

Strengthened HRS4R process - from PROGRESS to QUALITY



HR EXCELLENCE IN RESEARCH

**Implementation of the European Charter for Researchers &
the Code of Conduct for the Recruitment of Researchers**



February, 2024


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1. Foreword

BC3, the Basque Centre for Climate Change – Klima Aldaketa Ikergai, is a world class interdisciplinary research centre located in Leioa for the study of the causes and consequences of the climate change.

It was created as a Basque Excellence Research Centre (BERC) by the Basque Government and the University of the Basque Country in 2008 and constituted as a non-profit association. The Associate Members are:

 IKERBASQUE (Basque Foundation for Science)



UPV/EHU (University of the Basque Country)



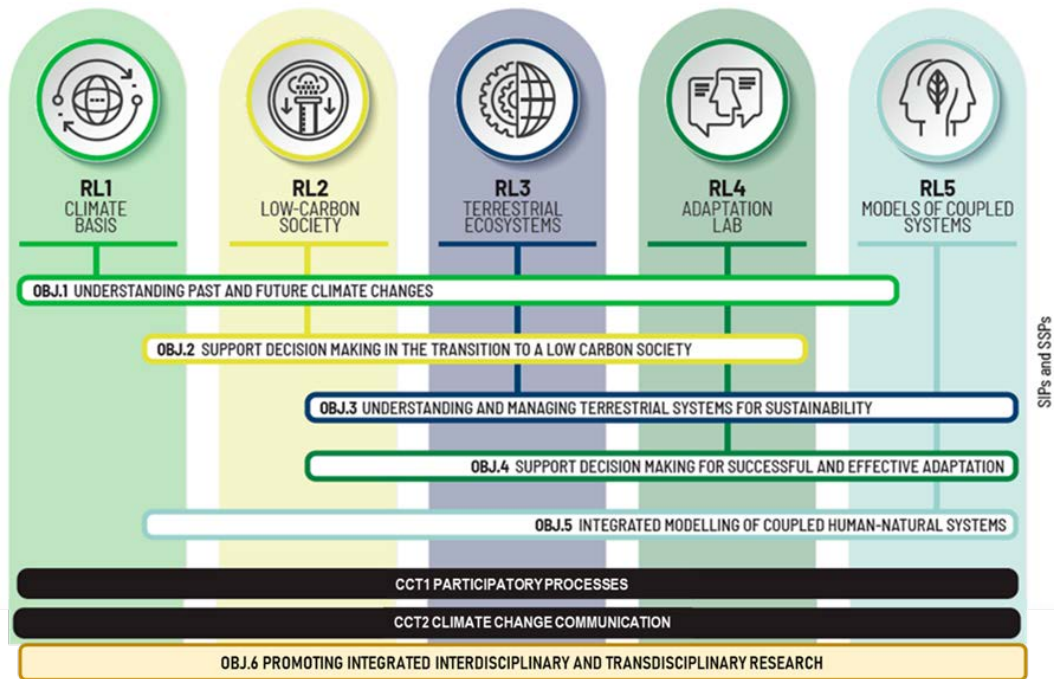
IHOBE – Public Environmental Agency

The centre led by one of the most recognized scientists in this field, Prof. María José Sanz contributes to the decision-making at the Basque, Spanish and International level by integrating natural and social sciences to address the socio-economic implications of global climate change.

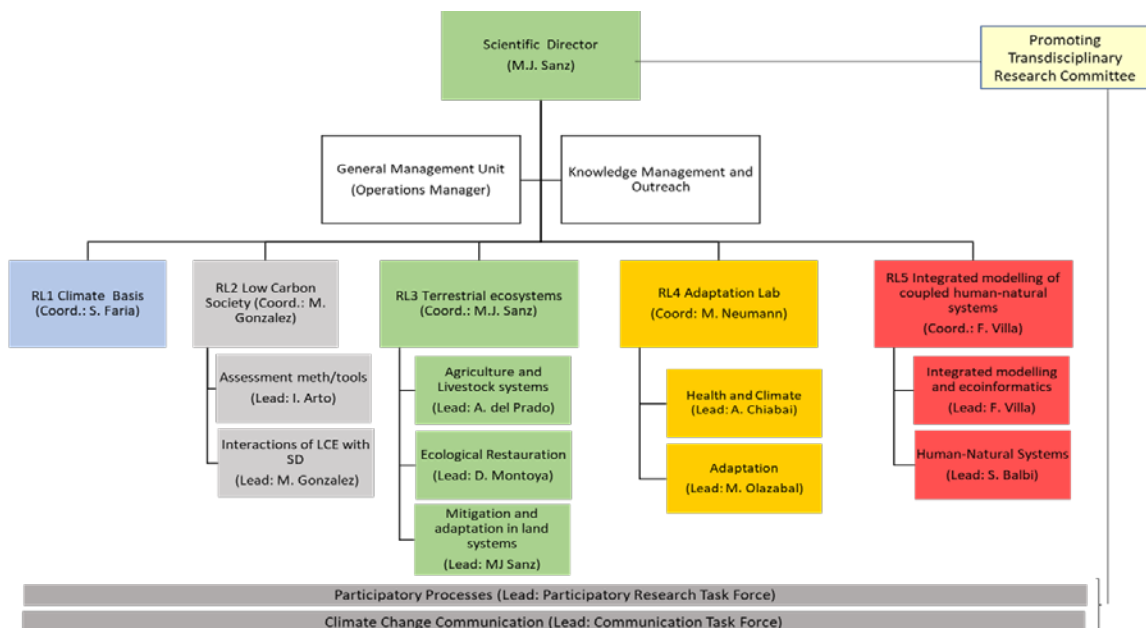
BC3 aims to strategically foster co-production of knowledge relevant to decision making by integrating environmental, socioeconomic, and ethical dimensions of climate change. BC3 considers that coordinated transdisciplinary (i.e., interdisciplinary and participatory) research approaches are essential in the post-Paris Agreement era, while being aware that climate action and protection will never be the sole priorities of governments and no single approach will work equally for all members in society.

BC3 expects to contribute strongly to the co-generation of new scientific knowledge and the consolidation of scientific support relevant to policy making at different scales, which includes understanding and linking social and policy processes and promoting regular communication between stakeholders at all governance levels, in the post-Paris and SDGs era.

These impacts are achieved through the contribution of the five Research Lines and on the basis of its Overall Objectives.



The organization of BC3 Research Lines (RLs) and Groups, responds to the Overall Strategy objectives (OBJ.), which aims to fulfil its missions and the challenges and demands that addressing climate change requires in a post-Paris period.



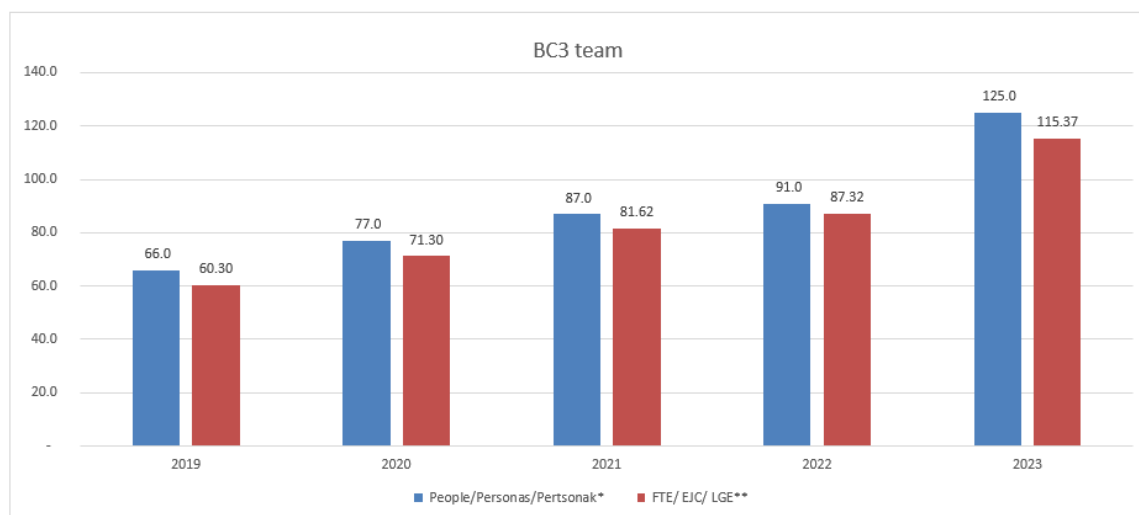
In this framework, BC3 is fully committed with the strengthened HRS4R process and this process is embedded in BC3's Strategy Plan.

BC3's core value to fulfil its Strategy Objectives is the people that conducts research or supports the research activity in the premises of an Excellence based Science. As shown in the table below, the number employees have grown significantly in the last years, but the increase in the last year has been a milestone for the centre having around 37% of growth from 2022 to 2023. Therefore, if the HR EXCELLENCE Award has been relevant in the last years, now, it is really significant in order to adapt the needs of the centre:

	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total	42	43	51	58	66	77	86	91	125
Res. + Tech	36	38	46	52	59	65	79	82	115
Admin.	6	5	5	6	7	7	7	9	11

The figures on the table indicate the number of active BC3 employees as for the 31st of December of each year.

In the figure below, the number of total employees and FTEs is shown as per the 31st of December of each year:



2. Strengthened HRS4R process

2.1 Where is BC3?

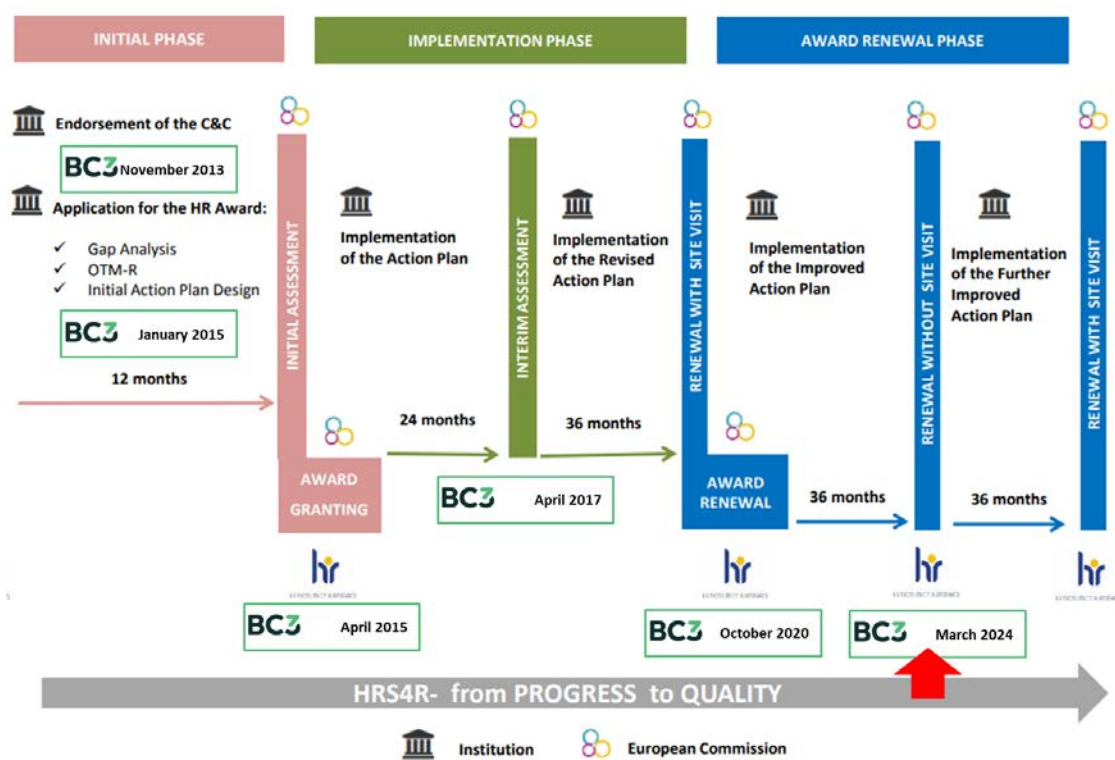
BC3's Steering committee ¹ decided to endorse the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the meeting celebrated in December, 2013.

BC3 conducted the initial Internal Analysis of the "HR Strategy for Researchers" (HRS4R) in 2014 and designed its Action Plan in 2015. After undergoing the evaluation process, the European Commission approved the Action Plan and in April 2015, BC3 was recognized with the "HR Excellence in research" award. In early 2017 BC3 underwent the self-assessment process for reviewing and improving the previous Action Plan. After completing that self-assessment, the 2017-2020 Revised Action Plan (AP2) was developed, focused on the implementation of initiatives internally identified, and the recommendations suggested from the European Commission. In 2017, BC3 also implemented its first OTM-R Policy engaging into the Strengthened HRS4R Process.

5 years after the "HR Excellence in Research" acknowledgement was received, BC3 conducted the Internal Review for Renewal Assessment. For that purpose, BC3 ran a new self-assessment process in May 2020, which resulted in the 2020-2023 Improved Action Plan (IAP1). The self-assessment process was coordinated by the BC3 HR Excellence Working Group, and each of the 40 principles of the Charter & Code were revised and aligned with the reality of BC3 including the review of the OTM-R policy. BC3 remotely hosted in February 2021 an external evaluation by independent experts of the European Commission and in 02/03/2021 the "HR Excellence in Research" award was renewed.

Currently BC3 is in the Award Renewal phase without site visit, with the implementation of the **Further Improve Action Plan** proposal done by People department, shared within the new HR Excellence working group and approved by Management Committee.

¹ Steering Committee: One of the highest governance meetings of the Association. All BC3's partners participate in the meeting for decision making.



Key milestones 2015-2023:

- **End of 2013:** BC3's Steering Committee endorsed the European Charter for Researcher and the Code of Conduct for the Recruitment of Researchers
- **2015:** The European Commission granted BC3 with the HR EXCELLENCE Award.
- **2015-2017:** BC3 implemented the first **Action Plan (AP1)**.
- **2017:** BC3 conducted an interim assessment and revised the previous Action Plan. At this phase BC3 also produced its **OTM-R policy**, in order to commit with the Strengthened HRS4R process.
- **2017-2020:** BC3 implemented the **Revised Action Plan (AP2)**.
- **May – June 2020:** BC3 conducted the internal assessment, (GAP Analysis and OTM-R Checklist) t and designed the draft of Improved Action Plan. By the 30th of June, 2020 the new members of the HR Working Group were elected so they could propose modifications to the designed draft of the Improved Action Plan.
- **September 2020:** The new **Improved Action Plan 2020-2023 (IAP1)** was approved by BC3's Management Committee.
- **October 2020:** BC3 applied for the award renewal on the 23rd of October 2020.
- **February 2021:** BC3 hosted the external expert virtual visit for the renewal assessment on the 16th of February, 2021.

- **March 2021:** On the 2nd of March, 2021, BC3 received the communication from the European Commission informing that our institution's comprehensive analysis and action plan meet all the requirements to continue the use of the 'HR excellence in Research' award for the next 3 years 'HR excellence in Research' award.
- **2020-2023:** BC3 implemented the **Improved Action Plan (IAP1)**.
- **August – September 2023:** BC3 conducted an interim assessment launching a general survey for all BC3 staff where all EU Charter and Code's 40 principles were assessed and moreover, there were randomly selected 4 focus group in order to have a specific answer regarding the different 4 sections of the EU Charter and Code.
- **October – December 2023:** BC3 analysed the survey results (**GAP Analysis**). At this phase BC3 also reviewed its **OTM-R policy** in its fourth version.
- **January-February 2024:** the new members of the HR Working Group were elected and the **Further Improved Action Plan (FIAP1)** was presented in order to be approved. BC3 applied for the award renewal on the 29th of February, 2024.

2.2 2015-2017: Implementation of the Action Plan (AP1)

In 2015, the European Commission granted BC3 with the HR EXCELLENCE AWARD. Previously, BC3 conducted the initial survey on the 40 principles in June 2014 with a focus group of researchers that covered all the research HR categories at the centre and considering a gender balanced team. The results of the survey were analysed by the HR Excellence Working Group and they proposed BC3's first Action Plan (AP1):

Title action	Timing	Responsible Unit	Indicator(s) / Target	Status
<p>Action 1: Improvement of the evaluation/appraisal process ID: AP1_A1</p>	December 2015	BC3 Research Professor (as Coordinator) and all categories (WG) → approval from BC3's Management Committee	<p>The Management Committee (Hereinafter, MC) of BC3 endorses the new evaluation/annual assessment process</p> <p>100% of BC3 evaluations under the new evaluation process</p>	Completed
<p>Action 2: Development of an individual Research Plan. ID: AP1_A2</p>	December 2015	BC3 Research Fellow (Coordinator) and all categories (WG) → approval from BC3's MC	The Management Committee of BC3 endorses the new evaluation/appraisal process and the Individual Research Plan template	Completed

<p>Action 3:</p> <p>Improve the communication of the professional career development (PCD) process</p> <p>ID: AP1_A3</p>	June 2016	Operations Manager (Coordinator) and depending on the topic: several categories Res/Admin (WG).	<p>Creation of BC3all email group</p> <p>Meet at least once per year with all BC3 employees and make a stop on the Evaluation/Appraisal + PCD plan</p> <p>Publish the Evaluation/Appraisal + PCD plan at the Intranet and send reminders to check the intranet</p>	Completed
<p>Action 4:</p> <p>Mentoring System</p> <p>ID: AP1_A4</p>	October 2015	BC3 Postdoctoral Researcher (Coordinator) and Senior/Postdoc/PhD student (WG) → approval from BC3's MC	<p>The BC3's MC endorses the guidelines of the Mentoring System</p> <p>The Mentoring Guidelines are published in the intranet</p> <p>10% of Researchers have appointed an internal/external mentor</p>	Completed. Completed.
<p>Action 5:</p> <p>Development of a Conflict Management System.</p> <p>ID: AP1_A5</p>	February 2016	Ikerbasque Research Professor (Coordinator) and all categories (WG) → approval from BC3's MC	<p>The BC3's MC endorses the guidelines of the Conflict Management System</p> <p>The Conflict Management System is published in the intranet</p>	Completed. Completed.
<p>Action 6:</p> <p>Development of Guidelines for Supervision of PhD students.</p> <p>ID: AP1_A6</p>	May 2015	PhD students (Coordinators) and juniors/supervisor (WG). → approval from BC3's MC	<p>The BC3's MC endorses the Guidelines for Supervision of PhD students</p> <p>Guidelines for Supervision of PhD students are published in the intranet</p>	Completed. Completed.

2.3 2017-2020: Implementation of the Revised Action Plan (AP2) + OTM-R policy

In 2017, BC3 conducted the internal review. In this case, the HR Excellence Group launched the questionnaire by the end of January 2017 to all BC3 researchers. As a result of this internal review, the Revised Action Plan (AP2) was defined and it was also included the implementation of an OTM-R policy. This policy was published in 2017.

BC3 implemented the **Revised Action Plan (AP2)** for the period 2017-2020 completing all the actions foreseen in the Revised Action Plan, as shown in the table below:

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
<p>Action 1: Develop a Gender and Equality Plan ID: AP2_A1</p>	June 2018	BC3's Operations Manager and HR Excellence WG → approval from BC3's Management Committee	<p>The Management Committee (Hereinafter, MC) of BC3 endorses the Gender and Equality Plan / DONE Publication of the Gender and Equality Plan at the Intranet/ DONE The % of woman researchers applying to BC3's Job Offers/ Latest update (30/06/2020) -- > 44% The % of woman researchers in senior positions/ Latest update (30/06/2020) --> 33% 7 women hold senior positions at BC3 (21 Seniors in total)</p>	Completed
<p>Action 2: Improve the clarity of the Recruitment Policy at BC3 (OTM-R) and align it with the new Data Protection Law ID: AP2_A2</p>	June 2018	BC3's Operations Manager and HR Excellence WG	<p>The MC of BC3 endorses the new Recruitment Policy in case of necessity/ No need Number of candidates per call/year/ • 2018: 325 • 2019: 392 • 2020 (30/06/2020): 259 Number of complaints per year • 2018:0 • 2019:0 • 2020 (30/06/2020):0</p>	Completed
<p>Action 3: Continue with the Improvement of the evaluation/appraisal process and align it with BC3's Strategy (The individual Research Plan is included in the Evaluation process) ID: AP2_A3</p>	March 2018	BC3 Research Professor (as Coordinator) and all categories (WG) → approval from BC3's Management Committee	<p>The Management Committee (Hereinafter, MC) of BC3 endorses the new evaluation/annual assessment process/ DONE 100% of BC3 evaluations under the new evaluation process/ 100%</p>	Completed

Action 4: Continue with the Improvement of the communication of the professional career development (PCD) process ID: AP2_A4	June 2018, Annually	Operations Manager (Coordinator) and the HR Working Group	Publish the Evaluation/Appraisal + PCD plan at the Intranet and send reminders to check the intranet / the latest document was published on 2020/ JAN at the shared folder - DATA Meet at least once per year with all BC3 employees and make a stop on the Evaluation/Appraisal + PCD plan/ DONE	Completed
Action 5: Inform about BC3's Mentoring System and include it at the welcome plan. ID: AP2_A5	Annually	BC3 Postdoctoral Researcher (Coordinator) and the HR Working Group	% of researchers that have appointed an internal/external mentor → 20% % of BC3 researchers informed about the BC3's Mentoring System → 100%	Completed
Action 6: Inform about the guidelines of the Conflict Management and include it at the welcome plan. ID: AP2_A6	Annually	Ikerbasque Research Professor (Coordinator) and the HR Working Group	% of BC3 researchers informed about the guidelines of Conflict Management → 100%	Completed
Action 7: Inform about the guidelines for supervision of PhD students and include it at the welcome plan. ID: AP2_A7	Annually	BC3 Postdoctoral Researcher (Coordinator) and the HR Working Group	% of PhD students informed about the guidelines for supervision of PhDs → 100% % of Senior researchers informed about the guidelines for supervision of PhDs → 100% Number of researchers trained in supervision of students → 1 (but supervision guidelines are available to all BC3 researchers)	Completed

In order to monitor the progress of the Revised Action Plan, BC3 had 11 meetings in the period November 2017 – July 2020 (minutes are registered).

2.4 2020-2023: Improved Action Plan (IAP1)

In May 2020, BC3's HR Excellence Working Group launched an internal assessment based on the EU Charter and Code's 40 principles in order to conduct an internal GAP analysis. The analysis of the survey result was done in two meetings celebrated in June 2020 and was the main source to design the draft of the Improved Action Plan.

BC3 implemented the **Improved Action Plan (IAP1)** for the period 2020-2023, working for the actions foreseen in the Improved Action Plan, as shown in the table below:

Title action	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
IAP1_A1_Implementation of the Gender Equality Action Plan (HR1.1-4; HR2.1:HR3.1-2; HR4.1)	10, 14, 27	2023	Equality Commission: Mixed team of BC3 employees from Admin and Research	Indicators defined in HRS4R Action Plan for Specific Objectives (HR1.1-4; HR2.1:HR3.1-2; HR4.1) - see HRS4R Improved Action Plan	In progress	IOE 2.3.2. Objective=80% - Result=77% IOE 3.3.1. The gap remuneration has been than for 2021 data and we are working on the 2022 data IOE 3.2.4. Objective=40% - Result=32% IOE 2.1.3. Working on the web to be published IOE 2.1.6. Objective=50%-Result=43%
IAP1_A2_Guarantee employees' safety in every circumstance (HR1.5)	7,23	2023	Research Unit - Coord: Research Fellow Support: Admin	IOE 1.5.1 - Within 1 month after Lab safety protocol approval, include it in the Welcome Plan and Intranet /100% by 2022 IOE 1.5.2 - Within 1 month after Fieldwork safety protocol approval, include it in the Welcome Plan and Intranet /100% by 2023	Completed	
IAP1_A3_Guarantee that OTM-R principles are applied (HR2.2)	12,13,14, 15,19, 20	2023	Research Unit - Coord: Ikerbasque Research Prof Support: Admin	IOE 2.2.1 - Percentage of trained senior researchers (recruiters)/ 50% in 2020, 75% in 2021; 85% in 2022; 90% in 2023	Extended	In 2022 it is shared the step by step interview guide with senior researchers. In 2023, was celebrated TALENT ATTRACTION WORKSHOP FOR SENIORS with the support of FyV consultancy. Only the 15% of the senior position was attending the workshop (all of

						them women)
IAP1_A4_Promote PhD representative figure to better identify junior researchers' challenges (HR3.3)	30,34	2020	Research Unit - Coord: PhD student	IOE 3.3.1 Identify PhD representative and her/his role/ 100% in 2020;100% in 2021; 100% in 2022; 100% in 2023 IOE 3.3.2 Number of meetings between PhD rep. and Operations Manager/ 2 per year	Completed	
IAP1_A5_Identify problems and issues in a rapid way to effectively respond to them (HR3.4)	25,28,30,34	2023	Research Unit - Coord: Postdoctoral researcher. Support: Admin and Research Assistant	IOE 3.4.1 Identify Ombudsperson/s / 100% by 2020;100% by 2021; 100% by 2022; 100% by 2023 IOE 3.4.2 Number of official claims presented and responses from SD or OM/ 90% by 2020; 90% by 2021; 100% by 2022; 100% by 2023	Extended	Strategic staff will attend in the following plan the corresponding conflict management training in order to create the figure and be communicated to the centre.
IAP1_A6_Promote a sustainability Plan (HR3.5)	23	2021	Research Unit - Coord: Ikerbasque Research Prof. Support: Admin and Research Assistant	IOE 3.5.1 Publication of BC3's Sustainability Plan at Employees' corner/ 100% by 2021	Completed	We will continue working on the sustainability plan: Sustainability and Mobility plans are ready for the presentation to SD and OM.
IAP1_A7_Promote a collaborative and friendly working environment (HR3.6)	23	2021	Admin Unit - Coord: Operations Manager Support: Research Unit	IOE 3.6.1 Publication of the new Employees' corner/ 100% by 2021 IOE 3.6.2 Reading room ready/ 100% by 2021 IOE 3.6.3 Quiet room ready/ 100%	Completed	

				by 2021 IOE 3.6.4. New approach for Lunch Seminars ready/ 100% by 2021		
IAP1_A8_Strengthen relationships between early career stage researchers and supervisors aligning BC3's Strategy and Researchers' activities (HR4.2)	25,28,30,36,28,40	2023	Research Unit - Coord: PhD representative Support: Admin	I.O.E. 4.2.1 % of early career stage researchers fulfil the annual scientific plan/ 75% by 2020; 80% by 2021; 90% by 2022; 95% by 2023	In progress	IOE 4.2.1. Objective=95% - Result=73%
IAP1_A9_Improve BC3's training plan to align researcher needs and BC3 Strategy (HR4.3)	39	2022	Research Unit - Coord: Postdoctoral researcher Support: Admin	IOE 4.3.1 Training needs section included at the Scientific Annual Plan/ 80% by 2021; 100% by 2022 I.O.E. 4.3.2 Training services database ready/ 100% by 2022	Completed	

2.5 2023-2024: Internal assessment and design of the Further Improved Action Plan (FIAP1)

In August 2023, BC3's HR Excellence Working Group (People department as part of the working group) launched an internal assessment based on the EU Charter and Code's 40 principles in order to conduct an internal GAP analysis (see Annex I: GAP analysis 2023).

BC3 conducted an interim assessment launching a general survey for all BC3 staff where all EU Charter and Code's 40 principles were assessed and moreover, there were randomly selected 4 focus group (24 people in total of different categories and gender) in order to have a specific answer regarding the different 4 sections of the EU Charter and Code.

- Ethical and Professional aspects:** principles 1-11
- Recruitment:** principles 12-21
- Working conditions and social security:** principles 22-35
- Training:** principles 36-40

The participation of the surveys where:

- General survey answers: 10% of all BC3 responded to the general survey (40 principles)
- Focus Group answers: 46% of the randomly selected focus group responded the corresponding section of the Charter and Code

BC3 first calculated the average score of each of the groups of principles and then average score per principle, for both results and also calculated the average of the total responses. BC3's HR Excellence

working group (People department) decided to consider the principles under 7 as key principles to face and to develop actions, but also considered every researcher' comment inserted in the questionnaire with the aim to get inputs that could help addressing new challenges. Furthermore, the analyses included BC3's Strategy plan 2022-2025, People department's indicators (After an application survey, onboarding survey and Ending contract survey) and the concerns/proposals of Early Careers Researchers. The analysis of the survey result was done by People department in the last trimester of the year 2023 and was the main source to design the draft of the Further Improved Action Plan:

Id	Section	Name of Principle	Results 2020		Results 2023	
			Focal Groups survey 2020		General survey 2023	
			Score	Average	Score	Average
1	Ethics	Research Freedom	8.00	8.6	8.45	8.40
2		Ethical Principles	8.86		8.64	
3		Prof. Responsibility	8.43		9.00	
4		Prof. attitude	9.14		8.55	
5		contractual and legal obligations	9.00		8.45	
6		Accountability	8.71		8.27	
7		Good practices	8.43		7.82	
8		Dissemination/Exploitation	8.29		8.55	
9		Public Engagement	9.00		7.73	
10		Non discriminations	8.29		9.00	
11		Evaluation Appraisal	8.43		8.00	

Id	Section	Name of Principle	Results 2020		Results 2023	
			Focal Groups survey 2020		General survey 2023	
			Score	Average	Score	Average
12	Recruitment	Recruitment	6.86	7.2	7.25	8.12
13		Recruitment	7.71		7.67	
14		Selection	6.43		7.50	
15		Transparency	6.71		7.00	
16		Judging Merit	7.71		8.42	
17		Variations in chronological order	7.29		9.17	
18		Recognition of mobility	7.86		8.67	
19		Recognition of qualifications	7.00		8.42	
20		Seniority	6.71		8.83	
21		Postdoctoral appointments	7.43		8.27	

Id	Section	Name of Principle	Results 2020		Results 2023	
			Focal Groups survey 2020		General survey 2023	
			Score	Average	Score	Average
22	Working conditions and SS	Recognition of the Prof	9.20	8.1	8.92	7.82
23		Research environment	8.00		7.83	
24		Working conditions	9.00		8.83	
25		Stability and permanence	6.50		7.75	
26		Funding and salaries	7.80		7.42	
27		Gender balance	8.00		8.08	
28		Career development	7.30		6.92	
29		value of mobility	8.80		7.92	
30		Access to career advise	7.10		6.91	
31		Intellectual Property rights	9.00		8.73	
32		co-authorship	9.00		8.42	
33		Teaching	6.56		7.80	
34		Complaints/Appealing	8.20		6.67	
35		Participation in decision making	8.40		7.33	

Id	Section	Name of Principle	Results 2020		Results 2023	
			Focal Groups survey 2020		General survey 2023	
			Score	Average	Score	Average
36	Training	Relation with supervisors	7.33	7.4	7.08	7.37
37		Supervision&Mgmt duties	7.33		7.33	
38		Continuing prof. developing	7.50		7.50	
39		Access to research training &cont. Develop	7.50		7.25	
40		Supervision	7.50		7.67	

Implementation	Color	Internal assessment score
++ = fully implemented		Bigger than 7,0
+/- = almost but not fully implemented		Between 6,6 – 7,0 (both included)
-/+ = partially implemented		Between 5,1 – 6,5 (both included)
-- = insufficiently implemented		Lower or equal to 5.0

LOWER RESULT THAN THE PREVIOUS ASSESSMENT

BIGGER RESULT THEN THE PREVIOUS ASSESSMENT

The main conclusions of the analysis were:

- We have not had a really significant participation, neither within the focus groups. This may be due to the period of time that the surveys where launched (vacation period for some researchers and/or peak workload) and, in the case of the general survey, the extension of the questionnaire itself.
- In general, focus group answers have been more critical comparing to the general survey results, but the received answers have been very few to consider them as a collective feeling/view.
- Recruitment and Training sections have improved or maintain the results comparing to the previous assessment, in 2020.
- Working conditions and Social Security section principles were rated lower in general, where this Further Improved Action Plan needs to be focused.
- Considering those figures, BC3's HR Excellence Working Group (People department) proceeded to design a **draft of the Further Improved Action Plan** with new Strategic objectives for the period 2024-2027:
 - **ENSURE A SAFE WORKSPACE AND VIBRANT WORKING ENVIROMENT**
 - **DEVELOP BC3'S LABOUR FRAMEWORK THAT PROMOTES EXCELLENCE IN POLICIES, PROCESSES AND PEOPLE**
 - **IMPROVE INTERNAL STRUCTURE & PROCESSES FOR KEEPING A SUSTAINABLE, FAIR AND VIBRANT WORKING SPACE**
 - **CONTRIBUTE TO BOTH PERSONAL AND PROFESSIONAL DEVELOPMENT**

By February 2024, People department presented the proposal of the Further Improved Action Plan to the **previous HR Excellence working group** and the **new HR Excellence working group**. The Management Committee approved the plan in the second meeting of the year.

This plan was shared with all BC3 employees through internal communication channels.

2.6 2024-2027 Further Improved Action Plan (FIAP1)

The Further Improved Action Plan (IAP1) has four key strategic objectives as explained in the previous section. Each strategic objective has different specific objective where the key activities, responsables and indicators are defined. So, in general terms, those specific objectives are equivalent to the “Actions” concept, used in the previous Action Plans. Each specific objective/action tries to respond to one or various principles.

In order to identify those actions or specific objectives, BC3 has two types of identifiers. The EU identifier, used to identify these actions at the Euraxess application and the internal identifier (ID).

STRATEGIC OBJECTIVE 1: ENSURE A SAFE WORKSPACE AND VIBRANT WORKING ENVIROMENT		
EU	ID	Specific objectives
FIAP1_A1	HR1.1	Complete the extended actions of 2020-2023 Equality plan, till the 2024-2027 action plan is developed (5,10,14,27)
	HR1.2	Develop the 2024-2027 Equality Action Plan (5,10,14,27)
FIAP1_A2	HR1.3	Consolidate an occupational risk prevention system (7,23)

Example: In the table above, under the Strategic Objective 1, BC3 has identified 2 specific objectives or actions. At the EURAXESS application the identifier will be FIAP1_A1 and FIAP1_A2:

- FIAP1_A1: Further Improved Action Plan 1_Action 1. This action has an internal id, HR1.1 and HR1.2.
- FIAP1_A3: Further Improved Action Plan 1_Action 2. This action has an internal id, HR1.3.

As the Equality Working group is designing the new 2024-2027 Equality Plan, those activities will be embedded under the Further Improved Action Plan with a different colour (light orange) and grouped under a unique action, “FIAP1_A1 Complete the extended actions of 2020-2023 Equality plan and Develop the 2024-2027 Equality Action Plan”. These group of actions, will followed up by Equality working group and reported to the HR Excellence Group as explained in section 2.7 at the HR Excellence Monitoring Meetings.

The Open, Transparent and Merit based Recruiting policy (OTM-R policy) is embedded into the institutional HR strategy, and there is a specific strategic objective/action, that directly responds to this need (FIAP1_A6 – Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2).

2.6.1 Strategic Objective 1: ENSURE A SAFE WORKSPACE AND VIBRANT WORKING ENVIROMENT

EU	ID	Specific objectives	ID	Activities	Responsible(s)	Deadline				Resources	Principles
						2024	2025	2026	2027		
FIAP1_A1	HR1.1	Complete the extended actions of 2020-2023 Equality plan, till the 2024-2027 action plan is developed	A 1.1.1	External evaluation of the Harassment Protocol	People department	✓				7h	5,10,14,27
			A 1.1.2	Inclusive language & non-sexist communication policy	People department	✓				10h	
			A 1.1.3	Evaluate the Equality Plan when its execution is completed (outsourced assessment).	People department	✓				5h	
			A 1.1.4	Raise visibility for work done by women at bc3 in different media held by the organisation.	Communication department	✓				7h	
			A 1.1.5	Analyse hiring policy and propose changes, if necessary, to promote equal opportunity. (OTM-R policy)	People department	✓				2h	
			A 1.1.6	Add criteria to the hiring policy, by means of which BC3's Hiring Commission will be blended, representing both women and men whenever possible. (OTM-R policy)	People department	✓				2h	
	HR1.2	Develop the 2024-2027 Equality Action Plan	A 1.2.1	Carry out the diagnosis of the plan (outsourced assessment).	People department	✓				14h	
			A 1.2.2	Develop the Equality Plan defining the objectives	People department	✓				7h	
			A 1.2.3	Celebrate the legal kick of meeting of the new Equality plan	People department	✓				2h	
			A 1.2.4	Registering the plan officially	People department	✓				4h	
			A 1.2.5	Communicate to BC3 the new plan	People department - Communication department	✓				2h	
			A 1.2.6	Embed the new Equality Plan 2024-2027 actions within HRS4R improved action plan	People department	✓				1h	
			A 1.2.7	Track implementation of the new Equality Plan	People department	✓	✓	✓	✓	28h	
			FIAP1_A2	HR1.3	Consolidate an occupational risk prevention system	A 1.3.1	Define an annual calendar of activities for the year for all the safety at work, industrial hygiene, occupational medicine and ergonomics and applied psychosociology (external advisory)	People department	✓	✓	
A 1.3.2	Define the process for newcomers and annual delivery of personal protective equipment (PPE) searching the corresponding supplier	People department				✓	✓	✓	✓	10h	
A 1.3.3	Train and inform on the risk of the job position, laboratories and fieldwork (external advisory)	People department				✓	✓	✓	✓	2h year/person	
A 1.3.4	Analyse possible activities to promote wellbeing of people at work	People department					✓	✓	✓	3h	
FIAP1_A3	HR1.4	Promote collaborative spaces	A 1.4.1	Improve internal communication (research/research, research/admin and admin/admin)	People department		✓		✓	14h	23,34
			A 1.4.2	Create collaborative spaces to promote transdisciplinarity and interdisciplinarity within BC3 (Symposium, others...)	People department	✓	✓	✓	✓	32h	
FIAP1_A4	HR1.5	Ensuring the usefulness of the guidelines and procedures created for a friendly working environment	A 1.5.1	Train strategic staff in conflict management.	People department	✓				3h year/person	34, 36, 37, 40
			A 1.5.2	Update and communicate the conflict management system guide	People department	✓		✓		3h	
			A 1.5.3	Send reminder with the conflict management system reviewed guide identifying the Ombudperson/s	People department		✓		✓	1h	
			A 1.5.4	Update and communicate the supervision guidelines	People department	✓		✓		3h	

EURAXESS ID
GENDER EQUALITY PLAN Specific Objectives

Indicators for each action/Specific objective:

EU	ID	Specific objectives	ID	Indicators	Responsible(s)	2024		2025		2026		2027	
						Objective	Result	Objective	Result	Objective	Result	Objective	Result
FIAP1_A1	HR1.1	Complete the extended actions of 2020-2023 Equality plan, till the 2024-2027 action plan is developed	IOE 1.1.1.1	An evaluation report is published on the Intranet and disseminated to all staff through the usual media.	People department	100%							
			IOE 1.1.1.2	% of the staff have read the evaluation of the protocol or watched the accompanying video when it was published.	People department	80%							
			IOE 1.1.2.1	Staff receive BC3's inclusive language guidelines.	Communication department	100%							
			IOE 1.1.2.2	The inclusive language guidelines have been disseminated on the BC3 website and social media.	Communication department	100%							
			IOE 1.1.3.1	An evaluation report is published on the Intranet and disseminated to all staff through the usual media.	People department	100%							
			IOE 1.1.3.2	An executive report is produced with the results of the 2020 Action Plan.	People department	100%							
			IOE 1.1.4	Seminar organisation on 11F	Communication department	2							
			IOE 1.1.5	Before the publication of the new Action Plan 2024-2027 the Hiring Policy was amended from an equality perspective.	People department	100%							
	IOE 1.1.6	The implemented OTM-R policy is approved by the Management Committee.	People department	100%									
	HR1.2	Develop the 2024-2027 Equality Action Plan	IOE 1.2.1.1	Invitation sent to trade unions to participate in the negotiating committee.	People department	100%							
			IOE 1.2.1.2	Meetings concluded with consultancy	People department	3							
			IOE 1.2.1.3	Creation of the diagnostic working group	People department	100%							
			IOE 1.2.2	BC3 makes public its new Action Plan 2024-2027	People department	100%							
			IOE 1.2.3	The plan is accepted by BC3's negotiating committee	Operations Manager	100%							
			IOE 1.2.4	Within 1 month of the publication of the Action Plan 2024-2027, the application for online registration in the "REGCON Register of Collective Agreements and Equality Plans" must be made.	People department	100%							
			IOE 1.2.5	% of the staff have read the official notification of the new Action Plan 2024-2027.	Communication department	80%							
IOE 1.2.6			Include in the minutes of the next meeting of the HRS4R working group the new Equality Plan 2024-2027 actions	People department	100%								
IOE 1.2.7	Monitoring meetings	People department	1	1	1	1							
FIAP1_A2	HR1.3	Consolidate an occupational risk prevention system	IOE 1.3.1	% of completed activities	People department - Technical Staff	75%	85%	95%	100%				
			IOE 1.3.2	% of laboratory/fieldwork staff are satisfied with the Scientific Equipment management process at BC3.	People department - Technical Staff	75%	75%	75%	75%				
			IOE 1.3.3.1	% of the employees have received training and information on the risks of the work place	People department - Technical Staff	95%	95%	95%	100%				
			IOE 1.3.3.2	% of the staff consider the information given to them about the risks in their workplace to be useful.	People department - Technical Staff	80%	80%	80%	80%				
			IOE 1.3.4	% of BC3's wellbeing programme development	People department - Research Staff & Technical Staffs		20%	70%	100%				
FIAP1_A3	HR1.4	Promote collaborative spaces	IOE 1.4.1	% of staff feel that communication between teams and colleagues has improved	People department - Communication Department		70%	70%	70%				
			IOE 1.4.2	% of participants in the collaborative spaces created express the usefulness of this actions	People department - Communication Department	80%	80%	80%	80%				
FIAP1_A4	HR1.5	Ensuring the usefulness of the guidelines and procedures created for a friendly working environment	IOE 1.5.1	BC3 strategic staff is trained on conflict management	People department	100%							
			IOE 1.5.2	The conflict management system guide is published/communicated and BC3 staff are aware of it	People department - Communication department	100%			100%				
			IOE 1.5.3	% of official claims presented and responses by Compliance Committee	People department - Legal & Compliance - Operations Manager & Scientific Director		100%			100%			
			IOE 1.5.4	The supervision guidelines are published/communicated and BC3 staff are aware of it	People department - Communication Department	100%			100%				

2.6.2 Strategic Objective 2: DEVELOP BC3'S LABOUR FRAMEWORK THAT PROMOTES EXCELLENCE IN POLICIES, PROCESSES AND PEOPLE

EU	ID	Specific objectives	ID	Activities	Responsible(s)	Deadline				Resources	Principles
						2024	2025	2026	2027		
FIAP1_A5	HR2.1	Set a labour framework for the excellence in research and the centre	A.2.1.1	Analyse and establish the rights and responsibilities of BC3 persons in a labour framework	People department - Operations Manager	✓	✓	✓	✓	35h	24,25,26
			A.2.1.2	Regulate and define work-life balance measures for everyone at BC3	People department - Operations Manager		✓		✓	35h	
			A.2.1.3	Analyse and establish a disciplinary regime	People department - Operations Manager		✓		✓	35h	
			A.2.1.4	Create a communication channel for ECRs (Early Career Researchers group) representatives	Operations Manager - ECR representative	✓	✓	✓	✓	16h	
			A.2.1.5	Reflect on the possibility of having Postdoc representative	People department - Operations Manager			✓	✓	5h	
FIAP1_A6	HR2.2	Guarantee an updated OTM-R policy in line with the strategy of the center, as well as with the current needs of BC3	A.2.2.1	Analyse hiring policy and update to the current situation of the center	People department		✓		✓	2h/year person	12,13,14,15,19,20
			A.2.2.2	Train senior staff in recruitment skills	People department			✓		4h/person	
			A.2.2.3	Define the design of BC3 positions including skills and values	People department	✓	✓	✓	✓	24h	
FIAP1_A7	HR2.3	Attract students/interns to promote scientific careers	A.2.3.1	Analyse and study the updates to the law in relation to students/interns (external advisory)	People department	✓	✓			5h	5
			A.2.3.2	Define internship annual programme that contributes to the actual strategy	People department		✓	✓	✓	14h	

Indicators for each action/Specific objective:

EU	ID	Specific objectives	ID	Indicators	Responsible(s)	2024		2025		2026		2027	
						Objective	Result	Objective	Result	Objective	Result	Objective	Result
FIAP1_A5	HR2.1	Set a labour framework for the excellence in research and the centre	IOE 2.1.1	The rights and responsibilities framework is published and reviewed annually	People department	30%		60%		90%		100%	
			IOE 2.1.2	The work-life balance framework is published and reviewed annually	People department			100%				100%	
			IOE 2.1.3	The disciplinary regime is published and reviewed annually	People department			100%				100%	
			IOE 2.1.4	Number of meetings (virtual/face to face) between ECR representative and OM	Operations Manager - ECR representative	2		2		2		2	
			IOE 2.1.5	Identify Postdoc representative/s and their role	Operations Manager - Postdoc representative					1		2	
FIAP1_A6	HR2.2	Guarantee an updated OTM-R policy in line with the strategy of the center, as well as with the current needs of BC3	IOE 2.2.1	The Hiring Policy is updated and communicated (intranet, web and within internal communication channels)	People department - Research Staff & Technical Staffs			100%				100%	
			IOE 2.2.2	% of trained senior staff (recruiters)	People department					80%			
			IOE 2.2.3	14 positions out of 14 are defined and approved by the Management Committee	People department - Research Staff & Technical Staffs	4		8		11		14	
FIAP1_A7	HR2.3	Attract students/interns to promote scientific careers	IOE 2.3.1	BC3 establish a students/intern framework	People department	60%		100%					
			IOE 2.3.2	Number of meetings (virtual/face to face) between People department and RL coordinators	People department			5		5		5	

2.6.3 Strategic Objective 3: IMPROVE INTERNAL STRUCTURE & PROCESSES FOR KEEPING A SUSTAINABLE, FAIR AND VIBRANT WORKING SPACE

EU	ID	Specific objectives	ID	Activities	Responsible (s)	Deadline				Resources	Principles
						2024	2025	2026	2027		
FIAP1_A8	HR3.1	Guarantee the compliance system	A 3.1.1	Data protection training for newcomers and refresh train for staff every two years	People department	✓	✓	✓	✓	2h/year person	7
FIAP1_A9	HR3.2	Promote public engagement with actions linked to the needs of the society	A 3.2.1	Propose training in public engagement for researchers	People department		✓	✓		2h/year person	9
			A 3.2.2	Encourage researchers to participate in the dissemination/outreach of the work done through new channels.	People department			✓	✓	1h/year person	
FIAP1_A10	HR3.3	Promote a sustainability plan	A 3.3.1	Communicate the Sustainability and Mobility plan (publish and shared through intranet)	People department	✓				6h	23
			A 3.3.2	Funding seeking for implementation of the plan	People department - Operations Manager		✓	✓		105h	
			A 3.3.3	Promote stakeholder engagement	People department	✓	✓	✓	✓	35h/year	
			A 3.3.4	Set up an annual monitoring system	People department	✓				14h	
			A 3.3.5	Annual monitoring (Indicators & report)	People department		✓	✓	✓	21h/year	
FIAP1_A11	HR3.4	Looking for efficient and excellent administrative work processes	A 3.4.1	Advance management model analyse	People department - Operations Manager		✓	✓		5h	6
			A 3.4.2	Work for an efficient managerial unit coordination system	People department - Operations Manager	✓	✓	✓	✓	7h	
			A 3.4.3	Continous improvement of procesess and procedures	People department	✓	✓	✓	✓	5h/year person	

Indicators for each action/Specific objective:

EU	ID	Specific objectives	ID	Indicators	Responsible (s)	2024		2025		2026		2027		
						Objective	Result	Objective	Result	Objective	Result	Objective	Result	
FIAP1_A8	HR3.1	Guarantee the compliance system	IOE3.1.1	% of participants in the training session	Legal & Compliance Department	100%		100%		100%		100%		
FIAP1_A9	HR3.2	Promote public engagement with actions linked to the needs of the society	IOE3.2.1	% of participants in the training session	People department - Communication department			20%		30%				
			IOE3.2.2	% of participants in dissemination/outreach through new channels	People department - Communication department					40%		60%		
FIAP1_A10	HR3.3	Promote a sustainability plan	IOE3.3.1	Sustainability and Mobility plan are communicated through the intranet	Sustainability working group - Communication department	100%								
			IOE3.3.2	% of proposals made and achieved	Sustainability working group			1		1				
			IOE3.3.3	% of positive responses from stakeholders	Sustainability working group	60%		70%		80%		90%		
			IOE3.3.4	The annual monitoring system is set up and approved	Sustainability working group - Operations Manager	100%								
			IOE3.3.5	% of objectives achieved	People department - Sustainability working group			60%		70%		80%		
FIAP1_A11	HR3.4	Looking for efficient and excellent administrative work processes	IOE3.4.1	Make the decision on the alignment of the centre to the advances management model	Operations Manager	50%		100%						
			IOE3.4.2	Number of managerial unit coordination meetings	Operations Manager	6		6		6		6		
			IOE3.4.3	Number of identify and improved processes/procedures	Operations Manager	2		2		2		2		

2.6.4 Strategic Objective 4: CONTRIBUTE TO BOTH PERSONAL AND PROFESSIONAL DEVELOPMENT

EU	ID	Specific objectives	ID	Activities	Responsible (s)	Deadline				Resources	Principles
						2024	2025	2026	2027		
FIAP1_A12	HR4.1	Promote a Professional Career Development plan linked to the new scenario of the centre	A 4.1.1	Review and update the Professional Career Development plan	People department - Operations Manager		✓			3h	24,25,26,28
			A 4.1.2	Improve the Professional Career Development plan	People department - Operations Manager				✓	3h	
FIAP1_A13	HR4.2	Improve the Scientific Annual Planning	A 4.2.1	Conduct the Scientific Annual Planning process	People department	✓	✓	✓	✓	2h/year	38,39
			A 4.2.2	Identify the needed of specific skills and needed training (agreed with the supervisor)	People department				✓	1h/year person	
FIAP1_A14	HR4.3	Set up Development Talks within the teams	A 4.3.1	Define a Development Talks frame and guide improving the identification of needed skills within the research projects	People department			✓	✓	14h	11,40
FIAP1_A15	HR4.4	Design a training organized system	A 4.4.1	Identify the annual training plan (Scientific Plan, Development talks...)	People department				✓	7h	38,39
			A 4.4.2	Determine the annual training plan budget and its approval by Management Committee	People department - Operations Manager				✓	7h	
FIAP1_A16	HR4.5	Promote tools for creating connections within the center that promotes transdisciplinary	A 4.5.1	Develop BC3's mentoring program	People department - Research Staff	✓				4h	11,28,30,40
			A 4.5.2	Share and communicate BC3's mentoring program	People department - Research Staff		✓	✓	✓		
			A 4.5.3	Track the implementation of BC3's mentoring program	People department - Research Staff		✓	✓	✓		

Indicators for each action/Specific objective:

EU	ID	Specific objectives	ID	Indicators	Responsible (s)	2024		2025		2026		2027	
						Objective	Result	Objective	Result	Objective	Result	Objective	Result
FIAP1_A12	HR4.1	Promote a Professional Career Development plan linked to the new scenario of the centre	IOE 4.1.1	The Professional Career Development plan is updated and published	People department - Research Staff & Technical Staffs			100%					
			IOE 4.1.2	The Professional Career Development plan improved is presented to SD and OM	People department - Research Staff & Technical Staffs							100%	
FIAP1_A13	HR4.2	Improve the Scientific Annual Planning	IOE 4.2.1	% of researchers fulfill the annual Scientific Plan.	People department	75%		80%		90%		100%	
			IOE 4.2.2	% of hold training sessions are linked to the improvement of skills detected in the Scientific Plan	People department							10%	
FIAP1_A14	HR4.3	Set up Development Talks within the teams	IOE 4.3.1	The Development Talks frame and guide is developed and approved	People department - Research Staff & Technical Staffs					50%		100%	
FIAP1_A15	HR4.4	Design a training organized system	IOE 4.4.1	The annual training plan is developed and approved	People department - Research Staff & Technical Staffs							100%	
			IOE 4.4.2	The annual training plan budget is approved	People department - Operations Manager							100%	
FIAP1_A16	HR4.5	Promote tools for creating connections within the center that promotes transdisciplinary	IOE 4.5.1	The mentoring programme is developed and approved	People department - Research Staff & Technical Staffs	100%							
			IOE 4.5.2	% of staff that is aware of BC3's mentoring program	People department - Research Staff & Technical Staffs			70%		80%		100%	
			IOE 4.5.3.1	Number of interested participants	People department - Research Staff & Technical Staffs			12		16		20	
			IOE 4.5.3.2	% of satisfaction of participants in BC3's mentoring program	People department - Research Staff & Technical Staffs			75%		80%		85%	

2.6.5 Executive Summary of the 2024 – 2027 Further Improved Action Plan

In the table below the Further Improved Action Plan (FIAP1) is provided as in the template of the Euraxess application, including year by year the objective of the indicators:

Title action	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status
FIAP1_A1_Co mplete the extended actions of 2020-2023 Equality plan and Develop the 2024- 2027 Equality Action Plan (HR1.1-4;HR1.2)	5,10,14,27	2027	People department Support: Communicati on department and Operation Manager	<p>IOE 1.1.1.1 An evaluation report is published on the Intranet and disseminated to all staff through the usual media. (2024:100%)</p> <p>IOE 1.1.1.2 % of the staff have read the evaluation of the protocol or watched the accompanying video when it was published. (2024:80%)</p> <p>IOE 1.1.2.1 Staff receive BC3's inclusive language guidelines. (2024:100%)</p> <p>IOE 1.1.2.2 The inclusive language guidelines have been disseminated on the BC3 website and social media.(2024:100%)</p> <p>IOE 1.1.3.1 An evaluation report is published on the Intranet and disseminated to all staff through the usual media.(2024:100%)</p> <p>IOE 1.1.3.2 An executive report is produced with the results of the 2020 Action Plan.(2024:100%)</p> <p>IOE 1.1.4 Seminar organisation on 11F (2024:2)</p> <p>IOE 1.1.5 Before the publication of the new Action Plan 2024-2027 the Hiring Policy was amended from an equality perspective. (2024:100%)</p> <p>IOE 1.1.6 The implemented OTM-R policy is approved by the Management Committee. (2024:100%)</p> <p>IOE 1.2.1.1 Invitation sent to trade unions to participate in the negotiating committee. (2024:100%)</p> <p>IOE 1.2.1.2 Meetings concluded with consultancy (2024:3)</p> <p>IOE 1.2.1.3 Creation of the diagnostic working group (2024:100%)</p> <p>IOE 1.2.2 BC3 makes public its new Action Plan 2024-2027 (2024:100%)</p> <p>IOE 1.2.3 The plan is accepted by BC3´s negotiating committee (2024:100%)</p> <p>IOE 1.2.4 Within 1 month of the publication of the Action Plan 2024-2027, the application for online registration in the "REGCON Register of Collective Agreements and Equality Plans" must be made. (2024:100%)</p> <p>IOE 1.2.5 % of the staff have read the official notification of the new Action Plan 2024-2027. (2024:80%)</p> <p>IOE 1.2.6 Include in the minutes of the next meeting of the HRS4R working group the new Equality Plan 2024-2027 actions (2024:100%)</p> <p>IOE 1.2.7 Monitoring meetings (2024:1;</p>	NEW

				2025: 1; 2026:1; 2027:1)	
FIAP1_A2_Co nsolidate an occupational risk prevention system (HR1.3)	7,23	2027	People department Support: Technical Staff and Research Staff	IOE 1.3.1 % of completed activities (2024:75%; 2025: 85%; 2026:95%; 2027:100%) IOE 1.3.2 % of laboratory/fieldwork staff are satisfied with the Scientific Equipment management process at BC3. (2024:75%; 2025: 75%; 2026:75%; 2027:75%) IOE 1.3.3.1 % of the employees have received training and information on the risks of the work place (2024:95%; 2025: 95%; 2026:95%; 2027:100%) IOE 1.3.3.2 % of the staff consider the information given to them about the risks in their workplace to be useful. (2024:80%; 2025: 80%; 2026:80%; 2027:80%) IOE 1.3.4 % o BC3´s wellbeing programe development (2025: 20%; 2026:70%; 2027:100%)	NEW
FIAP1_A3_Pr omote collaborative spaces (HR1.4)	23,34	2027	People department Support: Communicati on department	IOE 1.4.1 % of staff feel that communication between teams and colleagues has improved (2025: 70%; 2027:70%) IOE 1.4.2 % of participants in the collaborative spaces created express the usefulness of this actions (2024:80%; 2025: 80%; 2026:80%; 2027:80%)	NEW
FIAP1_A4_En suring the usefulness of the guidelines and procedures created for a friendly working environment (HR1.5)	34, 36, 37, 40	2027	People department Support: Communicati on department and Legal & Compliance department - Operations Manager & Scientific Director	IOE 1.5.1 BC3 strategic staff is trained on conflict management (2024:100%) IOE 1.5.2 The conflict management system guide is published/communicated and BC3 staff are aware of it (2024:100%; 2026:100%) IOE 1.5.3 % of official claims presented and responses by Compliance Committee (2025:100%; 2027:100%) IOE 1.5.4 The supervision guidelines are published/communicated and BC3 staff are aware of it (2024:100%; 2026:100%)	NEW
FIAP1_A5_Se t a labour framework for the excellence in research and the centre (HR2.1)	24,25,26	2027	People department and Operations Manager Support: ECR representativ es and possible future Postdoc representativ es	IOE 2.1.1 The rights and responsibilities framework is published and reviewed annually (2024:30%; 2025: 60%; 2026:90%; 2027:100%) IOE 2.1.2 The work-life balance framework is published and reviewed annually (2025:100%; 2027:100%) IOE 2.1.3 The disciplinary regime is published and reviewed annually (2025:100%; 2027:100%) IOE 2.1.4 Number of meetings (virtual/face to face) between ECR representative and OM (2024:2; 2025: 2; 2026:2; 2027:2) IOE 2.1.5 Identify Postdoc representative/s and their role (2026:1; 2027:2)	NEW

FIAP1_A6_G uarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2)	12,13,14,15,19,20	2027	People department Support: Technical Staff and Research Staff	IOE 2.2.1 The Hiring Policy is updated and communicated (intranet, web and within internal communication channels) (2025:100%; 2027:100%) IOE 2.2.2 % of trained senior staff (recruiters) (2026:80%) IOE 2.2.3 14 categories/positions out of 14 are defined and approved by the Management Committee (2024:4; 2025: 8; 2026:11; 2027:14)	NEW
FIAP1_A7_Attract students/interns to promote scientific careers (HR2.3)	5	2027	People department	IOE 2.3.1 BC3 establish a students/intern framework (2024:60%; 2025:100%) IOE 2.3.2 Number of meetings (virtual/face to face) between People department and RL coordinators (2025: 5; 2026:5; 2027:5)	NEW
FIAP1_A8_G uarantee the compliance system (HR3.1)	7	2027	People department Support: Legal & Compliance department	IOE 3.1.1 % of participants in the training session (2024:100%; 2025: 100%; 2026:100%; 2027:100%)	NEW
FIAP1_A9_Promote public engagement with actions linked to the needs of the society (HR3.2)	9	2027	People department Support: Communication department	IOE 3.2.1 % of participants in the training session (2025: 20%; 2026:40%) IOE 3.2.2 % of participants in dissemination/outreach through new channels (2026:60%; 2027:60%)	NEW
FIAP1_A10_Promote a sustainability plan (HR3.3)	23	2027	People department Support: Sustainability working group and Communication department	IOE 3.3.1 Sustainability and Mobility plan are communicated through the intranet (2024:100%) IOE 3.3.2 % of proposals made and achieved (2025:1; 2026:1) IOE 3.3.3 % of positive responses from stakeholders (2024:60%; 2025: 70%; 2026:80%; 2027:90%) IOE 3.3.4 The annual monitoring system is set up and approved (2024:100%) IOE 3.3.5 % of objectives achieved (2025:60%; 2026:70%; 2027:80%)	NEW
FIAP1_A11_Looking for efficient and excellent administrative work processes (HR3.4)	6	2027	People department and Operation Manager	IOE 3.4.1 Make the decision on the alignment of the centre to the advance's management model (2024:50%; 2025: 100%) IOE 3.4.2 Number of managerial unit coordination meetings (2024:6; 2025: 6; 2026:6; 2027:6) IOE 3.4.3 Number of identify and improved processes/procedures (2024:2; 2025: 2; 2026:2; 2027:2)	NEW
FIAP1_A12_Promote a Professional Career Development plan linked to the new scenario of the centre (HR4.1)	24,25,26,28	2027	People department Support: Technical Staff and Research Staff	IOE 4.1.1 The Professional Career Development plan is updated and published (2025:100%) IOE 4.1.2 The Professional Career Development plan improved is presented to SD and OM (2027:100%)	NEW

FIAP1_A13_I Improve the Scientific Annual Planning (HR4.2)	38,39	2027	People department	IOE 4.2.1 % of researchers fulfil the annual Scientific Plan. (2024:75%; 2025: 80%; 2026:90%; 2027:100%) IOE 4.2.2 % of hold training sessions are linked to the improvement of skills detected in the Scientific Plan (2027:10%)	NEW
FIAP1_A14_S Set up Development Talks within the teams (HR4.3)	11,40	2027	People department Support: Technical Staff and Research Staff	IOE 4.3.1 The Development Talks frame and guide is developed and approved (2026:50%; 2027:100%)	NEW
FIAP1_A15_D Design a training organized system (HR4.4)	38,39	2027	People department Support: Technical Staff, Research Staff and Operations Manager	IOE 4.4.1 The annual training plan is developed and approved (2027:100%) IOE 4.4.2 The annual training plan budget is approved (2027:100%)	NEW
FIAP1_A16_P Promote tools for creating connections within the centre that promotes transdisciplinary (HR4.5)	11,28,30,40	2027	People department Support: Technical Staff and Research Staff	IOE 4.5.1 The mentoring programme is developed and approved (2024:100%) IOE 4.5.2 % of staff that is aware of BC3's mentoring program (2025:70%; 2026:80%; 2027:100%) IOE 4.5.3.1 Number of interested participants (2025:12; 2026:16; 2027:20) IOE 4.5.3.2 % of satisfaction of participants in BC3's mentoring program (2025:75%; 2026:80%; 2027:85%)	NEW

The implementation of the actions and their progress monitoring within BC3 will be carried out using our detailed **Further Improved Action Plan** template and following the internal procedures as explained in section 2.7 of this document.

2.7 2024 - 2027: Implementation and monitoring of the Further Improved Action Plan (FIAP1)

In order to guarantee the implementation of the Further Improved Action Plan, BC3 created since the beginning of the HRS4R process, a working group called **HR Excellence Group**. Within the new plan 2024-2027, we have gone from a group of 13 people to a group of 7 in order to make it more operational and where everyone can contribute. **HR Excellence Group** is a mixed group of Administration department (43%) and from the Research Department (57%). In terms of categories, most of the research categories are represented in the Group, are as follows:

RESEARCH DEPARTMENT:

- Fellow researcher: representing a 18% of senior researchers
- Postdoc researcher: representing a 27% of postdoc researchers
- Predoctoral researcher: representing a 31% Early Career Researchers (ECR)

- Technical Staff: representing a 15% of technical staff

ADMINISTRATION DEPARTMENT:

- Operations Manager: representing a 2% of Direction (She will also be the interface between HRM and BC3's Management Committee*)
- Management Officers: representing an 8% of Administration team (People department)

In terms of gender, the female represents a 71% of the total of the group.

The main and common responsibilities of the members of the HR Excellence Group are the following:

- Participate at the HR Excellence Monitoring Meetings.
- Implement the actions foreseen at the Action Plan. For this purpose, each action coordinator could create an action working group, but only the member of the HR Excellence Group will participate in the HR Excellence Monitoring Meetings.
- Follow up the deployment of the actions/specific objectives.
- Communicate the results of the process to the rest of HR Excellence Group members and/or Risk detection and mitigation strategies and countermeasures of their actions/specific objectives.

People department, being part of the HR Excellence Group, has taken the lead in this plan of the following responsibilities:

- Analyse the HRS4R survey results
- Participate in the design the Further Improved action Plan and its monitoring indicators

Due to the knowledge in people management and also, for having a general perspective of the needs and realities of the centre.

This group meets every three months, at the **HR Excellence Monitoring Meetings (HRM)**.

HR Excellence Monitoring Meetings (HRM)

HRM is an executive decision body of the Strengthened HRS4R Process. HRM is composed by all the members of the HR Excellence Group in charge of the daily management and implementation of the Strengthened HRS4R process.

- **Chair of HRM** – Coordinator and leader of the Strengthened HRS4R (BC3's Management Officer - People department). The Chair will be responsible for the coordination of the whole process. She will serve as the official interface between the European Commission and BC3. All communication with the European Commission, especially with regard to the submission of deliverables and forms is part of her responsibilities.
- **Secretary of HRM** – The Secretary (BC3's Management Officer - People department) will schedule the meetings and elaborate the minutes of the HRM.
- **Coordinators of each Action/Strategic Objective** – The leaders/responsible of the design and implementation of each action/strategic objective. Each member of the HR Excellence Group is coordinating at least one strategic objective/action.

The HRM uses video conferences, phone and e-mail as the daily work tools. The responsibilities of the HRM will be the following:

1. Definition of the dates and places for the HRM regular and extraordinary meetings.

2. Taking measures to keep the Action Plan schedule and review of indicators, including the coordination with other BC3's internal working groups, such as the Equality, Sustainability, Task forces or Management Committee if necessary.
3. Overseeing the proper integration of results in the overall Action Plan and reviewing and approving the results/issues to be sent to the Management Committee.
4. Agree on the plan for the disseminating results of the Strengthened HRS4R process.
5. Risk detection and mitigation strategies and countermeasures, including conflict resolution.

*The **BC3's Management Committee (MC)** is the ultimate decision structure of the Strengthened HRS4R Process. This Committee is part of the Operations Model at BC3 and it approves/denies the action plans/processes/policies/results/means of the different working groups at BC3. BC3's Management Committee chair is the Scientific Director, and the Operations Manager is the secretary. The rest of members, are senior researchers that coordinate a research line or a research group. BC3's Management Committee meets every month except in Summer period. The Management Committee guarantees that the HR Excellence process/Strengthened HRS4R process fits and it's integrated in **BC3's Strategy Plan** and that BC3 fulfils the commitments with the European Commission.

Currently, BC3 is implementing 2022-2025 Strategy Plan where the HR Strategy (HRS4R process) is embedded as part of our Strategy. BC3's Management Committee will ensure that the implementation of code and charter through the Further improved action plan is fulfilled.

2.8 Open, Transparent, Merit-Based Recruitment policy

Open, transparent and merit-based recruitment (OTM-R) brings benefits to researchers, institutions, a country's research system, contributes to the full implementation of the European Research Area (ERA) and to an increase in the cost-effectiveness of investments in research. More specifically, OTM-R ensures that the best person for the job is recruited, guarantees equal opportunities and access for all, facilitates developing an international portfolio (cooperation, competition, mobility) and makes research careers more attractive.

As member of the 6th cohort of organisations involved in the development of HRS4R, BC3 analysed, assessed and integrated the recommendations and principles of OTM-R into the internal recruitment policies during the first Internal Review for Interim Assessment.

BC3 defined the first OTM-R policy in 2017. Our procedure to reflect and to define this policy is based on the use of the Report of the Working Group of the Steering Group of Human Resources Management on Open, Transparent and Merit-based Recruitment (OTM-R) of Researchers and the checklist created by them to ensure the completeness of BC3 analysis.

BC3 proceeded to conduct internally a review of the OTM-R checklist (*see annex II: OTM-R Checklist 2023*) in parallel with the Charter and Code GAP analysis, and the result is the incorporation of the action/specific objective at the Improved "Further Improved Action Plan - Action FIAP1_A6: Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2)". This will result as well in a modification of the current BC3's OTM-R Policy ([currently on version 4](#)).

Annex I: GAP Analysis 2023

BC3 conducted an interim assessment launching a general survey for all BC3 staff where all EU Charter and Code's 40 principles were assessed and moreover, there were randomly selected 4 focus group in order to have a specific answer regarding the different 4 sections of the EU Charter and Code.

Depending on the internal general assessment score BC3 provides the implementation status according to the following criteria:

Implementation	Colour	Internal assessment score
++ = fully implemented		Bigger than 7,0
+/- = almost but not fully implemented		Between 6,6 – 7,0 (both included)
-/+ = partially implemented		Between 5,1 – 6,5 (both included)
-- = insufficiently implemented		Lower or equal to 5.0

■ **Status:** to what extent does the organisation meet the following principles?

■ **Implementation** (++, +/-, -/+, --):

- ++ fully implemented
- +/- almost but not fully implemented
- -/+ partially implemented

- insufficiently implemented
- **GAP:** In case of --, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation.
- **Implementation impediments:** If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation
- **Initiatives undertaken/new proposals:** If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status				
	Ethical and Professional Aspects	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
1	Research freedom	++	This is a key value of BC3, and any researcher could conduct, considering the funding program requirements, research aligned with BC3’s Strategy. Scientific Planning Process in place.	
2	Ethical principles	++	BC3 has a Management Committee (MC) dealing with the ethics issues. BC3 created a checklist for researchers in order to consider the ethical aspects of their projects. This form is sent to the MC to evaluate the ethical practice and appropriate professional ethical guidelines in the conduct of the study.	
3	Professional responsibility	++	BC3’s mission is a societal challenge itself and the researchers contribute to its consecution. The scientific planning process contributes to this principle as well.	
4	Professional attitude	++	All BC3 employees are aware about the different funding mechanisms through continuous emailing and through the Employee Corner. BC3 has a projects office providing support to researchers preparing proposals. These proposals can only be sent to the funding agencies if the proposal is approved by the Scientific Director.	

5	Contractual and legal obligations	++	BC3 informs regularly about the contractual and legal obligations, not only at the individual level but also as a research centre.	FIAP1_A1 Complete the extended actions of 2020-2023 Equality plan and Develop the 2024-2027 Equality Action Plan FIAP1_A7 Attract students/interns to promote scientific careers
6	Accountability	++	In terms of accountability, it requires an enormous effort to have really effective monitoring system that allows us to have a realistic view of the whole scientific activity across the different disciplines and Research Lines. The pressure on the researchers about informing on their research, training and dissemination activities is high, although BC3 has implemented an automatic repository for scientific publications allowing us to have fair and transparent indicators. Yet is difficult to reflect the impact of the Centre in supporting/informing policy and decision making.	FIAP1_A11 Looking for efficient and excellent administrative work processes
7	Good practice in research	++	Although risk and prevention law is complied with all the work than in the past, due to the growth of BC3, it is necessary to consolidate an occupational risk prevention system for the entire centre, especially for laboratories and field work, promoting health and safety at work, providing the team with the corresponding protective equipment, as well as training on the risks of the job position, without forgetting psychosocial risks. Provide follow-up to the data protection and confidentiality requirements should be promoted.	FIAP1_A2 Consolidate an occupational risk prevention system FIAP1_A8 Guarantee the compliance system
8	Dissemination, exploitation of results	++	BC3 has an outreach and communication office in order to guarantee this principle.	
9	Public engagement	++	In the last period, new ways of communicating	FIAP1_A9 Promote public engagement with actions

			research work to society have been sought (e.g. social networks, agreements with communication entities, as well as consolidating the usual TV, radio and press media). BC3 needs to consolidate this activity by promoting a communication strategy adapted to society.	linked to the needs of the society
10	Non discrimination	++	The equality committee has been consolidated thanks to the involvement of people to participate in it. BC3 is committed with creating equal opportunities for people independently of gender, culture, and race. In addition, it is committed to encourage an equal and inclusive working environment for all BC3. The Equality commission of BC3 has done a really effort in order to achieve the goals of the previous action plan. In any case, Currently BC3 is promoting Gender Equality but other disadvantaged groups should be considered.	FIAP1_A1 Complete the extended actions of 2020-2023 Equality plan and Develop the 2024-2027 Equality Action Plan
11	Evaluation/ appraisal systems	++	Due to the seeking of competitive funding, researchers, including senior researchers, are evaluated by independent system according to the competencies established by each call. However, we consider that BC3, despite having an evaluation process in place, needs to review and improve. Researchers feel that they are under continuous evaluation.	FIAP1_A14 Set up Development Talks within the teams FIAP1_A16 Promote tools for creating connections within the centre that promotes transdisciplinary
Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.				
12	Recruitment	++	The entry and admission standards for researchers are specified at every call but BC3 should continue working for facilitate access for disadvantaged groups.	FIAP1_A6 Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3
13	Recruitment (Code)	++	The recruitment and selection process have improved with the latest plan and is evaluated	FIAP1_A6 Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with

			positively by the researchers; however, it is a dynamic process that needs continuous improvement process to adapt to the reality of the centre, and to the comply the law, improving the process by relying on new technologies and with the support of the people department team. New internal efficient process needs to be developed.	the current needs of BC3
14	Selection (Code)	++	BC3 has an OTM-R policy but also process in place. The evaluation panel members at BC3 should be adequately trained as BC3 provides general guidance to develop selection processes.	FIAP1_A1 Complete the extended actions of 2020-2023 Equality plan and Develop the 2024-2027 Equality Action Plan FIAP1_A6 Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3
15	Transparency (Code)	++	BC3 provides general responses to those candidates that has not been selected, without providing specific feedback.	FIAP1_A6 Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3
16	Judging merit (Code)	++	BC3 has an OTM-R policy but also process in place.	
17	Variations in the chronological order of CVs (Code)	++	BC3 has an OTM-R policy but also process in place.	
18	Recognition of mobility experience (Code)	++	BC3 has an OTM-R policy but also process in place.	
19	Recognition of qualifications (Code)	++	The recruitment and selection process have improved with the latest plan and is evaluated positively by the researchers; however, it is a dynamic process that needs continuous improvement process to adapt to the reality of the centre, and to the comply the law, improving the process by relying on new technologies and with the support of the people department team. New internal efficient process needs to be developed.	FIAP1_A6 Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3
20	Seniority (Code)	++	BC3 has an OTM-R policy but also process in place. The evaluation panel members at BC3 should be adequately trained as BC3 provides general guidance to develop selection processes.	FIAP1_A6 Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3
21	Postdoctoral appointments (Code)	++	BC3 has an OTM-R policy but also process in place.	

	Working Conditions and Social Security	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
22	Recognition of the profession	++	BC3 has its own Professional Career Plan published at the Employee corner, should be updated in the further improve action plan.	
23	Research environment	++	Climate Change research cannot be conducted individually that's why BC3 operates in an international network of research institutions that conduct complementary research. BC3 is located in the Science Campus of the University of the Basque Country with its own space (1400m2) and two laboratories, one of them unique at the Spanish Level (IzotzaLab).	FIAP1_A2 Consolidate an occupational risk prevention system FIAP1_A3 Promote collaborative spaces FIAP1_A10 Promote a sustainability plan
24	Working conditions	++	BC3 offers flexibility to the researchers and to administration staff to adapt their duties with their personal life – flexible working times, possibility to take part time contracts, etc. due to the growth of the centre BC3 needs to design a labour framework (rights, responsibilities and benefits).	FIAP1_A5 Set a labour framework for the excellence in research and the centre FIAP1_A12 Promote a Professional Career Development plan linked to the new scenario of the centre
25	Stability and permanence of employment	++	BC3 is a non-profit research association with a high rate of self-finance. BC3 is not a public institution nor a University. The permanence of employment depends on the availability of funds/ grants obtained to finance research projects/contracts. So BC3 faces difficulties to guarantee stability. In any case, BC3 tries to keep real expectations to every researcher and also promotes the mentoring process in order to provide adequate career advice.	FIAP1_A5 Set a labour framework for the excellence in research and the centre FIAP1_A12 Promote a Professional Career Development plan linked to the new scenario of the centre
26	Funding and salaries	++	BC3 is governed by the workers' statute (existing national legislation) but due to the growth and needs of the centre it is necessary to create a labour framework in which both the needs of people and the needs of the centre met.	FIAP1_A5 Set a labour framework for the excellence in research and the centre FIAP1_A12 Promote a Professional Career Development plan linked to the new scenario of the centre
27	Gender balance	++	BC3's Scientific Director and Operation Managers, this is the direction of the centre is female. In any	FIAP1_A1 Complete the extended actions of 2020-2023 Equality plan and

			case, BC3 is working for the new Equality plan. Equality Manifesto	Develop the 2024-2027 Equality Action Plan
28	Career development	+/-	BC3 has its own Professional Career Plan published at the Employee corner, should be updated in the further improve action plan.	FIAP1_A12 Promote a Professional Career Development plan linked to the new scenario of the centre FIAP1_A16 Promote tools for creating connections within the centre that promotes transdisciplinary
29	Value of mobility	++	The mobility is a value considered under the evaluation process. BC3 supports the research stays of early career researchers but also in R2, R3.	The result of the focus group differs greatly from the opinion of the results of the general survey, so we understand that it is an individualized opinion and not a general opinion of the centre.
30	Access to career advice	+/-	Although BC3 has worked on designing a mentoring program adapted to the needs of the centre, its implementation is still pending.	FIAP1_A16 Promote tools for creating connections within the centre that promotes transdisciplinary
31	Intellectual Property Rights	++	The intellectual Property Rights are defined in the employment contract.	This principle has not any foreseen action as we comply with the law.
32	Co-authorship	++	BC3 as climate change institution, one of main values is collaboration, and co-authorship is needed and valued to contribute to the knowledge of Climate Change.	The result of the focus group differs greatly from the opinion of the results of the general survey, so we understand that it is an individualized opinion and not a general opinion of the centre.
33	Teaching	++	BC3 is not a University but a research centre. BC3 allows teaching with a limit of hours that should not be excessive.	This principle has not any foreseen action as we detected that researchers' answers/ comments referred to the need of promoting more collaboration with local universities so they could participate in teaching activities. BC3 already

				explained at the HRM our teaching means
34	Complains/ appeals	+/-	BC3 developed a conflict system – guidelines, available at the Employee Corner, but due to the growth of the centre needs to be reviewed.	FIAP1_A3 Promote collaborative spaces FIAP1_A4 Ensuring the usefulness of the guidelines and procedures created for a friendly working environment
35	Participation in decision-making bodies	++	BC3 has the Management Committee (MC) a decision body that meets every month except for summer time, where any employee can submit topics for discussion, proposals, changes in the processes, ... The minutes of the MC are shared with all BC3 employees.	The result of the focus group differs greatly from the opinion of the results of the general survey, so we understand that it is an individualized opinion and not a general opinion of the centre. In any case, with the traction of the rest of the actions, we can indirectly work on this principle.
	Training and Development	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
36	Relation with supervisors	++	BC3 has deployed its supervision guidelines. BC3's Scientific Planning Process also contributes to this principle.	FIAP1_A4 Ensuring the usefulness of the guidelines and procedures created for a friendly working environment
37	Supervision and managerial duties	++	BC3 has deployed its supervision guidelines. BC3's Scientific Planning Process also contributes to this principle.	FIAP1_A4 Ensuring the usefulness of the guidelines and procedures created for a friendly working environment
38	Continuing Professional Development	++	BC3's Scientific Planning Process tries also to identify the skills needed to achieve the planned goals but BC3 will work to improve the training plan. All researchers at BC3 can join the seminars, workshops, summer courses organized by the centre to improve or to develop skills and competencies.	FIAP1_A13 Improve the Scientific Annual Planning FIAP1_A15 Design a training organized system
39	Access to research training and continuous development	++	BC3's Scientific Planning Process tries also to identify the skills needed to achieve the planned goals but BC3 will work to improve the training plan. All researchers at BC3 can join the seminars, workshops, summer courses organized by the centre to improve or to develop skills and competencies.	FIAP1_A13 Improve the Scientific Annual Planning FIAP1_A15 Design a training organized system

40	Supervision	++	<p>BC3 has deployed its supervision guidelines. The Scientific Planning Process also contributes to the implementation of this principle.</p>	<p>FIAP1_A4 Ensuring the usefulness of the guidelines and procedures created for a friendly working environment FIAP1_A14 Set up Development Talks within the teams FIAP1_A16 Promote tools for creating connections within the centre that promotes transdisciplinary</p>
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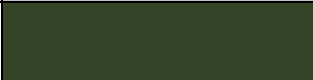
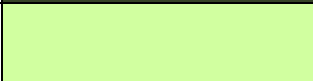


Annex II: OTM-R Checklist 2023

Comments:

*Suggested indicators (or form of measurement) from EU EURAXESS are kept in brown.

BC3 has added under the same column of *suggested indicator (*Suggested indicators (or form of measurement)/ BC3's improvement action) a comment on the action to improve question. These notes are in black.

Colour codes:

Implementation score	Colour code
++ Yes, completely	
+/-Yes, substantially	
-/+ Yes, partially	
-- No	

	Open	Transparent	Merit-Based	Answer: (++)Yes completely / +- Yes substantially / ++ Yes partially / -- no)	*Suggested indicators (or form of measurement) BC3's improvement action
OTM-R system					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	+/-Yes, substantially	[https://www.bc3research.org/hrs4r] Further Improved Action Plan - Action FIAP1_A6: Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2)
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/-Yes, substantially	[Date of latest update; ensure that it is sent to all staff] – November 2023; published in February 2024
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes, partially	- Existence of training programs for OTM-R - Number of staff following training in OTM-R Further Improved Action Plan - Action FIAP1_A6: Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2)
Do we make (sufficient) use of e-recruitment tools?	x	x		+/-Yes, substantially	Web-based tool for (all) the stages in the recruitment process

					<p>Further Improved Action Plan - Action FIAP1_A6: Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2)</p> <p>FIAP1_A11_Looking for efficient and excellent administrative work processes (HR3.4)</p>
Do we have a quality control system for OTM-R in place?	x	x	x	-/+ Yes, <i>partially</i>	<p>Further Improved Action Plan - Action FIAP1_A6: Guarantee an updated OTM-R policy in line with the strategy of the centre, as well as with the current needs of BC3 (HR2.2)</p> <p>FIAP1_A11_Looking for efficient and excellent administrative work processes (HR3.4)</p>
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes, <i>completely</i>	Trend in the share of applicants from outside the organisation
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++ Yes, <i>completely</i>	Trend in the share of applicants from abroad
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+/-Yes, <i>substantially</i>	<p>Trend in the share of applicants among underrepresented groups (frequently women)</p> <p>FIAP1_A1_Complete the extended actions of 2020-2023 Equality plan and Develop the 2024-2027 Equality Action Plan (HR1.1-4; HR1.2)</p>

Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/-Yes, substantially	Trend in the share of applicants from outside the organization FIAP1_A5_Set a labour framework for the excellence in research and the centre (HR2.1)
Do we have means to monitor whether the most suitable researchers apply?				++ Yes, completely	People department has direct feedback from the PI of the call, and can also support within the recruitment process
Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes, completely	
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/-Yes, substantially	BC3 includes required/desirable skills and tasks/responsibilities, working conditions, gender equality policies... in the job Ads.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++ Yes, completely	- The share of job adverts posted on EURAXESS through Science Careers.eu - Trend in the share of applicants recruited from outside the organisation/abroad
Do we make use of other job advertising tools?	x	x		++ Yes, completely	Academics Position; Research Gate; ScienceCareers; Bizkaia Talent and Social networks
Do we keep the administrative burden to a	x			++ Yes,	Once the candidate has applied for the job offer, the

minimum for the candidate?				<i>completely</i>	system will be sent an online application survey
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes, completely	Statistics on the composition of panels (Defined at the OTM-R Policy)
Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes, completely	Written guidelines (Defined at the OTM-R Policy)
Are the committees sufficiently gender-balanced?		x	x	+/-Yes, substantially	Written guidelines (Defined at the OTM-R Policy)
Do we have clear guidelines for selection committees, which help to judge 'merit' in a way that leads to the best candidate being selected?			x	+/-Yes, substantially	Written guidelines (Step by step interview guide)
Appointment phase					
Do we inform all applicants at the end of the selection process	x			++ Yes, completely	
Do we provide adequate feedback to interviewees?	x			-/+ Yes, partially	BC3 provides general feedback but not specific feedback except for very punctual cases.
Do we have an appropriate complaints	x			+/-Yes,	Statistics on complaints (The survey is ready to be

mechanism in place?				<i>substantially</i>	integrated into the process) FIAP1_A11_Looking for efficient and excellent administrative work processes (HR3.4)
Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				<i>+/-Yes, substantially</i>	The OTM-R policy is annually reviewed by the HRM and policy editions are published based on the recommendations. BC3 will also conduct the OTM-R Checklist in a regular basis (with GAP analysis) in order to follow the process.

Comments:

*Suggested indicators (or form of measurement) from EU EURAXESS are kept in brown.

BC3 has added under the same cell of *suggested indicator (*Suggested indicators (or form of measurement)/ BC3's improvement action) a comment on the action to improve the section question. These notes are in black.