

# OTM-R POLICY CIC ENERGIGUNE

**HRS4R**

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## 1 INTRODUCTION

CIC energiGUNE is the research centre of electrochemical and thermal energy storage, a strategic initiative of the Basque Government. CIC energiGUNE was born in 2011 to generate excellent research in materials and systems for energy storage. The goal of CIC energiGUNE is to maximize the impact on results to the Basque business network through collaboration with universities, research centres, and companies.

At CIC energiGUNE we have an exceptional work environment with professionals and a first-class research team, who combine local and international talent and who have scientific infrastructures and equipment for the development of their activity that set us apart from our competitors. It is this combination, which in no case is arbitrary, that has allowed us to become an international benchmark.

CIC energiGUNE is strongly committed to developing and implementing an OTM-R policy. For that purpose, CIC energiGUNE will promote the necessary tools:

### 1.1 Advertising and Application phase

CIC energiGUNE has a standardized job profile which describes some aspects of the job offer such as: job title, researcher career profiles (from R1 to R4), number of available positions, knowledge and experience, required and desirable skills, working conditions, workplace, professional development opportunities, etc. However, to achieve greater transparency, some improvements in job definition have been implemented (required and desirable skills) and a reference to our OTM-R policy will be included in advertisements. In addition, in order to be more creative and eye-catching, we have considerably reduced the wording of the job offers, highlighting the most important points in order to make the publications more user-friendly. We have agreed in the HR Strategy for Researchers committee on the structure of the offer and have added links to our website. We have also analyzed the different publication sources we use and the network of job portals we use so that by segmenting the job offers, we can better reach the profiles we are looking for and position better our center in the network.

A number of benefits that we are currently offering to all our employees is posted on our website, such as flexible hours, relocation support for researchers and families or the possibility of free language training for those who will be employed by our Research Centre, among others (<https://cicenergigune.com/en/welcome>). From the People Area we provide information and guidance on housing and rental apartments in the city, support in finding schools for their children, as well as full assistance throughout the immigration process and administrative formalities.

All our job offers are published on our website and continuously shared in order to make sure that the information arrives with our target audiences from both inside and outside the center.

All our offers are published in the EURAXESS web site. In order to increase their visibility and reach the maximum number of potential candidates, we also use other recruitment tools such as: LinkedIn, Ikerbasque, official colleges, Bizkaia talent, Jobs.uk, specific university websites, etc.

The requested documents when a candidate sends us their application through our website are submission of the detailed CV and two recommendation letters (optional), all in English. Therefore, the administrative burden is kept to a minimum. The only procedure that implies the collection of a wide range of documents is the immigration process needed to achieve a work permit for non-European researchers that are hired. This process depends on the

Government and is completely out of our hands. In any case, CIC energigUNE provides these candidates full support and assistance in making that immigration process as easy as possible.

## **1.2 Recruitment and Evaluation phase**

The Recruitment Committee is made up for each recruitment process. A Group Leader, Team Leader, Project Leader or Research Line Manager will always compose it, with a deep expertise in the area of knowledge and the required technical skills needed for that profile. In addition, the People Director or another member of the People area will always take part in the interviews. Those professionals are experts in recruitment and interviewing techniques, and capable of exploring the core competences and values which are needed, such as leadership, teamwork, commitment and flexibility, creativity, effort or proactivity, among others.

In all the cases, the members of the Recruitment Committees are experts in the field, with broad professional experience and know-how, highly qualified, and able to speak different languages.

The proportion of men and women in the committee is naturally gender balanced which reflects the reality of our center.

The criterion for the recruitment of researchers is based on their experience but also on their future potential. All the merits are judged qualitatively and quantitatively and during the interview the committee analyses without penalty their career path, career breaks and life-long professional development. In the same way the Recruitment Committee adequately explores the variations in the CV of the candidates during interviews. According to the needed profile, a wide range of evaluation criteria is used such as: Generation of societal impact, international portfolio, knowledge transfer and exchange, management of research and innovation, organizational skills and experience, research performance, supervision and mentoring, teaching, among others.

CIC energigUNE considers mobility as a key point for the professional development of researchers. Mobility broadens and enriches the vision about science.

We always inform those candidates who have conducted an interview about the status of their candidacy. We have implemented a new recruitment tool that allows us to give instant feedback to the candidates about the state of the process and their application. All those candidates who are summoned to an interview have the possibility to take part through any online tool such as Skype or Microsoft Teams. Sometimes a face-to-face interview is required and if the candidate lives far from the Center, CIC energigUNE covers the travel and accommodation expenses.

All candidates who meet the requirements will receive a personality questionnaire prior to receiving a job offer. This evaluation tool generates a report on the candidate's personality traits. This report serves as a valuable guide and complements our selection process effectively.

## **1.3 Appointment phase**

All candidates who have applied to the process get feedback about the steps of the process and their situation. Once the recruitment process is closed, all the applicants receive a warning email.

We have an email address available in case applicants want to make a complaint or suggestion and also for those who want us to remove their data from our database.

## 2 OTM-R CHECKLIST FOR ORGANISATIONS

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	*Suggested indicators (or form of measurement)
<b>OTM-R system</b>					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++	<a href="https://cicenergigune.com/en/hrs4r">https://cicenergigune.com/en/hrs4r</a>
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	Internal procedure: "Talent Attraction and Development Management", reviewed on the 9 <sup>th</sup> of June 2020 (new renewal 1 <sup>st</sup> September 2023)
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++	The training plan includes actions linked to OTM-R area and prior to launching a recruitment process, OTM-R principles are shared between the recruiters. All the management, as well as the Group Leaders, Team Leaders and Research Line Managers (Up to 18 people) are involved. It will be measured across the training plan evaluation system.

4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	The 100% of our recruitment processes use a Web-based tool
5. Do we have a quality control system for OTM-R in place?	x	x	x	++	Direction Committee of CIC energigUNE controls the quality of the system through defined KPIs
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	Sharing trend of applicants from outside the organization
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/-	Sharing trend of applicants from abroad
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	Sharing trend of applicants among underrepresented groups (frequently women)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	Sharing trend of applicants from outside the organization
10. Do we have means to monitor whether the most suitable researchers apply?				+/-	We are working on our employer branding in order to assure that all suitable applicants have knowledge about our job opportunities. In the recruitment process we have tools to evaluate the suitability of the candidates: in-depth interviews, case study when needed and personality questionnaires.
<b>Advertising and application phase</b>					

11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	Internal template in 3 languages + template in the website: <a href="https://cicenergigune.com/en/employment-opportunities">https://cicenergigune.com/en/employment-opportunities</a>
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/+	In the talent site of the new website, candidates can find the detailed information of each job opportunity: <a href="https://cicenergigune.com/en/employment-opportunities">https://cicenergigune.com/en/employment-opportunities</a> And some extra general information about working at CIC energigUNE : <a href="https://cicenergigune.com/en/work-with-us">https://cicenergigune.com/en/work-with-us</a> We have recently added new links
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	All our job advertisements are posted on EURAXESS; Sharing trend of applicants recruited from outside the organization/abroad
14. Do we make use of other job advertising tools?	x	x		++	We use other advertising tools: Bizkaiatalent, Ikerbasque, Professional associations, universities...
15. Do we keep the administrative burden to a minimum for the candidate?	x			++	A standard and short questionnaire with needed information is filled in by the candidates and we ask for the

					detailed CV (no specific format) and a cover letter to the applicants.
<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++	Written guidelines in the Internal procedure: "Talent Attraction and Development Management", reviewed on September 2023
17. Do we have clear rules concerning the composition of selection committees?		x	x	++	The Group Leader, Team Leader, Project Manager or the Research Line Manager on the involved topic, as well as a representative of The People Area, are always taking part in each recruitment process
18. Are the committees sufficiently gender-balanced?		x	x	++	The same share of women and men in our Evaluation Committee . Of course, depending on each process there could be minor variations
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	+/-	The role description of each position has a detailed description of the functions needed and the recruitment team analyzes the fit of the candidates during the interview process. Also, the competencies that are evaluated for the job are defined and aligned with the culture of the center: leadership

					(when applicable for the position), team commitment and proactivity. The members of the selection committees have the skills to evaluate the fit of the candidate both technically and culturally.
<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		x		+/+	We inform all the applicants.
21. Do we provide adequate feedback to interviewees?		x		+ -	All the people that are interviewed receive an email with the result of the process. In-depth feedback is not given due to lack of time/resources.
22. Do we have an appropriate complaints mechanism in place?		x		-/+	Candidates receive an email when they apply to a position from an address to which they can address for doubts and complaints. They also have the possibility to ask us to delete their information from our database.
<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				++	The Management Committee reviews periodically the status of the recruitment processes and the OTM-R and it is reported.