

Ikerbasque HR Excellence in Research Action Plan

The Ikerbasque "living" Action Plan was developed as an evolution of the previous fixed three-year plan approach, transitioning in early 2023 into a dynamic document with no set time span where new actions can be added at any time. The development of this continuous plan was rooted in a comprehensive self-assessment process carried out in late 2022 and early 2023. This process was highly collaborative and involved several key steps and stakeholders:

- **Coordination and Strategic Alignment:** The process was coordinated by the HRS4R Working Group, which revised and evaluated each principle of the Charter and Code. The plan was further aligned with Ikerbasque's broader institutional strategies, including the development of the 2025-2028 Strategic Plan and the 2025-2028 Equality and Diversity Plan.
- **Stakeholder Participation:** A diverse range of inputs was gathered from across the research community. This included:
 - Personal interviews with all Ikerbasque researchers.
 - Yearly online surveys sent to researchers, call applicants (around 500 candidates), and host institution directors/managers.
 - Workshops and forums, such as a general workshop with over 200 researchers and an inter-center forum on equality in science.
- **External and Expert Evaluation:** The foundation utilized external expertise to ensure rigor, including a self-assessment conducted by an external consultant in October 2022 and a management assessment by Euskalit in November 2022. Ikerbasque also consulted with external experts in gender equality in science in mid-2023.
- **Benchmarking and Coordination:** The Working Group performed benchmarking against other institutions' HRS4R experiences and held coordination meetings with general managers of Basque research centers. This collaboration led to the creation of IkerShARE, a forum for sharing best management practices.

The resulting plan initially included 18 specific actions designed to tackle the gaps detected during this extensive self-assessment period. The plan was officially approved by the HR Working Group in July 2023. Since then, new actions have been incorporated into the Action Plan on the basis of input gathered through a variety of channels such as new rounds of individual meetings with researchers, IkerShARE, meetings of the HR Working Group and the Equality Committee, as well as other participation processes. This ongoing approach ensures that the Action Plan remains responsive to emerging needs and continues to evolve in line with feedback from the Ikerbasque research community and other relevant stakeholders.

Ikerbasque General Action Plan (2023-2025)

I. ETHICAL AND PROFESSIONAL ASPECTS

Origin	Reg. date	Principles	Action	Responsible	Implem. period	Indicator	Initial value	Target	Final value	Result
2021-2024 Strategic Plan 2022-2024 Equality Plan	2023	Gender balance	Improve the % of women incorporated through the deployment of the equality plan	GM, EC, MT, SAB	2023-2024	% of women selected	27% (2022)	40%	40,63% (2024)	Completed
2021-2024 Strategic Plan 2022-2024 Equality Plan	2023	Gender balance	External expert advice to improve the consolidation of women RF	GM, MT	2Q 2023	% of women RF selected that join ikerbasque	75% (RF2020)	80%	87,5% (RF2023)	Completed
2021-2024 Strategic Plan 2022-2024 Equality Plan	2023	Gender balance	Audit of salaries regarding gender & category	GM, MT	2023-2025	Satisfaction of women with salary & funding		70%	70,2% (2024)	Completed
HRS4R survey	2023	Participation in decision making bodies	Improve the participation of researchers in the next Strategic Plan	GM, EC, MT, SAB, IR, GB	1Q 2025	Satisfaction with the participation in decision-making bodies	66,2% (2023)	70%	No data	Completed
HRS4R survey	2023	Participation in decision making bodies	Improve the participation of researchers in the HRS4R Working Group	GM, MT	2S 2024	Satisfaction with the participation in decision-making bodies	66,2% (2023)	70%	No data	Completed
Legal benchmarking with other institutions	2023	Complaints/Appeals procedure	To develop a channel for anonymous requests, inquiries or suggestions, accessible to anybody that preserves the anonymity	GM, MT	1Q 2024	Tool developed (Y/N)	N	Y	Y	Completed
2025-2028 Eq. & Div. Plan	2025	Gender Balance	Include the "Diversity" perspective in the Equality Plan	GM, EC, MT	1S 2025	Diversity perspective is included in the Plan?	N	Y	Y	Completed
2025-2028 Eq. & Div. Plan	2025	Gender Balance	Improve the dissemination of the Equality & Diversity Plan	GM, MT	2S 2025	Knowledge of the Ikerbasque Equality & Diversity Plan	73,5% (2024)	80%	73,5% (2025)	Completed
2025-2028 Eq. & Div. Plan	2025	Gender Balance	Implement actions to encourage women to participate in our calls	GM, MT	2025	Number of women candidates received	42 (2024)	50 (2026)	66 (2025)	Completed

2025-2028 Eq. & Div. Plan	2025	Evaluation & appraisal systems	Strengthen the information received in our evaluation process for special circumstances of conciliation, maternity, ...	GM, MT	1S 2026	Policies updated to include such circumstances	N	Y		
2025-2028 Eq. & Div. Plan	2025	Working conditions	Gather all initiatives for conciliation from all research centers and organizations to develop a "best practices" document	GM, MT	2S 2026	Satisfaction with the working conditions		80%		
2025-2028 Eq. & Div. Plan	2025	Gender Balance	Redefine the triennial evaluation process to reduce the stress produced, specially for people who has had a parenthesis in their career for personal reasons (maternity, illness, ...)	GM, EC, MT	1S 2026	Satisfaction with the triennial evaluation process		80%		Ongoing
2025-2028 Eq. & Div. Plan	2025	Complaints/Appeals procedure	Improve the Protocol for sex abuse to include other violences regarding diversity	GM, MT	1S 2026	New document approved	N	Y (2026)		Ongoing
2025-2028 Eq. & Div. Plan	2025	Complaints/Appeals procedure	Disseminate the Protocol for sex abuse to include other violences regarding diversity	GM, MT	1S 2026	Access to protocols and actions to follow in case of sex harassment	82,17%	80%		

II. RECRUITMENT & SELECTION

Origin	Reg. date	Principles	Action	Resp.	Implem. period	Indicator	Initial value	Target	Final value	Result
HRS4R survey	2023	Recruitment process	Strengthen the Welcome Plan	MT	2024	IKB researchers satisfaction with the integration process	81% (2022)	80%	80% (2024)	Completed
HRS4R survey	2023	Recruitment process	Improvements in the calls webpage for evaluators and candidates	MT	2024	Satisf. of candidates with the web tool	84% (2022)	80%	86% (2024)	Completed
HRS4R survey	2023	Recruitment process	Review the Ikerbasque Fellows call	GM, MT	2024	Number of applicants to our RF call	114	100	107 (2024)	Completed
HRS4R survey	2023	Recruitment process	Review the Ikerbasque Permanent Positions call	GM, MT	2024	Number of applicants to our PP call	32 (2022)	30	36 (2024)	Completed
2025-2028 Eq. & Div. Plan	2025	Recruitment process	Strengthen and update the Ikerbasque welcome Plan, including info regarding our Equality & Diversity Plan	MT	2025	Last update date of the Welcome Plan	2022 (2024)			Ongoing

III. WORKING CONDITIONS & SOCIAL SECURITY

Origin	Reg. date	Principles	Action	Resp.	Impl. period	Indicator	Initial value	Target	Final value	Result
HRS4R survey	2023	Working conditions	Boost the HRS4R strategy in basque research institutions	GM, EC	2023-2025	Nº of basque research institutions adhered to the HRS4R strategy	14 (2022)	15	15 (2024)	Completed
HRS4R survey	2023	Working conditions	Review the Research Associates position definition	GM, EC, MT	2023	Overall satisfaction of Research Associates	78,8% (2023)	80%	83% (2024)	Completed
HRS4R survey	2023	Working conditions	Review the PRL policies with host institutions	GM, MT	2023	% PRL policies reviewed & updated	-	100%	100%	Completed
HRS4R survey	2023	Research environment	Personal interviews with most researchers	MT	2023-2025	% of IKB researchers visited	-	50%	48%	Completed
HRS4R survey	2023	Funding & salaries	Review the salary scale of ikerbasque researchers	GM, EC, MT	2024	Satisfaction with funding & salaries	68% (2023)	70%	68% (2024)	Completed
HRS4R survey	2023	Stability & employment	Improve the information given to RFs regarding the consolidation process for RA	GM, MT	2023-2025	Satisfaction with stability & employment in RF	78,2% (2023)	80%	79,3% (2024)	Completed
Researchers in personal interviews	2023	Dissemination	Further improve the science.eus page to include the research output and help disseminate the work done	MT	2024	Functionality developed (Y/N)	N	Y	Y (2024)	Completed
CIC bioGUNE researchers	2024	Dissemination	Develop a new tool to disseminate congresses, talks or any other event carried out by researchers	GM, MT	2025	Tool developed (Y/N)	N	Y	Y (2025)	Completed
Researchers in personal interviews	2024	Working conditions	Further develop the intranet content	MT	2025	Functionality developed and implemented (Y/N)	N	Y		Discarded

2025-2028 Strategic Plan	2024	Working conditions	Implementation of a Psychologic wellness plan in all research institutions where there are ikb researchers	GM, EC	2025-2028	% of basque research institutions with a Psychologic wellness plan	0% (2024)	100% (2028)		Ongoing
2025-2028 Strategic Plan	2024	Dissemination	Strengthen the dissemination of all research institutions where there are ikb researchers	GM, EC	2025-2028	% or BERC & CIC with a dissemination strategy	-	100% (2028)		Ongoing
2025-2028 Strategic Plan	2024	Dissemination	Create new dissemination videos of ikb researchers to disseminate their work in media	GM, MT	2025	Number of 3min dissemination videos created and published	0	10 (2025)	12 (2025)	Completed
2025-2028 Strategic Plan	2024	Research environment	Personal interviews with all ikerbasque researchers	MT	2025-2028	% of IKB researchers visited	-	90% (2025-2028)		Ongoing
2025-2028 Strategic Plan	2024	Working conditions	Review the Research Associates position definition	GM, EC, MT	2025	Overall satisfaction of Research Associates	83% (2024)	80% (2025)	85% (2025)	Completed
2025-2028 Strategic Plan	2024	Dissemination	Develop a new newsletter to disseminate relevant info regarding our researchers and research in the Basque Country	MT	2025	Newsletter developed and sent regularly	-	4 (2025)	Y	Completed
2025-2028 Strategic Plan	2024	Working conditions	Coordinate regular meetings with institutions and research managers	GM	2025	Number of meetings made with all basque institutions managers	0 (2024)	5 (2025)		Ongoing
2025-2028 Strategic Plan	2024	Working conditions	Further boost the HRS4R logo in the Basque Research institutions	GM, EC	2025-2028	Nº of basque research institutions adhered to HRS4R	15 (2025)	17 (2028)		Ongoing
2025-2028 Strategic Plan	2024	Dissemination	Reestyle the science.eus webpage to make in wider than our organization	MT	2025	Look & feel adaptation to make it "less" ikerbasque and more generalistic	N	Y	Y	Completed

2025-2028 Eq. & Div. Plan	2025	Working conditions	Train specialized staff who can handle cases of sexual harassment or harassment based on sex	GM, MT	2025- 2026	Nº of people in the ikerbasque staff with specific formal knowledge to handle cases of sexual harassment or harassment based on sex	0 (2025)	1 (2026)		Ongoing
IkerShARE	2025	Dissemination	Develop a forum where all outreach managers from all basque research institutions gather and coordinate their actions	GM, MT	2025	Number of meetings made with all basque institutions outreach managers	0 (2024)	3 (2025)		Ongoing

IV. TRAINING AND DEVELOPMENT

Origin	Reg. date	Principles	Action	Resp.	Impl. period	Indicator	Initial value	Target	Final value	Result
HRS4R survey	2023	Career development	Review the triennial evaluation policy	GM, MT, SAB	2Q 2023	Satisfaction with career development	79,6% (2023)	80%		Completed
HRS4R survey	2023	Evaluation & appraisal systems	Performance analysis of candidates to support the evaluation in the triennial assessment	GM, MT, SAB	2Q 2023	Satisfaction with career development	79,6% (2023)	80%		Completed
Researchers in personal interviews	2024	Access to career advice	Improve the information given to researchers from Innarima	GM, MT	2Q 2024	Functionality developed (Y/N)	N	Y	Y	Completed
Researchers in personal interviews	2024	Evaluation & appraisal systems	Evaluate the research output of research team and staff under their management	GM, MT	2Q 2025	Functionality developed and implemented (Y/N)	N	Y		Discarded
IkerShARE	2025	Career development	Develop a training strategy for researchers in coordination with researchers host institutions	GM, MT	1S 2026	% Ikerbasque researchers offered training		100%		