

**bc<sup>3</sup>**

BASQUE CENTRE  
FOR CLIMATE CHANGE  
Klima Aldaketa Ikergai

**Sustainability, that's it!**



***Open, Transparent and Merit-based recruitment of  
researchers (OTM-R policy)***

*February, 2019*





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## Contents

<b>1. Foreword.....</b>	<b>1</b>
<b>1. Objective of the policy .....</b>	<b>2</b>
<b>2. BC3's research organization.....</b>	<b>3</b>
<b>3. BC3's scientific categories .....</b>	<b>4</b>
<b>4. Recruitment procedure at BC3 .....</b>	<b>5</b>



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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 scientist 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. This synergy is realized through our research on low carbon transitions, natural environment and ecosystem services, health, economics and policy.

Despite its short life BC3 has been recognized as the top climate change think tank under European category of the ICCG Think Tank ranking for 2012, and second best at the World wide level for 2013.

BC3's Steering committee\* 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:

[http://ec.europa.eu/euraxess/data/usgn\\_orgs/BC3\\_Letter\\_signed\\_20122013.pdf](http://ec.europa.eu/euraxess/data/usgn_orgs/BC3_Letter_signed_20122013.pdf)

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.

As member of the 6<sup>th</sup> cohort of organisations involved in the development of HRS4R, we have analysed, assessed and integrated the recommendations and principles of OTM-R into our internal recruitment policies.

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

We have used the Report of the Working Group of the Steering Group of Human Resources Management of the European Commission on Open, Transparent and Merit-based Recruitment (OTM-R) of Researchers and the checklist for ensuring the completeness of our analysis and the corresponding policy definition.

The result is the current BC3's OTM-R Policy, its first edition was dated November 2017. This policy was reviewed during the first semester of 2018 by BC3's HR Working Group and they aligned it with the new Strategy for the period 2018-2021, this second revision was dated October 2018. The BC3's HR Working Group reviewed it again in february 2019 (3<sup>rd</sup> edition) to include the new HR categories approved in the MC (Management Committee) celebrated on the 24<sup>th</sup> of January 2019.

## 1. Objective of the policy

BC3's OTM-R process objective is to attract and retain top-ranking scientists and promising junior researchers keeping an attractive working environment in order to be able to contribute with excellency in a globalized science and research system. BC3's recruitment policy is open, transparent and merit based in order to commit with with the centres's mission and values:

### ***Mission***

BC3 mission is to strategically foster co-production of knowledge relevant to decision making by integrating environmental, socioeconomic, and ethical dimensions of climate change.

### ***Vision***

To steer climate change science towards the co-production of new knowledge and the co-design of policy solutions together with other stakeholders through a solid and transdisciplinary approach, with the ultimate goal to achieve sustainable development.

### ***Values***

- Search for Excellence on research, resources and management.
- The support to the Centre members' research initiatives and the application, as wide as possible, of the principle of Freedom of Research.
- The promotion of Cooperation in the fields in which the Centre does research on, actively looking for insertion in international research excellence networks and consortiums, but also a close cooperation with all the Stakeholders.
- The promotion of Innovation in Research and Management Processes to contribute to continuous improvement of the Centre overall.

- Social Responsibility in increasing Basque Country development and citizens' standard of living by Climate Change knowledge transference to the society.
- People consideration, a commitment with people working in BC3, by engaging highly qualified personnel and creating an attractive working and social environment.

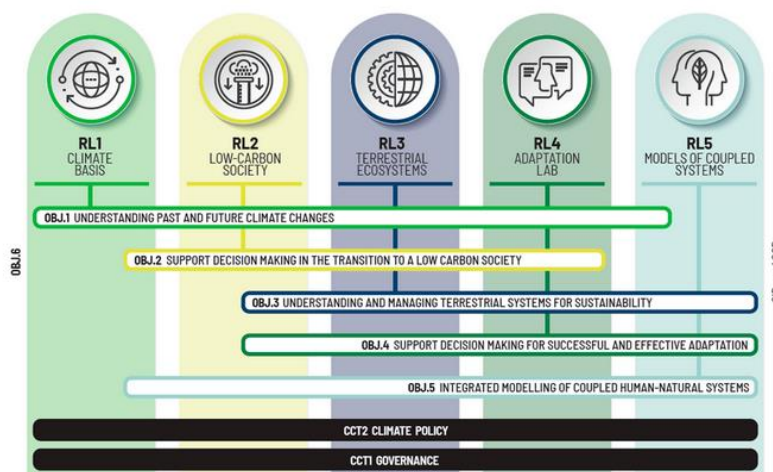
The final aim of this document is to define a policy for continuously improve our recruiting process for talent attraction of researchers.

## 2. BC3's research organization

BC3 aims to strategically foster co-production of knowledge relevant to decision making by integrating environmental, socioeconomic, and ethical dimensions of climate change. We consider 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 will be achieved through the contribution of the five Research Lines and on the basis of its Overall Objectives.



These RLs should not be regarded as “research groups” per se: they neither prescribe research topics nor consist of fixed members. Rather, they have the organizational function of classifying research activities and facilitating management, mentoring and reporting. Thus, they can be regarded as conceptual domains with overlapping boundaries, which together cover all research activities performed by the centre, as well as different aspects of the work

of each researcher. In fact, most BC3 researchers often identify themselves with more than one RL, and many research projects involve more than one RL. Accordingly, RLs also play a fundamental strategic role, since they highlight the scientific priorities and trends of the centre. For this reason, the structure of Research Lines is being revised periodically, in order to present a realistic and up-to-date scientific profile of BC3.

Within RLs, specific research activities are deployed by Research Groups (RGs), which are dynamically teams of researchers pursuing a common research topic. In general, Research Groups are led by a Senior Researcher (Research Professor or Fellow) responsible of one or more research projects. Many researchers simultaneously participate in several Research Groups, depending on their interests and expertise. Consequently, Research Groups usually involve several Research Lines and interact closely among themselves with the objective of solving identified multidisciplinary problems. For organizational reasons, though, Research Groups are formally assigned to a particular Research Line, which acts as its “host”.

## BC3's science & innovation HR categories

### BC3 Research categories

BC3's **research** positions are divided in two big categories, Senior level positions and Junior Level positions. The description on each category is explained in the table below (Table 1).

**BC3 researchers** could be scientists directly recruited and contracted by **BC3**; or, researchers recruited by **Ikerbasque** and contracted by either **Ikerbasque** or **BC3**. **Ikerbasque** is the Basque Foundation for Science that every year launches calls for contracting two categories of researchers: Senior researchers through the **Ikerbasque Professorship** call, or promising young researchers through the **Ikerbasque Research Fellowship** call. These categories are integrated into **BC3**'s organizational structure.

Usually those researchers contracted directly by BC3, are researchers contracted to work in a specific research project funded by competitive or non competitive fund/grant. This means, that the contracts are linked to the conditions established by the project or by the funding organization. With this approach, in some cases, it could happen that BC3 must rely on the OTM-R policies of the funding organizations, such as, Governments, International Agencies,...

In the case of Ikerbasque researchers, the Foundation is committed with the “HR Strategy for Researchers” (HRS4R) and has an OTM-R policy in place.

**Table 1. Scientific positions**

BC3 Scientific Positions	
<b>Senior level</b>	<b>Scientific Director</b> – Senior level Position with: strong experience in managing teams, funding attraction capacity; solid research track and international research experience. Type of Contract: High Level Management Contract
	<b>Ikerbasque Professor</b> – Senior level directly recruited by IKERBASQUE through an international call. - The applicants must have their PhD completed before January 2009 (for 2017 call).

BC3 Scientific Positions	
	<ul style="list-style-type: none"> <li>Only researchers with a solid research track, senior level and international research experience are considered.</li> </ul> Type of contract: Permanent position
	<p><b>BC3 Research Professor</b> – Senior level researcher with more than 7 years of research experience after having obtained his/her PhD.</p> Type of contract: Permanent position
	<p><b>Ikerbasque Research Fellow</b> - Senior level directly recruited by IKERBASQUE through an international call.</p> <ul style="list-style-type: none"> <li>The applicants must have their PhD completed between 1 January 2006 and 31 December 2014 for the call of 2017. This eligibility period might be extended under special circumstances such as maternity or long-term illness.</li> <li>Promising young researchers with a solid research track and international experience.</li> </ul> Type of contract: Tenure-track style 5 year contract
	<p><b>BC3 Research Fellow</b> – Senior level researcher with more than 4 years of experience after having obtained his/her PhD.</p> Type of contract: Project based contract or Permanent Expected duration: Linked to project duration, maximum 6 years or Permanent position
<b>Junior level</b>	<p><b>BC3 Post-Doctoral Researcher</b> – Junior Researcher who has recently obtained his/her PhD</p> Type of contract: Project based contract Expected duration: Linked to project duration, maximum 6 years
	<p><b>BC3 PhD Student</b> – Junior researcher part of a PhD programme.</p> Type of contract: Project based contract Expected duration: Linked to project duration, maximum 5 years
	<p><b>Research Assistant</b> – Junior level researcher whose function is to assist the most senior level researchers in their daily scientific activity.</p> Type of contract: Project based contract Expected duration: Linked to project duration, maximum of 5 years

### BC3 Technical categories

Considering the new innovation (modellers/programmers) or technical (laboratory technician) profile needs of BC3, the Management Committee celebrated on the 24th of January 2019, agreed to define the following new HR categories:

- Technical assistant or analyst (equivalent to a junior position)
- Technical officer (equivalent to a post doc)

**BC3 technical staff** will be directly recruited and contracted by **BC3**. Usually those profiles contracted directly by BC3, are people contracted to work in a specific research project funded by competitive or non competitive fund/grant. This means, that the contracts are linked to the conditions established by the project or by the funding organization. With this approach, in some cases, it could happen that BC3 must rely on the OTM-R policies of the funding organizations, such as, Governments, International Agencies,...

**Table 2. Innovation or Technical positions**

BC3 Innovation or Technical Positions	
Junior level	<p><b>Technical officer</b> – A 2-3 years of experience technical profile whose function is to develop laboratory technical tasks or software programmes/models assisted by a more senior researcher. Type of contract: Project based contract Expected duration: Linked to project duration, maximum 6 years</p>
	<p><b>Technical assistant or analyst</b> – Junior level assistant with technical profile whose function is to assist the most senior level researchers in their daily technical activity (laboratory assistance or programmer/modellers). Type of contract: Project based contract Expected duration: Linked to project duration, maximum of 5 years</p>

### 3. Recruitment procedure at BC3

Considering the scope and information provided in the previous sections, the profiles that BC3's OTM-R policy covers are explained below (profiles directly recruited by BC3):

**Table 3. BC3 Scientific Positions/Contracts and Evaluation Panels.**

BC3 Scientific Positions	
Senior level	<p><b>Scientific Director</b> – Senior level Position with: proven track record in the area of climate change and at least 15 years research experience after the completion of the PhD. He/ She should also have experience in managing a research institution and have international reputation in the field. The candidates may also demonstrate a record of invited presentations in well-established international conferences, granted projects, awards, prizes etc. <b>Functions:</b> Defines the scientific goals and research topics of the centre. Guarantees excellence in the scientific production, execution and monitoring of the whole research centre. <b>Type of Contract:</b> High Level Management Contract <b>Evaluation panel:</b> Internal and External Panel Internal: Previous Scientific Director, 2 Ikerbasque Professors External: ISAC Member, IKERBASQUE Director</p>
	<p><b>BC3 Research Professor</b> – Senior level researcher with more than 7 years of research experience after having obtained his/her PhD. <b>Functions:</b> Coordinates a RL or a RG, ensures the excellence of the RL or RG in terms of scientific production, talent attraction and retention, and guarantees the economic sustainability of the RL or RG <b>Type of contract:</b> Permanent position <b>Evaluation panel:</b> Internal and External Panel Internal: Scientific Director, MC Members External: ISAC Member</p>
	<p><b>BC3 Research Fellow</b> – Senior level researcher with more than 4 years of experience after having obtained his/her PhD. <b>Functions:</b> Coordinates Projects, ensures the excellence project and project members in terms of scientific production, talent attraction and retention. <b>Type of contract:</b> Project based contract or Permanent position <b>Expected duration:</b> Linked to project duration, maximum 6 years <b>Evaluation panel:</b> Internal Panel Internal: Scientific Director, Principal Investigator (PI) of the project, RL coordinator</p>
Junior	<p><b>BC3 Post-Doctoral Researcher</b> – Junior Researcher who has recently obtained his/her PhD</p>





BC3 Scientific Positions	
<b>level</b>	<p><b>Functions:</b> conducts research activities under the direction of a Research Fellow or Professor with the aim of achieving excellence</p> <p><b>Type of contract:</b> Project based contract</p> <p><b>Expected duration:</b> Linked to project duration, maximum 6 years</p> <p><b>Evaluation panel:</b> Internal Panel Internal: Scientific Director, PI of the project</p>
	<p><b>BC3 PhD Student</b> – Junior researcher part of a PhD programme.</p> <p><b>Functions:</b> conducts research activities to support research projects with the aim of developing the PhD thesis</p> <p><b>Type of contract:</b> Project based contract</p> <p><b>Expected duration:</b> Linked to project duration, maximum 5 years</p> <p><b>Evaluation panel:</b> Internal Panel Internal: Scientific Director, PI of the project/ Supervisor</p>
	<p><b>Research Assistant</b> – Junior level researcher whose function is to assist the most senior level researchers in their daily scientific activity.</p> <p><b>Functions:</b> research assistance within research projects</p> <p><b>Type of contract:</b> Project based contract</p> <p><b>Expected duration:</b> Linked to project duration, maximum of 5 years</p> <p><b>Evaluation panel:</b> Internal Panel Internal: Scientific Director, PI of the project/ Supervisor</p>

**Table 4. BC3 Innovation or Technical Positions/Contracts and Evaluation Panels.**

BC3 Innovation or Technical Positions	
<b>Junior level</b>	<p><b>Technical officer</b> – A 2-3 years of experience technical profile.</p> <p><b>Functions:</b> to develop laboratory technical tasks or software programmes/models assisted by a more senior researcher</p> <p><b>Type of contract:</b> Project based contract</p> <p><b>Expected duration:</b> Linked to project duration, maximum 6 years</p> <p><b>Evaluation Panel:</b> Internal Panel Internal: Scientific Director, PI of the project</p>
	<p><b>Technical assistant or analyst</b> – Junior level assistant with technical profile</p> <p><b>Functions:</b> to assist the most senior level researchers in their daily technical activity (laboratory assistance or programmer/modellers).</p> <p><b>Type of contract:</b> Project based contract</p> <p><b>Expected duration:</b> Linked to project duration, maximum of 5 years</p> <p><b>Evaluation panel:</b> Internal Panel Internal: Scientific Director, PI of the project/ Supervisor</p>

The recruitment process in BC3 has 4 steps and a 5<sup>th</sup> one for improvement:

### **1. LAUNCHING THE JOB OFFER**

The main reasons to launch a job offer in BC3 are:

- Specific research/technical profile is needed to develop an externally funded project; or,
- The publication of a competitive call where BC3 could act as host institution.

For any of those cases, the job offer must be aligned with the active Strategy of the centre and BC3 must ensure that counts with the economic resources, facilities or any other resource to guarantee the successful integration of the researcher or technical staff in our centre.

### **2. PUBLICATION OF THE JOB OFFER**

BC3 publishes all the research/technical positions and all of them are open. BC3 uses its own means to publish the job offer, such as, institutional websites ([www.bc3research.org](http://www.bc3research.org); <https://info.bc3research.org>; <http://aries.integratedmodelling.org/> ; and, any other BC3 site) and social media, but also extends the publication to other sources (in case there are financial resources to pay those sources or they are free) such as:

- ScienceCareers.eu and Euraxess portals
- AcademicPositions.eu or ResearchGate
- Mailing lists of the specific area of science: The Principal launching the call selects the networks or mailing lists to be used to share the job offer.

BC3 provides to the PI launching the call the template to fill with the position requirements.

### **3. EVALUATION OF CANDIDATES**

The panel to evaluate the job offer candidates depends on the category as explained in Tables 3 and 4.

The position requirements are clearly stated in each job offer description.

In case of having different candidates that have passed the same external call, such as, Ramón y Cajal, Juan de la Cierva, Ikerbasque Professorship or Fellowship, FPI, FPU, FPT ... and BC3's has to select among candidates, because it cannot support all the candidacies, the Scientific Director with the support of the Management Committee will select the most adequate candidate/s considering BC3's Strategic Objectives.



The Selection panels at BC3 have experience in evaluation of scientific or technical profiles and are aware of the HRS4R and OTM-R principles. BC3 follows the equal opportunities and consider the gender-issues to deploy the policy.

#### **4. CONTRACT NEGOTIATION AND WELCOME**

After the selection of the candidate, the BC3 starts the contracting procedure. The margin to negotiate salaries at BC3 is thin, as usually they come set by the funding scheme. But there are other conditions that could be negotiated during the negotiation phase under the limits set up by the funding scheme: starting date of the contract, teleworking days during the duration of the contract, or resources that BC3 could offer to the employee.

Once the negotiation phase is closed, BC3 submits the final offer letter with the agreed conditions and starts with the contracting procedure.

In order to facilitate the integration of the contracted person within the centre, BC3 has defined a Welcome Plan, containing detailed information on the tasks/activities to be performed during the first days in the centre. This activities include not only professional advise but also personal one.

#### **5. CONTINUOUS IMPROVEMENT**

BC3 will evaluate in an annual basis the results of their recruiting process with the aim of improving the overall process, in terms of transparency, publicity, clarity and alignment of the recruited person and the job offer. For that aim, the HR Working Group will perform the analysis and develop an improvement report. Following this procedure, BC3 has produced its 3<sup>rd</sup> edition of the OTM-R policy.