

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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RESUBMISSION DATE: 04/12/2023

SUBMISSION DATE: 31/07/2023

DATE ENDORSEMENT CHARTER AND CODE: 06/10/2022

1. Organisational Information

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

STAFF & STUDENTS (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 46
<i>Of whom are international (i.e. foreign nationality)</i>	FCADIZ 7
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	FCADIZ 46
<i>Of whom are women</i>	FCADIZ 23
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	FCADIZ 3
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	FCADIZ 20
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	FCADIZ 23

Total number of students (if relevant)	FCADIZ 1
Total number of staff (including management, administrative, teaching and research staff)	FCADIZ 128
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)	
<p>FCADIZ is a non-profit that supports the research activity of the Andalusian Public Health System (SSPA) across Cadiz province. FCADIZ is responsible for the scientific strategy and recruitment of research-related staff for SSPA centres. Besides, FCADIZ is the sole managing entity of INiBICA, a budding institute integrating FCADIZ-SSPA and University of Cadiz (UCA) researchers to foster translational research. FCADIZ depicts and leads INiBICA's strategy (Research, Innovation, HR) and manages all its resources, including recruitment of clinical/basic/support HR for research groups, regardless of their employer (FCADIZ-SSPA or UCA). Effectively, INiBICA functions as a HR network/space to deliver real-world impact.</p>	

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	<p>STRENGTHS</p> <ul style="list-style-type: none"> • 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. <p>WEAKNESESS</p> <ul style="list-style-type: none"> • 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	<p>STRENGTHS</p> <ul style="list-style-type: none"> • 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

- **Lack of quality control system for OTM-R.**
- **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

- **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.
 - **Limited stabilisation mechanisms**
 - **Budget constraints** to increase workers' wages.
 - **Underrepresentation of women in leadership roles:** this may impact on career progression/pathways due to lack of role models.
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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).
- **Lack of recognition of the supervisory role of R2 and R3 researchers,** and lack of training provided by the organisation to these group in respect of project and people management.

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):

FCADIZ website (Spanish and English): <https://fundacioncadiz.es/estrategia-hrs4r/>

INiBICA website:

- 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:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
Action 1 Implementation and dissemination of the Welcome manual for existing and new staff joining FCADIZ-INiBICA. This will cover all main suggestions identified as part of the Gap analysis: safety risks, training budget (FUNDAE), GSP, summary of key institutional policies.	C&C: 3, 6, 7, 23, 26, 33.	Implementation of Welcome manual: 2024 S1. Update and dissemination on a yearly basis. Starting on May 2024	Management.	T1.1. Welcome manual available on website and intranet. T1.2. Approval of Updated Integration plan (INiBICA) and Welcome manual on annual Board meeting. T1.3. Number of new staff receiving the Welcome Manual.
Action 2 Implementation of a FCADIZ-INiBICA training platform (e.g. Moodle) for new staff and existing staff (refresher), containing different modules: a) HR policy b) Gender and Diversity policy c) Health and Safety d) Good Scientific Practice (GSP) guidelines including data protection, publication, protection of results, co-authorship.	C&C: 1, 2, 3, 4, 5, 6, 7, 23, 26, 32, 33, 36 and 40.	2025 S1.	HR and Quality Control Units. Clinical Research Unit. Technology Transfer Unit.	T2.1. Implementation of online platform, available all year long. T2.2. % of knowledge for each module above 70% (self-test after each module). T2.3 Number of participants using Moodle. T2.4. Number of modules offered per year.
Action 3 Implement annual training sessions/pills and seminars on: A) Innovation and technology/knowledge transfer: protection, dissemination, and exploitation of results arising from	C&C: 8, 9, 22, 31 and 32	Innovation and communication training 2024 S1 and on a yearly basis.	Innovation and Technology Transfer Unit.	T3.1. Delivery of training and workshops on dissemination and exploitation of research results. T3.2. Delivery of training on Communication to non-scientific audiences.

research. The training will incorporate relevant case studies. B) Communication to non-scientific audiences, including stakeholders such as patients and patient associations.		Seminar series 2025 and on yearly basis. Evaluation of % of acquired knowledge yearly.		T3.3. % of knowledge of above 70% (self-test after event). T3.4. Generation of an innovation guideline and a communication guidelines. T3.5. Number of training sessions/pills or seminars implemented. T3.6. Number of training hours performed per year. T3.7. Number of outreach activities performed.
Action 4 Translation of key institutional documents into English.	C&C: 10, 12, 13, 14, 23.	2024 S2.	Internationalisation Unit.	T4.1. Translated Gender and diversity equality plan; HR plan; Talent attraction plan; and Job offer templates.
Action 5 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 2025 and repeat on a yearly basis.	Quality Control Unit.	T5.1. Delivery of two events by 2026. T5.2. % of knowledge above 70% (self-test after event).
Action 6 Training on HR and OTM-R policy to educate staff about all key aspects of the policy, including good recruitment practice, use of EURAXESS platform, and FCADIZ-	C&C: 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 24, 28, 29, 34 and 38.	2024 S2 and on a yearly basis.	HR and Quality Control Unit.	T6.1. Delivery of at least one annual event covering HR and OTM-R policy. T6.2. % of knowledge above 70% (self-test after event).

INIBICA available tools to deal with complains.

T6.3. Number of attendees per year.

Action 7 Implementation of workflow: A) OTM-R and 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.	A) 2024 S1. Monitoring on a yearly basis. B, C) Implementation 2025 S1. Monitoring on a yearly basis.	HR Unit. Management and Quality Control Unit.	T7.1. Number of positions advertised on Euraxess. T7.2. Updated internal selection procedure. All interview records for 2024 to 2026 disclose the composition of the selection committee. T7.3. Updated salary range tables. T7.4. Implemented QC system for OTM-R. T7.5. >50% recruitment processes comply with OTM-R policy
Action 8 Implementation of a Research Space Policy for FCADIZ-INiBICA. This policy shall be agreed by the 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.	2024 S2; review and update S2 on an annual basis.	Management.	T8.1. Policy on Assignment of Research Space. T8.2. Square meters available for research groups.
Action 9 Design and implement an appraisal system for researchers, based on INiBICA's HR plan profile descriptions, in order to improve	C&C: 11, 24, 36, 37, 38, 39 and 40.	2026 S1.	Management.	T9.1. Appraisal system implemented. T9.2. Training to R1-R4 researchers delivered.

their knowledge on performance and for PIs to recognise the contribution of researchers to their laboratory. This includes training for R1-R4 on the concept and dynamics of an appraisal system. The idea would be to provide useful feedback to researchers on how to improve their performance and how to reach a good work-life balance.

T9.3. Number of appraisal meetings per year and satisfaction rates > 60%.

Action 10

Facilitate the registration of R1-R3 women researchers on specialised leadership and mentoring programmes

C&C: 27

2025 S1 and on an annual basis.

Management.

T10.1. Satisfaction rate >60%

T10.2. Number of R1-R3 women researchers taking part of a mentoring program.

Action 11

Organisation of one-day workshops aimed at R1, R2, and R3 researchers on:
 A) Career development plan (Euraxess model and tools)
 B) Pathways beyond academia
 C) Research mentoring
 D) Project and people management

C&C: 28, 30 and 37

2024 S2
 On a biannual basis.

Project Management Unit.

T11.1. Delivery of an event every two years.

T11.2. % knowledge > 70%

T11.3. Number of attendees

Action 12

Facilitate training in Open Science, FAIR principles, citizen science, SDGs. Implement a robust Open Science Policy and support materials.

C&C: 7

First edition in 2023 S2 and on a yearly basis.

Project Management Unit.
 Internationalisation

T12.1. % knowledge above 70.
 T12.2. Number of attendees.
 T12.3. Open Science Policy and support materials.

Unit. Quality Control
 Unit.

Action 13	C&C: 33, 39	On a yearly basis.	Management and Quality Control Unit.	T13.1. Number of training opportunities. T13.2. Number of trainees.
Dissemination of FCADIZ-INiBICA Annual Training Programme and of INiBICA R&D Support Schemes: website, mailing, newsletter, social media and organisation of events.				

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:

FCADIZ website: <https://fundacioncadiz.es/estrategia-hrs4r/>

INIBICA 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:

FUNDACIÓN CÁDIZ Investigación Biomédica			INiBICA INSTITUTO DE INVESTIGACIONES BIOMÉDICAS DE CÁDIZ			HRS4R Implementation Overview 2024-2026 (updated 04/12/2023)																																			
ACTION	TARGETS	RESPONSIBLE UNIT	COMMENTS	2024												2025												2026													
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																						
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Action 1	T1.1.	Management	Welcome Manual Publication																																						
	T1.2.		Updates approval on Annual Board meeting																																						
	T1.3.		Report of Number of new staff receiving the Welcome Manual																																						
Action 2	T2.1.	Human Resources and Quality Control. Clinical Research Unit. Technology Transfer Unit	Training platform implementation																																						
	T2.2.		Assesment of % of acquired knowledge																																						
	T2.3.		Number of participants using Moodle																																						
	T2.4.		Number of modules offered per year																																						
Action 3	T3.1.	Innovation and Technology Transfer Unit	Annual workshop on Innovation																																						
	T3.2.		Annual training on Communication																																						
	T3.3.		Assesment of % of acquired knowledge																																						
	T3.4.		Innovation and communication guidelines																																						
	T3.5.		Number of training sessions/pills or seminars implemented																																						
	T3.6.		Number of training hours performed per year																																						
	T3.7.		Number of outreach activities performed																																						
Action 4	T4.1.	Internationalisation	Key documents in English																																						
Action 5	T5.1.	Quality Control	Event on Strategic Plan																																						
	T5.2.		Assesment of % of aquired knowledge																																						
Action 6	T6.1.	Human Resources and Quality Control	Event prior to HR calls																																						
	T6.2.		Assesment of % of acquired knowledge																																						
	T6.3.		Number of attendees per year																																						
Action 7	T7.1.	Human Resources	Number of positions advertised on Euraxess.																																						
	T7.2.		Reviewed selection procedure																																						
	T7.3.		Updated salary range tables																																						
	T7.4.		Implemented QC system for OTM-R.																																						
	T7.5.		Policy implementation review																																						
Action 8	T8.1.	Management	Policy on Assignment of Research Space.																																						
	T8.2.		Report the number of Square meters at on Annual Board meeting																																						
Action 9	T9.1.	Management	Appraisal system implemented.																																						
	T9.2.		Training to R1-R4 researchers delivered.																																						
	T9.2.		Report on the Number of appraisal meetings and satisfaction rates																																						
Action 10	T10.1.	Management	Report Satisfaction rate on Internal Equality and Diversity meeting																																						
	T10.2.		Report numbers on Internal Equality and Diversity meeting																																						
Action 11	T11.1.	Project Management	Organisation of one-day workshops																																						
	T11.2.		Assesment of % of acquired knowledge																																						
	T11.3.		Number of attendees																																						
Action 12	T12.1.	Project Management; Internationalisation Unit and Quality Control	Assesment of % of acquired knowledge																																						
	T12.2.		Number of attendees																																						
	T12.3.		Open Science Policy and support materials																																						
Action 13	T13.1.	Management and Quality Control	Training opportunities																																						
	T13.2.		Participation rates																																						

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?	<p>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:</p> <ul style="list-style-type: none"> • 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. Precisely, they will meet at least twice per year, one in April/May (first semester analysis) and another one in October/November (second semester analysis). • The Steering Committee will meet at least twice a year (May and November, prior to ordinary board meetings and internal scientific committee) 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. • Note 1: The INiBICA Internal Scientific Committee meets around 5-6 times per year, but review of progress is usually discussed during May and November meetings. It gathers around 35 people and is composed by all PIs all consolidated research groups; 4 PIs representative of all emerging groups; 2 PIs representative of associated groups; a predoctoral representative (R1); a technician representative; an admin representative; and the Scientific and General Management. • Note 2: The INiBICA External Scientific Committee made up of 5 renowned professionals from the national and international community, which have an advisory role as regards scientific matters and the functioning of the institute. They usually meet once per year to review progress of the institution as a whole, typically

end of March/April. The current composition is available on the website: <https://inibica.es/en/estructura-organizativa/>.

- FCADIZ and INiBICA Boards will be updated on progression during ordinary meetings held twice a year, in June and December.

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. As stated above, the internal scientific committee gathers around 35 people and is composed by all PIs all consolidated research groups; 4 PIs representative of all emerging groups; 2 PIs representative of associated groups; a predoctoral representative (R1); a technician representative; an admin representative; and the Scientific and General Management.

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 all groups and stakeholders identified.

- Data will be collected first by the HRS4R working group with the support of HR and Management, in April and October each year.
- We will review this information and present it to the Steering Committee in April/May and October/November, to gain their feedback, review the information and incorporate improvements. If necessary, we will report back to the HRS4R Working group.
- Once the Steering Committee is happy with the analysis, we will then elevate it to the INiBICA Internal Scientific Committee in April/May and October/November. Any major improvements or change suggestions will be considered and reported to both the HRS4R working group and the Steering Committee, if applicable.
- The next step would be to present all results and information to FCADIZ and INiBICA Boards, during their ordinary meetings in June and December each year.
- After the first implementation year has passed, the HRS4R working group and Steering Committee will prepare an annual report to elevate it to INiBICA External Scientific Committee, who will provide their expert knowledge on all matters including HRS4R.

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. As a matter of fact, we have held a brainstorming session with one of the institutions part of REGIC to discuss our improved action plan.