

## TEMPLATE 2: GAP ANALYSIS

**Case number:** 2022ES839401

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

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**DATE ENDORSEMENT CHARTER AND CODE:** 06/10/2022

### GAP analysis

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

## European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview

<p><i>Status: to what extent does this organisation meet the following principles?</i></p>	<p><i>Implementation:</i></p> <p>++ = <b>fully</b> implemented</p> <p>+/- = <b>almost but not fully</b> implemented</p> <p>-/+ = <b>partially</b> implemented</p> <p>-- = <b>insufficiently</b> implemented</p>	<p><i>In case of --, -/+, or +/-, please <b>indicate the actual "gap"</b> between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation.</i></p>	<p><i>Initiatives undertaken and/or suggestions for improvement:</i></p>
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### Ethical and Professional Aspects

<p>1. Research freedom</p>	<p>+/- <b>almost but not fully</b> implemented</p>	<p><i>Current practice</i></p> <p>All research staff are free to design and carry out their own projects and research lines within the framework of the Strategic Plan and the Scientific Plan of INiBICA, subject to the budget of the entity.</p> <p><i>Gap</i></p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Draft on Good Scientific Practice (GSP) guidelines which includes the main rules of action and ethical principles relating to the research activity of the institution.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Timely review of GSP guidelines and of Strategic and Scientific Plans of INiBICA.</li> </ul>
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		Researchers are not familiar with our GSP guidelines.	
2. Ethical principles	-/+ <b>partially</b> implemented	<p><i>Current practice</i></p> <p>The activity of the institution is supervised by the Board and scrutinised by the internal and external committees. All research activity is carried out in line and following approval of the Ethical Committee of reference.</p> <p><i>Gap</i></p> <p>Research staff report their limited knowledge of the Ethical Committee's structure, timing and procedures.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Draft on GSP guidelines which elaborates on ethical principles.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Course/workshop on ethical principles and GSP guidelines for all research staff.</li> </ul>
3. Professional responsibility	-/+ <b>partially</b> implemented	<p><i>Current practice</i></p> <p>The Scientific Director and the Internal Scientific Committee are informed of relevant information from governance bodies and they're responsible of cascading the information down to their groups, if applicable.</p> <p><i>Gap</i></p> <p>Research staff report their limited knowledge of their ethical and professional responsibility.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Draft on GSP guidelines which elaborates on ethical principles and good practice.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Course/workshop on ethical principles and GSP guidelines for all research staff. Focus on publication, authorship and co-authorship, antiplagiarism, Open Science and FAIR principles.</li> </ul>

#### 4. Professional attitude

+/- **almost but  
not fully**  
implemented

##### *Current practice*

The institution operates within the framework of a Strategic Plan, approved by the Board and elaborated by internal commissions (researchers, middle managers, etc). This document describes the strategic objectives of the institute in terms of research and activities for a given period.

We assign a project manager to each research group to support their projects to completion, providing support in areas such as financial management, scouting of industrial partners and dissemination of opportunities.

##### *Gap*

Research staff report their limited knowledge of their ethical and professional responsibility.

- Include a reference to GSP guidelines in the welcome manual for researchers and dissemination to all staff.

##### *Initiatives undertaken*

- Draft on GSP guidelines which covers professional attitude.

##### *Suggestions for improvement*

- Disseminate and communicate GSP guidelines.
- Emphasise the use of the website as a communication tool (information on governance, etc).

5. Contractual and legal obligations	-/+ <b>partially</b> implemented	<i>Current practice</i> We comply with all legal requirements.	<i>Initiatives undertaken</i>
		<i>Gap</i> Researchers have identified the need for further information regarding intellectual property (ownership, rights, confidentiality, etc).	<ul style="list-style-type: none"> <li>• Draft on GSP guidelines which includes a section on labour standards and legal obligations.</li> </ul>
			<i>Suggestions for improvement</i> <ul style="list-style-type: none"> <li>• Review and update GSP guidelines to expand on intellectual property rights, which we already cover on the website.</li> <li>• Implement an online-based training</li> </ul>
6. Accountability	+/- <b>almost but not fully</b> implemented	<i>Current practice</i> Researchers are advised and informed of all financial aspects of their research activity through their project manager. The transparency section of the institution's website contains all the information on activity reports, agreements, subsidies and grants, action plans, annual accounts and HR activity. We carry out audits on research projects and also an annual audit of our yearly accounts (internal and external).	<i>Initiatives undertaken</i> <ul style="list-style-type: none"> <li>• INiBICA R&amp;D Support Schemes (annual or biannual) through which researchers can access funding from the institution to carry out projects, undertake training or a research stay, and support clinical research (clinical studies and trials).</li> </ul>
		<i>Gap</i> Researchers require further information of subsidised training opportunities funded via the Spanish scheme FUNDAE.	<i>Suggestions for improvement</i> <ul style="list-style-type: none"> <li>• Review and update welcome manual as regards subsidised training opportunities (FUNDAE).</li> <li>• Circulate the catalogue of training opportunities for this scheme.</li> </ul>

## 7. Good practice in research

-/+ **partially**  
implemented

### *Current practice*

Researchers carry out their work following the GSP guidelines. They follow all recommendations and instructions of the Ethical Committee, and also abide by confidentiality and data protection and security principles within their research activity.

### *Gap*

Researchers identify the need to implement GSP guidelines.

### *Initiatives undertaken*

- GSP guidelines drafted.

### *Suggestions for improvement*

- Disseminate and incorporate in the welcome manual information on the compulsory occupational risk training that the institution offers to employees.

## 8. Dissemination, exploitation of results

+/- **almost but not fully**  
implemented

### *Current practice*

Research staff are aware of the importance of promoting an innovative culture within the institution and their work is impact-oriented. They are aware of the need to disseminate findings to the scientific community. We offer intellectual property rights protection and management services, as well as through a specialist area of the institution. Whenever necessary, we coordinate our activity with the Andalusian Healthcare System's and the University of Cadiz's Technology Transfer Offices, as part of INiBICA.

### *Gap*

### *Initiatives undertaken*

- Regular webinars on biomedical sciences.
- Section on intellectual property rights and technology and knowledge transfer available on our website.
- Publication of the Technology Transfer Plan of the institute on the website, reviewed by a specific internal committee.
- Annual training on dissemination and exploitation of research results.

### *Suggestions for improvement*

- Improve current training on dissemination and exploitation of results.
- Dissemination of GSP guidelines.

## 9. Public engagement

+/- **almost but not fully** implemented

### *Current practice*

The institution promotes talks at schools and school visits, as well as the participation in key activities, such as the European Night of Researchers. Research staff carry out public engagement at their own initiative. We support them by disseminating opportunities (training, call for outreach volunteers, etc) and posting their activities on our website and social networks.

In 2022, we encouraged researchers to capture short videos where they explain their research lines and importance for the society and patients (published on our YouTube channel, Instagram and Scientific Report 2022: [Memoria-Cientifica-INiBICA-2022v2.pdf](#))

### *Gap*

Researchers identify the lack of an outreach culture as the reason why they don't put an extra effort in this area.

- Design a more thorough training course with case studies to improve researchers' knowledge and confidence on the matter.

### *Initiatives undertaken*

- Technology Transfer and Communication Committees, with their specific plans.
- Annual Meetings of the institution to promote scientific exchange and dissemination of results.
- Active internal (email, newsletter, meetings) and external communication (social networks, website, press releases).
- Organisation and participation in outreach events to raise awareness on the role of women in science.

### *Suggestions for improvement*

- Promote participation in key outreach events (e.g. European Night of Researchers). For example, by organising an award to the best outreach effort (as done as part of the Jornadas INiBICA in 2022).
- Improve current training on dissemination and exploitation of results.

10. Non discrimination

+/- **almost but not fully** implemented

*Current practice*

We have fully implemented a Gender and Diversity Equality Plan aligned with EU's guidelines, and have protocols in place for reporting abuse/harassment/discrimination.

*Gap*

Documentation and information are provided in Spanish only.

*Initiatives undertaken*

- Gender and Diversity Equality Plan.
- Dedicated section on the website, with training materials and relevant links.
- Specific email address and internal committee.
- Since 2023, specialist training on the implementation of the gender perspective on research.

*Suggestions for improvement*

- Translate the Gender and Diversity Equality Plan into English.

11. Evaluation/ appraisal systems

-/+ = **partially** implemented

*Current practice*

Evaluation of research group performance is contemplated in the Internal Rules document of the institution only senior staff (R4) are aware of it.

There is an appraisal system in place whereby principal investigators or staff managers assess for completion of strategic objectives, upon which they release a bonus.

*Gap*

Scarce knowledge of the evaluation of research group performance among R1-R3

*Initiatives undertaken*

- Internal Rules document – INiBICA.
- INiBICA R&D Support Schemes.
- Procedures for the classification and evaluation of research groups and their activity.
- Internal and External Scientific Committees.
- Support plan for Emerging groups.

*Suggestions for improvement*

- Dissemination of INiBICA's Strategic Plan and Internal Rules document.



researchers. Lack of feedback forms for PIs researchers on their performance.

The existing appraisal system does not consider soft skills and/or life-work balance.

- Implement an appraisal system to report to researchers.

## Recruitment and Selection

### 12. Recruitment

+/- **almost but not fully** implemented

#### *Current practice*

We post all vacancies for administrative and research staff on our website. Job offers include all candidate requisites and the OTM-R policy within, which is the base for our recruitment. These principles are published on the website. There is a normalised template for job offers which is used by the administrative staff.

#### *Gaps*

Documentation, job ads and information are provided almost exclusively in Spanish. Limited knowledge of policy and documents by researchers.

#### *Initiatives undertaken*

- HR and employment web portal.
- EURAXESS and other social networks (LinkedIn for job posting, Twitter and Instagram to disseminate opportunities).
- Internal communication channels (email and newsletter).
- HR Plan, which incorporates the researcher career (EU guidelines), Talent attraction Plan and Training Plan (doctoral programmes – R1).
- OTM-R policy.
- Training on researcher careers (“Jornada de Carrera Investigadora”).

#### *Suggestions for improvement*

- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.
- Translate the HR plan and Talent attraction plan into English.
- Translate job offer templates into English and increase use of EURAXESS platform.

13. Recruitment (Code)	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i> Our recruitment procedure and job postings follow OTM-R principles and are published and handled with according to Spanish law. All candidate criteria and job conditions (including salary range) are disclosed for all postings.</p> <p><i>Gaps</i> Documentation, job ads and information are provided almost exclusively in Spanish. Limited knowledge of policy and documents.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR and employment web portal.</li> <li>• Internal procedure for recruitment.</li> <li>• OTM-R policy.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Translate job offer templates into English.</li> <li>• Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.</li> </ul>
14. Selection (Code)	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i> We appoint a selection committee for each job posting/call, which includes the PI(s), a researcher o technician appointed by the PI, and an HR representative.</p> <p><i>Gaps</i></p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR and employment web portal.</li> <li>• Internal procedure for recruitment.</li> <li>• OTM-R policy.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Translate job offer templates into English.</li> </ul>

Documentation, job ads and information are provided almost exclusively in Spanish. Limited knowledge of policy and documents.

- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.

#### 15. Transparency (Code)

+/- **almost but not fully** implemented

##### *Current practice*

Our recruitment procedure and job postings follow OTM-R principles and are published and handled according to Spanish law. All candidate criteria and job conditions (including salary range) are disclosed for all each call. The outcome of the recruitment process (scores for listed criteria) is publicly available on our website and evaluation records uploaded (candidates are anonymised via a code).

##### *Initiatives undertaken*

- HR and employment web portal.
- Internal procedure for recruitment.
- OTM-R policy.

##### *Suggestions for improvement*

- Include the composition of the selection committee in all interview and selection records.
- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.

##### *Gaps*

Selection records/outcome do not always reveal the composition of the selection committees.

Researchers identify their limited knowledge of the HR-related plans and policy.

#### 16. Judging merit (Code)

+/- **almost but not fully** implemented

##### *Current practice*

Administrative staff ensure candidates fulfil minimum criteria, but the evaluation of

##### *Initiatives undertaken*

- HR and employment web portal.
- Internal procedure for recruitment.

merits and scoring is done by the PI/research group.

Job offers specify minimum criteria to be fulfilled by applicants. If the applicant meets the threshold, they're invited to an interview where the full list of merits is evaluated by the committee.

As for timing, job adverts are publicly available on our website and platforms for at least 10 working days (Spanish Law). A first report including a list of applicants and scores is published, allowing 3 days for candidates to request a review of the scores if necessary. After this period, a list containing candidates who are selected for an interview is published. Once interviews are conducted, a provisional outcome is published, again allowing for 3 days for candidates to submit a resubmission request before the final outcome is available.

#### *Gaps*

Selection records/outcome do not always reveal the composition of the selection committees.

- OTM-R policy.

#### *Suggestions for improvement*

- Include the composition of the selection committee in all interview and selection records.
- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.
- Implement QC system for OTM-R.

Researchers identify their limited knowledge of the HR-related plans and policy.

17. Variations in the chronological order of CVs (Code) +/- **almost but not fully** implemented

*Current practice*

We do not penalise chronological order of CVs or career breaks. As part of our Gender and Diversity Equality Plan and the Internal Rules of the institution, we do not penalise any career breaks (due to maternity leave, sickness, etc).

*Gap*

Researchers identify their limited knowledge of the HR-related plans and policy.

*Initiatives undertaken*

- HR and employment web portal.
- Internal procedure for recruitment.
- HR plan and Talent attraction plan.
- OTM-R policy.

*Suggestions for improvement*

- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.

18. Recognition of mobility experience (Code) +/- **almost but not fully** implemented

*Current practice*

Selection criteria are dependent on the publicly funded call and/or is at the PI's discretion. The institution encourages (through our HR plan, Attraction plan and events/trainings) mobility of researchers.

INiBICA R&D Support Scheme 2023 offered financial support for the mobility of researchers.

*Initiatives undertaken*

- HR and employment web portal.
- Internal procedure for recruitment.
- OTM-R policy.
- HR plan and Attraction of talent plan.
- INiBICA R&D Support Scheme 2023.

*Suggestions for improvement*

- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.

The organisation is intersectorial by definition as it integrates the views, interests and activity of hospital, university, industry, and non-scientific stakeholders, such as patients and associations. This is also true for interdisciplinarity, as our groups are mixed and benefit from work by biologists, physicians, engineers, chemists, pharmacists, IT, mathematicians, etc. Both aspects are very valuable to us as an organisation and we actively seek candidates from different sectors and disciplines, as can be seen in our job portal and group composition.

*Gap*

Researchers identify their limited knowledge of the HR plan and policy.

19. Recognition of qualifications (Code)

+/- **almost but not fully** implemented

*Current practice*

Selection criteria are dependent on the publicly funded call and/or is at the PI's discretion. The institution aligns with the Spanish legislation regarding recognition of official qualifications.

*Gap*

Researchers identify their limited knowledge of the HR plan and policy.

*Initiatives undertaken*

- HR and employment web portal.
- Internal procedure for recruitment.
- HR plan and Attraction of talent plan.
- OTM-R policy.

*Suggestions for improvement*

- Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.

20. Seniority (Code)	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Selection criteria are dependent on the publicly funded call and/or is at the PI's discretion. The institution does not discriminate against age.</p> <p><i>Gap</i></p> <p>Researchers identify their limited knowledge of the HR plan and policy.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR and employment web portal.</li> <li>• Internal procedure for recruitment.</li> <li>• HR plan and Attraction of talent plan.</li> <li>• OTM-R policy.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.</li> </ul>
21. Postdoctoral appointments (Code)	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Selection criteria for postdoctoral candidates are dependent on the publicly funded call and/or is at the PI's discretion. The institution and PIs promote employment and recruitment of postdoctoral candidates (R2-R3) using both public and private funding. We support research groups in interacting with industry to carry out collaborative projects that include funds for appointing postdoctoral researchers.</p> <p><i>Gap</i></p> <p>Researchers identify their limited knowledge of the HR plan and policy.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR and employment web portal.</li> <li>• Internal procedure for recruitment.</li> <li>• HR plan and Attraction of talent plan.</li> <li>• OTM-R policy.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.</li> </ul>

## Working Conditions and Social Security

22. Recognition of the profession	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Our HR plan defines the researcher career. Management shows compromise and researchers believe that we as an institution recognise their contribution to science and their profession.</p> <p><i>Gap</i></p> <p>No specific issue has been underlined.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR plan, Communication plan.</li> <li>• OTM-R policy.</li> <li>• INiBICA R&amp;D Support Schemes.</li> <li>• INiBICA conference/meetings where we provide researchers with the opportunity to disseminate their activity on our website and social media (posts, videos, etc).</li> <li>• Dissemination of health days and campaigns via our website and social media.</li> <li>• Participation in outreach activities.</li> </ul>
23. Research environment	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>FCADIZ has research facilities on existing healthcare centres, mainly hospitals. The main infrastructure and facilities are located at the Puerta del Mar University Hospital. INiBICA gathers these infrastructures and those assigned by the university (Faculty of</p>	<p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Promote the organisation of scientific events and outreach.</li> <li>• Provide training and support.</li> </ul> <p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR and employment web portal.</li> <li>• Internal procedure for recruitment.</li> <li>• HR plan and Attraction of talent plan.</li> <li>• OTM-R policy.</li> </ul>



Medicine and Biosciences). These are covered on our website and annual reports. We have in place all relevant protocols and compulsory training plans (risk assessment, use of equipment, work in a lab, etc) for FCADIZ-INIBICA researchers.

There is an inventory of equipment publicly available on the INiBICA website, the research portal of the Andalusian Healthcare System and the university's booking platform.

We are open and support international collaborators and staff who join our institution. We provide support and encourage research stays abroad among our personnel.

The organisation takes active part of national and international networks, as an institution or through our research groups. Since 2022, we organise an annual event focused on expanding collaborations and attracting researchers from abroad.

Researchers generally perceive a good work environment.

#### *Gap*

Issues relating to lack of physical space to host research groups, thus impacting our

- Integration plan.
- Internationalisation plan.

#### *Suggestions for improvement*

- Update welcome manual to disseminate risk assessment, safety and training plans for FCADIZ-INIBICA facilities, as well as other protocols concerning the workplace (e.g. harassment protocols).
- Coordination of FCADIZ-INIBICA managers and healthcare centres / university to improve current environment.
- Ensure all documents are available in English, and training in this language is available for international staff.

24. Working conditions	+/- <b>almost but not fully</b> implemented	<p>talent attraction strategy and growth capabilities. We need to improve our use of the English language in all documents and in-house training.</p> <p><i>Current practice</i></p> <p>We are a flexible organisation who promotes work-life balance, allowing for remote working and flexible work schedules. All relevant documentation is publicly available on the transparency portal of our website.</p> <p>We abide by the Spanish Worker's Statute, which in its article 17 contemplates non-discrimination against disabilities. Our job offers advocate for equality and fair opportunities regardless of gender and diversity.</p> <p>The headquarters of FCADIZ-INiBICA, located at Puerta del Mar University Hospital, are disability-inclusive including working benches and toilets.</p> <p><i>Gap</i></p> <p>Researchers perceive the researcher careers as inherently incompatible with work-life balance.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Gender and Diversity Equality Plan.</li> <li>• HR plan.</li> <li>• Spanish Workers' Statute applicable to FCADIZ.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of all relevant documentation and policy.</li> <li>• Introduce an appraisal system.</li> </ul>
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25. Stability and permanence of employment	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>We abide by the Act 3/2023 of 28<sup>th</sup> February on Labor and Employment in Spain and the Act 14/2011 of 1st June on science, technology and innovation (hereinafter, STI Act, from its initials in Spanish) which coordinates general policies and articulates the actions in the public and private entities via the Science, Technology and Innovation Policy Council.</p> <p>Most scientific positions are reliant extremely competitive calls and are linked to specific projects, therefore real stabilisation proves difficult.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR and employment web portal.</li> <li>• HR plan and Talent attraction plan.</li> <li>• FCADIZ project managers offer tailored support to researchers to apply for stabilisation schemes (whether regional, national or international).</li> <li>• Training on researcher careers (“Jornada de Carrera Investigadora”).</li> </ul>
		<p><i>Gap</i></p> <p>Researchers identify a national problem with regard to permanence of employment in science, which influences their performance.</p>	<p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Promote meetings and events with the university and healthcare centres to analyse and apply for stabilisation schemes.</li> </ul>
26. Funding and salaries	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Our salary ranges for researchers and research-related staff (admin, management, etc) are agreed and approved by the Network of Research Management</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Salary range table.</li> <li>• Internal procedure for recruitment.</li> <li>• HR plan.</li> <li>• OTM-R policy.</li> </ul>

Foundations of the Andalusian Healthcare System and publicly available on our website. For the avoidance of doubt, these salary ranges take into account their professional group and categories.

Our benefits and practices are publicly available and disclosed to researchers from the interview stage to job landing.

*Gap*

Researchers believe there is room for improvement in the adequacy of these salary ranges.

*Suggestions for improvement*

- Update salary range tables to include Euraxess nomenclature (R1-R4) for each job title and proposed salary.
- Implement and disseminate a welcome manual among staff.

27. Gender balance

+/- **almost but not fully** implemented

*Current practice*

We have in place a no discrimination policy and encourage and pursue a gender balanced and diverse environment. We incorporate the gender dimension into the analysis of our activity (reflected in our annual reports) and composition of governing bodies and internal/external committees.

*Gap*

Underrepresentation of women in leadership positions (PIs and governing bodies).

*Initiatives undertaken*

- Gender and Diversity Equality Plan.
- Dedicated section on the website, with training materials and relevant links.
- Specific email address and internal committee.
- Since 2019, gender analysis is performed and discussed on annual reports.
- Since 2023, specialist training on the implementation of the gender perspective on research.
- Organisation and participation in

outreach events to raise awareness on the role of women in science.

*Suggestions for improvement*

- Active dissemination of the Gender and Diversity Equality Plan and policy.
- Facilitate training and mentoring to encourage women researchers to become leaders.

28. Career development

-/+ **partially**  
implemented

*Current practice*

We support the career development of research-related staff. Our HR plan breaks down the researcher's career and lists all available calls/funding opportunities at the regional, national and European level.

We follow the EURAXESS Career Development Plan Handbook as our main guide in this specific area: [euraxess-career-handbook.pdf.europa.eu](https://euraxess-career-handbook.pdf.europa.eu)

In 2020 and 2021 we carried out our first career development support plan for R2 researchers. We helped them identify relevant calls, analyse their CV, skills, conflict resolution and mock interviews.

*Initiatives undertaken*

- HR plan and Talent attraction plan.
- FCADIZ project managers offer tailored support to researchers to apply for stabilisation schemes (whether regional, national or international).
- Training on researcher careers (“Jornada de Carrera Investigadora”).
- Career development plan for R2 researchers.

*Suggestions for improvement*

- Active dissemination of the HR plan and policy.
- Workshops/pills to R2-R3 researchers about career development (analysis/planning, pathways). Dissemination of the Euraxess career development tools as part of these.

In may 2023 we organised the first event on career development for R1-R3 researchers, where we analysed options and pathways.

*Gap*

Insufficient knowledge of the HR plan.

29. Value of mobility

+/- **almost but not fully** implemented

*Current practice*

We provide administrative support to all researchers willing to join us or interested in doing research stays (in/out). Intersectorial and interdisciplinary mobility are valued as evidenced by our mixed research groups which bring together professionals with different skills and expertise (biologists, physicians, mathematicians, engineers; from the public and the private) to advance our scientific activity.

We offer our staff English courses to improve their competencies. Mobility is encouraged and facilitated with own funding via INiBICA R&D Support Schemes.

*Gap*

General lack of funding for mobility, in addition to the bureaucratic burden. Lack of

*Initiatives undertaken*

- INiBICA R&D Support Schemes.
- HR plan, Talent attraction plan and Integration plan.
- Organisation of the MYRA meeting, where researchers from abroad are put in touch with INiBICA staff to discuss their research activity and career, also opportunities to relocate to INiBICA.

*Suggestions for improvement*

- Better disseminate as part of the HR plan and policy how mobility is valued to stand out from other candidates.
- Increase motivation towards mobility by keeping financial support as part of future INiBICA R&D Support Schemes.

appreciation of the contribution of mobility to the researcher's CV.

30. Access to career advice

+/- **almost but not fully** implemented

*Current practice*

Project managers support researchers in the identification of funding opportunities and assist them with the application process upon request.

*Gap*

There is no specific advice assistance or event on careers.

*Initiatives undertaken*

- HR plan and Integration plan.
- Project managers provide generic support and career advice upon request.

*Suggestions for improvement*

- Organise an event on career pathways for researchers and scientific staff beyond academia.

31. Intellectual Property Rights

+/- **almost but not fully** implemented

*Current practice*

We provide support with the identification, protection and management of intellectual property rights.

*Gap*

Researchers identify their limited knowledge of the HR plan and policy.

*Initiatives undertaken*

- Innovation and Technology Transfer plan.
- Innovation and Technology Transfer Committee.
- Specialist training provided to all staff.
- Dedicated section on website, including a catalogue of intellectual property rights resulting from INiBICA's research.

*Suggestions for improvement*

### 32. Co-authorship

-/+ **partially**  
implemented

#### *Current practice*

We have implemented Good Scientific Practice guidelines which describe good practices on authorship. We offer advice in this respect, however it is down to PIs and researchers to decide upon authorship for their work.

We do not currently recognise co-authorship as an added value.

#### *Gap*

R1-R2 researchers perceive R3-R4 PIs do not recognise in some cases their contribution to the advancement of the projects and resulting publications, which may be reflected in co-authorship conflicts.

#### *Initiatives undertaken*

- Q2 2023: drafting of Good Scientific Practice (GSP) guidelines which includes the main rules of action and ethical principles relating to the research activity of the institution, such as publications and authorship.

#### *Suggestions for improvement*

- Active dissemination of the GSP guidelines.
- Implementation and recognition of co-authorship and part of our internal evaluation processes (recruitment, performance evaluation, etc).

- Active dissemination of the Innovation and Technology Transfer plan.
- Training pills and workshops on useful aspects of technology and knowledge transfer.
- Incorporate case studies as part of seminar sessions to expose the audience and improve their knowledge on the subject.



33. Teaching	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>FCADIZ has in place an agreement with the University of Cadiz governing teaching by FCADIZ-INiBICA researchers.</p> <p>INiBICA Training Plan elaborates on all such teaching, including Master and PhD programmes.</p> <p><i>Gap</i></p> <p>No specific issue has been underlined.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Training plan.</li> <li>• University teaching by FCADIZ-INiBICA researchers, available on INiBICA's website.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of the Training plan.</li> <li>• Implementation and dissemination of the Welcome manual.</li> </ul>
34. Complains/ appeals	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>We have a number of tools to deal with complains and appeals publicly available on our website.</p> <p><i>Gap</i></p> <p>Researchers are not familiar with all available tools.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Conflict resolution Committee.</li> <li>• Suggestion box on our website.</li> <li>• Internal information channel ("Canal Informante") through our website and dedicated email address.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of all available tools to deal with complains/appeals.</li> </ul>
35. Participation in decision-making bodies	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Researchers take part of decision-making bodies, such as internal Committees</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Composition of Committees available on website and intranet.</li> </ul>

(Training, HR, Internationalisation, Innovation, etc). The Internal Scientific Committee has a predoctoral representative (R1) and most PIs of the organisation (R3-R4).

*Gap*

No specific issue has been underlined.

*Suggestions for improvement*

- Active dissemination of the organisation structure and decision-making bodies.

## Training and Development

36. Relation with supervisors

+/- **almost but not fully** implemented

*Current practice*

Doctoral training is aligned with the doctoral training programmes of the university. Supervisors are committed to work under the practices and procedures established by the university. The institution provides specific training to supervisors involved in EU excellence programmes such as Marie Curie Slowdoska Actions (MSCA Guidelines on Supervision).

*Gap*

Some doctoral researchers (R1) identify poor communication with their supervisors concerning their research objectives, strategies and outcomes.

*Initiatives undertaken*

- Specific training for supervisors involved in MSCA-DN.
- Training plan and Committee.
- There is a code of good practices supervising doctoral theses in UCA. <https://escuelasdoctorales.uca.es/wp-content/uploads/2022/01/Guia-de-buenas-practicas-EDUCA-Tesis-doctorales.pdf>

*Suggestions for improvement*

- Active dissemination of the GSP guidelines.
- Implement an appraisal system.

37. Supervision and managerial duties	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>We have implemented a Support plan for Emerging groups. The Scientific Director is responsible for the supervision of their PIs in order to assist them to improve their production and consolidate within the organisation.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR Plan, which incorporates the researcher career (EU guidelines), Talent attraction Plan and Training Plan (doctoral programmes – R1).</li> <li>• Support plan for Emerging groups.</li> </ul>
		<p><i>Gap</i></p> <p>Postdoctoral researchers R2 and R3 remark that their involvement in the supervision of R1 researchers is not recognized, and they do not receive any training on HR management.</p>	<p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Research mentoring aimed at junior researchers.</li> <li>• Implement an appraisal system.</li> </ul>
38. Continuing Professional Development	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Our HR Plan incorporates the researcher career (EU guidelines).</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• HR Plan, which incorporates the researcher career (EU guidelines), Talent attraction Plan and Training Plan (doctoral programmes – R1).</li> <li>• Training on the researcher’s career (“Jornada de Carrera Investigadora”).</li> <li>• OTM-R policy.</li> </ul>
		<p><i>Gap</i></p> <p>No specific issue has been underlined.</p>	<p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of the HR plan, Talent attraction plan, and OTM-R policy.</li> <li>• Implement an appraisal system.</li> </ul>

39. Access to research training and continuous development	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>Training Plan of the Institution which include seminars, conferences and workshops both online and in person, guarantees continuous development.</p> <p><i>Gap</i></p> <p>No specific issue has been underlined.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Training Plan elaborated by Training Committee.</li> <li>• Seminars and workshops organised by the institution.</li> <li>• Weekly newsletter.</li> <li>• INiBICA R&amp;D Support Scheme.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of INiBICA R&amp;D Support Schemes, which usually cover fees for training purposes.</li> <li>• Implement an appraisal system.</li> </ul>
40. Supervision	+/- <b>almost but not fully</b> implemented	<p><i>Current practice</i></p> <p>We, as managing entity, do not directly interfere in the relationship between supervisors and supervisees.</p> <p><i>Gap</i></p> <p>No specific issue has been underlined.</p>	<p><i>Initiatives undertaken</i></p> <ul style="list-style-type: none"> <li>• Good Scientific Practice guidelines.</li> <li>• Job offers identify supervisors and contact person.</li> </ul> <p><i>Suggestions for improvement</i></p> <ul style="list-style-type: none"> <li>• Active dissemination of the Good Scientific Practice guidelines and Welcome manual.</li> <li>• Mentoring targeted at PIs and R1-R3 researchers on project and people management.</li> <li>• Implement an appraisal system.</li> </ul>