



MEMBER OF BASQUE RESEARCH
& TECHNOLOGY ALLIANCE

Open, Transparent, and Merit-based Recruitment of Researchers at IDEKO



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1. 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.

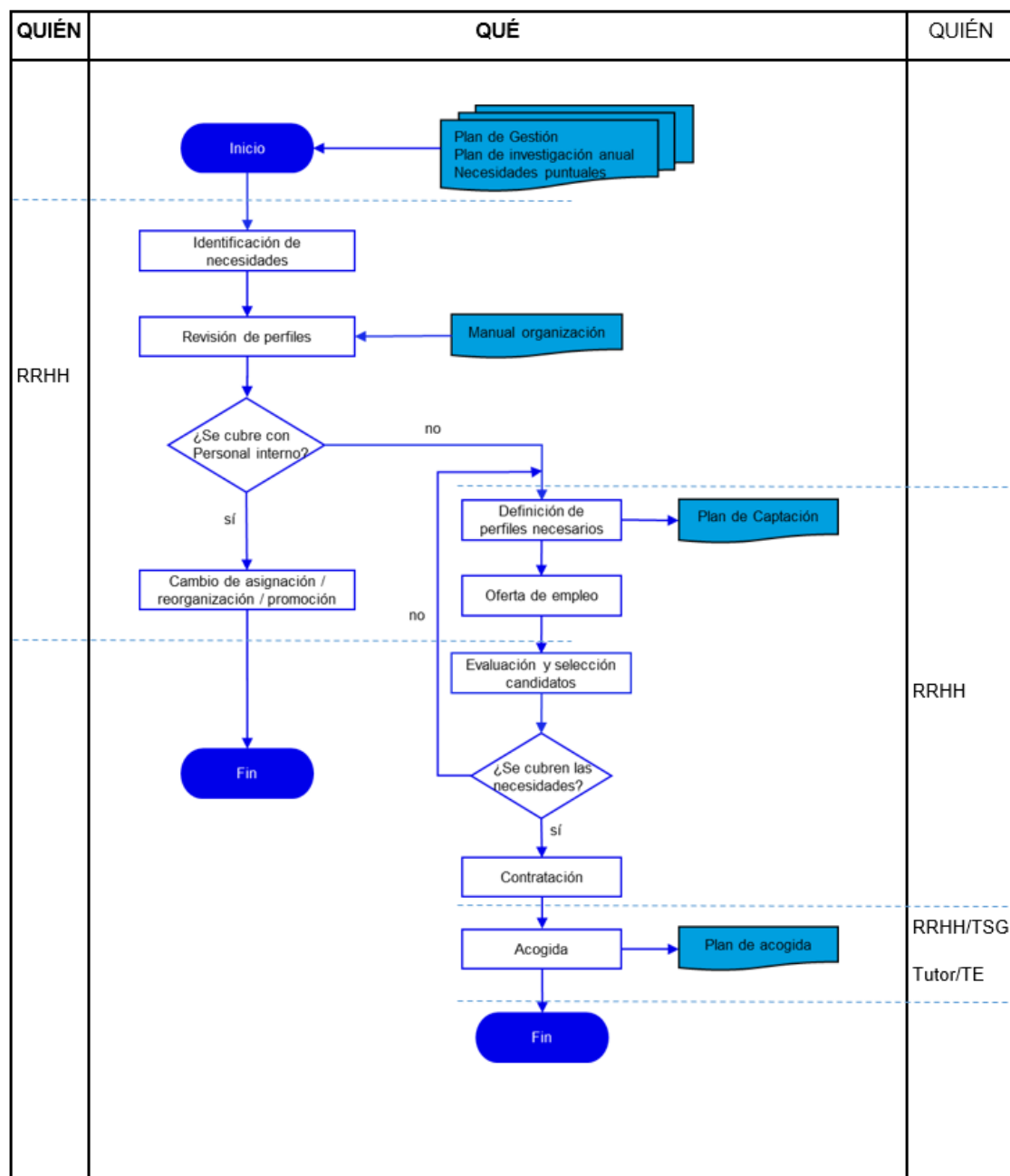
IDEKO has always been committed to establish and maintain a recruitment process that is:

- ✓ Open
- ✓ Transparent
- ✓ Merit-based

In this policy, IDEKO reviews its recruitment procedures following the principles and guidelines set out by the European Commission on what an OTM-R system should look like. Accordingly, a number of actions are established to improve the recruitment policy.

2. Review of IDEKO's current OTM-R policy, practices, and procedures

IDEKO has carried out a review of the recruitment system, by reviewing the current People Management Process (SP 8.1: needs planning, selection and welcoming):



Finally, we note that we have used the ‘checklist’ provided by the European Commission to review our recruitment procedures. **Annex 1** of this policy details the assessment carried out through this checklist.

3. Develop and put in place a revised IDEKO OTM-R policy

IDEKO has developed and implemented an OTM-R policy that:

- Provides a clear and transparent information about the whole selection process, including selection criteria and an indicative timetable. This is reflected in the People Management process. Through it, the company intends to ensure that workers with the

level of preparation necessary to carry out the development of the projects are incorporated into the workforce. The selection criteria, as well as the indicative timetable, are shown in the job openings that IDEKO publishes on its website and on Euraxess.

- b) Posts 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. All these requirements are included in the job openings, which, as indicated above, are published on IDEKO's website and on Euraxess, as well as on online recruiting platforms such as LinkedIn and Talentclue.
- c) Ensures that the required qualifications and competencies are in line with the actual requirements of the position, not being, therefore, too restrictive or unnecessary. In this sense, the specifications that are requested in each job opening should be in complete accordance with the Organization Manual, a document that describes in an orderly and systematic manner the organizational structure and the functions assigned to each element of IDEKO.
- d) Includes explicit pro-active elements for underrepresented groups. Proof of this is IDEKO's commitment to the integration of women in the work environment and especially in the world of research and technical and scientific careers through its participation in the STEAM program. The STEAM program includes a Mentoring initiative dedicated to nurturing talent and promoting technical and scientific careers, especially targeting school-aged girls. Its aim is to inspire and encourage young women to pursue careers in science and technology, fields that have traditionally been male-dominated, empowering the next generation of women in these sectors. Additionally, IDEKO has implemented an equality plan to eliminate any form of gender-based inequality or discrimination within the organization, ensuring equal treatment and opportunities for both women and men as a fundamental organizational value and a core aspect of its management practices.
- e) Keeps the administrative burden of the candidate (proof of qualifications, translations, number of copies, etc.) to a minimum. The request for supporting documents is limited to those which are really needed in order to proceed with a fair, transparent, and merit-based selection process. Furthermore, the whole recruitment process observes at all times the applicable legal obligations in terms of personal data protection.
- f) Reviews, where appropriate, the institutional policy on languages. The interviews are typically conducted in Basque or Spanish, and in cases where we have an international hire, they are conducted in English. Finally, our official website is accessible in three languages: English, Spanish, and Basque.

4. Publishing IDEKO's OTM-R policy

The OTM-R policy is published in an easily accessible place on the website, addressing the minimum set of requirements (to be developed in relation to the points above) while respecting institutional autonomy and diversity.

For those institutions implementing the Human Resources Strategy for Researchers (HRS4R), this is a requirement.

5. Quality-control system

A quality-control mechanism is established, including the supervision of the whole recruitment process to be administered by the designated staff. In this process, external reviewers take part within the peer review exercise of the HRS4R.

6. Adapt the internal OTM-R guide

In the internal OTM-R guide, clear and explicit rules and procedures for each call are defined, tailored to the specifications requested to the candidates.

According to the European Framework for Research Careers, which identifies four broad career profiles for researchers, our research categories are the following:

- **G4:** R1 First-Stage Researchers (up to the completion of the PhD)
- **G3:** R2 Recognized Researchers (PhD holders who are not yet fully independent)
- **G2:** R3 Established Researchers (researchers who have developed a level of independence)
- **G1:** R4 Leading Researcher (researchers leading their research area or field)

While the basic principles of openness, transparency, and merit should apply to all positions, the procedures are adapted in each call attending to the level, nature, and type of the open position. The key point here is to ensure that the various procedures or derogations are clear, objectively justified, and transparent.

In line with the principle "Recognition of qualifications" of the Code of Conduct for the Recruitment of Researchers, an appropriate assessment and evaluation of the academic and professional qualifications of the candidates should be provided, including non-formal qualifications, skills and competences, as well as international and professional mobility.

7. Training and awareness-raising within the center

IDEKO ensures that appropriate training is provided to all those who are involved in the recruitment process. Specifically, IDEKO has developed a Strategic Talent Management Model.

As our calls are international, some candidates are assessed in English. This implies that evaluators and staff are all trained to deal with processing the applications and conducting the hiring process in English.

Our calls are mostly limited to Spain. Typically, most of our hires come from the Basque Country, occasionally from other parts of Spain, and very rarely from abroad. However, each year we usually welcome around five international individuals for training purposes.

While external recruitment has been mentioned several times, IDEKO places strong emphasis on internal promotions, as it aims to recognize and support the talent already present within the organization.

8. E-recruitment

In order to avoid discriminating against candidates based on their geographical location and/or financial means, "e-recruitment" tools are used, drawing on the experience of existing platforms and tools. Specifically, email and video calls can be used, when necessary. On the other hand, there is a web-based tool for all the stages in the recruitment policy and a wide range of on-line job boards is used as well.

Annex 1

OTM-R checklist for organizations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++	<ul style="list-style-type: none"> The OTM-R policy is published on the website in English and in Spanish The OTM-R policy is published on the intranet in English and in Spanish (web link)
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	<ul style="list-style-type: none"> Have the People Management Process and the Incorporation Proposal available on the intranet Date of latest updates Announcement to the staff
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-	<ul style="list-style-type: none"> Existence of training programs for OTM-R Number of staff following training in OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	<ul style="list-style-type: none"> Web based tools for the different stages in the recruitment process
5. Do we have a quality control system for OTM-R in place?	x	x	x	++	<ul style="list-style-type: none"> Governance Model
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	<ul style="list-style-type: none"> Trend of the share of external candidates in the calls (No. of external candidates in recent years)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	<ul style="list-style-type: none"> Trend in the share of applicants from abroad (No. of applicants from abroad in recent years)
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	<ul style="list-style-type: none"> Be part from STEAM program Disposition of an equality Plan Trend in the share of applicants among underrepresented groups (No. of female applicants in recent years)

9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	<ul style="list-style-type: none"> Training plan available for researchers Flexible working hours, remote working, multi-location, etc. (Experience Plan)
10. Do we have means to monitor whether the most suitable researchers apply?				++	<ul style="list-style-type: none"> Our web based tool allows for this
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	<ul style="list-style-type: none"> Have the People Management Process available on the intranet Date of latest updates Announcement to the staff
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		++	<ul style="list-style-type: none"> The requirements are well described in the job advertisement and include the link to more detailed information
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	<ul style="list-style-type: none"> Have job offers published on EURAXESS
14. Do we make use of other job advertising tools?	x	x		++	<ul style="list-style-type: none"> Have job offers published on the website. No. of offers published at LinkedIn Use of social media to increase the visibility of job offers
15. Do we keep the administrative burden to a minimum for the candidate?	x			++	<ul style="list-style-type: none"> Have the application form on the website current, Organic Law 3/2018, of December 5, on Personal Data Protection and guarantee of digital rights.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of Selection Committees?		x	x	+-	<ul style="list-style-type: none"> Have the People Management Process available on the intranet
17. Do we have clear rules concerning the composition of Selection Committees?		x	x	+-	<ul style="list-style-type: none"> Strategic talent management model
18. Are the Committees sufficiently gender-balanced?		x	x	+-	<ul style="list-style-type: none"> Gender equality in the in the Selection Committees (No. of women and men in the Selection Committees)
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?			x	++	<ul style="list-style-type: none"> Career development system

Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	<ul style="list-style-type: none"> Communication to non-selected candidates as part of the recruitment and Selection process
21. Do we provide adequate feedback to interviewees?		x		++	<ul style="list-style-type: none"> Communication of strengths and weaknesses if they require it as part of the recruitment and Selection process
22. Do we have an appropriate complaints mechanism in place?		x		++	<ul style="list-style-type: none"> Whistle-blower channel available on the website Nº of complaints received
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+-	<ul style="list-style-type: none"> Governance model