

## TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2022ES611859

Name Organisation under review: **Fundación para la Investigación Biosanitaria de Andalucía Oriental (FIBAO)**

Organisation's contact details: Sarah Biel Gleeson (Managing Director). Avda. de Madrid, 15. External Consultations Pavilion 2, 2nd Floor.18012. Granada, Spain.

SUBMISSION DATE: 10/11/2022

DATE ENDORSEMENT CHARTER AND CODE: 09/06/2022

### PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. <sup>1</sup> These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>2</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Sarah Biel Gleeson	Managing Director	Management Directorate
María Luisa Bernier Villamor	Head of Unit	Professional Management Unit
Francisco J. Salcedo Avilés	Head of Technical Secretariat	Quality and Knowledge Management Unit
Jaqueline Gualda Rivas	Head of Unit	Project Management Unit
Paloma Muñoz de Rueda	Research Laboratories Coordinator	Platforms
María José Sánchez Pérez	Scientific Director/Researcher-R4	Scientific Direction

José Juan Jiménez Moleón	Researcher-R4	Epidemiology and Public Health Area
Per Anderson	Researcher-R3	Oncology Area
Dafina Georgieva Petrova	Researcher-R2	Oncology Area
Sheila González Salvatierra	Researcher-R1	Precision Medicine Area

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>3</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career level, type of contract etc. etc.*

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
Advisory Committee and Working Group	Face meetings	<p>The Advisory Committee is made up of representatives from the Institute's various departments related to human resources management.</p> <p>It was established that this Advisory Committee would also act as a Working Group, in such a way that the members analyzed the previous situation regarding the degree of compliance with the forty principles of the C&amp;C and the OTM-R policy. Likewise, a survey was carried out among the Institute's staff in order to incorporate their impressions into the report and make them part of the new human resources strategy.</p> <p>The result of this work by the Advisory Committee and the information from the survey was the preparation of a first GAP analysis in which the main areas for improvement of the Institute were detected.</p>
Advisory Committee	Telematic meetings and email	Parallel to the face-to-face meetings, the members of the Advisory Committee-Working Group also held telematic meetings and exchanged emails with the aim of ensuring constant communication between them.

<p>and Working Group</p>		<p>Thanks to these communications and based on the conclusions drawn in the GAP analysis, changes and improvement actions have been proposed in the identified areas, evaluating the different aspects related, both to management and research areas, which are directly and indirectly related. with the objectives of the HRS4R strategy of ibs.GRANADA.</p> <p>The set of all these actions proposed by the Advisory Committee was collected in a report that was used as a basis for the development of the final action plan included in the HRS4R strategy of ibs.GRANADA.</p>
<p>Staff of ibs.GRANADA</p>	<p>Online survey</p>	<p>Aware of the importance of involving the Institute's staff in the development of the Institute's HRS4R strategy, in addition to the participation of the four researcher profiles (R1-R4) in the Advisory Committee, an online survey has been carried out with which collect the impressions of the assigned personnel on the different aspects included in this strategy and on the current human resources policy of the Institute.</p> <p>The survey was sent to all staff assigned to ibs.GRANADA, both researchers and technical support staff and management staff. The survey was open from March 8 to March 31 and weekly reminders were sent in order to maximize the number of responses.</p> <p>This survey consisted of several sections, including in a first section the data related to the profiles of the personnel: gender, age, nationality, professional category, research area, contracting entity, contract duration, dedication and time in the current position. Therefore, with this information it has been possible to analyze the different needs of all the existing profiles in ibs.GRANADA.</p> <p>In the remaining sections, the Institute's staff were asked about the level of compliance of ibs.GRANADA with the forty principles of the C&amp;C and the OTM-R policy, as well as the improvement actions that they believed appropriate in each of these areas.</p> <p>All the results of the online survey have been incorporated into the process of developing the HRS4R strategy of ibs.GRANADA, thus allowing a holistic vision and a more participatory approach throughout the process.</p> <p>The survey obtained a participation of 122 people, 51 of them fully completed it and 71 partially completed it. The general results obtained in the 51 complete responses were:</p>

		<ul style="list-style-type: none"> <li> <b>Gender</b> <table border="1"> <thead> <tr> <th>MEN</th> <th>WOMEN</th> <th>NA</th> </tr> </thead> <tbody> <tr> <td>22</td> <td>28</td> <td>1</td> </tr> <tr> <td>43,14%</td> <td>54,90%</td> <td>1,96%</td> </tr> </tbody> </table> </li> <li> <b>Age</b> <table border="1"> <thead> <tr> <th>&lt;18</th> <th>18-24</th> <th>25-34</th> <th>35-44</th> <th>45-54</th> <th>55-64</th> <th>&gt;64</th> <th>NA</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>1</td> <td>6</td> <td>19</td> <td>15</td> <td>8</td> <td>1</td> <td>1</td> </tr> <tr> <td>0,00%</td> <td>1,96%</td> <td>11,76%</td> <td>37,25%</td> <td>29,41%</td> <td>15,69%</td> <td>1,96%</td> <td>1,96%</td> </tr> </tbody> </table> </li> <li> <b>Professional category</b> <p>As can be seen in the results, an adequate representation of gender and of the different professional profiles of ibs.GRANADA has been obtained.</p> <table border="1"> <thead> <tr> <th>PRINCIPAL INVESTIGATOR (R4)</th> <th>SENIOR RESEARCHER (R3)</th> <th>POSTDOCTORAL RESEARCHER (R2)</th> <th>PREDOCTORAL RESEARCHER (R1)</th> <th>PLATFORM TECHNICIAN</th> <th>ADMINISTRATIVE OR MANAGEMENT PROFESSIONAL</th> <th>OTHERS</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>8</td> <td>11</td> <td>4</td> <td>7</td> <td>9</td> <td>6</td> </tr> <tr> <td>11,76%</td> <td>15,69%</td> <td>21,57%</td> <td>7,84%</td> <td>13,73%</td> <td>17,65%</td> <td>11,76%</td> </tr> </tbody> </table> </li> </ul>	MEN	WOMEN	NA	22	28	1	43,14%	54,90%	1,96%	<18	18-24	25-34	35-44	45-54	55-64	>64	NA	0	1	6	19	15	8	1	1	0,00%	1,96%	11,76%	37,25%	29,41%	15,69%	1,96%	1,96%	PRINCIPAL INVESTIGATOR (R4)	SENIOR RESEARCHER (R3)	POSTDOCTORAL RESEARCHER (R2)	PREDOCTORAL RESEARCHER (R1)	PLATFORM TECHNICIAN	ADMINISTRATIVE OR MANAGEMENT PROFESSIONAL	OTHERS	6	8	11	4	7	9	6	11,76%	15,69%	21,57%	7,84%	13,73%	17,65%	11,76%
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Please describe how was appointed the Committee overseeing the process:

The development of the Human Resources Strategy of FIBAO, managing entity of ibs.GRANADA, has been driven by the Institute's Management Department. The Advisory Committee, which also acts as a Working Group, was set up by the Management Department and its representatives were selected from among the various areas of the Institute involved in the proper deployment of the Strategy: the Scientific Department, the Management Unit of Professionals, the Quality and Knowledge Management Unit, the Project and Platform Management Unit, as well as representatives of the four researcher profiles (R1, R2, R3 and R4).

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Free text 200 words maximum

The Human Resources Strategy of FIBAO, the managing entity of ibs.GRANADA, has been coordinated by the Working Group, appointed by the Institute's Management Department, which has also acted as an Advisory Committee. Each of the representatives of the Working Group was in charge of reviewing the situation in their area of work regarding the level of compliance with the 40 principles of the C&C and the OTM-R policy. Likewise, aware of the importance of developing a strategy that is as participatory and inclusive as possible, the feedback received from all the personnel attached to the Institute was analyzed through the online survey carried out.

The Working Group is made up of representatives from various areas of ibs.GRANADA who have a relevant role in the implementation of the Human Resources Strategy, being coordinated by the Director of Management, Sarah Biel Gleeson, and the Scientific Director, María José Sánchez Pérez, with executive capacity for decision making. The team is completed by the head of the Professional Management Unit, the head of the Technical Secretariat, the Head of the Project Management Unit, the Coordinator of Research Laboratories and four researchers with R1-R4 profiles.