



IMIBIC

INSTITUTO MAIMÓNIDES DE
INVESTIGACIÓN BIOMÉDICA
DE CÓRDOBA

IMIBIC

**Human Resources Excellence in
Research 2016-2020.
Action Plan.**

Córdoba, 1st September, 2017.

INDEX:

I. ACTION PLAN 2016-2020.....	3
I.1 Actions, responsibilities and indicators.....	3
I.2 Implementation timeframe.....	11

I. ACTION PLAN 2016-2020

I.1 Actions, responsibilities and indicators

The launch of the HRS4R Strategy and Plan involved the IMIBIC's Direction, HRS4R Committee, the Task Force and IMIBIC's Training Committee. After the development of the HRS4R Strategy and Plan, and embedding the related activities within the different Sub Action Plans of IMIBIC for 2016-2020 (i.e. those for Training; Internationalisation; Talent attraction and professional development; Communication and Corporate Social Responsibility; Quality; Innovation; and Infrastructures Plan).

The follow up of the institutional HRS4R Strategy and Action Plan 2016-2020 falls within the responsibilities of the Human Resources Unit and ultimately the General Manager. At operational level, the implementation of all activities related with the HRS4R falling under the different Sub Action Plans are responsibility of the corresponding management area.

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
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.	Training Unit, Quality Assurance Unit	Q2 2017 – Q4-2020	Nr. of training actions
Action 2. Implementation of the activities related with dissemination and exploitation of research results within the IMIBIC Innovation and Translation Plan 2016-2020, specifically actions of the Objective OE14:	Innovation Unit	Q4 2016 – Q4 2020	Nr. of patents
- Implementation of the quality management system and certification UNE 166.002:2014.	Innovation Unit	Q4 2016 – Q4 2020	Nr. of protocols and/or clinical practice guidelines

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
<p>Action 3. Implementation of IMIBIC Communication and Corporate Social Responsibility Plan 2016-2020 (specifically actions of the External communication and CSR objectives: OE1, OE2 y OE5):</p> <ul style="list-style-type: none"> - 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 	<p>Communication and CSR Unit</p>	<p>Q4 2016 – Q4 2020</p>	<p>Nr. of media impacts</p>
	<p>Communication and CSR Unit</p>	<p>Q4 2016 – Q4 2020</p>	<p>% of general public participating in studies and events organised</p>
<p>Action 4. IMIBIC Quality Assurance Plan 2016-2020, specifically action of objective OE4:</p> <ul style="list-style-type: none"> - Periodic meetings between managers/technicians of quality, occupational risk assessment, data protection and environment protection to ensure alignment of these systems within the institution. 	<p>Quality Assurance Unit</p>	<p>Q4 2016 – Q4 2020</p>	<p>Nr. of meetings</p>
<p>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.</p>	<p>Human Resources Unit, Project Management Unit</p>	<p>Q4 2016 – Q4 2020</p>	<p>% of staff recruited following the principles of the C&C</p>
		<p>Q1 2017 – Q4 2020</p>	<p>Launch of the new e-recruitment tool and obtaining new indicators (e.g. number of foreign applicants)</p>

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
		Q1 2017 – Q4 2020	Date of the latest update of the POE-GER-004-V2.1 and its availability on the Intranet
		Q1 2017 – Q4 2020	Nr. of applicants fulfilling the requirements set in the job offer, trend in the share of applicants fulfilling the requirements.
		Q1 2017 – Q4 2020	% of all published job offers complying with the predefined format
		Q1 2017 – Q4 2020	Gender balance in the composition of the selection committees.
<p>Action 6. Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically Objective OE1):</p> <ul style="list-style-type: none"> - Increase the recruitment of research talent with future potential to the IMIBIC. 	Human Resources Unit, Project Management Unit	Q4 2016 – Q4 2020	Nr. of PI with active competitive projects
		Q4 2016 – Q4 2020	% of researchers/ technicians hired through competitive calls

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
		Q1 2017 – Q4 2020	Nr. of external and/or foreign candidates who apply for job offers, tendency in the share of applicants from outside IMIBIC.
		Q1 2017 – Q4 2020	Nr. of and share of job offers posted on EURAXESS, trend in the share of applicants recruited from outside the institution/abroad.
Action 7. Publish updated welcoming pack in English.	Human Resources Unit	Q3 2017 – Q4 2020	% of researchers that receive welcoming pack
Action 8. Standardisation of the recruitment process (standard models for interviews, skills and competences needed according to type of position, etc.).	Human Resources Unit	Q4 2016 – Q4 2020	Nr. of docs. completed
		Q4 2016 – Q4 2020	% of all published job offers complying with the predefined format
Action 9. Preparation of technical protocol for staff researchers including the key aspects of the new process for selection and recruitment of researchers, especially those hired under temporary contracts.	Human Resources Unit	Q3 2017 - Q4 2017	Nr. of docs. completed

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
<p>Action 10. Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically actions related with Objective OE2):</p> <ul style="list-style-type: none"> - Develop a proposal of professional career to the institution according to the regional, national and European framework, and collaborate in its implementation and dissemination. 	Human Resources Unit, Project Management Unit	Q1 2017 – Q4 2020	Increase in number of postdoctoral researchers
<p>Action 11. Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically actions of Objective OE2):</p> <ul style="list-style-type: none"> - 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. 	IMIBIC Scientific Direction	Q4 2016	Develop a proposal for professional career development
<p>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.</p>	Quality Assurance Unit	Q4 2017	% of implementation of the C&C
<p>Action 13. Implementation of CSR and Communication Plan</p> <ul style="list-style-type: none"> - Development and implementation of the Gender Equality Plan that guarantees gender equality, equal opportunities in decision making and in the composition of research teams, including briefing to selection panel members about gender bias. 	Communication and CSR Unit, Human Resources Unit	Q4 2017 – Q4 2020	% of implementation of Gender Equality Plan
		Q1 2017 – Q4 2020	% of women applicants

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
Action 14. Carry out training / informative sessions about funding opportunities for pre and post-doctoral stays and fellowships on national and international level.	Research Management Unit, Training Unit	Q1 2018 – Q4 2018	Nr. of sessions or trainings
Action 15. Implementation of IMIBIC Integration Plan 2016-2020, especially actions of Objective OE1: <ul style="list-style-type: none"> - Promote actions to facilitate dedication of researchers to teaching activities. - Enable the establishment of official links between University professors and the Hospital and its clinical management units. 	Training Unit	Q4 2016 – Q4 2020	Nr. of courses of training activities that promote knowledge exchange between the research groups.
Action 16. Implementation of IMIBIC Infrastructures Plan 2016-2020: <ul style="list-style-type: none"> - Preparation of easy-to-use manuals for common lab equipment, “user guide” type. 	Infrastructures Committee	Q4 2017 – Q4 2020	% of implementation Infrastructures Plan
Action 17. Implementation of IMIBIC Training Plan 2016-2020, especially of actions of objectives OE2, OE13): <ul style="list-style-type: none"> - 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. 	Training Unit, Communication and CSR Unit	Q4 2016 – Q4 2020	Nr. of stays and mobility actions of researchers
Action 18. Promote internal communication of mobility grants and opportunities.			

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
<p>Action 19. Implementation of IMIBIC Innovation and Translation Plan 2016-2020, specifically actions of objective OE2:</p> <ul style="list-style-type: none"> - Promote and increase protection of knowledge generated at IMIBIC. 	Innovation Unit	Q4 2017 – Q4 2018	% of implementation of Innovation and Translation Plan
<p>Action 20. Implementation of IMIBIC Training Plan 2016-2020:</p> <ul style="list-style-type: none"> - Organising horizontal training actions on patent management. 	Training Unit, Innovation Unit	Q1 2017 – Q4 2020	Nr. of training actions on patent management
<p>Action 21. Adaptation of IMIBIC's evaluation and appraisal systems of researchers.</p>	IMIBIC Scientific Direction	Q4 2017	% of implementation of new systems
<p>Action 22. Implementation of IMIBIC Training Plan 2016-2020, specifically actions of objectives OE1, OE4, OE5, OE6 y OE13:</p> <ul style="list-style-type: none"> - Identification of training needs for different staff categories present at IMIBIC. - Planning a stable training actions schedule, but open to changes and updates, and that also helps to revitalise research. - Establish an attractive training activities programme, in line with new systems and languages for transmitting knowledge. - Implementation of clinical research training courses. - Facilitate the completion of training stays for resident physicians and other groups of interest with basic research groups and/or at central lab services of IMIBIC. - Organisation of in-house seminars to disseminate research work performed by groups of the Institute. - Promote researchers mobility to facilitate their training at centres of international relevance, increasing their internationalisation. 	IMIBIC Scientific Direction, Training Unit, Human Resources Unit	Q4 2016 - Q4 2020	Nr. of training activities

Human Resources Excellence in Research
2016-2020

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
<p>Action 23. Implementation of IMIBIC Talent attraction and professional development Plan 2016-2020, specifically actions of Objective OE2:</p> <ul style="list-style-type: none"> - Define the figure of the Mentor and ensure its implementation. 	<p>IMIBIC Scientific Direction, Training Unit, Human Resources Unit</p>	<p>Q1 2017 - Q4 2020</p>	<p>% of new staff in training that have been assigned a mentor</p>
<p>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.</p>			
<p>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.</p>			
<p>Action 26. Constant update and improvement of the HRS4R Strategy and its quality assurance systems.</p>	<p>All Units</p>	<p>Q4 2020</p>	<p>Passing the external audit and obtaining re-accreditation by ISCIII.</p>
<p>Action 27. Development and implementation of internal guidelines for handling complaints and appeals regarding recruitment process</p>	<p>Human Resources Unit</p>	<p>Q4 2018</p>	<p>Nr. of docs. completed</p>
		<p>Continuous improvement</p>	<p>Nr. of complaints/appeals regarding recruitment process.</p>

Human Resources Excellence in Research
2016-2020

I.2 Implementation timeframe

Action	Indicator	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020
Action 1	Nr. of training actions			I		I		I		I	I	I
Action 2	Nr. of patents	15		+4				+4			+5	+5
	Nr. of protocols and/or clinical practice guidelines	16		+17				+18			+19	+20
Action 3	Nr. of media impacts	230		+276				+331			+397	+477
	% of general public participating in studies and events organised	Performance measurement		+10%				+10%			+10%	+10%
Action 4	Nr. of meetings	9		9				5			4	3
Action 5	% of staff recruited following the principles of the C&C	100%		100%				100%			100%	100%
	Launch of the new e-recruitment tool and obtaining new indicators (e.g. number of foreign applicants)			80%				100%			100%	100%
	Date of the latest update of the POE-GER-004-V2.1 and its availability on the Intranet			Updated yearly				Updated yearly			Updated yearly	Updated yearly
	Nr. of applicants fulfilling the requirements set in the job offer, trend in the share of applicants fulfilling the requirements.			Implementation of the indicator				≥50%			≥50%	≥50%

Human Resources Excellence in Research
2016-2020

Action	Indicator	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020
	% of all published job offers complying with the predefined format		60%				100%				100%	100%
	Gender balance in the composition of the selection committees.		>=33% of women				>=33% of women				>=33% of women	>=33% of women
Action 6	Nr. of PI with active competitive projects	77	+2				+2				+2	+2
	% of researchers/ technicians hired through competitive calls	45	+2				+2				+2	+2
	Nr. of external and/or foreign candidates who apply for job offers, tendency in the share of applicants from outside IMIBIC.		Implementation of the indicator				>=5%				>=6%	>=7%
	Nr. and share of job offers posted on EURAXESS, trend in the share of applicants recruited from outside the institution/abroad.		Implementation of the indicator				>=5%				>=10%	>=12%
Action 7	% of researchers that receive welcoming pack		100%				100%				100%	100%
Action 8	Nr. of docs. Completed	1	+1				+1				+1	+1
	% of all published job offers complying with the predefined format	60%	100%				100%				100%	100%
Action 9	Nr. of docs. Completed		1									

Human Resources Excellence in Research
2016-2020

Action	Indicator	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020
Action 10	Increase in number of postdoctoral researchers		>=10%									
Action 11	Develop a proposal for professional career development	Done										
Action 12	% of implementation of the C&C		80%			100%		100%			100%	100%
Action 13	% of implementation of Gender Equality Plan					>=50 %		60%			80%	100%
Action 14	% of women applicants		50%					50%			50%	50%
	Nr. of sessions or trainings							1				
Action 15	Nr. of courses of training activities that promote knowledge Exchange between the research groups	14	18					18			18	18
Action 16	% of implementation Infrastructures Plan					20%				50%	80%	100%
Action 17	Nr. of stays and mobility actions of researchers	20	21				21				22	22
Action 18												
Action 19	% of implementation of Innovation and Translation Plan					50%				100%	100%	100%
Action 20	Nr. of training actions on patent management		3				1				1	1

Human Resources Excellence in Research
2016-2020

Action	Indicator	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020
Action 21	% of implementation of new systems	80%		100%				100%			100%	100%
Action 22	Nr. of training activities	>60		>60				>60			>60	>60
Action 23 Action 24 Action 25	% of new staff in training that have been assigned a mentor			20%				40%			60%	100%
Action 26	Passing the external audit and obtaining re-accreditation by ISCIII in 2020											Yes
Action 27	Nr. of docs. completed							1				
	Nr. of complaints/appeals regarding recruitment process		Implementation of the indicator			<= of previous evaluation			<= of previous evaluation			<= of previous evaluation



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