GAP ANALYSIS

Name Organisation under review:
Ikerbasque – Basque Foundation for Science

Organisation's contact details:
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DATE ENDORSEMENT CHARTER AND CODE:

- DECLARATION OF COMMITMENT: 19TH NOVEMBER 2008
- ENDORSEMENT CONFIRMATION: 15TH OCTOBER 2019

PROCESS

Ikerbasque HRS4R is coordinated by the HRS4R Working Group. This group is sponsored by the Governing Board and composed by General Manager (who coordinates the Group), the leaders of P04 "Talent Attraction" process and P05 "Talent Management", all the Management Staff and researchers from our three categories: Research Fellows (R3), Research Associates (R4) and Research Professors (R4).

The HRS4R strategy in Ikerbasque is embedded within the overall strategy of the institution. Our management framework was originally designed according to EFQM model and was upgraded to the Advanced Management Model of Euskalit. Accordingly, Ikerbasque evaluates annually the results of our strategy, involving all relevant stakeholders, and deploy a new Action Plan within the framework of the long-term strategy. In addition, a specific 3-year PDCA cycle is used for the HRS4R strategy as proposed by EC.

During the self-assessment process in 2019 and early 2020, each of the 40 principles of the C&C were revised and aligned with the reality of Ikerbasque, including the implementation of an OTM-R policy. This process was coordinated by the HRS4R Working Group and in order to get a comprehensive approach, the analysis in Ikerbasque has involved all key players concerned: Researchers, Call Applicants, Scientific Advisory Board, Management Board and Staff, as well as external consultats.

In order to be efficient, the participation of each group followed a procedure tailored to the specifics of each group, which included:

- Personal detailed and structured interviews with all researchers (2020-2022)
- On-line yearly survey to all Ikerbasque researchers (2020-2022)
- On-line survey to our researchers host institution's directors/managers (2020-2022)
- On-line survey to all applicants of our 2020, 2021 & 2022 calls (around 500 candidates from which we received +250 surveys completed), tailored for each call
- Inter-center forum on equality in science organized by ikerbasque with all Basque research institutions (30/06 2022 & 29/06/2021)

- Meetings with the general managers of Research Centers and Universities in the Basque Country (09/03/2022)
- General Workshop with +200 researchers (01/06/2022)
- Review of our Talent Management process (Aug. 2022)
- Review of our Talent Attraction process (Setp. 2022)
- Ikerbasque self-assessment conducted by an external consultant (Oct. 2022)
- Management assessment (including HR management) performed by Euskalit, an external organization (Nov. 2022)
- HRS4R Working Group meetings to analyze the results of the previous Action Plan and to brainstorm new ideas for the following Action Plan (Oct. 2022)
- Ikerbasque Equality Commission meeting (Oct. 2022)
- Meeting of the Scientific Advisory Board (Nov. 2022)
- New HRS4R Action Plan work session with an external consultant (Feb. 2023)
- Benchmarking of experiences with other institutions regarding HRS4R (Feb. 2023)
- On-line survey to all researchers regarding the principles of the HRS4R Charter & Code (March 2023)
- Meeting with external expert in gender equality in Science (Jun. 2023)
- Approval of the new Action Plan by the HRS4R Working Group (Jul. 2023)
- Meetings of the Management Board (Feb. & Jul. 2023)

The Ikerbasque HRS4R Working Group gathered and analyzed all the information provided by these different inputs from all stakeholders, with the following final outcome Gap Analysis:

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = **fully** implemented +/- = **almost but not fully** implemented -/+ = **partially** implemented - = **insufficiently** implemented	In case of -, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
Ethical and Professional Aspects			
1. Research freedom	+		
2. Ethical principles	+		
3. Professional responsibility	+		
4. Professional attitude	+		
5. Contractual and legal obligations	+/-	Lack of knowledge of the contractual and legal obligations by some of the research staff of Ikerbasque.	Incorporate a summary of employees' rights and obligations in the welcome plan, and personal interviews to clarify any doubt. • Action 6 • Action 14
6. Accountability	+/-	Strengthen the accountability of researchers towards society to disseminate their results.	Remind researchers with the importance of dissemination in personal interviews. • Action 14
7. Good practice in research	+		
8. Dissemination, exploitation of results	-/+	Research results are not always fully disseminated or exploited. Moderate interaction with society.	Remind researchers with the importance of dissemination in personal interviews. • Action 14
9. Public engagement	-/+	Some interesting work is not disseminated because it goes unknown to the staff team, and Ikerbasque and host institutions sometimes fail to make relevant research attractive.	Encourage researchers to communicate their work to the staff team. Reinforce public dissemination efforts in coordination with host institutions. • Action 10 • Action 14

10. Non discrimination	+/-	There is a gender gap and Ikerbasque needs to deploy its Equality Plan to fulfil this principle.	Implementation of an Equality Plan. • Action 1 • Action 2 • Action 3
11. Evaluation/ appraisal systems	+/-	There is a clear and fair evaluation system, but some researchers feel that the appraisal system and should be wider during their evaluation.	• Action 17 • Action 18
Recruitment and Selection			
12. Recruitment	+		
13. Recruitment (Code)	+/-	Advertisements positions could explain in more detail the working conditions and career development prospects.	Review and update call templates to include all the elements foreseen in the relevant section of the OTM-R toolkit. • Action 6 • Action 7 • Action 8 • Action 9
14. Selection (Code)	+/-	We should improve the selection process to ensure we avoid any gender bias and to ease the evaluation process work load.	Review of P04 Talent Atraction Process. Ease the candidates evaluation and selection process. • Action 1 • Action 7
15. Transparency (Code)	+		
16. Judging merit (Code)	+		• Action 17 • Action 18
17. Variations in the chronological order of CVs (Code)	+		
18. Recognition of mobility experience (Code)	+		
19. Recognition of qualifications (Code)	+		
20. Seniority (Code)	+		
21. Postdoctoral appointments (Code)	+		
Working Conditions and Social Security			
22. Recognition of the profession	+		

23. Research environment	+		• Action 10
24. Working conditions	+/-		• Action 3 • Action 6 • Action 10 • Action 11 • Action 12 • Action 13 • Action 14 • Action 15
25. Stability and permanence of employment	+	Slightly lower results with Research Fellows in their perception of job stability.	Improve the information given to RFs regarding the consolidation process for RA: • Action 14 • Action 16
26. Funding and salaries	-/+	Ikerbasque has a comprehensive salary scale and career promotion scheme. Yet, salaries are not perceived as competitive enough by some researchers.	Review the salary scale and how individual scale levels are established and communicated to individual researchers. • Action 3 • Action 15
27. Gender balance	-/+	There is a gender gap. Ikerbasque has developed an Equality Plan which needs to be implemented to fulfil this principle.	Deployment of the Equality Plan. • Action 1 • Action 2 • Action 3 • Action 16
28. Career development	+/-	There is a clear career development scheme, but some researchers feel it could be improved.	Improve the evaluation process for career development. • Action 17 • Action 18
29. Value of mobility	+		
30. Access to career advice	-/+	Career advice is offered through host institutions and the Euraxess Service Center managed by Ikerbasque. It could be strengthened, but researchers don't consider it a priority.	Boost the HRS4R process in all ikerbasque researcher's host institutions. • Action 10
31. Intellectual Property Rights	+		
32. Co-authorship	+		
33. Teaching	+		

34. Complains/ appeals	+/-	Procedures to deal with complaints/appeals of researchers are in place and in compliance with national rules and regulations, and researchers are satisfied with their outcome, but it could be better communicated.	Improve communication of complain procedure and involve researchers in its review. • Action 14
35. Participation in decision-making bodies	-/+	Ikerbasque's Governing Board is the top managing committee of the Institution, and it is established by its public statutes. Researchers are encouraged to share their opinions through several channels, both individual and collective, personal and anonymous, but do not have a direct participation in decision making bodies.	Strengthen the channels of communication between Ikerbasque and its researchers to involve researchers in decision-making processes. • Action 4 • Action 5
Training and Development			
36. Relation with supervisors	+		
37. Supervision and managerial duties	+		
38. Continuing Professional Development	-/+	Some researchers feel that Ikerbasque could give them more opportunities for professional development through access to training for skills and competencies.	Foster the HRS4R process in ikerbasque researcher's host institutions so that they develop tools of training tailored to their areas. • Action 10 • Action 17 • Action 18
39. Access to research training and continuous development	-/+	Some researchers feel that Ikerbasque could give them more opportunities for professional development through access to formal training for skills and competencies.	Foster the HRS4R process in ikerbasque researcher's host institutions so that they develop tools of training tailored to their areas. • Action 10
40. Supervision	+		• Action 23
Any additional issues			