



BASQUE CENTER
ON COGNITION, BRAIN
AND LANGUAGE

Internal Review

(HRS4R Enriched Internal Review report 2022)

Case number: 2019ES374803

Name Organisation under review:

BCBL - BCBL BASQUE CENTER ON COGNITION BRAIN AND LANGUAGE

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Donostia, San Sebastian. June 2022



HR EXCELLENCE IN RESEARCH

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	87
Of whom are international (i.e. foreign nationality) *	52
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	87
Of whom are women *	48
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	17
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	18
Of whom are stage R1 = in most organisations corresponding with doctoral level *	52
Total number of students (if relevant) *	12
Total number of staff (including management, administrative, teaching and research staff) *	40

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	5392000
Annual organisational direct government funding (designated for research)	1500000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2938000
Annual funding from private, non-government sources, designated for research	954000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The [BCBL](#) is a world-class interdisciplinary research centre for the study of cognition, brain and language founded in 2008. Our mission is to provide a platform for researchers and professionals to carry out frontline research, development, innovation, training, education, and knowledge and technology transfer in Cognitive Neuroscience, complemented by science dissemination and outreach.

It is part of the **BERC** network ([Basque Excellent Research Centres](#)) and it has been granted the [Severo Ochoa Excellence Award](#) (2016-2019/2022-2025). Our **Scientific Director**, Manuel Carreiras, is the recipient of the [Euskadi Research Award 2015](#) and the [Spanish National Research Award in Social Sciences 2019](#)

2. Strengths and weaknesses of the current practice

OUR METHODOLOGY:

To build a dynamic HRS4R and related action plan, we have performed **four consultation processes since 2015** (one every two years; the most recent one in December 2021) in order to identify gaps and learn more about our weaknesses. The methodology we follow for the gap analysis is a survey which consists of a description of the 40 Principles of the Charter. All BCBL researchers are invited to rate the importance of each of the Principles of the Charter for them and how far the BCBL is from achieving each principle, on a scale of 1-10. The size of the gap is determined by the discrepancy between their importance rating and our performance rating.

To produce a realistic, dynamic and feasible action plan based on these surveys, we focus our attention on the five principles that are highly important to researchers and show the biggest gaps. In this way, we establish our researchers' **Top 5 priorities** and ensure our efforts and resources are devoted mainly to them.

According to our latest survey, our performance is high across all the 40 principles, therefore no major problems for us to address however as we still strive to continuously improve, we establish priority actions to implement during the next two-year period based on the principles with the largest gap in each survey.

Those **Principles** were numbers **11, 22, 25, 26, 34 and 35**. Actions were designed to address them, as explained below. In addition, we recently (April 2022) conducted a brain storming session with our research community based on the SWOT methodology. The list of Strengths and Weaknesses in the next section is a direct result of the survey and brain storming session outcomes.

HRS4R Survey results

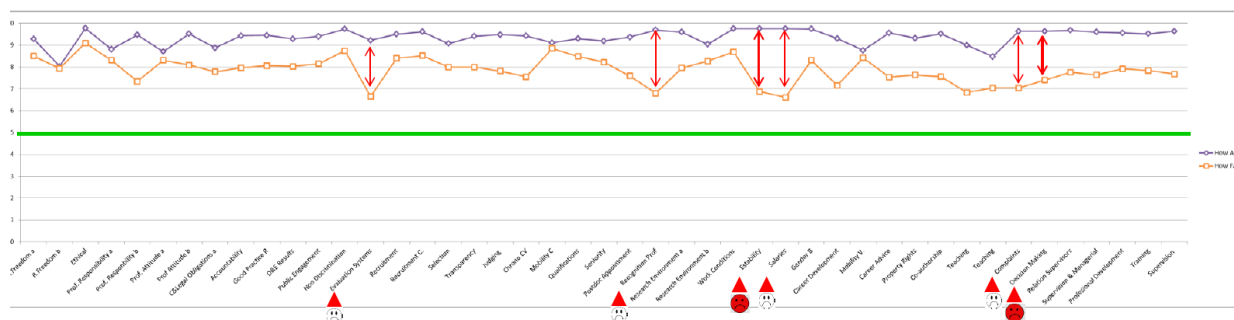


HR EXCELLENCE IN RESEARCH

2021

Gap analysis > Agreed strategy to act: Top 5 Gaps (Top 5+1 this time, because the 6th principle appears in the last 3 surveys)

It could have been: top ranked principles, most important principles, lowest scored principles, etc.



HRS4R Survey results

2021

Gap analysis > Evolution 2017 – 2019 - 2021



2017				2019				2021			
	Agreement	How Far	Gap		Agreement	How Far	Gap		Agreement	How Far	Gap
1-Research Freedom	8.61	7.83	0.78	1-Research Freedom	8.54	7.74	0.79	1-Research Freedom	8.66	8.22	0.44
2-Ethical	9.62	8.68	0.94	2-Ethical	9.79	9.13	0.67	2-Ethical	9.77	9.09	0.68
3-Prof. Responsibility	9.36	8.08	1.28	3-Prof. Responsibility	9.32	8.05	1.27	3-Prof. Responsibility	9.14	7.83	1.31
4-Prof. Attitude	9.06	8.16	0.90	4-Prof. Attitude	9.22	8.15	1.06	4-Prof. Attitude	9.11	8.20	0.91
5-C&Legal Obligations	8.88	7.93	0.94	5-C&Legal Obligations	9.32	8.05	1.26	5-C&Legal Obligations	8.87	7.78	1.09
6-Accountability	9.40	8.77	0.64	6-Accountability	9.55	8.14	1.42	6-Accountability	9.43	7.97	1.46
7-Good Practice	9.62	9.15	0.47	7-Good Practice	9.59	8.84	0.75	7-Good Practice	9.45	8.06	1.39
8-D&E Results	9.28	8.79	0.49	8-D&E Results	9.29	8.42	0.87	8-D&E Results	9.29	8.03	1.26
9-Public Engagement	9.60	9.04	0.56	9-Public Engagement	9.54	8.81	0.73	9-Public Engagement	9.40	8.15	1.25
10-Non Discrimination	9.84	9.08	0.76	10-Non Discrimination	9.97	9.59	0.38	10-Non Discrimination	9.74	8.77	0.97
11-Evaluation Systems	9.42	8.20	1.22	11-Evaluation Systems	9.03	8.03	1.00	11-Evaluation Systems	9.23	6.66	2.57
12-Recruitment	9.43	8.27	1.17	12-Recruitment	9.49	8.61	0.88	12-Recruitment	9.29	8.24	1.05
13-Recruitment C.	9.43	8.46	0.97	13-Recruitment C.	9.61	8.19	1.42	13-Recruitment C.	9.62	8.52	1.10
14-Selection	9.22	8.38	0.83	14-Selection	8.97	8.44	0.54	14-Selection	9.07	8.00	1.07
15-Transparency	9.52	7.44	2.09	15-Transparency	9.54	7.75	1.79	15-Transparency	9.41	8.00	1.41
16-Judging	9.55	8.54	1.00	16-Judging	9.70	8.28	1.43	16-Judging	9.48	7.81	1.67
17-Chrono CV	9.52	8.54	0.98	17-Chrono CV	9.41	8.63	0.78	17-Chrono CV	9.42	7.56	1.87
18-Mobility C	9.43	9.20	0.22	18-Mobility C	9.53	8.94	0.59	18-Mobility C	9.11	8.85	0.26
19-Qualifications	9.24	8.43	0.82	19-Qualifications	9.26	8.85	0.41	19-Qualifications	9.30	8.48	0.81
20-Seniority	9.47	8.71	0.75	20-Seniority	9.25	8.67	0.58	20-Seniority	9.19	8.22	0.97
21-Postdoc Appointment	9.52	8.53	1.00	21-Postdoc Appointment	9.50	8.33	1.17	21-Postdoc Appointment	9.47	7.59	1.78
22-Recognition Prof	9.71	8.61	1.11	22-Recognition Prof	9.62	8.05	1.57	22-Recognition Prof	9.69	6.81	2.88
23-Research Environment	9.50	8.39	1.11	23-Research Environment	9.71	8.24	1.46	23-Research Environment	9.32	8.12	1.21
24-Work Conditions	9.72	8.65	1.07	24-Work Conditions	9.86	9.11	0.75	24-Work Conditions	9.76	8.69	1.07
25-Stability	9.61	7.11	2.50	25-Stability	9.89	6.69	3.20	25-Stability	9.76	6.88	2.88
26-Salaries	9.57	7.96	1.61	26-Salaries	9.73	7.64	2.09	26-Salaries	9.76	6.62	3.14
27-Gender B	9.57	8.30	1.27	27-Gender B	9.54	8.50	1.04	27-Gender B	9.74	8.31	1.43
28-Career Development	9.34	7.28	2.06	28-Career Development	9.30	6.51	2.78	28-Career Development	9.30	7.15	2.15
29-Mobility V.	9.31	8.56	0.75	29-Mobility V.	9.20	7.81	1.39	29-Mobility V.	8.76	8.42	0.34
30-Career Advice	9.63	7.48	2.15	30-Career Advice	9.63	7.12	2.51	30-Career Advice	9.56	7.54	2.02
31-Property Rights	9.50	8.17	1.33	31-Property Rights	9.40	8.43	0.97	31-Property Rights	9.32	7.64	1.68
32-Co-authorship	9.57	8.11	1.45	32-Co-authorship	9.79	8.24	1.55	32-Co-authorship	9.52	7.56	1.96
33-Teaching	9.55	7.41	2.14	33-Teaching	9.55	7.11	2.45	33-Teaching	9.74	6.44	3.30
34-Complaints	9.61	8.13	1.49	34-Complaints	9.81	8.52	1.30	34-Complaints	9.64	7.04	2.60
35-Decision Making	9.59	7.20	2.39	35-Decision Making	9.73	7.29	2.44	35-Decision Making	9.64	7.40	2.24
36-Relation Supervisors	9.60	7.78	1.82	36-Relation Supervisors	9.58	7.86	1.72	36-Relation Supervisors	9.68	7.76	1.92
37-Supervision & Managerial	9.63	7.98	1.65	37-Supervision & Managerial	9.69	8.06	1.64	37-Supervision & Managerial	9.60	7.64	1.96
38-Professional Development	9.67	8.39	1.29	38-Professional Development	9.47	8.19	1.28	38-Professional Development	9.56	7.92	1.64
39-Training	9.60	8.11	1.48	39-Training	9.65	7.97	1.68	39-Training	9.52	7.84	1.68
40-Supervision	9.68	8.17	1.51	40-Supervision	9.75	7.83	1.92	40-Supervision	9.64	7.44	2.20
AVERAGE	9.47	8.25	1.22	AVERAGE	9.51	8.17	1.34	AVERAGE	9.40	7.85	1.55

Very good score yet !
But slowly decreasing

Action Plan 2021/2022

From HRS4R Survey, special focus needs to be placed in the TOP 5+1 GAPS: (cont.) :

- Funding and Salaries:** 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 early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.
- Complaints:** 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 promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.
- Participation in decision making bodies:** Employers and/or funders of researchers should recognize 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.

PRINCIPLE
26

PRINCIPLE
34

PRINCIPLE
35

2.1. Ethical and professional aspects

Strengths and Weaknesses (Interim Assessment)

Taking into consideration the results obtained on the survey and gap analysis conducted in 2015 and in 2017, the Ethical and Professional aspects seem to be one of the center's strengths. Since the creation of the BCBL, the "HR team" has devoted time and effort to create, develop and update the internal HR procedures and policies, which seems to be very well valued by the research community and employees in general.

However, the survey highlighted that special attention should be paid to Principle 11 Evaluation System. The BCBL process to monitor researchers' work seemed to be not well-evaluated, and this was closely related to other principles, such as Principle 28 Career Development and Principle 30 Career Advice.

In order to further explore this issue, we organised a brainstorming session with researchers (R1-R4) and, in conclusion, we realised that the discomfort about the evaluation system was mainly due to the following reasons:

- The evaluation template was antiquated and obsolete.
- The periodicity of the process was low.
- The feedback was too general; it lacked a detailed evaluation criteria.
- The only person in charge of evaluating the researchers' performance was the Scientific Director and this fact generated a bottleneck situation.

Aiming at improving the situation, the "HR team" (BCBL's general Human Resources management team), together with the "HRS4R Working Group" ("HR team"+R1-R4 representatives), decided to implement the following two actions:

- To redefine and make public the new evaluation template on the internal wiki.
- To set a fixed agenda to perform the evaluation meetings and feedback on a yearly basis.

Having an independent—and preferably international—evaluation committee mentioned on the principle is not available, but it does not seem to be required by researchers. We believe that we still have other major important goals regarding this topic to be achieved before reaching that step.

Strengths and Weaknesses (Award Renewal, max 500 words) *

To build a dynamic HRS4R and related action plan, we have performed **four consultation processes since 2015** in order to identify gaps and learn more about our weaknesses.

STRENGTHS:

The results obtained in December 2021, from the 4th Gap Analysis conducted during the 2015-2021 period, showed that the average gap for principles 1-10 is 0.99. This demonstrates that the **BCBL community feels satisfied with the ETHICAL AND PROFESSIONAL ASPECTS**. This outcome indicates that researchers' have responded positively to our implementation of the following actions and strategies derived from the HRS4R:

- Our internal organisation has been improved and is now more effective. We have established bodies and procedures to actively supervise ethical and professional aspects from different perspectives:
 - Group Leaders participate in research management meetings
 - Open lab philosophy facilitates research to all staff regardless of their granted funds
 - Specific committees for the monitoring and oversight of ethical and professional aspects
- BCBL has standardized internal ticket procedures to assure the quality, ethical standards and proper financial control of research. There are specified procedures for:
 - Experiment requests
 - Researchers' recruitment
 - Allocation of funds
 - Purchase requests
 - Cross-group research collaborations
- We have also put in place the following resources for conducting research activities and training using our lab facilities:
 - Procedures and activities for the performance and communication of research projects
 - Management platforms based on web technology
 - Working Processes and [Key Policies](#)
 - Procedures for internal evaluation, continuous improvement and quality assurance
- Researcher autonomy and administrative support for organizing outreach and results dissemination activities for public engagement such as *"The Brain awareness week"*, *"Pint of science"*, open talks and social networks.

WEAKNESSES:

The results from our last Gap Analysis show that Principle 11 **Evaluation Systems** continues to require our attention. The gap for this principle in 2021 was 2.57 (former results were 2017: 1.22; 2019: 1.00; 2021: 2.57). Therefore, we have initiated several specific actions to improve our performance in this area (please, see actions 49, 52, 60, 65 and 73 in the HRS4R Action Plan).

As a result of the 2015 and 2017 gap analyses we implemented an Evaluation system consisting of

processes for assessment used as a basis for developing each researcher's scientific career within the scope of the BCBL's goals. We implemented an annual review process both for supporting staff and researchers, providing a detailed description of the skills and capabilities required to develop their careers. Based on this review, a tailored training plan is created for each member.

Despite this action, in 2021 the BCBL community expressed that the evaluation system remained an item in need of further improvement. There are guidelines for the evaluation and assessment of predoc and postdoc researchers. However, the [R1](#) community remains concerned that there is a lack of independent evaluation for senior researchers and there is no external process for an open and honest evaluation of supervisors regarding their mentoring skills.

Remarks (max 500 words)

Since the creation of the BCBL-, the HRS4R Working Group has devoted considerable time and effort to design, develop and update the internal HR procedures and policies, which overall seems to be very well valued by the research community and support and administrative employees.

We have established the following committees to control the quality of our internal organisation and ethical and professional aspects:

- The **International Scientific Advisory Board (ISAB)** is an external strategic body consisting of renowned international researchers whose main role is to advise on the centre's orientation and overall strategy, providing an independent vision of our activities from an international perspective.
- The **Scientific Director** provides scientific and management leadership in the BCBL by defining and coordinating the implementation of the overall strategy of the centre.
- The **Group Leaders Committee**, which includes the Scientific Director, the General Manager and the Group Leaders, meets once a month to coordinate activities, recruitment and lab organisation as well as deciding funding to establish priorities, follow the progress of research projects and support management and outreach structures at the centre.
- The **Scientific Committee**, which is composed of three Group Leaders, evaluates all the projects to be carried out at the BCBL.
- The **Ethics Committee**, which is composed of three Group Leaders, evaluates the compliance of all projects with the centre's ethical rules.
- The **PhD Graduate Directors**, two Group Leaders, coordinate the PhD programs.
- The **Headmasters**, two Group Leaders, coordinate our MSc program.
- The **Researchers** are grouped into research groups that dynamically change as research programs develop, new human resources are recruited, or new grants are obtained.
- The **PhD representatives' team**
- The **HRS4R Working Group and Steering Committee**
- The **Gender and Equality Working Group**
- The **Ombudsman Team** performs several functions, including providing conflict resolution, offering advice and support to BCBL staff, monitoring work practice issues and making recommendations for improvement.
- The **Management Team**, led by the General Manager, supports all research activities across the organization.

2.2. Recruitment and selection

Strengths and Weaknesses (Interim Assessment)

The BCBL Strategic Plan 2018-2021 comprises a personnel policy based on two strategies:

1. To build research, administration and technical support teams which are highly qualified, motivated, resourceful, team workers and open to the world.
2. To define a training structure adequate to the needs of the BCBL.

To these ends, the following Operational Aims have been defined:

- To incorporate excellent research personnel at national and international levels following OTM-R standards (see more below).
- To perform a comprehensive survey every two years within the HRS4R strategy, looking for the fulfilment degree and identification of the consequent gaps over the 40 principles of the C&C to be completed by the research staff.
- To set up mechanisms for recruiting and maintaining researchers from early levels of training.
- To facilitate the incorporation of new professional bodies with a multidisciplinary focus to guarantee the transversal direction of scientific activities.
- To build a flexible and efficient system of student and researcher exchange.
- To offer continuous training and professional development advice at the BCBL.
- To promote programs of temporary collaboration with researchers of excellence in those research areas that are high-priority for the BCBL—but show deficiencies at present.
- To define and develop an ongoing training plan for research and other areas of interest.

The **Gap Analysis** conducted in 2015 and 2017 helped us to identify improvement areas in two of the categories related to Recruitment and Selection:

Principle 15 Transparency: In order to improve on the way candidates are informed all along the recruitment process, the “HRS4R Working Group” completed the internal BCBL recruitment process adding guidelines on how feedback to candidates should be performed. The new guidelines include information about Career Development Plans for the appointed positions following the OTM-R policy directions. Furthermore, as per researchers’ request, all researchers are informed about each recruitment process from beginning to end. These guidelines are shared with every researcher joining the BCBL during the last phase of the recruitment process. This guarantees that, prior to signing the work contract, researchers are informed about all the terms and conditions related to the duration of the contract and the possible scenarios for contract extensions. This information is available on our internal wiki.

Principle 21 Postdoctoral appointments: With a focus on building clear rules and explicit guidelines for the recruitment, appointment, development and motivation of postdoctoral researchers, the following actions were put in place by the HRS4R Working Group: (1) Internal Postdoctoral call fiches were generated so as to guarantee that all postdoctoral calls for the BCBL included all the relevant information following OTM-R standards; (2) We defined the criteria researchers should meet in order to get a permanent position at the center; (3) A Professional Development Plan/Career Path document aimed to provide researchers with additional professional development opportunities/information was designed, presented in one of our annual workshops and published on the internal wiki.

Strengths and Weaknesses (Award Renewal, max 500 words)

The results from the four Gap Analyses conducted during the 2015-2021 period showed that the average gap for principles 12-21 in the 2017-2021 period was 1,05. This demonstrates that the BCBL research community appreciates the methodology enacted by the Institution to implement the **Recruitment and Selection** aspects.

The Gap Analysis conducted in 2021 revealed that the **actions have had a positive impact**, with the gap for principle 15 in particular decreasing significantly as follows: 2017: 2,09; 2019: 1,79; 2021: 1,41. However, our current action plan contains one action in progress to further reduce this gap. This action consists of improving our internal communication and disseminating the main topics discussed and agreed at the monthly Group Leaders meetings to all members of the organisation.

The positive feedback received in the process show that the implementation of the [OTM-R policy](#) **has improved our internal processes** and this is appreciated by our research community. In particular, researchers were satisfied with the **transparency** of the **evaluation system** for internal recruitment of predocs and postdocs (several referees, online application system with grades and comments for all applicants from at least 4-5 researchers, etc.).

Mobility was the item with the lowest gap, showing it is perceived as one of the centre's main strengths. The BCBL implements several scientific activities and mobility programmes to strengthen the links between its researchers and external researchers and research centres, thus fostering long-term and high-impact internationalisation:

- Affiliated Researcher positions
- [World-leading external speakers series](#)
- Short stay programme: during the 2018-2021 period, we hosted 24 visiting researchers for short stays and 39 visiting researchers for stays longer than one month
- Internship/short stay programme: we have hosted and trained 24 students from various national universities and higher education institutions. The BCBL hosts and sends PhD students from/to other institutions around the world for short stays from one month to up to one year to carry out collaborative research with researchers at the BCBL
- Programmes managed by the BCBL that allow us to receive students and researchers funded by foreign research agencies and for our researchers to give presentations at international conferences and workshops.
- Dissemination programme: 1000 EUR is allocated per year to each research member of the BCBL to present their work at international conferences and workshops.

WEAKNESSES:

The Gap Analysis conducted in 2021 revealed that the actions designed to address Principle 21 were not entirely effective: Gap 2017: 1.00; 2019: 1.17; 2021: 1.78.

Principle 21 **Postdoctoral appointments**: our conversations with researchers revealed that our postdoctoral community would like to receive stronger **career development support**, including opportunities beyond academia and a clearer career development plan within the BCBL. In addition, the **internal communication process** needs improving in order to ensure the whole BCBL community is aware of all the upcoming vacancies to be published.

Our updated Action Plan includes several actions aimed to improve this situation and reduce the gap. Please see actions 77 and 82 in the Action Plan.

Remarks (max 500 words)

All scientific institutions require a **human resources management strategy** that ensures good work conditions, regular assessment of researchers' activities and outputs, and promotes an environment that enables quality research and helps attract and retain talent. In line with the HR Excellence in Research initiative, the [BCBL 2021-2025 Strategic Plan](#) is committed to creating a stimulating and favourable working environment for researchers by:

- Maintaining attraction/retention capacity
- Actively supporting positive changes in our work culture
- Benefiting from international visibility
- Taking part in a pan-European network of researchers and research organisations that sets the standards for HR activities.

In addition, thanks to the HRS4R European Commission's guidance, we have developed an OTM-R ([Open, Transparent and Merit Based Recruitment](#)) process for recruitment.

As of 2022, the BCBL integrates 87 [Researchers](#) (Professors, Post-doctoral fellows and PhD Students) from more than 22 different countries with an average age below 35 years, 50% of whom are female. Our researchers are supported by a [Lab Staff](#) team (14 members), [IT Staff](#) Team (3 members), [Tech Transfer](#) team (5 members) and [Management Department](#) (8 members). The Centre has achieved a large and intense initial set of milestones in a very short time, and is currently recognized by the international community as a hub for fantastic young researchers interested in becoming productive, high-quality scientists, and as a centre that generates outstanding and original first class research in the fields of language and cognition, cutting across **very distant disciplines** such as **Psychology, Engineering, Medicine, Physics, Informatics, Linguistics and Computer Science**. The BCBL's [post-doctoral program](#) has been particularly active and successful.

Since its creation, the BCBL has launched annual calls for PhD students, postdoctoral researchers and staff scientists, with significant success, attracting talent from abroad due to our well-developed talent attraction plan, which includes multiple training and professional development activities, inter-sectorial and interdisciplinary opportunities, as well as the quality of the research and support teams and the [laboratories equipped with cutting-edge technological platforms](#) for research in Cognitive Neuroscience. Our commitment has always been to **recruit the most outstanding personnel in order to become a world-class centre** in the field.

2.3. Working conditions

Strengths and Weaknesses (Interim Assessment)

Brainstorming with researchers after every gap analysis helped us to better understand their vision and design actions to improve the situation. It should be mentioned that not all the identified gaps can be solved by the institution as they depend on legal issues that are not fully in our hands.

Principle 25 Stability and permanence of employment: It is a true fact that the vast majority of BCBL researchers would like to continue working in the center at all levels, which is positive for the center's employer branding reputation. However, at the same time, researchers are aware of the importance of mobility in their researcher careers. Additionally, researchers depend on competitive funding and both national and international grants are limited in time and do not provide tenure-track positions.

With a view to try and improve the situation, we have implemented two actions:

- (a) Definition of the criteria for stability in employment conditions.
- (b) Definition of clear guidelines about working terms and stability options.

Principle 26 Funding and salaries: Researchers' salary scales at the center are subject to the ones set by the external hiring funding agencies and to national/international salary scales. However, we have tried to improve the situation through the implementation of the following actions:

- Benchmarking on salaries in the research field performed by the General Manager.
- A plan to complement the salaries provided by the funding agencies.
- Definition of seniority allowances based on performance and experience.

Principle 28 Career Development and Career Advice: As mentioned previously, these two principles are directly connected to Principle 11 Evaluation System. Apart from the actions taken in that case, there have been two additional changes:

- The Ombudsman role has been reinforced by becoming a team instead of being represented by a single person. The Ombudsman team is now composed by a Senior Professor, a researcher and a manager. This team was elected through a public poll session.
- The implementation of the VITAE methodology in 2019 will coach researchers on career advice. A Career Path document was designed and is available on the BCBL wiki.

Principle 35 Decision Making: The decision of having more Group Leaders at the center enables researchers to have more representatives. Furthermore, every time there is a topic of debate, the center encourages researchers to create discussion groups to facilitate decision-making.

Strengths and Weaknesses (Award Renewal, max 500 words) *

STRENGTHS:

The results obtained in the four Gap Analyses conducted in the 2015-2021 period showed an average gap of 1.79 for principles 22-35. Analysis of the data revealed that our Action Plan has played an important role in improving the gap for principles 28 (**Career development**), 30 (**Access to career advice**) and 33 (**Teaching**), which were traditionally some of the worst rated principles.

Some of the most relevant identified strengths are:

- Excellent research environment: Infrastructure and bilingual population to develop our research lines.
- Group leaders' autonomy and annual budget.
- Open Lab system (Experiments can be run regardless personal grants or funds).
- The appointment of lead research assistants for each experimental technique has led to smoother and more efficient organisation of the labs and communication between labs and researchers.
- Dedicated Admin/IT/Labs management teams facilitate researchers' work.
- Low teaching duties and a research driven career plan. Not having teaching duties is a strength for R2-R4 researchers but can be a weakness for pre-docs who want training in teaching skills: We implemented teaching opportunities for pre-docs by arranging options for them to provide internal courses for RAs and mentor interns.
- Highly effective support for grant applications by the admin team.
- Support for working from home.
- Decision making: Equally distributed among all Group Leaders thanks to monthly discussion meetings for discussion/decisions.
- The creation of representatives for the different research categories has improved internal communication.

Weaknesses

However, we have identified and designed new actions (see actions 67, 71, 72, 80, 81 and 83 in the Action Plan) to address the gap for principles 22 (**Recognition of the profession**), 25 (**Stability and permanence of employment**), 26 (**Funding and salaries**) and 35 (**Participation in decision-making bodies**). Some of the comments that helped to better understand the researchers' point of view are:

Recognition of the profession:

- There is a need to set a policy for co-authorship.
- Teaching is not (financially) supported, although it involves a considerable amount of work, even when few hours of teaching are delivered.
- Mentoring opportunities for pre-docs need to be further developed.
- Unclear opportunities for R3 - Established Researchers for long-term career development:

Salaries:

- Salaries are not indexed based to the cost of living. The city where the BCBL is located, [San Sebastian](#), is much more expensive than other parts of Spain.

- Our premises are experiencing a lack of space because of the institution's growth.
- The [new labour law in Spain](#) reduces the opportunities for contract extensions.
- Low salaries and fellowships in Spain greatly affect recruitment possibilities and talent attraction.

Remarks (max 500 words)

The BCBL is a research centre where people of **more than 22 nationalities** work together. The integration of our new colleagues is key for us. Therefore, we believe that the process of welcoming researchers to the centre is crucial. This is why a [welcome plan](#) is carried out for every single researcher coming to the BCBL for the first time.

Since most of the members of the BCBL's research staff are international, in order to retain this talent, it is important that they feel at home here. With the objective of facilitating integration into the city, we offer free courses in Spanish and Basque (second official language of the Region) at the centre, which all researchers can attend on a voluntary basis.

Our **personnel policy** is based on the following strategies:

- To build research teams that are highly-qualified, motivated, resourceful, willing to work in teams and open to the world.
- To incorporate excellent research personnel at national and international levels.
- To set up mechanisms for recruiting and maintaining researchers from early levels of training.
- To facilitate the incorporation of new professional bodies with a multidisciplinary focus to guarantee the transversality of scientific activities.
- To build a flexible and efficient system of student and researcher exchange.
- To stimulate programs of collaboration with researchers of excellence from other centres.
- To define and develop an ongoing career development and training plan for each researcher.

All BCBL employees are hired under a working contract with full social security coverage. Additionally, BCBL is adhered to IMQ which is our mutual insurance company.

2.4. Training and development *

Strengths and Weaknesses (Interim Assessment)

The **Gap Analysis** conducted in 2015/2017 helped us to identify improvement areas in three of the categories related to Training and Development:

Principle 36 Relation with supervisors and Principle 37 Supervision and Managerial: The internal analysis we performed showed that there was considerable scope for further improvement within this area. Actions were designed to solve the identified gaps. Additionally, during the 2016 Improvement process, the HRS4R Working Group, together with the PhD Program Graduate Director and the Ombudsman Team, examined the supervision issue at the BCBL and came up with some extra recommendations that were included in the “BEING A (PRE-DOCTORAL) RESEARCHER AT THE BCBL”. This document outlines in more detail the working conditions, rights and duties of PhD students, the implementation and monitoring of their supervision, as well as the needed training and its evaluation. It is meant as an in-house-document, giving an overview of what the PhD student may expect from the center and vice versa. Some examples of these extra recommendations are related to special cases such as the departure of supervisors and conflict resolution.

Additionally, the Graduate Director is currently supervising the Supervisors’ training and coaching and the Scientific Director is performing an annual, agreed and recorded Supervisors’ evaluation based on a software tool we developed at the end of 2018. This web-based tool guarantees perfect timing, recording and monitoring of these evaluations.

Principle 39 Access to research training and continuous development: Our research community demanded a more specific, structured and personal training programme. An internal brainstorming was carried out along with the researchers’ community, which had an interesting initiative as an outcome: the creation of a Knowledge and Skills database in our internal wiki, which includes a list of experts, skills and training needs. The database is coordinated by volunteers and internal training is organised accordingly. We still believe that a more ambitious scenario could be achieved. However, budgetary constraints are a handicap.

Principle 40 Supervision: The gap analysis showed the importance of identifying a person at the BCBL to whom early-stage researchers could refer to regarding the performance of their professional duties. This gap was solved with the implementation of better-structured group meetings to ease interaction/discussion, identify training needs, and solve problems. Apart from that, we have promoted the service through which the Ombudsman Team helps early-stage predocs to reach both their professional and personal goals.

Strengths and Weaknesses (Award Renewal, max 500 words) *

The results obtained in the four Gap Analyses conducted in the 2015-2021 period revealed an average gap of 1.68 for principles 36-40.

STRENGTHS:

Current BCBL staff and the newly recruited R2-R3 researchers and PhD students benefit from two **formal mentoring programs**. The first consists in continuous mentorship regarding research activities and career progression. The Research Group structure at the BCBL makes this program more effective, since each researcher receives **vertical mentorship** from their Group Leader and **transversal mentorship** from Group members. Moreover, collective activities such as the Project Presentation Meeting are important mentoring actions specifically aimed at predoctoral and postdoctoral researchers. All BCBL researchers, including group leaders, attend the Project Presentation Meetings and give feedback on the scientific projects of each researcher. By combining traditional and group mentoring, we ensure wider representation between mentors and mentees.

The second program consists in **training and career development opportunities** that offer researchers opportunities to secure external funding from national and international sources. Each Early and Mid-Career Researcher at the BCBL (postdoctoral fellows and staff members on the tenure track) are assigned two senior members to review and provide feedback on all grant applications. PhD students have two supervisors who guide them to acquire the appropriate theoretical, methodological and transversal skills. Finally and more informally, the BCBL also provides a vibrant and communal environment in which all researchers are actively involved in the day-to-day scientific activities of the center. This provides junior members with ample opportunities to seek advice and support at all stages of laboratory work and scientific levels.

Other identified strengths are:

- The size of the centre facilitates direct contact and cross-disciplinary interaction at any time.
- Training in a wide variety of research techniques and tools.
- Close relationship with the University of the Basque Country and access to its official training programme.
- Continuous communication of job offers, funding opportunities and grants.
- Active and dynamic HRS4R Working Group
- Performance of BCBL activities is counted as PhD credits

WEAKNESSES

- Different supervision styles
- Need to promote the co-teaching and co-training initiative and the official academic courses on offer.

Please check action number 64 in the Action Plan.

Remarks (max 500 words)

Additional comments about TRAINING AND DEVELOPMENT:

The **Gap Analysis** conducted in 2015/2017 helped us to identify improvement areas in three of the categories related to Training and Development:

Principle 36 Relation with supervisors and Principle 37 Supervision and Managerial: The internal analysis we performed showed that there was considerable scope for further improvement within this area. Actions were designed to solve the identified gaps. Additionally, during the 2016 Improvement process, the HRS4R Working Group, together with the PhD Program Graduate Director and the Ombudsman Team, examined the supervision issue at the BCBL and came up with some extra recommendations that were included in the “BEING A RESEARCHER AT THE BCBL” document. This internal document outlines in more detail the working conditions, rights and duties of researchers R1-R4, the implementation and monitoring of their supervision, as well as the needed training and its evaluation. It is meant as an in-house-document, giving an overview of what the researcher may expect from the center and vice versa. Some examples of these extra recommendations are related to special cases such as the departure of supervisors and conflict resolution.

Additionally, the Graduate Director is currently supervising the Supervisors’ training and coaching and the Scientific Director is performing an annual, agreed and recorded Supervisors’ evaluation based on a software tool we developed at the end of 2018. This web-based tool guarantees perfect timing, recording and monitoring of these evaluations.

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Principle 40 Supervision: The gap analysis showed the importance of identifying a person at the BCBL to whom early-stage researchers could refer to regarding the performance of their professional duties. This gap was solved with the implementation of better-structured group meetings to ease interaction/discussion, identify training needs, and solve problems. Apart from that, we have promoted the service through which the Ombudsman Team helps early-stage predocs to reach both their professional and personal goals.

Have any of the priorities for the short- and medium term changed? (max 500 words)

Due to the **Covid-19 pandemic related restrictions** in particular the legal lockdown, our short-term priorities became focused on the retention and wellbeing of our staff and minimising any negative repercussions for their career paths. To enable employees to work from home a strong investment in technical equipment was required. We purchased laptops, cameras, headsets and communication software to enable all our researchers and technical and administrative personnel to participate in remote video meetings. Our technicians completed extensive training during lockdown as part of their work responsibilities. Due to these generous implementations **no-one lost any paid work time**. In addition, contracts were extended for early career researchers who could not conduct their experiments, to assist with the curation of our long term environmental field data and to add them to our data bases.

While school and care facilities were in lockdown employees with care obligations were granted additional paid leave. Early career scientists with fixed term contracts ending in 2020 received an extension of up to 6 months to compensate for project work time lost due to care obligations.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Since the beginning of the **pandemic** in March 2020, like many other centres, the BCBL has had to adapt to a new way of working. Initially, during lockdown, the centre had to close its laboratory facilities because we were not legally allowed to continue working with volunteer participants (being a neuroscience research centre, our studies are focused on participants who come to our centre to perform neuropsycholinguistic tasks in neuroimaging machines that record cerebral activity). This meant that researchers could not come to the centre to collect data in person during a period of 7 months, so the centre had to adapt to the new situation. We had to **reorganise our business strategies, aligning them with a new HR model adapted to the researchers**, in which, above all, the aim was to **maintain the centre's scientific output level** and the **wellbeing of researchers**.

One of the researchers' requests before the pandemic was to have more time and flexibility to **work from home**, particularly when their work was focused on data analysis or writing. Therefore, researchers were offered the option to work from home, and were advised to concentrate on tasks that did not require them to be in the laboratories, such as analysing data or scientific writing. The centre also supported researchers by providing more scientific editing resources to support them in these activities. Overall, **work management was redirected towards tasks that did not require employees to be at the centre in order to maintain productivity and retain staff**.

68% of the researchers at BCBL are foreigners and they were offered the opportunity to work from their home countries in order to be with their families. We understood that this would help them cope better during the pandemic situation and **improve their emotional wellbeing**.

Another challenge has been to **digitise more processes**, including enabling some studies to be launched online. This meant researchers could continue conducting simple studies with participants,

without needing them to come to BCBL in person. Currently, the centre offers the option of conducting studies in person and online, which enables us to reach participants from all over the world and also to prepare for any similar situation in the future.

The centre has **expanded its internal communication tools to be able to work in phygital environments** where groups work simultaneously online and in person. This means we are also able to provide **better tools for collaboration and work supervision**.

Overall, it has been two years of continuous adaptation in terms of HR, in which challenges and new actions have arisen, most of which have been addressed jointly by HR personnel, management, and research representatives, through the HRS4RWG. This process has enabled both groups to gain a better understanding of each other's vision and needs.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

There has been no significant strategic decision which might influence the action plan since the HRS4R strategy is one of the BCBL's key strategic policies. It has been discussed and agreed with all BCBL members since its initial implementation, keeping a proactive attitude towards the continuous improvement of researchers' working conditions, training, development and overall wellbeing.

3. Actions

Action 1

Definition and publication of the evaluation criteria

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

May 2016 and yearly

M. Arocena (General Manager)

- Update information at the wiki
- Add this information to the "Being a researcher at the BCBL" doc

Current Status

Remarks

COMPLETED

Action 2

Professional Development Plan to be implemented including periodical supervision/evaluation meetings and feedback about personal achievements

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

May 2016 and yearly

HR Team

Evaluation systems' Gap < 2.5

Current Status

Remarks

IN PROGRESS

Action 3

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

14. Selection (Code)

15. Transparency (Code)

16. Judging merit (Code)

21. Postdoctoral appointments (Code)

May 2016

HR Team

OTM-R in place

Current Status

Remarks

COMPLETED

Action 4

OTM-R: Once the selection process is over, BCBL will contact each of the candidates and offer feedback about the selection process's results

14. Selection (Code)

15. Transparency (Code)

16. Judging merit (Code)

21. Postdoctoral appointments (Code)

May 2016

L. Arietaleanizbeascoa

OTM-R in place

Current Status

Remarks

COMPLETED

Action 5

OTM-R: Career development plans to be more explicit during the selection process

14. Selection (Code)

15. Transparency (Code)

16. Judging merit (Code)

21. Postdoctoral appointments (Code)

28. Career development

May 2016

HR Team

"Being a reseracher at the BCBL" doc sent before the negotiation

Current Status

Remarks

COMPLETED

Action 6

Feedback to evaluators after ~~jobtalk~~

GAP Principle(s)

14. Selection (Code)

15. Transparency (Code)

16. Judging merit (Code)

21. Postdoctoral appointments (Code)

28. Career development

December 2018

M. Arocena (General Manager)

Group Leaders' meeting minutes

Current Status

COMPLETED

Remarks

Action 7

OTM-R: Information about selection processes to be communicated publicly

GAP Principle(s)

14. Selection (Code)

15. Transparency (Code)

16. Judging merit (Code)

21. Postdoctoral appointments (Code)

May 2016

HR Team

OTM-R in place

Current Status

COMPLETED

Remarks

Action 8

Update and improve the grant section in the wiki > Research Career path

GAP Principle(s)

15. Transparency (Code)

30. Access to career advice

December 2018

A. Fernandez

Updated info at wiki

Current Status

COMPLETED

Remarks

Action 9

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

GAP Principle(s)

15. Transparency (Code)

21. Postdoctoral appointments (Code)

June 2016 and yearly workshops

HR Team

OTM-R in place

Current Status

COMPLETED

Remarks

Action 10

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)

GAP Principle(s)

6. Contractual and legal obligations

15. Transparency (Code)

21. Postdoctoral appointments (Code)

25. Stability and permanence of employment

June 2016 and yearly workshops

M. Arocena

"Being a reseracher at the BCBL" doc

Current Status

COMPLETED

Remarks

Action 11

Research Career path to be shared with researchers. Toolkit available at wiki and training to be provided every year (externally if funding is granted)

GAP Principle(s)

21. Postdoctoral appointments (Code)

30. Access to career advice

June 2016 and yearly workshops

A. Fernandez

-Wiki
-Survey

Current Status

COMPLETED

Remarks

Action 12

Definition of criteria for stability in the employment conditions.

GAP Principle(s)

12. Recruitment

15. Transparency (Code)

21. Postdoctoral appointments (Code)

24. Working conditions

25. Stability and permanence of employment

May 2016

M. Arocena

Updated info at wiki

Current Status

COMPLETED

Remarks

Action 13

Implementation of a stability of employment plan based on professional performance of researchers fixed on the PDP

GAP Principle(s)

12. Recruitment

15. Transparency (Code)

24. Working conditions

25. Stability and permanence of employment

28. Career development

May 2016

M. Arocena

Updated info at wiki

Current Status

COMPLETED

Remarks

Action 14

A plan to improve the basic salary funding for salaries offered by the funding agencies to be implemented

GAP Principle(s)

12. Recruitment

15. Transparency (Code)

24. Working conditions

26. Funding and salaries

28. Career development

May 2016

M. Arocena

BCBL policy

Current Status

COMPLETED

Remarks

Action 15

Definition of scales and seniority allowances based on performance and experience

GAP Principle(s)

12. Recruitment

15. Transparency (Code)

24. Working conditions

26. Funding and salaries

28. Career development

May 2016

M. Arocena

BCBL policy

Current Status

COMPLETED

Remarks

Action 16

PDP: Professional Development Plan

GAP Principle(s)

16. Judging merit (Code)

19. Recognition of qualifications (Code)

20. Seniority (Code)

28. Career development

30. Access to career advice

January 2017

HR Team

- PDP
- Web based tool

Current Status

COMPLETED

Remarks

Action 17

Make evaluation criteria public

GAP Principle(s)

15. Transparency (Code)

24. Working conditions

28. Career development

January 2017

M. Arocena

- Updated info at wiki
- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 18	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Definition of specific career development strategy for researchers	16. Judging merit (Code)		
	19. Recognition of qualifications (Code)		
	20. Seniority (Code)	January 2017	M. Arocena
	28. Career development		- Updated info at wiki - "Being a researcher" doc
	30. Access to career advice		
	Current Status		
	COMPLETED		
	Remarks		
	COMPLETED		
Action 19	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Periodical Supervision to R1 researchers	16. Judging merit (Code)		
	19. Recognition of qualifications (Code)		
	20. Seniority (Code)	January 2017	M. Arocena
	28. Career development		- Updated info at wiki - "Being a researcher" doc
	30. Access to career advice		
	Current Status		
	COMPLETED		
	Remarks		
	COMPLETED		
Action 20	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Mentors will be appointed (ombudsman or advisors will be appointed)	16. Judging merit (Code)		
	19. Recognition of qualifications (Code)		
	20. Seniority (Code)	January 2017	M. Carreiras
	28. Career development		- Updated info at wiki - "Being a researcher" doc
	30. Access to career advice		
	Current Status		
	COMPLETED		
	Remarks		
	COMPLETED		
Action 21	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The plan will be communicated on the wiki and at a lab meeting	16. Judging merit (Code)		
	19. Recognition of qualifications (Code)		
	20. Seniority (Code)	January 2017	HR Team
	28. Career development		Updated info at wiki.
	30. Access to career advice		
	Current Status		
	COMPLETED		
	Remarks		
	COMPLETED		
Action 22	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Compulsory career development plan definition and follow-up	16. Judging merit (Code)		
	19. Recognition of qualifications (Code)		
	20. Seniority (Code)	December 2017	Group Leaders and supervisors
	28. Career development		- PDP - Improvement: web based tool
	30. Access to career advice		
	Current Status		
	COMPLETED		
	Remarks		
	COMPLETED		

Action 23

Structured mentoring and guidance

GAP Principle(s)

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

Timing (at least by year's quarter/semester)

March 2017

Responsible Unit

HR Team

Indicator(s) / Target(s)

- PDP
- Improvement: web based tool
- "Being a researcher at the BCBL" doc

Current Status

COMPLETED

Remarks

Action 24

External collaboration agreements with local coaching companies will be explored

GAP Principle(s)

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

Timing (at least by year's quarter/semester)

May 2020

Responsible Unit

HRS4R WG

Indicator(s) / Target(s)

-VITAE credentials
-External funding was granted to access to VITAE

Current Status

COMPLETED

Remarks

VITAE methodology licenses purchased and put in place on 2020

Action 25

Leaving the BCBL policy

GAP Principle(s)

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

Timing (at least by year's quarter/semester)

1Q2019

Responsible Unit

HRS4R WG

Indicator(s) / Target(s)

Policy created and published

Current Status

COMPLETED

Remarks

Improved policy, procedure and communication (2019)

Action 26

Workshop on scientific/non scientific pathways, successful job search

GAP Principle(s)

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

Timing (at least by year's quarter/semester)

Every year

Responsible Unit

HRS4R WG

Indicator(s) / Target(s)

Career advice Gap < 2.5

Current Status

COMPLETED

Remarks

Advice on scientific/non scientific pathways, successful job search: based on VITAE's info created some TIPs FICHES with recommendations on job search (2021)

Action 27

- Regular meetings of Group leaders

- Staff meeting to discuss decisions (Lab meeting every week)

GAP Principle(s)

3. Professional responsibility

15. Transparency (Code)

35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

May 2017

Responsible Unit

HR Team

Indicator(s) / Target(s)

Agenda wiki

Current Status

COMPLETED

Remarks

Action 28

Researchers are taking part in the WG

GAP Principle(s)

3. Professional responsibility

15. Transparency (Code)

35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

May 2017

Responsible Unit

HR Team

Indicator(s) / Target(s)

Appointed

Current Status

COMPLETED

Remarks

Action 29

Annual retreat open to BCBL community

3. Professional responsibility

15. Transparency (Code)

35. Participation in decision-making bodies

May 2017

HR Team

General meetings agenda and minutes

Current Status

COMPLETED

Remarks

Action 30

Suggestion box available

3. Professional responsibility

15. Transparency (Code)

35. Participation in decision-making bodies

May 2017

M. Arocena

Available

Current Status

COMPLETED

Remarks

Action 31

"Door always open" policy running

15. Transparency (Code)

35. Participation in decision-making bodies

May 2017

L. Lopez

Updated info at wiki

Current Status

COMPLETED

Remarks

Action 32

Include researchers representatives in the WG for the HRS4R

35. Participation in decision-making bodies

37. Supervision and managerial duties

May 2017

M. Arocena

HRS4R WG created

Current Status

COMPLETED

Remarks

Action 33

Supervisors' training and coaching: new appointments for supervision and graduate director roles.

28. Career development

30. Access to career advice

34. Complaints/ appeals

36. Relation with supervisors

37. Supervision and managerial duties

December 2016

L. Lopez

- PDP
- Ongoing improvement: web based tool

Current Status

COMPLETED

Remarks

Action 34

Supervisors' evaluation (annual, agreed and recorded)

28. Career development

30. Access to career advice

34. Complaints/ appeals

36. Relation with supervisors

37. Supervision and managerial duties

December 2016

HR Team

- PDP
- Ongoing improvement: web based tool

Current Status

COMPLETED

Remarks

Action 35

Ombudsman role defined

GAP Principle(s)

28. Career development

30. Access to career advice

34. Complaints/ appeals

36. Relation with supervisors

37. Supervision and managerial duties

December 2016

M. Arocena

Updated info at wiki

Current Status

COMPLETED

Remarks

Action 36

If supervisor and supervisee do not match, a change of supervisor process will be designed

GAP Principle(s)

28. Career development

30. Access to career advice

34. Complaints/ appeals

36. Relation with supervisors

37. Supervision and managerial duties

December 2016

M. Arocena

- Updated info at wiki
- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 37

Schedule and define training systems and opportunities.

GAP Principle(s)

28. Career development

30. Access to career advice

34. Complaints/ appeals

36. Relation with supervisors

37. Supervision and managerial duties

December 2016

HR Team

- PDP
- Improvement: web based tool

Current Status

COMPLETED

Remarks

Action 38

Creation of the Knowledge and skills data base.
Volunteers needed: Update and maintenance Forum coordinator.

GAP Principle(s)

15. Transparency (Code)

37. Supervision and managerial duties

December 2019

HRS4R WG

Data base created

Current Status

COMPLETED

Remarks
List of experts, access to experts, technical training (R, python, MRI, EEG, MEG, Anatomy, Signal Processing, ethics, programming, statistics) (2019)

Action 39

Specify annual and personal training

GAP Principle(s)

28. Career development

30. Access to career advice

39. Access to research training and continuous development

June 2016

HRS4R WG

- Updated info at wiki
- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 40

Implement supervisor of the supervisor.

GAP Principle(s)

28. Career development

30. Access to career advice

39. Access to research training and continuous development

June 2016

HR Team

- Updated info at wiki
- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 41

Implement Ombudsman.

GAP Principle(s)

15. Transparency (Code)

28. Career development

30. Access to career advice

39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

June 2016

Responsible Unit

M. Carreiras

Indicator(s) / Target(s)

- Updated info at wiki

- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 42

PDP: Professional Development Plan

GAP Principle(s)

28. Career development

39. Access to research training and continuous development

40. Supervision

Timing (at least by year's quarter/semester)

June 2016

Responsible Unit

L. Lopez

Indicator(s) / Target(s)

- Updated info at wiki

- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 43

Supervision of supervisors.

GAP Principle(s)

28. Career development

39. Access to research training and continuous development

40. Supervision

Timing (at least by year's quarter/semester)

June 2017

Responsible Unit

M. Carreiras

Indicator(s) / Target(s)

- Updated info at wiki

- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 44

Implement one ombudsman and two advisors (one from the research community and one from the HR Dpt.)

GAP Principle(s)

28. Career development

39. Access to research training and continuous development

40. Supervision

Timing (at least by year's quarter/semester)

June 2017

Responsible Unit

M. Arocena

Indicator(s) / Target(s)

- Updated info at wiki

- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 45

Structured group meetings to ease interaction/discussion, identify training needs, solve problems

GAP Principle(s)

15. Transparency (Code)

24. Working conditions

35. Participation in decision-making bodies

37. Supervision and managerial duties

40. Supervision

Timing (at least by year's quarter/semester)

January 2018

Responsible Unit

HRS4R WG

Indicator(s) / Target(s)

Agenda wiki

Current Status

COMPLETED

Remarks

2018. Promoted discussion withing groups. , monitor supervision, supervision for group leaders, best mentor prize, enhancing supervision skills.

Ways for researchers to share their knowledge and skills with others who are interested

Action 46

Training, evaluation and feedback to group leaders/supervisors in academic and human resources related issues

GAP Principle(s)

15. Transparency (Code)

24. Working conditions

35. Participation in decision-making bodies

37. Supervision and managerial duties

40. Supervision

Timing (at least by year's quarter/semester)

January 2018

Responsible Unit

HRS4R WG

Indicator(s) / Target(s)

- Updated info at wiki

- "Being a researcher" doc

Current Status

COMPLETED

Remarks

Action 47

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.

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

May 2018

M. Carreiras

BCBL corporate website

Current Status

Remarks

COMPLETED

Action 48

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.

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

May 2018

HR Team

VITAE credentials. External funding was granted to access to VITAE resources

Current Status

Remarks

COMPLETED

Action 49

New self assessment web based platform has been developed and launched in order to record and track researchers evaluation and feedback.

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

December 2018

HRS4R WG

Web based tool

Current Status

Remarks

COMPLETED

Action 50

Benchmarking on science salaries

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

12. Recruitment

15. Transparency (Code)

24. Working conditions

26. Funding and salaries

28. Career development

July 2015

M. Arocena

BCBL policy

Current Status

Remarks

COMPLETED

Action 51

Improve bi-annual survey looking for a better Evaluation system

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

40. Supervision

1Q2021

HRS4R WG

wiki

Current Status

Remarks

COMPLETED

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

Action 52

Improve bi-annual survey looking for a better Evaluation system

GAP Principle(s)

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

40. Supervision

1Q2018

HR4R WG

web based tool running

Current Status

COMPLETED

Remarks

New self assessment web based platform has been developed and launched in order to record and track researchers evaluation and feedback.

Action 53

Communication and Transparency

GAP Principle(s)

14. Selection (Code)

15. Transparency (Code)

16. Judging merit (Code)

21. Postdoctoral appointments (Code)

1Q2020

M. Arocena

N/A

Current Status

NEW

Remarks

Share among all members of the organization the main topics discussed and agreed at monthly GroupLeaders meetings

Action 54

Stability: Add at "Leaving the BCBL" Section, job opportunities in Spain, and needed paperwork to stay here, request the unemployment support, etc.

GAP Principle(s)

12. Recruitment

15. Transparency (Code)

24. Working conditions

25. Stability and permanence of employment

28. Career development

1Q2021

A. Fernandez

Score at biannual survey

Current Status

COMPLETED

Remarks

Updated info at wiki and at "Being a researcher doc"

Action 55

Career development: Training about IT resources and facilities, every year

GAP Principle(s)

15. Transparency (Code)

24. Working conditions

28. Career development

1Q2020 and yearly

M. Arocena

N/A

Current Status

COMPLETED

Remarks

IT to perform every year

Action 56

Career development: 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. Also 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

GAP Principle(s)

16. Judging merit (Code)

19. Recognition of qualifications (Code)

20. Seniority (Code)

28. Career development

30. Access to career advice

1Q2020

HRS4R WG

N/A

Current Status

COMPLETED

Remarks

Action 57

Participation in decision making bodies: . Reminder about representation forms at the BCBL: Ethics committee, scientific committee, Ombudsman, HRS4R WG, etc.

GAP Principle(s)

35. Participation in decision-making bodies

37. Supervision and managerial duties

4Q2019

HRS4R WG

N/A

Current Status

COMPLETED

Remarks

Encourage people to take part in Job talks

Action 58

Career advice: HR to develop estándar fichas pero fellowship/grant

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)			
16. Judging merit (Code)			
28. Career development	1Q2021	A. Fernandez	Career advice Gap < 2.5
30. Access to career advice			
Current Status	Remarks		
COMPLETED	Created informative fichas for each grant so that grantees receive the fiche summarizing his/her grant's main topics.		

Action 59

Supervision: Mental Health Resources for BCBLians and Survey about the impact of Covid-19 in the BCBL community

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)	2Q2020	HRS4R WG	Supervision Gap < 2
28. Career development			
30. Access to career advice			
Current Status	Remarks		
COMPLETED	New section in the wiki describing Mental Health Resources in the region. Designed, sent and analyzed survey on Covid-19		

Action 60

Evaluation Systems: 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 along 2022

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems			
15. Transparency (Code)			
16. Judging merit (Code)			
28. Career development	3Q2022	HRS4R WG	Evaluation system's Gap< 2.5
30. Access to career advice			
40. Supervision			
Current Status	Remarks		
IN PROGRESS	launched after having finalized intranet and define regular meetings among supervisors and supervisees.		

Action 61

Career advice: Advice on scientific/non scientific pathways, successful job search: based on VITAE's info create a QR poster or a linked pdf to ease the access to the fichas, and share among researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)			
16. Judging merit (Code)			
28. Career development	2Q2021	L. Lopez	Lab meetings' agenda
30. Access to career advice			
Current Status	Remarks		
COMPLETED	Workshop on scientific/non-scientific pathways,		

Action 62

Career advice: 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)			
16. Judging merit (Code)			
28. Career development	1Q2022	HRS4R WG	Career advice Gap < 2.5
30. Access to career advice			
Current Status	Remarks		
NEW	<p>Created 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</p> <p>https://www.bcbl.eu/es/noticias/ponente-invita/grant-berry-why-i-left-academia-why-i-came-back</p>		

Action 63	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Working conditions: Mental Health Resources for BCBLians > Welfare Workshop to discuss opinions and ideas for possible ways to improve welfare at the BCBL. Also Mental welfare and psicosocial test to be run for all employees	15. Transparency (Code)			
	16. Judging merit (Code)			
	27. Gender balance			
	28. Career development	1Q2022	Wellbeing WG	Working Conditions' Gap < 2
	30. Access to career advice			
	40. Supervision			
	Current Status Remarks			
	COMPLETED			

Action 64	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Launch 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.	22. Recognition of the profession			
	24. Working conditions			
	28. Career development	4Q2022	HRS4R WG	Supervision Gap < 2
	34. Complaints/ appeals			
	36. Relation with supervisors			
	40. Supervision			
	Current Status Remarks			
	IN PROGRESS			

Action 65	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.	11. Evaluation/ appraisal systems			
	15. Transparency (Code)			
	16. Judging merit (Code)			
	28. Career development	3Q2022	HRS4R WG	Evaluation Systems' Gap < 2,5
	30. Access to career advice			
	40. Supervision			
	Current Status Remarks			
	IN PROGRESS 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			

Action 66	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Recognition of the Profession: Better knowledge of the work done by peers, recognition, better understanding on BCBL's research lines. Embedded in Supervision actions	3. Professional responsibility			
	4. Professional attitude			
	9. Public engagement			
	19. Recognition of qualifications (Code)			
	21. Postdoctoral appointments (Code)	3Q2022	Group leaders	Score at biannual survey
	22. Recognition of the profession			
	25. Stability and permanence of employment			
	37. Supervision and managerial duties			
	Current Status Remarks			
	IN PROGRESS			

Action 71

Participation in decision making bodies: before each GL meeting, as the GL to "officially" ask their group members whether there are some issues that they wish to be seen discussed in the GL meetings.

GAP Principle(s)

3. Professional responsibility

15. Transparency (Code)

35. Participation in decision-making bodies

37. Supervision and managerial duties

4Q/2022

Group leaders

Participation in Decision making bodies Gap < 2

Current Status

Remarks

IN PROGRESS

Action 72

Stability: 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.

GAP Principle(s)

12. Recruitment

15. Transparency (Code)

24. Working conditions

26. Funding and salaries

28. Career development

1Q/2022

HRS4R WG

Complaints Gap < 2.5

Current Status

Remarks

COMPLETED

Action 73

Evaluation Systems: Professional Development Plan to be improved and implemented including periodical supervision/evaluation meetings and feedback about personal achievements

GAP Principle(s)

11. Evaluation/ appraisal systems

15. Transparency (Code)

16. Judging merit (Code)

28. Career development

30. Access to career advice

40. Supervision

2Q/2023

HRS4R WG

Evaluation systems' Gap < 2.5

Current Status

Remarks

IN PROGRESS

Action 74

Career Development: Soft skills: training and development. Lab meeting performed 01/03/2022 showing how to use the interactive planner

GAP Principle(s)

15. Transparency (Code)

16. Judging merit (Code)

19. Recognition of qualifications (Code)

20. Seniority (Code)

24. Working conditions

28. Career development

30. Access to career advice

2Q/2022

HRS4R WG

Score at biannual survey

Current Status

Remarks

COMPLETED

Action 75

Career Development: 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.

GAP Principle(s)

15. Transparency (Code)

16. Judging merit (Code)

19. Recognition of qualifications (Code)

20. Seniority (Code)

24. Working conditions

28. Career development

30. Access to career advice

1Q/2023

HRS4R WG

Supervision Gap < 2

Current Status

Remarks

IN PROGRESS

Action 81

Search for additional funding to be able to increase salaries

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

20. Seniority (Code)

22. Recognition of the profession

24. Working conditions

26. Funding and salaries

28. Career development

2Q/2025

GROUP LEADERS

Funding and salaries Gap < 3

Current Status

Remarks

NEW

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 .

Action 82

Advertise our own Job vacancies in our "Weekly News" newsletter and create posters to promote our calls in Conferences where BCBL delegates participate.

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

13. Recruitment (Code)

15. Transparency (Code)

2Q/2022

HRS4R WG

success rate in our calls

Current Status

Remarks

COMPLETED

The internal communication process needs to be improved in order to make all the BCBL community aware of all the vacancies to be published

Action 83

To implement annual scientific retreat

GAP Principle(s)

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

3. Professional responsibility

4. Professional attitude

9. Public engagement

19. Recognition of qualifications (Code)

21. Postdoctoral appointments (Code)

22. Recognition of the profession

23. Research environment

25. Stability and permanence of employment

37. Supervision and managerial duties

3Q/2022

GROUP LEADERS

Recognition of the profession Gap < 2,7

Current Status

Remarks

IN PROGRESS

Better knowledge of the work done by peers, recognition, better understanding on BCBL's research lines

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *: <https://www.bcbl.eu/en/join-us/hr-strategy-hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The BCBL has recently defined and published its OTM-R policy, as an improvement of the recruiting procedures/web-based job calls platform designed and developed according to our management model when the center started activities back in 2010.

We are convinced recruiting the best applicant, Open, Transparent and Merit-based Recruitment of researchers—and in general for all our staff—improves the effectiveness of our organisation and thus, our regional and national research systems. As a result, we believe implementing this methodology promotes optimal circulation of scientific knowledge.

Open Recruitment guarantees the equal opportunities principle. Our recruitment processes respect diversity, promoting non-discrimination because of their race, colour, age, sex, marital status, ideology, political opinions, nationality, religion, sexual orientation, or any other personal, physical or social conditions among its professionals. Therefore job calls are widely published, both nationally and internationally.

Transparent Recruitment at the BCBL is guaranteed by the establishment of monitoring indicators and the quality control check performed at the BCBL every time a job call ends.

Merit-based Recruitment guarantees that applicants to any BCBL offer compete effectively for a job, based merely on their academic background, technical and professional skills, motivation, abilities and knowledge.

The process of implementing OTM-R at the BCBL can be summarized as follows:

1. The HRS4R group worked on the OTM-R check-list in July 2017.
2. The former recruitment process and web-based platform for our calls—created in 2009—was audited and compared to the OTM-R standards. The most relevant deviations were:

Advertising and application phase:

BCBL traditional job offers did not contain all the information OTM-R standards demand.

Feedback to all candidates was not included in our former process.

Selection committees differed from the optimal ones established in OTM-R.

Appointment phase:

Feedback to candidates and complaints mechanisms should be put in place.

General:

Quality control in OTM-R to be implemented.

3. The results of the internal audit and calendar for the adaptation into the OTM-R standards were

communicated to the whole BCBL community in autumn 2017.

4. The HRS4R Working Group concluded that an update on the BCBL web-based recruitment platform was necessary. A proposal was submitted to the Regional Government (call for Talent Attraction actions 2018) and funding was achieved for this challenging project. The web-based tool is currently being updated and, in the meantime, we are working manually in order to keep up with the OTM-R standards.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The BCBL has defined its [OTM-R policy](#) as an improvement of our [recruitment procedures](#) designed and developed within our management model. We are convinced that by ensuring that the best applicant gets recruited, Open, Transparent and Merit-based Recruitment of researchers improves the effectiveness of our organization and thus, our research program. As a result, we believe implementing this methodology promotes optimal creation and dissemination of scientific knowledge. Open Recruitment guarantees the **equal opportunities principle**. Our recruitment processes respect diversity, promoting non-discrimination due to reasons of race, colour, age, gender identity, marital status, disability, political opinions, nationality, religion, sexual orientation, or any other personal, physical or social conditions. **Transparent Recruitment** at the BCBL is ensured by the establishment of monitoring indicators and the **quality control check** performed at the BCBL every time a job call ends. **Merit-based Recruitment** guarantees that applicants for any BCBL job offer compete with equal opportunities, based solely on their academic background, technical and professional skills, motivation, abilities and knowledge.

Access to BCBL positions and promotion is based purely on **academic merit**. We adhere to an Open, Transparent and Merit based recruitment policy (OTM-R), guaranteeing equal opportunities for all candidates. The BCBL has been actively recruiting, promoting, and retaining talent with both internally and externally funded fellowships through several calls, in line with our commitment to recruit the most outstanding personnel in order to become a world-class centre in our field.

All our calls are managed through a [web-based recruitment platform](#) that has been developed thanks to competitive funding by the Gipuzkoa Regional Government (call for Talent Attraction actions 2018). This web-based tool has been designed in order to meet all the OTM-R standards so that our recruitment process now includes elements such as: all job announcements include all the information demanded by the OTM-R standards; guaranteed automatic personalised feedback for all candidates, selection committees in place, operative complaint mechanisms and quality control processes.

4. Implementation

General overview of the implementation process: (max. 1000 words)

The BCBL has been continuously working on an active **Action Plan** since its endorsement of the HRS4R process in 2015 and receipt of the award in 2017. After the assessment by the European Commission in 2019 the centre established several objectives regarding the action plan:

- Implementing the **assessors' recommendations**:
 - **OTMR**: Job offers on the e-recruitment platform now follow the OTM-R guidelines
 - The BCBL has created a [new website](#) which has a specific and more detailed section for [HRS4R](#)
- Carrying out the 40 principles **survey** (only for researchers) every two years as an **internal diagnosis**. The participation rate is relatively high (47%) considering that it is voluntary. The aims of this survey are to:
 - Evaluate the situation regarding previously identified gaps and the effectiveness of the actions taken to solve those demands
 - Detect new demands/gaps
 - Evaluate the gaps between the scores for each principle regarding **“How important the principle is for researchers”** vs **“How far the BCBL is from achieving excellence in it”**. Evaluating these gaps enables the evaluators on the one hand to detect the principles that may be of most interest for researchers and on the other hand, identify the BCBL's strengths, so that we invest our efforts efficiently and effectively in the future
 - Select the “Top 5” gaps which require greater attention
 - Decide new actions to meet researchers' most recently identified needs
- Holding an **HRS4R WG** (steering committee + working group) meeting every 3 months to evaluate the process and discuss possible new demands from researchers that may arise in between the official survey dates. These meetings are held more frequently at critical stages of the process.

SURVEYS LAUNCHED FROM HR OMBUDSTEAM OR OTHER BCBL WORKING GROUPS

Apart from the official 40 principles of the European Commission survey, BCBL launches additional initiatives and surveys to get feedback about researcher wellbeing at the centre.

- General BCBL **work atmosphere** survey (for all staff) (bi-annual)
 - Contains some interesting topics not included on the HRS4R, such as: working conditions, salary, work resources and environment, personal development, work organisation, communication and participation, acknowledgement, gender and equality, and pride of belonging
- **“Returning to your normal place of work after the Covid-19 lockdown”** survey: (exceptional during pandemic) (all staff)
 - Launched from the ombudsteam
- Researchers' **emotional wellbeing survey** (first internal diagnosis)(Action 63)

- Created by and for researchers on a voluntary basis
- CoPsoQ questionnaire: Questionnaire for the evaluation of **psychosocial risks at work** (all lab staff)
 - An external psychologist will coordinate this project in October 2022 (Autumn'2022) (Action 63)
 - Analysis of the risk in different job positions at the centre (R1-R2-R3-R4 and non-research personnel)
- Ballot suggestion box: we receive one suggestion per year on average

The information obtained from the researchers through all these initiatives is also discussed in the HRS4R WG because they **all fall under the umbrella of the centre's HR policies** and require **analysis from a global perspective**.

How have you prepared the internal review? *

With the purpose of preparing the internal review, we have followed the same methodology as in previous years, which has been explained in the implementation process section.

Several **surveys** have been launched and the HRS4R WG have analysed the survey results and also undergone a **brainstorming** session to discuss results and work together to identify and prioritise potential improvement **actions** in a **SWOT analysis**.

All the members of the steering committee have also benefitted from the **training** and continuous updates provided in the European Commission's HRS4R workshops.

As a result of the whole process, the Action Plan is continuously updated, incorporating any ideas or suggestions from any of the working groups, especially from the HRS4R Working Group regular meetings. This means that we do not need to wait until the next biannual survey to adapt, update and expand the Action Plan, which is a truly active document.

How have you involved the research community, your main stakeholders, in the implementation process? *

The research community at the BCBL has **actively participated** in the implementation process. **R1-R4** researchers identify the gaps and weaknesses and play an important role in suggesting improvement actions in order to update the Action Plan. The HRS4R Working Group members guarantee that actions are carried out properly and as intended.

We consider the researcher community to be very demanding and challenging but at the same time very active and participative in the centre's good atmosphere and continuous development.

From the BCBL's general HR perspective, the researchers are the core of the BCBL's output and talent and all the centre's departments have been created to support the researchers.

There are several sources of evidence to demonstrate their involvement in the HRS4R implementation process:

1-Focus Groups and committees: The BCBL's democratic leadership style enables researchers to create focus groups to discuss continuous improvement actions, in which participation is voluntary. These focus groups, which report their diagnosis and needs to the HRS4R WG, include:

- Ombudsteam
- Kitchen committee
- Recycling committee
- Mental health and wellbeing committee
- Ethics committee
- Equality WG

2-Surveys: The BCBL believes that the administration of surveys is the most objective way to measure researchers' needs, our strengths and weaknesses, and the outcomes of measures taken to improve the centre. All the surveys at the BCBL have closed questions and spaces for comments where we encourage researchers to explain their needs. The quantitative data enables us to conduct objective statistical analysis whereas the qualitative data helps us to understand researchers' situations and receive suggestions for improvements. In addition to the HRS4R survey, as seen in the implementation section above, the centre launches several HR-related surveys as multi-perspective consultation tools for researchers.

3-Researchers' involvement and functions in the HRS4R WG: Since the beginning of the process, it was made clear that the stakeholders of the strategy would be the researchers and so they needed to have the majority representation in this group (six of the nine members of the HRS4R WG are research personnel). Their functions and commitments are as follows:

- Help the non-research personnel in the group understand researchers' demands and situations
- Represent all researchers in their stage (R1-R4) and give them bidirectional feedback about the process
- Help interpret the survey results
- Work on defining actions to solve researchers' demands
- Inform the group about new demands arising in between the official survey dates
- Be HRS4R ambassadors among all researchers at the centre

This reflects how, on the one hand, the institution includes researcher participation in our continuous development plans, and, on the other hand, the **research-oriented nature of the centre's HR policies**.

Do you have an implementation committee and/or steering group regularly overseeing progress?

The BCBL is a small research centre where all staff members know each other and all researchers and administrative/management employees work on the same building floor. This creates a familiar working environment, where any researcher can formally or informally talk to any member of the HRS4R WG in person and even directly to the general manager.

The **HRS4R WG** is comprised of all the members of the steering committee plus one or two researchers of each stage R1-R4. The **steering committee** members have remained the same since the beginning of the process, whereas there have been member changes among the researcher representatives, largely due to the ending of fixed-term contracts.

Membership in the group is voluntary and open once a year to the whole researchers collective. The centre aims to maintain a balanced group regarding gender and nationality but its final composition is subject to the voluntary candidatures received each year.

The **“Steering Committee”** is composed of management/administration members.

Functions of the group:

- Analyse all the acquired data
- Inform researchers about the survey results
- Receive training in HRS4R via the European Commission’s training sessions and then provide internal training to the HRS4RWG members on these topics
- Lead the HRS4R meetings and ensure the implementation of the actions and monitoring of the process
- Understand researchers needs at different stages of their researcher career
- Evaluate the viability of the actions discussed by the WG
- Complete the written assessments
- Embed the HRS4R process into the centre’s general HR policies, vision and procedures.

The **“HRS4R Working Group”** is composed of the members of the steering committee and researcher representatives. *The functions of this group* are listed on the previous point.

The HRS4R WG meets every 3 months on a regular basis and more frequently at certain key moments of the HRS4R process such as pre/post bi-annual survey and assessment and renewal periods. The aim of the periodical ordinary meetings is to evaluate the process situation, check the deadlines of the pending actions and discuss possible new demands from researchers that may arise in between the official survey dates.

The HRS4R Working Group organises an **annual workshop dedicated to HRS4R**, open to the whole research community at the BCBL. The aims of the workshop are to keep every researcher up to date on the centre’s HR activities, receive feedback on the HR procedures and extend the HRS4R spirit to all newcomers.

In the remarks section there is a table which shows the composition/members of the HRS4R WG

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

As expressed within this document, there are **several actions, committees and policies** that are very closely aligned with the working method of the HRS4R WG and the topics it addresses. These are all analysed individually and within an HR global vision as well.

The **democratic leadership** of the BCBL enables all bcblians to be **innovative and creative** in their ideas for improvements. It invests equally in the talent of its HR personnel, who attend workshops and formal **training sessions on the latest trends within HR strategies for researchers** and non-researchers. Its **members are specialized in equality and conciliation** management with the aim of BCBL being a "family-responsible enterprise".

The BCBL is a "**SOMMa**" **Equality member**, an alliance in which equality representatives of each Excellence Research Centre in Spain meet to share good practices in matters of gender equality in research. In addition to this initiative, the centre is involved in the local councils' initiative "**Erantzunkide Sarea**" (*link not available in the English version of the website*) which is an HR Award style improvement process oriented towards gender and other types of equality processes and conciliation and flexibility measures to facilitate professional and personal life balance.

Furthermore, all the members of the HRS4R WG are also members of the **BCBL's Equality WG**. The BCBL promotes the equality of opportunities between men and women at different life stages, welcoming any experienced researcher from around the world.

The BCBL developed a **Plan for Gender balance, Equal Opportunities and Conciliation** in the context of a collaboration project coordinated by the Gipuzkoa Government (<https://www.gipuzkoa.eus/es/web/etorkizunaeraikiz/-/kontziliazioa-eta-berdintasuna>) in order to achieve a favourable environment that facilitates the conciliation of the personal and work lives of the team, in the sense established by law and the BCBL's internal policies.

As evidenced throughout this document, the **BCBL has a strong vocation for HR matters** and invests a lot of time and effort in creating and maintaining a pleasant work environment. On weekdays, we spend approximately half of our waking hours at work. Don't we deserve to work at a happy enterprise? We are proud to say we do!

How has your organisation ensured that the proposed actions would be also implemented? *

Before making the decision to establish any new action, the HRS4R and the steering committee follow the process described below:

- **Discuss the possible actions** as a group, comparing the researchers view with the organisational view
- **Select the most appropriate actions** to solve a specific gap (not ambiguous or generic)
- Check the **viability of the action** regarding financial issues, HR policies, ethical aspects and legal issues

- **Consider the risks** of establishing each action: expected success, possible complaints, predicted time and effort for researchers and HR personnel,
- Select **SMART actions**: Specific, Measurable, Achievable, Relevant and Timely. **Since 2019, almost every action in the Action Plan has a numeric target and a measurable indicator.**
- Link **realistic targets with their appropriate indicators** and think of possible future evidence which will enable the fulfilment of the action to be measured
- Establish and **commit to accomplish** the due dates for each action
- **Identify the person/people in charge** of each action

Considering all aspects through these steps increases the likelihood of successful outcomes of the implementation processes because the major risks have been already evaluated. Nonetheless, there are some actions which have not been as successful as expected.

Every three months at the HRS4R WG meetings the general director shows the Action Plan spreadsheet and all the group checks the status of each action.

As with other HR processes at the centre, we follow the Continuous Improvement **PDCA** (Plan>Do>Check>Act) method to ensure that the proposed actions have been implemented.



How are you monitoring progress (timeline)? *

The group maintains a complex **Action Plan spreadsheet** in which information regarding indicators/targets/due deadline and responsible unit is entered for each action. This document is considered to be permanently “active” as we believe we can never consider the action plan fully completed. Some actions are short term whereas others are long term or to be conducted periodically. New actions are continuously created as we do not only attend to the demands received via the survey but also welcome suggestions and solutions to problems that may arise at any time.

As can be seen in the Excel document ([Updated Action Plan June 2022](#)), we highlight pending actions in three different colours:

- Red: action yet to be initiated > Pending
- Yellow/Orange: partially completed action > In progress
- Green: completed action > Completed

All the HRS4R meetings start by the group analysing the progress of the actions in the spreadsheet. We also consider the due dates and targets to help us decide whether the action has been successful in solving the problem it was designed to address. This is why we never consider all the gaps/actions

as “fully completed” because some actions that we have taken in the past were not successful and new ones had to be devised to solve the same gap. An example is the case of Actions 24 and 48 (Vitae) which researchers considered was not adequate to meet their needs.

How will you measure progress (indicators) in view of the next assessment? *

We determine indicators for every action we implement, for which we establish target values. This facilitates monitoring and evaluation of the progress and impact of our actions.

We base our Action Plan on the Gap analysis, from which we select the Top 5 Principles to work on, assigning indicators to each one. The target value we set for each principle is always lower than the Gap obtained in the survey so that we are continuously improving through our efforts to reduce the Gap perceived by researchers between the current and the optimal situation for the Principles that are most important to them.

How do you expect to prepare for the external review? *

With the purpose of getting ready for the external review/site visit, the HR team and the HRS4R Working Group will follow the **Guides for Site Visits** provided by the European Commission. This means that we will prepare all the required information prior to the visit and the agenda for the visit. We will create a presentation of the institution, explaining the national context and our HRS4R process from 2016 onwards. We will also organise the participation of a representative group of our R1-R4 researchers to take part in the site visit and interviews with the EU appointed assessment team. We will make it clear to all **researchers** that we will respect their privacy in discussing their work environment with the assessment team and that we value their honest opinions.

If a remote visit is planned, our IT team will support us with the technical arrangements. If an on-site visit is organised, the BCBL team will be delighted to host the assessment team and will work hard to make their visit comfortable and convenient.

We are really looking forward to this site visit and will ensure the **assessment team** can visit all our researchers and facilities because receiving external feedback will guarantee the successful progress of our HRS4R process and policies.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

In Sum: To build a dynamic HRS4R and related action plan, we have performed **four consultation processes since 2015** (one every two years; the most recent one in December 2021) in order to identify gaps and learn more about our weaknesses. The methodology we follow for the gap analysis is a survey which consists of a description of the 40 Principles of the Charter. All BCBL researchers are invited to rate the importance of each of the Principles of the Charter for them and how far the BCBL is from achieving each principle, on a scale of 1-10. The size of the gap is determined by the discrepancy between their importance rating and our performance rating.

ANNEX – DEC'2021 PRESENTATION (GENERAL MEETING ABOUT HRS4R STATUS)

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

December 16th 2021

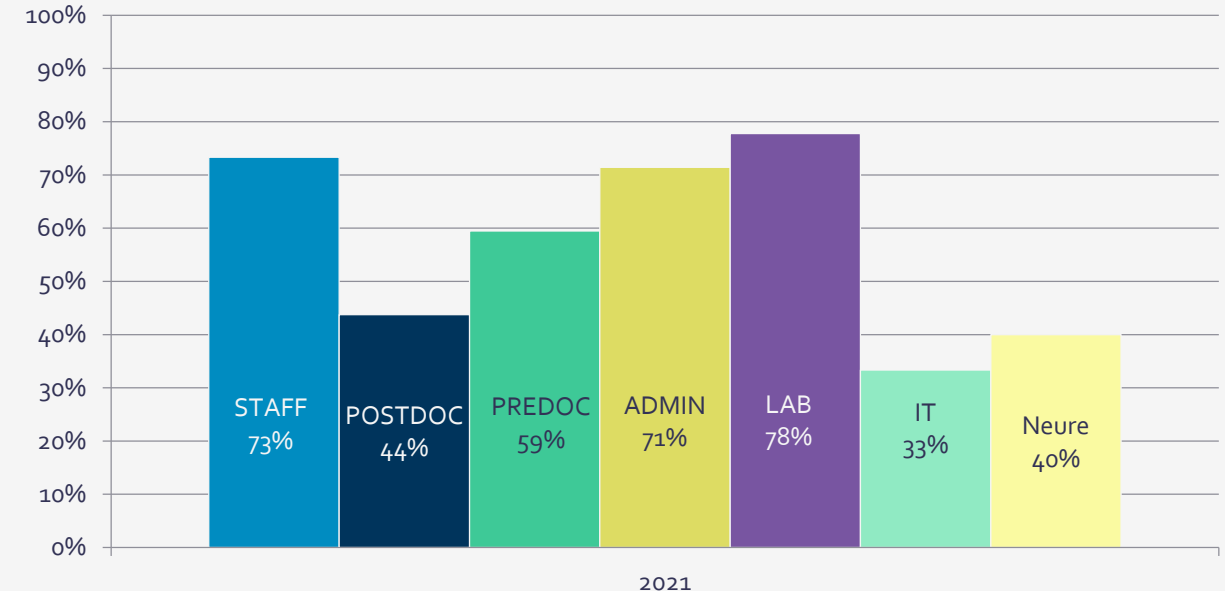
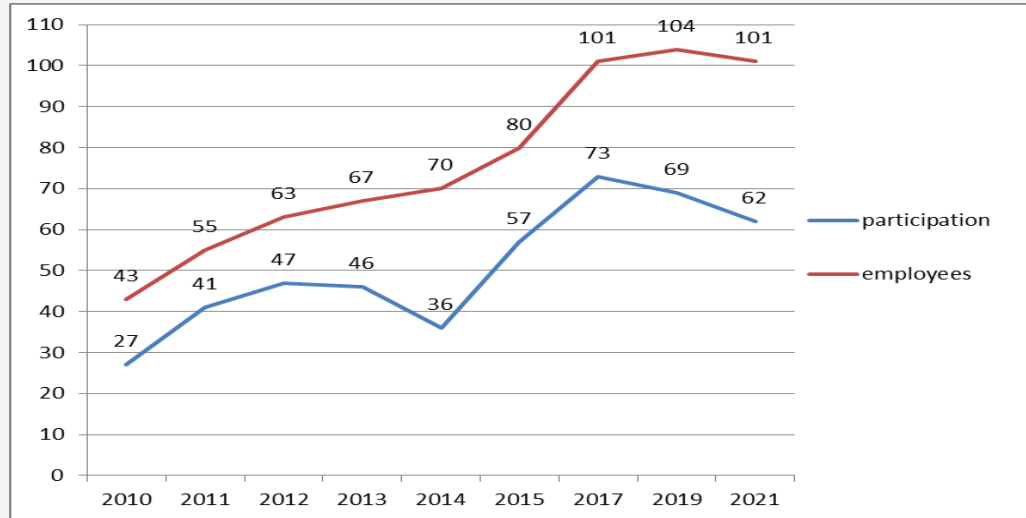


- ☐ People Satisfaction Survey
- ☐ HRS4R & HR Award
 - Brief intro, timeline & current situation
 - HRS4R Survey results
 - Gap analysis
 - Action Plan
- ☐ Questions and Answers

Summary

Objective : The aim of this survey is to obtain information about the work environment at BCBL and elicit the satisfaction level related to different aspects of the work activity.

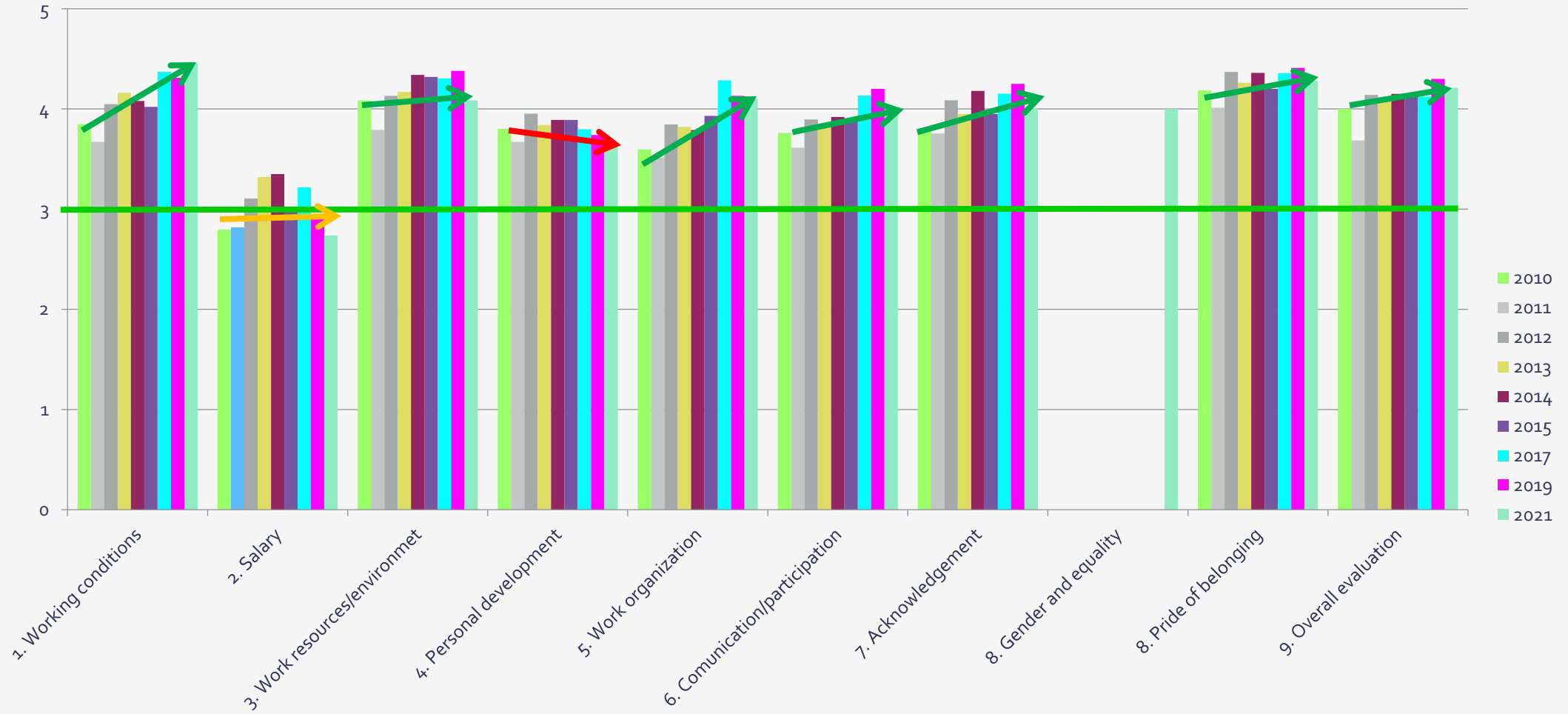
62 received answers, 61% participation

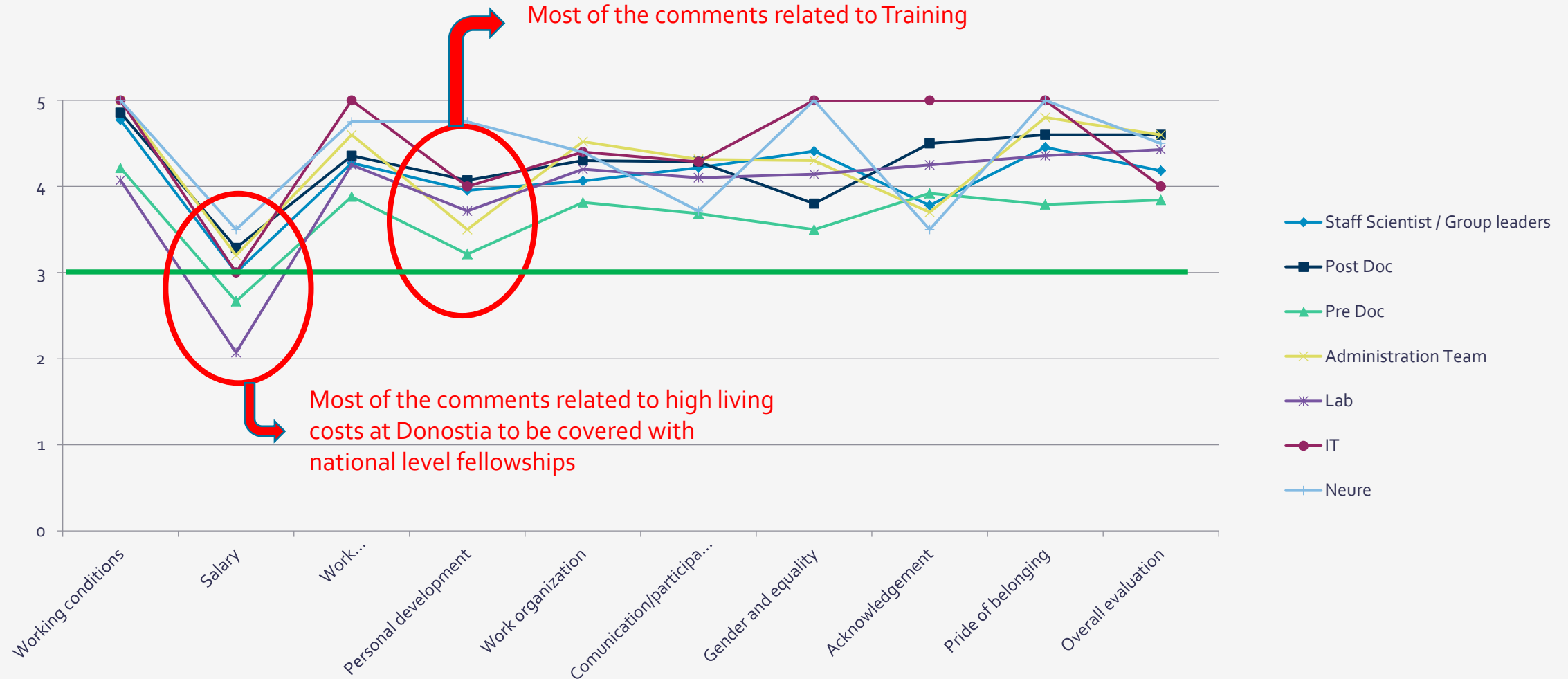


Measured categories:

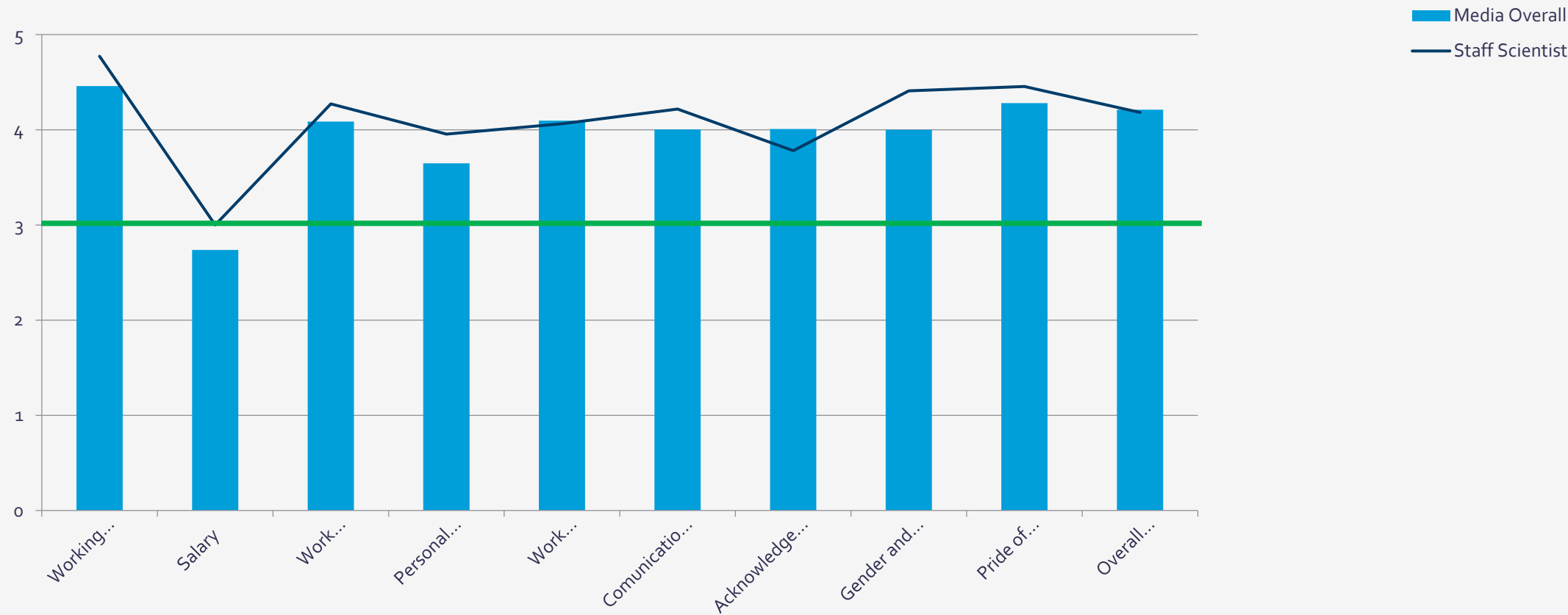
1. Working Conditions
2. Salary
3. Work resources and environment
4. Personal development
5. Work organization
6. Communication and participation
7. Acknowledgement
8. Gender and Equality
9. Pride of belonging
10. Overall evaluation

GENERAL SATISFACTION

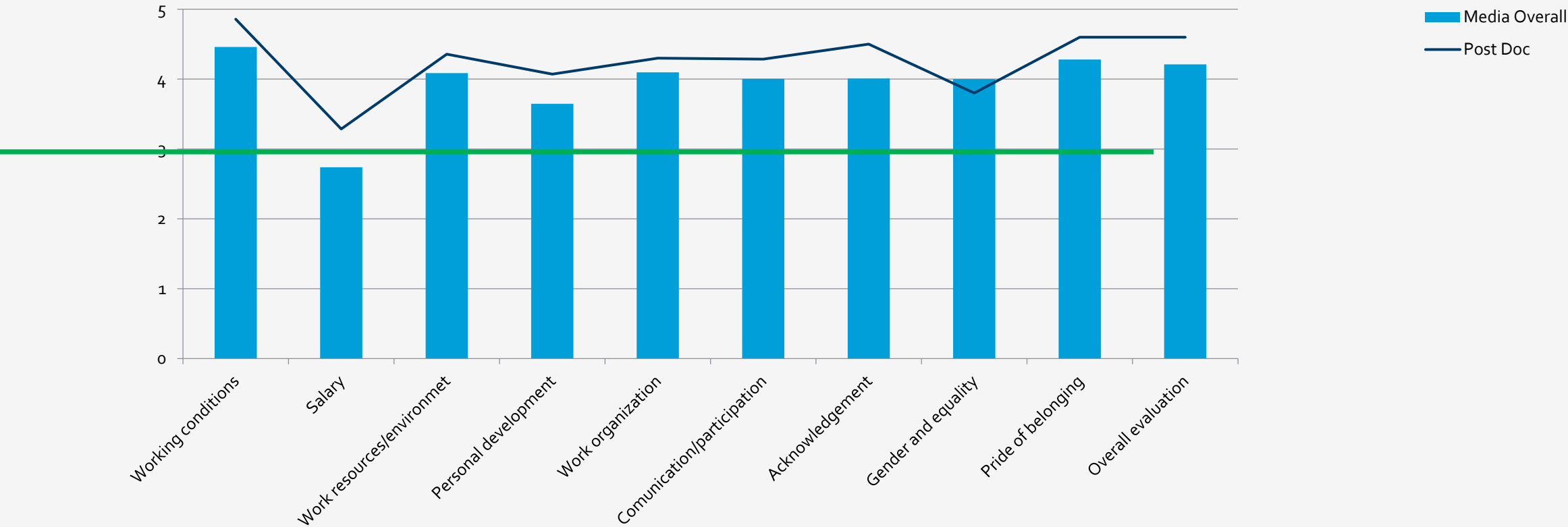




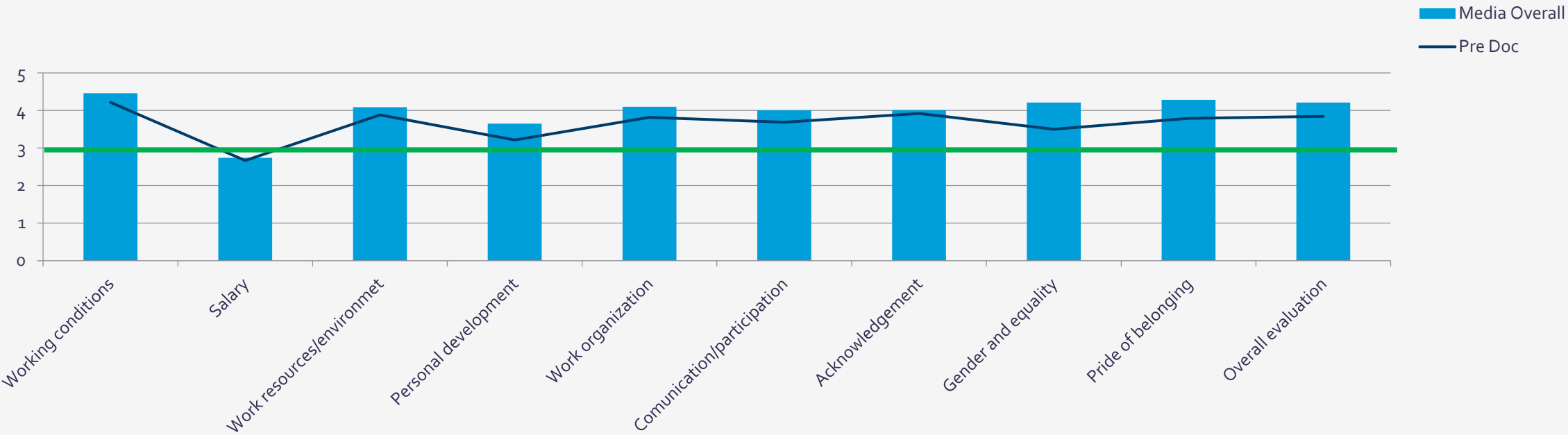
Staff Scientist/Group Leaders



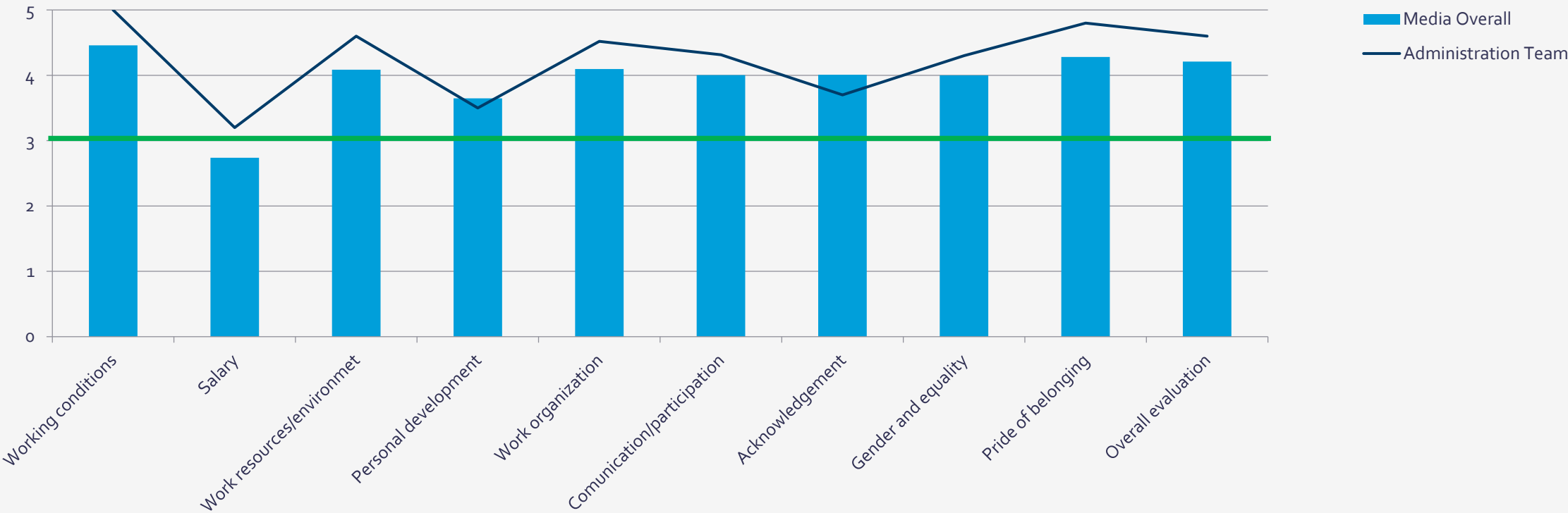
Post Docs



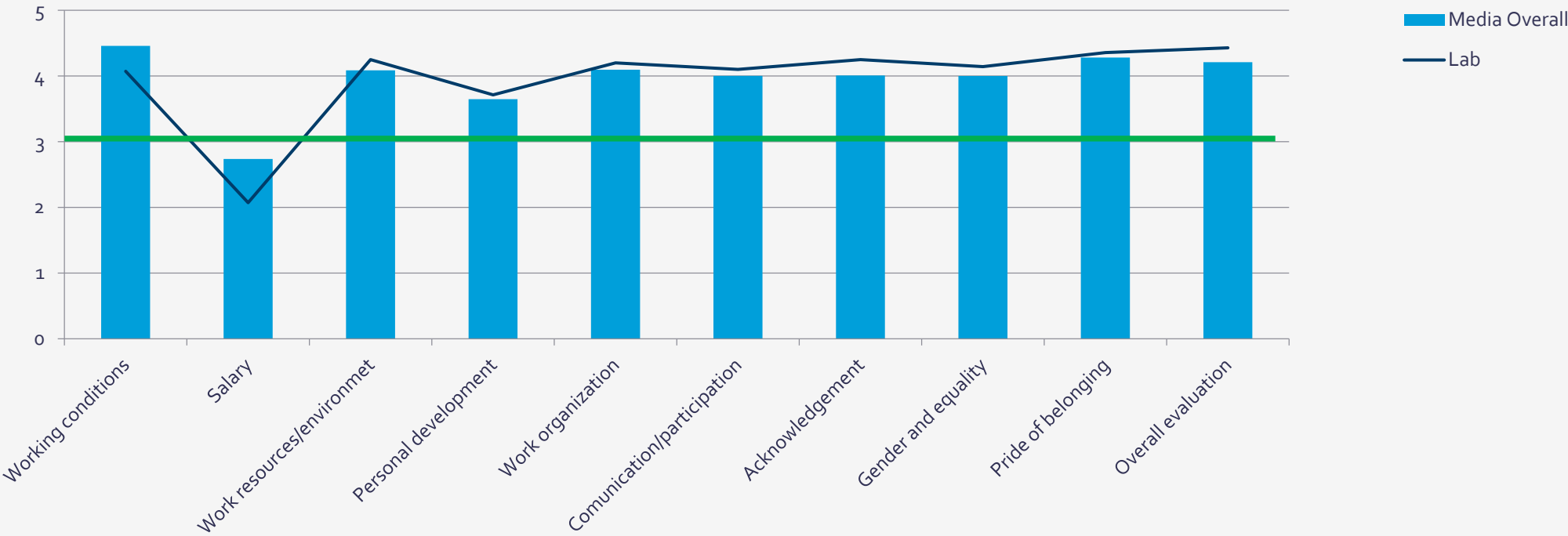
PhD Students



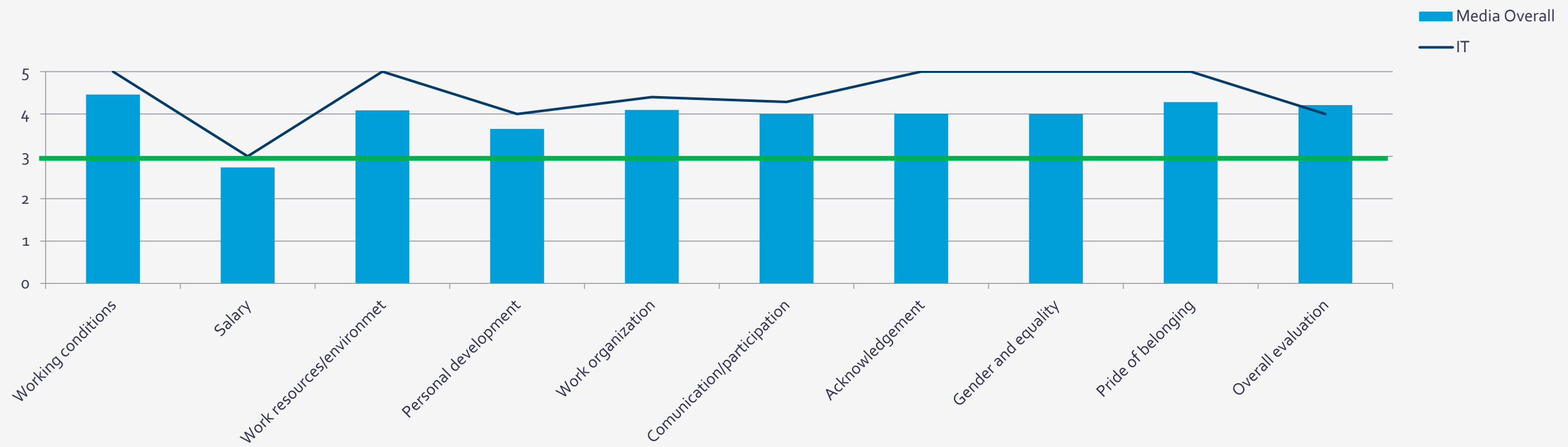
Administration team



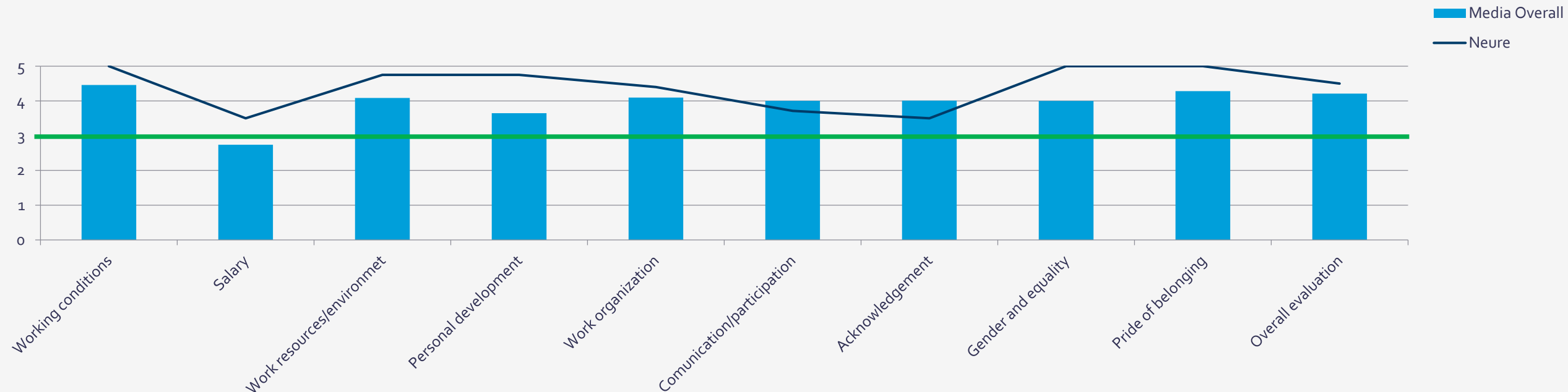
LAB



IT



NEURE



✓ People Satisfaction Survey

☐ HRS4R & HR Award

- Brief intro, timeline & current situation

- HRS4R Survey results

- Gap analysis

- Action Plan

☐ Questions and Answers



Summary

bcdl

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 award** 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.



HR STRATEGY - HRS4R

BCBL is committed to excellence in human resources management. That is why the center acceded to the principles established in the European Charter for Researchers and the Code of Conduct for hiring researchers (Charter and code, C&C), two documents containing the 40 principles with recommendations about the responsibilities and duties of researchers, employers and funders in relation to the ethical and professional aspects, recruitment processes and working conditions of researchers.

— [More information](#)

Related PDFs:

- BCBL HR – Charter and Code Endorsement
- BCBL HR Strategy – Internal Analysis_2016
- BCBL HR Strategy – Action Plan 2016-2017
- Revised Action Plan 2018-2019
- OTM-R Policy

← OTM-R

Transparency policy in recruitment and talent attraction processes

The BCBL has recently defined its OTM-R policy, as an improvement of our recruitment procedures designed and developed within our management model (MPS).

We are convinced that ensuring that the best applicant gets recruited. Open, Transparent and Merit-based Recruitment of researchers will improve the effectiveness of our organization and thus, our research program. As a result, we believe implementing this methodology promotes optimal circulation of scientific knowledge.

Open Recruitment guarantees the equal opportunities principle. Our recruitment processes respect diversity, promoting non-discrimination due to reasons of race, color, age, sex, marital status, ideology, political opinions, nationality, religion, sexual orientation, or any other personal, physical or social conditions among its professionals. Therefore job calls are widely published, both nationally and internationally.

Transparent Recruitment at the BCBL is guaranteed by the establishment of monitoring indicators and the quality control check performed at the BCBL every time a job call ends.

Merit-based Recruitment guarantees that applicants to any BCBL offer complete effectively for a job, based merely on their academic background, technical and professional skills, motivation, abilities and knowledge.

The scope of the OTM-R policy at the BCBL covers the recruitment and talent attraction procedures for the following profiles:

Early Stage Researchers (ES)

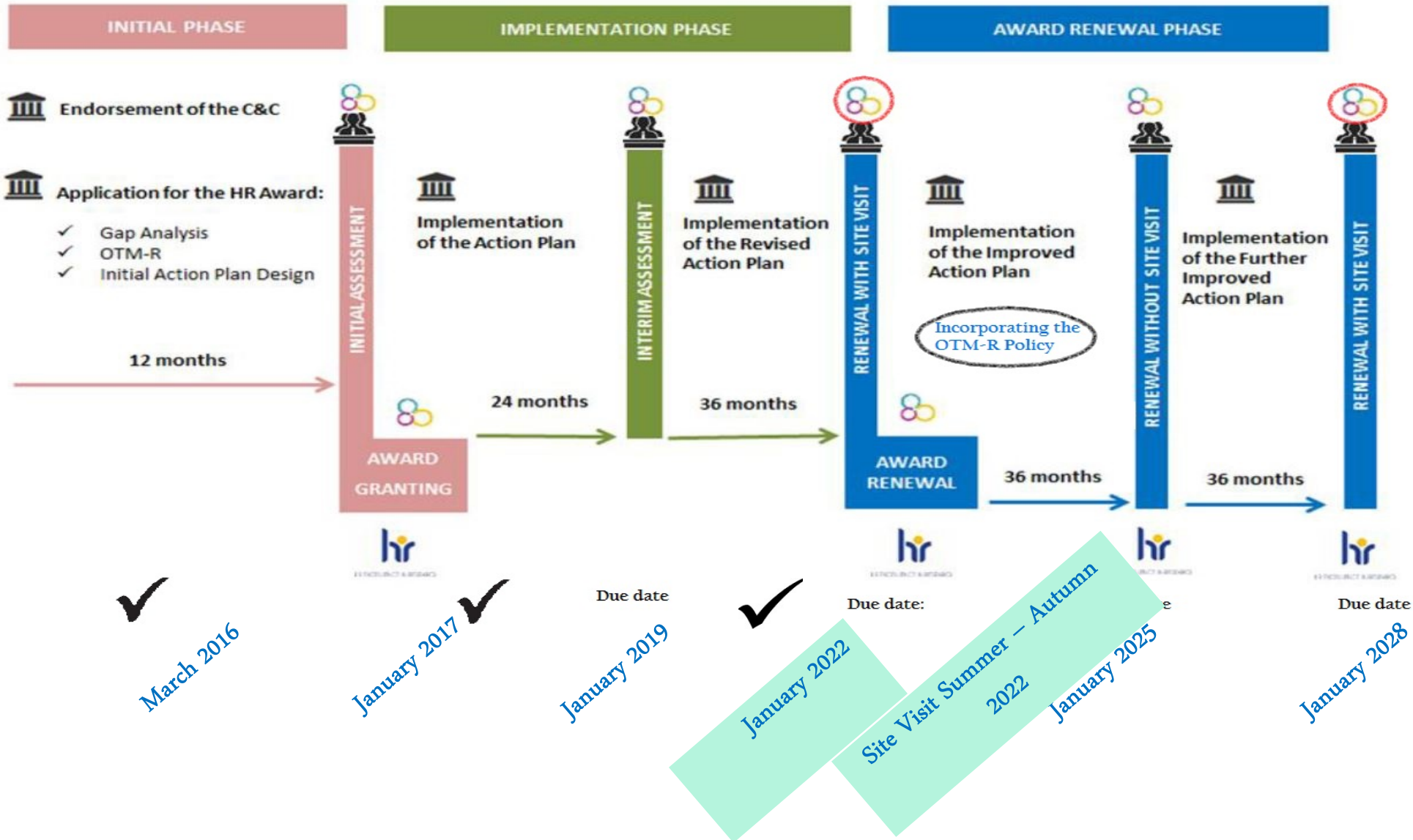
Experienced Researchers (EX)

Group Leaders (GL-R)



BASQUE CENTER
ON COGNITION, BRAIN
AND LANGUAGE

HRS4R AND THE HR AWARD: Brief reminder



HRS4R WORKING GROUP

Our Working Group's meeting notes are available at:
https://wernicke.bcbi.local/wiki/index.php/HRS4R_Working_Group



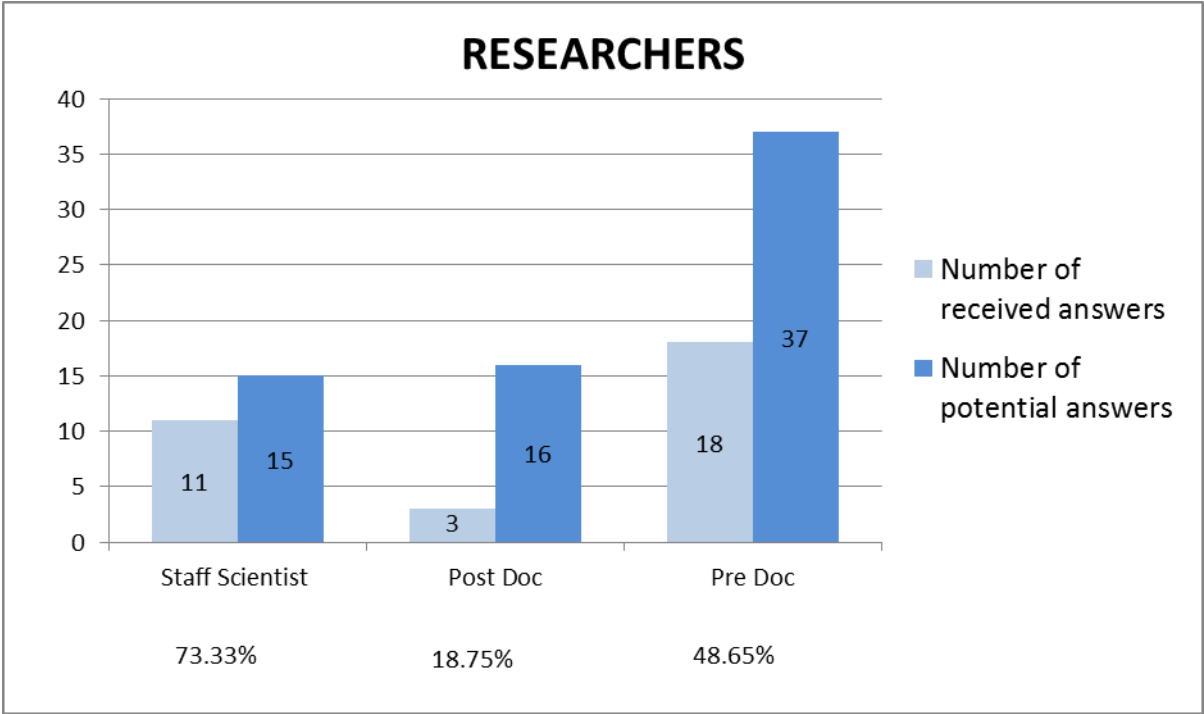
Eskerrik asko !!!

HRS4R Survey results (ONLY RESEARCH STAFF)



2021

Participation



Response rate:

2017	70%
2019	57%
2021	47%



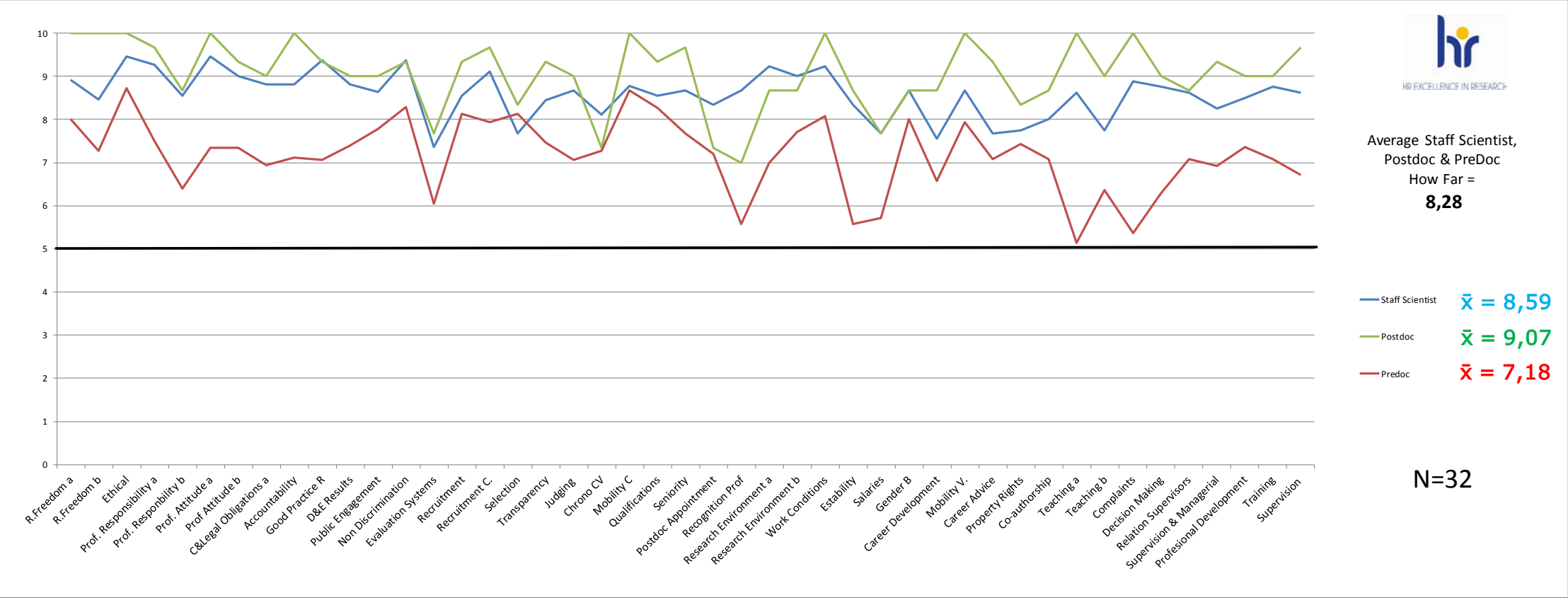
HRS4R Survey results



2021

Gap analysis

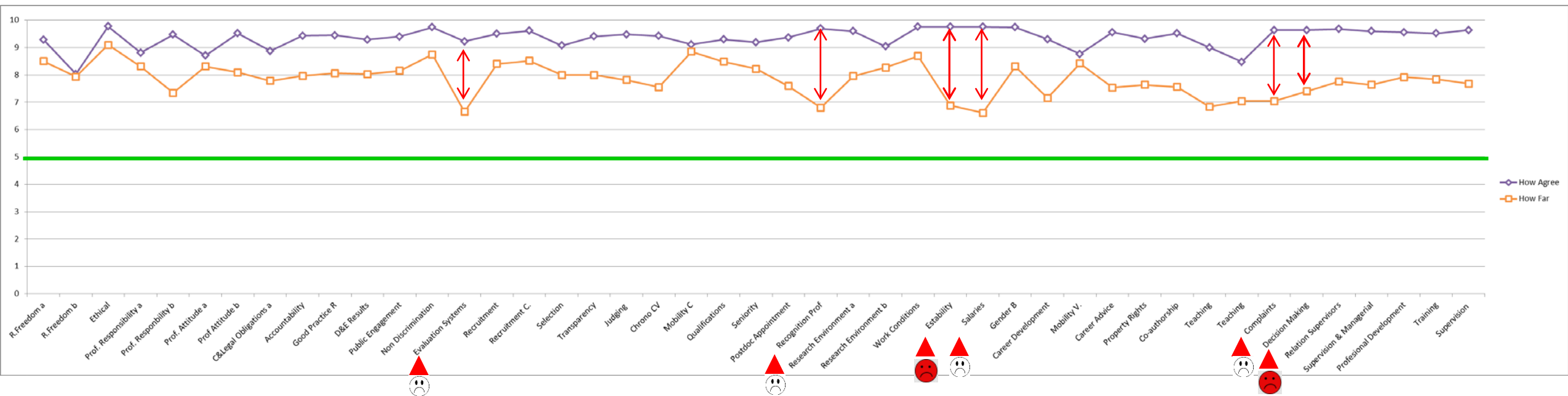
HOW FAR STAFF SCIENTISTS VS POSTDOC VS PREDOC



2021

Gap analysis > Agreed strategy to act: Top 5 Gaps (Top 5+1 this time, because the 6th principle appears in the last 3 surveys)

It could have been: top ranked principles , most important principles, lowest scored principles, etc.



2017			
	Agreement	How Far	Gap
1-Research 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	8.88	7.93	0.94
6-Accountability	9.40	8.77	0.64
7-Good Practice	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-Professional 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			
	Agreement	How Far	Gap
1-Research 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	9.32	8.05	1.26
6-Accountability	9.55	8.14	1.42
7-Good Practice	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-Professional 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

2021			
	Agreement	How Far	Gap
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30-Career Advice	9.56	7.54	2.02
31-Property Rights	9.32	7.64	1.68
32-Co-authorship	9.52	7.56	1.96
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34-Complaints	9.64	7.04	2.60
35-Decision Making	9.64	7.40	2.24
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38-Professional Development	9.56	7.92	1.64
39-Training	9.52	7.84	1.68
40-Supervision	9.64	7.68	1.96
AVERAGE	9.40	7.85	1.55

Very good score yet !
But slowly decreasing....

From **HRS4R Survey**, special focus needs to be placed in the **TOP 5+1 GAPS**:

● **Evaluation System:** 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.

PRINCIPLE
11

● **Recognition of the Profession:** All researchers engaged in a research career should be recognized 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.

PRINCIPLE
22

● **Stability:** 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 EU Directive on Fixed-Term Work.

PRINCIPLE
25

From **HRS4R Survey**, special focus needs to be placed in the **TOP 5+1 GAPS**: (cont.) :

🗨 **Funding and Salaries:** 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 early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

PRINCIPLE
26

🗨 **Complaints:** 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 promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

PRINCIPLE
34

🗨 **Participation in decision making bodies:** Employers and/or funders of researchers should recognize 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.

PRINCIPLE
35

Tracking of Action Plan 2020/2021:

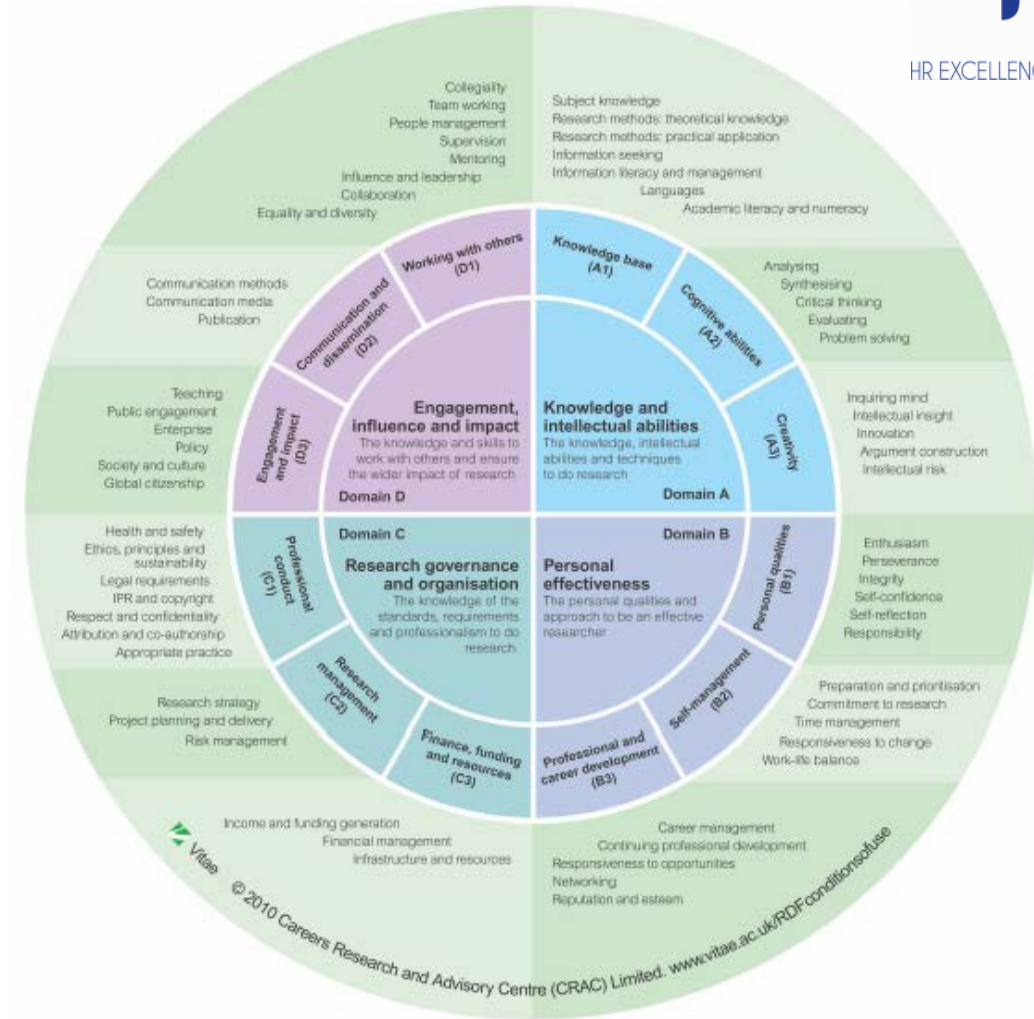
- 15 Actions were planned for 2020/2021 Action Plan:
 - 14 were "Completed"
 - 1 is "In progress"

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	2021	New self assessment web based platform has been developed and launched in order to record and track researchers evaluation and feedback.	- finalize intranet and define regular meetings among supervisors and supervisees.	HRS4R W.G.	2022	Web based tool	Pending
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	- Updated info at wiki	Completed
Working Conditions and Social Security	27	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	- Updated info at wiki	Completed
Working Conditions and Social Security	27	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	2021	- Updated info at wiki	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	Wellbeing WG	2022	- Updated info at wiki	Pending
Working Conditions and Social Security	28	15, 16, 19,20, 24, 30	Career Development	2021	Vitae: Skills poster	Soft skills: training and development	HRS4R W.G.	2Q 2022	- Lab meeting	Pending

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	- Updated info at wiki	Completed
Working Conditions and Social Security	27	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	- Updated info at wiki	Completed
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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	Wellbeing WG	2022	- Updated info at wiki	Pending
Working Conditions and Social Security	28	15, 16, 19,20, 24, 30	Career Development	2021	Vitae: Skills poster	Soft skills: training and development	HRS4R W.G.	2Q 2022	- Lab meeting	Pending

Soft Skills for researchers:

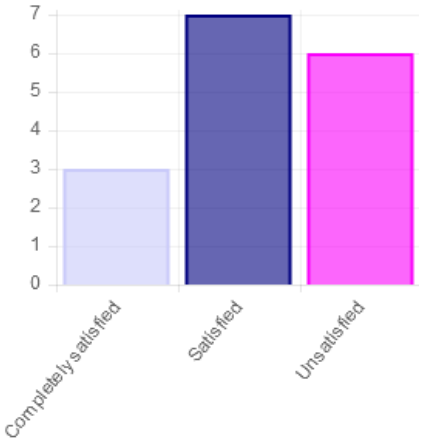
- BCBL started July'2019 > Non successful experience. Little interest from researchers
- Kept on working on it > Interactive poster developed on 2021 (QR poster with VITAE's info to ease the access to the Soft Skills). >> This deserves a dedicated Lab meeting
- European Commission is adding this "Soft Skills" training wheel to the HRS₄R strategy and award, for any HR logo holder Institution:



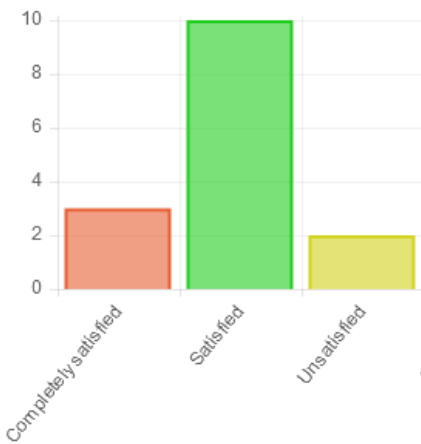
- Scan the QR
- Go through the interactive RDF map
- Discover each individual skill
- Identify your strengths and gaps in development!

Another significant action from Action Plan 2020/2021 has been the “Exit Survey”

WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **SALARY**

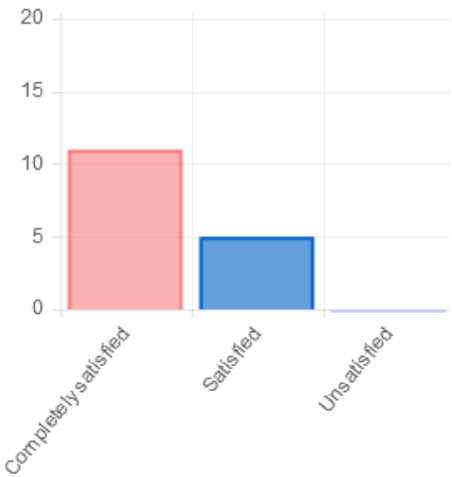


WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **FORMATION**

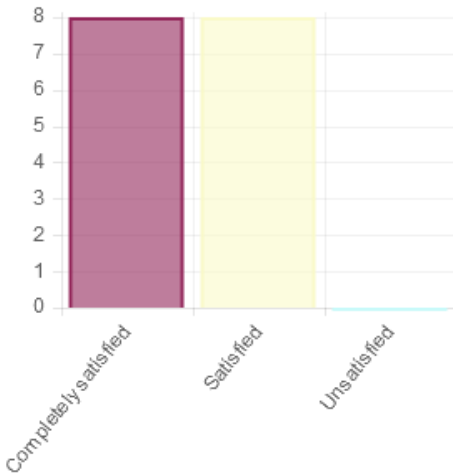


Answers from 34 ex-bcblians

WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **WORK ENVIRONMENT**

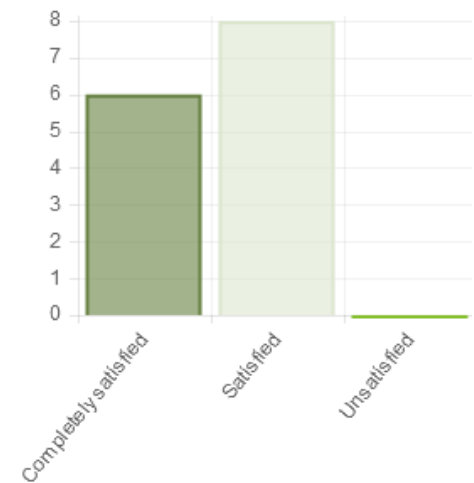


WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **WORK LOAD**

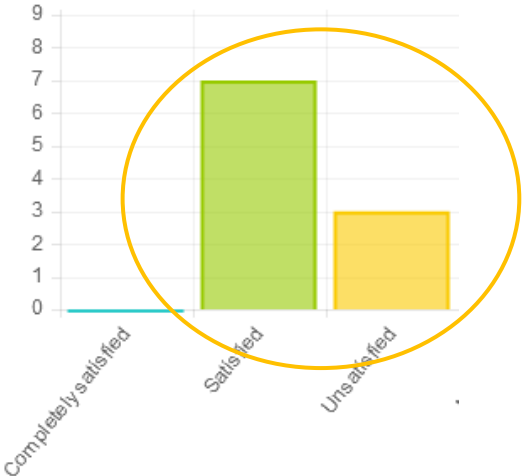


Tracking of Action Plan 2020/2021 > Exit Survey

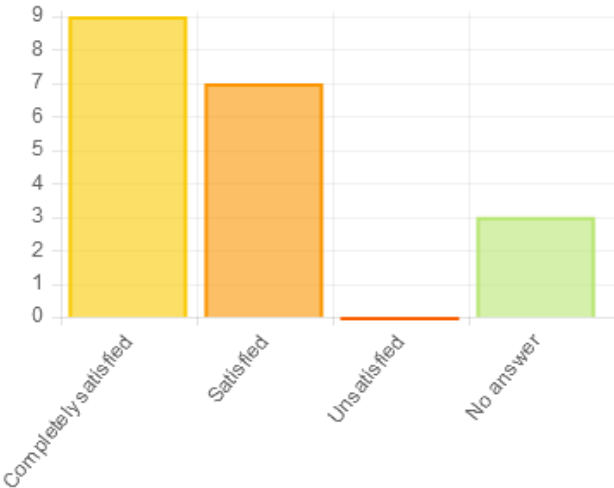
WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **SOCIAL BENEFITS**



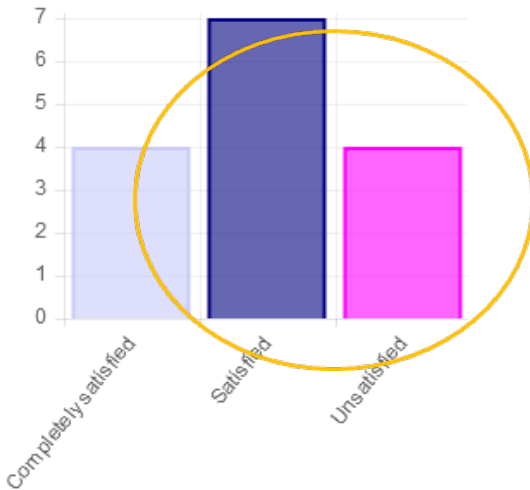
WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **POSSIBILITY OF PROMOTION**



WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **RELATIONSHIP WITH COLLEAGUES**

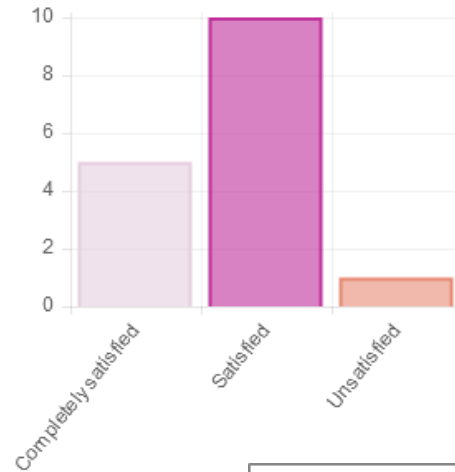


WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **RECOGNITION**

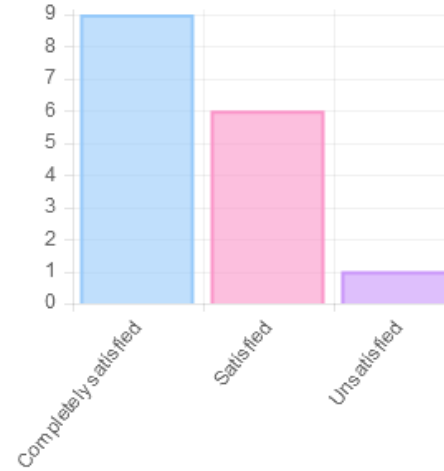


Tracking of Action Plan 2020/2021 > Exit Survey

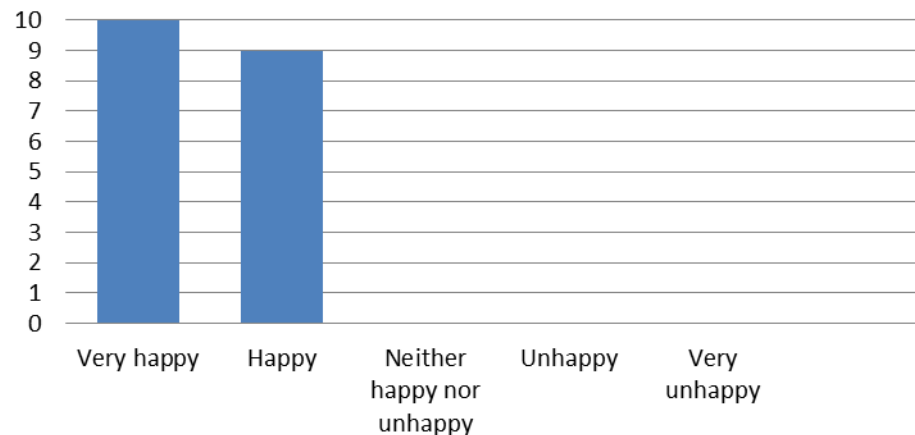
WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **TEAMWORK**



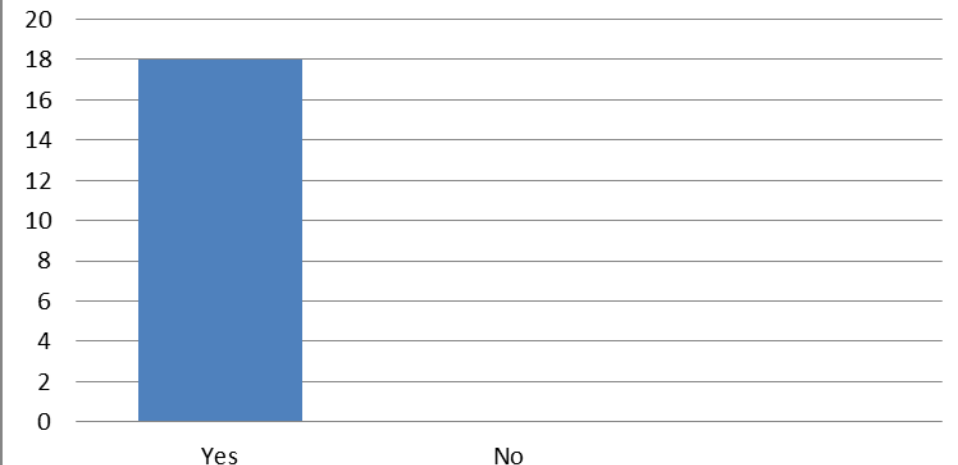
WHAT IS YOUR DEGREE OF SATISFACTION WITH THE FOLLOWING ASPECTS OF THE BCBL AND WITH YOUR JOB HERE? **RELATIONSHIP WITH SUPERIORS**



IN GENERAL, DO YOU FEEL HAPPY OR UNHAPPY OF HAVING WORKED IN THE COMPANY?



WOULD YOU RECOMMEND WORKING IN THE BCBL?



WHICH ARE, IN YOUR OPINION, BCBL'S THREE MAIN STRENGTHS?

Good atmosphere
Flexibility
The opportunity to meet people dedicated to this field
Companionship
Schedule
Work atmosphere and schedule
Training and new techniques
Prestige
Superiors' trust towards workers (autonomy and flexibility)
Dinamism
Resources
Lab support
Infrastructure and facilities
Expertise of permanent staff
Collaborations with different people working on different aspects of language
Facilities
Excellent researchers from multiple disciplines
Training programme (lab meetings, project presentations etc.)
Full support on writing project proposals and excellent feedback
Promotion of healthy work-life balance

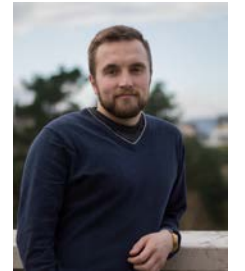
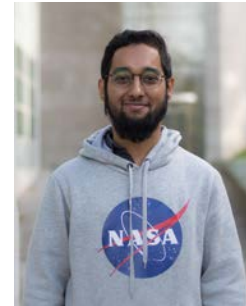


WHICH ARE, IN YOUR OPINION, BCBL'S THREE MAIN WEAKNESSES?

- Lack of communication among different parts of the center
- Low salaries compared to many other centers & universities in other countries
- Lack of job continuity and stability, but that is just inherent to science jobs more generally.
- Hierarchical organization
- Small reproducibility/ open science policies implemented
- There is margin for improvement in supporting new career development plans
- Some difficulties with addressing conflictive issues in the company.
- Lack of communication
- Virtually no teamwork in research terms



Tracking of Action Plan 2020/2021 > Exit Survey



Action Plan 2022/2023

As off now, 19
Actions related to
Top 5+1 Gaps
have been planned
for 2022/2023
(some are already
completed !)

Category	C&C Principle	Other involved Principles	C&C Principle Name	Gap Analysis Year	Action	Area of improvement	Responsible	Implementation date	Indicator/Target/Count Evidence	Status
Ethical and Professional Aspect	11	15, 16, 24, 30, 40	Evaluation System	2021	New self assessment web based platform has been developed and launched in order to record and track researchers evaluation and feedback.	-Finalize intranet and define regular meetings among supervisors and supervisees.	HRS4R W.G.	2022	Web based tool	Pending
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2021	Workshop on scientific/non-scientific pathways.	Advice on scientific/non-scientific pathways, successful job search, based on NTA's info create a QR poster or a linked list to share the access to the fishes, and share among researchers.	L. Lopez	2021	-Job meeting agenda	Completed
Working Conditions and Social Security	30	15, 16, 28	Career Advice	2021	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.	Create a short list with former members and get in touch with them to invite them for a talk	HRS4R W.G. RESEARCHERS	2022	-Updated info at wiki	Pending
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	-Updated info at wiki	Completed
Working Conditions and Social Security	27	15, 16, 28, 30, 40	Working Conditions	2021	presentation at a lab meeting 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	-Updated info at wiki	Completed
Working Conditions and Social Security	27	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	2021	-Updated info at wiki	Completed
Working Conditions and Social Security	24	15, 16, 28, 30, 40	Working Conditions	2021	short structured workshop (60-90 min) for postdoc (supervisors) and postdoc and above (supervisors) to discuss what's working and what needs improving in supervision and in identity supervision related training needs	Mental Health Resources for BCBLians	Wellbeing WG	2022	-Updated info at wiki	Pending
Recruitment and Selection	11	15, 16, 28, 30, 40	Working Conditions	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 Pls 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-doc and staff/group leaders	HRS4R W.G. RESEARCHERS	2022		Pending
Working Conditions and Social Security	22	3, 4, 9, 19, 21, 25, 37	Recognition of the Profession	2021	Implement annual scientific retreat	Better knowledge of the work done by peers, recognition, better understanding of BCBL's research lines	Group leaders	30/2022		Pending
Working Conditions and Social Security	22	3, 4, 9, 19, 21, 25, 37	Recognition of the Profession	2021	Embedded in Supervision actions		Group leaders	N/A	Supervision template	Completed
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, kirolxartels, Mutua's health services, UPV psychological services, UPV cultural and sport services (https://www.ohu.es/oc/sorbitos/), including discounts for gyms that PhD students can take advantage of, etc.		HRS4R W.G. ADMIN	10/2022	Information public in the wiki	Pending
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	10/2022	Number of sent mails per year	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 supervisor/supervisee 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	2022	Information public in the wiki	Pending
Working Conditions and Social Security	35	3, 15, 37	Participation in Decision making bodies	2021	Maybe something that could be done is, before each GL meeting, as the GL to "officially" ask their group members whether there are some issues that they wish to be seen discussed in the GL meetings.		Group leaders			Pending
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	2022		Pending
Ethical and Professional Aspect	11	15, 16, 28, 30, 40	Evaluation System	2021	Professional Development Plan to be improved and implemented including periodical supervision/evaluation meetings and feedback about personal achievements		HRS4R W.G. ADMIN	2022		Pending
Working Conditions and Social Security	28	15, 16, 19, 20, 24, 30	Career Development	2021	RE-Definition of specific career development strategy for researchers		HRS4R W.G. ADMIN	2022		Pending
Working Conditions and Social Security	28	15, 16, 19, 20, 24, 30	Career Development	2021	Vitae: Skills poster	Soft skills training and development	HRS4R W.G.	2022		Pending
Working Conditions and Social Security	28	15, 16, 19, 20, 24, 30	Career Development	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			Pending

- ✓ HRS4R & HR Award
 - Brief intro, timeline & current situation
 - HRS4R Survey results
 - Gap analysis
 - Action Plan

☐ Questions and Answers



Summary

bcdl

Next steps

- HRS4R Action Plan: HRS4R WG along 1Q'2022 > Develop detailed actions, deadlines and responsables > Implement actions along 2022-2023, mainly focused on **Evaluation System, Recognition of the Profession, Stability, Funding and Salaries, Complaints** and **Participation in decision making bodies**
- From the Exit Survey: Work on **Recognition of the Profession** and **Promotion (Supervision)**
- Lab meeting dedicated to Soft Skills' wheel
- HR award renewal: 3Q' 2022
- Other HR related initiatives > **Hot Desking Strategy:**
 - 14 employees have answered positively (6 of them, researchers)
 - From the 6 researchers, only one's contract lasts more than 1 year > No worth
 - However: the space issue remains specially in Summer time, and for Predocs (employees + visitors) joining us on Fall 2022 and next courses (Severo Ochoa FPI, BFI, Caixa Inphinit, etc.)
 - We are wasting resources because we have no space for newcomers/visitors at the same time that the BCBL is empty.
 - No additional spaces are available at the building.
 - We have to look for a Post pandemic solution. It does not have to be a single solution, but we can try to combine different alternatives: more seats and tables, switch shifts (MWF – TTh or AM/PM) , hot desking...



Questions, suggestions and discussion...

This presentation is available in our wiki, at:
https://wernicke.bcbl.local/wiki/index.php/BCBL_General_Meetings

Thank you!

Eskerrik asko eta Gabon Zoriontsuak!

Wishing to see you all at
NEXT RETREAT !

