

HRS4R ACTION PLAN

Category C&C	C&C Principle#	Other involved Principles	C&C Principle Name	Gap Analysis Year	Action	Areas of improvement	Responsible	Implementation due date	Indicator/Target/Control/Evidence	Status
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2015	Definition and publication of the evaluation criteria		M. Arocena	2015	- updated info at wiki - Add this information to the "Being a researcher at the BCBL" doc	Completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2019	HRS4R Surveys: Redefine surveys, (specially questions about Decision making, teaching and Stability) adding things like: - whether score is <7 request explanation - at the beginning, if everything is OK, leave the possibility to jump the survey - No personal or punctual issues - It's about improving the BCBL, not the Science system (teaching, stability, etc.). Therefore, redo the questions making clear that we are exploring the BCBL's performance in the science system, not the system itself - Add NS/NC or jump the question if not applicable	Improve bi-annual survey looking for a better Evaluation system	Ana, Larraitz and Miguel	2021	- updated info at wiki	completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2015	Professional Development Plan to be implemented including periodical supervision/evaluation meetings and feedback about personal achievements		HRS4R W.G.	2016	- Professional Development Plan - Ongoing improvement: web based tool	Completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2018	New research lines and research groups have been created due to the growth of the center. The number of group leaders increased and so directly did the number of evaluators, which helped dissipate the bottleneck produced by having only up-on-hierarchy members as evaluators.		M. Carreiras	2018	BCBL Corporate website	Completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2018	VITAE's RDF (Researcher Development Framework) Planner: After having heard about the success of this evaluation tool on different European Commission events we have just recently joined the VITAE membership and acquired the RDF planner for all the researchers at the BCBL. The HR team will also travel to the UK to be trained to train the rest of the researchers on this matter. Our actual goal is to start using this tool on our company and replace it for the old system.		HRS4R W.G.	2018	VITAE credentials. External funding was granted to access to VITAE resources	Completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2019	New self assessment web based platform has been developed and launched in order to record and track researchers evaluation and feedback.	Improve bi-annual survey looking for a better Evaluation system	HRS4R W.G.	2018	Web based tool	Completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2021	New self assessment web based platform has been developed and launched in order to record and track researchers evaluation and feedback. Tool will be presented in a Lab meeting in May 2022	- finalize intranet and define regular meetings among supervisors and supervisees.	HRS4R W.G.	2Q 2022	Evaluation systems Gap < 2,5	In Progress
Recruitment and Selection	15	14, 16, 21	Transparency	2015	OTM-R: Position Call Fiches will be generated for every selection process. Those will include all the relevant data and requirements of the position and will be delivered to every candidate		HRS4R W.G.	2016	OTM-R in place	Completed
Recruitment and Selection	15	14, 16, 21	Transparency	2015	OTM-R: Once the selection process is over, BCBL will contact each of the candidates and offer feedback about the selection process's results		Leire Arietaleanizbeascoa	2016	OTM-R in place	Completed
Recruitment and Selection	15	14, 16, 21, 28	Transparency	2015	OTM-R: Career development plans to be more explicit during the selection process		HRS4R W.G.	2016	"Being a researcher at the BCBL" doc sent before the negotiation	Completed
Recruitment and Selection	15	14, 16, 21, 28	Transparency	2017	Feedback to evaluators after Jobtalk		M. Arocena	2018	Group Leaders' meetings minutes	Completed
Recruitment and Selection	15	14, 16, 21	Transparency	2015	OTM-R: information about selection processes to be communicated publicly	Internal communication policy under construction and update selection process	M. Arocena	2021	OTM-R in place	Completed
Recruitment and Selection	15	14, 16, 21	Transparency	2019	Share among all members of the organization the main topics discussed and agreed at monthly Gropu Leaders meetings	Communication and Transparency	M. Arocena	2020	OTM-R in place	Completed
Recruitment and Selection	15	30	Transparency	2017	Update and improve the grant section in the wiki > Research Career path	Improve job section of the web, more detailed calls, more feedback to candidates, external evaluators Information about funding opportunities	A. Fernandez	2018	Updated info at wiki	Completed
Recruitment and Selection	21	15	Postdoc appointment	2015	OTM-R: Position Call Fiches will be generated for every selection process. Those will include all the relevant data and requirements of the position and will be delivered to every candidate		HRS4R W.G.	2020	OTM-R in place	Completed
Recruitment and Selection	21	5, 15, 25,	Postdoc appointment	2015	Definition of the criteria, guidelines and achievements to take into account in order to get a permanent position at the center (R1-R2-R3-R4)		M. Arocena	2016	"Being a researcher at the BCBL" doc	Completed

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Recruitment and Selection	21	30	Postdoc appointment	2015	Research Career path to be shared with researchers. Toolkit available at wiki and training to be provided every year (external funding is granted)		A. Fernandez	2017	- wiki - survey	Completed
Recruitment and Selection	21	22, 28, 30	Postdoc appointment	2022	Design strategy to walk towards a better support for career development	More support for career development, including looking outside academia and a clearer career plan within the BCBL such as promotion opportunities.	HRS4R W.G.	1Q'2024	Postdoctoral appointment Gap < 1.8	Pending
Working Conditions and Social Security	25	12, 15, 21, 24	stability	2015	Definition of criteria for stability in the employment conditions		M. Arocena	2016	Updated info at wiki	Completed
Working Conditions and Social Security	25	12, 15, 24, 28	stability	2015	Implementation of an employment stability plan based on professional performance of researchers fixed on the PDP		M. Arocena	2016	Updated info at wiki	Completed
Working Conditions and Social Security	25	12, 15, 24, 28	stability	2019	Add at "Leaving the BCBL" Section, job opportunities in Spain, and needed paperwork to stay here, request the unemployment support, etc.	Stability	A. Fernandez	2021	Updated info at wiki and at "Being a researcher doc"	Completed
Working Conditions and Social Security	26	12, 15, 24, 28	Funding and salaries	2015	Benchmarking on science salaries		M. Arocena	2015	BCBL policy	Completed
Working Conditions and Social Security	26	12, 15, 24, 28	Funding and salaries	2015	A plan to improve the basic salary funding for salaries offered by the funding agencies to be implemented		M. Arocena	2016	BCBL policy	Completed
Working Conditions and Social Security	26	12, 15, 24, 28	Funding and salaries	2015	Definition of scales and seniority allowances based on performance and experience		M. Arocena	2016	BCBL policy	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2015	PDP: Professional Development Plan		HRS4R W.G.	2017	- PDP - web based tool	Completed
Working Conditions and Social Security	28	15, 24	Career Development	2019	Training about IT resources and facilities, every year		M. Arocena	Yearly	- updated info at wiki	Completed
Working Conditions and Social Security	28	15, 24	Career Development	2019	Recognition of the dissemination activities: @WEEKLY NEWS, @ KITCHEN DASHBOARD	Comentarios WG: Weekly News + Redes - Hablamos de hacerle un makover al Weekly News y quizás integrarlo un poco con las redes sociales. - Hablamos de poner en las redes sociales lo que sale en el Weekly News - Sugerimos incluir también en la página web esa misma información en forma de Blog - Sugerimos cambiarle el formato al Weekly News para que sea más visual (copiarle al ERC Newsletter, creo que dijimos) - Hablamos de reducir la frecuencia a 1 vez por mes y mandar un mail de recordatorio antes de publicarlo. - Hablamos de incluir grants y actividades de divulgación en el weekly news (y, por ejemplo, el Brainhack) ¿Hablo con Oihana, Brendan y Eider (esta es la gente de la que hablamos en la reunión) o prefiere otra persona hacerlo?	HRS4R W.G.	2021	- updated info at wiki	Completed
Working Conditions and Social Security	28	15, 24	Career Development	2015	Make evaluation criteria public		M. Arocena	2017	- updated info at wiki - Being a researcher doc	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2015	Definition of specific career development strategy for researchers		M. Arocena	2017	- updated info at wiki - Being a researcher doc	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2015	Periodical Supervision to R1 Researchers		HRS4R W.G.	2017	- updated info at wiki - Being a researcher doc	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2015	Mentors will be appointed (ombudsman or advisors will be appointed)		M. Carreiras	2017	- updated info at wiki - Being a researcher doc	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2015	The plan will be communicated on the wiki and at a lab meeting		HRS4R W.G.	2017	Updated info at wiki	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2017	Compulsory career development plan definition and follow-up	Career development plan for every PhD student, regular feedback and evaluation	Groups leaders	2017	- PDP - improvement: web based tool	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2019	For Predocs, add to the "Mid Term Defense" session, a discussion about professional development and future.		HRS4R W.G.	2020	Updated info at wiki	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2019	For Postdocs, develop a "Clinic" about new possibilities, future and coaching for jobs out of the academia		HRS4R W.G.	2020	Updated info at wiki	Completed
Working Conditions and Social Security	28	16, 19, 20, 30	Career Development	2019	For Postdocs, reminder to be sent one year before end of contract, to have a meeting with G.L. and peers, to discuss about future possibilities, even out of academia		HRS4R W.G.	2020	Updated info at wiki	Completed

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Working Conditions and Social Security	30	15, 16, 28	Career Advice	2015	Structured mentoring and guidance		HRS4R W.G.	2017	- PDP - improvement: web based tool - "Being a researcher at the BCBL" doc	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2015	External collaboration agreements with local coaching companies will be explored. No success with VITAE library and resources due to lack of interest from BCBL community. Grant will not be renewed.	VITAE methodology to be put in place	HRS4R W.G.	2020	VITAE credentials. External funding was granted to access to VITAE resources	Completed
Working Conditions and Social Security	30	15, 16, 28	Career advice	2017	Leaving the BCBL policy	Improve policy, procedure and communication	HRS4R W.G.	2019	Policy created and published	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2017	Workshop on scientific/non-scientific pathways, succesful job search -Writing clinic project (grants, publications, interviews, CV, letters of interest, etc.)	Advice on scientific/non scientific pathways, succesful job search: based on VITAE's info create some TIPS FICHES with recommendations on job search	L. Lopez	2021	-lab meetings agenda	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2017	Vitae's planner	Download Vitae's tips and create an interactive planner so that anyone can click on the interesting section of the planner and get instant info about it	HRS4R W.G.	2021	-lab meetings agenda	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2021	Workshop on scientific/non-scientific pathways,	Advice on scientific/non scientific pathways, succesful job search: based on VITAE's info create a QR poster or a linked pdf to ease the access to the fiches, and share among researchers	L. Lopez	2Q'2021	Career advice < 2.5	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2020	Create informative fiches for each grant so that grantees receive the fiche summarizing his/her grant's main topics.	HR to develop estándar fiches pero fellowship/grant	A. Fernandez	2021	Career advice < 2.5	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2019	Foster internal training to labs, with a double objective: (1) train RA-s better about needed skills to run experiments (Pratt, excel, experimental design, data processing...), and (2) predocs teaching rehearsal. BCBL will recognize these teaching activities with a certificate	Collaboration between PhD students and Ras at the lab so the PhD train to be teachers training Ras and the Ras learn even more about Neuroscience, Techniques, etc.	Lab Managers + PhD students	2019	-lab meetings agenda	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2021	Create a short list with former members and get in touch with them to invite them for a talk: First talk already scheduled: Grant Berry's talk "Why I left academia...and why I came back" within the external speaker series on May 5 at 14:30 https://www.bcbl.eu/es/noticias/ponente-invitado/grant-berry-why-i-left-academia-why-i-came-back	Bring former BCBL researchers who left Academia to give talks about other working fields and options. Organize, inviting talks by people from outside academia (especially if they were former BCBLians), from tech companies, etc.	HRS4R W.G. RESEARCHERS	1Q 2022	Career advice < 2.5	In Progress
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2021	Track former BCBL researchers about what they did after leaving BCBL		HRS4R W.G.	2022	Career advice < 2.5	Completed
Working Conditions and Social Security	35	3, 15	Participation in decision making bodies	2015	- Regular meetings of Group Leaders - Staff meeting to discuss decisions (Lab meeting every week)		HRS4R W.G.	2017	Agenda wiki	Completed
Working Conditions and Social Security	35	3,15	Participation in decision making bodies	2015	Researchers are taking part in the WG		HRS4R W.G.	2017	Appointed	Completed
Working Conditions and Social Security	35	3,15	Participation in decision making bodies	2015	Annual retreat open to BCBL community		HRS4R W.G.	2017	General meetings agenda and minutes	Completed
Working Conditions and Social Security	35	3, 15	Participation in decision making bodies	2015	Suggestion box available		M. Arocena	2017	Available	Completed
Working Conditions and Social Security	35	15	Participation in decision making bodies	2015	"Door always open" policy running		L. Lopez	2017	updated info at wiki	Completed
Working Conditions and Social Security	35	37	Participation in decision making bodies	2015	Include researchers representatives in the WG for the HRS4R		M. Arocena	2017	HRS4R WG created	Completed
Working Conditions and Social Security	35	37	Participation in decision making bodies	2019	Encourage people to take part in Job talks		HRS4R W.G.	2019	updated info at wiki	Completed
Working Conditions and Social Security	35	37	Participation in decision making bodies	2019	Reminder about representation forms at the BCBL: Ethics committee, scientific committee, Ombudsman, HRS4R WG, etc.		HRS4R W.G.	2019	updated info at wiki	Completed
Training and Development	36	28, 30, 34, 37	Relation Supervisors	2015	Supervisors' training and coaching: new appointments for supervision and graduate director roles.		L. Lopez	2016	- PDP - Ongoing improvement: web based tool	Completed
Training and Development	36	28, 30, 34, 37	Relation Supervisors	2015	Supervisors' evaluation (annual, agreed and recorded)		HRS4R W.G.	2016	- PDP - Improvement: web based tool	Completed

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Training and Development	36	28, 30, 34, 37	Relation Supervisors	2015	Ombudsman role defined		M. Arocena	2016	Updated info at wiki	Completed
Training and Development	36	28, 30, 34, 37	Relation Supervisors	2015	If supervisor and supervisee do not match, a change of supervisor process will be designed		M. Arocena	2016	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	36	28, 30, 34, 37	Relation Supervisors	2015	Schedule and define training systems and opportunities		HRS4R W.G.	2016	- PDP - Improvement: web based tool	Completed
Training and Development	37	15	Supervision & Managerial	2017	-Creation of the knowledge and skills data base -Volunteers needed: Update and maintenance Forum coordinator	List of experts, access to experts, technical training (R, python, MRI, EEG, MEG, Anatomy, Signal Processing, ethics, programming, statistics)	HRS4R W.G. RESEARCHERS	2019	Database created	Completed
Training and Development	39	28, 30	Training	2015	Specify annual and personal training		HRS4R W.G.	2016	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	39	28, 30	Training	2015	Implement supervisor of the supervisor		HRS4R W.G.	2016	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	39	15, 28, 30	Training	2015	Implement Ombudsman		M. Carreiras	2016	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	39	28, 40	Training	2015	PDP: Professional Development Plan		L. Lopez	2016	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	39	28, 40	Training	2015	Supervision of supervisors		M. Carreiras	2017	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	39	28, 40	Training	2015	Implement 1 ombudsman and two advisors (one from the research community and one from the HR Dpt.)		M. Arocena	2017	- Updated info at wiki - Being a researcher doc	Completed
Training and Development	40	15, 24, 35, 37	Supervision	2017	Structured group meetings to ease interaction/discussion, identify training needs, solve problems	Promote discussion withing groups , monitor supervision, supervision for group leaders, best mentor prize, enhance supervision skills	HRS4R W.G. RESEARCHERS	2020	Agenda wiki	Completed
Training and Development	40	15, 24, 35, 37	Supervision	2017	Training, evaluation and feedback to group leaders/supervisors in academic and human resources related issues	Promote discussion withing groups , monitor supervision, supervision for group leaders, best mentor prize, enhance supervision skills	HRS4R W.G.	2018	- Updated info at wiki - Being a researcher	Completed
Working Conditions and Social Security	37	16, 19,20, 29	Supervision and managerial duties	2020	Mental Health Resources for BCBLians	New section in the wiki describing Mental Health Resources in the region	HRS4R W.G.	2020	Supervision Gap < 2	Completed
Working Conditions and Social Security	24	15,16,28,30, 40	Working Conditions	2021	presentation at a labmeeting in November introducing the issue of researcher welfare, why it is relevant at the BCBL and possible steps towards improving the situation	Mental Health Resources for BCBLians	Wellbeing WG	2021	Working Conditions Gap < 2	Completed
Working Conditions and Social Security	24	15,16,28,30, 40	Working Conditions	2021	Welfare Workshop to discuss opinions and ideas for possible ways to improve welfare at the BCBL	Mental Health Resources for BCBLians	Wellbeing WG	1Q'2022	Working Conditions Gap < 2	Completed
Working Conditions and Social Security	24	15,16,28,30, 40	Working Conditions	2021	Mental welfare and psicosocial test to be run for all employees	Mental Health Resources for BCBLians	Wellbeing WG	1Q'2022	Working Conditions Gap < 2	Completed
Working Conditions and Social Security	37	16, 19,20, 30	Supervision and managerial duties	2020	Survey about the impact of Covid-19 in the BCBL community	Design, send and explote survey on Covid-19	HRS4R W.G.	2020	Supervision Gap < 2	Completed
Training and development	37	22,28,34,36,40	Supervision and managerial duties	2021	short structured workshop (60-90 min) for predocs (supervisees) and postdocs and above (supervisors) to discuss what's working and what needs improving in supervision and to identify supervision-related training needs	Supervision	HRS4R W.G.	4Q 2022	Supervision Gap < 2	Pending
Working Conditions and Social Security	24	15,16,28,30, 40	Working Conditions	2021	Specific Psico-social wellbeing test and evaluation	Mental Health Resources for BCBLians	HRS4R W.G.	3Q 2022	Working Conditions Gap < 2	In Progress
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2021	Design a questionnaire to be filled in by the members of the group and also by researchers from other groups and by some people from admin, IT, labs. This would ensure some sort of anonymity, because then even PIs with few people in their group would still receive feedback from 10-15 persons, so no risk anyone is afraid of being tracked if he/she gives negative feedback. It should be a questionnaire whose goal is to promote constructive criticism and dialogue, and it should be anonymous. We may think in having an evaluation protocol for post-docs and staffs/group leaders	Supervision and Evaluation	HRS4R W.G. RESEARCHERS	2Q 2022	Evaluation systems Gap < 2.5	In Progress
Working Conditions and Social Security	22	3, 4, 9, 19, 21, 23, 25, 37	Recognition of the Profession	2021	To implement annual scientific retreat	Better knowledge of the work done by peers, recognition, better understanding on BCBL's research lines	Groups leaders	3Q 2022	Recognition of the Profession gap <2.7	In Progress
Working Conditions and Social Security	22	3, 4, 9, 19, 21, 25, 37	Recognition of the Profession	2021	Embedded in Supervision actions		Groups leaders	N/A	Supervision template	Completed

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Working Conditions and Social Security	26	12, 15, 24, 28	Funding and salaries	2021	Explore and inform the BCBL community about the discounts for private insurance, kirolkartela, Mutua health services, UPV psychological services, UPV cultural and sport services (https://www.ehu.es/es/zerbitzuak), including discounts for gyms that PhD students can take advantage of, etc.		HRS4R W.G. ADMIN	2Q 2023	Funding and salaries Gap < 3	In Progress
Working Conditions and Social Security	34	3, 5, 11, 15, 30, 36	Complaints	2021	Implement a farewell communication everytime a BCBL member leaves us. Design a mail text with the relevant information. This mail should be sent by the Group Leader and should be sent everytime a BCBL member leaves us.	Gain trust and confidence in the BCBL as a whole	HRS4R W.G. ADMIN	1Q 2023	Complaints Gap < 2.5	Pending
Working Conditions and Social Security	34	3, 5, 11, 15, 30, 36	Complaints	2021	Work on a chart of rights and duties of researchers at all levels, what a supervisee/supervisor should expect from a supervisor/supervisee. The "Being a researcher at the BCBL" already contains something along these lines, but should be improved in order to hint to other aspects of the interaction between supervisor and supervisee and that can be the source of attrition in some cases.	Gain trust and confidence in the BCBL as a whole	HRS4R W.G. RESEARCHERS	2Q 2022	Complaints Gap < 2.5	Completed
Working Conditions and Social Security	34	3, 5, 11, 15, 30, 36	Complaints	2021	Training on "Conflicts resolution" for Ombudsman and intermediate levels.	Get skills for a better mediation and complaints' resolution	HRS4R W.G. ADMIN	2Q 2022	Complaints Gap < 2.5	Completed
Working Conditions and Social Security	35	3,15, 37	Participation in decision making bodies	2021	before each GL meeting, as the GL to "officially" ask their group members whether there are some issues that they wish to be seen or discussed in the GL meetings.		Groups leaders	2Q 2022	Participation in decision making bodies < 2	In Progress
Working Conditions and Social Security	26	12, 15, 24, 28	Stability	2021	Improve the welcome plan in order to give further information about how to make the stay in the BCBL longer: apply to grants (JdC, MC etc.), win the RyC or Ikerbasque + get "approval" from the GLs.		HRS4R W.G. ADMIN	1Q'2022	Complaints Gap < 2,5	Completed
Ethical and Professional Aspects	11	15,16,28,30, 40	Evaluation Systems	2021	Professional Development Plan to be improved and implemented including periodical supervision/evaluation meetings and feedback about personal achievements		HRS4R W.G. ADMIN	2Q 2023	Evaluation systems Gap < 2.5	In Progress
Ethical and Professional Aspects	8	2,3,5,7,9	Dissemination, exploitation of results	2022	Training for researchers on Open data system	Open data system to be clarified (science is going towards complete and transparent data sharing and the rules for this are not clear enough still at the BCBL; legal obligations)	HRS4R W.G. ADMIN	2Q 2023	Number of Publications in Open Journals	Pending
Working Conditions and Social Security	28	15, 16, 19,20, 24, 30	Career development	2021	Vitae: Skills poster	Soft skills: training and development. Lab meeting performed 01/03/2022 showing how to use the interactive planner	HRS4R W.G.	2Q 2022	Career Development Gap < 2.5	Completed
Working Conditions and Social Security	37	15, 16, 19,20, 24, 30	Supervision and managerial duties	2021	Organize an annual survey where students report what are their current needs in terms of training. A survey, looking at a general picture of what are the current needs, then it would be easier to organize workshop/training course linked to these needs, and people would feel they have the opportunity to publicly express it.		HRS4R W.G. RESEARCHERS	1Q 2023	Supervision Gap < 2	Pending
Working Conditions and Social Security	23	13,24,25,28	Research environment	2022	New building and offices required if growth continues. Share with trustees and prepare request. In the mean time, keep flexible working conditions and improve remote access systems and protocols.	Lack of space for newcomers or researchers becoming permanent	M.Arocena	1Q'2025	Research environment Gap < 2	Pending
Working Conditions and Social Security	32	7,22,31,36	Co-authorship	2022	Better definition and clarification of co-authorships needed to avoid misunderstanding and clear leadership when investigating and writing publications	Co-authorship deal and negotiation	Groups leaders	1Q'2024	Co-authorship Gap < 2	Pending
Working Conditions and Social Security	25	11,22,24,28	Stability and permanence of employment	2022	Clarify opportunities for R3 - Established Researchers for long-term career development: Will they become group leaders? co-group leaders? Remain affiliated to one existing group?	Permanence of employment	Groups leaders	1Q'2025	Stability and permanence of employment Gap < 2.7	Pending
Working Conditions and Social Security	26	20,22,24,28	Funding and salaries	2022	Search for additional funding to be able to increase salaries	Salaries too low, it should be indexed based to the cost on living. San Sebastian is much more expensive than other parts of Spain. - Also, low travel and accommodation per diem as well as an educational budget for predocs hasn't gone up in years and it's not up to date .	Groups leaders	2Q'2025	Funding and salaries Gap < 3	Pending