

Internal Review

Case number: 2019ES442467

Name Organisation under review: Maimonides Biomedical Research Institute of Cordoba - IMIBIC

Organisation's contact details: Avda. Menéndez Pidal s/n, Córdoba, 14004

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	668
Of whom are international (i.e. foreign nationality) *	23
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	56
Of whom are women *	288
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	64
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	393
Of whom are stage R1 = in most organisations corresponding with doctoral level *	171
Total number of students (if relevant) *	40
Total number of staff (including management, administrative, teaching and research staff) *	806
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	9360699
Annual organisational direct government funding (designated for research)	900000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2823674
Annual funding from private, non-government sources, designated for research	4366831

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Maimonides Biomedical Research Institute of Cordoba is a health research institute that brings together scientific research and medical practice, with the aim of speeding up the translation of research results into clinical practice and the development of new therapies. It was created in 2008 and is jointly owned by the University of Cordoba and the Reina Sofia University Hospital. IMIBIC is accredited within the framework of health centers of excellence recognized by the Spanish National Institute of Health Carlos III (ISCIII), and its R&D+i management system holds the UNE:166.002:2014 quality certification. IMIBIC is managed independently by FIBICO.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strength: Functional Strategic Plans and monitoring practices allow for the detection of shortcomings and continuous improvement. IMIBIC's Strategic plan is implemented via a number of Action Plans covering all areas of our activities. Rigorous monitoring of indicators and activities carried out is done bi-yearly. The Action Plans and their objectives are partly overlapping between the different areas, creating synergies between the departments and generating friendly peer pressure. This system vails for professional responsibility and attitude, guarantees that contractual and legal obligations are met, that the work at IMIBIC is carried out following good and safe practices, and that any shortcomings can be easily detected and corrective actions implemented accordingly. As an example, the existing and high-quality documentation (procedures, guidance documents, templates, etc.) has helped us to quickly adapt to the new data protection law (GDPR) that came into force in 2018 and affected nearly all our activities. A number of specific activities have been carried out in order to be fully compliant with the new regulation, such as the designation of a Data Protection Delegate, adaptation of work contracts and other legal documents, as well as updates on IMIBIC website and the recruiting process.

Weakness: Implementation of Responsible Research and Innovation (RRI): Increased importance given to Responsible Research and Innovation (RRI), by both the European research environment and our accrediting institution ISCIII at national level, has highlighted the need for better communication between the health research institutes and patients and society as a whole. While some improvements have been made, more attention must be paid in order to establish concrete plans and indicators to monitor and maximize the impact of communication activities to targeted audiences within the civil society and especially the different patient groups. As the first action, the IMIBIC website has been updated with extensive information for patients (easy to understand information about clinical studies carried out at the hospital, FAQs for patients, and registry of volunteers for clinical trials, in spanish). New initiatives, in addition to common dissemination and outreach activities, will be developed, including also considerations for new Open Access policies to facilitate access to our research results for all different stakeholders.

Remarks (max 500 words)

Recruitment and selection*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strength: Numerous improvements have been implemented in the recruitment process. IMIBIC's recruitment policy provides impartial conditions to ensure fair, merit-based and transparent evaluation and selection process. The recruitment process, based on OTM-R was implemented already in 2016 and has been regularly improved. Over the past 2 years, technical instructions have been developed for the induction of new staff. Additional revision regarding the use of non-sexist language has been included in the recruitment process concerning all job offers of IMIBIC. As it was proposed in 2017, we have now reached gender balance in nearly all selection committees. In general terms, the IMIBIC staff has fully adapted the new recruitment process that was implemented already in 2016 and has been regularly updated since. The adherence to the job offer template, that includes minimum requirements, valued merits, and scoring scale, as well as to the ranking of applicants and publication of the resolution, is practically full for both research and admin/management vacancies.

Weaknesses:

Insufficient resources limit the improvements of our recruitment process. The implementation of a web-based platform for the management of recruiting activities, that was an initiative at a regional level and involving many other research institutes within our network, has been cancelled, as there were no solutions available at the market that would have offered a sufficiently OTM-R compliant platform. This has made it more difficult to reach many of our objectives to improve the recruitment process, as well as implement a number of indicators that aimed to monitor their progress. Designing the recruitment and selection process for a new postdoctoral fellowship programme (proposal submitted for the first time in 2017 and again in 2018) has helped us to revise and reflect upon our current recruitment and selection process. Even though the fellowships programme's requirements in terms of international and external committee differ from our regular practices, reflecting on the process has generated many new ideas on how to continue improving our recruitment and selection, even without the technical support that the web-based platform was intended to offer.

Slow internationalisation and attraction of (international/external) talent. The internationalization of the institute is still slow, due, at least partly, to our geographical location. However we have improved the recruitment process (as well as working conditions, see the next section), yet this issue still requires close attention. There's no clear criteria for publishing the job offers in English (approx. 10% of all job offers are published in English, which we consider too low). Dissemination of the offers can also be improved, by extending the use of Euraxess and other worldwide platforms.

Remarks (max 500 words)

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths:

Implementation of the new Gender Equality Plan and Gender Equality Committee. The gender equality plan has been implemented and is pending for final approval by the Governing Council. 12 staff members from the management and administrative areas and from the Gender Equality Committee have completed a 20h course about the use of non-sexist language and images. We have improved the gender balance within the selection committees participating in recruitment processes, and internal committees will undergo a revision in this respect. A course for research staff regarding gender issues in research is foreseen by the end of 2019. Further actions to improve Gender balance have been included in the HRS4R Action Plan for the next 3 years (Actions 38, 39, 43)

Improved working conditions. During the past 2 years, several improvements have been made in working conditions:

- a) We have implemented an agreement with the University of Cordoba (UCO) which improves the working conditions of all IMIBIC staff, by widening access to UCO services, such as sports facilities and language courses.
- b) A brand new nursery (for children between 0-3 years old) was opened in 2019 at the Reina Sofia University Hospital offering preferential access and reduced prices for IMIBIC's staff. In addition, employees incurring nursery expenses may apply a tax rebate for the total annual cost of childcare services. HR and Quality Assurance staff have participated in different training activities related to health and family and personal conciliation. A new questionnaire to measure work climate and satisfaction is also planned.
- c) Since 2018, the employees have more possibilities to request flexible working hours, a measure that improves the conciliation between work and family life.
- d) Finally, better control of working hours has been implemented as of April, due to the new national legislation that requires follow up and keeping records of the working hours of all employees. This new measure is deemed beneficial for both the employer and employees.

Weaknesses:

Errors in categorisation of research profiles. The Professional Research Career at IMIBIC was implemented in 2016 (action 11). After the internal review, we detected inconsistencies between the categorization criteria (R1-R4) set by EC and IMIBIC. This has implications to the yearly indicators collected about the research profiles working at IMIBIC, to the evaluation criteria of group categories (associated, emerging, consolidated), career planning activities, the information provided on the institution's web, etc. and will be fixed (see action 34).

Low level of mobility. The number of researchers, both incoming and outgoing, carrying out research stays remains low, and further actions to improve the internationalization are needed. For that, action 17 of the Initial Plan has been extended for the next 3 years. We also expect that the new H2020 MSCA-Cofund Fellowship Programme, IMIBIC-P2Med (awarded this year, running from 2019 till 2024, and targeted to Experienced Researchers, R2) will boost the mobility of researchers via increased interaction between the IMIBIC host groups and the groups of the origin of the 6 new Fellows that will join IMIBIC.

Remarks (max 500 words)



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths:

Consolidated training activities and continuous improvement in different areas of training and career development. IMIBIC's yearly training agenda comprises several consolidated activities, such as The Young Investigators meeting (2 days), the Maimonides Lecture (1 day), IMIBIC-Roche Innovation awards (1 day) and Weekly research and intramural seminars. Calendar for those is fixed yearly, allowing researchers to plan ahead.

Increased training activities concerning technology transfer. The number of training activities concerning the exploitation of research results, patents, and IPR issues has been increased in the past 2 years. This positive development is closely related to the implementation of the R&D&I management system, according to the UNE Standard 166002:2014, that was obtained in 2017 and re-accredited in 2019.

Significant improvement in the postdoctoral training offer is foreseen thanks to the new MSCA-Cofund programme. The newly launched MSCA-Cofund programme will allow us to offer a minimum of 6 postdoctoral researcher contracts for up to 3 years between 2020 and 2024. This represents an important opportunity, as well as a challenge, to the institute and is closely related with the efforts in constantly improving our performance in terms of the C&C, and specifically the postdoctoral training offer, both in quantity and quality. More training will also be offered in English. Currently, a series of training activities go through an external quality audit, in order to gain a quality certificate by ACSA (The Andalusian Agency for Healthcare Quality). The institute would benefit from accreditation on the level of our Training Unit, as it would ease the accreditation of individual courses and improve the quality of the activities.

Weaknesses:

Implementation of mentorship. The implementation of mentorship, for other research profiles apart from predoctoral researchers (R1), is not yet fully achieved. Nonetheless, we expect that the newly launched MSCA-Cofund fellowship programme (IMIBIC-P2Med) will offer an excellent opportunity for improvement, as it will incorporate the use of Personalised Career Development Plans (CDP) for all the awarded fellows (R2 researchers), as of 2020. We will evaluate the use of CDPs between the researchers and their supervisor/mentor during the IMIBIC-P2Med fellowships and adapt it for wider use by all new R2 researchers that incorporate to IMIBIC (action 23).

Remarks (max 500 words)

Have any of the priorities for the short- and medium term changed? (max 500 words)

No

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

The implementation of a web-based recruitment management tool was suspended. The implementation was aimed at a regional level for a number of institutes, and the decision for the project's suspension was independent of IMIBIC. The lack of the tool affects the following indicators that were planned in order to follow-up the progress of improvement within the recruitment process:

- Launch of the new e-recruitment tool and obtaining n new indicators (e.g. number of foreign applicants) (Action 5)

-Nr. of applicants fulfilling the requirements set in the job offer, trend in the share of applicants fulfilling the requirements. (Action 5)

-Nr. of external and/or foreign candidates who apply for job offers, tendency in the share of applicants from outside IMIBIC (Action 6)

We have dedicated human resources, whenever possible, to manually analyze data collected from the recruitment and selection processes as we considered important to evaluate the current situation and progress. Some data is available from 2017 as well as from 2018. We are uncertain if we will be able to follow up on this manual collection of all our data in the future. Bi-yearly checks of a reduced number of cases are planned, e.g. to monitor the gender balance in selection committees, or nr. of foreign/external applicants.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The new **evaluation criteria of the National Institute of Health Carlos III (ISCIII)**, published this year, and determining the future accreditation of IMIBIC as Health Research Center of Excellence, have two important implications: Firstly, it necessarily redefines some of the actions and indicators of our current plan (2016-2020) and reshapes the ones for the new plan 2021-2025 that will be prepared during 2020. Secondly, it pushes us to reach for more ambitious goals at all levels, and helps us to align many of the activities with other health research institutes and thus fosters collaboration and sharing of good practices across our research environment at the national level.

While the new evaluation criteria create additional pressure on achieving better outcomes of quality and scientific excellence, it also puts a strong emphasis on Responsible Research and Innovation (RRI), which is closely related to many of the Principles of the C&C (see e.g. actions 42 and 44).

The new IMIBIC Strategic Plan (and its sub-plans, organised by areas) will be elaborated during 2020, for the next 5-year period: 2021-2025. The HRS4R plan for the next 3 years might, therefore, go through some changes, once the new Strategic Plan has been approved. A more thorough revision of the HRS4R Action plan

and possible modifications to it are planned before the approval of the new Strategic Plan, i.e. after 2 years of developing the new HRS4R actions.

It is also worth mentioning, that IMIBIC Direction and management have gone through changes in 2018 and 2019. The new appointments are:

- Mr. Álvaro Granados del Río (previously responsible for HR and Finance of IMIBIC) was named as the new General Manager in July 2018.

- Dr. Pablo Pérez Martínez was named the new Scientific Director in July 2019, as a successor of Dr. Justo P. Castaño.

- Prof. Maria del Mar Malagón Poyato was named as the Deputy Scientific Director and Dr. Juan de la Haba Rodríguez as Coordinator of Clinical Research in October 2019.

3. Actions

Please consult the [list of all actions](#) you have submitted as part of your HR strategy. Please add to the overview [the current status of these actions as well as the status of the indicators](#). If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
4. Professional attitude	Q2 2017 - Q4 2020	Training Unit, Quality Unit	Nr. of training actions. Objective 2018: 2 Result 2018: 1 Objective 2019: 1 Result 2019: n/a*
5. Contractual and legal obligations	Q1 2021 - Q4 2022		
Current Status	Remarks		
EXTENDED	One course held on 30/11/2018: "Functioning, legal aspects and composition of the committee for research integrity. *Another course is planned for the last quarter of 2019. Action extended until 2022.		

Proposed ACTIONS

Action 2

Implementation of the activities related with dissemination and exploitation of research results within the IMIBIC Innovation and Translation Plan 2016-2020, specifically actions of the Objective OE14: Implementation of the quality management system and certification UNE 166.002:2014.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results 31. Intellectual Property Rights	Q4 2016 - Q4 2020	Innovation Unit	Nr. of patents. Result 2017: 16 Objective (revised) 2018:16 Result 2018: 16 Objective (revised) 2019: 15 Result May 2019: 3 Nr. of protocols and/or clinical practice guidelines. Result 2017: 21 Objective 2018: 15 Result 2018: 8 Objective (revised) 2019: 15 Result May 2019: n/a*
Current Status	Remarks		
COMPLETED	The quality management system and certification UNE 166.002:2014 was renewed in August 2019. Reaccreditation is foreseen in 2020 and 2021, and audit in 2022. *Result of indicator "Nr. of protocols and/or clinical practice guidelines" will be available only at the end of the year.		

Proposed ACTIONS

Action 3

Implementation of IMIBIC Communication and Corporate Social Responsibility Plan 2016-2020 (specifically actions of the External communication and CSR objectives: OE1, OE2 y OE5): - Increase the external visibility to position IMIBIC as an outstanding institution in the local, regional, national and international environment. - Promote the relations with the interest groups and promote dialogue with the external research communities. - Strengthen the responsible reputation of the institution as a way to reinforce its identity and corporate culture.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	Q4 2016 - Q4 2020	Communication and CSR Unit	Nr. of media impacts. Result 2017: 301 Objective 2018: 331 Result 2018: 355 Objective (revised) 2019: 340 Result May 2019: 118 Nr. of general public participating in studies and events organized. Result 2017: 843 Objective (revised) 2018: 820 Result 2018: 1183 Objective (revised) 2019: 1000 Result May 2019: 408
Current Status	Remarks		
COMPLETED	Error in indicator has been fixed ("Nr of" instead of "%")		

Action 4

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Q4 2016 - Q4 2020	Quality Unit	Nr. of meetings. Result 2017: 9 Objective 2018: 5 Result 2018: 5 Objective (revised) 2019: 5 Result May 2019: 5
Current Status	Remarks		
COMPLETED	The coordination meetings held in 2018 concerning the implementation of the new GDPR (with the data manager of the hospital); training and action plan for laboral risks (with the responsible of laboral risks); environmental issues with regard the new animal facilities (with the Environmental Management Unit); and joint activities with the hospital (with responsible for clinical documentation and quality).		

Proposed ACTIONS

Action 5

Implementation of the updated process for selection and recruitment of IMIBIC, according to the principles of the C&C,(including systemizing the process via implementation of web based recruitment platform and guidelines for selection committee.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			% of staff recruited following the principles of the C&C. Result 2017: 100% Objective 2018: 100% Result 2018: 99% Objective (revised) 2019: 97% Result May 2019: 99% Launch of the new e-recruitment tool and obtaining new indicators (e.g. number of foreign applicants). Objective 2018: 100% Result for 2018: 0% Date of the latest update of the POE-GER- 004-V2.1 and its availability on the Intranet. Objective: Updated yearly Result: Updated in 2018 and 2019 Gender balance in the composition of the selection committees. Objective (revised) 2019: >77% Result May 2019: 81%
13. Recruitment (Code)		HR Unit, Research management Unit	
14. Selection (Code)	Q4 2016 - Q4 2020		
15. Transparency (Code)			
16. Judging merit (Code)			

Current Status	Remarks
COMPLETED	The development of the envisaged platform has been suspended. As a consequence, two corresponding indicators cannot currently be monitored: "Launch of the new e-recruitment tool and obtaining new indicators (e.g. number of foreign applicants)" and "Nr. of applicants fulfilling the requirements set in the job offer, trend in the share of applicants fulfilling the requirements". Despite not having the new platform, some new data has been collected in order to monitor the progress. e.g the indicator "Gender balance in the composition of selection committees" has been recorded manually during 2017-2018. Given the good results, we will not continue to follow up this data from all selection processes, but will perform quality checks twice a year. The other indicators demonstrate positive progress: - POE-GER-004 is the "Procedure for recruitment and selection". New version 2.2 was published in May 2018, and version 2.3 in June 2019 (changes regarding GDPR). - Nearly all Selection committees are gender-balanced.

Proposed ACTIONS

Action 6

Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically Objective OE1): Increase the recruitment of research talent with future potential to the IMIBIC.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	Q4 2016 - Q4 2020 Q1 2021 - Q4 2022	HR Unit, Research management Unit	<p>Nr. of PI with active competitive projects. Resultado 2017: 113 Objective (revised) 2018: 90 Result 2018: 112 Objective (revised) 2019: 70 Result May 2019: 104 Nr. of researchers / technicians hired through competitive calls. Result 2017: 67 Objective (revised) 2018: 70 Result 2018: 68 Objective (revised) 2019: 50 Result May 2019: 57 Nr. of external and/or foreign candidates who apply for job offers, tendency in the share of applicants from outside IMIBIC. Objective 2018: >=5% foreigners Result 2018: 2% foreigners Objective (revised) 2019: > result in 2018 Result May 2019: 4% foreigners Nr. of and share of job offers posted on EURAXESS, trend in the share of applicants recruited from outside the institution/abroad. Objective 2018: >=5% Result 2018: 5 offers, not including "hosting" offers, which represent 8% of all offers. (3 recruited from outside). Objective (revised) 2019: >= result from 2018. Result May 2019: 2 offers (0 recruited from outside).</p>
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
EXTENDED	Simplification of indicators due to the difficulty in collecting some of the data / errors: - Error fixed in indicator: Nr. of researchers/technicians hired through competitive calls ("Nr" instead of "%"). - Indicator: "Nr. of external and/or foreign candidates who apply for job offers, tendency in the share of applicants from outside IMIBIC." modified to "Nr. of foreign candidates who apply for job offers". - indicator "Nr. of and share of job offers posted on EURAXESS, trend in the share of applicants recruited from outside the institution/abroad." modified to "Nr. of and share of job offers posted on EURAXESS".

Action 7

Publish updated welcoming pack in English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	Q3 2017 - Q4 2020	HR Unit	% of researchers that receive welcoming pack
Current Status	Remarks		
COMPLETED	All employees of FIBICO receive the welcome pack. Every 3 months, there's a welcome session for all newly incorporated staff.		

Proposed ACTIONS

Action 8

Standardisation of the recruitment process (standard models for interviews, skills and competences needed according to type of position, etc.)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	Q4 2016 - Q4 2020	HR Unit	Nr. of docs completed. Result 2017: 11 Objective (revised) 2018: 2 Result 2018: 7 Objective 2019: 2 Result May 2019: 1 % of all published job offers complying with the predefined format Objective 2019: 100% Result May 2019: 100%
14. Selection (Code)			
Current Status	Remarks		
COMPLETED	<p>The objective for year 2017 was set high because very little documentation was available at that time. After that, the objective was lowered. All documents are now in place and will be regularly revised and updated. The latest updates concern the following documents: -Normativa interna laboral (Internal laboral regulations) -Manual de bienvenida (Welcome pack) -Ficha de perfiles de puestos de trabajo (Job descriptions) -Procedimiento de selección y reclutamiento (Selection process) Minor improvements have been made in 5 documents: - Resolución de convocatoria (Selection process results) - Solicitud de vacaciones (Request for absence/holidays) - Solicitud de flexibilidad horaria (Request for flexible working hours) - Hoja de liquidación de gastos (Reimbursement request) - Perfil convocatoria (Job offer template) We consider this action completed, but include new action X concerning updated guidelines for selection committees.</p>		

Proposed ACTIONS

Action 9

Protocol for staff researchers including the key aspects of the new process for selection and recruitment of researchers, especially those hired under temporary contracts.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)			
17. Variations in the chronological order of CVs (Code)	Q3 2017 - Q4 2017	HR Unit	Nr of docs completed. Objectives: n/a
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
Current Status	Remarks		
COMPLETED	This action has been removed, as it was linked to the implementation of the new online recruitment tool, whose development has been suspended.		

Action 10

Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically actions related with Objective OE2): Develop a proposal of professional career to the institution according to the regional, national and European framework, and collaborate in its implementation and dissemination.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)	Q1 2017 - Q4 2020	HR Unit, Research Management Unit	Increase in number of postdoctoral researchers. Result 2018: 124 of total 653, which corresponds to 19% of total nr of researchers. Objective 2019: >126 Result 2019: n/a
Current Status	Remarks		
IN PROGRESS	The aim in the initial plan was to increase the nr of postdoctoral researcher by 10% by 2020, with respect to data from 2017. The new objectives for 2021-2022 will be set in December for each following year.		

Proposed ACTIONS

Action 11

Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically actions of Objective OE2): - 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 quality employment.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Q4 2016	IMIBIC Scientific Direction	Develop a proposal for professional career development.
30. Access to career advice			
Current Status	Remarks		
COMPLETED	Talent attraction and professional development Plan was implemented in 2016. See action 23 concerning the implementation of mentorship.		

Action 12

Follow up and ensure the full compliance with the Code of Responsible Practices and Integrity in Research of IMIBIC section 11.e, regarding complaints and appeals.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	Q4 2017	Quality Unit	% of implementation of the C&C.
Current Status	Remarks		
COMPLETED	Error in indicator. Complaints and appeals system has been fully implemented.		

Proposed ACTIONS

Action 13

Implementation of CSR and Communication Plan: - Development and implementation of the Gender Equality Plan that guarantees gender equality, equal opportunities in decision making and in the composition of research teams, including briefing to selection panel members about gender bias.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination			% of implementation of Gender Equality Plan.
14. Selection (Code)	Q4 2017 - Q4 2020 Q1 2020 - Q4 2022	Communication and CSR Unit, HR Unit	Objective 2017: 50% Result 2017: 0% Objective 2018: 60% Result 2018: 50% Objective 2019: 80% Result 2019: 60% Objective 2020-2022: 100%
24. Working conditions			
27. Gender balance			

Current Status	Remarks
EXTENDED	The plan has been developed and approved by the Direction in June 2019. This action has been extended to cover the entire duration of the plan (2019-2022) and implement the specific activities described therein.

Action 14

Carry out training / informative sessions about funding opportunities for pre- and post-doctoral stays and fellowships on national and international level.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
30. Access to career advice	Q1 2018 - Q4 2018 Q1 2019 - Q4 2022	Research Management Unit, Training Unit	% of women applicants. Objective 2018: 50% Result 2018: 70% Objective (revised) 2019: >60% Result May 2019: 77% Objective 2020-2022: 50%-60% Nr. of sessions or trainings. Result 2017: 4 Objective 2018: 1 Result 2018: 1 Objective 2019: n/a Result Oct 2019: 2

Current Status	Remarks
EXTENDED	1 course in 2018 about preparation of CV for national HR calls. 2 courses in 2019: about MSCA and ERC grants 03/04, and research career paths (16/09) (data up to Oct 2019)

Proposed ACTIONS

Action 15

Implementation of IMIBIC Integration Plan 2016-2020, especially actions of Objective OE1: - 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching	Q4 2016 - Q4 2020 Q1 2021 - Q4 2022	Training Unit	Nr. of courses or training activities that promote knowledge exchange between the research groups. Result 2017: 9 Objective (revised) 2018: 15 Result 2018: 9 Objective (revised) 2019: 9 Result May 2019: 9
Current Status	Remarks		
EXTENDED	Most of the groups have teaching activities at the University (degrees in Medicine, Biology, Biochemistry, Nursing, Physiotherapy, Master in Translational Research, Master in Biotechnology). Most of the researchers (R1 and R2) are integrated in the Teaching Plans of the Departments and participate actively in training activities, including the co-supervision of Master Degree final projects.		

Action 16

Implementation of IMIBIC Infrastructures Plan 2016-2020: - Preparation of easy-to-use manuals for common labs.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	Q4 2017 - Q4 2020	Infrastructures Committee	% of implementation Infrastructures Plan. Objective 2018: 50% Result 2018: n/a Objective 2019: 80% Result May 2019: 78% (7 of 9 have been updated)
Current Status	Remarks		
IN PROGRESS	Manuals have been prepared for: Genomics, SAEX, Microscopy and cytometry, Proteomics, Isotope, Clinical Research, and Biobank. Pending: Tech innovation & bioinformatics, and Methodology		

Proposed ACTIONS

Action 17

Implementation of IMIBIC Training Plan 2016-2020, especially of actions of objectives OE2, OE13): - Disseminating and fostering a culture of acquisition of new knowledge by 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 institution

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	Q4 2016 - Q4 2020 Q1 2021 - Q4 2022	Training Unit, Communication and CSR Unit	Nr. of stays and mobility actions of researchers. Result 2017: 14 Objective 2018: 21 Result 2018: 20 Objective 2019: 20 Result May 2019: 9
Current Status	Remarks		
EXTENDED	Objectives and Results for 2017-2019 concern only outgoing stays. For better follow up, the indicators for 2020-2022 will be: - Nr. of stays and mobility actions of researchers (incoming) - Nr. of stays and mobility actions of researchers (outgoing)		

Action 18

Promote internal communication of mobility grants and opportunities.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	Q4 2016 - Q4 2020	Training Unit, Communication and CSR Unit	Nr. of stays and mobility actions of researchers. Result 2017: 14 Objective 2018: 21 Result 2018: 20 Objective 2019: 20 Result May 2019: 9
Current Status	Remarks		
COMPLETED	Actions 17 and 18 have been merged into Action 17 (they are similar and use the same indicator)		

Proposed ACTIONS

Action 19

Implementation of IMIBIC Innovation and Translation Plan 2016-2020, specifically actions of objective OE2: - Promote and increase protection of knowledge generated at IMIBIC.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	Q4 2017 - Q4 2018	Innovation Unit	% of implementation of Innovation and Translation Plan. Objective 2018: 100% Result 2018: 92% Result 2019: n/a
Current Status	Remarks		
COMPLETED	Plan is foreseen to be fully implemented by the end of 2019.		

Action 20

Implementation of IMIBIC Training Plan 2016-2020: - Organising horizontal training actions on patent management.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	Q1 2017 - Q4 2020 Q1 2021 - Q4 2022	Training Unit, Innovation Unit	Nr. of training actions on patent management. Result 2017: 10 Objective (revised) 2018: 4 Result 2018: 5 Objective 2019: 5 Result May 2019: 1
Current Status	Remarks		
EXTENDED			

Action 21

Adaptation of IMIBIC's evaluation and appraisal system of researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	Q4 2017	IMIBIC Scientific Direction	% of implementation of new systems. Objective 2017: 100% Result 2017: 100%
Current Status	Remarks		
COMPLETED			

Proposed ACTIONS

Action 22

Implementation of IMIBIC Training Plan 2016-2020, specifically actions of objectives OE1, OE4, OE5, OE6 y OE13: - 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	Q4 2016 - Q4 2020 Q1 2021 - Q4 2022	IMIBIC Scientific Direction, Training Unit, HR Unit	Nr. of training activities. Result 2017: 116 Objective (revised) 2018: 85 Result 2018: 117 Objective 2019: 117 Result May 2019: 36
Current Status	Remarks		
EXTENDED	Questionnaires about training needs are done every 2 years. A satisfaction survey about the training is done every year corresponding to the academic cycle (oct-June). The results of the survey concerning courses 2017-2018, shows that 77% were satisfied or very satisfied in the trainings.		

Proposed ACTIONS

Action 23

Implementation of IMIBIC Talent attraction and professional development Plan 2016-2020, specifically actions of Objective OE2: - Define the figure of the Mentor and ensure its implementation.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors			
37. Supervision and managerial duties		IMIBIC	% of new staff in training that have been assigned a mentor.
38. Continuing Professional Development	Q1 2017 - Q4 2020 Q1 2021 - Q4 2022	Scientific Direction, Training Unit, HR Unit	Objective 2018: 40% Result 2018: 62% (122 of total R1=194) Objective 2019: 60% Result May 2019: n/a Objective 2020: 100%
39. Access to research training and continuous development			
40. Supervision			
Current Status	Remarks		
EXTENDED	Note, the Actions 23, 24 and 25 have been merged due to similarity. GAP Principles have been inherited from Actions 24 and 25.		

Action 24

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors		IMIBIC	
37. Supervision and managerial duties	Q1 2017 - Q4 2020	Scientific Direction, Training Unit, HR Unit	% of new staff in training that have been assigned a mentor.
40. Supervision			
Current Status	Remarks		
COMPLETED	Merged with action 23.		

Proposed ACTIONS

Action 25

Follow up and ensure the full compliance with the Code of responsible Practises and integrity of IMIBIC, section 9.a regarding the assignment of mentor.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors		IMIBIC	
37. Supervision and managerial duties	Q1 2017 - Q4 2020	Scientific Direction, Training Unit, HR Unit	% of new staff in training that have been assigned a mentor.
40. Supervision			
Current Status	Remarks		
COMPLETED	Merged with action 23.		

Proposed ACTIONS

Action 26

Constant update and improvement of the HRS4R Strategy and its quality assurance systems.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement			
10. Non discrimination			
12. Recruitment			
15. Transparency (Code)			
27. Gender balance	Q4 2021	All Units	Passing the external audit and obtaining re-accreditation by ISCIII in 2021.
28. Career development			
38. Continuing Professional Development			
39. Access to research training and continuous development			
Current Status	Remarks		
EXTENDED	The next audit will be in 2021.		

Proposed ACTIONS

Action 27

Develop and implement internal guidelines for handling complaints and appeals regarding recruitment process.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	Q4 2018	HR Unit	Nr of documents created. Result 2018: A new document template for the results of selection process was created. Result 2019: Job offer template and template for template for results of the selection process have been updated. Nr. of complaints/appeals regarding recruitment process. Objective for 2018: <= in comparison with previous evaluation Result 2018: 2 Objective 2019: <=2 Result May 2019: 0
Current Status	Remarks		
COMPLETED	This indicator was implemented in 2017. The 2 incidents received about recruitment process in 2018 were handled satisfactorily.		

Proposed ACTIONS

Action 28

Accredit the IMIBIC Training Unit.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment			
28. Career development			
30. Access to career advice			
38. Continuing Professional Development	Q1 2020 - Q4 2022	Training Unit, Quality Unit	Yes/no
39. Access to research training and continuous development			
Current Status	Remarks		
NEW			

Action 29

Establish criteria and workflow for publication of job offers in EURAXESS.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination			
12. Recruitment			
13. Recruitment (Code)			
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)	Q1 2020 - Q4 2020	HR Unit	Criteria set and implemented
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
21. Postdoctoral appointments (Code)			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 30

Develop and implement an online learning management system (LMS), "moodle" (course information, inscription, certificates, material, streaming, course feedback etc.)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	Q1 2020 - Q4 2022	Training Unit	Successful implementation of the LMS Nr of users of the LMS
39. Access to research training and continuous development			

Current Status **Remarks**

NEW

Action 31

Develop an effective system to follow up and gain feedback from IMIBIC staff regarding the HRS4R.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
35. Participation in decision-making bodies	Q1 2020 - Q4 2021	Quality Unit	Improved rate of participation in surveys or other feedback / development activities

Current Status **Remarks**

NEW

Proposed ACTIONS

Action 32

Revise the set of predefined objectives and indicators to choose from, for the different research staff categories (research admin, technical staff, data manager, predoc, postdoc)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems			
26. Funding and salaries			
28. Career development			
32. Co-authorship	Q1 2021 - Q4 2022	Training Unit, Communication and CSR Unit	Revised every 2 years
38. Continuing Professional Development			
39. Access to research training and continuous development			
Current Status	Remarks		
NEW			

Action 33

Regularly update of the Internal labor regulation.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	Q1 2020 - Q4 2022	HR Unit	Revised yearly
24. Working conditions			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 34

Update the Professional Research Career at IMBIC, and the categories for R1-R4, to better reflect the criteria of the EC.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
20. Seniority (Code)			
22. Recognition of the profession	Q1 2020 - Q2 2021	IMBIC Scientific Direction, Corporate development Unit	New categorisation implemented within all procedures and documents
28. Career development			
39. Access to research training and continuous development			
Current Status	Remarks		
NEW			

Action 35

Establish a mechanism to obtain feedback from employees in case of voluntary termination of work contract for all IMBIC staff, evaluation of the mechanism and planning of activities arising from the feedback.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)			
24. Working conditions	Q4 2020 - Q4 2021	HR Unit	Procedure established, implemented and evaluated (yes/no)
25. Stability and permanence of employment			
26. Funding and salaries			
34. Complains/ appeals			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 36

Develop a Checklist / Guidance for HR staff about the contracting and incorporation of researchers or other staff from non- European countries.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination			
12. Recruitment			
13. Recruitment (Code)	Q2 2020 - Q4 2020	HR Unit, Research Management Unit	Checklist / Guidance implemented and regularly revised
18. Recognition of mobility experience (Code)			
29. Value of mobility			
Current Status	Remarks		
NEW			

Action 37

Develop and maintain a dedicated section regarding gender equality on the IMIBIC website.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	Q1 2020 - Q4 2022	HR Unit, Quality Unit, Communication and CSR Unit	Web section online and updated
27. Gender balance			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 38

Develop internal guidelines for the use of non-sexist language and images.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	Q1 2020 - Q3 2020	Communication and CSR Unit	Guide implemented and disseminated to the IMIBIC community
27. Gender balance			

Current Status **Remarks**

NEW

Action 39

Elaborate a guide for researchers participating in European projects, regarding legal, financial, and reporting obligations.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	Q1 2020 - Q3 2020	Research Management Unit	Guide implemented and used in meetings with researchers that participate in European projects.
3. Professional responsibility			
4. Professional attitude			
5. Contractual and legal obligations			
6. Accountability			

Current Status **Remarks**

NEW

Proposed ACTIONS

Action 40

Establish regular revision of "Code of Responsible Practices and Integrity in Research"

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Q1 2021 - Q4 2022	IMIBIC scientific Direction	Revised every 2 years

Current Status	Remarks
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NEW

Action 41

Develop and carry out new activities targeted to patients/society at large.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
6. Accountability			
8. Dissemination, exploitation of results	Q1 2021 - Q4 2022	Communication and CSR Unit, Training Unit	Nr of patients participating in clinical studies. Nr of joint initiatives with patient associations that promote research.
9. Public engagement			

Current Status	Remarks
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NEW

Action 42

Develop a survey about the perception of work climate, including gender equality.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Q1 2020 - Q1 2021	HR Unit, Quality Unit	First survey results available
27. Gender balance			

Current Status	Remarks
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NEW

Proposed ACTIONS

Action 43

Develop an Open Science Policy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			
6. Accountability		IMIBIC Scientific	
7. Good practice in research	Q1 2020 – Q4 2021	Direction, Corporate development	Policy ready and communicated to all staff
8. Dissemination, exploitation of results		Unit	
Current Status	Remarks		
NEW			

Action 44

Evaluate new solutions for a recruitment platform, allowing to collect feedback from the applicants regarding our recruitment process.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)	Q1 2021 - Q4 2022	HR Unit	Report of available solutions
Current Status	Remarks		
NEW			

Unselected principles:

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *: <https://www.imibic.org/site/page?view=human-resources>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

OTM-R System (points 1-10)

The Initial Plan included several actions (specifically regarding **point 4** of the OTM-R, but affecting nearly all points of the toolkit), making reference to the implementation of a new **web-based recruitment tool**. Its launch was foreseen by the end of 2017 and improvements throughout the period of the current plan till 2020. The aim of this tool was to facilitate the entire recruitment process by standardizing the formats and information provided to the candidates, as well as to provide with valuable information and new measurable indicators, thus ease the work of all stakeholders involved in the process. Specifically, it was designed to allow us to evaluate the outreach of our job ads, watch over the composition of the selection committee in terms of gender, interdisciplinarity, etc., and type of applicants (professional category, gender, origin, etc.). The implementation of the tool was an initiative on a Regional level, and foreseen to be implemented not only at IMIBIC, but also many other institutes in Andalusia that carry out research within the Public Health System. Unfortunately, due to reasons out of our decision making power, the development of the tool was discontinued. This has had two main consequences for us. Firstly, some of the planned indicators have not been fully implemented (although some manual recording of data has been done in order to follow up progress). Secondly, we have been challenged to continue improving the existing procedures and documents related to recruitment and selection. Although the improvements have not been as significant as were expected with the help of the e-tool, we consider the current process well in line with OTM-R.

Areas of further improvement have been detected as well. Those include the need to continue offering high quality training to both HR personnel and researchers participating in the recruitment and selection committees (**point 3**), and ensuring that we develop our policies so that we can attract an increasing number of external and foreign applicants for our job and hosting offers (**points 6 and 7**), in line with our internationalization and talent attraction strategies.

Regarding underrepresented groups (**point 8**), significant progress has been made thanks to the development of the Gender Equality Plan of IMIBIC. This includes e.g. training to HR and management areas, revision of job offers for the use of non-sexist language prior to their publication, as well as revision and update of the use of language of the OTM-R Policy itself, in its Spanish version, to avoid any discriminatory expressions. The specific action 13 of the Initial Plan concerning the development and implementation of a Gender Equality Plan for IMIBIC has been extended until 2022, and new actions 38, 39 and 43 included for the next 3 years.

Advertising and application phase (points 11-15)

In relation to the area of advertising and application phase of the OTM-R toolkit, clear guidelines and templates are in place and being constantly improved. During the last 2 years, the following documents, among others, have been created and put in practice, in relation to **point 11**: Procedure for selection and recruitment, Internal labor regulations, template for job descriptions, template for job offers, template for results of the selection process, welcome pack (in English and Spanish), request for absence/holidays, reimbursement request, and request for flexible working hours.

We consider **points 12, 13 and 14** still only partially implemented, as we have not seen the expected increase in wider dissemination of our job offers via not only Euraxess, but also other available online platforms. Offers for short working contracts or those related to clinical research involving patients and requiring native level of Spanish language, constitute a large number of all our job offers, but wider dissemination for any other research or technical jobs should be guaranteed, and be based on clear criteria. Thus, we have included action 29 towards this aim in our new updated action plan.

Selection and evaluation phase (16-19)

The appointment and composition of the selection committees, as well as their gender balance, are fully implemented within our internal procedures, and correctly followed. The latest results show that 81% (2018), and 82% (2019 October) of the selection committees were gender-balanced (i.e. at least one woman or at least one man, of the three members of the committee). Action 13 includes the preparation of guidance for the selection committee members about how to avoid gender-bias.

Appointment phase (20-22)

Our practices concerning the appointment phase have been evaluated as substantially or partially implemented. The lack of e-tool (see above), makes it difficult to respond timely to the numerous candidates involved in all our recruitment processes (**point 20**). This shortcoming is mitigated by giving detailed information about the recruitment and selection process within the job offer. The feedback to all those candidates that are eligible (i.e. who comply with the minimum requirement set in the job offer), as well as to the interviewed candidates, includes numeric evaluation of each criterion (minimum requirements and valuable merits) set in the job offer. Our system does not currently include a qualitative evaluation regarding strengths or weaknesses unless the candidate her/himself asks for further information regarding the selection process (**point 21**). Appropriate complaint mechanisms are also in place (**point 22**).

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

<http://www.yoursite.com>

4. Implementation

General overview of the implementation process: (max. 1000 words)

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 2016-2020 Strategy and Plan, and Policy for Open, Transparent and Merit-based Recruitment of Researchers were published in 2016. After two applications sent to the EC, IMIBIC obtained the HRS4R award in 2017.

The initial Action Plan included 27 actions, corresponding to a set of specific activities of our Strategy for 2016-2020 which had been recently approved (referred to as EO nr in the initial action plan). All HRS4R actions, with their respective indicators, were embedded in the IMIBIC Strategic Plan 2016-2020. The plan is composed of a number of sub-plans relating to the different operational areas of the institute; therefore, new activities and indicators were included in nearly all of the sub-plans (i.e. those for Training; Internationalisation; Talent attraction and professional development; Communication and Corporate Social Responsibility; Quality; Innovation; and Infrastructures Plan).

The launch of the HRS4R was a joint effort of the IMIBIC's Direction, IMIBIC's Training committee, and the two specific committees created for the purpose: the HRS4R Committee composed of the Scientific Director, the General Manager, the HR & Quality staff member, and 2 international project managers, and the Task Force, involving a group of volunteers pertaining to the IMIBIC's Training Committee. After the launch of the HRS4R, it was agreed that the overarching institutional HRS4R Strategy and Action Plan 2016-2020 falls under the responsibility of the Human Resources Unit, and that the HRS4R Committee would continue as an overseeing body with the help of members of the Training Committee.

Given the small size of our management structure (approx. 30 people work in management/admin/IT tasks), this implementation structure is deemed well functioning. Responsibilities over the actions are spread across the different operational areas and teams. The HRS4R Committee has mainly worked as a coordinator between the areas, providing information about the overall plan or related actions to different management areas, and giving support in the implementation of specific actions or reporting activities. Depending on the results of the interim review the Task Force may be called again to boost the launch/implementation of the new plan for the next 3 years.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note:Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

The status of actions and indicators have been monitored once per year, corresponding to the regular yearly calendar of collecting information on activities and performance indicators of the different management areas. Each area has reported the status of their activities in May and October each year (for preliminary data) and in May-June for final data concerning the previous year.

In March 2019, a survey was sent out to all IMIBIC community to evaluate the staff's perception of the level of fulfilling the principals of the Charter & Code, following the format of the questionnaire that was used also for the GAP analysis in 2016.

The status of activities, indicators, and proofs have been collected centrally by the Management control, as per our regular monitoring activities, and those related to HRS4R Action Plan, evaluated by the HRS4R Committee. As a result of the first internal evaluation of October 2018, the HRS4R Committee proposed no changes to the action plan, but some of the objectives for 2019 of the performance indicators were updated.

Concerning the new updated plan for the next years, the HRS4R Committee has revised a number of new plans / projects / audit guides in order to detect new actions and missing actions that could be included in the new plan. Those have been discussed with the responsible manager of each area to establish a realistic timeline and indicators. At the time of submitting this report, the new action plan will still be pending for the final formal approval by the Scientific Director, Training Committee and HRS4R Committee, which is foreseen in November 2019.

How have you involved the research community, your main stakeholders, in the implementation process? *

Detailed description and duly justification (max. 500 words)

The implementation of the HRS4R actions is necessarily involving the research community and other main stakeholders. Especially for trainings and seminars, the planning is bottom-up, where feedback is actively sought from the entire research community (training topics, trainers, speakers, as well as preferences for training format). Most activities concerning dissemination and outreach are also implemented with close collaboration of researchers (e.g the lab and institutional visits).

Feedback from the entire IMIBIC community has been sought by a questionnaire that measures perception of the level of fulfilment of the principals of the Charter & Code. Participation in the questionnaire that was designed as part of the interim review in 2019 was not as high as in the initial questionnaire that was done in 2016. We recognize the need to improve in this respect, and therefore, new actions (31 & 43) have been included in the updated action plan. Other useful feedback channels have been suggestions or requests done by staff members directly to HR/quality departments, and via other questionnaires about satisfaction of the users of IMIBIC's services (covering all areas from HR and management, to technical research facilities).

Do you have an implementation committee and/or steering group regularly overseeing progress? *

Detailed description and duly justification (max. 500 words)

The main responsibility to oversee the progress falls within the HRS4R Committee, and progress is presented and discussed within the Training Committee once a year. Apart from the official yearly evaluation of the HRS4R Action Plan based on the collection of performance indicators and status of actions, the HRS4R Committee members maintain regular contact to ensure the implementation of the activities and may consult the Training Committee members when necessary.

To further strengthen the implementation and monitoring, the HRS4R will be included also within the Quality Committee. As a transversal area, the Quality Committee will specifically ensure that the HRS4R activities and objectives are in line with other quality certificates and accreditations of the institute. In addition, its participation is crucial in light of some of the new activities, such as action 28, 31, 38, 43, which are the responsibility of the Quality Unit.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R *
recognized in the organisation's research strategy, overarching HR policy

Detailed description and duly justification (max. 500 words)

Our organisational policies are fully aligned with the HRS4R; Actions are embedded in the Strategic Plans, regularly monitored, and reported to our patron organisations. In fact, HRS4R was one of the main pillars at the time of designing the Strategic Plan 2016-2020, and will continue so in the next Strategy for 2021-2025. The first elements of HRS4R were already included in our plans and policies before they were required by the National Institute of Health Carlos III, which accredits our institute within the Health Research Institutes in Spain. The importance of fully HRS4R-aligned policies is required with the strengthened objectives set by the ISCIII for the coming years, including the obligatory implementation of a HR plan for research, technical and administrative staff about career development, generational relay, and female leadership; action plan to improve gender balance; extended use of Euraxess; among others.

How has your organisation ensured that the proposed actions would be also implemented?*

Detailed description and duly justification (max. 500 words)

All management areas are involved. The action plan and indicators are an integral part of all the plans, indicators, and bi-yearly evaluations corresponding to each area. As an integral part of the actions of each area, implementation of the HRS4R plan is also directly linked to the variable remuneration of the employees.

Since the implementation of the HRS4R Action plan, we have reached the set objectives in 2017 and 2018 at the rate of 78%. For better monitoring, we have also increased the number of performance indicators from 18 to 25. The results presented in this review correspond to the data collected until May 2019 (final data for October was not available for all indicators at the time of submitting this report) and shows that 48% of the objectives for 2019 have already been achieved.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As part of the institute's overall evaluation system and calendar, progress is monitored via reporting of performance indicators each May (for results obtained between Jan and May) and October (for results obtained between Jan and October). The end of year results are closed in May/June of the following year. Objectives for performance indicators for the following year are set each October/November.

Results are reported and evidence stored in a central repository, which is updated and cross-checked by our Management Control staff. The responsible for each Plan discusses the results with her/his team in May and in October, and takes corrective actions if needed. HRS4R Committee revises all activities and indicators included in the HRS4R Plan once the status of May and October are validated.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

Measuring progress will be done in a similar way as until now. This is the common practice at the institute, and implementing any parallel monitoring system would not be efficient.

It is also important to mention that the specific objectives for each performance indicator (25 in total) are set on a yearly basis, and not in advance for the period of the entire IMIBIC's Strategic Plan that spans 5 years.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

IMIBIC will be audited by the National Institute of Health Carlos III in 2021 for the Accreditation as Health Research Institute of Excellence. This audit will help us greatly with the organisation of all necessary information and documents in view of the HRS4R external review in 2022. Given the high standards set for any H2020 MSCA Action, the success of the IMIBIC-P2Med Fellowship Programme will also reflect our development and achievements in terms of Charter and Code and OTM-R. Many of the follow-up activities of IMIBIC-P2Med will support the preparation for the external review.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)