
Human Resources Excellence in Research 2026– 2028. Action Plan

June 2026



1 ACTION PLAN 2026-2028

1.1 Introduction

The Maimónides Institute for Biomedical Research of Córdoba (IMIBIC) is a health research institute established on 24 April 2008 through an agreement between the Regional Ministry of Innovation, Science and Enterprise, the Regional Ministry of Health of the Government of Andalusia, and the University of Córdoba. These institutions reaffirmed their commitment to consolidating IMIBIC as a centre of excellence and a leading institution in biomedical research through a new agreement signed on 2 February 2015, subsequently extended on 31 January 2020 and 28 October 2024. The agreement was renewed in April 2026.

In 2011, IMIBIC obtained accreditation as a Health Research Institute from the Carlos III Health Institute (ISCIII), under the Ministry of Science, Innovation and Universities. This accreditation is renewed every five years and remains in force, with the most recent renewal granted on 19 September 2021. The external evaluation visit for the renewal of the accreditation for the next five-year period is scheduled to take place at the end of June 2026.

IMIBIC is one of the 36 Health Research Institutes accredited by ISCIII in Spain. It is a multidisciplinary research centre where professionals from the academic, healthcare and scientific sectors work together to improve public health and contribute to the social and economic development of Córdoba and its surrounding region. The main IMIBIC building is located within the Reina Sofía University Hospital campus and comprises approximately 10,000 m² of research and support facilities.

IMIBIC is managed by the Córdoba Foundation for Biomedical Research (FIBICO), a non-profit foundation established on 27 December 2007. FIBICO provides the administrative, financial and human resources management framework that supports the Institute's research activities and contributes to the implementation of policies aimed at promoting excellence in research and innovation.



1.2 IMIBIC and HRS4R Strategy

IMIBIC adhered to the strategy of 'Excellence in Human Resources Research' by first committing and endorsing the Charter and Code Principles in 2015.

The **new Human Resources Excellence in Research 2016-2021 Strategy and Plan, as well as the Policy for Open, Transparent and Merit-based Recruitment of Researchers**, were published in 2016, corresponding to the period of IMIBIC's overall strategy for the same period. IMIBIC obtained the HRS4R award in September 2017.

In **October 2019**, an interim self-evaluation was carried out, including a report to the European Commission about the progress, status of indicators, as well as strengths and weaknesses of the current practices, to be evaluated by external experts. As a result of the self-evaluation, an updated Action Plan 2020-2022 was published.

In the **beginning of 2020**, the European Commission provided the **feedback of the external experts** concerning the results of the HRS4R Strategy, corresponding to the first two years since obtaining the HR Excellence in Research award. The evaluation congratulated "IMIBIC on their effective HRS4R implementation, their full commitment and their monitoring efforts during the implementation phase".

The 2020–2022 Action Plan was implemented and monitored throughout and at the end of the three-year period. At the conclusion of the Plan, an **internal review** was prepared. This served, on the one hand, to confirm the achievement of 96.55% of the initially proposed objectives and, on the other, to reflect on the Plan's evolution and its alignment with the changes that had taken place in the IMIBIC system during 2020–2022. Based on this, and the information gathered during the Institute's accreditation renewal process by the National Health Institute Carlos III (ISCIII)—which was successfully achieved in 2021—the following Action Plan, 2023–2025, was developed, in line with the principles of the C&C. In parallel, dissemination activities on the HRS4R award were carried out among the institute's personnel. The 2023–2025 Action Plan has been continuously monitored throughout and at the end of each year, in addition to a final self-assessment of the 2023–2025 Action Plan, including a review of objectives and key performance indicators (KPIs).

Notably, at the end of **2023**, the European Commission updated the European Charter for Researchers, replacing the 2005 version (Charter & Code). The New Charter for Researchers was launched in December 2023 and, as in the previous version, highlights the rights and responsibilities of researchers



and employers, as well as of funders and policy makers. It emphasizes fair, open, and merit-based selection processes and comprises **20 key principles (1-20)** organized into **four main pillars (I-IV)**: Ethics, Integrity, Gender and Open Science; Researchers' Assessment, Recruitment and Progression; Working Conditions and Practices; and Research Careers and Talent Development.

The IMIBIC **2026–2028 Action Plan** is presented below. It has been designed in alignment with the principles and pillars of the New Charter for Researchers and is fully aligned with the IMIBIC Strategic Plan and sub-plans 2026–2030. In particular, it builds upon a thorough review of the implementation and outcomes of the previous 2023–2025 Action Plan. This analysis, together with the results of the 2025 survey assessing both IMIBIC researchers' awareness of HRS4R and their needs in relation to its different pillars and principles, has informed the strategic guidelines of the new Action Plan. This comprehensive process aims to ensure the ongoing consolidation and continuous improvement of IMIBIC's alignment with the HRS4R principles and standards.

The Table below presents the proposed actions, together with their corresponding monitoring indicators, responsible units, and implementation timelines.



1.3 Actions, responsibilities, and indicators

ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 1</p> <p>Strengthen training in scientific ethics and research integrity, good clinical practice, and ethical considerations related to the handling of human biological samples and animal research</p>	<p>IND1- Number of actions related to ethics and good practices: 5/year</p>	<p>I</p>	<p>1,6,19</p>	<ul style="list-style-type: none"> • Training Unit 	<p>Q1 2026 - Q4 2028</p>
<p>Action 2</p> <p>Promote environmental good practices across management units, UCAIBs and research groups to foster efficient resource use, reduce environmental impact and strengthen a culture of sustainability at IMIBIC.</p>	<p>IND2- Number of environmental good practice actions implemented across IMIBIC units and research groups: 2/year</p>	<p>I</p>	<p>6,8</p>	<ul style="list-style-type: none"> • Environmental Management Unit 	<p>Q1 2026 - Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 3</p> <p>Hold Steering Committee meetings within the framework of the Internal Scientific Committee sessions, involving additional experts when required for decision-making processes, such as competitive calls and the selection of infrastructures.</p>	<p>IND3- Number of Steering Committee meetings held: 8/year</p>	<p>I,II</p>	<p>1,9,11,12</p>	<ul style="list-style-type: none"> Internal Scientific Committee 	<p>Q1 2026 - Q4 2028</p>
<p>Action 4</p> <p>Raise awareness among IMIBIC staff of the key aspects and benefits of Open Science through internal communication channels, including email, the videowall, and other institutional platforms.</p>	<p>IND4- Number of Open Science communication actions carried out through internal channels: 1/year</p>	<p>I,III</p>	<p>3,6,16</p>	<ul style="list-style-type: none"> Quality Unit Comunicaton and RRI Unit 	<p>Q1 2026 - Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 5</p> <p>Promote and organize science and health conferences and meetings with the participation of patients and patient organizations, focused on real health needs and challenges.</p>	<p>IND5- Nr. of visits to the Institute by patients and patient organizations: 50/year</p>	<p>I,III</p>	<p>3, 6, 16</p>	<ul style="list-style-type: none"> • Communicaton and RRI Unit 	<p>Q1 2026 - Q4 2028</p>
<p>Action 6</p> <p>Develop training activities in artificial intelligence and research data management for research and support staff, including data documentation, storage, sharing, reuse, data repositories and FAIR data principles.</p>	<p>IND6- Number of training activities on artificial intelligence and research data management delivered: 3/year</p>	<p>I,IV</p>	<p>3,6,16,18,19</p>	<ul style="list-style-type: none"> • Training Unit 	<p>Q1 2026 - Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 7</p> <p>Develop and dissemination a code of practice for the responsible use of artificial intelligence in research.</p>	<p>IND7- Responsible AI code of practice launched.</p> <p>IND8- Level of knowledge of the code (%) in annual surveys: > 50%</p>	<p>I,IV</p>	<p>1,3,6,19</p>	<ul style="list-style-type: none"> • Integrity Committe 	<p>Q1 2027 Q4 2028</p>
<p>Action 8</p> <p>Conduct an annual staff survey on workplace conditions, analysing the results by career stage, and implement a small set of priority improvements related to ergonomics, common areas, accessibility and environmental comfort.</p>	<p>IND9- Number of priority workplace improvements implemented each year, based on needs identified across different career groups: 3/year.</p>	<p>I,II,III</p>	<p>5,12,14</p>	<ul style="list-style-type: none"> • Scientific Directorate • Equality Officer 	<p>Q1 2026 - Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 9</p> <p>Provide information on opportunities in international calls for proposals in the field of higher education research, such as MSCA.</p>	<p>IND10- Annual publication of an information guide covering MSCA and other researcher mobility funding opportunities.</p> <p>IND11- Number of MSCA applications and mobility stays: >15/year</p>	<p>I,II,IV</p>	<p>7,12,18</p>	<ul style="list-style-type: none"> • Training Unit • International research management Team 	<p>Q1 2026 - Q4 2028</p>
<p>Action 10</p> <p>Encourage IMIBIC researchers to apply as coordinators of Horizon Europe projects. Support and encourage Institute researchers to develop the skills and experience required to participate in and coordinate Horizon Europe proposals.</p>	<p>IND12- Number of Horizon Europe projects awarded with IMIBIC researchers as coordinators: 2/year</p>	<p>I,II,IV</p>	<p>7,10,16</p>	<ul style="list-style-type: none"> • International research management team 	<p>Q1 2026 - Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 11</p> <p>Translate the Strategic Plan and other key documents related to international mobility to and from the Institute, procedures, codes of conduct, career pathways, and other relevant institutional information.</p>	<p>IND13- Number of key institutional documents translated into English: 10/year</p>	<p>I,III,IV</p>	<p>6,7,13,15,18</p>	<ul style="list-style-type: none"> • Quality Unit • International research management team 	<p>Q1 2026 - Q4 2028</p>
<p>Action 12</p> <p>Training on personal data protection, including confidentiality, informed consent, anonymisation/pseudonymisation and compliance with GDPR requirements.</p>	<p>IND14- Number of training sessions or dissemination actions on personal data protection delivered: 2/year</p>	<p>I,III,IV</p>	<p>1, 6, 15,19</p>	<ul style="list-style-type: none"> • Quality Unit • Training Unit • Data Protection Officer 	<p>Q1 2026 - Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 13</p> <p>Approve and disseminate the IMIBIC Equality Plan 2026–2030 to strengthen equal opportunities, non-discrimination and an inclusive organisational culture within the Institute.</p>	<p>IND15- IMIBIC Equality Plan 2026–2030 approved and disseminated</p> <p>IND16- Level of knowledge of the Plan (%) in the annual surveys: >50%</p>	<p>I,II,III,IV</p>	<p>4,5,10,11,13,19</p>	<ul style="list-style-type: none"> • Equality Officer 	<p>Q1 2026 - Q4 2028</p>
<p>Action 14</p> <p>Consolidation of the IMIBIC intranet as a single, centralized, and secure platform that facilitates staff integration and access to institutional information and services.</p>	<p>IND17-Preparation of an annual report on the updates made to the documents uploaded to the intranet</p> <p>IND18- Preparation and publication on the intranet of an IMIBIC corporate video aimed at new researchers joining the institute</p>	<p>I,II,III,IV</p>	<p>6,12,13,18,19</p>	<ul style="list-style-type: none"> • Quality Unit • Comunicaton and RRI Unit 	<p>Q4 2026, Q4 2027, Q4 2028 Q4 2026 – Q1 2027</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 15</p> <p>Disseminate the FIBICO's collective agreement and other relevant regional and/or national institutional agreements among Institute staff.</p>	<p>IND19- Number of dissemination actions on collective agreements and regional/national institutional frameworks: 1/year</p>	<p>II,III</p>	<p>12,13,14,15</p>	<ul style="list-style-type: none"> • FIBICO Work Council • Financial and Human Resources Management Unit 	<p>Q1 2026 – Q1 2027</p>
<p>Action 16</p> <p>Update and disseminate the IMIBIC Research Career Pathway Guide 2026–2028, incorporating mentoring as a key component of career development.</p>	<p>IND20- Launch of the IMIBIC Research Career Pathway Guide</p> <p>IND21- Percentaje of researchers participating in mentoring activities</p>	<p>II,IV</p>	<p>11,12,18,20,</p>	<ul style="list-style-type: none"> • R&D Management Unit • Training Unit • Quality Unit 	<p>Q3 2026 Q4 2027</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 17</p> <p>Incorporate the European framework for Research Management (RM) into recruitment processes for international management teams and adopt it as a standard for management career development and related skills.</p>	<p>IND22- Percentage of relevant recruitment processes aligned with the European RM framework: 100%</p>	<p>II,IV</p>	<p>10, 11,12, 18</p>	<ul style="list-style-type: none"> • Financial and Human Resources Management Unit • International research management team 	<p>Q1 2026 - Q4 2028</p>
<p>Action 18</p> <p>Implementation of IMIBIC Innovation and Transfer Plan 2026-2030, strengthening training for research staff in innovation and knowledge transfer.</p>	<p>IND23- Nr. of training actions on patent management, industrial and intellectual property protection, and entrepreneurship: 3/year</p>	<p>III,IV</p>	<p>16,18,19</p>	<ul style="list-style-type: none"> • Innovation & Translation Unit • Training Unit 	<p>Q4 2026 Q4 2027 Q4 2028</p>



ACTION DESCRIPTION	INDICATOR(S)	PILLARS	PRINCIPLES	RESPONSIBLE	TIMING
<p>Action 19</p> <p>Promote the acquisition and development of transferable skills, such as leadership and communication, for biomedical research.</p>	<p>IND24- Number of internal training actions or activities disseminating initiatives from other institutions related to transferable skills: 15/year</p>	<p>IV</p>	<p>18,19</p>	<ul style="list-style-type: none"> • Training Unit 	<p>Q1 2026 - Q4 2028</p>



