

EURAXESS

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, Spain

Submission date to the European Commission

14/04/2023

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 *	872
Of whom are international (i.e. foreign nationality) *	32
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	154
Of whom are women *	444
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	322
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	230
Of whom are stage R1 = in most organisations corresponding with doctoral level *	272

STAFF & STUDENTS	FTE
Total number of students (if relevant) *	48
Total number of staff (including management, administrative, teaching and research staff) *	1023
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	11867497
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)	11505128
Annual funding from private, non-government sources, designated for research	8221508

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

The Maimonides Biomedical Research Institute of Cordoba is a health research institute, managed by the Foundation for Biomedical Research of Cordoba (FIBICO) that brings together 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 promoted by the University of Cordoba and the Reina Sofia University Hospital. IMIBIC is accredited as a Health Research Institute by the Spanish National Institute of Health Carlos III (ISCIII) since 2011, and its R&D&i management system holds UNE:166.002:2021 and ISO:9001:2015 quality certifications.

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.

Ethical and professional aspects*

**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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

The weakness identified during the interim assessment was related to Responsible Research and Innovation activities in our Institute (identified as CSR actions in the previous plan). The major achievements in this area have been on ethics and in public engagement. Open Access policies have been also implemented.

Since its foundation, the responsibility to promote and drive research integrity in the IMIBIC was hold by the Committees on Research Integrity of the University of Córdoba and the Hospital Universitario Reina Sofia. However, we identified the need to set up the Institute's own Committee on Research Integrity, which was finally created on 8 March 2021. To ensure coordination and communication with the Committees on Research Integrity of the University of Córdoba and the Hospital Universitario Reina Sofia, IMIBIC Committee shares some of its members with the other two Institutions.

IMIBIC Committee on Research Integrity guarantees the correct dissemination of the Research Integrity Code and establishes the tools for problem detection and implementation of corrective measures. The tasks of the Research Integrity Committee are:

- Ensure compliance with the principles and good practices included in the Code of Responsible Practices and Integrity in Research of IMIBIC.
- Advise about the interpretation and implementation of the Code.
- Inform about the conflicts that arise in relation to research integrity and propose solutions.
- Propose modifications to the code.
- Any other function related to research integrity.

Strength: Responsible Research and Innovation. IMIBIC is strongly committed to its strategy focused on Responsible Research and Innovation (RRI) (<https://www.imibic.org/index.php?r=site%2Fpage&view=ri%2Fintroduccion> (<https://www.imibic.org/index.php?r=site%2Fpage&view=ri%2Fintroduccion>)). Thus, it has implemented several projects engaging the society in research and innovation activities with the aim of reducing the gap between science and society, always ensuring that research and innovation have a positive impact for the benefit of local, national and global society. As examples, we can highlight the following IMIBIC's initiatives in RRI: "What really matters" campaign; "Doing research in family" event; "Oligodendroglyoma Day"; "Science at 2 meters" campaign; "Fidiciencia" project; European Researcher's Night; "Educass" project; Cancer research Open days.

IMIBIC was awarded the 1st prize on Responsible Research and Innovation in 2020 by the National Institute of Health Carlos III, within the EU project ORION, for the project "What really matters".

Additional activities in RRI include the participation of societal actors as invited members in several IMIBIC committees (Innovation, Equality, Training and Clinical research). Finally, in 2020, IMIBIC launched a yearly-based call to financially support open access publishing charges. This program is aimed at contributing funds for subsidising open access publications resulting from research projects carried out at the Institute.

New weaknesses: Though IMIBIC is increasingly getting closer to society, more activities are needed to make both researchers and patients and other societal actors realise that research should be open and for the benefit of society, always ensuring research integrity and ethical acceptability (Action 41).

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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strength: The strength of IMIBIC policies for recruitment was successfully validated during the development of IMIBIC Fellowship Programme for Personalised and Precision Medicine, IMIBIC-P2MED, a Marie Skłodowska-Curie COFUND Programme that was awarded to the IMIBIC in 2019 (H2020 Grant Agreement No. 847468). These job offers were published in Euraxess and 27 researchers from all over the world applied for the jobs.

Since 2021 there is a specific Technical Instruction for the publication of job offers in Euraxess, with clear criteria and objectives aimed at publishing up to 100% of job offers meeting the criteria by 2025. Notably, the target of publishing 100% of offers meeting the criteria has been already achieved in 2022, that is, only after two years of application. In spite of this, there has been a decline in the number of applications from outside Spain since 2020, which may have been influenced by the pandemic. Being aware of these limitations, the new strategic plan of IMIBIC includes action plans based on funding and incentives to attract talent in order to foster our internationalisation strategies.

It is worthy to note that IMIBIC has recently been awarded two grants from the "Investigo" Programme (NextGenerationEU) to boost the employment of young researchers that are currently unemployed. A pilot recruitment scheme has been put in place by blind evaluation of candidates' merits and CVs to ensure non-discrimination.

New weaknesses: Though an effort has been made to increase the number of job offers in English, we have to implement additional actions, which are depicted in the new internationalisation Plan of the IMIBIC, to foster internationalisation and attraction of (international/external) talent (Action 17).

Remarks (max 500 words)

Working conditions*

**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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths: The internal working regulations were updated and released in 2022, with a special focus in reconciliation between work and family life and flexible working hours. Telework has also been acknowledged as an innovative way of organising and carrying out work tasks, taking advantage of the advances in technology to perform work duties outside of our premises.

These working conditions have been further improved in 2021 and 2022, making the working day more flexible and creating the possibility to compensate accumulated hours when needed.

IMIBIC received in 2020 the award "CONCILIA CORDOBA 2020", in the medium size Enterprise category, from the Cordoba City Government and *Fundación Mujeres* in recognition to our good practices in relation to reconciliation between work and family life. This award was renewed in 2021 and 2022.

A Manual for Non-sexist language Communication was elaborated in 2021 to serve as a guide for all IMIBIC staff. This document is available at IMIBIC webpage (<https://www.imibic.org/documents/igualdad/Manual%20de%20Comunicacion%20de%20lenguaje%20no%20sexista.pdf> (<https://www.imibic.org/documents/igualdad/Manual%20de%20Comunicacion%20de%20lenguaje%20no%20sexista.pdf>)) and is offered to all newcomers to the Institute.

A Work council was elected in November 2021, and it is currently negotiating a collective bargaining agreement for FIBICO. In addition, the Committee for Health and Safety was also created in November 2021.

Other activities include the organization of a Workshop on "Women's Effective Leadership" imparted by Quid Qualitas on December 2021. It was intended for female postdoctoral researchers and focused on the promotion of the skills required to lead and manage teams, fostering collaborative working environments, embracing diversity and facilitating innovation.

During 2022, the Equality Commission was repurposed as the Equality Negotiating Commission, which has elaborated and secured the approval for the 2nd Equality Plan 2022-2026 of FIBICO-IMIBIC. Likewise, the Protocol for the detection, investigation and resolution of work conflicts, harassment situations (work, sexual) and discrimination for reason of sex or other reason was updated in 2022. All FIBICO staff completed a course on "Training and awareness of work harassment". Finally, we carried out a survey about the working environment in 2022, and an employee exit survey for staff leaving their jobs at FIBICO was also put in place.

Likewise, we offer occupational risk prevention courses on "Safety at work in laboratories" and "Storage and handling of chemical products" to people who come to our centre for internships/stays, as well as the course on "Waste management at IMIBIC" through our own Moodle platform. FIBICO employees are also offered the possibility of taking two new prevention courses: "Road safety and mobility" and "Training and awareness of harassment at work".

Regarding the weaknesses highlighted in the previous Plan, and as indicated (action 34), we have updated the Professional Research Career at IMIBIC and the categories for R1-R4, to better reflect the criteria of the EC. Specifically, the Professional Research Career at IMIBIC was reviewed for the new strategic plan. In addition, the Institute participated in the working group and endorsed the document promoted by the Spanish National Institute of Health Carlos III on researchers' career at Biomedical Research Institutes (IIS) (https://www.isciii.es/QueHacemos/Financiacion/IIS/PublishingImages/Paginas/Alianza-IIS/DOCUMENTO%20DE%20TRABAJO%20CARRERA%20INVESTIGADORA%20IIS_rev2_15%20dic.pdf (https://www.isciii.es/QueHacemos/Financiacion/IIS/PublishingImages/Paginas/Alianza-IIS/DOCUMENTO%20DE%20TRABAJO%20CARRERA%20INVESTIGADORA%20IIS_rev2_15%20dic.pdf)). This has enabled us to definitively fix the categorization criteria (R1-R4) in accordance with all the accredited IISs.

Finally, in line with the new strategic plan of IMIBIC, mobility has been fostered by including grants and incentives for researchers in the annual Research Plan of the IMIBIC. In parallel, the management teams have identified and disseminated other public and private opportunities for placements in other centres.

New Weaknesses: Given the high number of researchers at early stages of their career at the IMIBIC, it will be challenging to promote and, more importantly, to provide opportunities for facilitating researchers' mobility (Action ID 17).

Remarks (max 500 words)

Training and development*

**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).

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths: There has been a significant increase in training activities, which have been designed and scheduled based on the results of the annual training needs detection surveys. In addition, the series of scientific seminars have been boosted through the collaboration with other national research institutes so that IMIBIC researchers can benefit from their training programs (and *vice versa*) and also attend MOOC-type activities. It is worthy to note that the training program of the PhD Programme in Biomedicine and of the Master in Translational Biomedical Research of the University of Cordoba, which are managed by IMIBIC, has been coordinated to the training activities scheduled by the Institute. Both programmes are accredited by ANECA since 2010.

An online training plan of seminars has been launched to facilitate the access to doctoral students that cannot attend in person for professional reasons. We have created a training repository with the aim of disseminating open access training, and we have a Moodle platform which facilitates the delivery of online courses. In 2022, IMIBIC was awarded by the Andalusian Agency for Healthcare Quality (ACSA) for accreditation of training activities, which enables both to ensure their quality and to make our training program more attractive for researchers.

In addition to the usual institutional conferences (Young Researchers' Conference and Maimonides Memorial Lecture), the IMIBIC has held a Young Postgraduate Researchers' Conference, a Conference associated with the ENABLE European Congress, and a Conference for the Promotion of Internationalisation of the Doctoral Programme in Biomedicine. There has been also a notable increase in the number of subsidized training courses for FIBICO staff.

Finally, numerous agreements have been signed with national and international universities and other healthcare organisations for the development of internships and training placements.

New Weaknesses: Though the *postdoctoral training offer has been* increased, we should increase the amount of targeted seminars/courses aimed at fostering skills in leadership, creativity, innovation, transfer, funding, internationalisation, novel approaches (AI), etc. (action ID 20). It is also important to keep on working to establish a consistent mentorship program (Action ID 23). As a matter of fact, the Talent Attraction and Career Development Plan of the new strategic plan of the IMIBIC includes, among other actions, to "Define the figure of the mentor and ensure its implementation". In this regard, two types of mentors were proposed, depending on the characteristics of the research group to which the researchers belong. Thus, for emerging or associated groups, the mentor would be chosen by the coordinator of the corresponding scientific programme. For consolidated groups with a multi-level structure of researchers, the mentor would be the researcher's tutor within the group.

Remarks (max 500 words)

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

Most of the actions have been correctly developed during the course of the Plan and, accordingly, significant improvements in terms of recruitment and selection processes, working conditions, training and career development have been achieved. Among the shortcomings identified, mentoring actions have been hampered by the high number of young researchers joining the institute in recent years (e.g. 100 more R1 researchers compared to 2018). Efforts will be placed on implementing the mentoring plan so that all young researchers have a follow-up during their work at IMIBIC.

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)

During the course of the current Plan, there have been significant internal and external changes that have affected management actions at the IMIBIC, including the new Strategic Plan as well as changes in equal pay audits, science law and labour law.

Regarding the 2021-2025 Strategic Plan, it comprises several sub-plans that aim, on the one hand, to favour the individualised monitoring of the different actions proposed for the achievement of the objectives, and on the other, to give the appropriate relevance to the strategic axes (Excellent Science, Innovation, Internationalisation, Talent and Training, and RRI).

In 2022, the new Law 17/2022, of 5 September, which modifies Law 14/2011, of 1 June, of Science, Technology and Innovation, together with changes introduced in general labour legislation has had a major impact on the recruitment of researchers and research support staff and it has focused our efforts on analysing new recruitment conditions and modifying existing employment contracts where necessary.

Finally, the former IMIBIC Equality Plan has been adapted to Royal Decree 901/2020, of 13 October, which regulates equality plans and their registration, and to Royal Decree 902/2020, of 13 October, on equal salary for women and men. The latter contains the guidelines for carrying out an assessment of jobs within the company and the corresponding equal pay audit in order to identify and eliminate possible direct or indirect discrimination between women and men.

It is important to underline the implementation of a blind CV recruitment linked with the execution of certain public grants like the "investigo" programme. This procedure is founded on the following characteristics:

- Chinese walls between people that receive the applications and Recruitment Committee
- No mention of any condition that could provide information of race, gender, age or origin in the application forms
- Objective assessment based on merits included in the CV's of 70%, without any intervention of the Recruitment Committee.

Additionally, the IT department is developing an internal tool to support the HR department in order to generate automatically certificates to employees, and to auto-generate management reports based on the internal databases.

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

One of the major goals of the new IMIBIC Strategic Plan 2021-2025 is to promote research and innovation among IMIBIC groups, encouraging the participation and involvement of researchers in Primary Care, nursing and specialised health training, identifying talent and promoting clinical research through national and regional competitive calls such as the "Río Hortega" and "Juan Rodés" grants from the Carlos III Institute of Health (ISCIII) or "Action B" for clinical research staff from the Andalusian Health Service (SAS). In addition, the Institute is committed to promoting specific actions for these researchers, including plans for attracting resources, interaction with other clinical research lines run at the Reina Sofia University Hospital, specific training actions, etc. Internationalisation, innovation and public-private collaborations represent other key priority lines for the IMIBIC. We are confident that these actions will help to increase the critical mass of clinical research personnel, which represents a major challenge for biomedical research institutes.

In line with the principles of HRS4R, the new IMIBIC Strategic Plan has been designed with the participation of key non-scientific stakeholders, who, as mentioned in previous sections, are active members of the Institute's internal committees.

A major challenge for the Institute in terms of recruitment and selection processes has been the elaboration of a technical instruction for the Investigo Programme, which has enabled the recruitment of a significant number of young researchers in our Institute (77). To be more specific, the procedure has been designed to ensure that the curricular assessment of Investigo Programme candidates is carried out through the use of blind curriculum vitae, guaranteeing the principle of non-discrimination for any reason. As indicated in previous sections, and in terms of recruitment and selection at the international level, the P2MED programme has fulfilled all the criteria required by Marie Skłodowska-Curie Actions for postdoctoral positions.

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 Q1 2021 - Q4 2022	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			

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. The course was held two times in 2020, once in 2021 and once in 2022. Since 2021 it has been imparted by the IMIBIC Clinical Research Unit and the course has been externally accredited by ACSA with 0.46 ECTS. Action Extended: New Timing: Q1 2023 - Q4 2025 Responsible Unit: Training Unit, Quality Unit Indicator/Target: Nr. of training actions / Objective 2023: 1

Proposed ACTIONS

Action 2		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.				Nr. of patents. Result 2017: 16 Objective (revised) 2018:16 Result 2018: 16 Objective (revised) 2019: 15 Result May 2019: 3 Nr.
	8. Dissemination, exploitation of results	Q4 2016 - Q4 2020	Innovation Unit	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*
	31. Intellectual Property Rights			
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				Indicator(s) / Target(s)
	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	
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.				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
	9. Public engagement	Q4 2016 - Q4 2020	Communication and CSR Unit	
	Current Status	Remarks		
	COMPLETED	Error in indicator has been fixed ("Nr of" instread of "%")		

Proposed ACTIONS**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	Q4 2016 - Q4 2020	HR Unit, Research management Unit	% of staff recruited following the principles of the C&C.
13. Recruitment (Code)			Result
14. Selection (Code)			2017: 100% Objective
15. Transparency (Code)			2018: 100% Result
16. Judging merit (Code)			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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			2019 Gender balance in the composition of the selection committees. Objective (revised) 2019: >77% Result May 2019: 81%
Current Status	Remarks		
COMPLETED	<p>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.</p>		

Proposed ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.	12. Recruitment	Q4 2016 - Q4 2020 Q1 2021 - Q4 2022	HR Unit, Research management Unit	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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			<p>outside the institution/abroad.</p> <p>Objective 2018: >=5% Result 2018: 5 offers, not including "hosting" offers, which represent 8% of all offers. (3 recruited from outside).</p> <p>Objective (revised) 2019: >= result from 2018. Result May 2019: 2 offers (0 recruited from outside).</p>

Proposed ACTIONS

		Current Status	Remarks
		COMPLETED	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". Results 2020: Nr. of PI with active competitive projects: 104 Nr. of researchers / technicians hired through competitive calls: 82 Nr. of external and/or foreign candidates who apply for job offers: 63 (5%) Nr. of and share of job offers posted on EURAXESS: 5 Results 2021: Nr. of PI with active competitive projects: 116 Nr. of researchers / technicians hired through competitive calls: 88 Nr. of external and/or foreign candidates who apply for job offers: 94 (7%) Nr. of and share of job offers posted on EURAXESS: 11 Results 2022: Nr. of PI with active competitive projects: 116 Nr. of researchers / technicians hired through competitive calls: 80 Nr. of external and/or foreign candidates who apply for job offers: 44 (3%) Nr. of and share of job offers posted on EURAXESS: 9
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

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 labor 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)

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.

Proposed ACTIONS

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		
		COMPLETED	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. Result 2020: 202 of 835 = 24% Result 2021: 220 of 860 = 25% Result 2022: 229 of 824 = 28% The increase in the number of postdoctoral researchers has been steady during the last 5 years, being 9% higher than the first data available (2018).		

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. Complaints/ 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. Objective 2017: 50%
14. Selection (Code)	Q4 2017 - Q4 2020 Q1 2020 - Q4 2022	Communication and CSR Unit, HR Unit	Result 2017: 0% Objective 2018: 60%
24. Working conditions			Result 2018: 50% Objective 2019: 80%
27. Gender balance			Result 2019: 60% Objective 2020-2022: 100%

Proposed ACTIONS

Current Status	Remarks
EXTENDED	<p>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. Results 2020: 100% Results 2021: 100% Results 2022: 81.81% The Gender Equality Plan was updated in 2022 and not all the actions could be completed before the end of the year. This is why the % of implementation has decreased during 2022. It is expected that it will be fully implemented by the end of 2023. Correction to Indicator/Target: the indicator "% of women applicants" has been included by mistake in Action 14 during the implementation phase. We include here the results to this indicator for the past years. The indicator is also included in this Action for the future Plan. Indicator: % of women applicants. Objective 2018: 50% Result 2018: 70% Objective (revised) 2019: >60% Result May 2019: 77% Objective 2020-2022: 50%-60% Result 2020: 68% Result 2021: 71% Result 2022: 75% Action Extended. New Action Description: Implementation of the 2nd Gender equality Plan 2022-2026 New Timing: Q1 2023 - Q4 2025 New Responsible Unit: Communication and RRI Unit, Human Resources Unit Indicator/Target: % of implementation of Gender Equality Plan / Objective 2023: ≥ 75% % of women applicants / Objective 2023: 40% - 60%</p>

Proposed ACTIONS

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)
			% of women applicants. Objective 2018: 50% Result 2018: 70% Objective (revised) 2019: >60% Result May 2019: 77%
30. Access to career advice	Q1 2018 - Q4 2018 Q1 2019 - Q4 2022	Research Management Unit, Training Unit	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) Nr of sessions of training Results 2020: 2 Results 2021: 4 Results 2022: 2 Action Extended. New Timing: Q1 2023 - Q4 2025 Indicator/Target: Nr. of sessions or trainings / Objective 2023: 2

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			
COMPLETED	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. Results 2020: 10 Results 2021: 9 Results 2022: 7			

Proposed ACTIONS**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**

COMPLETED

Manuals have been prepared for: Genomics, SAEX, Microscopy and cytometry, Proteomics, Isotope, Clinical Research, and Biobank. Pending: Tech innovation & bioinformatics, and Methodology
Result 2020: 92.57% Result 2021: 90.69% Result 2022: 98.77% Most of the manuals have been produced. We consider this Action as completed.

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) Results 2020: - Nr. of stays and mobility actions of researchers (incoming): 8 - Nr. of stays and mobility actions of researchers (outgoing): 18 Results 2021: - Nr. of stays and mobility actions of researchers (incoming): 12 - Nr. of stays and mobility actions of researchers (outgoing): 14 Results 2022: - Nr. of stays and mobility actions of researchers (incoming): 20 - Nr. of stays and mobility actions of researchers (outgoing): 10 Action Extended. New Action Description: Implementation of IMIBIC Training Plan and International Plan 2021-2025: - 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. New Timing: Q1 2023 - Q4 2025 New Responsible Unit: Training Unit, International Unit Indicator/Target: Nr. of stays and mobility actions of researchers (incoming) / Objective 2023: 20 Nr. of stays and mobility actions of researchers (outgoing) / Objective 2023: 10

Proposed ACTIONS

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)		

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.		

Proposed ACTIONS**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	Result 2020: 7 Result 2021: 1 Result 2022: 2 This action has been extended in the new plan but the Indicator has been changed to "training actions to boost innovation and traslation of results". This is due to a change in the objectives of our new Strategic Plan 2021-2025. Action Extended. New Action Description: Implementation of IMIBIC Innovation Plan 2021-2025: - Organising horizontal training actions on patent management. New Timing: Q1 2023 - Q4 2025 Indicator/Target: training actions to boost innovation and traslation of results / 2		

Proposed ACTIONS**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
39. Access to research training and continuous development			
Current Status	Remarks		
COMPLETED	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. Result 2020: 71 Result 2021: 102 Result 2022: 107 The number of training activities is remains stable every year (with the exception of the pandemic year of 2020) and it is based on training needs surveys. We consider this Action completed.		

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			% of new staff in training that have been assigned a mentor.
	37. Supervision and managerial duties			Objective 2018: 40% Result 2018: 62% (122 of total R1=194)
	38. Continuing Professional Development	Q1 2017 - Q4 2020 Q1 2021 - Q4 2022	IMIBIC Scientific Direction, Training Unit, HR Unit	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. Result 2020: 235 Result 2021: 254 Result 2022: 297 Action Extended. New Action Description: Implementation of IMIBIC Talent attraction and professional development Plan 2021-2025, - Define the figure of the Mentor and ensure its implementation. New Timing: Q1 2023 - Q4 2025 Indicator/Target: % of new staff in training that have been assigned a mentor / 100%		

Proposed ACTIONS**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			
37. Supervision and managerial duties	Q1 2017 - Q4 2020	IMIBIC 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.	

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			
37. Supervision and managerial duties	Q1 2017 - Q4 2020	IMIBIC 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				
	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Constant update and improvement of the HRS4R Strategy and its quality assurance systems.	9. Public engagement			
	10. Non discrimination			
	12. Recruitment			
	15. Transparency (Code)			Passing the external audit and obtaining re-accreditation by ISCIII in 2021.
	27. Gender balance	Q4 2021	All Units	
	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. The external audit by ISCIII was successfully completed in 2021, obtaining the re-accreditation. New Timing: Q1 2023 - Q4 2025 Responsible Unit: All Units Indicator(s) / Target(s): Preparing the external audit to obtain re-accreditation by ISCIII in 2026		

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 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	Q1 2020 - Q4 2022	Training Unit, Quality Unit	Yes/no
	38. Continuing Professional Development			
	39. Access to research training and continuous development			
Current Status		Remarks		
	COMPLETED	The Training Unit of IMIBIC obtained the accreditation by ACSA in 2021.		

Proposed ACTIONS**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)
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**

COMPLETED

The criteria for publication of job offers in EURAXESS was implemented by the HR Unit in 2021, and it has been in use since that date as part of the recruitment process.

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			
39. Access to research training and continuous development	Q1 2020 - Q4 2022	Training Unit	Successful implementation of the LMS Nr of users of the LMS

Current Status**Remarks**

COMPLETED

The online LMS was implemented at the end of 2021 and it has been in use since that date.

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**

EXTENDED

There are a number of surveys implemented since 2020 covering a number of aspects related to the HRS4R, including working conditions, training needs, quality of training and events. The participation has been similar on average every year, but with higher participation in surveys about training needs (double of year average) and working conditions (50% higher than year average). Average participation per year: 2020 = 75; 2021 = 77; 2022 = 67 Action Extended. New Timing: Q1 2023 - Q4 2025 Indicator/Target: ≥65 (average)

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		
COMPLETED	The set of predefined objectives for different staff categories were completed and implemented. It is being used by the human resources department routinely.		

Proposed ACTIONS**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		
EXTENDED	The internal labour regulation was revised and updated in November 2020 and in June 2022. Action Extended. New Timing: Q1 2023 - Q4 2025 Indicator/Target: Revised yearly		

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)	Q1 2020 - Q2 2021	IMBIC Scientific Direction, Corporate development Unit	New categorisation implemented within all procedures and documents
22. Recognition of the profession			
28. Career development			
39. Access to research training and continuous development			
Current Status	Remarks		
COMPLETED	The Professional Research Career at IMBIC was updated in October 2020 and in February 2021. This Action is considered as completed.		

Proposed ACTIONS**Action 35**

Establish a mechanism to obtain feedback from employees in case of voluntary termination of work contract for all IMIBIC 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			Procedure established, implemented and evaluated (yes/no)
25. Stability and permanence of employment	Q4 2020 - Q4 2021	HR Unit	
26. Funding and salaries			
34. Complaints/ appeals			

Current Status**Remarks**

COMPLETED

The procedure for obtaining feedback from employees after voluntary termination of contract is in place since the end of 2022.

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**

COMPLETED

The checklist was produced after completing some contracts with non-EU researchers in 2022.

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			
27. Gender balance	Q1 2020 - Q4 2022	HR Unit, Quality Unit, Communication and CSR Unit	Web section online and updated

Current Status**Remarks**

COMPLETED

The gender equality section on IMIBIC's website is implemented and regularly updated since the second half of 2020.

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**

COMPLETED

The internal guidelines for the use of non-sexist language and images was completed and implemented in June 2020, and updated in August 2021.

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**

COMPLETED

The guide was produced for H2020 in 2018. It was subsequently updated for Horizon Europe in 2021.

Proposed ACTIONS

Action 40		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	
Establish regular revision of "Code of Responsible Practices and Integrity in Research"		2. Ethical principles	Q1 2021 - Q4 2022	IMIBIC scientific Direction	Revised every 2 years
Current Status		Remarks			
EXTENDED		Code revised in 2020 and in 2022. Action Extended. New Timing: Q1 2023 - Q4 2025 Indicator/Target: Revised every 2 years			

Action 41		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	
Develop and carry out new activities targeted to patients/society at large.		6. Accountability	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.
8. Dissemination, exploitation of results					
9. Public engagement					
Current Status		Remarks			
EXTENDED		Nr of patients participating in clinical studies. Result 2020: 5067 Result 2021: 6315 Result 2022: 7277 Nr of joint initiatives with patient associations that promote research. Result 2020: 29 Result 2021: 41 Result 2022: 57 Action Extended. New Timing: Q1 2023 - Q4 2025 New Responsible Unit: Communication and RRI Unit New Indicator/Target: Nr. of patients participating in clinical studies / ≥7000 Nr. of joint initiatives with patient associations that promote research / ≥50 Development of a protocol for dissemination of results to society that integrates ethical aspects			

Proposed ACTIONS**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**

COMPLETED

The first survey results were obtained in 2019 and the analysis and presentation was completed in 2020. A second survey was completed at the end of 2022, with the analysis and presentation of results expected for the first quarter of 2023.

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	Q1 2020 – Q4 2021	IMIBIC Scientific Direction, Corporate development Unit	Policy ready and communicated to all staff
6. Accountability			
7. Good practice in research			
8. Dissemination, exploitation of results			

Current Status**Remarks**

EXTENDED

The Open Science policy is included in IMIBIC's own Strategic Plan. Future updates are expected within the framework of the new Plan. Action Extended. New Timing: Q1 2023 - Q4 2025
Indicator/Target: Policy ready and communicated to all staff

Proposed ACTIONS**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	Q1 2021 - Q4 2022	HR Unit	Report of available solutions
13. Recruitment (Code)			

Current Status**Remarks**

COMPLETED

The different options of a proprietary recruitment platform were studied in 2021. This possibility was finally discarded by the top management of IMIBIC.

Action 45

Renew the accreditation the Andalusian Agency for Healthcare Quality (ACSA).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	Q1 2023 - Q4 2025	Training Unit	Pass the follow-up audit
28. Career development			
30. Access to career advice			
38. Continuing Professional Development			
39. Access to research training and continuous development			

Current Status**Remarks**

NEW

Proposed ACTIONS

Action 46				
Re-accreditation of the Management Unit and UCAIBs in ISO 9001.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	7. Good practice in research			
	10. Non discrimination			
	11. Evaluation/ appraisal systems			
	12. Recruitment			
	13. Recruitment (Code)			
	14. Selection (Code)			
	15. Transparency (Code)			
	16. Judging merit (Code)	Q1 2023 - Q4 2025	All Units	Pass the follow-up audit
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	19. Recognition of qualifications (Code)			
	24. Working conditions			
	33. Teaching			
	Current Status	Remarks		
	NEW			

Proposed ACTIONS**Action 47**

Analyse the training needs of the research staff periodically and design a training program

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Q1 2023 - Q4 2025	Training Unit	% of training actions carried out on
30. Access to career advice			proposed topics over
33. Teaching			training actions requested
38. Continuing Professional Development			in the training needs detection survey
39. Access to research training and continuous development			

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> (<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**).

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

In the implementation of the 2020-2022 Action Plan, the actions foreseen in the Institute's human resources plan have been carried out. The plan is fully aligned with the European HRS4R strategy, and with the open, transparent and merit-based (OTM-R) strategy approved for the entity.

As a **weakness** of the current recruitment process, we are still lacking efficient e-tools to help us streamline the monitoring and evaluation of our OTM-R indicators, such as the number of applicants recruited from outside the Institute, the number of foreign research staff, under-represented groups, statistics on the composition of Selection Committees, etc. Notwithstanding this limitation, our system for recording data, though still dependent on the management staff, enables us to follow-up and confirm the adequacy of the progress.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

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

The implementation phase of the HRS4R Action Plan 2020-2022 coincided with the development of the 2020 Strategic Plan and sub-plans 2016-2020 and the subsequent Strategic Plan and sub-plans 2021-2025. These Plans refer, where appropriate, to HRS4R actions, including objectives related to the implementation of a recruitment policy based on open, transparent and merit-based principles and their respective indicators. The HRS4R action plan is integrated into the Human Resources Development Plan of our Strategic Plan, with actions scheduled annually to achieve the proposed objectives.

The sub-plans comprising the Strategic Plans have been monitored every six months during the course of the HRS4R Action Plan 2020-2022, and the data analysed to correct potential deviations and/or improve the progression of the Plan. It should be noted that some of the targets we set in the HRS4R Action Plan 2020-2022 have not been included in the new Strategic Plan 2021-2025, because the objectives were already fulfilled, though they were measured until the end of the HRS4R Action Plan (i.e., in 2021 and 2022). In addition, many of the indicators in the HRS4R 2020-2022 Action Plan are embedded in the I Equality Plan 2019-2022 and the II Equality Plan 2022-2026, and are monitored annually.

In the last years, the following actions included in the HRS4R plan have been carried out, among others:

- Updating of the Welcome Manual and dissemination of the revised version.
- Updating and translation into English of the IMIBIC website and other documents considered essential for research staff.
- Updating of the Equality Plan to adapt it to RD 901/2020 and 902/2020 of 13 October; the reviewed version has been registered in the Register and Deposit of Collective Bargaining Agreements (REGCON). In addition, the jobs within the company have been evaluated and a pay audit has been carried out in order to identify and prevent potential direct or indirect discriminatory practices in gender.
- Updating of the Harassment Protocol and dissemination of the revised versions.
- Organisation of training activities to promote the exchange of knowledge between research groups.
- Accreditation of the Training Unit by the Andalusian Health Quality Agency (ACSA).
- Development of an online learning management system (LMS), based on a "Moodle" platform ascribed to the Institute that contains information on the courses, registration, certificates, materials, streaming, comments from the participants, among other activities for teaching and learning management.
- Elaboration of a guide for research staff participating in European projects, concerning legal, financial and reporting obligations.
- Development of an Open Science Policy.

The monitoring of this plan is carried out through a working group composed of the Scientific Director, the Manager, a member of the Quality Unit and an international project manager, and a working group including different representative of IMIBIC groups (initially through the Training Commission of IMIBIC and from 2023 with the recently created HRS4R commission).

In summary, 100% of the actions included in the HRS4R action plan have been initiated, and 96.55% of them have been completed to date.

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)

As indicated in the previous report, the monitoring of the Plan is carried out by a working group comprised by the Scientific Director, the Manager, a member of the Quality Unit and an international project manager, together with a group of volunteers pertaining to the IMIBIC's Training Committee.

Every six months, this working group reviewed the degree of compliance with each of the actions and tasks proposed in the 2020-2022 Action Plan. The group also proposed new actions to be considered in the design of the next HRS4R Action Plan, on the basis of the analysis of the principles of the European Researcher's Charter and the Code of Conduct for Recruitment (C&C), and always aligned with the Strategic and Human Resources Plans of the Institute.

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



Detailed description and duly justification (max. 500 words)

As proposed, the implementation of HRS4R actions have involved the research community, management staff and societal actors. We have keep on designing the yearly based program of training activities and seminars based on the preferences of the participants (training topics, trainers, speakers, as well as preferences for the format of the training). Researchers are eager to collaborate with the visits to laboratories by persons outside the Institute (49 school visits with 1,515 attendants) and institutional visits (6 visits with 141 attendants). In addition, being awarded the accreditation of the Training Unit by the Andalusian Health Quality Agency (ACSA) in 2021, we are committed to carry out an exhaustive analysis of the activities using the model recommended by the Agency, in which many aspects of the training given are assessed, such as usefulness, suitability of the course objectives, assessment of the teachers and the teaching material used, etc.

Other useful feedback channels have been suggestions or requests made by staff members directly to the HR/Quality Departments, and, specially, through the recently implemented online suggestion channel. We also currently employ other questionnaires on user satisfaction of IMIBIC services (covering all areas, from HR and management to technical research facilities). Further feedback from researchers is obtained through work climate surveys.

During the course of the Strategic Plan, the Institute monitors the development of the programmed tasks and the fulfilment of its indicators every six months, receiving feedback and requests from the different working committees, such as Equality, Training, Infrastructures, Quality, Innovation, etc. All this information is submitted to the IMIBIC Governing Board for decision-making.

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



Detailed description and duly justification (max. 500 words)

As for the previous Plan, the HRS4R Committee is responsible for the follow-up, in communication with the Training Committee whenever necessary. Indicators are collected and presented in a yearly-basis (with an advance mid-year review) though HRS4R Committee members can contact throughout the year to make inquiries, propose activities or check progress of the programmed actions.

Besides the Training Committee, the Quality Committee is also aware of the progress of the HRS4R Plan and propose recommendations to enable the alignment of HRS4R actions with IMIBIC policies on quality certifications and accreditations of the Institute. In this regard, the HRS4R action Plan was included as such for the accreditation of the IMIBIC by the National Institute of Health Carlos III in 2021, and this largely contributed to the approval by this institution of the indicators related to Human Resources.

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)

The new Talent Attraction and Professional Development Plan 2021-2025 has been designed based on the analysis of the performance of the former Plan, adapting the actions to the current reality of the Institute. Its overall goal is to promote, attract, stabilise and consolidate IMIBIC research staff, pursuing ground-breaking research and innovation, in accordance with the HRS4R initiative and the principles of RRI.

Among the specific objectives of the Talent Attraction and Career Development Plan 2016-2021, there are the following, among others:

- Attraction of national and international research talent.
- Retention and promotion of research personnel for the generation of translational biomedical knowledge.
- Actions aimed at ensuring equality between women and men.

The actions comprising IMIBIC's HRS4R proposal, including Action 10 on Professional Career, Action 11 on Professional Development, and Action 13 on Equality of the Action Plans "Human Resources Excellence in Research 2016-2020" and "Human Resources Excellence in Research 2020-2022", are along the same lines.

In fact, for IMIBIC, human resource management is part of the strategic value "Talent" into the Institute's Process Map. IMIBIC has a series of procedures to carry out personnel management, related to the recruitment and selection of candidates, hiring and incorporation of staff, always including gender equality and diversity management, as it is indicated in the Plans "Human Resources Excellence in Research 2016-2020" and "Human Resources Excellence in Research 2020-2022" that have been elaborated by IMIBIC. Specifically, IMIBIC has a Recruitment and Selection Policy based on the OTM-R (Open, Transparent and Merit-based Recruitment) strategy of the European Union.

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



Detailed description and duly justification (max. 500 words)

The HRS4R strategy and its action plan are included in the Institute's Strategic Plan and Talent Attraction and Professional Development Plan, and, in this way, it is endowed with planned actions out and indicators to measure the achievement of the proposed objectives. The monitoring and evaluation of the fulfilment of the actions is carried out every six months and the results are presented to the internal committees and subsequently, to the Governing Bodies. As an integral part of the actions of each area, the implementation of the HRS4R plan is also directly linked to the variable compensation of IMIBIC employees.

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.

Monitoring activities have been maintained as for the previous plan, in line with the evaluation of all other indicators of the Institute's Strategic Plan and Sub-plans.

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.

Unless there is some relevant reason, progression will be evaluated following the procedures employed until now, as they have proved valuable for monitoring the objectives and actions of all IMIBIC's Plans.

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



Detailed description and duly justification (max. 500 words)

The HRS4R Committee has carried out an internal self-assessment to check the implementation status of the HRS4R action plan, based on the biannual monitoring of the Institute's Strategic Plan.

The HRS4R Committee has generated informative posters with general information on the actions carried out during these years related to HRS4R in order to make it visible to all IMIBIC staff. These documents have been disseminated through the IMIBIC website and via email.

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