



MEMBER OF BASQUE RESEARCH
& TECHNOLOGY ALLIANCE



Action plan



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Introduction

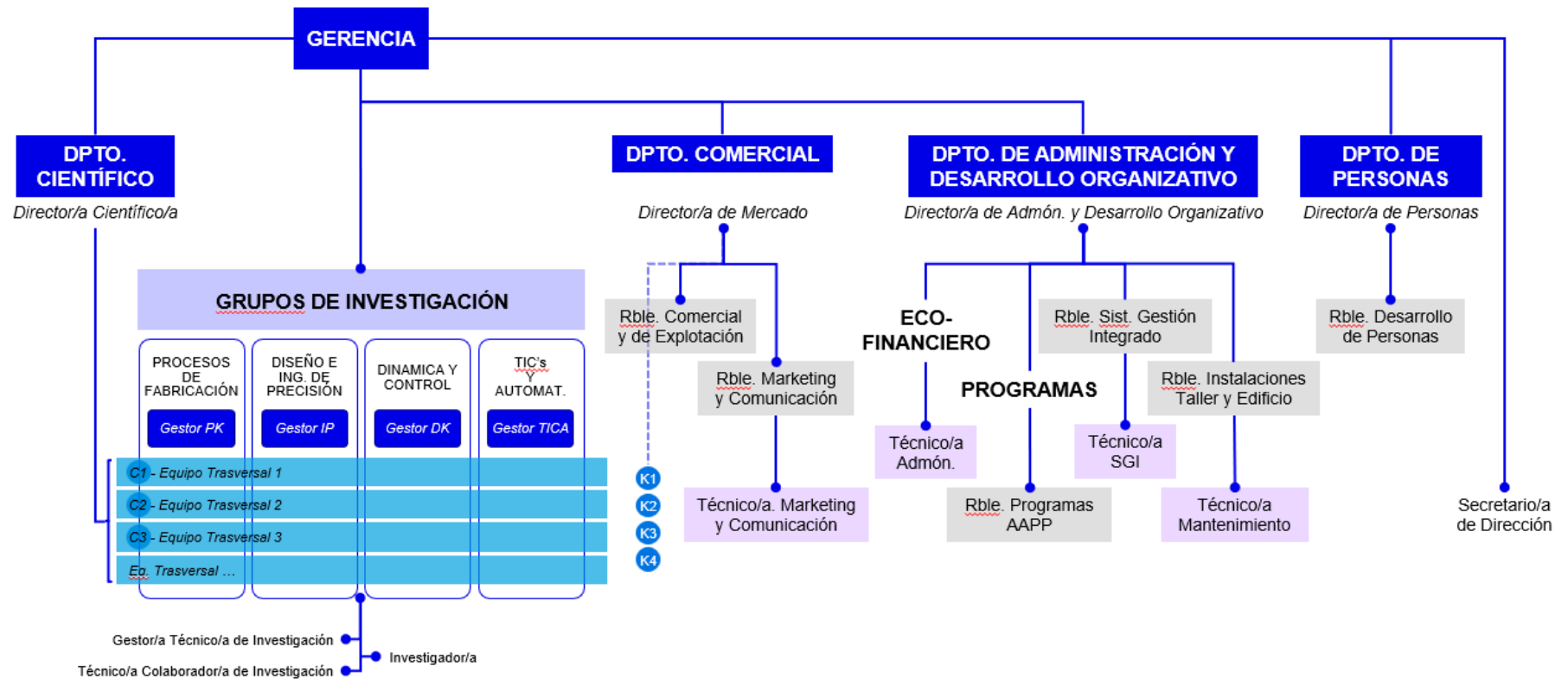
IDEKO is a technology centre, member of the BRTA alliance, specialising in technologies applied to advanced manufacturing with a special focus on precision machines and processes and artificial intelligence applied to manufacturing. Located in Elgoibar, IDEKO has been working for more than 35 years to generate, capture and develop new technologies that respond to the current and future challenges of industry.

IDEKO offers a wide range of services to companies in various sectors, including:

- Research and development: IDEKO develops new technologies and innovative solutions to improve the efficiency and productivity of manufacturing processes.
- Technology transfer: IDEKO helps companies implement new technologies in their production processes.
- Consulting: IDEKO offers consulting services to help companies improve their competitiveness.
- Training: IDEKO offers courses and workshops to train professionals in the sector to stay up-to-date on the latest technologies.

IDEKO has been a fundamental driving force in boosting the competitiveness of the Basque and Spanish industry. Its work in research, development, and innovation has led to numerous collaborations with companies around the world, as well as the publication of hundreds of scientific and technical articles that enrich knowledge in the sector. IDEKO is distinguished by its collaborative approach and its commitment to technology transfer.

Organizational Chart



Narrative

IDEKO decides to get underway in the process of implementation of the HRS4R policies in order to direct the organization in the right direction in the field of human resources. To this end, a process is initiated whereby all IDEKO employees are consulted, thus being able to determine individual perceptions on issues related to the 40 principles contained in the four blocks: Ethical and Professional Aspects, Recruitment, Working Conditions and Social Security and Training.

After collecting the answers to a questionnaire, with a quantitative response, we proceed to assess the qualitative aspect of the impressions of IDEKO's employees, with all the groups and positions represented by the volunteers.

During this process, IDEKO has presented various points of improvement, as well as strengths, throughout the process to obtain the HR Logo. Throughout this writing, we expose strengths and weaknesses in order to develop the pertinent actions to improve on the necessary issues, focusing in the analysis on the four blocks presented.

In general terms, it is observed that all the blocks were evaluated positively.

In terms of Training (3,44), the data shows good ratings for continuous professional development (3.49) and supervision (3.48), suggesting that researchers feel they have access to resources for improvement and adequate support. However, the relationship with supervisors, while not extremely low, scores 3.33, making it the lowest-rated point in this category.

Regarding Recruitment (3,30), recognition of mobility experience (3.54) and the selection process (3.52) stand out positively, indicating that researchers value these aspects in their careers. On the other hand, postdoctoral appointments are the weakest point, with a score of 2.92. In this sense, researchers' job stability remains a challenge.

In the ethics and professionalism block (3,29), the highest-rated areas are non-discrimination with a score of 3.78 and good research practices with 3.59, reflecting a commitment to equality and proper execution of research. However, ethical principles receive a lower score of 2.93. Overall, this section shows acceptable performance, although there are clear opportunities for improvement, especially in terms of professional ethics.

In Working conditions and social security (3,27), the research environment (3.52) and gender balance (3.46) are strong points, indicating that researchers feel they work in a positive and diverse environment. However, teaching opportunities (2.68) and career development (2.95) are perceived less favorably. This could indicate a lack of clear career progression paths, something essential for ensuring a more balanced professional trajectory.

In conclusion, although numerous strengths are highlighted, such as Non-discrimination (3.78), Good practices in research (3.59), Recognition of mobility (3.54), and the Research environment (3.52), challenges remain in key areas such as Career development (2.95), Postdoctoral appointments (2.92), and Teaching (2.68).

This analysis was presented to the working groups mentioned above.

Working groups

Once the answers were obtained with the data from the perspective of the employees, working group dynamics were carried out with the objective of designing and performing an internal analysis to honour the Charter and Code principles. The HRS4R WG consists of heterogeneous groups of employees, working in different positions and research areas at IDEKO.

The participants of these working groups are volunteers, between 5 and 6 people in each group. In addition, all the groups are gender mixed, with a total of 8 women and 15 men. The participants are as follows:

Ethical and professional aspects	POSITION	DEPARTMENT
Julen Mendikute	G3	PF
Iratí Sanchez Duo	G3	PF
Ander Azkarate	G1	COMERCIAL
Estibaliz Batiz	G4	PF
Asier Berasategi	G3	TICA

Recruitment	POSITION	DEPARTMENT
Gorka Unamuno Eguren	G2	TICA
Maitane Urrutxua Andia	G3	PF
Francisco Javier Vallejo Rasero	G3	PF
Ibai Leizea	G2	DIP
Jorge Alvarez Ruiz	G3	PF
Oier Franco	G3	DC

Working conditions and social security	POSITION	DEPARTMENT
Jon Peñalver	G4	TICA
Julen Cilla	G3	DIP
Santi Fernández	G3	PF
Itziar Ricondo	G3	TICA
Iratí Zabala Camino	G4	COMERCIAL
Oier Franco	G3	DC

Training	POSITION	DEPARTMENT
Natalia Colinas	G3	DIP
Olatz Gordo Aspiazú	G4	ADMIN
Mertxe Uzkudun	G3	COMERCIAL
Arkaitz Uriarte Zearra	G3	PF
Aitor Fernández Gómez	G2	TICA
Unai Turrión Palacios	TFM/G4	DC

The People Management department and volunteers prepared the following action plan. As presented below, many of the actions focus on the improvement of internal communication processes, as there are many processes that are managed but not known to the staff. The actions for this first action plan are presented below.

Actions

The implementation of this Action Plan aims to adequate internal workflows with that of the Charter and Code (C&C). The plan will be carried out over the next 24 months. Each action will be assigned to a specific group in order to be executed properly.

Action #	Action	Description	Responsible department/unit	Implementation due date	Indicator/Target/Control/Evidence
1	Visible organization chart	The organizational chart could be visible at DANONATAIXA.	HR	2nd semester 2025	Publication date on DANONATAIXA
2	Analyze the compensation policy.	Analyze the compensation policy linked to the remuneration sheet of Ideko's equality plan	HR	1st semester 2025	Compensation register sheet annually
3.1	Information of development opportunities.	IDEKO aims to provide clearer and more accessible information about career development opportunities.	HR/ General Manager	2nd semester 2025	Document available for the staff
3.2	Information of development opportunities.	Include the information about career development opportunities in infographics and direct communication channels.	HR/ Marketing	2nd semester 2025	Document available for the staff
4	Responsibility levels and the assignment of work and roles.	Differentiate and communicate responsibility levels and roles.	HR/ General Manager	2nd semester 2025	Document of the responsibility levels and the assignment of work and roles available
5	Reform the transversal lines	There are currently 4 groups and 6 transversal lines of research. IDEKO will reform the transversal lines according to the strategic plan.	Scientific director	2nd semester 2026	Date of reform of the transversal lines Updated document with the reform of the transversal lines according to the strategic plan.
6	New Research Career Decree.	Visual summary of the New Research Career Decree to share with the staff.	HR	1st Semester 2026	Publication date
7	Guide "different working methods"	Develop a guide to understand the different working methods within each area. - Create working groups to identify working methods - Work on access to these guides to allow access to the different researchers in each area.	HR/ Scientific director	2nd semester 2026	Minutes of working group meetings A guide done
8	Communication of ethical principles	Communication of ethical principles for easy reading.	HR	1st Semester 2026	Make the ethical principles visible in the main common areas of the organization in the indicated date

9	Communicate the results of the compensation audit.	Communicate the results of the compensation audit (every four years)	HR	1st semester 2025	Communication to staff on the compensation audit
10	Promote and make documents like the “Employee experience plan” visible.	Promote and make documents like the “Employee experience plan” visible. This documents could be visible at DANONATAIXA.	HR	2nd semester 2025	Documents available for the staff Publication date
11	Development conversations dates	Set dates for development conversations and schedule follow-up meetings afterward to track progress on goals.	HR/ Manager	1st semester 2025	Included in the good practice guide to development conversations/touchpoints
12	Standardising the structure of the line committees	IDEKO has a line committee, but its structure needs to be strengthened in terms of both format and content.	HR/ Manager	2nd semester 2025	Define a standard format for line committees on the selected date
13	Follow-up plan for TFG/TFM students	Create a follow-up plan for TFG/TFM students: include a good practice manual and a systematic approach.	HR	1st semester 2025	Update by the indicated date
14	Buddy role description	Incorporate the description of the Buddy role on the good practice manual: what is the contribution of IDEKO to the TFG/TFM, what tools do they have to train the person (tracking, dates, standardized questions).	HR	1st semester 2025	Included in the good practice manual by the indicated date.
15	Create structured training plans for employees.	Create structured training plans for employees.	HR	2nd semester 2025	Structured training plans for the staff by the indicated date.
16	Ethical principles in good practice manual.	Include ethical principles in good practice manual	HR	1st semester 2026	Included in the good practice manual by the indicated date.

17	Requirements to join IDEKO	Clarification of the general requirements to join IDEKO, integrated as good practices manual in the internal operating regulations.	HR	1st semester 2026	Requirements integrated in the good practice manual by the indicated date
18	New proposal to cover training needs	New proposal to cover training needs: Needs assessment, Training Decalogue, Internal management...	HR	2nd semester 2025	Minutes meetings Training policy done by the indicated date
19	Automate the research article acquisition process.	Automate the procurement process for research articles to save time and ensure compliance with company policies. Working groups to identify gaps in the current process and proposals for improvement.	Scientific Director	2nd semester 2026	Minutes of working group meetings An improvement of the process of research article by the indicated date
20	Cybersecurity course in the good practice manual	The cybersecurity course can be included in the good practice manual and be updated periodically to ensure it remains relevant.	HR	1st semester 2025	Included in the good practice manual by the indicated date.
21	Recruitment of foreigners	Define a good practice for the incorporation process of foreigners	HR	2nd semester 2025	Handbook made by the indicated date
22	Recruitment of foreigners	Define good practices for the onboarding process for incorporation of foreigners	HR	2nd semester 2025	New Onboarding process by the indicated date
23	Onboarding plan	Rethink the general onboarding plan	HR	2nd semester 2025	New Onboarding process by the indicated date
24	Ex-Employee Follow-up Plan	Ideko wants to keep in touch with people leaving the company. Therefore, actions will be taken to keep in touch with them, for this purpose, IDEKO will study different alternatives	HR	1st semester 2026	Action plan by the indicated date Brainstorming sessions
25	Exit interview	Create a good practice manual for exit interview. With the aim to help IDEKO employees to improve their CV or LinkedIn profile.	HR	1st semester 2026	Good practices manual
26	Employer branding web	Renew People's website, adding a section on Employer Branding.	HR/ MARKETING	1st semester 2026	New people website
27	Training for thesis co-directors	Provide training for thesis co-directors. Gather to create an inventory of training courses.	HR/ Scientific Director	1st semester 2026	Inventory of training courses

Establishing an open recruitment policy is fundamental for the HRS4R strategy. The objective is to establish the basis of an open, transparent and merit-based recruitment policy that also excludes any type of discrimination.

In this part, we will give a global and complete view of this policy as well as the principles related to it. All the phases and actions of the selection process identified in the OTM-R expert report are analysed:

- 1- Advertising and application phase
- 2- Evaluation and selection phase
- 3- Appointment phase

- **Advertising and application phase**

Ideko's internal policy on advertising vacancies states that all available positions are first advertised internally, like all Danobatgroup cooperatives. Only after this initial process are vacancies advertised externally through established channels.

Once it has become clear that the vacancy cannot be filled by anyone within the company, the vacancy is posted on LinkedIn by following the criteria of an open and transparent recruiting policy. In addition to this, the existing offers will also be published at other job-search portals like Talentclue.

Vacancies will also be published at EURAXESS, with the aim of opening the participation in our selection processes to international candidates.

The content of the offers will always include questions such as:

- Description of the organization.
- Description of the vacant position, the number of vacancies, and the related tasks.
- Working conditions related to the job offer as well as the desirable starting date.
- Minimum and desirable requirements for the candidates.

Job offers will always be presented in Basque and Spanish, in order to ensure the potential participation of national candidates.

These conditions are applicable to everyone registered and participating in the selection process.

The website is also prepared to invite potential candidates to apply even if the absence of vacancies, with the aim of creating an accessible pool of candidates.

- **Evaluation and selection phase**

Some employees (like leaders) might take part in the selection process, depending on the open position. These employees will always be aware of the principles of the OTM-R policy and will always apply this policy in the whole recruitment process.

The first filter is done in view of the minimum and desirable requirements published in the offer. Candidates not fulfilling these requirements will be excluded and informed by a TalentClue email. In a second stage, a few selected candidates will be called for an interview. This interview could be face-to-face or remote, depending on the localization or situation of the candidate. This first conversation will cover the background

and experience of the candidate, as well as their future prospection. Other issues as mobility and/or seniority will be considered as well.

In order to evaluate the experience of the candidate, interviewers will focus on the following issues:

- Experience (national and international)
- Knowledge transfer and exchange
- Technical knowledge
- Transversal skills (hard and soft skills)
- Concerns
- Aspirations
- Scientific excellence
- Culture and values

Once these first interviews are finished, interviewers will decide which candidates will pass to the next stage, on the basis of the criteria listed above. For this decision, personal information will not be taken into account. The excluded candidates will be notified, giving them feedback about their strengths and weaknesses if they require.

A second interview, if necessary, will be conducted with the selected candidates in order to go in depth into those aspects that are not clear enough and that can show differences between the candidates.

As a way of taking an objective decision, interviewers will fill a template comparing and contrasting the professional strengths and weaknesses of the candidates; personal information will not be taken into account. Thus, we can ensure that the recruitment process is merit and skills based.

- **Appointment phase**

After analyzing the information collected in the templates, a candidate will be chosen for the position. Then, an offer will be made and once the candidate accepts the offer the remaining candidates will be informed about the result of the selection process.

Organization, Implementation, and Follow-Up Action Plan

The implementation of this Action Plan aims to adequate internal workflows with that of the Charter and Code. The plan will be carried out over the next 2 years.

In order to properly prioritize the actions, the Working Groups propose the prioritization of the actions that are most urgent for the staff.

This Action Plan covers the period 2024-2026 and includes the actions planned for the final list of C&C principles defined by the process previously described. IDEKO's HR Strategy and action plan will be published on the institutional website.

The development and implementation of the Action Plan will be monitored internally. A self-assessment will be conducted every two years and will result in a progress report updating the Action Plan for the subsequent period. An external progress assessment will be carried out by an organization or professionally designed and/or authorized by the European Commission.

The monitoring procedure includes meetings of the C&C Team every 6 months, in order to evaluate the progress of the design and implementation of each action.

In January 2026 an internal audit will be held in order to verify the total implementation of each action. Also, the questionnaire will be launch and a Focus Group will be organized.

Conclusions

This process enables organizations to identify HR aspects to be improved, but also those that are already ongoing but not perceived by the organization.

This analysis was made in 2024, and some actions were proposed. Despite not yet having EURAXESS approval of the Action Plan, IDEKO decided to start with some of the actions defined.

IDEKO has initiated the process of implementing HRS4R policies to guide the organization in the field of human resources. This process began by consulting all employees to assess individual perceptions related to the 40 principles across four key areas: Ethical and Professional Aspects, Recruitment, Working Conditions and Social Security and Training. After gathering quantitative responses, IDEKO assessed the qualitative impressions of employees, with all groups and positions represented by volunteers.

To sum it up, while many strengths were identified, such as non-discrimination (3.78), good research practices (3.59), mobility recognition (3.54), and a positive research environment (3.52), there are critical challenges that remain, particularly in teaching (2.68), postdoctoral appointments (2.92), and career development (2.95). To address these issues, IDEKO has formulated an Action Plan, which focuses on improving internal communication processes, among other initiatives. The plan includes measures like making the organizational chart visible, analyzing the compensation policy, providing clearer information about career development opportunities, and improving access to research platforms. The Action Plan will be carried out over the next two years (2024-2026), with regular monitoring and self-assessment to ensure progress.

Postdoctoral process

At IDEKO, we have a well-defined postdoctoral policy. However, its application is not common, as there are few cases in which a postdoctoral stay is carried out, whether at our company or at international universities. This is always conditional on the individual having completed their doctoral thesis at IDEKO. The Scientific Director is the person responsible for identifying these processes and initiating them.

The IDEKO Action Plan is directly aligned with the strengths and weaknesses identified in the initial assessment of the HRS4R policies. On one hand, strengths such as non-discrimination and good research practices, which received high scores, are reinforced through actions that promote organizational transparency and access to research platforms. These measures aim to maintain and enhance these positive aspects, ensuring that the work environment remains inclusive and leads to collaboration and professional growth.

On the other hand, the identified weaknesses, such as low results in teaching, career development, and postdoctoral appointments, are the central focus of corrective actions. Communication initiatives regarding development opportunities, the creation of structured training plans, and an analysis of the compensation policy directly address the lack of clarity and support in career paths, which is one of the major weaknesses. The automation of research processes and the creation of a database are also aimed at strengthening growth and collaboration opportunities.

Additionally, the effort to improve communication about ethical principles responds to the low valuation in this area, seeking to ensure that staff are better informed and engaged with the organization's ethical values. Finally, improvements in monitoring and supervision relate to weaknesses in teaching and supervisor relationships, which will help enhance the experiences of both employees and students under their guidance.

This comprehensive approach aims to align IDEKO's workflows with the Charter and Code, ensuring that improvements in ethical aspects, recruitment, working conditions, and training are effectively implemented to benefit the organization and its staff. Regular audits and focus groups will be conducted to measure the impact and adjust the plan as necessary.

This guide will be an essential and practical resource for ensuring employee satisfaction and maintaining our global, and local, attractiveness to researchers.