
**TALENT ATTRACTION
AND RETENTION PLAN**

2026 2030

Talent Attraction and Retention Plan

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1. INTRODUCTION

By the end of 2025, INiBICA brings together more than 60 active research groups, organized into five scientific programs that cover the main areas of biomedicine and health. These groups are classified as consolidated (with a sustained track record in competitive funding, scientific production, innovation and training) and emerging (with stable research activity and growth potential). The scientific structure of the Institute has been organized since its inception into scientific programs, to promote interdisciplinary collaboration, increase critical mass and enhance international projection.

Distribution of Groups and Research Staff (as of October 31, 2025):

- Q1. Neurosciences and Behavior: 10 groups, 126 members (63% women).
- Q2. Inflammation: 21 groups, 233 members (mostly caregivers).
- Q3. Onco-Hematology: 8 groups, 132 members.
- Q4. Epidemiology and Public Health: 13 groups, 193 members.
- Q5. Innovative and Emerging Therapies: 9 groups, 97 members.

In total, the Institute has 781 researchers, of whom 57% are women and 525 have a healthcare profile, which reflects a strong integration between research and clinical practice.

In addition to its scientific programmes, INiBICA promotes a transversal strategic line focused on **research and innovation in health based on marine resources**, taking advantage of the coastal location of the province of Cádiz and collaboration with the University of Cádiz (UCA). This initiative, aligned with the **Campus of International Excellence of the Sea (CEI· MAR)** and the University Institute of Marine Research (INMAR), seeks **to differentiate the Institute** and promote collaborative projects with international projection

Table 1. Distribution of R+i staff in the scientific programmes and research groups of the IIS as of 31 October 2025.

Scientific programs	Number of groups (2025)	Current members (2025)
Q1. Neurosciences and Behavior	10 groups (5 IRs/CoIRs for care)	126 members 63% M (51 assistance)
Q2. Inflammation	21 groups (26 RI/CoIR care)	233 members 53% M (191 assistance)
Q3. Onco-Hematology	8 groups (9 RIs/CoIRs for care)	132 members 59% M (113 assistance)
Q4. Epidemiology and Public Health	13 groups (15 RI/CoIRs for care)	193 members 59% M (122 assistance)
Q5. Innovative-Emerging Therapies	9 groups (4 IR/CoIR assistance)	97 members 52% M (48 assistance)
61 Groups		781 members 57% M

(59 RI/CoIR assistance)

(525 assistance)

With the aim of increasing research human capital, different competitive programs are being developed, both at the state and regional level. These programmes are aligned with the Spanish Strategy for Science, Technology and Innovation 2021-2027 and the guidelines of the Horizon Europe Programme and the European Commission (HRS4R Seal), based mainly on three actions:

- To establish the appropriate guidelines for the complete professional development of research staff.
- To promote the incorporation of research staff, by attracting talent of recognised international prestige.
- To facilitate the mobility of research staff, to guarantee excellence and the establishment of collaborative projects with other national and international research centres.

INiBICA has a consolidated governance structure, quality scientific production and a growing involvement of the health system in its activities. However, INiBICA faces critical strategic challenges that have been identified both by the External Scientific Committee (SCC) and in the audit process for accreditation as a Health Research Institute. Among these challenges, the low retention of talent and low job stability stand out, especially in technical and management staff, as well as in professionals linked to the Biomedical Research Support Unit (UCAIB). The high temporality and frequent turnover make it difficult to consolidate stable teams and the continuity of scientific projects.

In addition, the absence of a defined research career model and the lack of effective labor stabilization mechanisms by the Institute's management foundation limit the possibilities of talent loyalty, affecting both established and emerging researchers.

Despite these limitations, the resources generated by the Institute are fully reinvested in strengthening the research ecosystem, in line with the guidelines of the Carlos III Health Institute. This reinvestment is intended for the IIS's own plans, co-financing of contracts, talent attraction programmes (such as Miguel Servet and Río Hortega), as well as training actions, infrastructure maintenance and support for scientific publication in high-impact journals.

This context shows the need to implement a strategic plan to attract and retain talent, which allows consolidating the Institute's human capital, improving job stability, strengthening technical-scientific profiles and guaranteeing the sustainability of the research model in the medium and long term.

2. OBJECTIVES, ACTIONS AND INDICATORS

2.1. General objective

To develop a comprehensive policy for attracting, training and retaining research, technical and managerial talent, based on equality, stability and professional projection, which guarantees generational renewal and scientific excellence in all areas of the Institute.

With this general objective, the following specific objectives are proposed, with the corresponding actions to achieve them:

2.2. Specific objectives and actions

This section describes the specific objectives (OE) of INiBICA's Talent Attraction Plan together with the actions, milestones and indicators corresponding to each objective.

OE2.1: Attract and retain research and technical talent through competitive calls, consolidation incentives and mechanisms for incorporating profiles of excellence, especially clinical and international

[A1.1] Identify the clinical services in the province of Cádiz, the area of action of FCADIZ as the managing entity of INiBICA, with the capacity to apply for grants to attract research talent with a translational profile, at different stages of their career (for example, for *Nicolás Monardes (Action C)*: that the Clinical Management Unit has achieved an average equal to or higher 70% of the total objectives set in the Clinical Management Agreements, at least 50% of the research objectives set in their management agreement for the last 2 years, be accredited by the ACSA or in the process of reaccreditation and have at least one line of research concurrent with the researcher whose involvement is requested; *Río-Hortega*: receiving group led by a researcher linked to the SNS centre, who do not already direct a research programme with a statutory, functional or occupational link to the SNS centre, who do not already direct a researcher with a mandate for the NHS, who support the research carried out within these services in the context of health centres, and who act as a link with the different groups of INiBICA.

[A1.2] Promotion of the affiliation to INiBICA of the identified clinical services, if they do not belong to the Institute. Advise the clinical services and research groups, identified in terms of human resources for translational research and the benefits they could bring, preparing an internal guide for their reference.

[A1.3] Prepare dissemination material focused on giving visibility to INiBICA groups in order to establish contacts and look for singers, as well as to promote the attraction of talent with a real possibility of being consolidated and stabilized in the long term, based on the Institute's research career.

[A1.4] Promote the figure of intensification (Action A and/or ISCIII); that is, the reinforcement of research activity in the SAS Healthcare Units in which the circumstances of scientific activity of the Unit itself and of professionals concur, through the coverage of the Unit's healthcare resources, equivalent to the hiring of 50% of the working day corresponding to medical or nursing staff.

[A1.5] Implement a funding mechanism through the Own Plan, with annual calls for incorporation and consolidation aimed at predoctoral and postdoctoral researchers, support

technicians and clinical researchers with scientific projection.

[A1.6] Identify, with the help of the coordinators of Scientific Programmes and the PI/IR of INiBICA groups, predoctoral students and residents with research skills, who have the opportunity to participate in competitive calls for the development of their research careers at the Institute.

OE2: Develop a career and mentoring programs that promote training, scientific leadership, and inter-institutional mobility

[A2.1] Dissemination of the offer to attract research talent on the INiBICA website and other media suitable for this purpose (social networks, EURAXESS, etc.), clearly indicating the lines and profiles of the research groups and entities that can host and retain the talent.

[A2.2] Promote the recognition of research activity, as well as the training and mobility of research talent at INiBICA, through the Institute's own Plan (the Institute's own funds), the holding of events and conferences of the Institute or other available means, to reinforce their sense of belonging and curricular profile.

[A2.3] Promote the consolidation and stabilization of research talent at INiBICA, based on attracting competitive public calls and/or attracting private funds.

[A2.4] Promote actions to attract and retain talent reflected in INiBICA's HRS4R Action Plan.

2.3. Indicators

ID	Indicator	2026	2027	2028	2029	2030
PART1.1	Number of clinical services in the field of the IIS with the possibility of attracting talent (Nicolas Monardes and regional clinical-care profiles)	8	9	10	10	12
PART1.2	Development of a stabilization plan for researchers from the IIS management foundation	Design	Design	Dissemination	Dissemination	Dissemination
PART1.3	Number of IIS professionals supported by intensification programmes	>2025	>2026	>2027	>2028	>2029
PART1.4	Number of IIS professionals in the process of stabilization (Miguel Servet, Joan Rodés, Ramón and Cajal, EMERGIA and similar)	6	6	8	8	10
PART2.1	Number of people incorporated into the IIS since institutions in the national territory and abroad	2	2	3	3	4
PART2.2	Number of activities on research careers aimed at research groups and clinical services of the IIS	3	3	4	4	5

3. RELATED DOCUMENTATION

This Plan is closely related to the following documents:

- III INiBICA Strategic Plan 2026-2030
- INiBICA Cooperative Scientific Plan 2026-2030
- INiBICA Institutional Integration Plan 2026-2030

- INiBICA HR Plan 2026-2030
- Support Plan for Emerging Countries and Generational Renewal INiBICA 2026-2030
- FCÁDIZ-INiBICA Equality Plan