



HR EXCELLENCE IN RESEARCH

**vicomtech**

MEMBER OF BASQUE RESEARCH  
& TECHNOLOGY ALLIANCE

***HUMAN RESOURCES STRATEGY FOR  
RESEARCHERS***

***&***

***Open, Transparent and Merit-based  
Recruitment of Researchers***

**VICOMTECH**

Donostia-San Sebastián, October 2023

## INDEX

1. PRESENTATION OF FUNDACIÓN VICOMTECH.....	3
1.1. Corporate Operation and Management Tools .....	4
2. HRS4R and OTM-R .....	5
2.1. Vicomtech: OTM-R policy as a part of the HRS4R strategy.....	6
3. HR STRATEGY at Vicomtech: 2015 - 2023 .....	7
3.1. Step 1: Internal Gap Analysis.....	8
3.2. Step 2: Institutional HRS4R Action Plan (2016-2019).....	9
3.3. Step 3: Acknowledgement of the HR Strategy for Researchers by the EC.....	13
3.4. Step 4: Self-Assessment & HRS4R Action Plan (2020-2022) .....	13
3.4.1. Annual Indicator Data (2020-2022) .....	18
3.5. Step 5: Implementation of external evaluation and renewal of the acknowledgement .....	22
4. Dynamic Groups to Promote HRS4R .....	26
Annex I: Gap Analysis (Extended) .....	28
Annex II: OTM-R Checklist .....	33

## 1. PRESENTATION OF FUNDACIÓN VICOMTECH

Fundación Vicomtech is an applied research technology centre specialising in Computer Graphics, Visual Computing Data Analytics & Intelligence, Interactive Digital Media y Language Technologies (ICT technologies); it was founded in 2001 and is located in the Gipuzkoa Technology Park and in 2021 opened a new office in Bilbao.

The centre is a member of the Basque Science, Technology and Innovation Network and is certified as a Technology Centre by the Ministry of Economy and Competitiveness with the registration number CIT-88. The centre's mission is as follows:

- To meet the Applied Research, Technology Development and Innovation requirements of local companies and institutions in the Computer Graphics, Visual Computing and Multimedia fields, enhancing their competitive edge and improving society's economic development and quality of life.
- To develop innovative visual interaction and communications technologies, creating product prototypes and applications in collaboration with industry.
- To contribute to universal knowledge by training researchers and publishing the results of its applied research work in internationally renowned journals and at conferences.
- To provide an excellent, high-quality working environment that enables its researchers to develop the personal and professional skills needed to hold posts of responsibility at the centre itself, in industry or in other scientific areas.

Vicomtech is a member of several alliances, platforms, and clusters; of particular note is GraphicsMedia.net ([www.graphicsmedia.net](http://www.graphicsmedia.net)), an International Applied Research Network specialising in Computer Graphics and Multimedia Technologies at international level. Its command of knowledge and technologies, either directly or through the network, provides value to its clients, since Vicomtech offers real solutions to companies' needs, makes it easier for them to make the most of opportunities, and suggests improvements or developments to their own products, based on the latest advances in scientific and technological knowledge.

A keystone of our recruitment programs is to make sure that the best scientist is recruited for a research position.

Therefore, since its creation in 2001, Vicomtech is committed to establish and maintain a recruitment process that is:

- *Open*
- *Transparent*
- *Merit based*

In this policy, Vicomtech is reviewing its recruitment procedures according to the principles and guidelines set by the EC on what an OTM-R system should look like. As a result of the review, a number of actions are established to improve the recruitment policy as well as the Human Resources policy.

## 1.1. Corporate Operation and Management Tools

To ensure the seamless day-to-day operations of Vicomtech's dedicated workforce, three indispensable tools have been meticulously crafted to manage information, facilitate the implementation of internal policies, and empower our employees with knowledge and training. These tools serve as the backbone of our organizational efficiency.

The cornerstone of our technological arsenal is the internal **EKHI** platform, a dynamic hub that has been an integral part of Vicomtech's journey since its inception. EKHI serves as the digital repository for all essential information and documentation vital to the smooth functioning of our organization. From streamlining the onboarding process to managing ongoing tasks, overseeing career development, and guiding employees through their exit journey, EKHI caters to every aspect of Vicomtech's organizational needs and more.

In our commitment to upholding Vicomtech's procedures and policies, we have developed the **ARGI** management system. ARGI serves as the heart of Vicomtech's regulatory framework, housing an extensive repository of procedures, policies, and vital information crucial for all members of our centre. It serves as the compass by which we navigate the intricacies of our operations.

Complementing our information ecosystem is the **IKASI** platform, a dedicated space for online training and knowledge dissemination. Here, we offer bite-sized training modules, in the form of training pills, and informative videos that delve into Vicomtech's internal policies. This resource empowers our research personnel, ensuring they are well-versed in our organizational ethics and other necessary knowledge.

It is worth noting that each stride forward and every action undertaken by Vicomtech, both in the past and those on the horizon, find their reflection and quantification within one or both invaluable tools. They stand as a proof to our commitment to excellence.

## 2. HRS4R and OTM-R

The European Commission adopted in 2005 a European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers. These two documents, addressed to researchers as well as research employers and funders in both the public and private sectors, are key elements in the EU's policy to boost researchers' careers.

Specifically, the European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers. It constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognise each other as such.

Moreover, the Code of Conduct for the recruitment of researchers consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers. These principles and requirements are complementary to those outlined in the European Charter for Researchers. Institutions and employers adhering to the Code of Conduct will openly demonstrate their commitment to act in a responsible and respectable way and to provide fair framework conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

To help accommodate the research institutions to the Charter and Code principles, the Commission set out a procedure through which those institutions interested in including them, could design their own Human Resources Strategy.

This procedure consists of five steps:

- Preparation of a rigorous Internal Analysis.
- Publication of the Institution Strategy in the corporate website to maintain and improve the Charter and Code.
- Evaluation and approval of the Strategy by the Commission.
- Application and continuous self-assessment of the process by the institution
- And finally, have the Strategy and its deployment evaluate externally by the Commission every 36 months after initiating the process.

## 2.1. Vicomtech: OTM-R policy as a part of the HRS4R strategy

The OTM-R policy is published in an easily accessible place on Vicomtech's website along with the Human Resources Strategy for Researchers (HRS4R) and according to the minimum set of requirements while respecting institutional autonomy and diversity. Vicomtech has developed and implemented an OTM-R policy that encourages external applicants by:

<u><i>OTMR Policy</i></u>	<u><i>Actions Carried Out by Vicomtech</i></u>
<b>Providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable</b>	This is reflected in the staffing policy (P-06.12-Staffing) that Vicomtech has posted on its "Argi" platform. Selection criteria, as well as the indicative timetable, are shown in the offers published on its website and on Euraxess
<b>Posting a clear and concise job advertisement with links to detailed information on, for example, required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality policies, etc.</b>	All these requirements are included in the job offers, which, as indicated above, are published on the Vicomtech website and on Euraxess.
<b>Ensuring that the levels of qualifications and competencies required are in line with the needs of the position and not set as a barrier to entry, e.g., too restrictive and/or requiring unnecessary qualifications</b>	Job requirements align with Vicomtech's career development policy (P-06.15 - Career Development), which is based on the Basque Decree 109/2015.
<b>Considering the inclusion of explicit pro-active elements for underrepresented groups</b>	Vicomtech carries out the STEAM programme, that promotes science and technology careers, with a focus on girls in school age.  Vicomtech also has an equality plan to eliminate inequality and discrimination.
<b>Keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum</b>	People interested in applying to job positions, must only fill in 5 mandatory fields. In addition, throughout the process, they will only be asked to fill out a simple form with basic information for the interview.
<b>Reviewing, where appropriate, the institutional policy on languages</b>	Vicomtech prioritizes Spanish, Basque, and English. We have a Basque language policy, and offer trilingual selection processes and website.

### 3. HR STRATEGY at Vicomtech: 2015 - 2023

In its quest for excellence, Vicomtech, as the first technological centre, achieved compliance with the UNE 166002 standard, and in 2021, successfully adapted to UNE 166002:2021. This milestone was coupled with the centre's commitment to quality, as demonstrated by its adherence to the ISO 9001, ISO 27001, ISO 14001, and ISO 22301 standards. Further recognition came from the European Commission, acknowledging Vicomtech's stellar practices in Human Resources for Researchers.

The journey commenced in 2015 when Vicomtech initiated a transformational process to enhance its People Management policies and procedures, introducing the People Capability Maturity Model (CMM) as part of this endeavour. It was implemented within the centre's Management System, and the possibility of implementing the European HR Strategy was explored and considered.

From all these processes, evaluated and updated on an annual basis, **“Staffing”** and **“Career Development”** are the key processes for Vicomtech's recruitment policy.

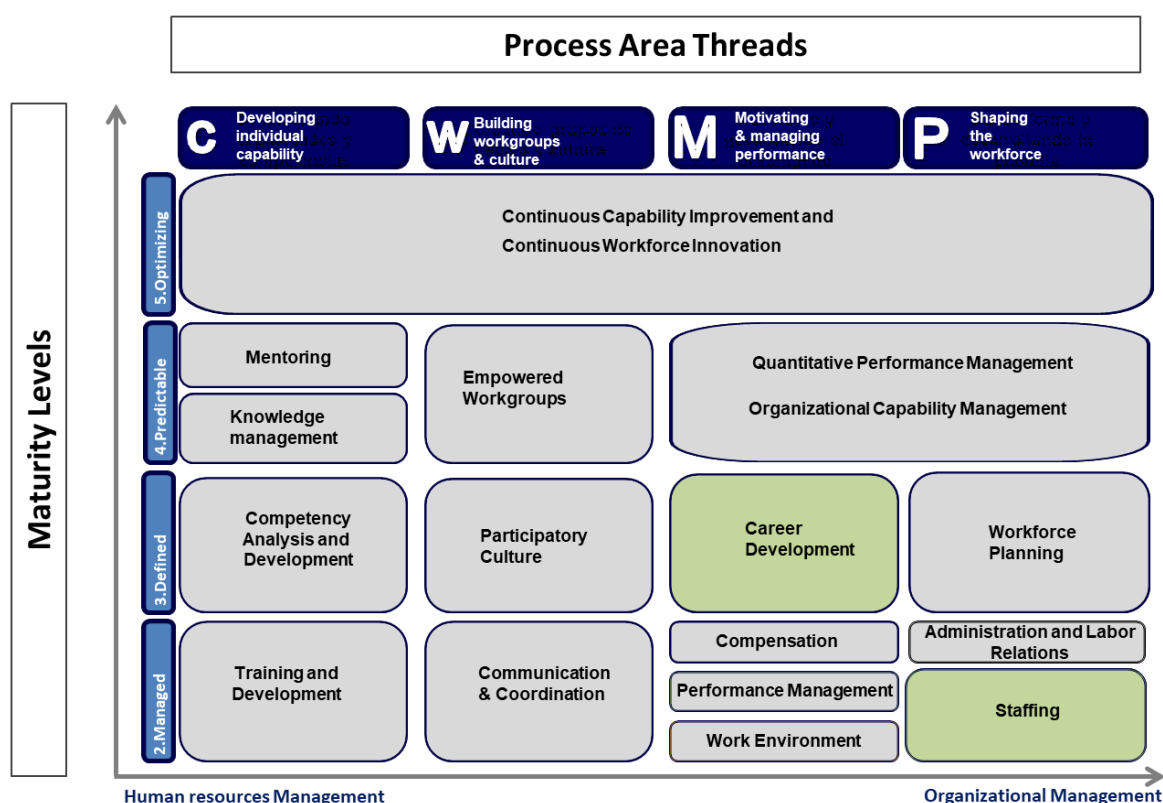


Figure 1. People CMM matrix.

The commitment deepened in 2016 as Vicomtech signed the Commitment Charter with the European Commission, pledging to uphold the 40 principles outlined in the Charter and the EC Code.

The Declaration of Commitment Letter to the European Commission was signed in March 2016, and the strategy is beginning to be applied with the following steps:

- **Step 1:** Internal gap analysis by the institution according to a standard template grouping all the 40 Charter & Code principles in 4 areas ('Ethical and professional aspects', 'Recruitment', 'Working conditions & social security' and 'Training').
- **Step 2:** Institutional HR Strategy for Researchers (Action Plan).
- **Step 3:** Acknowledgement of the HR Strategy for Researchers by the European Commission. The "HR Excellence in Research" logo identifies acknowledged institutions.
- **Step 4:** Implementation of actions and self-assessment process after 2 years.
- **Step 5:** Implementation of external evaluation after 4 years and renewal of the acknowledgement.

This commitment set the stage for the launch of the Action Plan, spanning from 2016 to 2019. During this period, an internal evaluation was conducted to identify areas of improvement, categorizing the 40 principles into four key areas: ethical and professional aspects, recruitment, working conditions and social security, and training. A comprehensive Gap Analysis followed, including a staff survey to gauge the significance and implementation of each principle. Vicomtech introduced the Vicomtech Priority Index and aligned the Human Resources Strategy for Researchers (HRS4R) Action Plan with the 2017-2020 Strategic Plan.

### 3.1. Step 1: Internal Gap Analysis

The group created to carry out the strategy began the first part of the Gap Analysis in May 2016, which involved completing the sections on Legislation and Work frameworks for each principle of the Charter and Code, together with the processes, policies, procedures or practices that address this principle within the centre.

Afterwards, an anonymous survey was conducted to determine the importance of each principle and the level of implementation of each of them. The table below (Table 1) shows the planned schedule for the HRS4R implementation at Vicomtech, including the design of the internal gap analysis, its evaluation and the final drafting of the definitive action plan and strategy document.

The HRS4R working team prepared an online survey to be answered anonymously and voluntarily. This online survey was sent to 19 people (researchers and support technicians from the institution). Administrative and general service staff were not invited to answer the survey.

Respondents were asked to evaluate – one by one – two variables for each of the principles listed: "Importance" and "Level of implementation at Vicomtech". Taking into account the Level of Importance and Level of Implementation, a Priority Index (Pri) was calculated as follows:

$$\text{Pri} = \frac{\text{Level of Importance}}{\text{Level of Implementation}}$$



The principles selected for the Action Plan are the following:

- |                                     |   |
|-------------------------------------|---|
| - Ethical Principles                | - Value of Mobility                       |
| - Professional Responsibility       | - Access to Career Advice                 |
| - Professional Attitude             | - Intellectual Property Rights            |
| - Contractual and Legal Obligations | - Complaints and Appeals                  |
| - Good Practices in Research        | - Participation in Decision making bodies |
| - Evaluation and Appraisal Systems  | - Relationship with Supervisors           |
| - Recognition of Qualifications     | - Supervision and Management Tasks        |
| - Stability of Employment           | - Continuous Professional Development     |
| - Funding and Salaries              | - Access to Research Training             |
| - Professional Career Development   | - Supervision                             |

Vicomtech introduced the Vicomtech Priority Index and aligned the Human Resources Strategy for Researchers (HRS4R) Action Plan with the 2017-2020 Strategic Plan.

### 3.2. Step 2: Institutional HRS4R Action Plan (2016-2019)

In the 2016 - 2019 Action Plan there were defined 26 actions to carry out the established Priority Index. These actions are linked to the 40 principles of the Charter and Code (C&C) established by the European Union.

Each of the actions have been assigned to a person or persons in charge, who are responsible for carrying out the action, evaluating it and supervising its follow-up. Also, the ending result of the action will be reflected by its indicator and status. Involved agents of the action plan (Acronyms): M: Management | IC: Innovation Committee | HRM: HR Manager | HR: HR department | EC: Equality Committee | HM: Head of Departments | QC: Quality Committee | AS: All Staff | DP: Digital Positioning team. | L: Legal Department

Also, as explained earlier, a strong use of our internal platform (EKHI) and our integral management system (ARGI), that is why all the advances and actions that will we and have been carried out by Vicomtech, will be reflected and counted as indicators in one or both of these tools. This means there will be references to these tools on the Action Plan indicators.

#### **Action Plan (2016 - 2019):**

## I. Ethical and Professional Aspects

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
2	Review of the Mission, Vision, Values and Strategy for the new Strategic Plan.	2016	M	ARGI: 04.00.03- Strategic Plan including Centre's Mission, Vision, Values and Policy	-	COMPLETED
2	Emphasis on People Management's principles in every monthly meeting and seminar.	2016-2019	M	Monthly RIM and Management Seminars	Six-monthly	CYCLICAL PROCESS
2	Staff welcome video and its review	2016-2019	M	EKHI platform onboarding process (video), ARGI Policy (P-06.02) and Annual Survey of Satisfaction	Annually	COMPLETED
3	Restructuring of the Monitoring System.	2016	IC	ARGI: P-08.05-Continuity Operation	-	COMPLETED
3	Boost for people to avoid duplication in software development.	2016-2017	Community of practice	ARGI: P-07.06- Scientific Policy with P-07.10 procedures on Scientific Dissemination and PhD framework	-	COMPLETED
3	Setting of a Software Development Protocol and ad hoc training for researchers involved.	2016-2019	Ad hoc committee	ARGI: Integrated Management Manual: R&D&I Operational Processes	Progressive	COMPLETED
3	Implementation of a Software Development Protocol.	2016-2019	Ad hoc committee	ARGI: Integrated Management Manual: R&D&I Operational Processes	Progressive	COMPLETED
4	Seminars on project management and project deviations	2016-2016	IC	ARGI: P-07.01; P-07.02; P-07.06; P-07.07; E-07.19	Annually	CYCLICAL PROCESS
4	Seminars on calls for proposals	2016-2019	IC	ARGI: P-07.01- Calls for proposals, generation of ideas and approaching	Annually	CYCLICAL PROCESS
5	Search for staff with expertise in Software Intellectual Property.	2016-2019	M	Incorporations on the Legal department with Knowledge in IP	Progressive	COMPLETED
5	Development of related Software Intellectual Property training and procedures.	2016-2019	M	Intellectual Capital procedure and paper	Progressive	COMPLETED
7	Development of Software Writing Protocol. Improvement of the software output process.	2017-2019	Ad hoc Committee	ARGI: 07.07.06- Prototype verification and validation; P-07.09- System Management GIT Protocol	Progressive	COMPLETED
7	Improvement of the custody of information.	2017-2019	Ad hoc Committee	GIT Procedure	Progressive	COMPLETED

11	Review of the Performance Management Process.	2016-2019	M	ARGI: P-06.11- Performance Management Procedure and Conference paper	Annually	COMPLETED
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## II. Recruitment

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
19/26	Review of the Mission, Vision, Values and Strategy for the new Strategic Plan.	2016-2019	M	Benchmark to detect possible improvements and salaries at other Basque Technology Centres to identify Vicomtech's positioning in Remuneration Policy	Annually	COMPLETED
26	Review of permissions, benchmarking and development of an explanatory document.	2017	M	P-06.10-People Management; Work Calendar; Remuneration Policy	-	COMPLETED

## III. Working Conditions and Social Security

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
25	Researchers' transfer to Basque Industry in accordance with Decree 109/2015	2016-2019	M	Vicomtech's internal indicators for Researchers' transfer to Basque Industry (Ekhi > integral management > Indicators)	Progressive	COMPLETED
28	Review of researchers' performance management, training, and remuneration	2016-2019	M	ARGI: P-06.15-Career Development; P-06.11- Performance Management Procedure	Annually	COMPLETED
29	Review the value of researchers' mobility	2016-2019	M	ARGI: P-06.15-Career Development	Annually	COMPLETED
30	Review the process of Performance Appraisal feedback interviews.	2016-2019	M	EKHI: Annual 360° researchers' feedback	Annually	COMPLETED
30/37/40	Development of a mentoring process according to the People CMM matrix.	2017-2019	M	ARGI: P-06.22-Mentoring EKHI: Personal data > Mentoring	Progressive	COMPLETED

31	Review of the Patent Procedure in terms of copyright.	2017-2019	M	ARGI: P-07.15-Asset Management and Technology transfer procedure	Progressive	COMPLETED
34/35	Review of the Communication process.	2017-2018	M/IC	ARGI: P-06.03- Internal Communication Procedure; P-06.03-Staff Motivation	Progressive	COMPLETED
36	Automation of Project audits to detect communication issues in the projects.	2016-2017	M	ARGI: P-07.07-Project development	-	COMPLETED
36	Request for minutes from Department Directors in annual feedback interviews.	2016-2019	M	Annual Performance Evaluation feedback; Six-monthly follow-up report from departments	Annually	CYCLICAL PROCESS

#### IV. Training and Development

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
38.1/39.1	Search for trainers and design of training programmes in several skills for researchers.	2016-2019	M	ARGI: P-06.01-Training	Progressive	COMPLETED

### 3.3. Step 3: Acknowledgement of the HR Strategy for Researchers by the European Commission

On the 10<sup>th</sup> of march of 2016, Vicomtech submitted the declaration letter to the European Commission declaring its intentions to contribute to career development and HR strategy aspects of researcher, according to the principles and recommendations of the Charter and Code of Conduct of the HRS4R.

On 30<sup>th</sup> of October of 2017, letter of the European Commission was sent to Vicomtech acknowledging the Declaration of Commitment submitted. From that moment on, Vicomtech became a constituent entity within the scope of the organizations encompassed in the policies established by the European Commission, aimed at fostering the career advancement of researchers.

### 3.4. Step 4: Self Assessment & HRS4R Action Plan (2020-2022)

When the trajectory was extended to the years 2020 to 2022, Vicomtech remained committed to further improving its achievements. During this period, the centre initiated a new phase of the Human Resources Strategy for Researchers (HRS4R) Action Plan 2020. This step was undertaken with the primary objective of implementing improvements and enhancements that had been meticulously identified and outlined through a comprehensive internal review conducted in 2019.

Central to this effort was the prioritization of improvement implementation, with a specific focus on quickly addressing all outstanding modifications that had previously been defined within the scope of Vicomtech's Priority Index.

#### **Action Plan (2020 - 2022):**

## I. Ethical and Professional Aspects

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
1/2	Ethical Channel development in the internal ERP.	2020	M	ARGI: P-06.20-Innovation Groups; Vicomtech's Code of Conduct; Vicomtech's Policy	-	COMPLETED
1	New Professional Career and new performance management procedure	2021-2022	M/HR	ARGI: P-06.15-Professional Career Development Procedure; P-06.01-Training Procedure; Innovation Management Handbook: Fostering the Innovation Culture	Progressive	IN PROGRESS
1	Scientific articles of professional Management	2020	M	Scientific Publications	Annually	COMPLETED
1	Equality Management and Committee	2021	EC	Equality Plan has been approved and carried out for 2021-2025 period	Annually	COMPLETED
1	Implementation of new host video	2023	M/QC/DP	IKASI: New host video	-	COMPLETED
3	Annual and three-monthly awareness capsules using videos, tutorials and trainings on Software Development Protocol	2020-2022	IN/M	Semesterly monitoring for capsules and seminars and implementing them (if necessary) in IKASI platform	Three-monthly	IN PROGRESS
3	Implementation of the IKASI platform for training and new videos	2021-2022	IN/IC/M	Creation of the formation internal platform IKASI	Annually	IN PROGRESS
4	Development of tutorials and videos on project management, available in real time, every six months as an alternative to seminars.	2020-2022	IC	Developed internal tutorials and videos	Annually	IN PROGRESS
5	Improvement actions for data protection procedures.	2020-2022	M/L/DP	P-05.03- Personal Data Protection; P-07.19-Confidentiality Management	Annually	IN PROGRESS
5	Creation of the asset management (Digital Positioning)	2021-2020	M/HR	Hiring processes carried out	Six-monthly	IN PROGRESS
6/9	Revision and improvement of the compliance procedures and of the associated ethical channel.	2020-2022	M	Internally published procedures	Annually	COMPLETED
6	Employees' environmental awareness according to ISO14001	2022	M/IC	External audit and subsequent Certification obtained in 2022; Creation of the sustainable mobility committee	-	COMPLETED

6	Information security management certification (ISO 27001).	2022	M/IC	Target attainment: External audit and subsequent Certification obtained in 2022	-	COMPLETED
6	Business continuity certification (ISO 22301)	2022	M/IC	Target attainment: External audit and subsequent Certification obtained in 2022	-	COMPLETED
7/7	Annual training actions and improvements related to Software Writing Protocol.	2020-2022	QC/M	Annual monitoring and search of training pills	Progressive	IN PROGRESS
10	Monitoring of the Equality Plan actions and review of the European Commission's Equality Plan	2021-2022	EC	Annual monitoring: Regular meetings of the equality committee and monitoring of changes in European legislation	Progressive	COMPLETED
11	Holistic model approach according to career development for researchers as well as staff employees.	2021-2022	M	2023-2025 period	-	IN PROGRESS
11	Career Development scientific publications (conference and journal) including international best practices and surveillance	2021-2022	M/HRM	Published: Scientific article	Progressive	COMPLETED
11	Performance Evaluation variables improvement.	2020-2022	M	Individual Key Performance Indicators	Progressive	

## II. Recruitment

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
12/13/14	Monitoring of the Equality Plan actions and review of the European commission's Equality Plan	2021-2022	EC	Annual monitoring: Regular meetings of the equality committee and monitoring of changes in European legislation	Progressive	COMPLETED
12/13/14/15/16/17/19	OTM-R indicator Review	2020	M	Published: Scientific article	-	COMPLETED
18/21	New Career development implementation	2022	M	Modification of the Internal Career policy	Annually	COMPLETED
19	Researchers' performance measurement scientific article	2020	M	Published: Scientific article	-	COMPLETED

### III. Working Conditions and Social Security

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
25	Centre's monitoring through annual Key Performance Indicators.	2020-2022	M	Annual monitoring	Progressive	IN PROGRESS
26	Professional careers of the Staff Department members revision, according to their functions and Performance Evaluation.	2021-2022	M	ARGI: P-06.15-Professional Career Development Procedure	Annually	COMPLETED
27	Monitoring of the Equality Plan actions and review of the European commission's Equality Plan	2021-2022	EC	Annual monitoring: Regular meetings of the equality committee and monitoring of changes in European legislation	Progressive	COMPLETED
28/29	Publication and/or presentation of scientific articles about the Career Development implementation and results according to employees' job satisfaction, in journals and/or conferences.	2020	M	Published: Scientific article	-	COMPLETED
30	Publication and/ or scientific articles about Performance Evaluation, in journals and/or conferences.	2020	M	Published: Scientific article	-	COMPLETED
28/29	International benchmarking regarding the Career Development for R&D professionals.	2021	M	Internal report of Career Development for R&D professionals carried out	Annually	COMPLETED
35	Annual satisfaction survey, continuous feedback of suggestions, periodical meetings	2020-2022	M/HR/All Staff	Annual Survey results	Annually	COMPLETED



## IV. Training and Development

C&C	Action	Time Frame	Responsible	Indicators/Targets	Follow Up	Status
36	Projects' annual auditing	2020-2022	QC/M	EKHI: ERP evidence	Annually	IN PROGRESS
37/40	Monitoring the mentoring process and establishing improvement actions, if necessary.	2020-2022	M	Mentorized processes 2020-2023: 43 Thesis (28 in process), 208 incorporations, 33 departmental shifts, 134 changes of professional category mentorized	Progressive	COMPLETED
38/39	Implementation of annual seminars, tutorial and videos about several skills (e.g., leadership, communication, management)	2020-2022	M	Objective interview training for departmental leaders carried out. Seminar and training pills	Annually	COMPLETED

### 3.4.1. Annual Indicator Data (2020-2022)

After the execution of the action plan and the conclusion of the 2020-2022 period of the HRS4R plan, the following data has been extracted from Vicomtech's HRS4R indicators:

WORKING ENVIRONMENT PROCESS			2020	2021	2022
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
3/4/38/39/22	No. of training actions carried out in the field of ORP	The number of People who have undergone training can be seen in the FORMACIÓN project, in the section PURCHASES, EXPENSES, INVOICES, by checking the downloads in the corresponding task.	16	16	67
24	No. of conciliation agreements	<ul style="list-style-type: none"> <li>• The Letters of Conciliation Request are in Ekhi under the tab of each researcher</li> <li>• Conciliation agreements in Box.</li> <li>• "Reduction of working hours" documents.</li> </ul>	17	17	19
RECRUITMENT PROCESS / WORKFORCE PLANNING PROCESS			2020	2021	2022
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
10/11/13/14/15/16	No. of internal promotion recruitment/total number of recruitments	Ekhi/Reports/Staff Reports/Personnel Records	28,10%	43,39%	24,61%
10/12/13/14/15/16	No. of recruitments by external recruitment sources/total no. of recruitments	Ekhi/Reports/Staff Reports/Personnel Records	71,90%	56,61%	75,39%
25	No. of renewals carried out	Ekhi/Reports/Staff Reports/Personnel Records	48	55	71
8/30	Research staff transferred to companies	Document on the calculation of indicators associated with the decree	8	9	10
PERFORMANCE MANAGEMENT PROCESS / SKILL ANALYSIS AND DEVELOPMENT PROCESS			2020	2021	2022
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
34/35	Satisfaction index comparison	<ul style="list-style-type: none"> <li>· Indicator panel</li> <li>· Staff satisfaction surveys</li> </ul>	3,68	3,7	3,3
11/22/28/30	No. of persons assessed/total staff	Ekhi/Reports/Staff Reports/Staff Table Summary	88,00	114,00	142,00
11/19/28/30	No. of evaluations with excellent performance/no. of evaluations carried out	Ekhi/Reports/Staff Reports/Staff Table Summary	0,34	0,32	0,18

11/19/28/30	No. of evaluations with improvable performance/no. of evaluations carried out	Ekhi/Reports/Staff Reports/Staff Table Summary	0,2	0,13	0,2
TRAINING PROCESS / KNOWLEDGE MANAGEMENT PROCESS			2020	2021	2022
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
3/4/38/39/22/28	No. of hours dedicated to training	The number of People who have undergone training can be seen in the FORMACIÓN project, in the section PURCHASES, EXPENSES, INVOICES, by checking the downloads in the corresponding task.	8348	6982,25	1.132,00
22/28	Centre’s investment in training per employee	The number of People who have undergone training can be seen in the FORMACIÓN project, in the section PURCHASES, EXPENSES, INVOICES, by checking the downloads in the corresponding task.	57,54	223,16	224,00
9/32	Publications / year according to various criteria	Indicator panel: - Q1 publications / indexed publications - Indexed publications - Co-authorship of publications with the RVCTI (Basque Network for Science, Technology and Innovation).	32/77 32 27	31/81 81 38	32/107 107 46
20/28/38/39	% of doctors on staff	Indicators’ panel	39,93	36,4	33,86
23/25/28/40	No. of drafts of doctoral theses / year	Indicators’ panel	24	25	34
INTERNAL COMMUNICATION PROCESS			2020	2021	2022
ANNUAL COMMUNICATION PLAN					
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
34/35	Satisfaction degree with the Communication Plan	Staff Satisfaction Survey	3,42	3,78	3,7
35	Satisfaction index comparison	Staff Satisfaction Survey	1,07	1,02	1,12
WELCOMING PLAN			2020	2021	2022
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
37/40	No. of incorporations with welcome manual/total no. of incorporations	· Physical Quality Folder · Ekhi / Reports / Staff Reports / Staff Input/Output	100%	100%	100%
34/35	Quality Welcoming process	Welcoming Plan Satisfaction Survey	100%	100%	100%
STAFF SATISFACTION SURVEY			2020	2021	2022
C&C PRINCIPLES	INDICATORS / VARIABLES	CALCULATION / PLACE			
35	Survey participation rate	Analysis of Staff Satisfaction Survey Results (BOX)	72,93%	62,75%	49,69%
35	Staff satisfaction index	Analysis of Staff Satisfaction Survey Results (BOX)	3,68	3,7	3,3

34/35	Satisfaction index comparison	Analysis of Staff Satisfaction Survey Results (BOX)	0,02	-0,4	-
34/35	Number of improvement actions identified	Analysis of Staff Satisfaction Survey Results (BOX)	4	5	7
35	Number of improvement actions implemented	Analysis of Staff Satisfaction Survey Results (BOX)	1	2	3
34/35	No. of improvement actions implemented/No. of improvement actions identified	Indicators' panel	0,25	0,4	0,42
<b>CAREER DEVELOPMENT</b>			<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>			
22/28	Number of non-research staff promoted per year/total number of non-research staff on the payroll	Ekhi/ Expenditure Forecast / Recruited	1/37	2/50	3/69
<b>PERSONNEL ADMINISTRATION</b>			<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>			
-	No. of incidents subcontracting consultancy	Ekhi / Suppliers / Supplier Evaluation	0	0	0
<b>CULTURE OF PARTICIPATION</b>			<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>			
1/22	Idea Acceptance Rate (IAO)	Ekhi / Reports / Idea Statistics	88,98	89,04	92,2
1	Idea Productivity Index (IPO)	Ekhi / Reports / Idea Statistics	68,34	77,28	67,12
1	No. of Project ideas/total ideas	• Ekhi / Reports / Statistics of Ideas • Indicator panel	89,8	95,61	92,2
1	No. of EMAITEK ideas/total ideas	Ekhi / Reports / Idea Statistics	10,2	4,39	7,32
34	No. of improvement actions/Total Suggestions	Indicator panel	41,94	31,58	31,76
<b>WORKING GROUPS</b>			<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>			
33	No. of research staff assigned to the Teaching Staff programme	Indicator panel	3	3	4
32	Co-authorship of publications with the RVCTI (Basque Network for Science, Technology, and Innovation)	Indicator panel	27	38	46
8	Indexed publications	Indicator panel	77	81	107

8	Q1 publications/Indexed publications	Indicator panel	32/77	31/81	32/107
<b>MENTORING</b>					
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
30/27	No. of People benefiting from Mentoring programmes	Ekhi / Reports / Mentoring	42	91	110
37/36/ 37/40	No. of mentors in the centre	Ekhi / Reports / Mentoring	20	33	40
37/36/ 37/40	Mentoring evaluation results	Ekhi / Reports / Mentoring	100%	100%	100%
<b>SALARIES</b>					
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
34/35	Satisfaction index comparison	Staff Satisfaction Survey	3,68	3,7	3,3
26	Wage Range (G4-G1)	Indicator panel	22500-65000	22500-65000	23500-65000
<b>ORGANISATIONAL CAPACITY</b>					
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	Intellectual Capital Value	<ul style="list-style-type: none"> <li>Intellectual Capital Report</li> <li>Indicator panel</li> </ul>	4.606.333,28	4.239.448,95	6.586.277,15
<b>CONTINUOUS IMPROVEMENT</b>					
<b>C&amp;C PRINCIPLES</b>	<b>INDICATORS / VARIABLES</b>	<b>CALCULATION / PLACE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	Indicators Audit Organisational Development Model	Internal and External Audit (IMS)	2020/10/19-20	2021/11-15-19	2022/10/3-5
1-40	R Excellence in Research	HR Excellence in Research -OTM-R indicators	Yes (OTM-R)	Yes (OTM-R)	Yes (OTM-R)

### 3.5. Step 5: Implementation of external evaluation and renewal of the acknowledgement

The year 2022 marked a significant milestone, as Vicomtech conducted an internal review in conjunction with the Renewal Evaluation of the Award. This comprehensive evaluation led to the revamp of the Human Resources strategy, which encompassed the OTM-R (Open, Transparent, Merit-based Recruitment) policy and an update to the Action Plan. Additionally, it entailed a thorough assessment of actions suggested by evaluators during the Interim Evaluation.

In 2023, Vicomtech took another step towards its commitment to excellence in Human Resources by undergoing a comprehensive HRS4R audit in July. The next month, in August, the centre received a detailed audit report from the auditing team, which yielded a positive outcome: Approved, with minor modifications pending. In the present day, Vicomtech is actively working on implementing these modifications, ensuring that the centre continues to excel in its Human Resources management practices.

Following the 2020-2022 Action Plan and the 2023 HRS4R audit, a discussion was held on how Vicomtech should approach the next period and its subsequent HRS4R Action Plan. Vicomtech has further gone in its approach to HRS4R Action Plans. Departing from rigid, fixed 3-year plans, the organization has embraced a dynamic project, reshaping the Action Plan into a constantly evolving and continually improving document. Within this framework, the Action Plan exists without a predefined time frame, allowing for the integration of new actions as needed along the process.

The focal points for consideration remain those originally outlined in the Priority Index. Furthermore, the 2023 audit has introduced a fresh perspective that has enhanced the understanding of Vicomtech's fundamental HRS4R and OTM-R objectives.

#### **Action Plan: (2023 – Onward)**

## I. Ethical and Professional Aspects

C&C	Action	Responsible	Indicators/Targets	Follow Up Time Frame	Status
1/2	Ethical Channel development in the internal ERP.	M	ARGI: P-06.20-Innovation Groups; Vicomtech's Code of Conduct; Vicomtech's Policy Communication of the new channel at the Sept. RIM	-	COMPLETED
1	New Professional Career and new performance management procedure	M/HR	ARGI: P-06.15-Professional Career Development Procedure; P-06.01- Training Procedure; Innovation Management Handbook: Fostering the Innovation Culture	Progressive	IN PROGRESS
1	Equality Management and Committee	EC	Equality Plan has been approved and carried out for 2021-2025 period. Periodical follow up needed	Annually	COMPLETED
1	Visualization of HRS4R & OTM-R	DP	Remodelation of HRS4R area inside Vicomtech website	-	COMPLETED
3	Annual and three-monthly awareness capsules using videos, tutorials and trainings on Software Development Protocol	IN/M	Semesterly monitoring for capsules and seminars and implementing them (if necessary) in IKASI platform	Three-monthly	IN PROGRESS
3	Implementation of IKASI platform for training and new videos	IN/IC/M	Creation of the training internal platform IKASI	Annually	IN PROGRESS
4	Development of tutorials and videos on project management, available in real time, every six months as an alternative to seminars.	IC	Developed internal tutorials and videos	Annually	IN PROGRESS
5	Improvement actions for data protection procedures.	M/L/DP	P-05.03- Personal Data Protection; P-07.19- Confidentiality Management	Annually	IN PROGRESS
5	Creation of the asset management (Digital Positioning)	M/HR	Hiring processes carried out	Six-monthly	IN PROGRESS
5	Intellectual property opportunities and potential revenues training for researchers	M	External training: IURISMÁTICA ABOGADOS S.L.P.	Annually	IN PROGRESS
7/7	Annual training actions and improvements related to Software Writing Protocol.	QC/M	Annual monitoring and search of training pills	Progressive	IN PROGRESS
10	Monitoring of the Equality Plan actions and review of the European commission's Equality Plan	EC	Annual monitoring: Regular meetings of the equality committee and monitoring of changes in European legislation	Progressive	COMPLETED
10	Creation of an arriving process for foreigners	M/QC/HR	ARGI: Arriving in San Sebastian	Progressive	COMPLETED
11	Holistic model approach according to career development for researchers as well as staff employees.	M	2023-2025 period	-	IN PROGRESS

II. Recruitment					
C&C	Action	Responsible	Indicators/Targets	Follow Up Time Frame	Status
12/13/14/15	Creation of an arriving process for foreigners	M/QC/HR	ARGI: Arriving in San Sebastian	Progressive	COMPLETED
12/13/14	Monitoring of the Equality Plan actions and review of the European commission's Equality Plan	EC	Annual monitoring: Regular meetings of the equality committee and monitoring of changes in European legislation	Progressive	COMPLETED
10/12/13/14/15	Translation of the Onboarding process as well as the main procedures of Vicomtech	M/QC/HR	Ekhi: Onboarding process and main processes in 3 languages: English, Spanish and Basque	Set to start	SET TO START
10/12/13/14/15	Language training	M/HR	Annual Language training programs: English, Basque, Spanish	Annually	CYCLICAL PROCESS
13/14/15/16	New action to reach an open and international recruitment	M/HR	Analysis of internal processes and benchmark of other research institutions	Progressive	IN PROGRESS

III. Working Conditions and Social Security					
C&C	Action	Responsible	Indicators/Targets	Follow Up Time Frame	Status
25	Centre's monitoring through annual Key Performance Indicators.	M	Annual monitoring	Progressive	IN PROGRESS
27	Monitoring of the Equality Plan actions and review of the European commission's Equality Plan	EC	Annual monitoring: Regular meetings of the equality committee and monitoring of changes in European legislation	Progressive	COMPLETED
28/29	International benchmarking regarding the Career Development for R&D professionals.	M	Internal report of Career Development for R&D professionals carried out	Annually	COMPLETED
35	Annual satisfaction survey, continuous feedback of suggestions, periodical meetings	M/HR/All Staff	Annual Survey results	Annually	COMPLETED
35	Official formation of the Steering, Working and Focus Groups	M/HR	Creation and announcement of the 3 groups	Sept. 2023	COMPLETED



IV. Training and Development					
C&C	Action	Responsible	Indicators/Targets	Follow Up	Status
36	Projects' annual auditing	QC/M	EKHI: ERP evidence	Annually	IN PROGRESS
36/37/ 40	Review of the mentoring process	M/HR/Focus Group	Analysis of internal process conducted by Management, HR and Focus Group members	Progressive	IN PROGRESS

As it was done after the execution of the 2020-2022 HRS4R Action Plan process, it will be extracted data from the internal platform EKHI and will be published on the website of the organization. Furthermore, this indicator panel<sup>1</sup> will be reviewed and updated to reflect in a more exact way the evolution of the HRS4R Action Plan process.

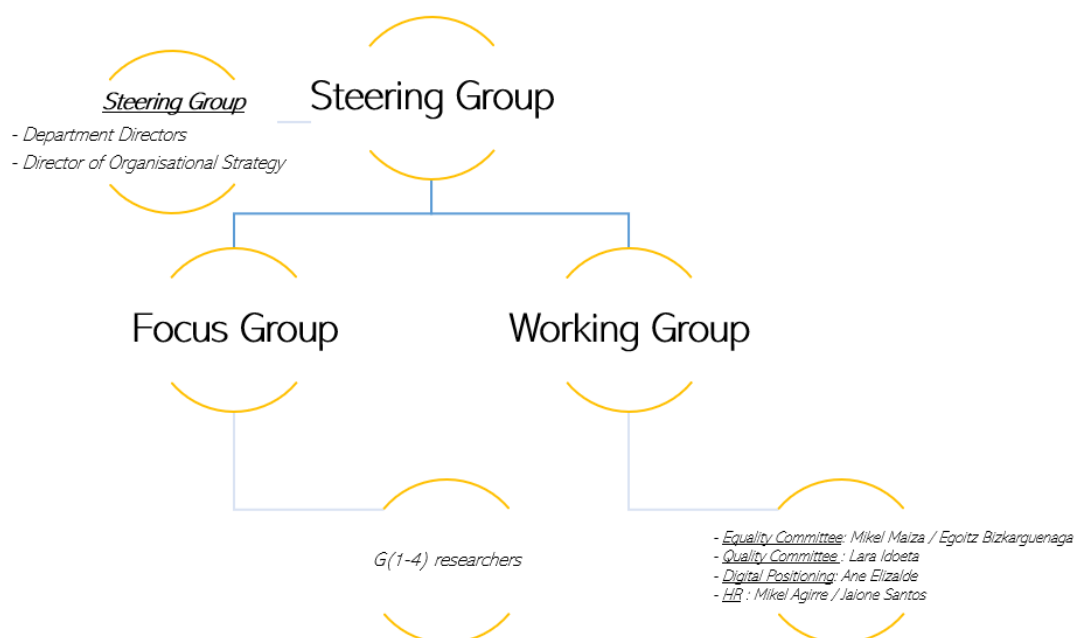
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<sup>1</sup> Pages 18 to 21

## 4. Dynamic Groups to Promote HRS4R

The audit conducted in the year 2023 has unequivocally highlighted the imperative necessity for establishing internal frameworks aimed at facilitating the efficient channeling of ideas and decision-making processes within Vicomtech. While it is acknowledged that certain structures such as the Steering Group were already in existence, it is evident that the formation of a Working Group and a Focus Group can introduce fresh perspectives and provide a platform for diverse voices within the organization to be heard.

Considering this, during the RIM convened in September 2023, the inauguration of three pivotal groups was announced. These groups will actively engage in shaping and enhancing the processes and operations of Vicomtech:



**Figure 2:** Dynamic Group schematic

### Steering Committee:

The Steering Committee for the Human Resources Strategy for Researchers (HRS4R), led by Dr. Eurne Loyarte, Director of Organisational Strategy, plays a crucial role in overseeing the implementation of this initiative. This committee regularly monitors progress and serves as the main channel for sharing information and promoting HR policies in alignment with our Action Plan for 2023-2025.

### Working Group:

In the initial phase of the HRS4R initiative, we have established a Working Group with members from different units within Vicomtech. This group includes Mikel Maiza (a Senior Researcher) and Egoitz Bizkarguenaga (Equality Committee), Lara Idoeta (Quality

Committee), Ane Elizalde (Digital Positioning department), and Mikel Agirre and Jaione Santos (HR team). This Working Group operates under the guidance of the Steering Committee, which consists of two members from the Equality Committee, one from the Quality Committee, one from the Digital Positioning Department, and two from the HR team.

### **Focus Groups:**

To give voice and initiative in decision making and improvement of internal processes in Vicomtech, a Focus Group composed of 4 researchers has been formed. The selection of this group has been made with the idea of including as many spectrums as possible, including people of different genders, nationalities and professional experience and career stage. Their input and experiences will be essential in achieving our HRS4R goals, fostering inclusivity, and enriching our approach.

In September 2023, the group comprising the following persons has been established:

- Fátima Saiz (G2)
- Ainhoa Lizaso (G4)
- Camilo Cortes (G2)
- Emma O'Brien (G4)

To make these periodic meetings more dynamic, a member of the HR department will attend these meetings to act as moderator and attend on behalf of Management so that the points expressed can later be passed on to the indicated bodies and studied to introduce them into the HRS4R Action Plan.

## ANNEX I: Gap Analysis (Extended)

### Internal Gap Analysis

The group created to carry out the strategy began the first part of the Gap Analysis in May 2016, which involved completing the sections on Legislation and Work frameworks for each principle of the Charter and Code, together with the processes, policies, procedures or practices that address this principle within the centre.

Afterwards, an anonymous survey was conducted to determine the importance of each principle and the level of implementation of each of them. The table below (Table 1) shows the planned schedule for the HRS4R implementation at Vicomtech, including the design of the internal gap analysis, its evaluation and the final drafting of the definitive action plan and strategy document.

	2016							
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Design of the internal gap analysis	x							
Survey design		x						
Survey performance		x						
Survey results analysis			x					
Specific working team meetings			x					
Action Plan & Strategy writing				x	x			
Submission to EU					x			
EU evaluation							x	x

### Survey Design

The HRS4R working team prepared an online survey to be answered anonymously and voluntarily. This online survey was sent to 19 people (researchers and support technicians from the institution). Administrative and general service staff were not invited to answer the survey.

The survey included an explanatory e-mail and, for each principle (40 in total), the existing legislation and guidance documentation were outlined. By these means, the implementation of the principle up to the time of the survey could be found in the System.

Respondents were asked to evaluate – one by one – two variables for each of the principles listed: “Importance” and “Level of implementation at Vicomtech”. The possible scores ranged from 1 to 5, with a sliding scale that included “none, low, medium, sufficient and high” categories. In addition, respondents were provided with an empty box to give them the chance to propose actions to be taken to improve the level of implementation of principles at Vicomtech. Annex 2 shows a screen shot from a survey question sample.

Taking into account the Level of Importance and Level of Implementation, a Priority Index (Pri) was calculated as follows:

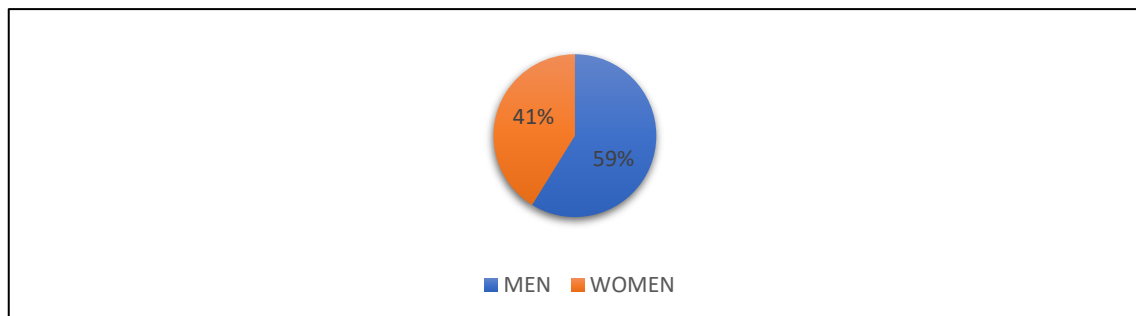
$$\text{Pri} = \frac{\text{Level of Importance}}{\text{Level of Implementation}}$$

The final purpose of this survey was to obtain an ordered list of the most important and least implemented C&C principles from the point of view of staff, to then develop the improvement actions that should constitute the final Action Plan.

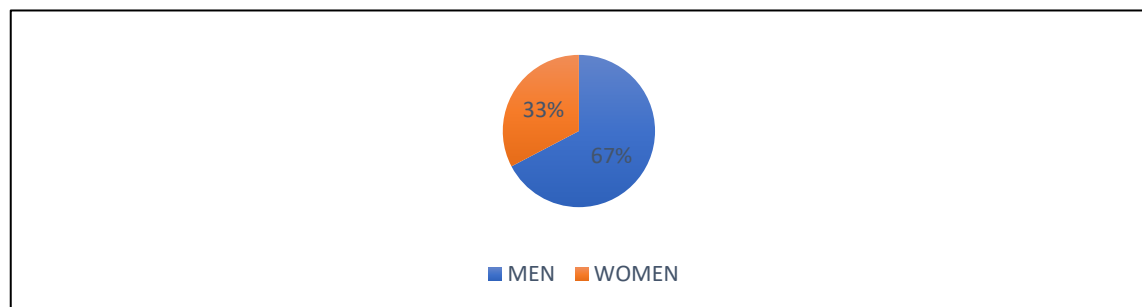
### Survey deployment

The survey was sent out in June by the Human Resources Director. The introductory text described the HRS4R and its implementation procedure at Vicomtech according to the Innovation Management System and People CMM Matrix. 18 people answered the survey (almost all of those who received it). One of the surveys was not valid and thus the study was carried out based on 17 answers.

The sample for the survey was decided as follows:

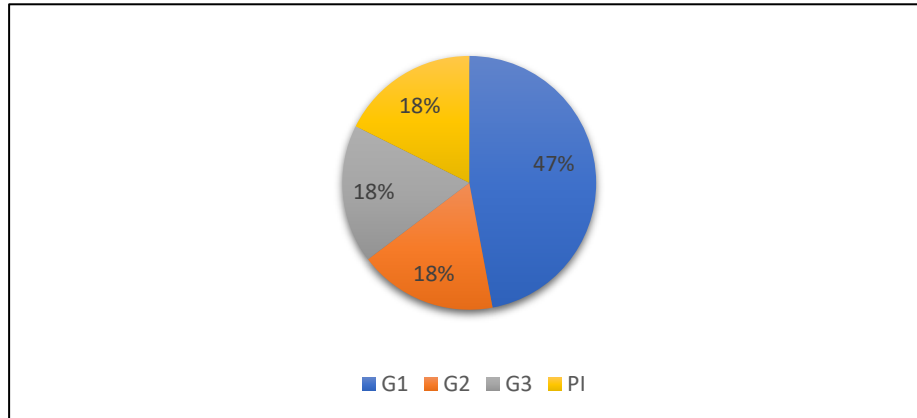


**Figure 3:** Staff Gender Ratio



**Figure 4:** Gender Ratio in the answered surveys

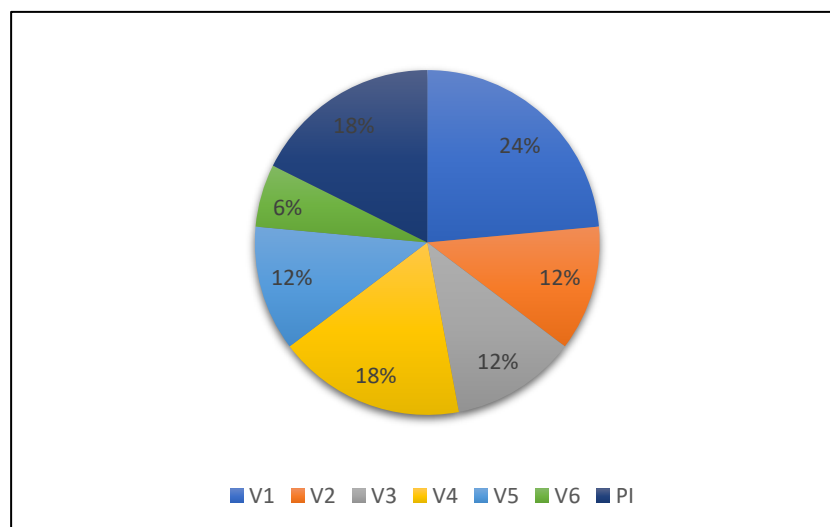
- The same female-male ratio as at the centre was selected (Figure 6 shows that the centre has 33% women and Figure 7 shows that 41% of those who took part in the survey were women).
- Staff from different professional categories (see figure 9).



**Figure 5: Ratio by categories**

**G1: Principal Researcher; G2 Senior Researcher; G3: Junior Researcher; PI: International Projects.**

- All the preselected people have collaborated in European projects and have professional experience as researchers in various disciplines (see figure 10).



**Figure 6: Ratio by Departments**

**V1: Digital TV & Multimedia Services; V2: Speech and Natural Language Technologies; V3: e-Tourism & Heritage; V4: Smart Transport and Engineering Systems; V5: Computer Graphics and Interaction; V6: e-Health & Biomedical applications; PI: International Projects.**

### Principle prioritisation

All the questions responded to the Index of importance and Implementation (both from 1 to 5). The Priority Index is extracted from these indices as mentioned in sub-section 2.1.1.; it can be

between 0.20 and 5 (1/5 and 5/1). Using the Priority Index average, the threshold is set in order to determine the Principles that require an Action Plan.

The criteria used to define the final list of principles to be included in the Action Plan were:

- The threshold is reflected by the Priority Index average (1.16). The principles which are above this threshold are selected for the Action plan.
- The requirements and the new legislation affecting the C&C.
- The People CMM implementation process: As explained in the previous sections, the HR Strategy implementation process is part of the continuous enhancement of Vicomtech's People Management Process. This process has been in progress for a year now and requires this strategy to be in line with the System Standards (UNE166002 and ISO 9001) and with People CMM.

## Results

The Graphs below (figure 11 and 12) show the values obtained from the analysis of the survey results. The values correspond to the average Importance and the average Level of Implementation scores for each Principle. The average Implementation/Importance index is also shown.

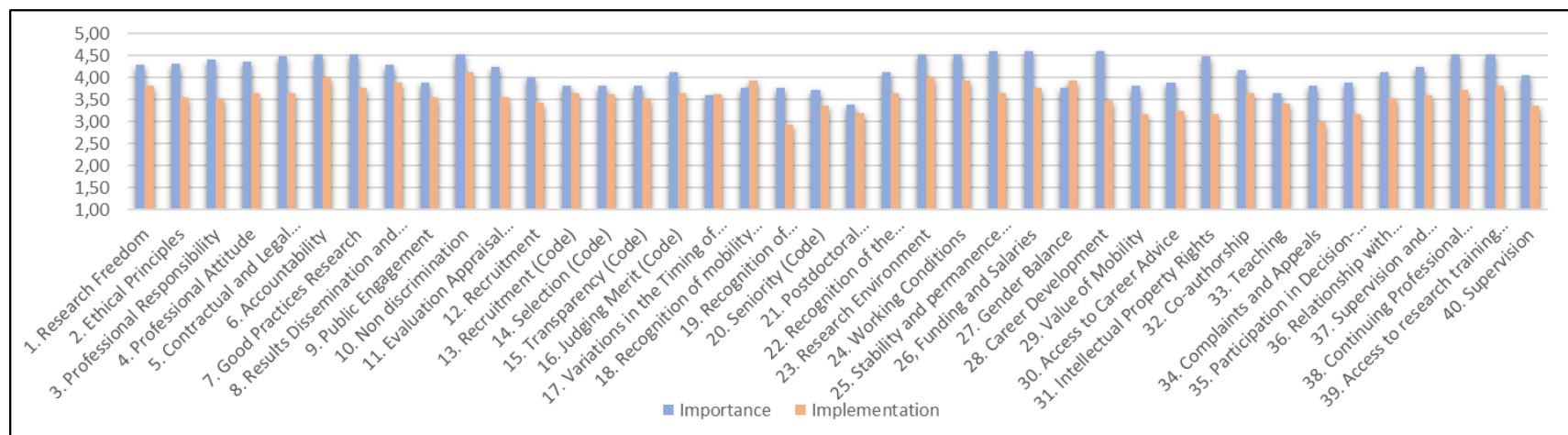


Figure 7: Implementation and Importance index

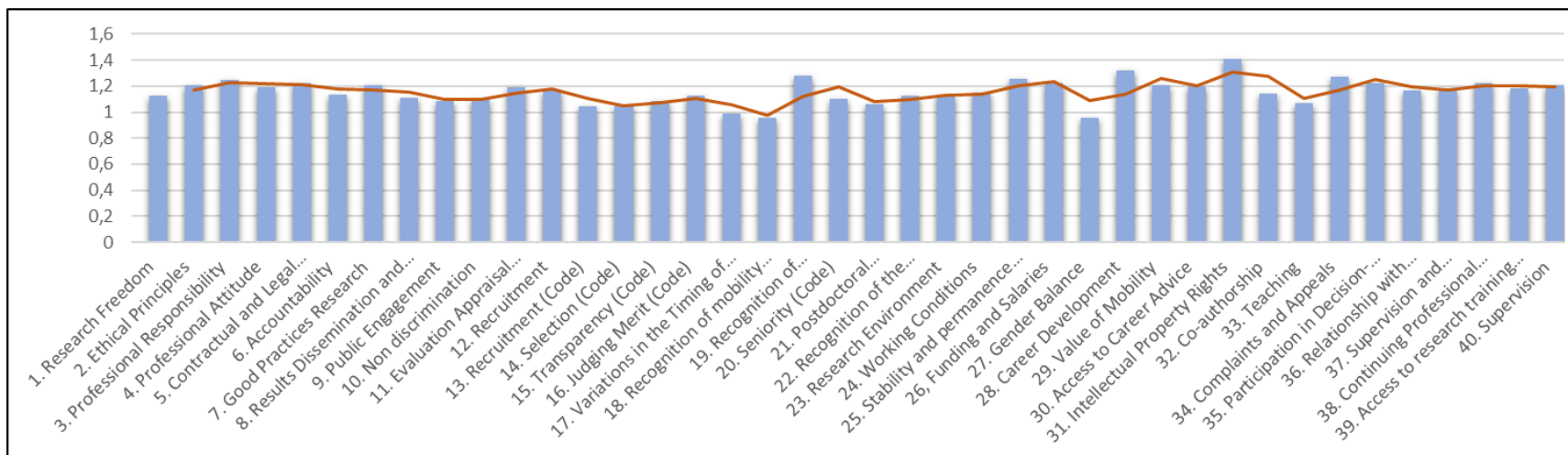


Figure 8: Priority Index



## ANNEX II. OTM-R Checklist

OTM-R Checklist		
OTM-R system		Calculation/Place
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	• Have the OTM-R policy published in Spanish, English and Basque on the website and intranet (Argi)	Web Vicomtech
	• Dates of latest updates	30/06/2022
	• Announcement to the staff	18/01/2022
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	• Have the staffing policy (P-06.12- Staffing) and career development policy (P-06.15- Career Development) published on the intranet (Argi)	Evidence shown in the HRS4R explanation and evidences group
	• Date of latest update	11/12/2018
	• Announcement to the staff	RIM (DECEMBER 2018)
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	• Existence of training programs for OTM-R	Training videos on IKASI (2022/02/18)
	• Number of staff following training in OTM-R	Lista Marta (Fundación tripartita)
4. Do we make (sufficient) use of e-recruitment tools?	• Applicants number coming from online	100%
5. Do we have a quality control system for OTM-R in place?	• Satisfaction of host institutions	Ekhi/Informe satisfacción cliente
	• Research Fellows consolidated	Link ARGi/Plan de igualdad
	• Disposition of current ISO certificates (ISO 9001, ISO 14001, ISO 56002...)	Link Box/Gestión integral
6. Does our current OTM-R policy encourage external candidates to	• Trend of the share of external candidates in the calls (No. of external candidates in recent years)	1995
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	• Trend in the share of applicants from abroad	411
	• (No. of applicants from abroad in recent years)	1995
8. Is our current OTM-R policy in line with policies to attract	• Disposition of the current Equality Plan	Equality Plan
	• Have the current STEAM program	Programa Steam 2021
	• Trend in the share of applicants among underrepresented groups	ley discapacidad ARGi

underrepresented groups?	<ul style="list-style-type: none"> <li>(No. of female applicants in recent years)</li> </ul>	Excel
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	<ul style="list-style-type: none"> <li>Have the career development policy (P-06.15- Career Development) published on the intranet (Argi)</li> </ul>	Evidence shown in the HRS4R explanation and evidences group
	<ul style="list-style-type: none"> <li>Date of latest update</li> </ul>	12/11/2021
	<ul style="list-style-type: none"> <li>Announcement to the staff</li> </ul>	RIM (DECEMBER 2021)
10. Do we have means to monitor whether the most suitable researchers	<ul style="list-style-type: none"> <li>No. of times a job offer is published for not having filled the position the first time</li> </ul>	0
<b>Advertising and application phase</b>		
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	<ul style="list-style-type: none"> <li>Have the Recruitment of personnel policy (P-06.04- Recruitment of personnel) published on the intranet (Argi)</li> </ul>	Evidence shown in the HRS4R explanation and evidences group
	<ul style="list-style-type: none"> <li>Date of latest update</li> </ul>	06/07/2022
	<ul style="list-style-type: none"> <li>Announcement to the staff</li> </ul>	RIM (SEPTEMBER 2022)
12. Do we include in the job advertisement references/links to all	<ul style="list-style-type: none"> <li>Have the template of "Staff offer" in force</li> </ul>	Link WEB
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	<ul style="list-style-type: none"> <li>Have job offers published on EURAXESS</li> </ul>	100%
14. Do we make use of other job advertising tools?	<ul style="list-style-type: none"> <li>Have job offers published on the website</li> </ul>	100% OF JOB OFFERS
	<ul style="list-style-type: none"> <li>No. of offers published on Infojobs or another job board</li> </ul>	100% OF JOB OFFERS
	<ul style="list-style-type: none"> <li>No. of offers published through external selection companies</li> </ul>	2022 (14)
	<ul style="list-style-type: none"> <li>Use social media to increase the visibility of job offers</li> </ul>	100% OF JOB OFFERS
15. Do we keep the administrative burden to a minimum for the candidate?	<ul style="list-style-type: none"> <li>Have the application form on the website current, as well as the basic data for the interview</li> </ul>	Link WEB
	<ul style="list-style-type: none"> <li>Comply with Organic Law 3/2018, of December 5, on the Protection of Personal Data and guarantee of digital rights</li> </ul>	Link WEB
<b>Selection and evaluation phase</b>		
	<ul style="list-style-type: none"> <li>Have the OTM-R policy published in Spanish, English and Basque on the website and intranet (Argi)</li> </ul>	Web Vicomtech

16. Do we have clear rules governing the appointment of Selection Committees?	• Dates of latest updates	30/06/2022
	• Announcement to the staff	18/01/2022
17. Do we have clear rules concerning the composition of Selection Committees?	• Have the OTM-R policy published in Spanish, English and Basque on the website and intranet (Argi)	Web Vicomtech
	• Dates of latest updates	30/06/2022
	• Announcement to the staff	18/01/2022
18. Are the committees sufficiently gender-balanced?	• Gender equality in the in the Selection Committees	Organigrama de comité de selección
	(No. of women and men in the Selection Committees)	DAR/subdepartment lider - HR - Management (Edurne)
19. Do we have clear guidelines for Selection Committees which help to judge 'merit' in a way that leads to the best candidate being selected?	▪ Have the career development policy (P-06.15- Career Development) published on the intranet (Argi)	Evidence shown in the HRS4R explanation and evidences group
	▪ Date of latest update	12/11/2021
	▪ Announcement to the staff	RIM (DECEMBER 2021)
<b>Appointment phase</b>		
20. Do we inform all applicants at the end of the selection process?	▪ Share of applicants who receive an answer	100% / Excel (BOX)
21. Do we provide adequate feedback to interviewees?	▪ Have the Recruitment of personnel policy (P-06.04- Recruitment of personnel) published on the intranet (Argi)	Evidence shown in the HRS4R explanation and evidences group
	▪ Date of latest update	44748
	▪ Announcement to the staff	RIM (july 2022)
22. Do we have an appropriate complaints mechanism in place?	▪ No. of complaints received	EKHI > SUGESTIONS
<b>Overall assessment</b>		
23. Do we have a system in place to assess whether OTM-R delivers on its	▪ People CMM indicators	<a href="#">Link ARGi</a>