

LL1

# BCBL HR DAY

## Annual meeting on human resources strategy/policies, employee satisfaction and action plan

11<sup>th</sup> of December, 2023



### Summary

#### 10.00-11.00 BCBL HR

- HR BCBL
- HR Challenges and opportunities
- Training

#### 11.00-12.00 HRS4R

- Overview
- European Commission External Evaluation Report 2023
- Action Plan 2021-2023 (HRS4R + Psychosocial wellbeing)

#### 12.00-13.00 EMPLOYEE SATISFACTION SURVEY (General & HRS4R)

- Graphs
- Comments
- BCBL HR challenges 2024-2026



## Slide 1

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**LL1** Larraitz Lopez; 01/12/2023

**10.00-11.00 BCBL HR**

- HR BCBL
- HR Challenges and opportunities
- Training



**HR BCBL**

- RECRUITMENT
- LEGAL AND CONTRACTUAL
- RISK PREVENTION AT WORK
- HRS4R
- OMBUDSMAN TEAM

**HR BCBL**

- OTM-R Recruitment processes
- E-Recruitment tool
- Onboarding process: legal and contractual
- Offboarding process
- Internal communication
- Risk prevention at work, Psychosocial prevention, Inclusion processes
- Employee Satisfaction survey
- HRS4R coordination
- Gender equality plan coordination
- Soft skills training dynamization
- Well-being policies and social activities
- Conflict mediation

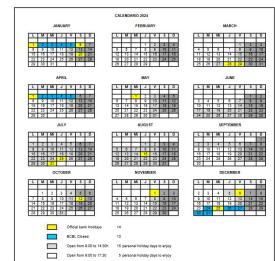


**136 employees + guest researchers + interns**



## HR CHALLENGES AND OPPORTUNITIES

- **LACK OF SPACE**
- **RISK PREVENTION AT WORK:** Inclusion and Safety
- **NEW TICKET SYSTEM:** For Job Recruitment & In/Outs
- **CALENDAR 2024**
- **MEDICAL LEAVE:** if you are on a medical leave, please inform HR and provide us with the paperwork if possible
- **SHORT STAYS:** if you plan to go for a short work-related stay (30-90 days), please inform HR since we need to report it to the Social Security System in Spain
- **ACCOMODATION FOR NEW COMERS:** Talent House + Mattermost
- **MATTERMOST:** Social events, marketplace



## HR CHALLENGES AND OPPORTUNITIES

### MOBILITY PLAN

- **#CARPOOLING App** (Similar to *blablacar* but from/to Miramon)
- **PRIVATE PARKING** at BCBL building (36€/month) – contact Ana
- **PRIVATE BUS SERVICES** to Miramon
- **BCBL CAR:** For work related travels
- **ELECTRIC/HYBRID CAR RECHARGING POINT** at BCBL garage
- **HANDRAILS & ACCESSIBLE TOILETS** in all buildings
- **30km/h SPEED LIMIT:** All the roads in Miramon are shared lanes for cars and bicycles as they have a speed limit of 30 km/h.



### HEALTH SYSTEM:

- **PUBLIC:** OSAKIDETZA
- **PRIVATE:** IMQ
- 6 - **Annual check-up** (free & voluntary)



## TRAINING

- **TRAINING FOR THE PHD COMMUNITY:** Statistics, Cognitive Psychology, Methods
- **GENERAL TRAINING – (R & non-R):**
  - **INTEGRATION & DIVERSITY:** Language Courses: (BASQUE, SPANISH, LSE)
  - **KNOWLEDGE EXCHANGE:** CO-TEACHING/CO-TRAINING Pilot initiative
  - **TECHNICAL:**
    - Safety / QU (MRI/MEG/EEG)
    - Theory & Practical training for non-R profile RA (MRI/MEG/EEG/ETR/NIRS/OCT\*)
  - **SOFT SKILLS**
    - **(R&non-R): Speaking in Public Workshop in a non-native Language (EN/SP) (January-March 2024)**
    - **(Pre&Postdoc): Academic Writing Skills Workshop: Shut up and write & Writing Clinics (April-Nov 2024)**



Ainhoa Eguiguren



Caroline Handley



## TRAINING

### SPEAKING IN PUBLIC Workshop

- Guide and advise staff who want to **improve** or fine-tune their **communication or public speaking skills**
- Overcoming the difficulties of **speaking in public in a non-native language** (En/Sp) focusing on glossophobia and glottophobia.
- **Techniques:** Relaxation techniques, nerve handling, how our voice works and how to project it, breathing, speech, body expression and presence, script preparation and practice, memorisation techniques, adaptation to different types of audiences, useful tools to support presentations, references and useful resources to go deeper into the subject, etc.

Session	Topic	Date
1	Introduction to workshop contents Preparation for presentation video	16 JAN (TUE) 9.30-11.30h
2	Recording of presentation video	23 JAN (TUE) 9.30-11.30h
3	Voice, speech, and presence	30 FEB (TUE) 9.30-11.30h
4	Script preparation, memorisation techniques	6 FEB (TUE) 9.30-11.30h
5	Support tools for presentations	13 FEB (TUE) 9.30-11.30h
6	Speaking in public in a non-native language	20 FEB (TUE) 9.30-11.30h
7	Practice session 1 Adapting to types of audiences	28 FEB (WED) 9.30-11.30h
8	Practice session 2 Recording of final video Feedback	6 MAR (WED) 9.30-11.30h

All sessions will be held at the AUDITORIUM + ZOOM; face-to-face attendance is preferable

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AND LANGUAGE

## TRAINING

### ACADEMIC WRITING Workshop

- **Academic Writing Workshop:** Help pre-docs learn how to structure their thesis and understand academic writing practices (theses and academic articles). Focus on the product and process, to understand the features of successful academic texts and how to reproduce them in your own writing.
- **Writing Clinics:** One-to-one help with your writing, such as a section of your thesis, or an article, conference abstract, or grant proposal. On demand.
- **Shut-up-and-write:** Establish a weekly writing habit to help you manage your writing.

Session	Writing Focus	Date
1	Introduction to Academic Writing	April 10
2	Reading for writing	April 24
3	Literature Review 1	May 8
4	Literature Review 2	May 22
5	Methods 1	June 5
6	Methods 2	June 19
7	Results 1	September 11
8	Results 2	September 25
9	Discussion 1	October 9
10	Discussion 2	October 23
11	Abstract, introduction	November 6
12	Conclusion (introduction)	November 20
13	Academic language	On demand
14	Conference Abstracts	On demand
15	Grant Proposals	On demand

12:00-13:00 (Wed)

All Workshops will be held in the AUDITORIUM + ZOOM; face-to-face attendance is preferable

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AND LANGUAGE

### 11.00-12.00 HRS4R

- Overview
- European Commission External evaluation Report 2023
- Action Plan 2021-2023 (HRS4R + Psychosocial wellbeing)

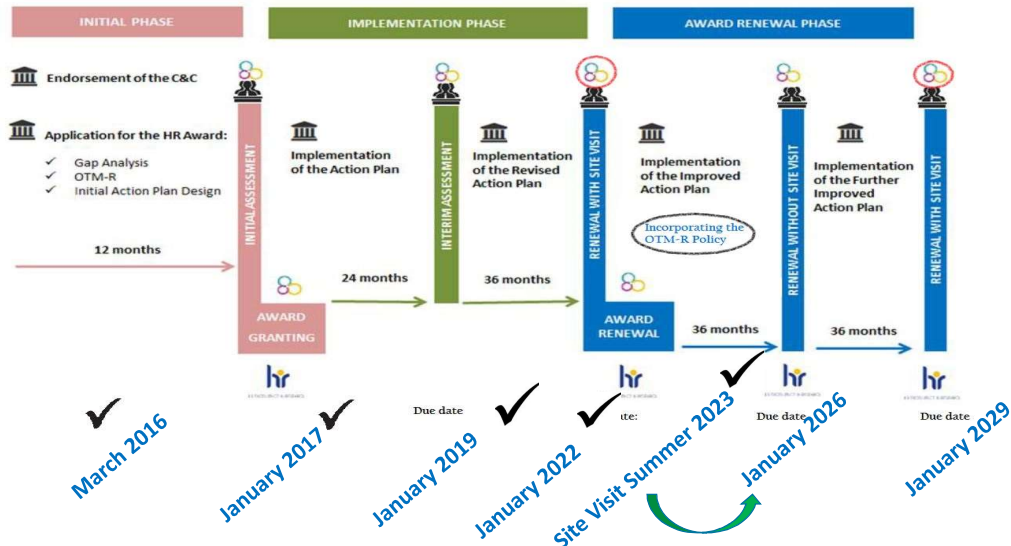


## HRS4R: Overview

The **EUROPEAN CHARTER & CODE (C&C)** includes:

- **European Charter for Researchers:** List of general principles, requirements, roles, and responsibilities both for researchers and institutions.
- **Code of Conduct for the Recruitment of Researchers:** Standard rules for a transparent recruitment and selection process.
- The **HR Excellence in Research award** identifies the organizations as providers and supporters of a stimulating and favourable working environment for researchers and bringing several benefits for researchers and for the institutions.

## HRS4R: Overview



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## HRS4R: European Commission External Evaluation Report 2023

STRENGTHS	WEAKNESSES
The BCBL ought to be congratulated for the level of commitment and work devoted to the HRS4R process: The <b>management structure and the procedure are solid</b> and well designed. With proper, time and efforts devoted to the HRS4R. The positive attitude and the excellent methodology (PDCA method + survey + HRS4R WG + ombuds) create a good working environment for the employees and a tangible progress. Researchers create a <b>very good company spirit</b> and contribute to BCBL development. Interviewees agree that the HRS4R strategy has contributed to making BCBL a more attractive place to work and has a very good working atmosphere. Clear <b>prioritisation</b> among the gaps/actions	BCBL's <b>HR and management strategic</b> plan should include top-down priorities, and should be embedded but separated to the HRS4R (bottom-up approach) strategies.
<b>Effective consultation and feedback</b> mechanism in place: Researchers are well involved and represented at the HRS4R WG with frequent meetings and various consultation methods.	Decreasing <b>participation rate at survey</b> (47% 2021 and <b>52,60%</b> 2023) > Opinion approx. half staff
The BCBL benefits from the support of <b>2 HRS4R assessors</b> in the house	Insufficient <b>Evaluation system</b> for R1 Need of Personal <b>Career Development Plan</b> (R1-R3-R4)
The HRS4R is <b>well embedded</b> in the HR and management strategic processes	<b>E-recruitment tool</b> : insufficient information for applicants procedure
BCBL's strategy to <b>attract internationally outstanding talent</b> > <b>Welcome plan</b> for foreign staff and families, including language classes and assistance to settle in SS	Only Research related <b>job offers</b> are published at the BCBL website
Participation of GL in <b>management meetings</b> (representing the researchers in their group)	Limited work space/IT equipment
Great <b>commitment of Researchers dissemination</b> and engagement activities for parents and children	Teaching activities receive no remuneration
<b>Grant management support</b> to secure new funding	<b>Gender balance</b> : Major governing groups (ex "GL") are comprised by male representatives whereas more "socially" or "volunteering" topics are addressed by female (HRS4R/wellbeing/gender/public engagement activities)

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**GOOD PRACTICES TO BE SHARED WITH OTHER INSTITUTIONS**

**HR Day:** to present and disseminate info on the strategy to all researchers and new employees

**SOMMA gender Equality members**

**Researchers who left academia talk and Career advice workshop**

**Exit survey**

**2 Linked Surveys:** "BCBL employee satisfaction survey" and "HRS4R" dedicated survey for researchers

**Multilingual website**

**Ombudsteam strengthened with staff members**

**Open-lab philosophy**

**EUROPEAN COMMISSION EXTERNAL ASSESSORS' RECOMMENDATIONS**

**IMMEDIATE MANDATORY RECOMMENDATIONS**

(Technical): Complete the missing indicators in the action plan (Actions: 53-64-66-67-68)

**OTHER RECOMMENDATIONS / SUGGESTIONS (VOLUNTARY 2023-2026)**

**TECHNICAL ISSUES:**

- Upload the updated version of OTM-R checklist to BCBL's website and past versions
- HR logo should be present in all the call for positions
- Re-calculate total number staff
- Combine (not only) objective indicators (survey results) and qualitative indicators

**OTM-R Policy: Write recruitment-process guidelines for candidates**

**HR vs HRS4R WG:**

- Simplify the system of researchers' involvement to only HRS4R matters
- Clearly define the institutional priorities (Top-Down) from bottom-up initiatives (survey, HRS4R, Ombuds...)
- Ensure diversity in the different WG/committees to ensure diversity in the decision making and in the volunteering groups

**HRS4R Survey:**

- Re-formulate survey (Make it shorter?/Concentrate only in some questions?/Disregard "how far" "how agree" system? / Reduce the number of spaces for comments?)

**Scientific director's involvement in HRS4R: get involved in the HRS4R WG matters and share priorities**

**TRAINING & PDP:**

- Training for supervisors
- PDP for R1-R3-R4
- Training and evaluation system for R1
- Inform about Spanish/Univ law limitations regarding teaching in the contract phase

## HRS4R: ACTION PLAN 2024-2026 (HRS4R & Psychosocial wellbeing)

**HRS4R 2021-2023:** 19 ACTIONS + 5 NEW MAIN ACTIONS AS A RESULT OF THE EUROPEAN COMMISSION RECOMMENDATIONS + NEW ACTIONS TO COME AS A RESULT OF THE 2023 SURVEY

**PSYCHOSOCIAL RISK SURVEY AND BRAINSTORMING:** 60 ACTIONS

- DECALOGUE OF GOOD PRACTICES AT WORK
- DIGITAL DISCONNECTION PLAN
- E-RECRUITMENT TOOL
- TRAINING ACTIONS
- NEW HRS4R SURVEY
- OTM-R POLICY

- PEER MENTOR ACTIVITIES: WELCOME POSTDOCTORAL RESEARCHERS
- BIWEEKLY POSTDOC MEETINGS FOR PRESENTATION OUR ONGOING RESEARCH
- MENTAL HEALTH IN ACADEMIA TALKS
- WELLBEING AND TEAMBUILDING DAY/FAMILY DAY/ INTERNATIONAL FOOD DAY

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### 12.00-13.00 EMPLOYEE SATISFACTION SURVEY (General & HRS4R)

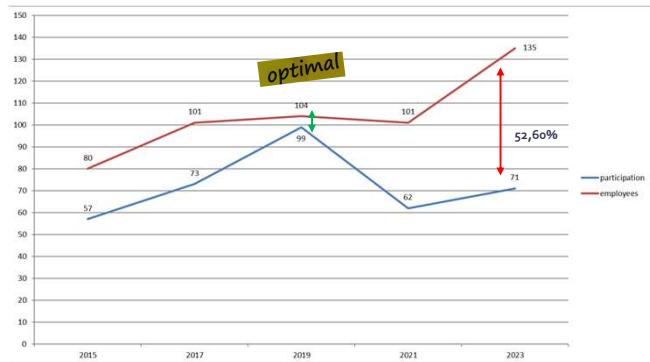
- Graphs
- Comments
- BCBL HR challenges 2024-2026

## GENERAL SURVEY 2023: PARTICIPATION

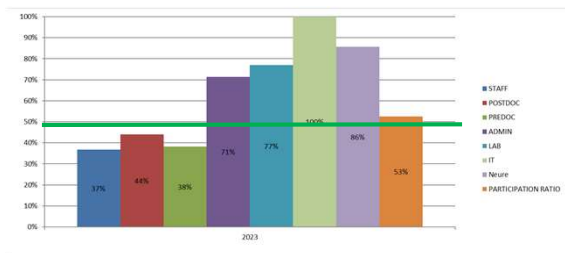


HR EXCELLENCE IN RESEARCH

**Objective :** The aim of this survey is to obtain information about the work environment at BCBL and elicit the satisfaction level related to different aspects of the work activity. **Sample:** All BCBL staff



BCBL employees participation by year



BCBL employees participation by year & department/R range

Measured categories:

- Working Conditions
- Salary
- Work resources and environment
- Personal development
- Work organization
- Communication and participation
- Acknowledgement
- Gender and Equality
- Pride of belonging
- Overall evaluation

**POOR PARTICIPATION**

Future actions only representing half of the employees' needs!



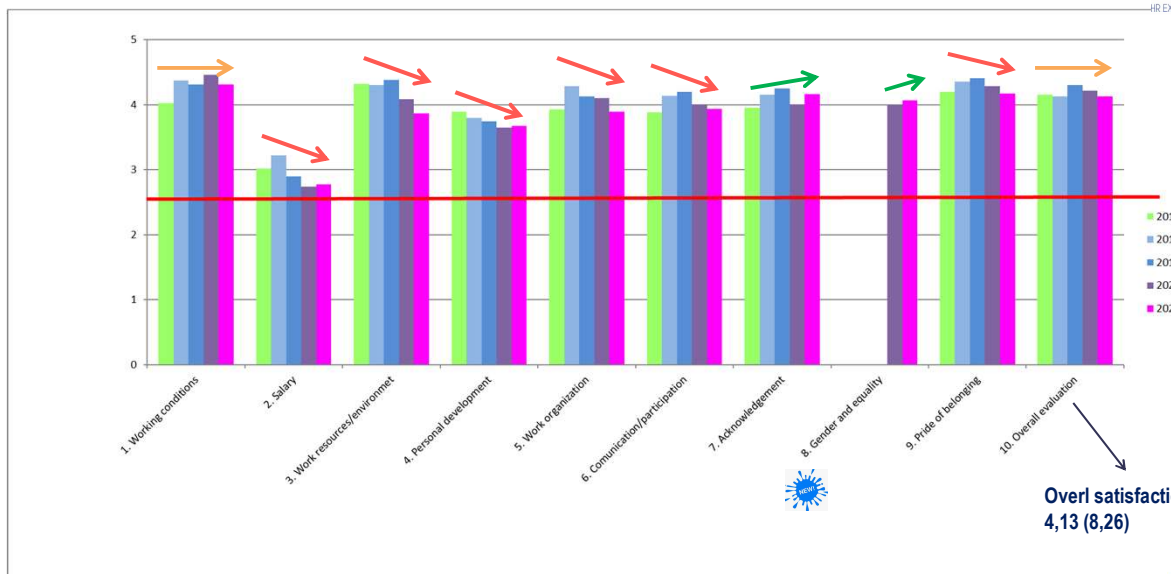
EMPLOYEE SATISFACTION SURVEY

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## GENERAL SURVEY 2023: GENERAL SATISFACTION



HR EXCELLENCE IN RESEARCH



Overall satisfaction:  
4,13 (8,26)



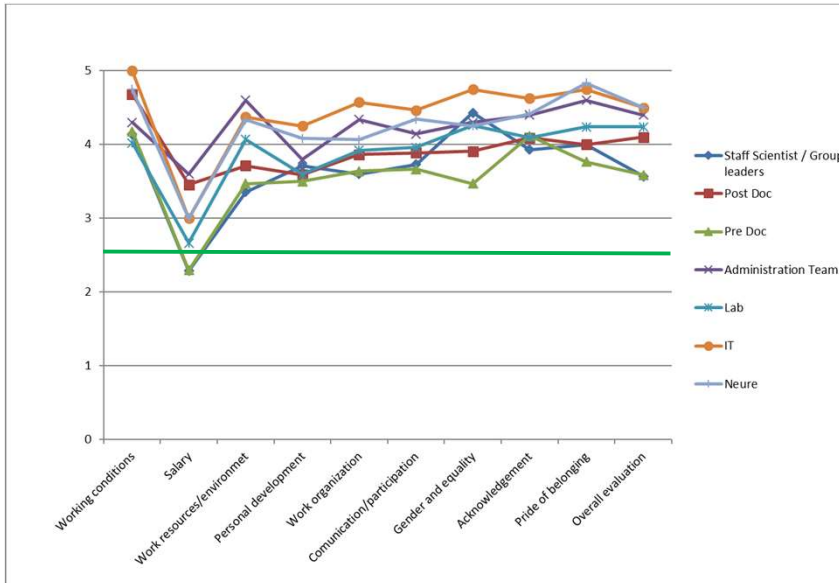
EMPLOYEE SATISFACTION SURVEY

**LL2** Average = 8,08/10  
Larraitz Lopez; 01/12/2023

GENERAL SURVEY 2023: SATISFACTION by categories



HR EXCELLENCE IN RESEARCH



Overall satisfaction: 4,13  
Overall participation: 52,60%



EMPLOYEE SATISFACTION SURVEY

GENERAL SURVEY 2023: SATISFACTION by categories



HR EXCELLENCE IN RESEARCH

Employee group	Participation rate	Overall satisfaction rate
IT	100%	4,50 (9)
Neure	85,71%	4,50 (9)
Admin staff	71%	4,40 (8,80)
Labs	77%	4,24 (8,48)
Postdoctoral R (R2)	44%	4,10 (8,20)
PhD R (R1)	38%	3,59 (7,18)
Staff scientists & GL (R3-R4)	37%	3,57 (7,14)
<b>GENERAL</b>	<b>52,60%</b>	<b>4,13 (8,26)</b>



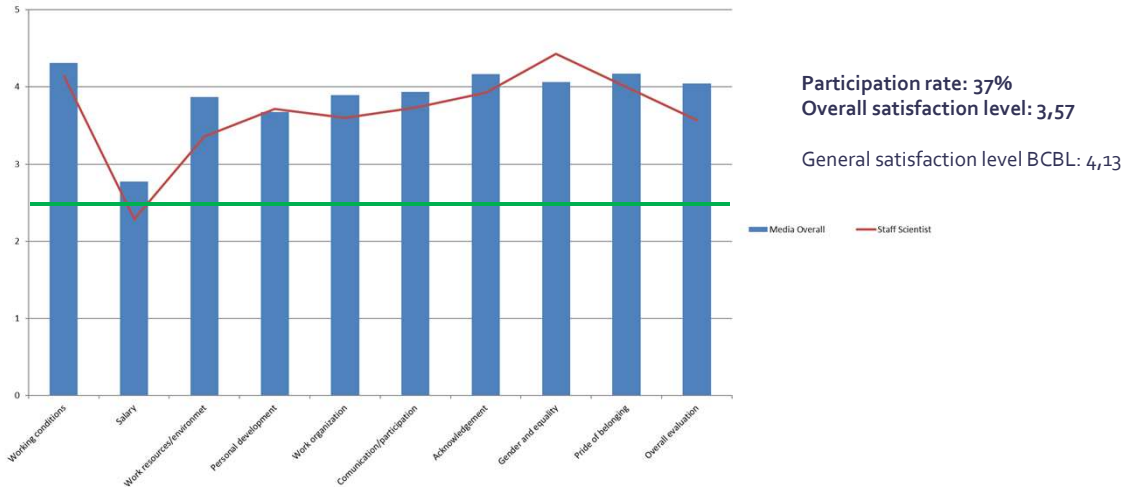
EMPLOYEE SATISFACTION SURVEY

GENERAL SURVEY 2023: STAFF Scientists & GL Satisfaction level



HR EXCELLENCE IN RESEARCH

Staff Scientists & Group Leaders (R3 & R4)



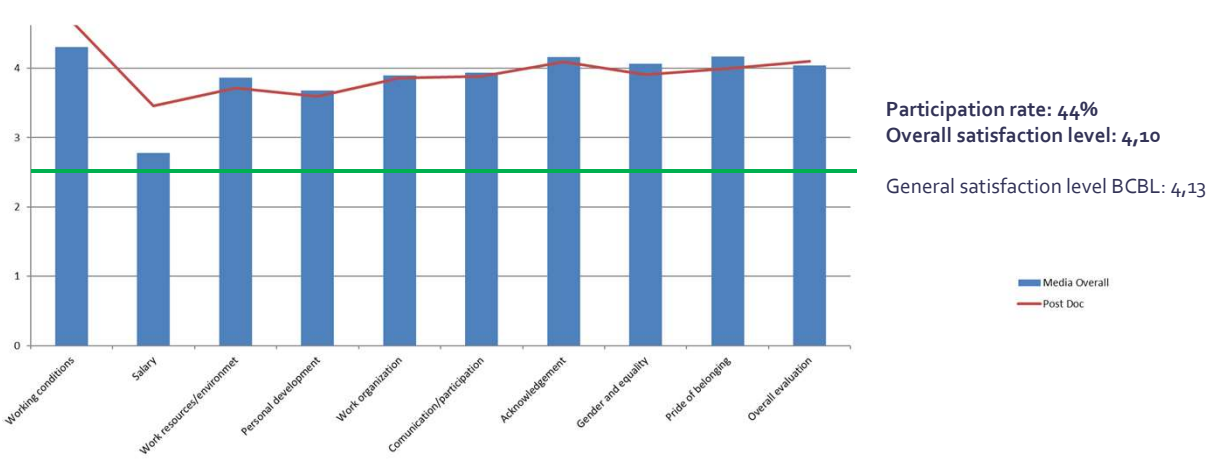
EMPLOYEE SATISFACTION SURVEY

GENERAL SURVEY 2023: Postdoctoral R Satisfaction level



HR EXCELLENCE IN RESEARCH

Postdoctoral Researchers (R2)

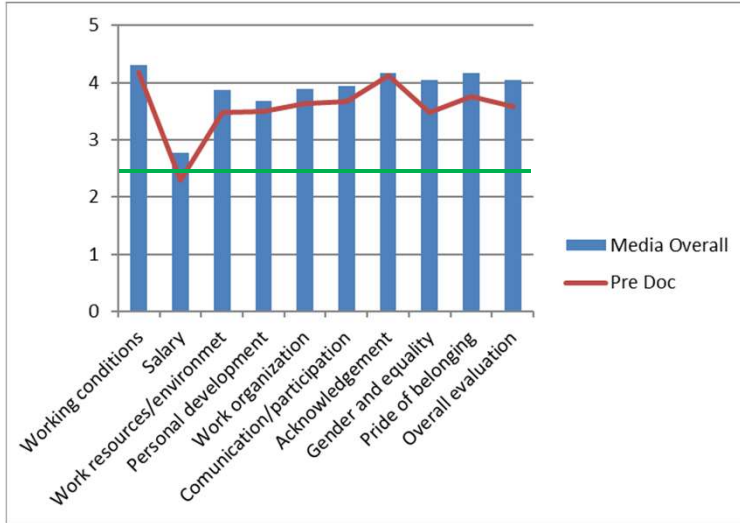


EMPLOYEE SATISFACTION SURVEY

GENERAL SURVEY 2023: PhD's Satisfaction level



PhD Researchers (R1)



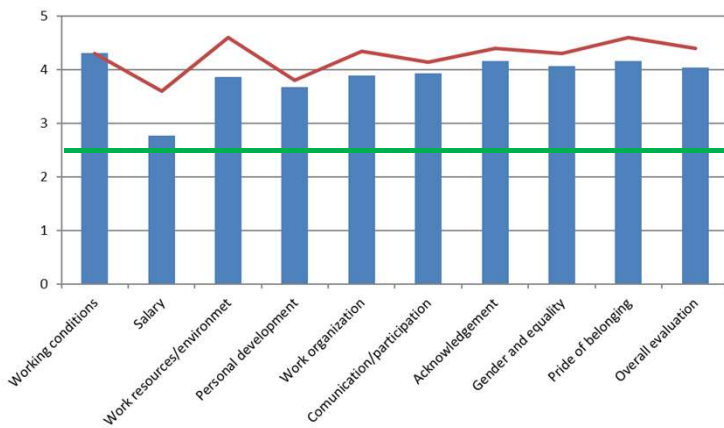
Participation rate: 38%  
 Overall satisfaction level: 3,59 (7,18)  
 General satisfaction level BCBL: 4,13



GENERAL SURVEY 2023: Administration Staff's Satisfaction level



Administration team



Participation rate: 71%  
 Overall satisfaction level: 4,40  
 General satisfaction level BCBL: 4,13

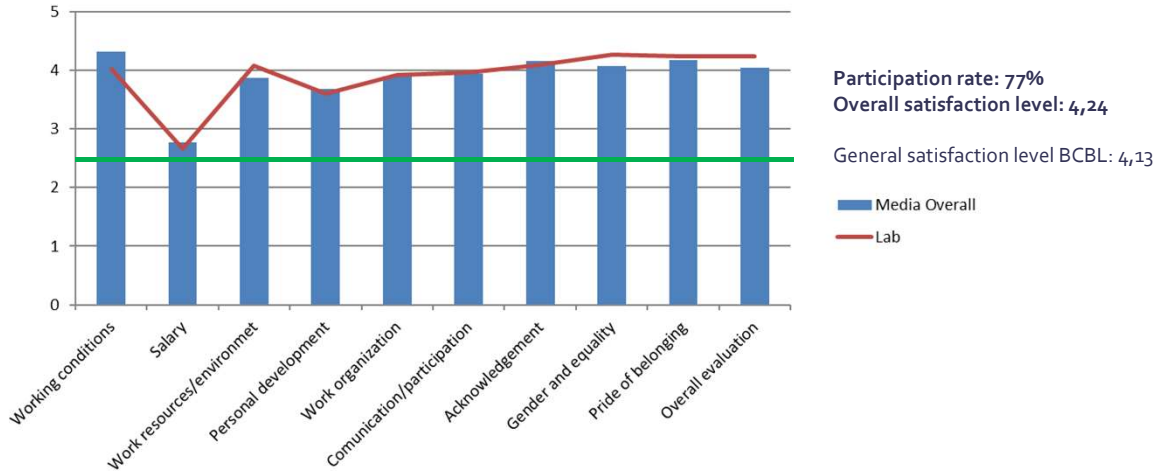


GENERAL SURVEY 2023: Lab + Non lab RA's Satisfaction level



HR EXCELLENCE IN RESEARCH

LAB (Lab staff + non lab RA)



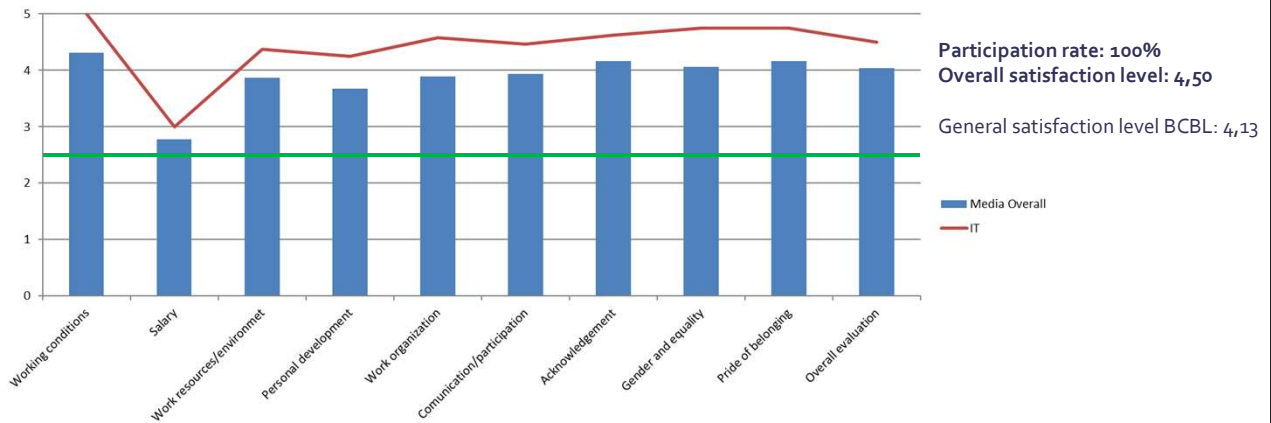
EMPLOYEE SATISFACTION SURVEY

GENERAL SURVEY 2023: IT's Satisfaction level



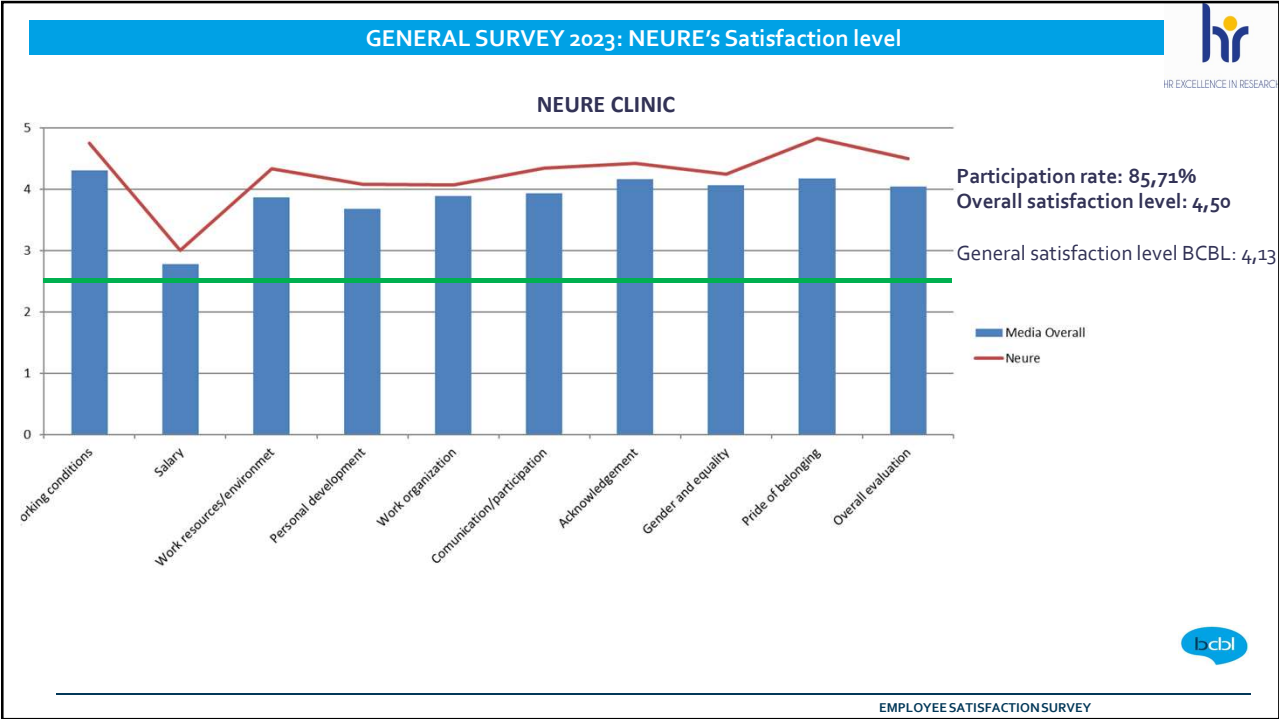
HR EXCELLENCE IN RESEARCH

IT



EMPLOYEE SATISFACTION SURVEY





**HRS4R: Overview**

hr  
HR EXCELLENCE IN RESEARCH

**Objective :** The HRS4R survey covers the 40 principles of the Chapter & Code of the European commission, which has enabled the BCBL to obtain the "HR Excellence Award".

It covers research institutions' "context of excellence", in which the BCBL would also like to work and improve.

**Sample:** Researcher staff (R1-R4)

**40 PRINCIPLES**

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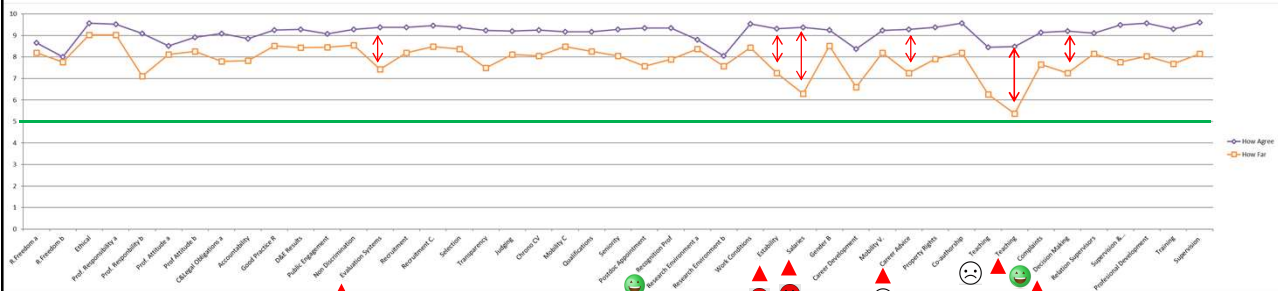
graph TD
    A[40 PRINCIPLES] --> B(Ethical and professional aspects)
    A --> C(Open, transparent, merit-based recruitment OTM-R)
    A --> D(Working conditions and social security)
    A --> E(Training and career development)
    
```

bcbi  
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# HRS4R Survey results: How Agree VS. How Far

2023 Gap analysis



TOP 6 GAPS (How agree vs. How far)  
 Not a TOP 6 gap anymore  
 New TOP 6 gap  
 A TOP 6 gap again  
 TOP 6 GAPS 2023

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# HRS4R Survey results



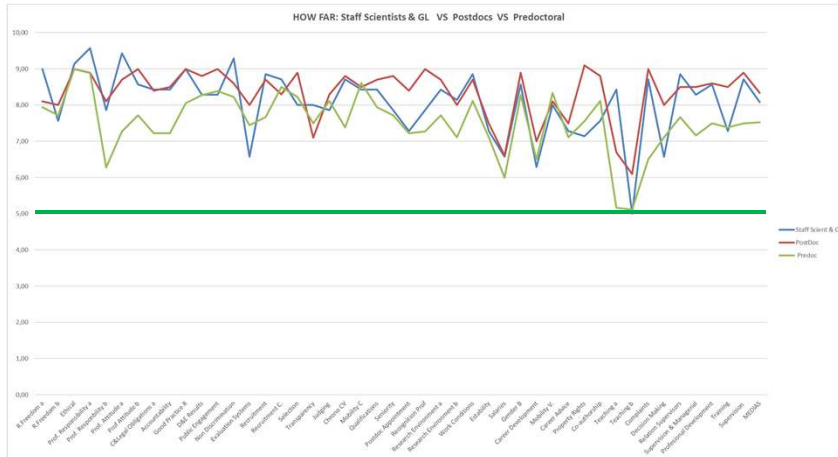
	2019			2021			2023		
	Agreement	How Far	Gap	Agreement	How Far	Gap	Agreement	How Far	Gap
1-Research Freedom	8.54	7.74	0.79	8.66	8.22	0.44	8.39	7.99	0.34
2-Ethical	9.29	9.13	0.17	9.37	9.09	0.60	9.57	9.18	0.54
3-Prof. Responsibility	9.32	8.06	1.27	9.14	7.83	1.21	9.30	8.07	1.23
4-Prof. Attitude	9.22	8.15	1.06	9.11	8.20	0.91	8.71	8.19	0.53
5-C&L Legal Obligations	9.32	8.05	1.26	8.87	7.76	1.09	9.09	7.80	1.29
6-Accountability	9.55	8.14	1.42	9.43	7.97	1.46	8.86	7.83	1.03
7-Good Practice	9.59	8.84	0.75	9.45	8.06	1.39	9.26	8.51	0.74
8-D&E Results	9.29	8.42	0.87	9.29	8.03	1.26	9.25	8.43	0.86
9-Public Engagement	9.54	8.81	0.73	9.40	8.15	1.25	9.07	8.44	0.62
10-Non Discrimination	9.97	9.59	0.38	9.74	8.75	0.99	9.29	8.54	0.74
11-Evaluation Systems	9.03	8.03	1.00	9.23	6.66	2.57	9.37	7.43	1.94
12-Recruitment	9.49	8.61	0.88	9.50	8.41	1.09	9.37	8.20	1.17
13-Recruitment C.	9.61	8.19	1.42	9.62	8.52	1.10	9.46	8.49	0.97
14-Selection	9.97	8.44	0.54	9.07	8.00	1.07	9.37	8.39	1.00
15-Transparency	9.54	7.75	1.79	9.41	8.00	1.41	9.23	7.49	1.74
16-Judging	9.70	8.28	1.43	9.48	7.81	1.67	9.20	8.11	1.09
17-Chrono CV	9.41	8.63	0.78	9.42	7.56	1.87	9.26	8.06	1.20
18-Mobility C	9.53	8.94	0.59	9.11	8.85	0.26	9.17	8.49	0.69
19-Qualifications	9.26	8.85	0.41	9.30	8.48	0.81	9.17	8.26	0.91
20-Seniority	9.25	8.67	0.58	9.19	8.22	0.97	9.25	8.06	1.23
21-Postdoc Appointment	9.60	8.33	1.37	9.37	7.59	1.78	9.34	7.57	1.77
22-Recognition Prof	9.62	8.05	1.57	9.69	6.81	2.88	9.34	7.89	1.46
23-Research Environment	9.71	8.24	1.46	9.32	8.12	1.21	8.43	7.97	0.46
24-Work Conditions	9.86	9.11	0.75	9.76	8.69	1.07	9.54	8.45	1.11
25-Equality	9.89	6.69	3.20	9.76	6.88	2.88	9.34	7.76	1.58
26-Salaries	9.73	7.64	2.09	9.76	6.62	3.14	9.37	6.28	3.09
27-Gender B	9.54	8.60	1.04	9.74	8.31	1.43	9.26	8.51	0.74
28-Career Development	9.30	6.51	2.79	9.30	7.15	2.15	8.37	6.60	1.77
29-Mobility V.	9.20	7.81	1.39	8.76	8.42	0.34	9.23	8.20	1.03
30-Career Advice	9.63	7.12	2.51	9.56	7.54	2.02	9.29	7.26	2.03
31-Property Rights	9.40	8.43	0.97	9.32	7.64	1.68	9.37	7.91	1.46
32-Co-authorship	9.79	8.24	1.55	9.52	7.56	1.96	9.57	8.20	1.37
33-Teaching	9.55	7.11	2.45	8.74	6.94	1.80	8.47	6.81	1.66
34-Complaints	9.81	8.52	1.30	9.64	7.04	2.60	9.14	7.66	1.49
35-Decision Making	9.73	7.49	2.24	9.64	7.40	2.24	9.20	7.76	1.44
36-Relation Supervisors	9.58	7.66	1.72	9.68	7.76	1.92	9.11	8.14	0.97
37-Supervision & Manager	9.89	8.06	1.64	9.60	7.64	1.96	9.49	7.77	1.71
38-Professional Developm	9.47	8.19	1.28	9.56	7.92	1.64	9.57	8.03	1.54
39-Training	9.65	7.97	1.68	9.52	7.84	1.68	9.11	7.69	1.62
40-Supervision	9.75	7.63	1.92	9.64	7.68	1.96	9.60	8.14	1.46
<b>AVERAGE</b>	<b>9.51</b>	<b>8.17</b>	<b>1.34</b>	<b>9.40</b>	<b>7.85</b>	<b>1.55</b>	<b>9.30</b>	<b>7.91</b>	<b>1.39</b>

Not a TOP 5-6 gap anymore  
 New TOP 5-6 gap  
 A TOP 5-6 gap again  
 Higher rating (smaller gap = improvement) on TOP 5-6 or former TOP 5-6  
 Lower rating (bigger gap = retrogression) on TOP 5-6 or former TOP 5-6

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## HRS4R Survey results

2023 Gap analysis



Group	Average HOW FAR
Staff Scientists & GL (R-4)	8,09
Postdoctoral R (R2)	8,34
Predoctoral R (R1)	7,53

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## COMMENTS AND SUGGESTIONS: Both surveys (All BCBL employees)

190 comments → We take note of all suggestions for reflection and future actions  
 For personal problems/concerns, please, contact Management, HR, worker representatives or Ombudsteam

- **WELCOME PLAN:** Checklist/guidelines to get informed by themselves & BCBL's protocols and info
- **WORK/LIFE BALANCE:**
  - Flexibility/presentiality doubts for R
  - (R and not R): Workload has increased > take work home > take time from personal life
  - (R and not R): The high level of workload doesn't allow some employees to join trainings offered by the BCBL
  - Support staff feeling the number of researchers has increased, therefore the number of colleagues they have to give support to has increased > Delays and fear of complaints > and anxiety
- **IT RESOURCES:**
  - Need for PC upgrading
  - Suggestions: Technical support for MAC users / Guidelines for remote working tools
  - Need for an IT programmer to support experiment coding
- **SALARY:** Gap between the market salaries and BCBL salaries / Increase of cost of living in Donostia / Increase of cost of living according to salary upgrades and/or career-year progression / RA & PhD salaries to live month-by month

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## COMMENTS AND SUGGESTIONS



HR EXCELLENCE IN RESEARCH

### ● SUPERVISION:

- Loss of information from GL/Supervisor to PhD

### ● PhD TRAINING PROGRAMME:

- List of skills before finishing PhD (essential/recommended) + timeframe + training
- Evaluation criteria
- Differences among supervisors > need for structure in: supervision/training/communication/number of PhD-R each  
PI/GL/supervisor is supervising
- Lack of access to courses offered by the UPV even if they pay tuition fees
- Inform about documentation to fill in for UPV (research plan, activity reports...) within the welcome plan of the PhD programme

### ● POSTDOC PDP: Unclear PDP + Career prospects (at BCBL or not) need to be clarified

### ● STAFF SCIENTISTS: Unclear evaluation criteria: need to avoid evaluation criteria based only on grants and papers

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## COMMENTS AND SUGGESTIONS



HR EXCELLENCE IN RESEARCH

### ● TEACHING:

- **Staff:** Teaching + Public engagement activities should be remunerated and/or taken into account in the evaluation/appraisal systems
- **PhD:** Need for teaching opportunities

### ● COMMUNICATION:

- Better communication about BCBL's official policies / workers and duties / funding opportunities / BCBL changes and news / tax-system

### ● CO-HABITATION: Noise-space / write professional e-mails / respect among colleagues /Schedule meetings rather than stopping colleagues' work...

### ● CO-AUTHORSHIP:

- Need for co-authorship policy at BCBL
- RA inclusion on co-authorship

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## BCBL CHALLENGES 2024-2026



- HRS4R WG -> Update the Action Plan based on 2023 survey results+Assessors evaluation report + Psychosocial Risk prevention survey and brainstorming + suggestions from BCBLians
- BCBL's balance: Consolidate the new organization in admin, labs, HR taking into account the increase of the BCBL total number of employees
- Internal communication: WIKI (SUPPORT STAFF Sections+ R sections)
- Improve our internal processes to be faster and more efficient

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## THANK YOU FOR YOUR ENCOURAGING MESSAGES



*"I am overall satisfied, as I know **we are living "weird" moments with all the changes, so I think, once all is settled down, we will recover the previous wellness status"***

*Lab staff member, BCBL*

***"Congratulations to everybody who has contributed to these very favorable ratings. It becomes clear the superb job that has been done, and how it continues.***

***PERFECTION IS IMPOSSIBLE,  
AND STILL THE BCBL SEEMS TO BE APPROACHING IT  
FROM THE PERSPECTIVE OF THE GIVEN RATINGS"***

*Postdoctoral Researcher, BCBL*



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**ESKERRIK ASKO!**  
**THANK YOU SO MUCH**  
**FOR YOUR**  
**CONTRIBUTION**  
**TO MAKING BCBL A BETTER PLACE TO WORK**



**Questions, suggestions...?**

