



IMIBIC

INSTITUTO MAIMÓNIDES DE
INVESTIGACIÓN BIOMÉDICA
DE CÓRDOBA

IMIBIC

Human Resources Excellence in Research 2016-2020.

Córdoba, 13 September, 2016.

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I. INTRODUCTION

IMIBIC is a Biomedical Research Institute created on April 24, 2008, by an agreement between the Regional Ministry of Health and the Regional Ministry of Innovation, Science and Enterprise of the Andalusian regional Government, and the University of Cordoba, signed on June 29, 2007. In 2011, it obtained the accreditation as Centre of Excellence in health research by the Spanish National Institute of Health Carlos III.

IMIBIC is the result of the close collaboration between the University of Cordoba and the Reina Sofia University Hospital, a Centre of the Regional Public Health System of Andalusia, characterised by its high health care standards and its commitment to the training of healthcare professionals.

The Institute is managed by the Foundation for Biomedical Research of Cordoba (FIBICO), created on December 27, 2007.

IMIBIC governing bodies have approved the new Strategic Plan 2016-2020. One of the main challenges is to promote measures to attract and maintain excellent researchers. The Strategic Plan defines the Institute as follows:

 Mission:

To develop and foster a space of scientific, innovative and multidisciplinary collaboration where to develop projects oriented to solve health problems, based on precision medicine and in the generation of excellent science.






 Vision:

To become a centre of excellence in translational research on precision medicine and innovation, both at national and international level.

 Values:

To ensure compliance with ethical standards and quality of scientific research, IMIBIC endorses the following general principles: Oriented to results on health, Social Commitment, Innovation and Excellence. This principles are shared and fulfilled by all members of the Institute.

IMIBIC is structured in five scientific programmes:

-  Active aging and Fragility
-  Nutrition and endocrine and metabolic diseases
-  Infectious and immunological diseases and organ transplants
-  Cancer (Oncology and Oncohematology)
-  Chronic and Inflammatory Diseases

II. STRATEGY

The European Commission has adopted the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). These documents, directed to researchers, are key elements in the European Union Policy to make research an attractive career, and is a vital item of its strategy to stimulate the economy and employment growth in research.

Specifically, the European Charter for Researchers “*addresses the roles, responsibilities and entitlements of researchers and their employers or funding organisations. It aims at ensuring that the relationship between these parties contributes to successful performance in the generation, transfer and sharing of knowledge, and to the career development of researchers*”.

The Code of Conduct for the Recruitment of Researchers “*aims to improve recruitment, to make selection procedures fairer and more transparent and proposes different means of judging merit*”.

The “Human Resources Strategy for Researchers” (HRS4R) is a mechanism that supports research institutions in the implementation of the Charter & Code. These actions aim to increase the attractiveness of the institutions for excellent researchers, and to facilitate the development of their scientific research in a stimulating and favourable working environment.

IMIBIC endorsed the principles of the Charter & Code on November 12, 2015, starting the process to obtain the award "HR Excellence in Research" through the HRS4R initiative.

This strategy has five steps:

- Internal analysis to compare the institutional policies with the principles of the C&C, involving staff at all levels.
- Publication of the results of the internal analysis for the implementation of the C&C in the institution.
- Approval of the strategy by the European Commission and award of the HR Excellence in Research badge.
- Implementation of the strategy at the institution and self-evaluation according to its internal quality system.
- External evaluation every four years.

In order to complete the process, a task force was appointed at IMIBIC with the objecting of completing the internal analysis (step 1) and that has led to the proposal of an action plan. The analysis is based on the template propose by de EC for all institutions participating in the HRS4R.

It was decided to involve a group of staff representing all professional status at IMIBIC during the whole process. The HRS4R task force included:

- 🌍 Principal investigator
- 🌍 First stage researcher (R1)
- 🌍 Post-doctoral researcher (R2/R3)
- 🌍 Resident physician
- 🌍 Central services lab technician
- 🌍 Clinical researchers (MDs)
- 🌍 Basic researcher
- 🌍 Senior basic researcher
- 🌍 Primary healthcare researcher
- 🌍 Managing Director
- 🌍 Scientific Director
- 🌍 International Project Manager
- 🌍 Quality Technician

III. GAP ANALYSIS

The legislation affecting the principles of the C&C, and particularly in scientific research:

- a) Spanish Constitution: articles 44.2, 14, 9.2, 149. 1. 15^a, 20.1, 20.4, 20.1 y 20.4.
- b) Royal Legislative Decree 2/2015, of 23 October, approving the consolidated text of the Workers Statute Law.
- c) Law 14/2007, of 3 July, of Biomedical Research.
- d) Law 14/2011, of 1 June, of Science, Technology and Innovation.

This body of law is the basic framework for the activities performed at IMIBIC in relation to the principles of the C&C, especially those related to ethics, professional development, working conditions and social security.

The applicable legislation and the current practices at IMIBIC are detailed in the table below, together with the principles of the C&C affected by its application.

Ethical and professional aspects	Principles
<p>Royal Legislative Decree 1/1996, of 12 April, approving the consolidated text of the Intellectual Property Law.</p> <p>Law 14/2011, of 1 June, of Science, Technology and Innovation (art.35).</p> <p>Law 24/2015, of 24 July, of Patents (Art. 1, 2, 3, 4, 5, 15,17, 19).</p> <p>Code of Responsible Practices and Integrity in Research of IMIBIC.</p>	1, 3, 5, 31
<p>Royal Decree 1090/2015, of 4 December, regulating clinical trials with medicines and the Spanish Registry of Clinical Trials.</p> <p>Code of Responsible Practices and Integrity in Research of IMIBIC.</p>	4
<p>Talent attraction and professional development Plan of IMIBIC 2016-2020.</p>	11
<p>Law 38/2003, of 17 November, General de Subsidies (art. 8, 9, 17, 20, 23, 30 y 32).</p> <p>Decision of 20 August, 2013, of the General Direction of Agriculture and Livestock Production, of the Andalusian Government, authorising the Ethical Committee of Experimentation with Animals of the University of Cordoba as the authorised body for the evaluation of projects involving experiments with animals.</p> <p>Decision of 13 May, 2015, of the General Direction of Quality, Research and Development, accrediting the Research Ethical Committee of Cordoba.</p> <p>Code of Responsible Practices and Integrity in Research of IMIBIC.</p>	2, 6
<p>Law 31/1995, of 8 November, of Occupational Risk Prevention. Art. 38. Safety and Health Committee.</p> <p>Occupational Risk prevention documentation at IMIBIC (Prevention Plan, Emergency Plan, accident protocols, etc.).</p> <p>Code of Responsible Practices and Integrity in Research of IMIBIC.</p>	7, 23, 24
<p>Organic Law 15/1999, of 13 December, of Personal Data Protection. Personal Data Protection Document.</p> <p>Code of Responsible Practices and Integrity in Research of IMIBIC.</p>	7
<p>Organic Law 3/2007, of 22 March, for the effective gender equality between women and men.</p>	10, 24

Recruitment	Principles
Organic Law 3/2007, of 22 March, for the effective gender equality between women and men.	12, 14, 21
<p>Decision of 8 February, 2012 of ISCIII, approving the call for proposals for the Strategic Action in Health, within the National Plan of Scientific and Technical Research and Innovation 2013-2016 Art. 21, 40, 50, 59, 69, 81 (in relation to specific conditions of grants for contracts according to the type of researcher).</p> <p>Regarding recruitment, IMIBIC has endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C)</p>	12, 13, 14, 15, 16, 17, 18, 19
Working conditions and Social Security	Principles
<p>IMIBIC has invested in new research premises and equipment for the functioning of the new Institute main building.</p> <p>There is a flexible work hours policy.</p>	23,24
<p>Royal Legislative Decree 8/2015, of 30 October, approving the consolidated text of the General Social Security Law. Art 124. Conditions for obtaining the right of benefits CHAPTER IV BIS. Maternity. TITLE III. Unemployment benefits. Art. 205 and 206.</p> <p>Research support units and HR work in order to obtain funds for salaries and offer the contractual conditions and social security coverage according to current legislation.</p> <p>Salary Scale (according to stage of the research career).</p>	26
Organic Law 3/2007, of 22 March, for the effective gender equality between women and men.	27
Research support units and HR work in order to facilitate professional guidance of researchers.	30
Code of Responsible Practices and Integrity in Research of IMIBIC. (Authorship recommendations of IMIBIC).	32
<p>Academic degree training Programme.</p> <p>Postgraduate and doctoral training programmes: official Master's Degrees, PhD Programmes.</p> <p>Accreditation of Reina Sofia University Hospital for specialist healthcare training.</p>	33

Web-based form to contact IMIBIC and send queries, suggestions and complaints related to the Institute.	34
Training	Principles
IMIBIC offers training activities directed to improve and increase the scientific and technical capacities, as well as research results transfer, exploitation and dissemination. Also, to improve the capacities for management and communication of RDI, in an environment fostering internationalisation and innovation in research.	38, 39
Code of Responsible Practices and Integrity in Research of IMIBIC.	36, 37, 40

IV. SURVEY

HRS4R task force revised the questions included in the EC template with the 40 principles and elaborated a survey based on 29 principles, selected for the capacity of IMIBIC to introduce improvements in its current practices.

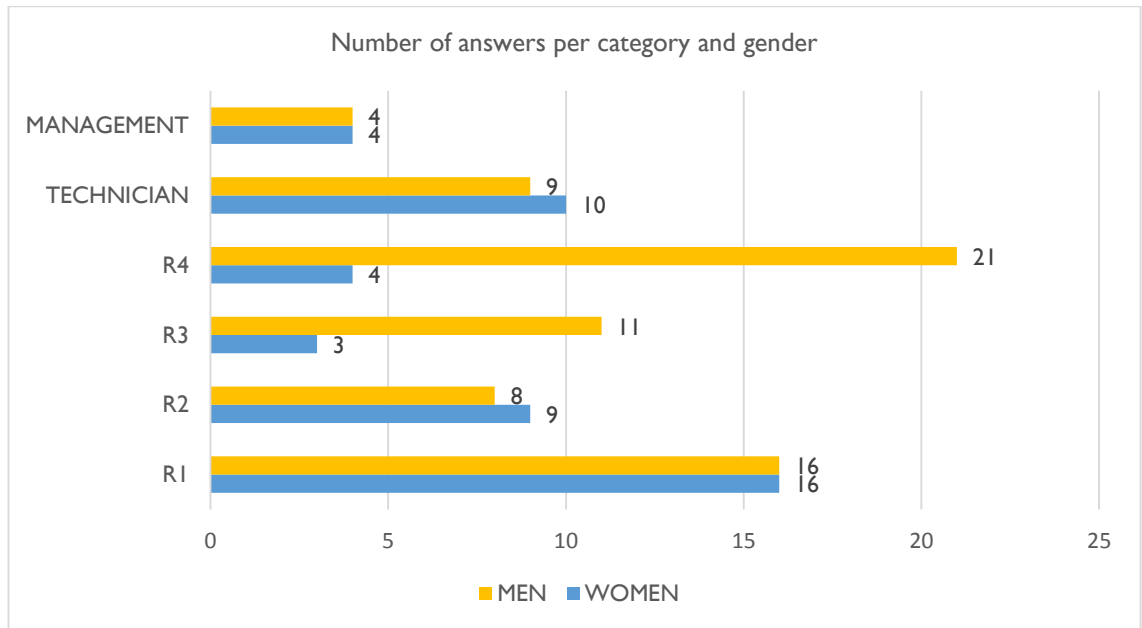
The survey answers were anonymous and it was completed online through the application Google Drive. The questions asked were the opinion about the adequacy of IMIBIC current practices regarding the corresponding principle, and the level of importance of that issue for the researcher. All answers could be graded in a scale of 1 to 5, being “1” the lowest grade, and “5” de highest.

Survey Results:

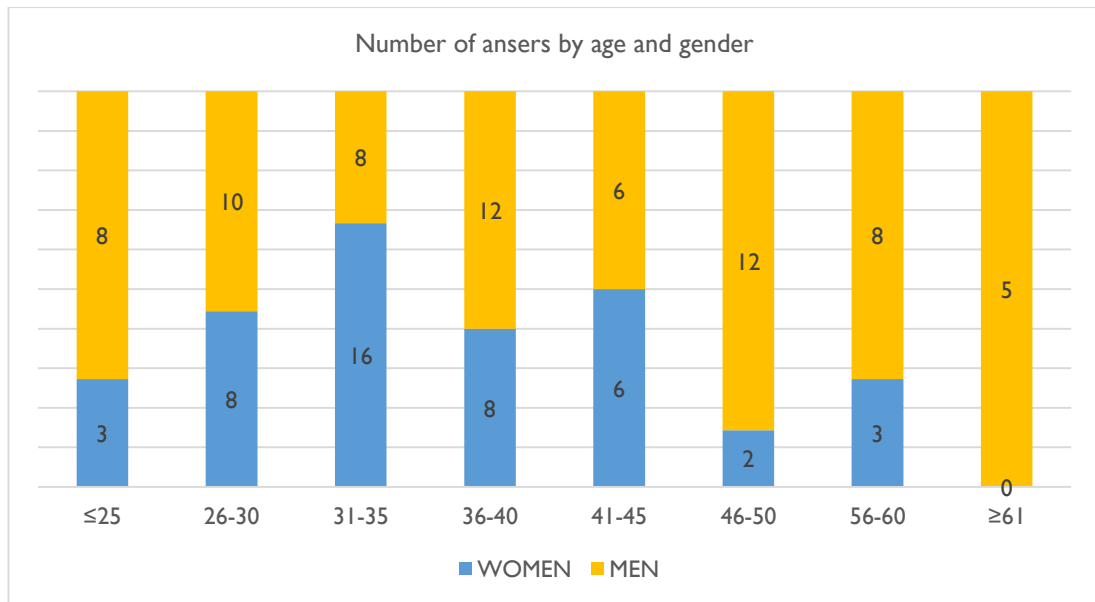
The survey was sent to 509 IMIBIC employees, and a total of 115 persons answered (23% of the staff); 69 men and 46 women.

The next figure shows the number of answers by professional category (management, technician, R1, R2, R3, R4) and gender:

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The following figure shows the number of answers obtained by age and gender:



Answers to the questions of the survey are shown in the following table:

I = Very low; 5 = Very good/Very high	Perception of IMIBIC performance	Importance for the researcher	Priority Index
	Average	Average	
28. Career Development. To what extent you consider that IMIBIC has aligned its strategy for career development for researchers at all stages in a way that motivates them and reduces insecurity on the professional future?	3,43	4,64	1,35
34. Complains/appeals. To what extent you consider that IMIBIC has adequate mechanisms to handle complains/appeals from researchers, including those concerning conflicts between supervisors and early-stage researchers?	3,49	4,50	1,29
30. Access to career advice. To what extent you consider that IMIBIC offers career advice and job placement assistance to researchers, at all stages of their careers and regardless of their contractual situation, either in the institutions concerned, or through collaboration with other structures?	3,49	4,47	1,28
39. Access to research training and continuous development. To what extent you consider that IMIBIC ensures that all researchers, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies?	3,75	4,57	1,22
12. Recruitment. To what extent you consider that IMIBIC ensures that the entry and admission standards for researchers are clearly specified?	3,59	4,36	1,21
11. Evaluation/appraisal systems. To what extent you consider that IMIBIC has evaluation/appraisal systems for assessing professional performance of researchers on a regular basis and in a transparent manner by an independent committee?	3,67	4,37	1,19
13. Recruitment (Code). To what extent you consider that IMIBIC establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised?	3,81	4,53	1,19
16. Judging merit (Code). To what extent you consider that IMIBIC judges merit qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications?	3,81	4,53	1,19

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I = Very low; 5 = Very good/Very high	Perception of IMIBIC performance	Importance for the researcher	Priority Index
	Average	Average	
5. Contractual and legal obligations. To what extent you consider that IMIBIC tries that researchers are familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders?	3,75	4,38	1,17
36. Relation with supervisors. To what extent you consider that IMIBIC fosters a structured and regular relationship of researchers with their supervisor(s) and faculty/departmental representative(s), including keeping records of all work progress and research findings?	3,81	4,43	1,16
8. Dissemination, exploitation of results. To what extent you consider that IMIBIC enables that the results of their research are disseminated and exploited, ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public?	3,92	4,57	1,16
24. Working conditions To what extent you consider that IMIBIC ensures that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation, and to provide working conditions which allow both women and men researchers to combine family and work, through different provisions like flexible working hours or tele-working?	4,09	4,75	1,16
14. Selection (Code). To what extent you consider that IMIBIC bring together in selection committees diverse expertise and competences and have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate?	3,88	4,49	1,16
21. Postdoctoral appointments (Code). To what extent you consider that IMIBIC establishes clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments?	3,82	4,40	1,15
15. Transparency (Code). To what extent you consider that IMIBIC informs candidates prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects?	3,94	4,52	1,15
9. Public engagement. To what extent you consider that IMIBIC promotes that researchers ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science?	3,96	4,54	1,15

I = Very low; 5 = Very good/Very high	Perception of IMIBIC performance	Importance for the researcher	Priority Index
	Average	Average	
40. Supervision. To what extent you consider that IMIBIC ensures that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties?	3,91	4,48	1,14
17. Variations in the chronological order of CVs (Code). To what extent you consider that IMIBIC does not penalise career breaks or variations in the chronological order of CVs, but are regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track?	3,80	4,33	1,14
33. Teaching. To what extent you consider that IMIBIC ensures that teaching duties are adequately taken into account, as an essential means for the structuring and dissemination of knowledge and is therefore considered a valuable option within the researchers' career paths?	3,86	4,37	1,13
19. Recognition of qualifications (Code). To what extent you consider that IMIBIC provides for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility?	3,94	4,45	1,13
4. Professional attitude. To what extent you consider that IMIBIC promotes that researchers are familiar with the strategic goals governing their research environment and funding mechanisms, and that they seek all necessary approvals before starting their research or accessing the resources provided?	3,97	4,47	1,13
38. Continuing Professional Development. To what extent you consider that IMIBIC promotes that researchers seek to continually improve themselves by regularly updating and expanding their skills and competencies through a variety of means including formal training, workshops, conferences and e-learning?	4,18	4,67	1,12
23. Research environment. To what extent you consider that IMIBIC ensures that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities?	4,34	4,79	1,10
29. Value of mobility. To what extent you consider that IMIBIC recognises the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career?	4,01	4,43	1,10

I = Very low; 5 = Very good/Very high	Perception of IMIBIC performance	Importance for the researcher	Priority Index
	Average	Average	
31. Intellectual Property Rights. To what extent you consider that IMIBIC ensures that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights, and specifies what rights belong to researchers and/or, where applicable, to their employers or other parties?	4,17	4,55	1,09
27. Gender balance. To what extent you consider that IMIBIC aims for a representative gender balance at all levels of staff, including at supervisory and managerial level?	3,90	4,17	1,07
18. Recognition of mobility experience (Code). To what extent you consider that IMIBIC recognises mobility at any stage of the research career in different countries, between sectors (public-private) or disciplines, as a valuable contribution to the professional development of a researcher?	4,10	4,39	1,07
32. Co-authorship. To what extent you consider that IMIBIC views co-authorship positively when evaluating staff, as evidence of a constructive approach to the conduct of research?	3,96	4,23	1,07
10. Non-discrimination. To what extent you consider that IMIBIC does not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition?	4,45	4,70	1,06

The table above shows the 29 principles evaluated and ranked in decreasing priority (based on priority index). It can be inferred that the institution is positively evaluated by its researchers, as the highest priority index is 1.35. This means that the breach between IMIBIC current practices and the expectations of researchers is not very wide.

It should be pointed out that the average priority index of the 29 principles of the survey is 1.16. Only when we look into the data separated by type of staff we find that postdoctoral researchers without independence (R2) has shown a priority index above average (1.26), being this the profile of staff that has valued lower current practices at IMIBIC.

The results from the survey show a higher priority index for the principles in the group of “working conditions and social security” and “training”, in contrast to the results obtained for the principles of the other two areas, as it is shown in the table below:

PRINCIPLES		PRIORITY INDEX
I.	Ethical and professional aspects	I,14
II.	Recruitment	I,15
III.	Working conditions and social security	I,17
IV.	Training	I,16

According to the survey results, the principles with a higher priority index are “Professional development”, “Complains/appeals”, and “Access to career advice”, from the group of principles “Working conditions and social security”.

V. ACTION PLAN 2016-2020

ETHICAL AND PROFESSIONAL ASPECTS				
ACTION	PRINCIPLE	WHO	INDICATOR	OBJETIVE 2020
Dissemination of the Code of Responsible Practices and Integrity in Research of IMIBIC at the moment of recruitment of researchers in order to protect integrity of research and avoid misuse of data.	5. Contractual and legal obligations 4. Professional attitude	Communication and CSR Unit	N. of training actions	6
Implementation of IMIBIC Innovation and Translation Plan 2016-2020	8. Dissemination, exploitation of results	Innovation Unit	N. of patents	33
		Innovation Unit	N. protocols and/or clinical practice guidelines	195
Implementation of IMIBIC Communication and Corporate Social Responsibility Plan 2016-2020 (specifically actions of the External communication and CSR objectives: OE1, OE2 y OE5).	9. Public engagement	Communication and CSR Unit	N. of media impacts	1711
		Communication and CSR Unit	% general public participating in studies and events organised	≥40%
IMIBIC Quality Assurance Plan 2016-2020, specifically action of objective OE4: - Periodic meetings between managers/technicians of quality, occupational risk assessment, data protection and environment protection to ensure alignment of these systems within the institution.	7. Good practice in research	Quality Assurance Unit	N. of meetings	29

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RECRUITMENT				
ACTION	PRINCIPLE	WHO	INDICATOR	OBJETIVE 2020
Implementation of the updated process for selection and recruitment of IMIBIC, according to the principles of the C&C.	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code)	Human Resources Unit, Communication and CSR Unit, Project Management Unit.	% staff recruited following the principles of the C&C	100%
Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically Objective OEI).	12. Recruitment	Human Resources Unit, Project Management Unit	Number of PI with active competitive projects	85
		Human Resources Unit, Project Management Unit	% researchers/ technicians hired through competitive calls	≥21%
Updated welcoming pack in various languages.	12. Recruitment	Human Resources Unit	% researchers that receive welcoming pack	100%
Standardisation of the recruitment process (standard models for interviews, skills and competences needed according to type of position, etc.).	13. Recruitment (Code)	Human Resources Unit	N. of docs. completed	5
Preparation of technical protocol for staff researchers including the key aspects of the new process for selection and recruitment of researchers, especially those hired under temporary contracts.	15. Transparency (Code)	Human Resources Unit	N. of docs. completed	1
Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically Objective OEI): <ul style="list-style-type: none"> - Putting in place measures to attract talented researchers at different career stages (senior, postdoctoral, early-stage, technicians, etc.). - Active search of national and international talent to participate in Human Resources programmes call for proposals. 	21. Postdoctoral appointments (Code)	Human Resources Unit, Project Management Unit	Increase in number of postdoctoral researchers	≥10%

WORKING CONDITIONS AND SOCIAL SECURITY				
ACTION	PRINCIPLE	WHO	INDICATOR	OBJECTIVE 2020
<p>Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically actions of Objective OE2):</p> <ul style="list-style-type: none"> - Develop a proposal of professional career to the institutions according to the regional, national and European framework, and collaborate in its implementations and dissemination. - Define and implement the figure of Mentor. - Promote actively the implementation of mechanisms that ensure the acknowledgment of researchers and their employment stability, facilitating their Access to qualified quality employment. 	<p>28. Career development 30. Access to career advice</p>	<p>IMIBIC Scientific Direction</p>	<p>Develop a proposal for professional career development</p>	<p>YES/NO</p>
<p>Implementation of the Code of Responsible Practices and Integrity in Research of IMIBIC, especially part 10.e).</p>	<p>34. Complains/ appeals</p>	<p>Quality Assurance Unit</p>	<p>% implementation of the Code</p>	<p>100%</p>
<p>Implementation of CSR and Communication Plan</p> <ul style="list-style-type: none"> - Development and implementation of the Gender Equality Plan that guarantees gender equality, equal opportunities in decision making and in the composition of research teams. <p>Provide tools to increase time efficiency at work.</p> <p>Completion of a study of working schedules and special working hours</p>	<p>10. Non discrimination 24. Working conditions 27. Gender balance</p>	<p>Communication and CSR Unit, Human Resources Unit</p>	<p>% implementation of Gender Equality Plan</p>	<p>100%</p>
<p>Implementation of IMIBIC Integration Plan 2016-2020, especially actions of Objective OE1:</p> <ul style="list-style-type: none"> - Promote actions to facilitate dedication of researchers to teaching activities. - Enable the establishment of official links between University professors and the Hospital and its clinical management units. - Facilitate links between non-university researchers with the University. 	<p>33. Teaching</p>	<p>Training Unit</p>	<p>N. of PhD thesis completed</p>	<p>135</p>
<p>Implementation of IMIBIC Infrastructures Plan 2016-2020:</p> <ul style="list-style-type: none"> - Preparation of easy-to-use manuals for common lab equipment, "user guide" type. 	<p>23. Research environment</p>	<p>Infrastructures Committee</p>	<p>% implementation Infrastructures Plan</p>	<p>100%</p>

WORKING CONDITIONS AND SOCIAL SECURITY				
ACTION	PRINCIPLE	WHO	INDICATOR	OBJETIVE 2020
<p>Implementation of IMIBIC Training Plan 2016-2020, especially of actions of objectives OE2, OE13):</p> <ul style="list-style-type: none"> - Disseminating and fostering a culture of acquisition of new knowledge promoting training stays, creating an institutional framework that fosters mobility of researchers and other staff. - Favour researchers' mobility to facilitate their training at internationally renowned centres, increasing the internationalisation of the institutions. <p>Promote internal communication of mobility grants and opportunities.</p>	29. Value of mobility	Training Unit, Communication and CSR Unit	N. of stays and mobility actions of researchers	106
<p>Implementation of IMIBIC Innovation and Translation Plan 2016-2020, specifically actions of objective OE2:</p> <ul style="list-style-type: none"> - Promote and increase protection of knowledge generated at IMIBIC. 	31. Intellectual Property Rights	Innovation Unit	% implementation of Innovation and Translation Plan	100%
<p>IMIBIC Training Plan 2016-2020:</p> <ul style="list-style-type: none"> - Organising horizontal training actions on patent management. 		Training Unit	N. of training actions on patent management	5
Implementation of section 6.d) of the Code of Responsible Practices and Integrity in Research of IMIBIC	32. Co-authorship	IMIBIC Scientific Direction	% implementation of the Code	100%
Adaptation of IMIBIC's evaluation and appraisal systems of researchers.	11. Evaluation/appraisal systems	IMIBIC Scientific Direction	% implementation of new systems	100%

TRAINING				
ACTION	PRINCIPLE	WHO	INDICATOR	OBJETIVE 2020
<p>Implementation of IMIBIC Training Plan 2016-2020, specifically actions of objectives OE1, OE4, OE5, OE6 y OE13:</p> <ul style="list-style-type: none"> - Identification of training needs for different staff categories present at IMIBIC. - Planning a stable training actions schedule, but open to changes and updates, and that also helps to revitalise research. - Establish an attractive training activities programme, in line with new systems and languages for transmitting knowledge. - Implementation of clinical research training courses. - Facilitate the completion of training stays for resident physicians and other groups of interest with basic research groups and/or at central lab services of IMIBIC. - Organisation of in-house seminars to disseminate research work performed by groups of the Institute. - Promote researchers mobility to facilitate their training at centres of international relevance, increasing their internationalisation. <p>Implementation of IMIBIC Talent attraction and professional development Plan 2016-2020, specifically actions of Objective OE2:</p> <ul style="list-style-type: none"> - Define the figure of the Mentor and ensure its implementation. 	<p>39. Access to research training and continuous development</p> <p>38. Continuing Professional Development</p>	<p>IMIBIC Scientific Direction, Training Unit, Human Resources Unit</p>	<p>N. of training actions</p>	<p>230</p>
<p>Implementation of IMIBIC Talent attraction and professional development Plan 2016-2020, specifically actions of Objective OE2:</p> <ul style="list-style-type: none"> - Define the figure of the Mentor and ensure its implementation. <p>Implementation of the updated process for selection and recruitment of researchers at IMIBIC, specifically regarding “the appointment of a mentor by the researcher responsible of the new recruitment, having to provide support and guidance for the personal and professional development of the recruited researcher, motivating him/her and helping to shape his/her professional future”.</p> <p>Implementation of the Code of Responsible Practices and Integrity in Research of IMIBIC.</p>	<p>36. Relation with supervisors.</p> <p>40. Supervision</p>	<p>IMIBIC Scientific Direction, Training Unit, Human Resources Unit</p>	<p>N. of mentors appointed</p>	<p>6</p>



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