IMIBIC

INSTITUTO MAIMÓNIDES DE
INVESTIGACIÓN BIOMÉDICA
DE CÓRDOBA

IMIBIC

Human Resources Excellence in
Research 2016-2020.

Córdoba, 1st September, 2017.

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1.   INTRODUCTION

IMIBIC is a Biomedical Research Institute created on April 24, 2008, by an agreement between the Regional Ministry of Health and the Regional Ministry of Innovation, Science and Enterprise of the Andalusian regional Government, and the University of Cordoba, signed on June 29, 2007. In 2011, it was accredited as Centre of Excellence in health research by the Spanish National Institute of Health Carlos III, and obtained reaccreditation in 2016.

The IMIBIC research community has over 650 members. The research staff is grouped into 40 research teams and five research programmes. The Institute is managed by the Foundation for Biomedical Research of Cordoba (FIBICO), created on December 27th, 2007.

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

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

🔵 Mission:

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

🔵 Vision:

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

🔵 Values:

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

IMIBIC is structured in five scientific programmes:

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

2. HRS4R IMPLEMENTATION STRATEGY

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

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

The Charter & Code "*aims to improve recruitment, to make selection procedures fairer and more transparent and proposes different means of judging merit*".

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

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

This strategy has five steps:

1. Internal gap analysis by the institution.
2. Institutional Human Resources Strategy for Researchers/Action Plan.
3. Acknowledgement by the European Commission - HR Excellence in Research.
4. Implementation phase and Self-assessment.
5. External assessment and renewal of acknowledgement.

3. METHODOLOGY

IMIBIC started implementing its Human Resources Strategy for Researchers (HRS4R) in February 2016 by the initiative of IMIBIC's direction to form the HRS4R Committee and Task Force (TF) and apply for the HR Award. The HRS4R Committee included Justo Castaño (Scientific Director), José Miguel Guzmán (Manager), Marisa Escabias (HR and Quality) and José Carlos Prieto (International project manager).

The TF was formed in February 2016 by volunteer members of the Training Committee (TC), operational at IMIBIC since 2011 and presided by Prof. Mª Mar Malagón, that involves 13 staff members representing the different professional categories at IMIBIC: Senior and junior basic and clinical researchers (R1-R4); resident physician; central services lab technician; quality technician; primary healthcare researcher; managing director; scientific director, and international project manager. The TF was chaired by the IMIBIC's Manager José Miguel Guzmán, and the operational management overseen by the IMIBIC's Human Resources& Quality Technician Marisa Escabias.

The implementation of the new institutional HRS4R and the Action Plan 2016-2020 falls within the responsibilities of the Human Resources Unit (managed by Álvaro Granados), with the support of Research Management Unit (Miriam Cruzado) and the IMIBIC Management and Direction (Dr. José Miguel Guzmán, Prof. Justo Castaño). The Training Committee oversees the process.

The gap analysis was planned and carried out between May and September 2016. Based on it, the TC finalised the new Strategy and Plan, and the corresponding documentation to be presented to the European Commission for the application of the logo. The Training Committee approved them during their bi-annual General Meeting on 13th of September 2016. Additional input and review from Human Resources, Training and Research Management Unit, as well as from the Direction was obtained in 2017.

The following table defines the timeline of IMIBIC implementation process:

When	What
February 2016	Direction appoints the HRS4R Committee and the TF is formed.
March 2016	Kick-off meeting: Present the HRS4R at IMIBIC to the members of the Task Force.
May 2016	Meeting of the HRS4R Task Force to evaluate existing legislation and IMIBIC practices.
June 2016	Meeting of the HRS4R Task Force, selection of the principles to be included in the survey, and general criteria for the survey definition.
July 2016	Survey preparation and dissemination by the Task Force.

When	What
August and September 2016	Survey results analysis and definition of the Action Plan by the Task Force.
September 2016	HRS4R Committee approves the Action Plan.
April to September 2017	Additional input, review and adaptation of the documentation to the new process and templates by the HRS4R Committee.

4.   GAP ANALYSIS

As a first step the Task Force addressed each of the 40 principles of the Charter & Code, under the four thematic headings. This included the evaluation of the relevant legislation and existing institutional rules or practices. This work took place in May.

The principle legislation affecting the principles of the Charter & Code, and particularly in scientific research:

> a) Spanish Constitution: articles 44.2, 14, 9.2, 149. 1. 15ª, 20.1, 20.4, 20.1 y 20.4.

> b) Royal Legislative Decree 2/2015, of 23 October, approving the consolidated text of the Workers Statute Law.

> c) Law 14/2007, of 3 July, of Biomedical Research.

> d) Law 14/2011, of 1 June, of Science, Technology and Innovation.

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

The gap analysis table presented in the following chapter details the legislation and the current practices at IMIBIC and provides evidence on their implantation by referring to official approved procedures, internal guidelines, policies or practical examples. It also refers to the final Action Plan and specific actions for those principles where gaps were identified (column: Actions required). Furthermore, this information shown in the table, assures there is a coherent link between the gap analysis and the Action Plan.

After the evaluation of the institutional practises and relevant legislation, a survey was designed to evaluate the staff's perception of the degree of fulfilling the principals of the Charter & Code.

4.1 Internal GAP analysis over the C&C Principles:

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = **fully** implemented +/- = **almost but not fully** implemented -/+ = **partially** implemented - = **insufficiently** implemented	In case of -, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
Ethical and Professional Aspects			
1. Research freedom	+	N/A	The **Article D - General ethical principles: Freedom**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that "*All staff involved in research activities must conduct their research investigators in a free and informed way.*" and "*The freedom of thought and expression must be guaranteed so that the researcher may focus their research for the good of mankind and for expanding the scientific knowledge, according to recognised ethical principles and practises.*" and "*Researchers should*

			recognize the limitations arising from the infrastructural, Budget or intellectual property reasons."
2. Ethical principles	+	N/A	The **Article D - General ethical principles: Respect**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"…[the researchers] will at all times respect the national and institutional codes of ethics."* The **Article D - General ethical principles: Freedom**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"…the researcher may focus their research for the good of mankind and for expanding the scientific knowledge, according to recognised ethical principles and practises. "* In addition, specific guidance for **obtaining, using and maintenance of biological samples and research data** is gathered in **Article E – Responsible practise,** Sections **1-2,** and in Section **5** for **Clinical research.**
3. Professional responsibility	+	N/A	The **Article D - General ethical principles: Responsibility**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"…[the researchers] must ensued their research is relevant to the society."* The **Article E – Responsible Practice,** Section **6: Responsible practice related with publications**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"The researchers must publish the results of their work in honest, open and transparent way."* And *"the authorship of publications must be bases on creative and significant contributions to science. "Honorary" authorship (based only on the researcher's hierarchy or position), "invited" authorship (authors who have not contributed to the generation of the results) as well as "ghost" authorship (authors who are, for one reason or another, omitted as such), are not acceptable in any circumstances. Nevertheless, the contributions by*

			collaborators or assistants, regardless of their professional category, should be recognised, if permission is given."
4. Professional attitude	+/-	The policy and documentation is in place, but it is not yet communicated to all staff in the most efficient way.	The **Article E - Responsible practice,** Section **4,** Point **b: Professional Attitude** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"the researchers must take into account the national legislation as well as the rules and procedures of IMIBIC, that are relevant for their research activities".* The **Strategic Plans 2016-2020** for **"Science"** and **"Science and Cooperation",** developed bottom-up and with the collaboration of the entire scientific community, are available for all IMIBIC staff via the Intranet. See Action 1 in Action Plan.
5. Contractual and legal obligations	+/-	Various documents refer to the contractual and legal obligations of the researchers, but the information given and available to reserachers is not yet communicated to all staff in the most efficient way, e.g. the language barrier remains since all the documentation is not yet available in English.	In addition to the labour contract of each employee, the IMIBIC's **Researcher Handbook** (Normativa Interna), given to all new staff during their incorporation, summarizes the contractual and legal obligations of their contract as well as general and practical information on the research centre and its functioning. Every 3 months, a specific **welcoming meeting** is organised for the newly incorporated staff. The **Article D - General Ethical Principles: Recognition** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that "*all researchers at all stages of their careers or professional category will have access to same benefits of authorship, dissemination and exploitation of the results generated by their research, if any, by legal protection and in specific by adequate protection of intellectual property."*

			The **Article E - Responsible practice,** Section **4,** Point **e: Working Conditions** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"the researchers must take into account the national legislation that is relevant for their research activities".* See Action 1 in Action Plan.
6. Accountability	+	N/A	The **Article D - General ethical principles: Accountability**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"The researchers must be aware that they are accountable toward their employers, funders or other public or private bodies, as well as from the ethical point of view, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. As a consequence, IMIBIC will assure adequate legal actions will be undertaken for the public rendering of accounts of the results obtained and of the use of funds."*
7. Good practice in research	+/-	IMIBIC is a joint venture of the University Hospital Reina Sofia and University of Cordoba, and is independently managed by FIBICO, thus improved coordination and alignment of the different parties is needed in terms of data protection, confidentiality, safe working practises etc.	The **Article E – Responsible practice,** Section **2** of the **Code of Responsible Practices and Integrity in Research of IMIBIC** details the **responsible practice over the registry, custody, access, availability and ownership of data and material resulting from research**. The **Article E - Responsible practice,** section **4,** point **e: Working conditions** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that, *"the institute must guarantee that the working conditions comply with the national legislation. The employees must adopt at all times safe working practises, and take necessary precautions for health and safety."* Every 3 months, a specific **welcoming meeting** is organised for the newly incorporated staff members. This meeting includes general

			introduction -prior to the more thorough and obligatory training- on **occupational risk prevention**.
			Occupational Risk prevention documentation at IMIBIC (Prevention Plan, Emergency Plan, accident protocols, etc.). as per the national *Law 31/1995, of 8 November, of Occupational Risk Prevention.*
			For clinical profiles, many of the job offers include a requisite for having completed training in **good clinical practise.**
			In addition, all new employees will be informed and will sign, as per **The internal procedure for Contracting and Incorporation of personnel to the IMIBIC,** the **Personal Data Protection Document,** that details obligations and rights with regard data protection.
			Periodic audits are carried out to certify the **Personal Data Protection** practices, as per the *Organic Law 15/1999, of 13 December, of Personal Data Protection*. The previous audit was successfully passed in 2015.
			See Action 4 in Action Plan.
8. Dissemination, exploitation of results	+/-	There are minor shortcomings in the institutional procedures of technology and competitive intelligence vigilance, and improved procedures within the technology transfer procedures must be put in place in order to better serve the needs of the IMIBIC's research community. To this end, IMIBIC has improved the processes and solicited the Quality Certificate	**IMIBIC's Innovation Unit** provides advice on legal, financial, commercial and intellectual property protection and enforcement matters. The research results are reviewed for their potential commercialization and, when appropriate, measures for intellectual property protection are applied in accordance with the IMIBIC's internal IP policies that provide clear rules regarding the disclosure of new ideas with potential commercial interest, the ownership of research results, record keeping, management of conflicts of interest and engagement with third parties.

		UNE:166.002:2014 for its R&D+i management.	**IMIBIC's Translation and innovation Plan 2016-2020** aims at increasing the exploitation of the results generated by the institute's research and development activities. The **Article E – Responsible practice, Section 6 on Responsible practice related with publishing**, of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"The final goal of scientific publication is to contribute to the knowledge and disseminate the research results."* and *"The researchers must publish the results of their investigation in an honest, open and transparent way. […] Not publishing relevant results, or unjustified delay in publishing, may be considered as serious misconduct in the use of available resources".* See Action 2 in Action Plan.
9. Public engagement	+/-	IMIBIC was created in 2008, therefore increasing its external visibility and promotion of relations between the different sectors of society is of utmost importance. Continuous efforts to maintain the actual tendency to surplus the public engagement activities and their impact every year, is an important objective and will be tackled on all fronts of communication (media visibility, nr or events, reputation, etc.)	**IMIBIC's Communication and Corporate Social Responsibility Plan 2016-2020** covers a wide variety of target audiences and specific action plan for communication directed to society at large. Already existing activities include visits for school children and university students, information campaigns to young investigators and resident medical staff, activities organised in collaboration with patient organisations, and there's a plan to organise a yearly Open Day event and constantly improve and increase in number other activities targeted to lay audiences. Information about active projects and clinical trials are published on the website. See Action 3 in Action Plan.
10. Non discrimination	+/-	IMIBIC researchers evaluate very positively the working environment in terms of non-discrimination, and	**IMIBIC's Strategic Plan 2016-2020**, within its section 6: **Talent and Training** (strategic axis 4) states that one of the key goals of the institute is the generation of highly qualified and competitive human capital that

		consider it an important factor (as per the survey results). Apart from the Strategic plan for Talent and Training, as well as internal procedure for recruitment, IMIBIC is committed to excel in gender equality and will develop a Gender Equality Plan to further improve in this area.	allows the development of research careers in the conditions of equality between men and women, and by attracting and maintaining both national and international talent. **The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. The selection committee reviews the applications, not discriminating the researcher against gender, age, ethnic, national or social origin, religion, beliefs, sexual orientation, language, disability, political opinion, social or economic status, and chooses the candidate that best corresponds to the required profile. Also, the selection committee for each job offer has at least three members, with different levels of experience and competence areas and with adequate gender balance. See Action 13 in Action Plan.
11. Evaluation/ appraisal systems	+/-	The evaluation and appraisal system is being gradually implemented for all contracts. It is already in place for all long term contracts, and also for contracts with duration between 6 and 12 months. It will be implemented for contracts of 6 or less months by the end of 2017.	The **IMIBIC's Internal Operating Regulation** defines the evaluation and appraisal system for all institute's staff. The Article 16 describes the process of periodic evaluation of the researchers according to the criteria approved by the Governing Council. Part of the employees' salary consists of a **bonus**. A set of predefined **measurable indicators** will be applied depending on the professional category of the researcher. The performance indicators and objectives are informed, and approved by the employee at the time of incorporation. The evaluation of the objectives is done by the researcher and her/his supervisor. The performance indicators are objectively measured and evaluated bi-annually, and the corresponding bonus paid twice a year. For short contracts, the salary does not include bonus, but similar evaluation based on measurable indicators is performed continuously and at the end of the contract.

			See Action 22 in Action Plan.
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. **In addition**, your organisation also needs to complete the checklist on **Open, Transparent and Merit-Based Recruitment** included below, which focuses on the operationalization of these principles.			
12. Recruitment	-/+	The following gaps have been identified: - Need for a new online recruitment tool for recruitment. - The welcoming package need to be translated into English. - Improve the outreach of job offer by publishing offers on more websites.	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. It was implemented in Q2 of 2016. See Actions 5, 6, and 7 in Action Plan.
13. Recruitment (Code)	-/+	The procedure for recruitment and staff selection is in line with the C&C but can be improved and optimized by the development of a specific online recruitment tool and further standardizing supporting documentation used in the recruitment process.	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. A standardised format template for job offers is used. See Actions 5 and 8 in Action Plan.
14. Selection (Code)	-/+	The procedure for recruitment and staff selection is in line with the C&C but can be improved and optimized by	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the

		the development of an online recruitment tool and further standardizing supporting documentation for the recruitment. The procedure for recruitment and staff selection would benefit from an institutional Gender Equality Plan, currently not yet in place, but planned to be elaborated.	**Open, Transparent and Merit-Based Recruitment** principles. The selection committee for each job offer has at least three members, with different levels of experience and competence areas and with adequate gender balance. The selection committee members' names are published in the resolution of the recruitment. See Actions 5, 8 and 13 in Action Plan.
15. Transparency (Code)	+/-	The procedure for recruitment and staff selection is in line with the C&C but can be improved and optimized by the development of an online recruitment tool and further standardizing supporting documentation for the recruitment. There is also need for introduction and training about the new online recruitment tool and the entire process to those staff members who take part in the selection of researchers so as to assure the process if fully transparent and followed correctly.	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. Information about the recruitment process, selection criteria and number of positions are included in the job offer, and the results of the selection process are published (including the quantitative evaluation of the selection criteria). See Actions 5 and 9 in Action Plan.
16. Judging merit (Code)	+/-	The procedure for recruitment and staff selection is in line with the C&C but can be improved and optimized by	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. The

		the development of an online recruitment tool.	selection process consist of evaluation of the CV (quantitative criteria) and personal interview (qualitative criteria). The weight of each criteria is included in the job ad and the results of the best candidates that have been interviewed for the vacancy, published online. See Action 5 in Action Plan.
17. Variations in the chronological order of CVs (Code)	+/-	There is a need for introducing the new online recruitment tool and the entire process and related documentation to those staff members who take part in the selection of researchers so as to assure the process if fully transparent and followed correctly.	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. It states that interruptions or other career breaks will not be penalised, but considered as part of the professional development and as potentially valuable to the professional development of the researcher towards a multidimensional career track. See Action 9 in Action Plan.
18. Recognition of mobility experience (Code)	+/-	There is a need for introducing the new online recruitment tool and the entire process and related documentation to those staff members who take part in the selection of researchers so as to assure the process if fully transparent and followed correctly.	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. It states that the selection committee will guarantee the evaluation of the academic qualifications, including non-official qualifications, especially in the context of international and professional mobility. In many of the job offers, international mobility is especially highly valued. See Action 9 in Action Plan.
19. Recognition of qualifications (Code)	+/-	There is a need for introducing the new online recruitment tool and the entire process and related documentation to	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the

		those staff members who take part in the selection of researchers so as to assure the process if fully transparent and followed correctly.	**Open, Transparent and Merit-Based Recruitment** principles. It states that the selection committee will guarantee the evaluation of the academic qualifications, including non-official qualifications, especially in the context of international and professional mobility. See Action 9 in Action Plan.
20. Seniority (Code)	+	N/A	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. The selection process consist of evaluation of the CV (quantitative criteria) and personal interview (qualitative criteria). The weight of each criteria is published in the job ad. It also states that interruptions or other career breaks will not be penalized, but considered as part of professional development and as potentially valuable to the professional development of the researcher towards a multidimensional career track. Commonly, the experience is set as more important criteria than specific qualifications.
21. Postdoctoral appointments (Code)	+/-	There's a need to enforce the dissemination of the career opportunities for researchers at all stages of their career, based on updated information of funding opportunities, such as duration and objectives of the different types of postdoctoral appointments.	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. A standardized format template for job offers is used. It includes information about the duration and objectives of the job position and description of the recruitment and selection process. The document **Professional Research Career at IMIBIC** describes the guidance for career path for researchers at IMIBIC and introduces the main competitive funding opportunities and their eligibility criteria for the researchers at different stages of their career (R1-R4). It also

			specifies the minimum requirements of the different profiles to be used as criteria for selection. See Action 10 in Action Plan.
Working Conditions and Social Security			
22. Recognition of the profession	+	N/A	The **Article D - General Ethical Principles: Recognition** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that "*IMIBIC will recognize all its researchers for their work, independent from their professional category.*" and "*IMIBIC will assure that all researchers at all stages of their careers or professional category will have access to same benefits of authorship, dissemination and exploitation of the results generated by their research, if any, by legal protection and in specific by adequate protection of intellectual property.*" Salaries are based on professional category, qualifications and responsibilities, and on the official and publicly available **Salary Scale**.
23. Research environment	+/-	Many of the Research Support Units are newly established and do not yet provide with comprehensive documentation regarding their service offer and the use of specific equipment or facilities.	The **Article E – Responsible Practise, section 5 – Responsible practice on clinical research** of the **Code of Responsible Practices and Integrity in Research of IMIBIC** states that "*The clinical research, especially clinical trials, must be developed guaranteeing the protection of the participating staff. Their rights, security and wellbeing must be prioritized over the research or societal interests.*", and **Section 10 – Responsible Practice for collaboration between other researchers and organisations, point b,** states that "*IMIBIC fosters the scientific collaboration with institutions in other countries that implement the principles similar to the ones of the C&C.*" **Occupational Risk prevention activities** at IMIBIC (prevention plan, emergency plan, accident protocols, training sessions etc.) ensure that

			the national and sectoral regulations concerning health and safety in research are fully complied with.
			IMIBIC has invested in new research premises and equipment within its new Institute main building that is operative since January 2015. The new building is located within the University Health Sciences Campus by the Reina Sofía University Hospital. With 10.000 m², it provides new facilities for researchers, who have at their disposal 5.500 m² for laboratory space plus 900 m² for the new Experimental Animal Service facilities. IMIBIC counts with 9 Research Support Units, including proteomics, genomics, bioinformatics, biobank and clinical investigation units, among others.
			The implementation of the **IMIBIC's Training Plan 2016-2020** guarantees wide training opportunities for researchers at all stages of their career.
			See Action 16 in Action Plan.
24. Working conditions	+/-	The institutional Gender Equality Plan, currently not yet in place, but planned to be elaborated, will help to raise awareness among the researchers about the conditions at IMIBIC that enable both women and men to combine family and work.	All IMIBIC employees enjoy fair conditions and salaries with adequate social security provisions including sickness, parental and unemployment benefits, and pension rights in accordance with the national legislation and with national collective bargaining agreement.
			The **Article E - Responsible practice,** section **4,** point **e: Working conditions** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that, *"the institute must guarantee that the working conditions comply with the national legislation."* The **Occupational Risk prevention activities** at IMIBIC (prevention plan, emergency plan, accident protocols, training sessions etc.) ensure that the national and sectoral regulations concerning health and safety in research are fully complied with.
			The **Talent attraction and professional development Plan of IMIBIC 2016-2020** fosters the balancing of work and family life through

			specific measures, such as reduction of working hours or special timetables that enable care taking of the elderly and/or children by the employees. IMIBIC has invested in new research premises and equipment within its new Institute main building, operative since January 2015. See Action 13 in Action Plan.
25. Stability and permanence of employment	+	N/A	As stated in the document **Professional Research Career at IMIBIC**, the type of employment contract depends on the source of financing, whether from competitive funds or the institute's own funds. In the case of the latter, IMIBIC is committed, as far as possible, to improve the stability of employment conditions for researchers.
26. Funding and salaries	+	N/A	All IMIBIC employees enjoy fair conditions and salaries with adequate social security provisions including sickness, parental and unemployment benefits, and pension rights in accordance with the national legislation and with national collective bargaining agreement. Salaries are based on professional category, qualifications and responsibilities, and on the official **Salary Scale**. Part of the employees' salary consists of a **bonus**. The performance indicators are set, and approved by the employee. They are measured and evaluated bi-annually, and the corresponding bonus paid twice a year.
27. Gender balance	+/-	The institutional Gender Equality Plan is not yet in place, but is planned to be elaborated.	**IMIBIC's Strategic Plan 2016-2020**, within its section 6: **Talent and Training** (strategic axis 4) states that one of the key goals of the institute is the generation of highly qualified and competitive human capital that allows the development of research careers in the conditions of equality

			between men and women, and by attracting and maintaining both national and international talent.
			The Internal Procedure for Recruitment and Staff Selection at IMIBIC is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. The selection committee reviews the applications, not discriminating the researcher against gender, age, ethnic, national or social origin, religion, beliefs, sexual orientation, language, disability, political opinion, social or economic status, and chooses the candidate that best corresponds to the required profile. Also the selection committee for each job offer has at least three members, with different levels of experience and competence areas and with adequate gender balance. See Action 13 in Action Plan
28. Career development	+/-	The role of mentors has been established, but not yet all newly incorporated researchers are officially assigned a mentor within their group.	The document **Professional Research Career at IMIBIC** describes the indicative career path for researchers at IMIBIC and introduces the main competitive funding opportunities and their eligibility criteria for the researchers at different stages of their career (R1-R4). The implementation of the **IMIBIC's Training Plan 2016-2020** guarantees wide training opportunities for researchers at all stages of their career. See Action 11 in Action Plan.
29. Value of mobility	-/+	Despite many efforts, the level of outgoing mobility of IMIBIC researchers is not yet at the desired level. Additional strategies must be put in place in order to encourage researchers at all stages of their career	**The Internal Procedure for Recruitment and Staff Selection at IMIBIC** is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and respects the **Open, Transparent and Merit-Based Recruitment** principles. It states that the selection committee will guarantee the evaluation of the

			to take part in short or medium term transnational / inter-sectoral / interdisciplinary mobility programmes.	academic qualifications, including non-official qualifications, especially in the context of international and professional mobility.
				The document **Professional Research Career at IMIBIC** describes the indicative career path for researchers at IMIBIC and introduces the main competitive funding opportunities, including mobility options, and their eligibility criteria for the researchers at different stages of their career (R1-R4). The **IMIBIC's Internationalisation Plan 2016-2020** and the **Training Plan 2016-2020** clearly emphasise the importance of international mobility. To this end, the career development of the researchers is supported by a set of objectives and activities (OE9 in the internationalisation plan, and OE2, OE13 and OE14 in the training plan) directed not only to the researchers themselves, but also to management and administrative staff that guide and support the researchers in finding opportunities for mobility (research stays, funds, staff interchange etc.)
				See Actions 17 and 18 in Action Plan.
30. Access to career advice	-/+		The role of mentors has been established, but not yet all newly incorporated researchers are officially assigned a mentor within their group. Career advice activities may be further strengthened by organising more frequently informative sessions to researchers.	**IMIBIC's Strategic Plan 2016-2020**, within its section 6: **Talent and Training** (strategic axis 4) states that one of the key goals of the institute is the generation of highly qualified and competitive human capital that allows the development of research careers in the conditions of equality between men and women, and by attracting and maintaining both national and international talent. The implementation of the **IMIBIC's Training Plan 2016-2020** guarantees wide training opportunities for researchers at all stages of their career. The document **Professional Research Career at IMIBIC** describes the indicative career path for researchers at IMIBIC and introduces the main competitive funding opportunities and their eligibility criteria for the researchers at different stages of their career (R1-R4).

			IMIBIC's nine **Research Support Units** are made up of the set of services, infrastructures and common scientific equipment of the IMIBIC that provide support and technical and methodological advice to the researchers of the Institute as well as to the external applicants that request it. The interaction of researcher with the support units is considered as an important opportunity for continuous development of skills and competencies. The **Research Management** and **Human Resources Units** facilitate professional guidance for researchers. See Actions 11 and 14 in Action Plan.
31. Intellectual Property Rights	-/+	Further training on IPR issues is needed. There are also minor shortcomings in the institutional procedures of technologic and competitive intelligence vigilance, and improved procedures within the technology transfer procedures must be put in place in order to better serve the needs of the IMIBIC's research community. To this end, IMIBIC has improved the processes and solicited the Quality Certificate UNE:166.002:2014.	The **Article D - General Ethical Principles: Recognition and Article E - Responsible Practice, section 7 – Responsible practice on Intellectual Property, point b** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"IMIBIC will assure that all researchers at all stages of their careers or professional category will have access to same benefits of authorship, dissemination and exploitation of the results generated by their research, if any, by legal protection and in specific by adequate protection of intellectual property."* See Actions 2, 19 and 20 in Action Plan.
32. Co-authorship	+	N/A	The **Article E - Responsible Practice, section 6 – Responsible practice on intellectual property, point d: Co-authorship and order of authorship** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"The researcher(s) responsible of the study to be published will announce in advance the general*

			criteria regarding order of authorship" and *"the international and national practice within the research field should be taken into account".* In addition, there are general **Guidelines on authorship,** approved by the Governing Council and distributed to all IMIBIC staff.
33. Teaching	+/-	Continuous improvement and diversification of activities that promote researchers' participation in teaching activities is deemed important.	The **IMIBIC's Integration Plan 2016-2020** promotes actions to facilitate dedication of researcher to teaching activities. The researcher of the institute regularly participate in the teaching activities of the University of Cordoba (Postgraduate and doctoral training programmes: official Master's Degrees, PhD Programmes). In addition, postdoctoral researcher participate as lecturers in the weekly organized inter-group seminars. See Action 15 in Action Plan.
34. Complains/ appeals	+/-	Continuous monitoring of the compliance of the process of *non-confirmities and improvement actions* is deemed important.	The **Article E - Responsible Practice, section 11 – Responsible practice on protection of persons, patrimony and environment, point e: Complaints and appeals** of the **Code of Responsible Practices and Integrity in Research of IMIBIC,** states that *"The institute must establish adequate procedures for complaints and appeals. […] These procedures should be managed by impartial employees and information treated confidentially."* The procedure is described in detail in the document **Non-conformities and improvement actions** and accessible to all employees. See Action 12 in Action Plan.

35. Participation in decision-making bodies	+	N/A	IMIBIC researchers are represented in various information, consultation and decision making bodies of the institution. Some clear examples of these are: a) **The Scientific Committee:** The Principal Investigators and Co-Principal investigators of all the IMIBIC's research groups are members of the Scientific Committee. b) **The Training and Development Committee** includes representatives of nearly all professional categories: principal investigator (R4), R2-R3 postdoctoral researchers, resident physician, central services lab technician, clinical researchers (MDs), junior and senior basic researchers, primary healthcare researcher, managing director, scientific director, international project manager, and quality technician. **The development of the IMIBIC's Strategic Plan for 2016-2020** was based on bottom-up approach, where all research staff was consulted and had a change to interfere in the preparation of the plans concerning their own areas.
Training and Development			
36. Relation with supervisors	+/-	The role of mentors has been established within the code of responsible practices of IMIBIC, but not yet all newly incorporated researchers are officially assigned a mentor within their group.	The **Article E – Responsible practice, section 9** of the **Code of Responsible Practices and Integrity in Research of IMIBIC** details the **Responsible practices regarding the responsibility of the researchers in training.** It states that *"all IMIBIC researchers in training will be assigned a mentor. […]"* and that *"the specific obligations of the mentor are: a) to supervise in a personal and regular manner the tasks assigned to the researcher in training, and ensure they are carried out, b) encourage*

			participation in the group meetings to discuss the progress and share knowledge"
			The mentors are also responsible for revising the lab books, a practice that is also regularly audited.
			The assignment of the mentor is also detailed in **The internal procedure for Contracting and Incorporation of personnel to the IMIBIC.**
			The **Article E – Responsible practice, section 2** of the **Code of Responsible Practices and Integrity in Research of IMIBIC** details the **Responsible practice over the registry, custody, access, availability and ownership of data and material resulting from research**.
			Action 24, 25 and 26 in Action Plan.
37. Supervision and managerial duties	+/-	The role of mentors has been established within the code of responsible practices of IMIBIC, but not yet all newly incorporated researchers are officially assigned a mentor within their group.	The **Article E – Responsible practice, section 9** of the **Code of Responsible Practices and Integrity in Research of IMIBIC** details the **Responsible practises regarding the responsibility of the researchers in training.** It states that *"All IMIBIC employees in training will be assigned a mentor. […] The senior researchers should devote particular attention to their role are supervisor, mentors, advisors, project coordinators, managers and science communicators, and be ready to assume additional responsibility over young researchers and scientists. […] The mentors should build up a constructive and positive relationship with the early-stage researchers in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers."*
			The role and responsibilities of the mentor is also detailed in **The internal procedure for Contracting and Incorporation of personnel to the IMIBIC.**

			Action 24, 25 and 26 in Action Plan.
38. Continuing Professional Development	+/-	Although training aspects are well covered, continuous improvement of the training offer of IMIBIC is deemed important.	**IMIBIC's Strategic Plan 2016-2020**, within its section 6: **Talent and Training** (strategic axis 4) states that one of the key goals of the institute is the generation of highly qualified and competitive human capital that allows the development of research careers in the conditions of equality between men and women, and by attracting and maintaining both national and international talent. The implementation of the **IMIBIC's Training Plan 2016-2020** guarantees wide training opportunities for researchers at all stages of their career. The training activities are directed to improve and increase the scientific and technical capacities, as well as research results transfer, exploitation and dissemination skills. The document **Professional Research Career at IMIBIC** describes the indicative career path for researchers at IMIBIC and introduces the main competitive funding opportunities and their eligibility criteria for the researchers at different stages of their career (R1-R4). See Action 23 in Action Plan.
39. Access to research training and continuous development	+/-	Although training aspects are well covered, continuous improvement of the training offer of IMIBIC is deemed important.	**IMIBIC's Strategic Plan 2016-2020**, within its section 6: **Talent and Training** (strategic axis 4) states that one of the key goals of the institute is the generation of highly qualified and competitive human capital that allows the development of research careers in the conditions of equality between men and women, and by attracting and maintaining both national and international talent. The implementation of the **IMIBIC's Training Plan 2016-2020** guarantees wide training opportunities for researchers at all stages of their career. The training activities are directed to improve and increase

			the scientific and technical capacities, as well as research results transfer, exploitation and dissemination skills. The accessibility, take-up and effectiveness of the training activities are evaluated through individual satisfaction surveys and yearly global evaluation of the training plan. See Action 23 in Action Plan.
40. Supervision	+/-	The role of mentors has been established within the code of responsible practices of IMIBIC, but not yet all newly incorporated researchers are officially signed a mentor within their group.	The **Article E – Responsible practice, section 9** of the **Code of Responsible Practices and Integrity in Research of IMIBIC** details the **Responsible practices regarding the responsibility of the researchers in training.** It states that *"all IMIBIC employees in training will be assigned a mentor. […]"* and that *"the specific obligations of the mentor are: a) to supervise in a personal and regular manner the tasks assigned to the researcher in training, and ensure they are carried out, b) encourage participation in the group meetings to discuss the progress and share knowledge, c) to prevent the researchers in training to devote their time in tasks that are not related with their training or research project, and d) to familiarize the researchers in training with the legal and ethical rules that affect their research practices."* See Action 24, 25, 26 in Action Plan.

4.2 Survey

As a next step the selection of the principles to be included in the survey was discussed by the Task Force, focusing on those in which IMIBIC was able to develop good practices. The objective was to ensure that these practices have an impact on the human resources strategy of IMIBIC. Areas in which no relevant actions could be implemented at the moment, due to already applicable legislation and/or current practices, were not taken into consideration.

By June 2016 the TF had worked the criteria and selection of the C&C principles to be included in an internal survey as part of the gap analysis. 29 of the 40 Principles were selected based on the capacity of IMIBIC to introduce improvements in its current Human Resources practices. The rest of the principles were considered well covered by already existing guidelines, internal policies or national law. Even though not included in this initial survey, those principles are fully integrated in the IMIBIC's Strategy and Plan, and followed up by a set of indicators as shown in the Action Plan. The survey was distributed and carried out in July 2016.

The survey was sent to 509 IMIBIC staff members and completed through an online based application. Answers were given anonymously. The survey recipients were asked to evaluate their perception on IMIBIC's adherence to the principles and indicate the importance they give to each principle:

"How much do you consider IMIBIC practices are in accordance with this principle (from 1 to 5, where 1 is completely disagree and 5 is completely agree)" (referred to as "Agreement")

"Importance given to the principle (from 1 to 5, where 1 is low importance and 5 is high importance)" (referred to as "Importance")

The 29 selected principles were included in the survey in the same order as they are presented in the C&C. It was considered appropriate to use a scale from 1 to 5 for indicating the perception of the level to which IMIBIC's practices are in accordance with the principles.

The importance of each principle was asked for in order to the able to identify those principles that are considered the most important for the staff members, regardless of the level of compliance.

In addition, the results of the evaluation of the importance enabled the calculation of a Priority Index (see survey results and analysis) that was used for ordering the principles based on both their importance and the perceived level of compliance. Given the large number of principles and the relatively long time span for their implementation within the Action plan (see section 6), this approach was considered necessary to be able to better plan the activities and set the corresponding indicators in a realistic manner.

For each principle, there was also a free text field where the staff could include any additional comments.

During one month, the IMIBIC research community could answer the survey. Moreover, a reminder message was sent by email few days before the response deadline.

The aim of the survey was to obtain a global view of the current situation before the preparation of the action plan. The survey was not only designed to reach and maintain the C&C code but also to improve the organization and towards ensuring the sustainability of research in the future.

Survey results and analysis:

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

The analysis of the results was made taking into account the whole sample and also each professional category and gender. The distribution of answers per professional category and gender was the following:
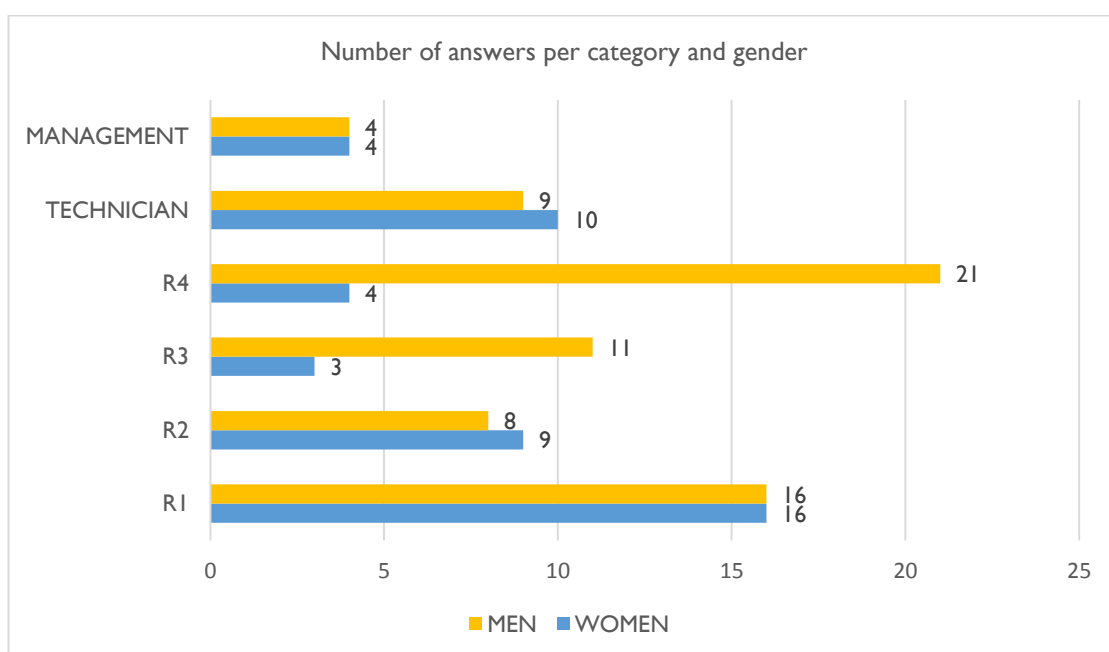
The following figure shows the number of answers obtained by age and gender:
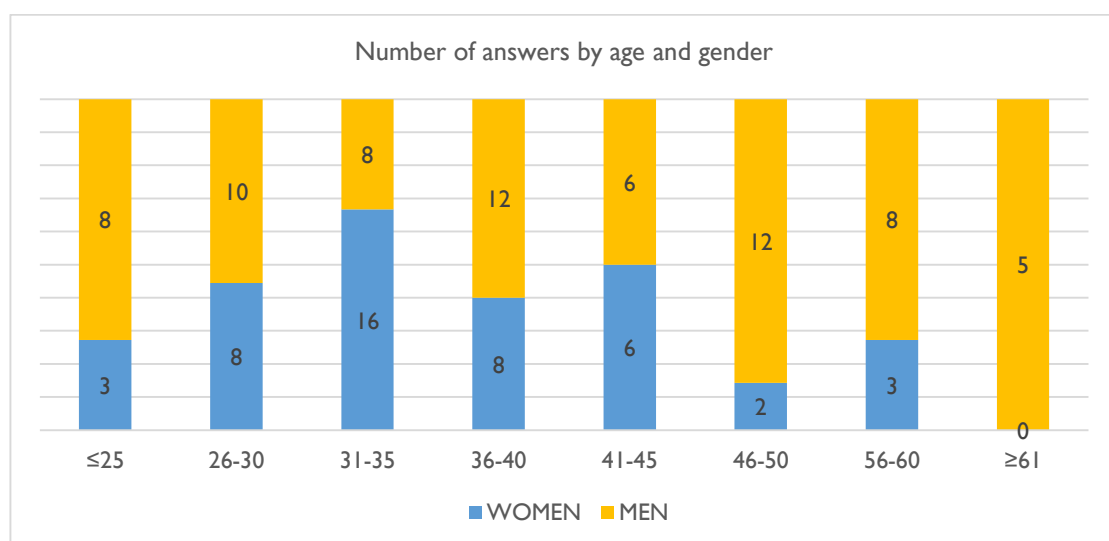
The results, ordered by the average score for "Agreement" (lowest first) are presented in the table below:

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high
28. Career Development. To what extent you consider that IMIBIC has aligned its strategy for career development for researchers at all stages in a way that motivates them and reduces insecurity on the professional future?	3,43
34. Complains/appeals. To what extent you consider that IMIBIC has adequate mechanisms to handle complains/appeals from researchers, including those concerning conflicts between supervisors and early-stage researchers?	3,49
30. Access to career advice. To what extent you consider that IMIBIC offers career advice and job placement assistance to researchers, at all stages of their careers and regardless of their contractual situation, either in the institutions concerned, or through collaboration with other structures?	3,49
12. Recruitment. To what extent you consider that IMIBIC ensures that the entry and admission standards for researchers are clearly specified?	3,59
11. Evaluation/appraisal systems. To what extent you consider that IMIBIC has evaluation/appraisal systems for assessing professional performance of researchers on a regular basis and in a transparent manner by an independent committee?	3,67
39. Access to research training and continuous development. To what extent you consider that IMIBIC ensures that all researchers, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies?	3,75
5. Contractual and legal obligations. To what extent you consider that IMIBIC tries that researchers are familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders?	3,75
17. Variations in the chronological order of CVs (Code). To what extent you consider that IMIBIC does not penalise career breaks or variations in the chronological order of CVs, but are regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track?	3,8
13. Recruitment (Code). To what extent you consider that IMIBIC establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised?	3,81
16. Judging merit (Code). To what extent you consider that IMIBIC judges merit qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications?	3,81
36. Relation with supervisors. To what extent you consider that IMIBIC fosters a structured and regular relationship of researchers with their supervisor(s) and faculty/departmental representative(s), including keeping records of all work progress and research findings?	3,81
21. Postdoctoral appointments (Code). To what extent you consider that IMIBIC establishes clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments?	3,82

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high
33. Teaching. To what extent you consider that IMIBIC ensures that teaching duties are adequately taken into account, as an essential means for the structuring and dissemination of knowledge and is therefore considered a valuable option within the researchers' career paths?	3,86
14. Selection (Code). To what extent you consider that IMIBIC bring together in selection committees diverse expertise and competences and have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate?	3,88
27. Gender balance. To what extent you consider that IMIBIC aims for a representative gender balance at all levels of staff, including at supervisory and managerial level?	3,9
40. Supervision. To what extent you consider that IMIBIC ensures that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties?	3,91
8. Dissemination, exploitation of results. To what extent you consider that IMIBIC enables that the results of their research are disseminated and exploited, ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public?	3,92
15. Transparency (Code). To what extent you consider that IMIBIC informs candidates prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects?	3,94
19. Recognition of qualifications (Code). To what extent you consider that IMIBIC provides for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility?	3,94
9. Public engagement. To what extent you consider that IMIBIC promotes that researchers ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science?	3,96
32. Co-authorship. To what extent you consider that IMIBIC views co-authorship positively when evaluating staff, as evidence of a constructive approach to the conduct of research?	3,96
4. Professional attitude. To what extent you consider that IMIBIC promotes that researchers are familiar with the strategic goals governing their research environment and funding mechanisms, and that they seek all necessary approvals before starting their research or accessing the resources provided?	3,97
29. Value of mobility. To what extent you consider that IMIBIC recognises the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career?	4,01
24. Working conditions. To what extent you consider that IMIBIC ensures that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation, and to provide working conditions which allow both women and men researchers to combine family and work, through different provisions like flexible working hours or tele-working?	4,09
18. Recognition of mobility experience (Code). To what extent you consider that IMIBIC recognises mobility at any stage of the research career in different countries, between sectors (public-private) or disciplines, as a valuable contribution to the professional development of a researcher?	4,1

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high
31. Intellectual Property Rights. To what extent you consider that IMIBIC ensures that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights, and specifies what rights belong to researchers and/or, where applicable, to their employers or other parties?	4,17
38. Continuing Professional Development. To what extent you consider that IMIBIC promotes that researchers seek to continually improve themselves by regularly updating and expanding their skills and competencies through a variety of means including formal training, workshops, conferences and e-learning?	4,18
23. Research environment. To what extent you consider that IMIBIC ensures that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities?	4,34
10. Non-discrimination. To what extent you consider that IMIBIC does not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition?	4,45
Average	**3.89**

The analysis shows that IMIBIC is very positively evaluated by its staff, as the average result for indicating the perception of the level of accordance of the principles by the staff is 3.89.

The five principles with lowest scores, as shown in the beginning of the table above, were 28. Career Development, 34. Complains/appeals, 30. Access to career advice, 12. Recruitment, 11. Evaluation/appraisal systems.

The five principles with best scores were: 18. Recognition of mobility experience (Code), 31. Intellectual Property Rights, 38. Continuing Professional Development, 23. Research environment and 10. Non-discrimination.

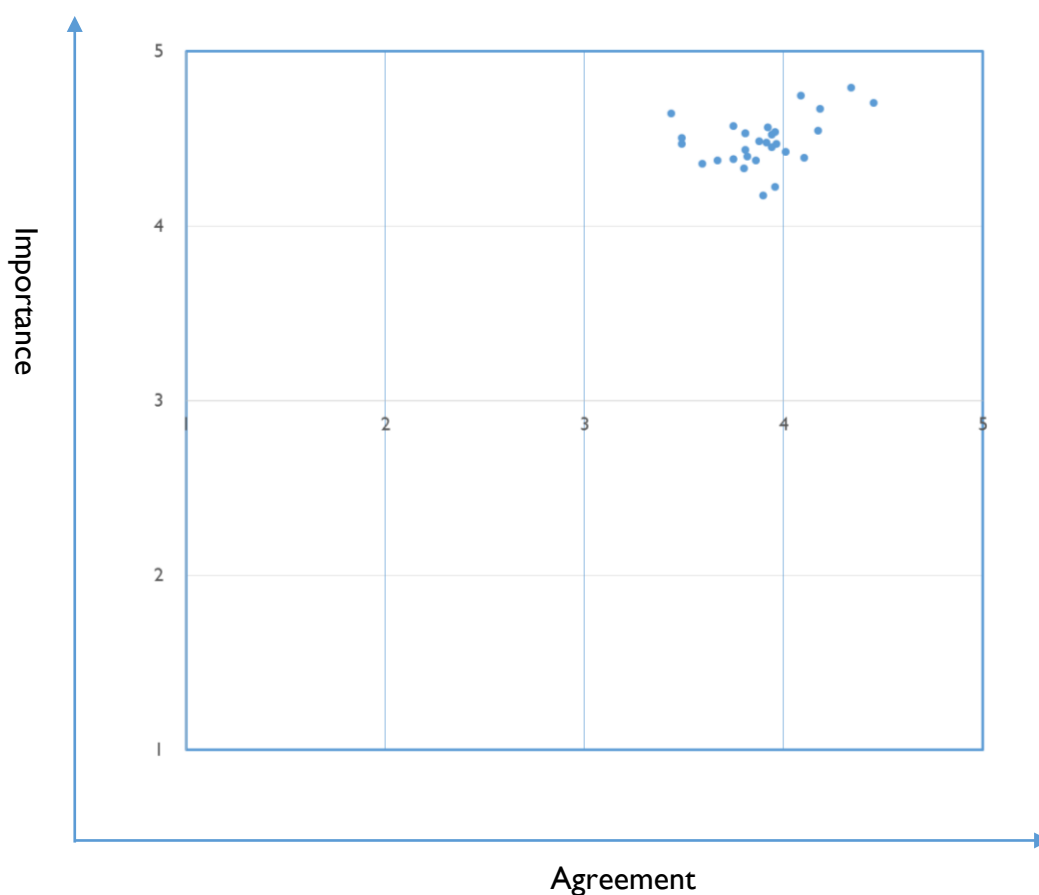The results, ordered by the average score for "Importance" (lowest first) are presented in the table below:

Survey Questions	Importance Average 1 = Very low; 5 = Very good/ Very high
27. Gender balance	4,17
32. Co-authorship	4,23
17. Variations in the chronological order of CVs (Code)	4,33
12. Recruitment	4,36
11. Evaluation/appraisal systems	4,37
33. Teaching	4,37
5. Contractual and legal obligations	4,38
18. Recognition of mobility experience (Code)	4,39
21. Postdoctoral appointments (Code)	4,4
36. Relation with supervisors	4,43
29. Value of mobility	4,43
19. Recognition of qualifications (Code)	4,45
30. Access to career advice	4,47
4. Professional attitude	4,47
40. Supervision	4,48
14. Selection (Code)	4,49
34. Complains/appeals	4,5
15. Transparency (Code)	4,52
13. Recruitment (Code)	4,53
16. Judging merit (Code)	4,53
9. Public engagement	4,54
31. Intellectual Property Rights	4,55
39. Access to research training and continuous development	4,57
8. Dissemination, exploitation of results	4,57
28. Career Development	4,64
38. Continuing Professional Development	4,67
10. Non-discrimination	4,7
24. Working conditions	4,75
23. Research environment	4,79
Average	4,49

Regarding the importance given to each principle, the five principles with lowest scores, as shown in the table above, were 27. Gender balance, 32. Co-authorship, 17. Variations in the chronological order of CVs (Code), 12. Recruitment and 11. Evaluation/appraisal systems.

The five principles with highest scores were: 28. Career Development, 38. Continuing Professional Development, 10. Non-discrimination, 24. Working conditions and 23. Research environment.

When comparing these results, we may conclude that three out of five of the best evaluated principles coincide with the ones the IMIBIC staff members consider the most important ones (10. Non-discrimination, 23. Research environment and 38. Continuing professional development). These can be considered as strengths within the new HR Strategy of IMIBIC. Within the 5 principles that were scored the worst both I terms of the perceived level of accordance and importance, 2 coincide: 11. Evaluation/appraisal systems and 12. Recruitment. These 2 principles with the clearest shortcomings and more importance given by the staff members, have especially been taken into account in the action plan.

The following image shows the global view of the scores for both "Agreement" and "Importance", demonstrating the generally very good results of the 29 principles that were included in the survey:

In the following section, the results are presented and analyzed by the 4 areas: Ethical and professional aspects, Recruitment, Working conditions and social security, and Training.

The average score of "Agreement" by area are presented in the table below:

PRINCIPLES	AVERAGE	MEDIAN
I. Ethical and professional aspects *(6 principles included in the survey)*	3.95	3.94
II. Recruitment *(9 principles included in the survey)*	3.85	3.82
III. Working conditions and social security *(10 principles included in the survey)*	3.87	3.93
IV. Training *(4 principles included in the survey)*	3.91	3.86
AVERAGE	3.89	3.90

The highest average score was given to principles within area Ethical and professional aspects, and lowest to Recruitment, with average scores 3.95 and 3.85 respectively. The differences between the average scores given to the four main areas, as well as between individual principles, are very small, ranging from the highest average score given to "Non-discrimination" of 4.45, to "Career-development" with the lowest score of 3.43.

The average score of "Importance" by area are presented in the table below:

PRINCIPLES	AVERAGE	MEDIAN
I. Ethical and professional aspects *(6 principles included in the survey)*	4.51	4.50
II. Recruitment *(9 principles included in the survey)*	4.44	4.45
III. Working conditions and social security *(10 principles included in the survey)*	4.49	4.49
IV. Training *(4 principles included in the survey)*	4.54	4.53
AVERAGE	4.49	4.48

The highest average score of importance was given to principles within area Training, and lowest to Recruitment, with average scores 4.54 and 4.43 respectively. The differences between the average scores given to the four main areas, as well as between individual principles, are very small, ranging from the highest average score given to "Research environment" of 4.79, to "Gender balance" with the lowest score of 4,17.

The *zoomed-in* results (on scale 3.4/3.5 to 5) of the principles by area, and showing both scores for Average and Importance, are presented in the following figures:

1. Ethical and professional aspects (principles 4, 5, 8, 9, 10 and 11):
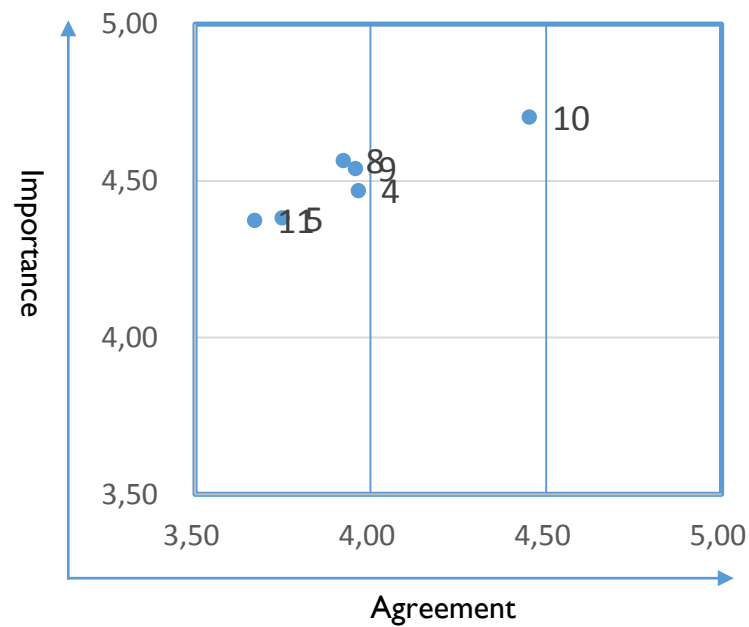
2. Recruitment (Principles 12, 14, 15, 16, 17, 18, 19 and 21):
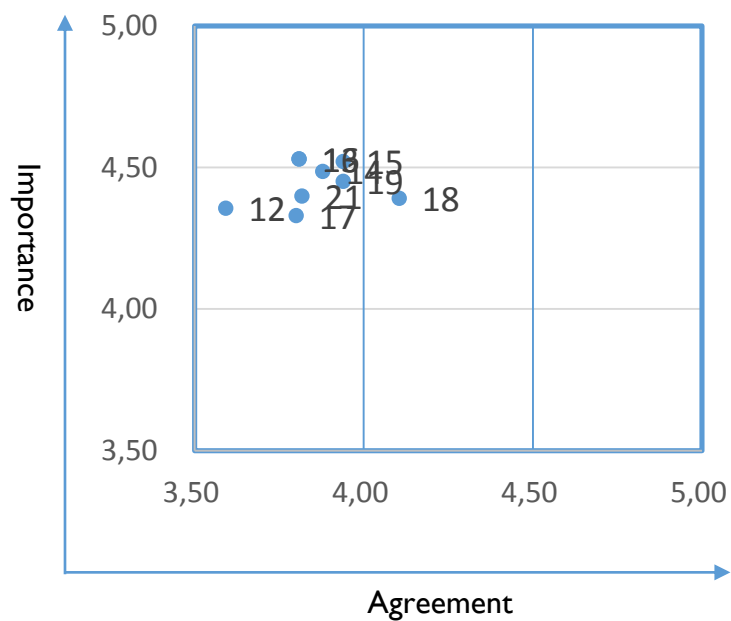
3. Working conditions and social security (Principles 23, 24, 27, 28, 29, 30, 31, 32, 33 and 34):

4. Training (principles: 36, 38, 39 and 40):

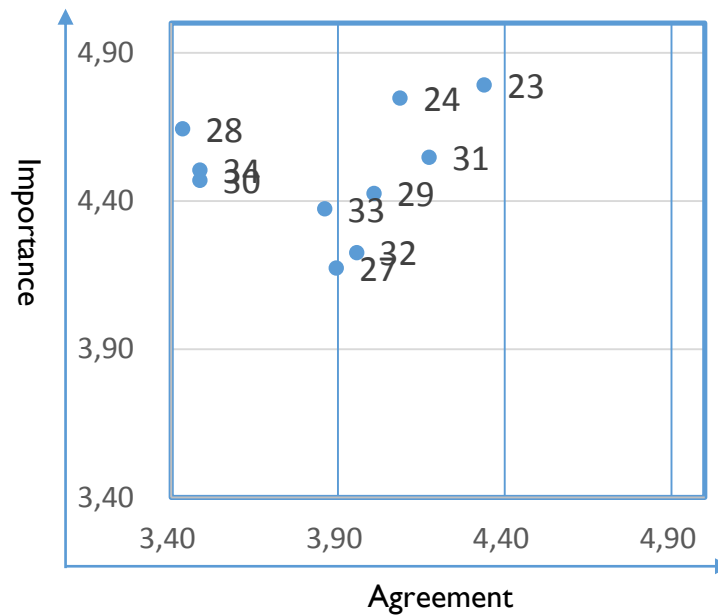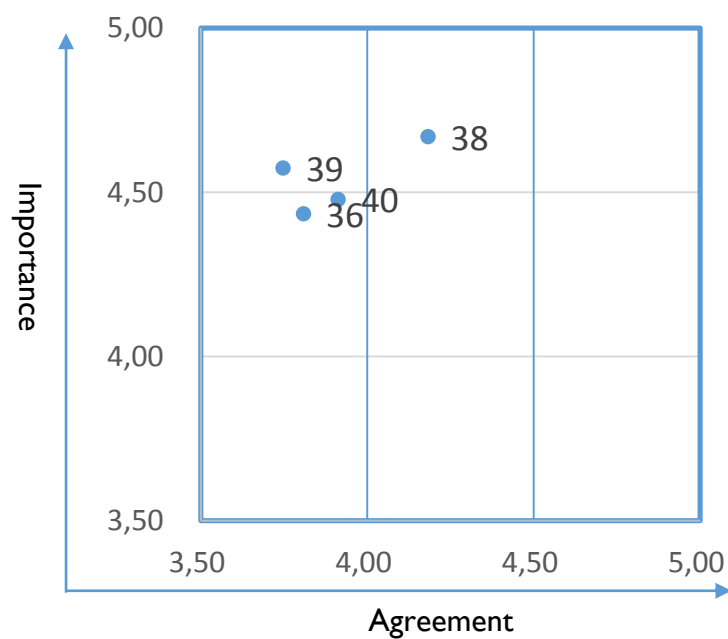**A Priority Index** was obtained for each principle, by calculating the ratio between the average of importance and the average of level of agreement. By this, we obtained a list ordered by the principles that the staff members consider the most important and at the same time less compliant by the institute. The Priority Index values may range from 0,2 (less priority) to 5 (most priority).

The analysis shows that the institution is positively evaluated by its researchers and other staff, as the highest priority index is 1.35. This means that the breach between the perception of the level of compliance and IMIBIC's current practices and the expectations of researchers is not very wide.

It should be pointed out that the average priority index of the 29 principles of the survey is 1.16. Only when we look into the data by type of staff we find that postdoctoral researchers without independence (R2) have shown a priority index above average (1.26).

The results from the survey show a slightly higher Priority Index for the principles in the group of "Working Conditions and Social Security" and "Training", in contrast to the results obtained for the principles of the other two areas, as it is shown in the table below:

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high	Importance average 1 = Very low; 5 = Very good/ Very high	Priority Index (Importance Average / Agreement Average)
28. *Career Development.* To what extent you consider that IMIBIC has aligned its strategy for career development for researchers at all stages in a way that motivates them and reduces insecurity on the professional future?	3,43	4,64	1,35
34. *Complains/appeals.* To what extent you consider that IMIBIC has adequate mechanisms to handle complains/appeals from researchers, including those concerning conflicts between supervisors and early-stage researchers?	3,49	4,50	1,29
30. *Access to career advice.* To what extent you consider that IMIBIC offers career advice and job placement assistance to researchers, at all stages of their careers and regardless of their contractual situation, either in the institutions concerned, or through collaboration with other structures?	3,49	4,47	1,28
39. *Access to research training and continuous development.* To what extent you consider that IMIBIC ensures that all researchers, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies?	3,75	4,57	1,22
12. *Recruitment.* To what extent you consider that IMIBIC ensures that the entry and admission standards for researchers are clearly specified?	3,59	4,36	1,21

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high	Importance average 1 = Very low; 5 = Very good/ Very high	Priority Index (Importance Average / Agreement Average)
11. *Evaluation/appraisal systems.* To what extent you consider that IMIBIC has evaluation/appraisal systems for assessing professional performance of researchers on a regular basis and in a transparent manner by an independent committee?	3,67	4,37	1,19
13. *Recruitment (Code).* To what extent you consider that IMIBIC establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised?	3,81	4,53	1,19
16. *Judging merit (Code)*. To what extent you consider that IMIBIC judges merit qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications?	3,81	4,53	1,19
5. *Contractual and legal obligations.* To what extent you consider that IMIBIC tries that researchers are familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders?	3,75	4,38	1,17
36. *Relation with supervisors*. To what extent you consider that IMIBIC fosters a structured and regular relationship of researchers with their supervisor(s) and faculty/departmental representative(s), including keeping records of all work progress and research findings?	3,81	4,43	1,16
8. *Dissemination, exploitation of results*. To what extent you consider that IMIBIC enables that the results of their research are disseminated and exploited, ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public?	3,92	4,57	1,16
24. *Working conditions.* To what extent you consider that IMIBIC ensures that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation, and to provide working conditions which allow both women and men researchers to combine family and work, through different provisions like flexible working hours or tele-working?	4,09	4,75	1,16
14. *Selection (Code)*. To what extent you consider that IMIBIC bring together in selection committees diverse expertise and competences and have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate?	3,88	4,49	1,16

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high	Importance average 1 = Very low; 5 = Very good/ Very high	Priority Index (Importance Average / Agreement Average)
21. *Postdoctoral appointments (Code)*. To what extent you consider that IMIBIC establishes clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments?	3,82	4,40	1,15
15. *Transparency (Code)*. To what extent you consider that IMIBIC informs candidates prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects?	3,94	4,52	1,15
9. *Public engagement*. To what extent you consider that IMIBIC promotes that researchers ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science?	3,96	4,54	1,15
40. *Supervision*. To what extent you consider that IMIBIC ensures that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties?	3,91	4,48	1,14
17. *Variations in the chronological order of CVs (Code)*. To what extent you consider that IMIBIC does not penalise career breaks or variations in the chronological order of CVs, but are regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track?	3,80	4,33	1,14
33. *Teaching*. To what extent you consider that IMIBIC ensures that teaching duties are adequately taken into account, as an essential means for the structuring and dissemination of knowledge and is therefore considered a valuable option within the researchers' career paths?	3,86	4,37	1,13
19. *Recognition of qualifications (Code)*. To what extent you consider that IMIBIC provides for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility?	3,94	4,45	1,13
4. *Professional attitude*. To what extent you consider that IMIBIC promotes that researchers are familiar with the strategic goals governing their research environment and funding mechanisms, and that they seek all necessary approvals before starting their research or accessing the resources provided?	3,97	4,47	1,13

Survey Questions	Agreement Average 1 = Very low; 5 = Very good/ Very high	Importance average 1 = Very low; 5 = Very good/ Very high	Priority Index (Importance Average / Agreement Average)
38. *Continuing Professional Development*. To what extent you consider that IMIBIC promotes that researchers seek to continually improve themselves by regularly updating and expanding their skills and competencies through a variety of means including formal training, workshops, conferences and e-learning?	4,18	4,67	1,12
23. *Research environment*. To what extent you consider that IMIBIC ensures that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities?	4,34	4,79	1,10
29. *Value of mobility*. To what extent you consider that IMIBIC recognises the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career?	4,01	4,43	1,10
31. *Intellectual Property Rights*. To what extent you consider that IMIBIC ensures that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights, and specifies what rights belong to researchers and/or, where applicable, to their employers or other parties?	4,17	4,55	1,09
27. *Gender balance*. To what extent you consider that IMIBIC aims for a representative gender balance at all levels of staff, including at supervisory and managerial level?	3,90	4,17	1,07
18. *Recognition of mobility experience (Code)*. To what extent you consider that IMIBIC recognises mobility at any stage of the research career in different countries, between sectors (public-private) or disciplines, as a valuable contribution to the professional development of a researcher?	4,10	4,39	1,07
32. *Co-authorship*. To what extent you consider that IMIBIC views co-authorship positively when evaluating staff, as evidence of a constructive approach to the conduct of research?	3,96	4,23	1,07
10. *Non-discrimination*. To what extent you consider that IMIBIC does not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition?	4,45	4,70	1,06
Average	**3,89**	**4,49**	**1,16**

The table above shows the 29 principles evaluated and ranked in decreasing priority (based on the priority index). It can be inferred that the institution is positively evaluated by its

researchers, as the highest priority index is 1.35. This means that the breach between IMIBIC current practices and the expectations of researchers is not very wide.

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

The results from the survey show very similar average priority index for the different areas, while both the highest and lowest priority principles are within the group III Working conditions and social security.

PRINCIPLES	PRIORITY INDEX AVERAGE
I. Ethical and professional aspects	1,14
II. Recruitment	1,15
III. Working conditions and social security	1,17
IV. Training	1,16

According to the survey results, the principles with a highest priority index are "Career development", "Complains/appeals", and "Access to career advice", from the group of principles "III Working conditions and social security". The lowest priority index was given to principles "Non-discrimination", "Authorship" and "Recognition of mobility".

We can conclude that the results are rather homogeneous both between the four main areas of principles and also between individual principles, and improvements can and should be implemented in all areas. Thus the planning of the actions was based on a holistic approach covering all areas, with the intention to implement new processes where gaps were identified, and improvements for the existing ones. Special care was taken to assure that various improvements and actions, as well as indicators for measurement, were included for the priorities with highest priority index. The planned activities were fully aligned with the Strategic Plans 2016-2020, and revised and approved by the HRS4R Committee.

4.3 Open, Transparent and Merit-based Recruitment

Open, Transparent and Merit-based Recruitment Check-list					
	Open	**Transparent**	**Merit based**	**Answer**	**Form of measurement or Indicator(s)**
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes, completely	Available on page: http://www.imibic.org/site/site/page?view=euraxess&lang=en
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes, completely	The procedure on recruitment and selection of personnel (ref POE-GER-004-V2) was reviewed and updated on March 25th 2016. The procedure is available on the IMIBIC intranet where all personnel has access to. In addition, the OTM-R Policy has been posted on the IMIBIC website. Specific documentation to support the recruitment process (templates, profiles, criteria of excellence, etc.) is available for the different job profiles (pre-doctoral, post-doctoral, technical, data manager, etc.) In addition, the procedure for recruitment and selection of personnel and related documentation will be shortly integrated in an online recruitment tool of the new IMIBIC website. **Indicators:** Date of the latest update of the POE-GER-004-V2.1 and its availability on the Intranet.

3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x		x	Yes, partially	The Human Resources Unit has reviewed the recruitment and selection procedure taking into account the Charter & Code and the OTM-R toolkit assuring its compliance with the guidelines. The revised version has been presented to the staff of the Research Management Unit, introducing the updates and OTM-R policy and practices in general, and they have been trained in the matter. This assures that current selection committees always include at least one member trained in OTM-R. A member of the Human Resources Unit has attended external training programs in the Human Resources strategy.
4. Do we make (sufficient) use of e-recruitment tools?	x	x			Yes, partially	IMIBIC is in the process of launching a new website. One of the key new features is the inclusion of a "Selection Module" for recruitment, enabling more open, transparent and efficient recruitment process, as well as better tools for follow up. **Indicator:** Launch of the new e-recruitment tool and automatically obtaining newly introduced measurement indicators.
5. Do we have a quality control system for OTM-R in place?	x	x		x	Yes, substantially	For the recruitment of research staff, the selection criteria and the composition of selection committees are reviewed and controlled by the Human Resources and Research Management Units. The internal procedure for staff selection (POE-GER-004-V2) is integrated into the IMIBIC's Quality Assurance System, based on continuous improvements, and accredited and periodically audited by the National Institute of Health Carlos III (ISCIII). The latest re-accreditation as a Center of Excellence by ISCIII was obtained in June 2016. In 2017, the innovation unit will accredit its management system in R+D+I including aspects of recruitments. **Indicator:** Passing the external audit and obtaining re-accreditation by ISCIII.

6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, substantially	There's a high rate of external candidates for the open research vacancies. The job offers are published on various websites with wide national and international outreach. Minimum requirements are set for the publication of all offers (IMIBIC's website, Reina Sofia University Hospital). In addition, we make extensive use of other online portals such as EURAXESS, Madrid I + D + i, volvemos.org, international associations of post-doctoral researchers etc. The new e-recruitment tool will allow getting detailed statistics about the number of applicants (external/internal) for each published job offer. **Indicators:** Number of external candidates who apply for job offers, tendency in the share of applicants from outside IMIBIC.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, substantially	The job offers are published on various websites with wide national and international outreach. Depending on the need, job offers are posted on the EURAXESS website and other international job portals. In addition, the example of Euraxess has been taken into account in the preparation of the job offer templates (required information and fields) and the new e-recruitment tool. Attracting researchers from abroad is also one of the key focus in the current Talent attraction and professional development and Internationalization Strategies and Plans for 2016-2020. **Indicators:** Number of foreign researchers applying for job offers, trend in the share of applicants from abroad.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x		x	Yes, partially	The job vacancies do not discriminate any underrepresented groups. I addition, IMIBIC will implement a Gender Equality plan by the end of 2017. The new e-recruitment tool will facilitate the follow up of number of applications from men and women. **Indicators**: % of the implementation of Gender Equality Plan, % of women applying for jobs.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x		x	Yes, substantially	IMIBIC offers some flexibility in working conditions according to the needs of the candidate. **Indicators**: % of the implementation of Gender Equality Plan, % of women applying for jobs.
10. Do we have means to monitor whether the most suitable researchers apply?	x	x		x	Yes, substantially	Through the new application "Selection Module" we can measure the % of applicants who meet the requirements demanded in the job offer. **Indicators:** Number of applicants fulfilling the requirements set in the job offer, trend in the share of applicants fulfilling the requirements.
Advertising and application phase						
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x			Yes, completely	New job offer templates have been developed for research personnel (pre-doctoral, postdoctoral, technical, data manager, etc.) that comply with the EURAXESS format. **Indicator:** % of all published job offers complying with the predefined format.

12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		Yes, partially	The salary tables have been published on the IMIBIC website: https://tinyurl.com/y8qfcgke In addition, the internal labor conditions have been published on the intranet where all personnel have access to.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, partially	All positions funded by H2020 and those with international scope, are published in Euraxess. **Indicators:** The number and share of job offers posted on EURAXESS, trend in the share of applicants recruited from outside the institution/abroad.
14. Do we make use of other job advertising tools?	x	x		Yes, partially	IMIBIC uses its social media channels (Twitter, Facebook) and other professional websites (e.g. Madrid I+D+I, volvamos.org, international associations of post-doctoral researchers) to widen the outreach of the job offers. In certain cases job offers are published on paid platforms such as LinkedIn and Infojobs.
15. Do we keep the administrative burden to a minimum for the candidate?	x			Yes, substantially	The requested documents are those strictly necessary to assess the candidates. The new application of the "Selection Module" will enable semi-automatic verification of the correct reception of the required documentation, thus making the application process more efficient.
Selection and evaluation phase					

16. Do we have clear rules governing the appointment of selection committees?	x	x	Yes, completely	The Selection Committees evaluating the merits of the applicants consist of professionals of both from the area of research management and professionals or technicians with the applicable scientific knowledge and with no conflict of interest with the candidates admitted to the selection process. The appointment and responsibilities of the Selection Committee are indicated in POE-GER-004-V2. **Indicator:** Statistics on the composition of the selection committees, Date of the latest update of the POE-GER-004-V2.1 and its availability on the Intranet.
17. Do we have clear rules concerning the composition of selection committees?	x	x	Yes, completely	The Selection Committees evaluating the merits of the applicants consist of professionals of both from the area of research management and professionals or technicians with the applicable scientific knowledge and with no conflict of interest with the candidates admitted to the selection process. The appointment and responsibilities of the Selection Committee are indicated in POE-GER-004-V2. **Indicator:** Date of the latest update of the POE-GER-004-V2.1 and its availability on the Intranet.
18. Are the committees sufficiently gender-balanced?	x	x	Yes, completely	Selection Committees include people of both sex. (ref POE-GER-004-V2). **Indicator:** Gender balance in the composition of the selection committees, Date of the latest update of the POE-GER-004-V2.1 and its availability on the Intranet.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	Yes, completely	Each job offer includes the information necessary for the Selection Committee to evaluate and judge merit relevant and required for the specific research position. Guidelines for evaluation are given in POE-GER-004-V2.
Appointment phase				

20. Do we inform all applicants at the end of the selection process?		x		Yes, partially	All candidates who send their CV to apply for a job offer receive an email confirming the reception of their application. The results of the selection (and numeric evaluation against the selection criteria) are published online. The information about the status of the selection process and numeric evaluation against the selection criteria will be available for the applicants within the new e-recruitment tool.
21. Do we provide adequate feedback to interviewees?		x		Yes, substantially	All candidates who send their CV to apply for a job offer receive an email confirming the reception of their application. The results of the selection (and numeric evaluation against the selection criteria) are published online. The information about the status of the selection process will be available for the applicants within the new e-recruitment tool.
22. Do we have an appropriate complaints mechanism in place?		x		Yes, partially	Complaints regarding recruitment can be sent to the Human Resources Unit. Internal procedures are in place e.g. for cases related with conflict of interest within the selection committee. Currently, each case is studied individually, and there is a plan to incorporate a procedure for the correct handling of any complaints arising from applicants during the recruitment or selection process. **Indicator:** Nr of complaints/appeals regarding recruitment process.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				Yes, completely	OTM-R is fully integrated in the IMIBIC's management system, based on measurable objectives. The Strategic plan, scientific production, technology transfer activities and balanced scorecard are presented annually in June. The latest evaluation and approval of the scientific progress and results report was done in December 2016.

5.   SUMMARY OF STRENGHTS AND WEAKNESSES

Strengths

__Strong strategic plan and evaluation methods.__ IMIBIC has put significant effort in the development, implementation and dissemination of the new **Strategic Plan 2016-2020** and specific sub-plans covering all operations of the institute. These plans incorporate to large extent the principles of the C&C. In each specific plan, clear objectives and indicators are set and followed up, which will facilitate the full implementation of the HR Strategy for Researchers at IMIBIC, compliant with both the **C&C** and the **Open, Transparent and Merit-based Recruitment (OTM-R)** process by 2020. In the context of HR management, the key plans are those of Training, Internationalisation, Talent attraction and professional development, Communication and Corporate Social Responsibility, Quality, Innovation, and Infrastructures. Another key document, supporting the uptake of the plans, is the **Internal procedure for recruitment and selection,** which has been recently revised and updated taking into account the principles of the C&C. All of the C&C principles are fully recognised, and approximately one third of them already fully implemented within the current strategy, plans and other related documentation and procedures.

__Ethical and professional aspects are well covered__. The gap analysis showed that the principles of Ethical and professional aspect are well applied and very few corrective or additional actions are needed. The key document, that supports the uptake of the strategic plans and covers the ethical and professional principles, is the Code of Responsible Practices and Integrity in Research, which was elaborated in close collaboration of the entire research community at IMIBIC and based on the C&C principles.

__Excellent research environment and opportunities for continuous professional development.__ The researchers at IMIBIC evaluate very positively the research environment and the institute's efforts to promote training and expansion of skills and competences through a wide variety of workshops, seminars and courses. IMIBIC offers a save working environment and appropriate equipment, facilities, opportunities and flexibility that are deemed necessary for successful research performance in accordance with existing national legislation regulations.

__Excellence in Health Research__. IMIBIC has been accredited since September 2011 within the framework of Health Centres of Excellence recognised by the National Institute of Health Carlos III (ISCIII). The accreditation was renewed in 2016. The evaluation and audits by ISCIII include aspects related with HR management and processes, and thus reinforce the implementation of the HR strategy.

__Fair and merit based recruitment policy.__ IMIBIC's recruitment policy is committed to provide impartial conditions to ensure fair selection process and selection of the best professional suited to a position. The recruitment process is regulated by internal procedures that guarantee open and wide dissemination of the vacancies and transparency throughout the entire selection process. Regarding Principle 14 (and also 27) of the C&C, related to balance in the committees in charge of the Selection of Researchers, advances have been made to obtain gender balance in the committees.

Weaknesses

Need for improved technologic support system for recruitment management. IMIBIC is currently working on implementation of web-based platform for the management of recruitment activities. This will significantly improve the efficiency of the recruitment process and facilitate the internal evaluation of numerous indicators and improve the compliance of the recruitment process with C&C and the OTM-R.

Limitations of financial resources. While IMIBIC has strong growth potential and willingness to attract talent, there's lack of financial resources to offer stable career plans to all our researchers. This is partly due to the difficulties to obtain external funding. It should be noted though that a large number of contracts for both scientific profiles as well as technical and support staff are currently co-financed by IMIBIC and specific actions being carried out to attract additional funding.

Lack of specific plan for gender equality. IMIBIC has a non-discrimination policy that is well adopted in the organisation culture, but it has not yet developed or implemented a plan for gender equality. Its implementation is planned by the beginning of 2018.

Need for improved internal communication. While the strategic plans and internal procedures are well defined, the challenge to efficiently communicate them to all staff remains. Specific communication activities and wider dissemination of all existing documentation, procedures and opportunities must be planned and carried out and the effectiveness of those activities assessed. For this, the IMIBIC's intranet and the soon to be published new website are important tool and improvements.

Specific training needs in exploitation of research results are not yet fully covered. Although IMIBIC offers a wide variety of training to researchers at all different career stages, there's still need for expanding the curricula to include training activities in specific, strategically important areas such as exploitation of research results, patents and IPR issues in general. A bottom-up approach in defining the training activities is applied by detecting individual training needs via survey to staff on yearly bases.

6. ACTION PLAN 2016-2020

6.1 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: - Implementation of the quality management system and certification UNE 166.002:2014.	Innovation Unit	Q4 2016 – Q4 2020	Nr. of patents
	Innovation Unit	Q4 2016 – Q4 2020	Nr. of protocols and/or clinical practice guidelines

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
Action 3. Implementation of IMIBIC Communication and Corporate Social Responsibility Plan 2016-2020 (specifically actions of the External communication and CSR objectives: OE1, OE2 y OE5): - Increase the external visibility to position IMIBIC as an outstanding institution in the local, regional, national and international environment	Communication and CSR Unit	Q4 2016 – Q4 2020	Nr. of media impacts
- 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	Communication and CSR Unit	Q4 2016 – Q4 2020	% of general public participating in studies and events organised
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.	Quality Assurance Unit	Q4 2016 – Q4 2020	Nr. of meetings
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.	Human Resources Unit, Project Management Unit	Q4 2016 – Q4 2020	% of staff recruited following the principles of the C&C
		Q1 2017 – Q4 2020	Launch of the new e-recruitment tool and obtaining new indicators (e.g. number of foreign applicants)

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.
Action 6. Implementation of the Talent attraction and professional development Plan of IMIBIC 2016-2020 (specifically Objective OE1): - Increase the recruitment of research talent with future potential to the IMIBIC.	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

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

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
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.	Human Resources Unit, Project Management Unit	Q1 2017 – Q4 2020	Increase in number of postdoctoral researchers
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.	IMIBIC Scientific Direction	Q4 2016	Develop a proposal for professional career development
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.	Quality Assurance Unit	Q4 2017	% of implementation of the C&C
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.	Communication and CSR Unit, Human Resources Unit	Q4 2017 – Q4 2020	% of implementation of Gender Equality Plan
		Q1 2017 – Q4 2020	% of women applicants

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: - 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: - 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): - 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. **Action 18**. Promote internal communication of mobility grants and opportunities.	Training Unit, Communication and CSR Unit	Q4 2016 – Q4 2020	Nr. of stays and mobility actions of researchers

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
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.	Innovation Unit	Q4 2017 – Q4 2018	% of implementation of Innovation and Translation Plan
Action 20. Implementation of IMIBIC Training Plan 2016-2020: - Organising horizontal training actions on patent management.	Training Unit, Innovation Unit	Q1 2017 – Q4 2020	Nr. of training actions on patent management
Action 21. Adaptation of IMIBIC's evaluation and appraisal systems of researchers.	IMIBIC Scientific Direction	Q4 2017	% of implementation of new systems
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.	IMIBIC Scientific Direction, Training Unit, Human Resources Unit	Q4 2016 - Q4 2020	Nr. of training activities

ACTION	RESPONSIBLE UNIT	TIMING	INDICATOR(S)
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.	IMIBIC Scientific Direction, Training Unit, Human Resources Unit	Q1 2017 - Q4 2020	% of new staff in training that have been assigned a mentor
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.			
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.			
Action 26. Constant update and improvement of the HRS4R Strategy and its quality assurance systems.	All Units	Q4 2020	Passing the external audit and obtaining re-accreditation by ISCIII.
Action 27. Development and implementation of internal guidelines for handling complaints and appeals regarding recruitment process	Human Resources Unit	Q4 2018	Nr. of docs. completed
		Continuous improvement	Nr. of complaints/appeals regarding recruitment process.

6.2 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			1		1		1		1	1	1
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%

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%
	Nr. of docs. Completed	1	+1				+1				+1	+1
Action 8	% of all published job offers complying with the predefined format	60%	100%				100%				100%	100%
Action 9	Nr. of docs. Completed				1							

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

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

7. Annex 1: Survey Questions

Sex:

Male

Female

Age:

<25

26 - 30

31 - 35

36 - 40

41 - 45

46 - 50

51 - 55

56 - 60

> 61

Entity for which you are contracted:

SAS

UCO

FIBIC

OTHER: ....

Professional Category IMIBIC:

R1 (pre-doctoral researcher)

R2 (post-doctoral researcher without level of independence)

R3 (stabilized researcher who has a certain level of independence)

R4 (principal or senior researchers)

Technical staff

Management staff

For the following questions, please rate using scale: 1=low/poor to 5=high/excellent

1. Professional Attitude

Evaluate from 1 to 5 the extent to which IMIBIC promotes its strategic goals governing its research environment as well as possible financing mechanisms, and the application for necessary permits before starting their activity or accessing the available resources.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

2. Contractual and legal obligations

Evaluate from 1 to 5 the extent to which IMIBIC seeks to ensure that researchers are aware of national, sectoral and institutional legislation in relation to training and working conditions, including intellectual property rights, and the requirements and conditions of sponsors or funders.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

3. Dissemination and exploitation of results

Evaluate from 1 to 5 how much you believe IMIBIC facilitates the dissemination and exploitation of the research results, and ensure, if appropriate, those are commercialized or distributed to the public.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

4. Public Engagement

Rate from 1 to 5 to what degree you believe IMIBIC helps the researchers to ensure that their research work is known and understood by society in order to revert their knowledge of priorities and concerns about science and technology.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

5. Non-discrimination

Rate from 1 to 5 to what degree you believe that IMIBC does not discriminate its researchers on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

6. Evaluation / Appraisal Systems

Rate from 1 to 5 to what degree you believe that IMIBIC introduces evaluation and appraisal systems for researchers that periodically accredit professional performance in a transparent manner and by an independent committee.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

7. Recruitment

Rate from 1 to 5 to what degree you believe IMIBIC ensures the existence of clearly specified standards for the admission of researchers.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

8. Recruitment (Code)

Value from 1 to 5 the extent to which IMIBIC establishes open, efficient, transparent, sufficient and internationally comparable recruitment procedures adapted to the type of position offered.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

9. Selection (Code)

Evaluate from 1 to 5 the extent to which IMIBIC brings together experts in the Selection Committees, from different areas, competencies, sectors and disciplines, with gender balance, and with sufficient experience and training.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

10. Transparency (Code)

Value from 1 to 5 how well IMIBIC informs candidates before the selection process about the selection criteria, recruitment process, the number of vacancies, and the career development prospects.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

11. Judging merit (Code)

Value from 1 to 5 the degree to which the IMIBIC considers in the selection process the whole range of experience of the candidates, assessing the merits qualitatively and quantitatively within a diversified career and not only the number of publications.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

12. Variations in the chronological order of CVs (Code)

Rate from 1 to 5 to what degree you consider that IMIBIC does not penalize interruptions in the career or alterations in the chronological order of the CVs, but considers them as an evolution of a career, and potentially valuable contribution to the professional development of a researcher towards a multidimensional career track.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

13. Recognition of mobility experience (Code)

Value from 1 to 5 the extent to which IMIBIC recognizes mobility during the research career in different countries, sectors (public or private) or disciplines, and considers it as valuable contribution to the professional development of a researcher.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

14. Recognition of qualifications (Code)

Rate from 1 to 5 to what degree you believe IMIBIC adequately values the merits and academic and professional qualifications of researchers, including non-formal qualifications, especially in the context of international and professional mobility.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

15. Postdoctoral appointments (Code)

Rate from 1 to 5 to what degree you believe IMIBIC sets clear and explicit rules for the recruitment of postdoctoral researchers, including the maximum duration and objectives of their contracts.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

16. Research environment

Rate from 1 to 5 to what degree you consider IMIBIC ensures that the working conditions stimulates research and learning and offers appropiate equipment, facilities and opportunities.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

17. Working conditions

Rate from 1 to 5 to what degree you believe that IMIBIC promotes the existence of adequate working conditions for researchers, including the disabled, to ensure scientific success in accordance with current legislation and the reconciliation between family and professional life through different measures, such as flexible working hours or telework.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

18. Gender balance

Rate from 1 to 5 to what degree you believe IMIBIC pursues gender balance at all levels of staff, including the supervisory and managerial level.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

19. Career development

Evaluate from 1 to 5 to what degree IMIBIC has drawn up a specific career development strategy for researchers at all stages of their career that motivates them and contributes to the reduction of uncertainty in their professional future.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

20. Value of mobility

Evaluate from 1 to 5 the extent to which IMIBIC recognizes the value of geographical, intersectoral, inter- and trans-disciplinary mobility and virtual mobility, as well as mobility between the public and private sectors as a way of enriching the scientific knowledge and professional development at any stage of the research career.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

21. Access to research training and continuous development

Evaluate from 1 to 5 the extent to which IMIBIC offers researchers opportunities for professional development and for improving employability in their own institution or other structures, regardless of the stage of professional career or contractual situation.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

22. Intellectual Property Rights

Rate from 1 to 5 to what degree you believe IMIBIC ensures the legal defense and intellectual property rights of researchers in order to benefit from the possible exploitation of R & D results, and defines the corresponding rights of each involved party in the process.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

23. Co-authorship

Rate from 1 to 5 the level you consider IMIBIC positively values co-authorship by different institutions when evaluating staff as evidence of a constructive approach to conduct research.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

24. Teaching

Rate from 1 to 5 to what degree IMIBIC recognizes teaching activities as essential means of organizing and disseminating knowledge, and as a valuable element within the research career.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

25. Complaints / Appeals

Rate from 1 to 5 to what degree you believe that IMIBIC establishes appropriate mechanisms to deal with complaints and appeals of researchers, including those that concern conflicts between supervisors and early-stage researchers.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

26. Relation with supervisors

Rate from 1 to 5 how much you believe IMIBIC fosters structured relationship between researchers, supervisors and other departmental representatives, and keeps records of progress and research findings.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

27. Continuing professional development

Rate from 1 to 5 to what degree you consider that IMIBIC encourages researchers to improve their skills and competencies through different means such as seminars, conferences, official education programmers or online training.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

28. Access to research training and continuous development

Evaluate from 1 to 5 how much you believe IMIBIC ensures that all researchers can improve their employment opportunities through measures that promote continuous development of their skills and competencies.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

29. Supervision

Rate from 1 to 5 to what degree IMIBIC ensures that early-stage researchers can refer for the results of their research activities to a clearly identified person.

Rate the importance of this principle for you on a scale from 1 to 5.

(Optional) Propose actions related to this principle.

IMIBIC

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