

TEMPLATE 4: ACTION PLAN (INTERIM ASSESSMENT)

Case number: 2022ES839401

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

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RESUBMISSION DATE:

SUBMISSION DATE: 31/01/2026

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 31/12/2025)	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	FCADIZ 96
<i>Of whom are international (i.e. foreign nationality)</i>	FCADIZ 8
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	FCADIZ 43
<i>Of whom are women</i>	FCADIZ 66
<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 7

<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	FCADIZ 9
Total number of students (if relevant)	FCADIZ 40
Total number of staff (including management, administrative, teaching and research staff)	FCADIZ 122
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	4.336.972,60 €
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)	1.569.144,32 €
Annual funding from private, non-government sources, designated for research	2.767.828,28 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
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.	

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.

WEAKNESSES

- **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.

WEAKNESSES

- **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 groups in respect of project and people management.

3. Actions (Interim Assessment)

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: <https://inibica.es/en/>

- Link to HRS4R process and documentation: <https://inibica.es/en/sello-hrs4r/>
- Link to relevant plans (2026-2030)
 - [Human Resources Plan](#)
 - [Cooperative Scientific Plan](#)
 - [Training and Capacitation Plan](#)
 - [Gender Equality Plan](#)
 - [Talent Attraction and Retention Plan](#)

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>New GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>	<i>% Achievement</i>	<i>Evidence</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.	C&C: 1, 6, 13, 15 and 16.	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.	(++) Yes, <i>completely</i>	https://inibica.es/sello-hrs4r/ https://fundacioncadiz.es/sello-hrs4r/
					T1.2. Approval of Updated Integration plan (INiBICA) and Welcome manual on annual Board meeting.		HR Committee Report
					T1.3. Number of new staff receiving the Welcome Manual.		32 Welcome Manual delivered in 2024 46 Welcome Manual delivered in 2025 T1.3
Action 2 Implementation of a FCADIZ-INiBICA training platform (e.g. Moodle) for new staff and existing staff	C&C: 1, 2, 3, 4, 5, 6, 7, 23, 26, 32, 33, 36 and 40.	C&C: 1, 2, 6, 13, 15, 16, 18 and 20.	2025 S1.	HR and Quality Control Units. Clinical Research Unit. Technology Transfer Unit.	T2.1. Implementation of online platform, available all year long.	-- No	New Timing: 2026 Indicator/Target: Revised every years

(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.

T2.2. % of knowledge for each module above 70% (self-test after each module).	-- No	New Timing: 2026 Indicator/Target: Revised every years
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T.2.3 Number of participants using Moodle.	-- No	New Timing: 2026 Indicator/Target: Revised every years
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T.2.4. Number of modules offered per year.	-- No	New Timing: 2026 Indicator/Target: Revised every years
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Action 3
Implement annual
training sessions/pills
and seminars on:
A) Innovation and
technology/knowledge
transfer: protection,
dissemination, and
exploitation of results
arising from research.
The training will
incorporate relevant
case studies.

C&C: 8, 9,
22, 31 and
32

C&C: 7, 13
and 16.

Innovation and
communication
training 2024 S1
and on a yearly
basis.

Seminar series
2025 and on
yearly basis.
Evaluation of % of
acquired
knowledge yearly.

Innovation and
Technology
Transfer Unit.

T3.1. Delivery of training and workshops on dissemination and exploitation of research results.	++ Yes, <i>completely</i>	Evidence T3.1.1 Evidence T3.1.2
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T3.2. Delivery of training on Communication	++ Yes, <i>completely</i>	Evidence T3.2.1 Evidence T3.2.2 Evidence T3.2.3
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B) Communication to non-scientific audiences, including stakeholders such as patients and patient associations.

to non-scientific audiences.

T3.3. % of knowledge of above 70% (self-test after event).	-/+ Yes, <i>partially</i>	100% participants over 70% Evidence T3.3.1
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T3.4. Generation of an innovation guideline and a communication guidelines.	+/- Yes, <i>substantially</i>	FAQ - INiBICA Evidence T3.4.2
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T3.5. Number of training sessions/pills or seminars implemented.	++ Yes, <i>completely</i>	1. Evidence T3.2.1 1. Evidence T3.2.2 1. Evidence T3.2.3 3. Evidence T3.1.1 3. Evidence T3.1.2 TOTAL: 9
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T3.6. Number of training hours performed per year.	++ Yes, <i>completely</i>	5 H. Evidence T3.1.1 4 H. Evidence T3.1.2 1,5 H. Evidence T3.2.1 1,5 H. Evidence T3.2.2 2 H. Evidence T3.2.3 TOTAL 2024: 8H TOTAL 2025: 6H
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T3.7. Number of outreach activities performed.	++ Yes, <i>completely</i>	>5 Evidence T3.7.1 2024 >5 Evidence T3.7.2 2025 Interview Dr Alfonso Lechuga Science Fair 2025
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World Heart Day 2025

Action 4	C&C: 10, 12, 13, 14, 23.	C&C: 7, 9 and 13.	2024 S2.	Internationalisation Unit.	T4.1. Translated Gender and diversity equality plan; HR plan; Talent attraction plan; and Job offer templates.	++ Yes, <i>completely</i> ++ Yes, <i>completely</i>	T4.1
Action 5	C&C: 1, 4, 11, 23, 29 and 35.	C&C: 1, 5, 8, 13 and 17.	One session in 2025 and repeat on a yearly basis.	Quality Control Unit.	T5.1. Delivery of two events by 2026.	++ Yes, <i>completely</i>	Together for Health External Scientific Committee Heads of Scientific Programs session
					T5.2. % of knowledge above 70% (self-test after event).	++ Yes, <i>completely</i>	T5.2 Result 91% average
Action 6	C&C: 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 24, 28, 29, 34 and 38.	C&C: 5, 9, 10, 11, 12, 14, 17 and 20.	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.	++ Yes, <i>completely</i>	2024: 4 events 2025: 2 events Networks, presentations, attendance lists, results PRE & POST.
					T6.2. % of knowledge above 70% (self-test after event).	-/+ Yes, <i>partially</i>	2024: 100% participants over 70% (post survey, FCÁDIZ) 2025: 75% participants over 70% (post survey, FCÁDIZ)

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.	C&C: 9, 10 and 15.	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.	++ Yes, <i>completely</i>	2024 (4/4) 100% 2025 (19/19) 100% T7.1
					T7.2. Updated internal selection procedure. All interview records for 2024 to 2026 disclose the composition of the selection committee.	++ Yes, <i>completely</i>	T7.2
					T7.3. Updated salary range tables.	++ Yes, <i>completely</i>	T7.3
					T7.4. Implemented QC system for OTM-R.	++ Yes, <i>completely</i>	T7.4
					T7.5. >50% recruitment processes	++ Yes, <i>completely</i>	2024: 100% 2025: 100% T7.5

comply with
 OTM-R policy

Action 8	C&C: 23, 25.	C&C: 13 and 14.	2024 S2; review and update S2 on an annual basis.	Management.	T8.1. Policy on Assignment of Research Space.	++ Yes, <i>completely</i>	T8.1
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.							

T8.2. Square meters available for research groups.	++ Yes, <i>completely</i>	T8.1
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Action 9	C&C: 11, 24, 36, 37, 38, 39 and 40.	C&C: 8, 14, 18, 19 and 20.	2026 S1.	Management.	T9.1. Appraisal system implemented.	++Yes, <i>completely</i>	T9.1
Design and implement an appraisal system for researchers, based on INiBICA's HR plan profile descriptions, in order to improve their knowledge on performance and for PIs to recognise the contribution of researchers to their							

T9.2. Training to R1-R4 researchers delivered.	--No
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T9.3. Number of appraisal	--No
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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.

meetings per year and satisfaction rates > 60%.

Action 10	C&C: 27	C&C: 4	2025 S1 and on an annual basis.	Management.	T10.1. Satisfaction rate >60%	-/+ Yes, <i>partially</i>	Ongoing Evidence T10.1
Facilitate the registration of R1-R3 women researchers on specialised leadership and mentoring programmes							

T10.2. Number of R1-R3 women researchers taking part of a mentoring program.	-/+ Yes, <i>partially</i>	Ongoing Evidence T10.2 Mentoring programme
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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	C&C: 5, 15 and 18.	2024 S2 On a biannual basis.	Project Management Unit.	T11.1. Delivery of an event every two years.	++ Yes, <i>completely</i>	Career in Research Careers beyond Academia
					T11.2. % knowledge > 70%	+/-Yes, <i>substantially</i>	Evidence T11.2 83%
					T11.3. Number of attendees	+/-Yes, <i>substantially</i>	12 attendees 2024 15 attendees 2025 TOTAL: 27 Attendees
Action 12 Facilitate training in Open Science, FAIR principles, citizen science, SDGs. Implement a robust	C&C: 7	C&C: 6	First edition in 2023 S2 and on a yearly basis.	Project Management Unit. Internationalisation Unit. Quality Control Unit.	T12.1. % knowledge above 70.	-/+Yes, <i>partially</i>	T12.1 Open Science-aligned research data management training

Open Science Policy
and support materials.

T12.2. Number of attendees. -/+Yes, *partially* 2024 (3)
2023 (1)

T12.3. Open Science Policy and support materials. ++ Yes, *completely* Evidence T12.3 Open Science Policy document published on the website ([Documentación – INiBICA](#))

Action 13
Dissemination of FCADIZ-INiBICA Annual Training Programme and of INiBICA R&D Support Schemes: website, mailing, newsletter, social media and organisation of events.

C&C: 33, 39

C&C: 3 and 20

On a yearly basis.

Management and Quality Control Unit.

T13.1. Number of training opportunities. ++ Yes, *completely*

>10 per year, evidence of example submitted T13.1

T13.2. Number of trainees. ++ Yes, *completely*

>100 per year evidence of example submitted T13.2

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: [INT-002-V1.1-Politica-OTM-R-Policy-EN.pdf \(inibica.es\)](#)

General overview of the expected implementation process:

