

Annual meeting about human resources strategy, policies, and action plan

December 11th 2019



- ❑ Gender and Equality Plan
- ❑ HRS4R & HR Award
 - Brief intro, timeline & current situation
 - HRS4R Survey results
 - Gap analysis
 - Action Plan
- ❑ General meetings and social events calendar
- ❑ Questions and Answers

Summary



Gender and equality plan

- The BCBL and all its staff respect **diversity**, promoting the non-discrimination on grounds of race, skin colour, age, sex–gender, relationship status, political or other kinds of ideology, nationality, sexual orientation, or any other personal, physical, or social conditions among all its workers.
- The gender equality and non-discrimination plan focuses on three aspects that can balance the proportion of males and females within the organization:
 - **Promotion and professional development** are both totally independent of the sex-gender of the employee.
In all cases, promotion and professional development come from the evaluation performed.
 - **Salary** depends only upon the research or professional level, no matter the sex-gender of the employee.
 - **Flexibility** in order to attend to and balance personal and professional life.

Gender and equality plan

Category	Tema - Issue	Action	Responsible	Implementation due date	Indicator/Target/Control/Evidence	Status
Compromiso - Commitment	Comisión negociadora del Plan de igualdad	Create such a working Group to discuss Equality Plan > HRS4R Working Group is appointed for that	M. Arocena	2019	HRS4R WG meeting minutes, May'19	Completed
Compromiso - Commitment	Responsible person for equality plan to be nominated	Ana Fernandez is nominated as responsible for implementation and follow up. Ana is as well part of the Equality Working Group - HRS4R WG, and Ana has also been properly trained as part of the pilot experience with Erantzunkide	M. Arocena	2019	HRS4R WG meeting minutes, May'19	Completed
Compromiso - Commitment	Internal protocols and procedures	To be reviewed and updated under the Gender balance and equality perspective	M. Arocena	2019	wiki	Completed
Compromiso - Commitment	HRS4R Award	Keep it > Ongoing	HRS4R WG	2019	wiki	Completed
Planificación- Planning	Equality plan with dates and responsables	Equality plan launched	HRS4R WG	2019	HRS4R WG meeting minutes, May'2019	Completed
Comunicación- Communication	Communicate Equality Plan to all the Organization	Saherd among bcblians at HR Internal meeting on Nov'19	HRS4R WG	2019	HR meeting minutes	In progress
Comunicación- Communication	Define means to improve communication and also to report any harassment type	Suggestion box, Ombudsman, HR Dpt, HRS4R WG, lab meetings, HR retreat, HERS4R Survey	M. Arocena	2019	wiki	Completed
Selección, Contratación - Recruitment process	Job calls	Include inclusive communication at job calls. Create fiches per call.	A. Fernandez	2020	Job calls	In progress
Promoción, desarrollo profesional - Promotion, Professional development	Promote employees' professional development	Diverse means are in place. Last one is VITAE's RDF Planner shared among all, with needed credentials to self assess.	HRS4R WG	2019	HRS4R WG meeting minutes, May'20	Completed
Promoción, desarrollo profesional - Promotion, Professional development	Female Group leaders % is lower than in other professional categories	Female Group Leaders to share their professional development experience at a Focus Group	C. Martin, M. Lallier, S. Mancini	2020		Pending
Sistema de Compensación, clasificación profesional - Compensation system	Salaries' audit	salary system is 100% equal for everybody. Gap is 0€.	M. Arocena	2019	/marocena	Completed
Conciliación - family reconciliation	Reconciliation measures benchmark	Benchmark done and implemented several measures at Equality policy	M. Arocena	2020	wiki	Completed
Conciliación - family reconciliation	Reconciliation measures benchmark	Introduce reconciliation measures at the Welcome Plan	M. Arocena	2020	wiki	In progress
Seguridad y salud - Health and safety	Protocol to prevent harassment	Diagnosis phase has been developed by an external consultancy. A protocol to prevent psychological and sexual harassment has been developed. Translate to english and share it.	M. Arocena	2019		In progress
Seguridad y salud - Health and safety	Protocol to prevent harassment	Nominate a person to deal with these issues > Ana Fernandez	M. Arocena	2019		Completed
Gestión de la edad, Salida de la organización - Age management, Leaving the Organization	Average age at BCBL is very low	This is not at all a priority right now as first bcbl female accessing to retirement will be in 20 years.	N/A			Completed
Seguimiento y evaluación - Follow up	Follow up plan to be designed acc to Equality status diagnosis	Add to this Action Plan a column marking the status of each action	M. Arocena	2019	Action Plan	Completed
Seguimiento y evaluación - Follow up	Benchmarking about other institutions' progress	Follow up other Erantzunkide organizations plan according to initial diagnosis recommendations	HRS4R WG	2020		In progress
Seguimiento y evaluación - Follow up	Score card - Cuadro de mando BERC	Added equality indicators to BCBL's Score card	M. Arocena	2019	BERC Score card	Completed

Gender and equality plan

“Pending” and “In progress” tasks (November 2019):

Category number	Category	Tema - Issue	Action	Responsible	Implementation due date	Indicator/Target/Control/Evidence	Status
3	Comunicación-Communication	Communicate Equality Plan to all the Organization	Saherd among bcblians at HR Internal meeting on Nov'19	HRS4R WG	2019	HR meeting minutes	In progress
4	Selección, Contratación -	Job calls	Include inclusive communication at job calls. Create fiches per call.	A. Fernandez	2020	Job calls	In progress
5	Promoción, desarrollo profesional - Promotion, Professional development	Female Group leaders % is lower than in other professional categories	Female Group Leaders to share their professional development experience at a Focus Group	C. Martin, M. Lallier, S. Mancini	2020		Pending
7	Conciliación - family reconciliation	Reconciliation measures benchmark	Introduce reconciliation measures at the Welcome Plan	M. Arocena	2020	wiki	In progress
8	Seguridad y salud - Health and safety	Protocol to prevent harassment	Diagnosys phase has been developed by an external consultancy. A protocol to prevent psychological and sexual harassment has been developed. Translate to english and share it.	M. Arocena	2019		In progress
10	Seguimiento y evaluación - Follow up	Benchmarking about other institutions' progress	Follow up other Erantzunkide organizations plan according to initial diagnosys recommendations	HRS4R WG	2020		In progress

Reconciliation measures

There are many reconciliation and welfare measures in place, such as:

🗨 Calendar, timetable, and workday flexibility

- 🗨 European workday of 35 hours per week
- 🗨 Adaptable work timetable/calendar depending on personal situation
- 🗨 Morning schedule on Fridays
- 🗨 Summer period with morning schedule (3 months)
- 🗨 Morning schedule on public holiday eves
- 🗨 Possibility of working remotely in most positions
- 🗨 Flexible workday start and finish times
- 🗨 Not limited lunch period and breaks
- 🗨 Possibility of exchanging overtime (performed during special task periods) for rest hours

🗨 Maternity/Parenthood

- 🗨 Modification of meetings to fulfil the convened worker's personal needs
- 🗨 Flexibility to attend school meetings and celebrations
- 🗨 Flexibility to attend prenatal exams and childbirth preparation techniques

🗨 Sustainability

- 🗨 Replacement of paper bins for recycling points in each floor
- 🗨 Purified water in all floors

🗨 Celebrations & Team Building

- 🗨 Informal celebrations when the centre receives awards or grants
- 🗨 Annual retreat: annual meeting outside the working environment and activities or trips
- 🗨 Spoon Awards: workers' awards related to daily anecdotes at work

Reconciliation measures

There are many reconciliation and welfare measures in place, such as:

• Complaint channels for employees

- Anti-bullying protocols
- Ombudsman
- Suggestion box

• Promotion of interculturality

- Corporate language in the company: English
- Spanish and Basque classes for foreign staff
- Support in the management of visas and other bureaucratic procedures for staff and their families
- Arrival manual for foreign staff

• Leadership and management style

- Open, Transparent, and Merit-based Recruitment system
- Staff satisfaction surveys
- Participation of staff in action and strategy measures
- Seal of Human Resources Strategy For Researches HRS4R
- Voluntary participation of the research community in science outreach activities

• Other benefits

- Office with a free supply of coffee, oil, salt, tea, milk, etc.
- Possibility of eating at work
- Free parking in the company area

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- ❑ Questions and Answers

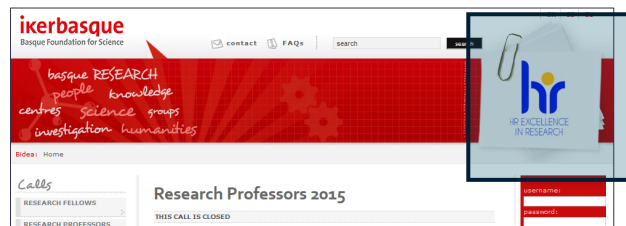
Summary



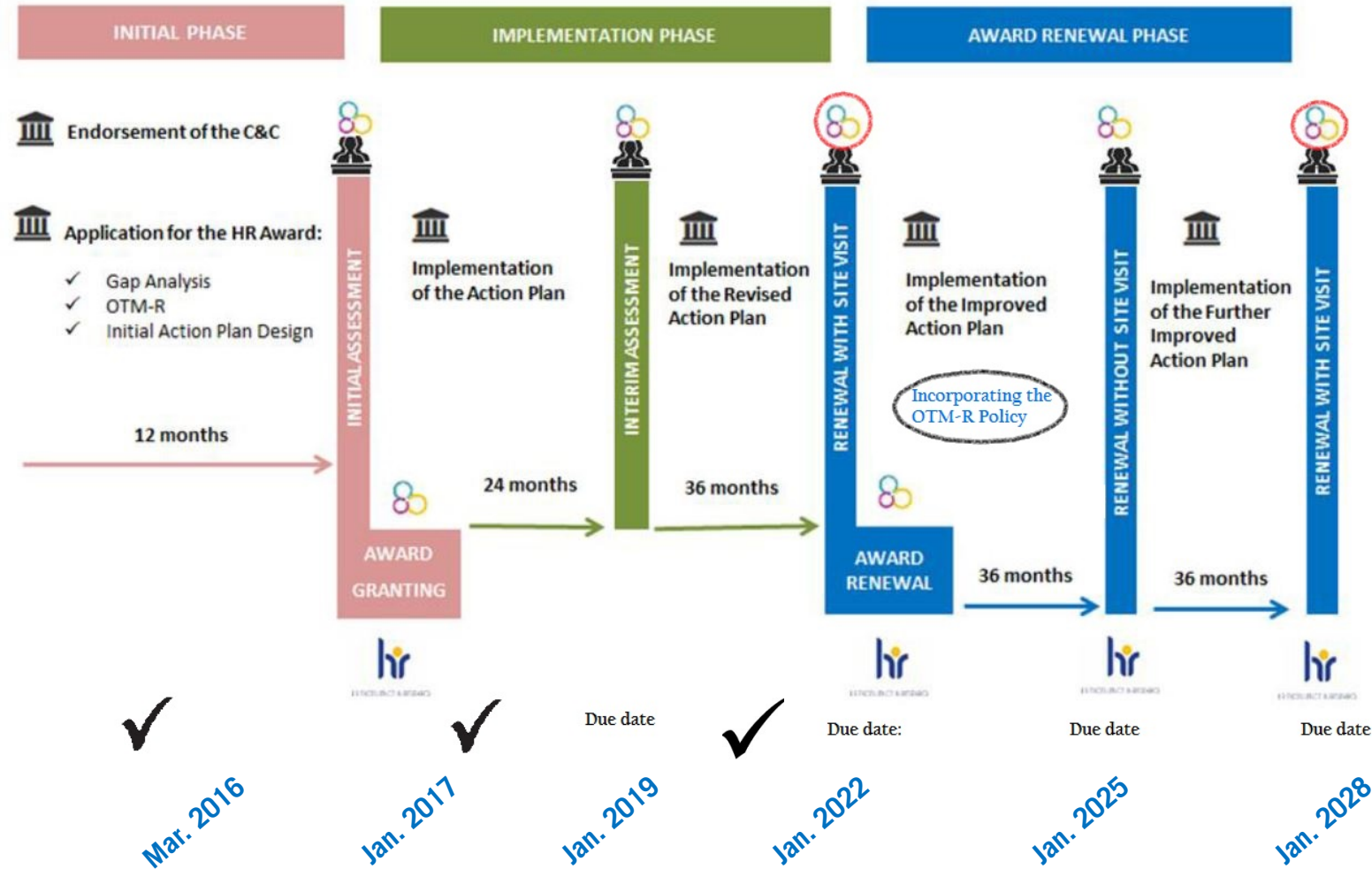
HRS4R AND THE HR AWARD: Brief reminder

The **EUROPEAN CHARTER & CODE** (C&C) includes:

- European Charter for Researchers: List of general principles, requirements, roles, and responsibilities both for researchers and institutions.
- Code of Conduct for the Recruitment of Researchers: Standard rules for a transparent recruitment and selection process.
- The **HR Excellence in Research** logo identifies the organizations as providers and supporters of a stimulating and favourable working environment for researchers and bringing several benefits for Researchers and for the Institutions.



HRS4R AND THE HR AWARD: Brief reminder



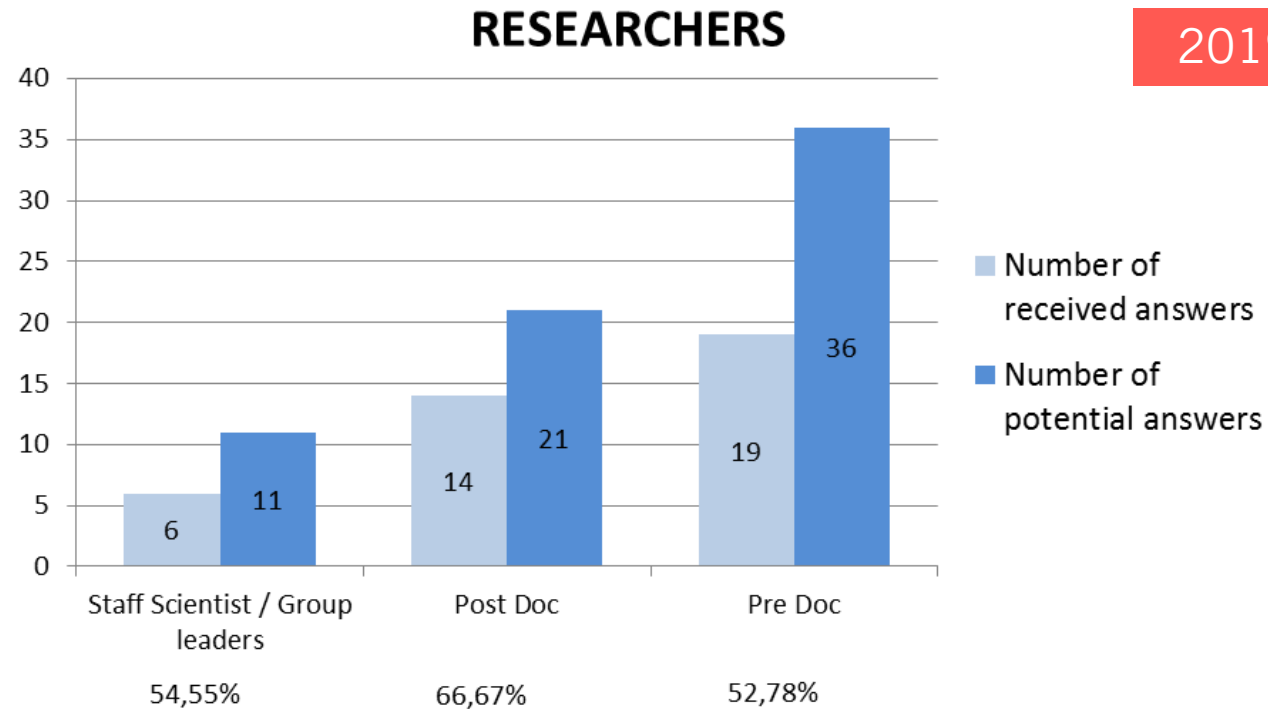
HRS4R Survey results

2019 Participation

Response rate:

2017 70%

2019 57%



HRS4R Survey results

2019 Gap analysis

2017			
	How Agree todos	How Far todos	Average
1-R. Freedom	8.61	7.83	0.78
2-Ethical	9.62	8.68	0.94
3-Prof. Responsibility	9.36	8.08	1.28
4-Prof Attitude	9.06	8.16	0.90
5-C&Legal Obligations a	8.88	7.93	0.94
6-Accountability	9.40	8.77	0.64
7-Good Practice R	9.62	9.15	0.47
8-D&E Results	9.28	8.79	0.49
9-Public Engagement	9.60	9.04	0.56
10-Non Discrimination	9.84	9.08	0.76
11-Evaluation Systems	9.42	8.20	1.22
12-Recruitment	9.43	8.27	1.17
13-Recruitment C.	9.43	8.46	0.97
14-Selection	9.22	8.38	0.83
15-Transparency	9.52	7.44	2.09
16-Judging	9.55	8.54	1.00
17-Chrono CV	9.52	8.54	0.98
18-Mobility C	9.43	9.20	0.22
19-Qualifications	9.24	8.43	0.82
20-Seniority	9.47	8.71	0.75
21-Postdoc Appointment	9.52	8.53	1.00
22-Recognition Prof	9.71	8.61	1.11
23-Research Environment	9.50	8.39	1.11
24-Work Conditions	9.72	8.65	1.07
25-Estability	9.61	7.11	2.50
26-Salaries	9.57	7.96	1.61
27-Gender B	9.57	8.30	1.27
28-Career Development	9.34	7.28	2.06
29-Mobility V.	9.31	8.56	0.75
30-Career Advice	9.63	7.48	2.15
31-Property Rights	9.50	8.17	1.33
32-Co-authorship	9.57	8.11	1.45
33-Teaching	9.55	7.41	2.14
34-Complaints	9.61	8.13	1.49
35-Decision Making	9.59	7.20	2.39
36-Relation Supervisors	9.60	7.78	1.82
37-Supervision & Managerial	9.63	7.98	1.65
38-Profesional Development	9.67	8.39	1.29
39-Training	9.60	8.11	1.48
40-Supervision	9.68	8.17	1.51
AVERAGE	9.47	8.25	1.22

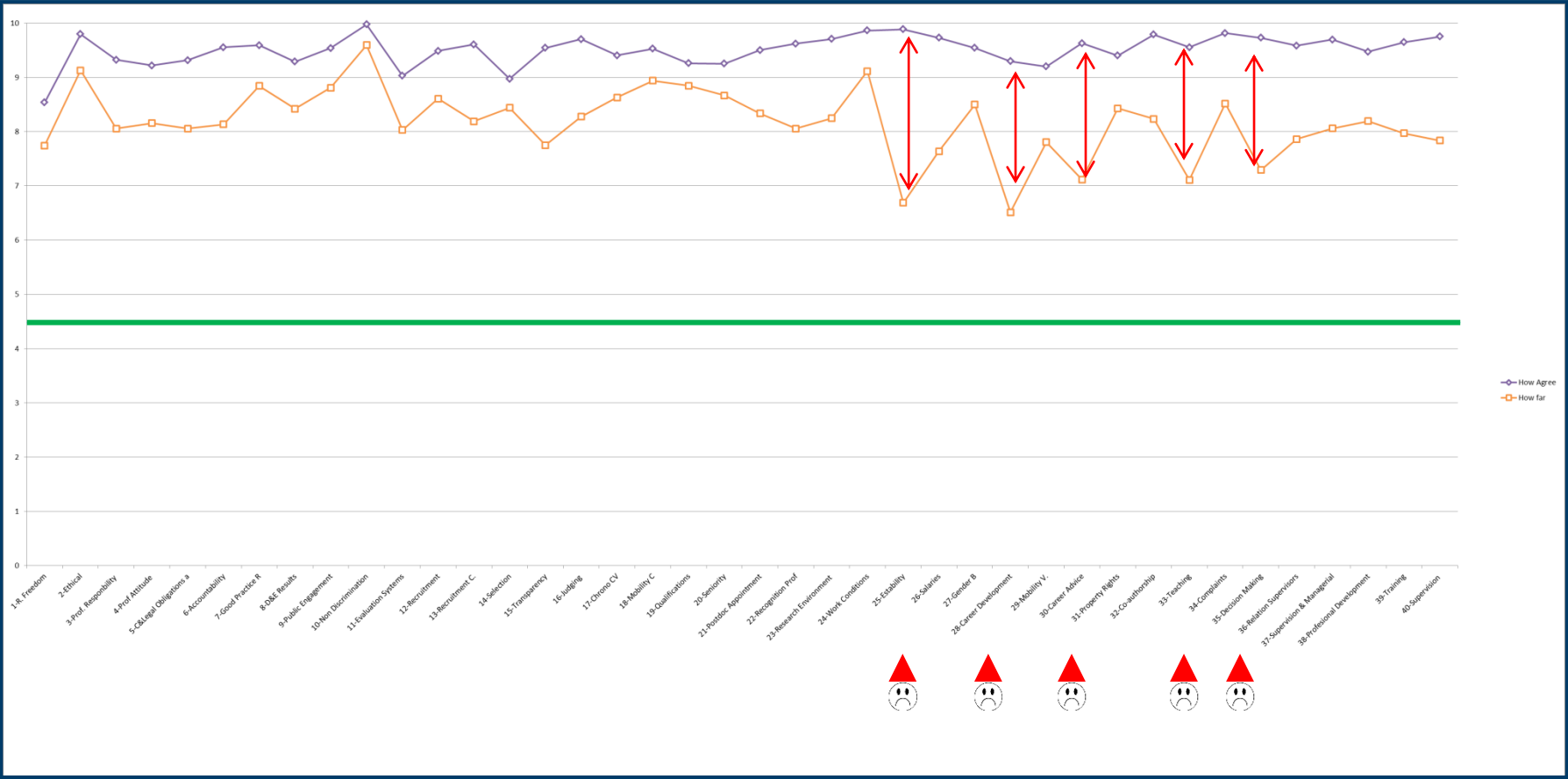


2019			
	How Agree todos	How Far todos	Average
1-R. Freedom	8.54	7.74	0.79
2-Ethical	9.79	9.13	0.67
3-Prof. Responsibility	9.32	8.05	1.27
4-Prof Attitude	9.22	8.15	1.06
5-C&Legal Obligations a	9.32	8.05	1.26
6-Accountability	9.55	8.14	1.42
7-Good Practice R	9.59	8.84	0.75
8-D&E Results	9.29	8.42	0.87
9-Public Engagement	9.54	8.81	0.73
10-Non Discrimination	9.97	9.59	0.38
11-Evaluation Systems	9.03	8.03	1.00
12-Recruitment	9.49	8.61	0.88
13-Recruitment C.	9.61	8.19	1.42
14-Selection	8.97	8.44	0.54
15-Transparency	9.54	7.75	1.79
16-Judging	9.70	8.28	1.43
17-Chrono CV	9.41	8.63	0.78
18-Mobility C	9.53	8.94	0.59
19-Qualifications	9.26	8.85	0.41
20-Seniority	9.25	8.67	0.58
21-Postdoc Appointment	9.50	8.33	1.17
22-Recognition Prof	9.62	8.05	1.57
23-Research Environment	9.71	8.24	1.46
24-Work Conditions	9.86	9.11	0.75
25-Estability	9.89	6.69	3.20
26-Salaries	9.73	7.64	2.09
27-Gender B	9.54	8.50	1.04
28-Career Development	9.30	6.51	2.78
29-Mobility V.	9.20	7.81	1.39
30-Career Advice	9.63	7.12	2.51
31-Property Rights	9.40	8.43	0.97
32-Co-authorship	9.79	8.24	1.55
33-Teaching	9.55	7.11	2.45
34-Complaints	9.81	8.52	1.30
35-Decision Making	9.73	7.29	2.44
36-Relation Supervisors	9.58	7.86	1.72
37-Supervision & Managerial	9.69	8.06	1.64
38-Profesional Development	9.47	8.19	1.28
39-Training	9.65	7.97	1.68
40-Supervision	9.75	7.83	1.92
AVERAGE	9.51	8.17	1.34



HRS4R Survey results

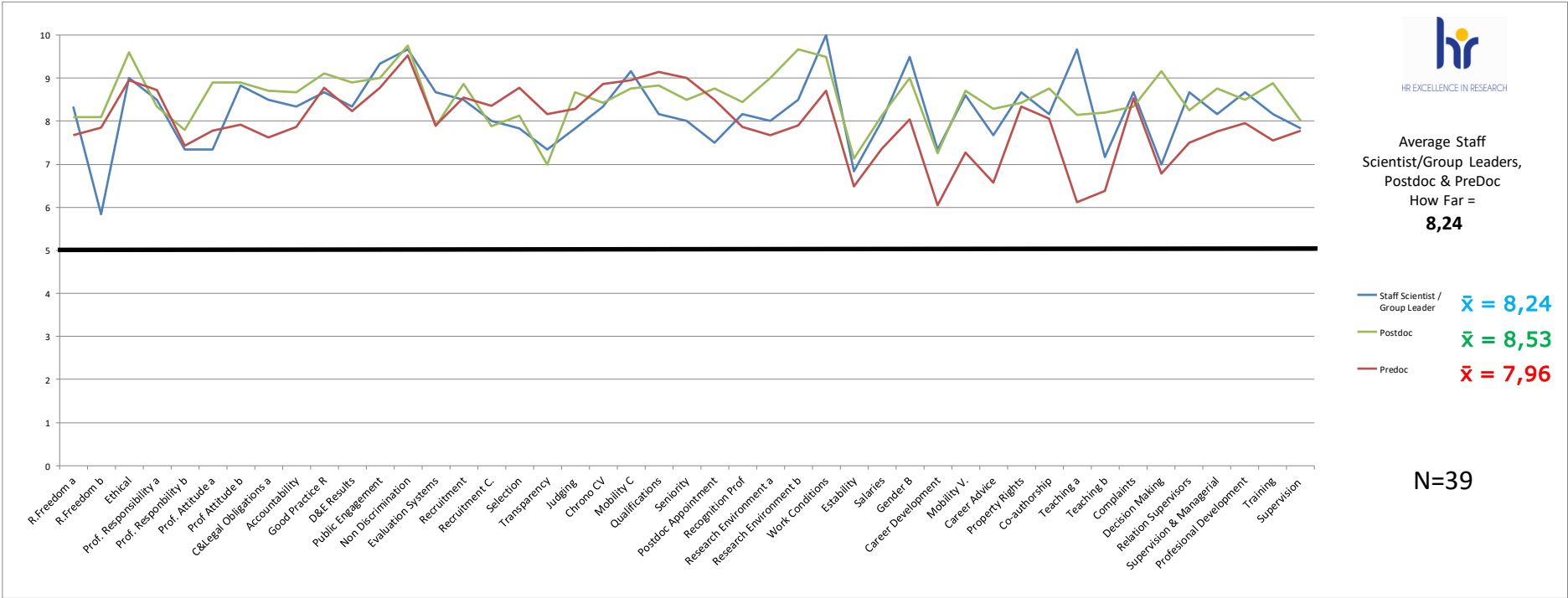
2019 Gap analysis



HRS4R Survey results

2019 Gap analysis

HOW FAR STAFF/GROUP LEADERS VS POSTDOC VS PREDOC



Action Plan 2020/2021

From **HRS4R Survey**, special focus needs to be placed in the **TOP 5 GAPS**:

- Stability
- Career Development
- Career Advice
- Teaching
- Decision Making

Update Action Plan > PDCA Cycle



Category ID	Task ID	Project Name	Task Description	Due Date	Status	Assignee	Progress (%)	Comments/Notes	Priority
Strategic and Operational	SO-001	Project Phoenix	Initiation Phase	2024-01-15	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-002	Project Phoenix	Planning Phase	2024-02-01	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-003	Project Phoenix	Execution Phase	2024-02-15	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-004	Project Phoenix	Monitoring Phase	2024-03-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-005	Project Phoenix	Closing Phase	2024-03-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-006	Project Phoenix	Post-project Review	2024-03-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-007	Project Phoenix	Initiation Phase	2024-04-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-008	Project Phoenix	Planning Phase	2024-04-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-009	Project Phoenix	Execution Phase	2024-04-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-010	Project Phoenix	Monitoring Phase	2024-05-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-011	Project Phoenix	Closing Phase	2024-05-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-012	Project Phoenix	Post-project Review	2024-05-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-013	Project Phoenix	Initiation Phase	2024-06-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-014	Project Phoenix	Planning Phase	2024-06-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-015	Project Phoenix	Execution Phase	2024-06-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-016	Project Phoenix	Monitoring Phase	2024-07-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-017	Project Phoenix	Closing Phase	2024-07-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-018	Project Phoenix	Post-project Review	2024-07-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-019	Project Phoenix	Initiation Phase	2024-08-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-020	Project Phoenix	Planning Phase	2024-08-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-021	Project Phoenix	Execution Phase	2024-08-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-022	Project Phoenix	Monitoring Phase	2024-09-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-023	Project Phoenix	Closing Phase	2024-09-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-024	Project Phoenix	Post-project Review	2024-09-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-025	Project Phoenix	Initiation Phase	2024-10-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-026	Project Phoenix	Planning Phase	2024-10-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-027	Project Phoenix	Execution Phase	2024-10-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-028	Project Phoenix	Monitoring Phase	2024-11-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-029	Project Phoenix	Closing Phase	2024-11-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-030	Project Phoenix	Post-project Review	2024-11-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-031	Project Phoenix	Initiation Phase	2024-12-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-032	Project Phoenix	Planning Phase	2024-12-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-033	Project Phoenix	Execution Phase	2024-12-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-034	Project Phoenix	Monitoring Phase	2025-01-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-035	Project Phoenix	Closing Phase	2025-01-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-036	Project Phoenix	Post-project Review	2025-01-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-037	Project Phoenix	Initiation Phase	2025-02-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-038	Project Phoenix	Planning Phase	2025-02-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-039	Project Phoenix	Execution Phase	2025-02-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-040	Project Phoenix	Monitoring Phase	2025-03-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-041	Project Phoenix	Closing Phase	2025-03-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-042	Project Phoenix	Post-project Review	2025-03-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-043	Project Phoenix	Initiation Phase	2025-04-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-044	Project Phoenix	Planning Phase	2025-04-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-045	Project Phoenix	Execution Phase	2025-04-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-046	Project Phoenix	Monitoring Phase	2025-05-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-047	Project Phoenix	Closing Phase	2025-05-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-048	Project Phoenix	Post-project Review	2025-05-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-049	Project Phoenix	Initiation Phase	2025-06-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-050	Project Phoenix	Planning Phase	2025-06-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-051	Project Phoenix	Execution Phase	2025-06-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-052	Project Phoenix	Monitoring Phase	2025-07-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-053	Project Phoenix	Closing Phase	2025-07-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-054	Project Phoenix	Post-project Review	2025-07-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-055	Project Phoenix	Initiation Phase	2025-08-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-056	Project Phoenix	Planning Phase	2025-08-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-057	Project Phoenix	Execution Phase	2025-08-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-058	Project Phoenix	Monitoring Phase	2025-09-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-059	Project Phoenix	Closing Phase	2025-09-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-060	Project Phoenix	Post-project Review	2025-09-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-061	Project Phoenix	Initiation Phase	2025-10-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-062	Project Phoenix	Planning Phase	2025-10-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-063	Project Phoenix	Execution Phase	2025-10-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-064	Project Phoenix	Monitoring Phase	2025-11-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-065	Project Phoenix	Closing Phase	2025-11-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-066	Project Phoenix	Post-project Review	2025-11-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-067	Project Phoenix	Initiation Phase	2025-12-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-068	Project Phoenix	Planning Phase	2025-12-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-069	Project Phoenix	Execution Phase	2025-12-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-070	Project Phoenix	Monitoring Phase	2026-01-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-071	Project Phoenix	Closing Phase	2026-01-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-072	Project Phoenix	Post-project Review	2026-01-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-073	Project Phoenix	Initiation Phase	2026-02-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-074	Project Phoenix	Planning Phase	2026-02-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-075	Project Phoenix	Execution Phase	2026-02-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-076	Project Phoenix	Monitoring Phase	2026-03-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-077	Project Phoenix	Closing Phase	2026-03-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-078	Project Phoenix	Post-project Review	2026-03-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-079	Project Phoenix	Initiation Phase	2026-04-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-080	Project Phoenix	Planning Phase	2026-04-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-081	Project Phoenix	Execution Phase	2026-04-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-082	Project Phoenix	Monitoring Phase	2026-05-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-083	Project Phoenix	Closing Phase	2026-05-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-084	Project Phoenix	Post-project Review	2026-05-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-085	Project Phoenix	Initiation Phase	2026-06-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-086	Project Phoenix	Planning Phase	2026-06-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-087	Project Phoenix	Execution Phase	2026-06-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-088	Project Phoenix	Monitoring Phase	2026-07-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-089	Project Phoenix	Closing Phase	2026-07-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-090	Project Phoenix	Post-project Review	2026-07-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-091	Project Phoenix	Initiation Phase	2026-08-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-092	Project Phoenix	Planning Phase	2026-08-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-093	Project Phoenix	Execution Phase	2026-08-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-094	Project Phoenix	Monitoring Phase	2026-09-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-095	Project Phoenix	Closing Phase	2026-09-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-096	Project Phoenix	Post-project Review	2026-09-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-097	Project Phoenix	Initiation Phase	2026-10-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-098	Project Phoenix	Planning Phase	2026-10-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-099	Project Phoenix	Execution Phase	2026-10-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-100	Project Phoenix	Monitoring Phase	2026-11-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-101	Project Phoenix	Closing Phase	2026-11-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-102	Project Phoenix	Post-project Review	2026-11-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-103	Project Phoenix	Initiation Phase	2026-12-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-104	Project Phoenix	Planning Phase	2026-12-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-105	Project Phoenix	Execution Phase	2026-12-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-106	Project Phoenix	Monitoring Phase	2027-01-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-107	Project Phoenix	Closing Phase	2027-01-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-108	Project Phoenix	Post-project Review	2027-01-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-109	Project Phoenix	Initiation Phase	2027-02-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-110	Project Phoenix	Planning Phase	2027-02-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-111	Project Phoenix	Execution Phase	2027-02-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-112	Project Phoenix	Monitoring Phase	2027-03-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-113	Project Phoenix	Closing Phase	2027-03-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-114	Project Phoenix	Post-project Review	2027-03-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-115	Project Phoenix	Initiation Phase	2027-04-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-116	Project Phoenix	Planning Phase	2027-04-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-117	Project Phoenix	Execution Phase	2027-04-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-118	Project Phoenix	Monitoring Phase	2027-05-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-119	Project Phoenix	Closing Phase	2027-05-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-120	Project Phoenix	Post-project Review	2027-05-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-121	Project Phoenix	Initiation Phase	2027-06-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-122	Project Phoenix	Planning Phase	2027-06-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-123	Project Phoenix	Execution Phase	2027-06-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-124	Project Phoenix	Monitoring Phase	2027-07-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-125	Project Phoenix	Closing Phase	2027-07-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-126	Project Phoenix	Post-project Review	2027-07-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-127	Project Phoenix	Initiation Phase	2027-08-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-128	Project Phoenix	Planning Phase	2027-08-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-129	Project Phoenix	Execution Phase	2027-08-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-130	Project Phoenix	Monitoring Phase	2027-09-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-131	Project Phoenix	Closing Phase	2027-09-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-132	Project Phoenix	Post-project Review	2027-09-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-133	Project Phoenix	Initiation Phase	2027-10-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-134	Project Phoenix	Planning Phase	2027-10-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-135	Project Phoenix	Execution Phase	2027-10-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-136	Project Phoenix	Monitoring Phase	2027-11-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-137	Project Phoenix	Closing Phase	2027-11-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-138	Project Phoenix	Post-project Review	2027-11-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-139	Project Phoenix	Initiation Phase	2027-12-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-140	Project Phoenix	Planning Phase	2027-12-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-141	Project Phoenix	Execution Phase	2027-12-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-142	Project Phoenix	Monitoring Phase	2028-01-01	Completed	Jane Smith	100%	Regular updates and reports provided.	Medium
	SO-143	Project Phoenix	Closing Phase	2028-01-15	In Progress	John Doe	60%	Final review and documentation.	High
	SO-144	Project Phoenix	Post-project Review	2028-01-30	Not Started	Jane Smith	0%	Planning for future improvements.	Low
Strategic and Operational	SO-145	Project Phoenix	Initiation Phase	2028-02-01	Completed	John Doe	100%	Successful launch of the initiative.	High
	SO-146	Project Phoenix	Planning Phase	2028-02-15	In Progress	Jane Smith	75%	Minor delays in resource allocation.	Medium
	SO-147	Project Phoenix	Execution Phase	2028-02-30	On Hold	John Doe	20%	Waiting for budget approval.	Low
Strategic and Operational	SO-148	Project Phoenix	Monitoring Phase	2028-03-01	Completed				

Action Plan 2020/2021

“New”, “Pending”, and “In progress” tasks (November 2019):

Category C&C	C&C Principle#	Other Involved Principles	C&C Principle Name	Gap Analysis Year	Action	Responsible	Implementation due date	Indicator/Target/Control/Evidence	Status
Ethical and Professional Aspects	11	15,16,28,30	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	HRS4R W.G.	2021	- updated info at wiki	Pending
Recruitment and Selection	15	14, 16, 21	Transparency	2015	OTM-R:Information about selection processes to be communicated publicly	HRS4R W.G.	May'19	OTM-R in place	In Progress
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.	June'19 and yearly workshops	OTM-R in place	In Progress
Working Conditions and Social Security	25	12, 15, 24, 28	Estability	2019	Add at "Leaving the BCBL" Section, job opportunities in Spain, and needed paperwork to stay here, request the unemployment support, etc.	A. Fernandez	Jun'2020	Updated info at wiki and at "Being a researcher doc"	Pending
Working Conditions and Social Security	28	15, 24	Career Development	2019	Training about IT resources and facilities, every year	M. Arocena	every year	- updated info at wiki	In Progress
Working Conditions and Social Security	28	15, 24	Career Development	2019	Recognition of the dissemination activities: @WEEKLY NEWS, @ KITCHEN DASHBOARD	HRS4R W.G.	every year	- updated info at wiki	Pending
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. 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	Pending
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.)	HRS4R W.G.	every year	-lab meetings agenda	In Progress
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	HRS4R W.G.	every year	-lab meetings agenda	Pending
Working Conditions and Social Security	35	37	Decision Making	2019	Encourage people to take part in Job talks	HRS4R W.G.	every year	updated info at wiki	In Progress
Working Conditions and Social Security	35	37	Decision Making	2019	Reminder about representation forms at the BCBL: Ethics committee, scientific committee, Ombudsman, HRS4R WG, etc.	HRS4R W.G.	every year	updated info at wiki	In Progress
Training and Development	37	15	Supervision & Managerial	2017	-Creation of the knowledge and skills data base -Volunteers needed: Update and maintenance Forum coordinator	HRS4R W.G.	Dec'19	Database created	In Progress
Training and Development	40	15, 24, 35, 37	Supervision	2017	Structured group meetings to ease interaction/discussion, identify training needs, solve problems	HRS4R W.G.	January ' 2018	Agenda wiki	In Progress

- ✓ Gender and Equality Plan
- ✓ HRS4R & HR Award
 - Brief intro, timeline & current situation
 - HRS4R Survey results
 - Gap analysis
 - Action Plan
- ❑ General meetings and social events calendar
- ❑ Questions and Answers

Summary



General Meetings and Social Events

🗨️ Next general meetings and social events:

Annual Retreat
February 14th, 2020

- ✓ Gender and Equality Plan
- ✓ HRS4R & HR Award
 - Brief intro, timeline & current situation
 - HRS4R Survey results
 - Gap analysis
 - Action Plan
- ✓ General meetings and social events calendar
- ☐ Questions and Answers

Summary





Questions, suggestions and discussion...

Possible next steps

💬 Career development and advise:

- 💬 Predocs: Mid-term report; Add future plans (planned research stays, experiments, publications...), ask for feedback/suggestions on CV and plans after PhD;
- 💬 Postdocs: Career planning meeting 6 months before leaving (after ~last Lab Meeting presentation);
- 💬 Staff and PIs: implement feedback survey on mentoring and supervision;
- 💬 'Career Clinic': coaching on CV and job hunting (either for Academia or Industry);
- 💬 'Writing Clinic': workshops on writing for grant applications, projects, letters of interest/recommendation...

💬 Internal communication:

- 💬 Brown-bag lunches between researchers, lab, IT, and admin staff;
- 💬 Include ongoing science outreach and teaching activities schedule in 'Weekly News';

Thank you!
Eskerrik asko!



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