TEMPLATE 4: ACTION PLAN

Case number: 2022ES839401

Name Organisation under review: Fundación para la Gestión de la Investigación Biomédica de Cádiz

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1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS (period 01/01 to 31/12/2022)	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	**FCADIZ 109** *(INIBICA 892)*
Of whom are international (i.e. foreign nationality)	**FCADIZ 7** *(INIBICA 19)*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	**FCADIZ 103** *(INiBICA 75)*
Of whom are women	**FCADIZ 68** *(INiBICA 476)*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	**FCADIZ 3** *(INiBICA 350)*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	**FCADIZ 20** *(INiBICA 77)*
Of whom are stage R1 = in most organisations corresponding with doctoral level	**FCADIZ 23** *(INiBICA 92)*
Total number of students (if relevant)	**FCADIZ 1** *(INiBICA 13)*
Total number of staff (including management, administrative, teaching and research staff)	**FCADIZ 125** *(INiBICA 918)*
RESEARCH FUNDING (figures for most recent fiscal year)	€

Total annual organisational budget	4.633.718,16 €
Annual organisational direct government funding (designated for research)	0 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2.576.800,47 €
Annual funding from private, non-government sources, designated for research	1.846.129,73 €

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

FCADIZ is a non-profit organisation dedicated to supporting the research activity (projects and clinical trials) of the Andalusian Public Health System in the province of Cadiz, with a target population of 1.2 million people. Our mission is to improve human health through excellent biomedical research.

FCADIZ is the sole managing entity of INiBICA, a budding research institute which integrates groups from the University of Cadiz to foster a purely translational research model, where fundamental lab-based science meets clinical know how and expertise in common disease areas. Effectively, INiBICA functions as a HR network/space to accelerate and deliver real world impact.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	**STRENGTHS** • **Strategy:** We have implemented a Strategic Plan and Good Scientific Practice guidelines to promote a free and ethical research and the communication of results. • **Equality:** We have implemented a Gender equality and diversity plan, monitored by a dedicated Gender an internal Diversity Committee, promoting an inclusive and safe work environment. • **Transparency:** all relevant policies and institutional documents are publicly available on our website and other documents of internal interest are uploaded on our intranet. **WEAKNESESS** • **Communication barrier:** we need to adopt a more active approach to disseminate overall structure and strategy of the institution. • **Outreach impasse:** we need to play a more active role on the planification and organisation of outreach events.
Recruitment and selection	**STRENGTHS** • **OTM-R policy, HR plan, Talent attraction plan, and Support plan for Emerging groups.** • **Channels:** website and social media. • **Transparency:** full disclosure of job conditions, selection criteria and appointment of Selection Committee for all job offers. **WEAKNESESS** • **Limited use of Euraxess:** we need to put effort into publishing all job offers on the platform. • **Language:** most documents are in Spanish only and need to be translated into English. • **Candidate feedback:** we need to implement a process to provide job candidates with feedback.

Working conditions	**STRENGTHS**

STRENGTHS

- **OTM-R policy, HR plan, Talent attraction plan, and Support plan for Emerging groups.**
- **Work-life balance:** we contemplate and encourage family conciliation measures and flexible working patterns.
- **INiBICA R&D Support Scheme:** we support training and development of staff with own funds, including stays abroad.
- **Training Plan:** we are compromised with the professional development of our staff and their career progression, organising events and workshops.

WEAKNESESS

- **Communication barrier:** we need to adopt a more active approach to disseminate HR and Technology Transfer plans/policies and all related documentation.
- **Lack of specific sessions on career advice.**
- **Lack of physical space** for sustained growth.
- **Stabilisation mechanisms.**

Training and development

STRENGTHS

- **Training Plan:** we are compromised with the professional development of our staff and their career progression, organising events and workshops.
- **INiBICA R&D Support Scheme:** we support training and development of staff with own funds, including stays abroad.

WEAKNESESS

- **Communication barrier:** we need to adopt a more active approach to disseminate Training and HR plans (the latter spans the researcher's career).

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.
Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

- Spanish: https://inibica.es/estrategia-de-recursos-humanos/
- English: https://inibica.es/en/hrs4r-strategy/

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 1 Implementation of the Welcome manual for existing and new staff joining FCADIZ-INiBICA.	C&C: 3, 6, 7, 23, 26, 33.	Implementation: 2023 S2. Update: on a yearly basis.	Management.	T1.1. Welcome manual available on website and intranet. T1.2. Updated Integration plan (INiBICA). T1.3. Updated Welcome manual.
Action 2 Dissemination of the Welcome manual: website, mailing, newsletter, social media and as part of INiBICA events.	C&C: 6, 7, 23, 26, 33, 40.	On a yearly basis.	HR and Quality Control Units.	T2.1. Number of dissemination actions.
Action 3 Dissemination of the Good Scientific Practice (GSP) guidelines: website, mailing, newsletter, social media, and organisation of events and training courses.	C&C: 1, 2, 3, 4, 5, 7, 8, 32, 36 and 40.	2023 S2 and on a yearly basis.	Clinical Research Unit.	T3.1. Delivery of course/workshop on Ethical aspects and GSP guidelines. T3.2. Number of dissemination actions. T3.3. Updated GSP guidelines.

Action	C&C	Timeline	Unit	Indicator
Action 4 Training on protection, dissemination, communication and exploitation of results arising from research. The training will incorporate case studies.	C&C: 8, 9, 22 and 31.	2023 S2 and on a yearly basis.	Innovation and Technology Transfer Unit.	T4.1. Delivery of training and workshops.
Action 5 Translation of key documents into English.	C&C: 10, 12, 13, 14.	2024 S1.	Internationalisation Unit.	T5.1. Translated Gender and diversity equality plan; HR plan; Talent attraction plan; and Job offer templates.
Action 6 Event on INiBICA's Strategic Plan to summarise and break down the main strategic objectives of INiBICA for the period 2021-2025.	C&C: 1,4, 11, 23, 29 and 35.	One session in 2024 and a second one in 2025.	Quality Control Unit.	T6.1. Delivery of two events by 2025.
Action 7 Implementation of feedback forms addressed to PIs to report back on the evaluation of their research activity and production.	C&C: 11.	2023 S2.	Quality Control Unit.	T7.1. Feedback template.
Action 8 Dissemination of HR policy: A) Event on HR policy, recruitment and selection processes (OTM-R). Available tools to deal with complains. B) Use of channels: website, mailing, newsletters, social media.	C&C: 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 24, 28, 29, 34 and 38.	On a yearly basis.	HR and Quality Control Unit.	T8.1. Delivery of at least two events by 2025. T8.2. Number of dissemination actions.

Action 9 Implementation of workflow: A) publication of job offers (research, technician and admin positions) on Euraxess. B) Improve transparency on selection committee composition. C) Update salary range tables to include Euraxess nomenclature (R1-R4) for each job title and proposed salary.	C&C: 12, 15, 16, 26	2023 S2.	HR Unit.	T9.1. Number of positions advertised on Euraxess. T9.2. Updated internal selection procedure. All interview records for 2024 and 2025 disclose the composition of the selection committee. T9.3. Updated salary range tables.
Action 10 Organise work meetings with healthcare centres and the university to accommodate the needs of research groups (space, infrastructure, stabilisation schemes) in order to improve the production and impact of our research.	C&C: 23, 25.	On a yearly basis.	Management.	T10.1. Number of work meetings.
Action 11 Discuss with the Internal Equality and Diversity Committee areas for improvement in relation with work-life balance.	C&C: 24	2023 S2.	Management.	T11.1. Meeting minutes.
Action 12 Dissemination of the Gender and Diversity Equality Plan and policy: website, mailing, newsletter, social media and organisation of events.	C&C: 27	On a yearly basis.	HR Unit.	T12.1. Number of dissemination actions.
Action 13 Increase the presence of female leaders on seminars, events and training programmes.	C&C: 27	On a yearly basis.	Management.	T13.1. Number of female/male leaders participation on events.

Action 14 Organisation of a one-day workshop for R1 and R2 researchers on: A) Career pathways beyond academia B) Research mentoring	C&C: 30 and 37	One session in 2024.	Projects Management Unit.	T14.1. Delivery of one event
Action 15 Dissemination of the Innovation and Technology Transfer plan: website, mailing, newsletter, social media and organisation of events.	C&C: 31 and 32	On a yearly basis.	Innovation and Technology Transfer Unit.	T15.1. Number of dissemination actions.
Action 16 Dissemination of the Training Plan: website, mailing, newsletter, social media and organisation of events.	C&C: 33	On a yearly basis.	Management and Quality Control Unit.	T16.1. Number of dissemination actions.
Action 17 Dissemination of INiBICA R&D Support Schemes: website, mailing, newsletter, social media and organisation of events.	C&C: 39	On a yearly basis.	Management and Quality Control Unit.	T17.1. Number of dissemination actions.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

A. **Publicity.** Job postings, along with their regulatory bases, are published on our website and other portals (e.g., Euraxess). Offers include a detailed description of the general and specific requirements for applicants, the specific reference of the offered position, the functions to be performed, the competing rules, and the opening and closing dates of the call. Registration for job offers are done online. As reported on the action plan, we need to improve our presence in Euraxess.

B. **Transparency.** Job postings define the minimum general and specific requirements (including language requirements) for applicants, the evaluation criteria, and the right to claim at each stage of the process. We need to work on implementing a feedback process for candidates, also disclose the composition of each Selection Committee.

C. **Equality.** Candidates who meet the minimum requirements are evaluated without discrimination based on gender, age, ethnic, national or social origin, religion, beliefs, sexual orientation, language, disability, political opinion, or social/economic status. We are quite active in this respect, however more communication is required to reach our staff.

D. **Call for competition.** Clear regulatory bases are specified for each call and always include: Job Description; Profile of the Person to be Hired; Documents to be submitted; Method and deadline for submitting applications; Selection Committee; Formalization and submission of applications; Deadline for submitting applications; and Provisional and Final Resolutions. As reported on the action plan, we need to improve our presence in Euraxess and overall communication.

E. **Merit and ability.** The selection process is based on CV assessment through a pre-established scoring system. Career interruptions are not penalised, as they are considered part of professional evolution and valuable contributions to the professional development of researchers. As reported on the action plan, we need to improve our presence in Euraxess and overall communication.

F. **Professionalism and impartiality.** A selection committee is appointed for each call. We need to work on implementing a feedback process for candidates, also disclose the composition of each Selection Committee.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

- Spanish: INT-002-V1.1-Politica-OTM-R-Politica-de-Seleccion-y-Reclutamiento-ES.pdf (inibica.es)
- English: INT-002-V1.1-Politica-OTM-R-Policy-EN.pdf (inibica.es)

4. Implementation

General overview of the expected implementation process:

HRS4R Implementation Overview 2023-2025

ACTION	TARGETS	RESPONSIBLE UNIT	COMMENTS
Action 1	T1.1.	Management	Publication
	T1.2.		Annual Board meeting
	T1.3.		Annual Board meeting
Action 2	T2.1.	Human Resources and Quality Control	Constant dissemination
Action 3	T3.1.	Clinical Research	Annual workshop
	T3.2.		Review before internal committees
	T3.3.		Annual Board meeting
Action 4	T4.1.	Innovation and Technology Transfer	Annual workshop
Action 5	T5.1.	Internasionalisation	Key documents in English
Action 6	T6.1.	Quality Control	Event on Strategic Plan
Action 7	T7.1.	Quality Control	Feedback template
Action 8	T8.1.	Human Resources and Quality Control	Event prior to HR calls
	T8.2.		Review before internal committees
Action 9	T9.1.	Human Resources	Review before internal committees
	T9.2.		Reviewed selection procedure
	T9.3.		Annual Board meeting
Action 10	T10.1.	Management	Work meetings prior to Board
Action 11	T11.1.	Management	Internal Equality and Diversity meeting
Action 12	T12.1.	Human Resources	Review before internal committees
Action 13	T13.1.	Management	Review before internal committees
Action 14	T14.1.	Project Management	Event delivered
Action 15	T15.1.	Innovation and Technology Transfer	Review before internal committees
Action 16	T16.1.	Management and Quality Control	Review before internal committees
Action 17	T17.1.	Management and Quality Control	INiBICA Support Scheme approval

Timeline columns: **2023** (Q3: Jul, Aug, Sep; Q4: Oct, Nov, Dic), **2024** (Q1: Jan, Feb, Mar; Q2: Apr, May, Jun; Q3: Jul, Aug, Sep; Q4: Oct, Nov, Dic), **2025** (Q1: Jan, Feb, Mar; Q2: Apr, May, Jun; Q3: Jul, Aug)

Vertical labels: **INITIAL ASSESSMENT** (Jul–Aug 2023), **INTERIM REVIEW** (Jul–Aug 2025)

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Steering Committee and the HRS4R working group (implementation committee) will be responsible for monitoring and overseeing progress. Management will keep an open communication with these two groups (phone, email, meetings) and the system will be as follows: • The HRS4R Committee will hold regular meetings with the units responsible for the implementation of actions specified in this Action Plan to assist with the planification when required and to evaluate progress. • The Steering Committee will meet at least twice a year (May and November, prior to ordinary board meetings) in order to oversee global progress of this Action Plan. In the event of any deviations due to unforeseen events or difficulties in the implementation, this Committee will need to approve modifications to existing actions and/or the inclusion of new ones. After each meeting, minutes will be uploaded to INiBICA's intranet and the status for each action updated. INiBICA Scientific Committees shall be kept informed. • FCADIZ and INiBICA Boards will be updated on progression during ordinary meetings held twice a year.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	We are commitment to a participatory development of the HRS4R strategy in order to maximize its effectiveness. For this reason, the HRS4R working group includes representatives from the different areas of our organisation, as well as R1-R4 research staff. On the other hand, we will share progress with the Internal Scientific Committee, an internal committee with representatives from the research groups and research stages (e.g., representatives for PhD students and technicians) in order to fathom out their opinion regarding the implementation of the Strategy. We will take into account the comments, suggestions and areas for improvement identified.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	INiBICA's first Strategic Plan (2021-2025) contemplated already the HRS4R strategy as the key priority for human resources. Institutional support for the implementation of this process is evidenced by full alignment of our dedicated Human Resources Plan (2023-2025) with the HRS4R strategy, used as the basis for its participatory drafting. For the avoidance of doubt, this Human Resources Plan was approved by the Board and is publicly available on our website and intranet. Its content has been shared with the Internal Scientific Committee and among research staff.
How will you ensure that the proposed actions are implemented?	Management plays an active role in the Steering Committee and its presence guarantees institutional support for the implementation of the Strategy. Management will check in with all units responsible for the design and delivery of the actions covered in the timeline (see section 4), monitoring them and ensuring compliance.
How will you monitor progress (timeline)?	We will closely follow the schedule and targets/indicators covered in section 4, with the support of the Steering Committee and the HRS4R working group.
How will you measure progress (indicators) in view of the next assessment?	At the end of the of the implementation process, the same online survey used for drafting up the gap analysis will be sent to FCADIZ/INiBICA staff. We will compare results with the initial survey and will incorporate this into our interim report. This should prove a valuable tool to evaluate the effectiveness of the action plan, and eventually identify new actions to be implemented, or reinforced existing ones.

Additional remarks/comments about the proposed implementation process:

Our Board has appointed an External Scientific Committee which offers advice and independent analysis of the scientific policy and performance of our organization. The members of this Committee share a deep knowledge of medical research organisations such as ours, and are well versed on the HRS4R strategy. Therefore, we will be able to tap into the expertise of their own organisations in this matter. In addition, our entity is part of REGIC, the network of clinical research managers in Spain, where we take active part of a dedicated HRS4R group. Both inputs will prove valuable to the implementation of the HRS4R strategy in FCADIZ-INiBICA.