a biennial evaluation system – SIADAP – with research tasks with specific objectives of research activities according to national legislation.</p>
<p><b>q) Complaints/appeals</b> Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of</p>	<p>40% Converges</p>	<p>Converges</p>	<p>Existence of the Ethics Committee of LNEG, since 20/07/2011, as a permanent working group, performing its functions, as a collegiate body, under conditions of autonomy, independence and exemption, in the matters configured by its attributions and competencies defined in the Code of Ethics and Conduct of the LNEG, approved on 07/18/2019. The Workers Council promotes the defense of rights and interests of LNEG workers before the administration and others entities, and by the legal means available to them (National Official Journal - legal advice 8487/2014 22-july)</p>

<p>promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>			
<p><b>r) Participation in decision-making bodies</b> Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>	<p>57% Converges</p>	<p>Converges</p>	<p>The Scientific Council exists as an advisory board of the LNEG with the participation with all researchers in decision-making.</p>
<p><b>s) Recruitment</b> Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p>	<p>36% Converges</p>	<p>Converges</p>	<p>Hiring of researchers is in accordance with Decrees Law 124/99 (Researcher Career), 55/2013 (Scientific employment), 57/2016 (PhD contracts) and law 40/2004 (Fellowship Statues). The recruitment of fellows and PhD researchers follows the guidance available online in Portuguese and in English in FCT (Fundação para Ciência e Tecnologia) <a href="http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf">http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf</a>  Topic to update after HRS4R external audit</p>

## LNEG C&C reviewed HR Strategy for 2021-2024

### LNEG C&C Survey 2021 Frame C - General Principles and Requirements applicable to recruitment of Researchers

General Principles and Requirements applicable to Employers and Funders	LNEG Initial Phase Assessment	LNEG Award Renewal Assessment	Comments
	2012	<b>2021</b>	
<p><b>a) Recruitment</b> Recruitment Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialized as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</p>	Partially Converges	Converges	<p>LNEG's OTM-R policy in the recruitment of fellows and PhD researchers is available online in Portuguese and in English in FCT (Fundação para Ciência e Tecnologia) <a href="http://www.fct.pt/apoios/bolsas/docs/RegulamentoBolsasFCT.pdf">http://www.fct.pt/apoios/bolsas/docs/RegulamentoBolsasFCT.pdf</a> ; <a href="http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf">http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf</a> Researcher's hiring is in accordance with Decree-Law 124/99 (Researcher Career) and 57/2016 (PhD contracts) and law 40/2004 (Fellowship Statues). The recruitment of the researchers are disclosed in various recruitment portals both by the Institution and through the FCT (Fundação para Ciência e Tecnologia) <a href="http://www.lneg.pt/lneg/colaborar">http://www.lneg.pt/lneg/colaborar</a> Example: <a href="http://www.lneg.pt/download/13375/Edital_N29_2017_EN.pdf">http://www.lneg.pt/download/13375/Edital_N29_2017_EN.pdf</a>.</p>
<p><b>b) Selection</b> Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever</p>	Converges	Converges	<p>LNEG'S recruitment policy made no distinction between European candidates from inside and outside the EU and are gender-balanced.  LNEG is represented in several international and networks organizations (EERA, EGS, ESEIA, IEA, COPERNICUS) with joint programs that promote and assure technical,</p>

possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.			technological and scientific orientation. Topic to update after HRS4R external audit
<b>c) Transparency</b> Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	Partially Converges	Converges	All applicants are informed on the committee decisions. e.g. "Form of disclosure / notification of results: The candidates will be notified by e-mail of the application reception and selection panel decision. Therefore, during the selection period the candidates should check their e-mail daily. The final selection results will be also publicly released in LNEG headquarters. Existence of the Ethics Committee of LNEG, since 20/07/2011, as a permanent working group, performing its functions, as a collegiate body, under conditions of autonomy, independence and exemption, in the matters configured by its attributions and competencies defined in the Code of Ethics and Conduct of the LNEG, approved on 07/18/2019.
<b>d) Judging merit</b> The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.	Partially Converges	Converges	For the selection process a complaints mechanism is established in: <a href="http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf">http://www.fct.pt/apoios/bolsas/docs/RegulationFellowships.pdf</a> : ARTICLE 18. RELEASE OF RESULTS 1. The evaluation results are released as indicated in the notice of the call, up to 90 working days after the deadline for submission of applications. 2. If the decision on awarding the fellowship applied for is unfavorable, applicants have a period of 10 working days, as of the above-mentioned release, to submit their comments by means of a previously scheduled appeals process, under the terms established in the Administrative Procedure Code, if they so wish. 3. In relation to the final decision referred to in the previous number, an appeal may be lodged with the
<b>e) Variations in the chronological order of CVs</b> Career breaks or variations in the chronological order of CVs	Partially	Converges	Topic to update after HRS4R external audit

<p>should not be penalized, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>	<p>Converges</p>		
<p><b>f) Recognition of mobility experience</b> Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</p>	<p>Partially Converges</p>	<p>Converges</p>	<p>Topic to update after HRS4R external audit</p>
<p><b>g) Recognition of qualifications</b> Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</p>	<p>Partially Converges</p>	<p>Converges</p>	<p>The advertising of the profile of the researchers in national and international portals guarantees that the information is spread to a wide diversity of researchers including the most suitable. The profile designed focuses on the suitability of the candidates. It is not foreseen any other mechanism to monitor the suitability of the candidates.</p>
<p><b>h) Seniority</b> The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern</p>	<p>Converges</p>	<p>Converges</p>	<p>Topic to update after HRS4R external audit</p>

of lifelong professional development should also be recognized.			
<p><b>i) Postdoctoral appointments</b> Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of longterm career prospects.</p>	Partially Converges	Converges	Topic to update after HRS4R external audit

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The Permanent Group of C&C

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