

TEMPLATE 4: ACTION PLAN

Case number: 2022ES611859

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

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SUBMISSION DATE: 10/11/2022

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1.080
Of whom are international (i.e. foreign nationality)	38
Of whom are externally funded (i.e. for whom the organisation is host organisation)	76
Of whom are women	577
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	275
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	362
Of whom are stage R1 = in most organisations corresponding with doctoral level	258
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	1.131
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	9.873.682 €
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)	13.341.612 €
Annual funding from private, non-government sources, designated for research	2.758.074 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>ibs.GRANADA is a Health Research Institute created on March 14, 2012, from a collaboration agreement signed between the Ministry of Health and Families of the Andalusian Government, the University of Granada, the Andalusian Health Service and the Foundation for Biosanitary Research of Eastern Andalusia (FIBAO), the latter acting as the managing entity of the institution.</p>	



ibs.GRANADA acts as a multidisciplinary scientific space in biomedicine where research projects are developed, integrating basic groups with groups that develop translational research.

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> <p>The research staff of ibs.GRANADA carries out its activity in accordance with the principle of freedom of research, but in any case within the legal and budgetary limitations and the general strategy of the Institute contained in its Strategic Plan and the Shared Scientific Project, as well as in accordance with fundamental ethical principles. To this end, the Institute has a Guide to Good Research Practices and various committees that supervise research, such as the External Scientific Committee, Internal Scientific Committee, Research Ethics Committee (which also acts as the Research Ethics Committee with), and the Ethics Committee for Animal Experimentation. Good research practices, as well as the quality of the R&D&i carried out at the Institute, are also guaranteed by the Quality and Ethics Plan, which includes the objective of scientific evaluation of the institution's research groups.</p> <p>On the other hand, the Institute is committed to the dissemination of scientific knowledge and the transfer of results, for which it has a Communication Plan and a Translation and Innovation Plan. Likewise, ibs.GRANADA publishes its main results of economic and research activity through the annual Scientific Reports, thus promoting its transparency and promoting accountability.</p> <p>WEAKNESSES</p> <p>ibs.GRANADA lacks an Open Science policy that favors the promotion of the dissemination of scientific results, in line with the initiatives</p>

	<p>proposed by the European Union, and still has potential for improvement in terms of communication channels with society .</p> <p>ibs.GRANADA must strengthen internal communication among its research staff to promote the dissemination of its general actions as an institution (Cooperative Scientific Plan and Strategic Plan), as well as its Good Practices Guide, its training offer and the Agreement Group in which you are working.</p> <p>Likewise, the Institute must promote training in data protection and the preparation of Data Management Plans and continue advancing in the promotion of RRI.</p>
<p>Recruitment and selection</p>	<p>STRENGTHS</p> <p>FIBAO has a transparent and merit-based staff recruitment and selection procedure, based on a previously established scale, which is applied both to the hiring of staff assigned to research groups and projects, and to management staff. This procedure is governed by the principle of publicity, guaranteed by the publication of all job and scholarship offers on the ibs.GRANADA and FIBAO websites and, depending on the characteristics of the position, on other widely distributed portals such as EURAXESS .</p> <p>Likewise, this contracting procedure establishes the criteria for the appointment of the Selection Committee in charge of selecting the candidates, specifying that it will be made up of a minimum of three members, with different levels of experience and skills, and guaranteeing the appropriate balance between men and women.</p> <p>WEAKNESSES</p> <p>Although FIBAO has an open, transparent and merit-based hiring procedure, it is necessary to continue adapting this policy to the HRS4R recommendations. Specifically, it would be necessary to improve the feedback provided to the candidates submitted and establish mechanisms to improve the assessment of qualitative criteria by the Selection Committee.</p>
<p>Working conditions</p>	<p>STRENGTHS</p> <p>ibs.GRANADA, with FIBAO as its managing entity, recognizes all researchers as such, regardless of the stage of their professional career.</p> <p>ibs.GRANADA has a defined scientific structure and makes a series of research support platforms and services available to its staff so that they can carry out their activity properly. Likewise, within the Institute, the</p>

	<p>Platform for Innovation and Technology Transfer works in coordination with the Office for the Transfer of Research Results of the Public Health System of Andalusia (OTT-SSPA) and with the Office for the Transfer of Research Results of the University of Granada (OTRI). -UGR) and provides advice and administrative processing of Industrial and Intellectual Property registrations to the personnel that make up the Institute, thus protecting the intellectual property rights of researchers.</p> <p>ibs.GRANADA promotes the participation of its researchers in national and international research networks.</p> <p>ibs.GRANADA has a Talent Recruitment Plan that aims to promote the recruitment, stabilization and consolidation of researchers.</p> <p>WEAKNESSES</p> <p>ibs.GRANADA does not have a specific labor agreement for the staff of the Institute, although since 2017, through its management entity FIBAO, it has been working with the rest of the Andalusian Public Foundations for Research Management to approve a Collective Agreement that regulates the working conditions of their personnel, establishing improvements in the measures of stability, flexibility and conciliation.</p> <p>ibs.GRANADA must complete the development of its Equality Plan, including actions to continue advancing in gender balance and family reconciliation.</p>
<p>Training and development</p>	<p>STRENGTHS</p> <p>ibs.GRANADA, with FIBAO as its managing entity, has a Training Plan with training activities in different formats (courses, workshops, scientific conferences, scientific seminars, etc.) for all staff, management and research, of the centers that make up the Institute and that has been developed taking into account the training needs of its recipients.</p> <p>WEAKNESSES</p> <p>At the moment, ibs.GRANADA does not have a Mentoring Plan that establishes mentors that provide support and guidance for the professional development of young researchers.</p>

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):

*URL: <https://www.ibsgranada.es/el-instituto/area-investigadores/estrategia-de-recursos-humanos-para-los-investigadores-de-la-comision-europea-hrs4r/>

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:

ID	C&C	OTM-R	ACCIONES	RESPONSABLE	CRONOGRAMA	INDICADOR/OBJETIVO
1	3;4;5;7;8;10		<p>Updating of the Welcome Manual for new researchers. Review the Welcome Manual for new researchers and refer to the following aspects, thus improving its dissemination:</p> <ul style="list-style-type: none"> • General strategy of the Institute: Strategic Plan, Cooperative Scientific Project and Annual Action Plan. • Guide to Good Practices in Research, thus promoting knowledge of the main ethical and legal aspects of research practice, such as intellectual property rights, as well as occupational risk prevention. • Training offer available to the Institute. • Main characteristics of the Collective Bargaining Agreement that is being worked on. • Translation and Innovation Plan and information on the new Open Science policy of ibs.GRANADA, with the aim of promoting the dissemination and exploitation of results. • New Equality Plan. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q1, Q2)	<ul style="list-style-type: none"> • Welcome Manual updated and distributed among new researchers.
2	8		<p>Development of an Open Science policy. Develop an Open Science policy for the Institute that includes:</p> <ul style="list-style-type: none"> • Incentives to promote open publications in Open Access media and in repositories that are recognized, standardized and compatible with European infrastructures. • Measures for the open publication of data in standardized repositories recognized in the discipline, such as EOSC. • Support and advice to researchers on obligations, publication options in Open Access, copyright or Creative Commons licences, etc. • Support to researchers for the development of Research Data Management Plans. 	Francisco J. Salcedo Avilés (Quality and Knowledge Management Unit).	2023 (Q1, Q2)	<ul style="list-style-type: none"> • Open Science Policy developed. • Percentage of publications made at the Institute in Open Access media. • Percentage of research data from Institute projects available openly in standardized open data repositories recognized in the discipline.

ID	C&C	OTM-R	ACCIONES	RESPONSABLE	CRONOGRAMA	INDICADOR/OBJETIVO
3	9		<p>Promotion of scientific communication and the participation of society.</p> <ul style="list-style-type: none"> Promote the carrying out of scientific outreach activities to society, such as the organization of workshops and open days or participation in events such as Science Week. Promote the involvement of patient associations in the Institute's activity, such as carrying out joint social actions, fundraising campaigns or scientific dissemination events. 	Francisco J. Salcedo Avilés (Quality and Knowledge Management Unit).	2023 (Q1, Q2, Q3, Q4) 2024 (Q5, Q6, Q7, Q8) 2025 (Q9, Q10, Q11, Q12). 2026 (Q13, Q14, Q15, Q16) 2027 (Q17, Q18, Q19, Q20)	<ul style="list-style-type: none"> Number of scientific dissemination activities carried out. Number of joint actions carried out with patient associations.
4	10;24;27		<p>Development of the Equality Plan. This Equality Plan will include actions to:</p> <ul style="list-style-type: none"> The promotion of gender balance at all levels of the Institute, including management and leadership. Equal opportunities. Family conciliation by promoting flexible hours, part-time hours, telecommuting. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q1, Q2)	<ul style="list-style-type: none"> Equality Plan developed and including the measures mentioned.
5	12;13;14;15	1;6;7;8; 9;12;16; 20;21	<p>Update of the FIBAO personnel recruitment and selection procedure to increase its alignment with the OTM R policies and online publication of the document in English and Spanish. This new procedure must be based on the principles of publicity, equality, merit and ability and will establish the obligation to:</p> <ul style="list-style-type: none"> Include in the published offers information on the opportunities and perspectives of professional development of each position. Include in the published offers the procedure for appointing the Selection Commission, as well as its composition, taking into account that it must have a minimum of three members, maintain a gender balance and, depending on the position offered, the inclusion of external or international experts or experts from other sectors. Include in the published offers a link to the Equality Plan of the Institute. Include in the published offers a link to this new updated contracting procedure. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q1, Q2, Q3, Q4)	<ul style="list-style-type: none"> Hiring procedure updated and adapted to the OTM-R policies. Hiring procedure available on the website in Spanish and English. 100% of contracting processes governed by the new updated procedure.

ID	C&C	OTM-R	ACCIONES	RESPONSABLE	CRONOGRAMA	INDICADOR/OBJETIVO
			<ul style="list-style-type: none"> Provide feedback on the strengths and weaknesses of candidates who make it to the interview stage. 			
6	14;16;17;19;20;29	3;19	<p>Prepare and disseminate a guide document for the personnel in charge of developing the Institute's OTM-R policy (Selection Committee and HR personnel). This will contain guidelines for the proper assessment of:</p> <ul style="list-style-type: none"> Qualitative criteria of the candidates' profile such as their creativity, outstanding results in their career, teaching activities, etc., as well as their real work experience and achievements, beyond the specific degree or the institution where it was acquired. Alterations in the chronological order of the candidates' CV, specifying that they should be seen as a valuable contribution to the professional development of the researcher. Mobility experiences of the candidate, either to another country or region, change of sector, discipline, etc. Foreign degrees and non-formal qualifications. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q1, Q2, Q3, Q4)	<ul style="list-style-type: none"> Guidance document for the training of personnel in charge of developing the OTM-R policy developed. 100% of the Selection Commissions have carried out their work taking into account the guidelines of the guiding document.
7	13;15;16	5;10;23	<p>Develop a quality control system with which to monitor the contracting process:</p> <ul style="list-style-type: none"> Check that the most suitable candidates are presented for each job offered. Periodically assess whether the hiring procedure meets its objectives in terms of transparency, openness and whether it is based on merit. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q3, Q4)	<ul style="list-style-type: none"> Quality control system for contracting processes developed and implemented. Number of evaluations carried out.
8	23	13	<p>Foster the attraction of international talent and provide a favorable work environment for foreign workers:</p> <ul style="list-style-type: none"> Translation into English of those relevant internal documents of the Institute that can facilitate and favor the activity of international professionals. Promote the publication of job offers on the EURAXESS platform. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q1, Q2, Q3, Q4) 2024 (Q5, Q6, Q7, Q8) 2025 (Q9, Q10, Q11, Q12). 2026 (Q13, Q14, Q15, Q16) 2027 (Q17, Q18, Q19, Q20)	<ul style="list-style-type: none"> Relevant internal documentation updated and translated into English. Number of international researchers assigned to ibs.GRANADA.

ID	C&C	OTM-R	ACCIONES	RESPONSABLE	CRONOGRAMA	INDICADOR/OBJETIVO
9	34	22	<p>Implement actions to improve the nonconformity management system:</p> <ul style="list-style-type: none"> Develop a specific procedure for the management of non-conformities by the Quality and Knowledge Management Unit. Promote the collection of suggestions in the annual satisfaction surveys by researchers and other staff. Disseminate the existence of the suggestion box to encourage its use. 	Francisco J. Salcedo Avilés (Quality and Knowledge Management Unit).	2023 (Q3, Q4) 2024 (Q7) 2025 (Q11) 2026 (Q15) 2027 (Q19)	<ul style="list-style-type: none"> Specific procedure for the management of non-conformities developed. Number of nonconformities resolved. Number of suggestions from the satisfaction surveys adopted. Number of activities carried out to disseminate the suggestion box.
10	21		<p>Promote the incorporation of postdoctoral researchers to the Institute through the development of a specific selection and hiring procedure.</p>	María Luisa Bernier Villamor (Professional Management Unit).	2024 (Q5, Q6)	<ul style="list-style-type: none"> Specific procedure for the selection and hiring of postdoctoral staff developed.
11	23		<p>Promote the dissemination of the research support platforms available to ibs.GRANADA. Develop a dossier with the facilities, support platforms and equipment that the Institute makes available to researchers, including the work procedures of these services and their rates, in order to disseminate them among the staff.</p>	Paloma Muñoz de Rueda (Plataforms).	2023 (Q1, Q2)	<ul style="list-style-type: none"> Dossier of research support platforms carried out and included in the Welcome Manual for new researchers. Number of dossier dissemination actions.
12	24;25		<p>Continue working, within the Network of Andalusian Research Management Foundations, on the approval of the Collective Bargaining Agreement currently in the negotiation phase, in order to establish improvements in employment stability, flexibility and conciliation of the staff of public foundations of this region.</p>	Sarah Biel Gleeson (Management Directorate).	2023 (Q1, Q2, Q3, Q4) 2024 (Q5, Q6, Q7, Q8) 2025 (Q9, Q10, Q11, Q12). 2026 (Q13, Q14, Q15, Q16) 2027 (Q17, Q18, Q19, Q20)	<ul style="list-style-type: none"> Collective Agreement developed and approved.

ID	C&C	OTM-R	ACCIONES	RESPONSABLE	CRONOGRAMA	INDICADOR/OBJETIVO
13	26		Start-up of an ibs.GRANADA aid plan. This aid plan will be co-financed with regional, national and European funds of a public or private nature and one of its objectives is to grant salary supplements to the competitive financing of researchers, improving the conditions of ibs.GRANADA staff.	Jaqueline Gualda Rivas (Project Management Unit).	2023 (Q1, Q2, Q3, Q4)	<ul style="list-style-type: none"> • Ibs.GRANADA aid plan developed. • Number of researchers benefiting from the salary supplements of the aid plan.
14	28;30;36;37;40		Develop a Mentoring Plan: <ul style="list-style-type: none"> • Appointment of mentors to research staff in training who are responsible for providing support and personal and professional guidance through frequent contacts. • Define indicators to measure the evolution of young researchers. • Disseminate this Mentoring Plan among researchers. 	María José Sánchez Pérez (Scientific Direction)	2023 (Q3, Q4)	<ul style="list-style-type: none"> • Mentoring Plan developed and implemented. • Number of actions to disseminate the Mentoring Plan.
15	32		Promote the recognition of co-authorship among researchers through the development of actions to promote the representativeness of the research staff in the research results of the Institute: <ul style="list-style-type: none"> • Promote the use of the ORCID open access platform to register all personnel involved in research publications. • Include in the scientific reports the co-authorships of the research staff with special attention to the members of the University, Primary Care and Nursing. 	Francisco J. Salcedo Avilés (Quality and Knowledge Management Unit).	2023 (Q1, Q2) 2024 (Q5, Q6) 2025 (Q9, Q10) 2026 (Q13, Q14) 2027 (Q17, Q18)	<ul style="list-style-type: none"> • Number of actions to promote co-authorship carried out.
16	33		Carry out actions to promote the involvement of ibs.GRANADA researchers in teaching activities: <ul style="list-style-type: none"> • Collaborate in the organization of specific seminars/conferences aimed at undergraduate students on strategic topics for ibs.GRANADA. • Participation of researchers from ibs.GRANADA in the direction of Final Degree Projects. • Promote internships for undergraduate and Vocational Training students in ibs.GRANADA research groups. 	María José Sánchez Pérez (Scientific Direction)	2023 (Q1, Q2, Q3, Q4) 2024 (Q5, Q6, Q7, Q8) 2025 (Q9, Q10, Q11, Q12). 2026 (Q13, Q14, Q15, Q16) 2027 (Q17, Q18, Q19, Q20)	<ul style="list-style-type: none"> • Number of teaching activities carried out by ibs.GRANADA researchers.

ID	C&C	OTM-R	ACCIONES	RESPONSABLE	CRONOGRAMA	INDICADOR/OBJETIVO
17	9;39		<p>Review and update of the ibs.GRANADA Training Plan.</p> <ul style="list-style-type: none"> Identify the training needs of researchers through regular surveys. Update the research training activities offered by the Institute. Include training activities on transversal skills, such as scientific communication to society and participation and co-creation in scientific research and other ways of increasing participation in research to society. 	María Luisa Bernier Villamor (Professional Management Unit).	2023 (Q1, Q2) 2023 (Q4) 2024 (Q8) 2025 (Q12) 2026 (Q16) 2027 (Q20)	<ul style="list-style-type: none"> Updated Training Plan. Number of surveys carried out to identify staff training needs. Number of training activities on transversal skills carried out.

CRONOGRAMA

ID	Acciones	TIMING																			
		2023				2024				2025				2026				2027			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
1	Updating of the Welcome Manual for new researchers.	█	█																		
2	Development of an Open Science policy.	█	█																		
3	Promotion of scientific communication and the participation of society.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
4	Development of the Equality Plan.	█	█																		
5	Update of the FIBAO personnel recruitment and selection procedure to increase its alignment with the OTM R policies and online publication of the document in English and Spanish.	█	█	█	█																
6	Prepare and disseminate a guide document for the personnel in charge of developing the Institute's OTM-R policy.	█	█	█	█																
7	Develop a quality control system with which to monitor the contracting process.			█	█																
8	Foster the attraction of international talent and provide a favorable work environment for foreign workers.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
9	Implement actions to improve the nonconformity management system.			█	█			█				█			█				█		
10	Promote the incorporation of postdoctoral researchers to the Institute through the development of a specific selection and hiring procedure.					█	█														
11	Promote the dissemination of the research support platforms available to ibs.GRANADA.	█	█																		

ID	Acciones	TIMING																			
		2023				2024				2025				2026				2027			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
12	Continue working on the approval of the Collective Agreement.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
13	Start-up of an ibs.GRANADA aid plan.	█	█	█	█																
14	Develop a Mentoring Plan.			█	█																
15	Promote recognition of co-authorship among researchers.	█	█			█	█			█	█			█	█			█	█		
16	Carry out actions to promote the involvement of ibs.GRANADA researchers in teaching activities.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
17	Review and update of the ibs.GRANADA Training Plan.	█	█		█				█				█				█				█

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.

(free text, 1000 words maximum)

FIBAO has a hiring procedure based on the principles of publicity, equality, merit and ability. In accordance with the hiring procedure, the offers must include details of the knowledge and skills required, the specific reference to the position offered, the content of the main functions to be performed, the requirements, the criteria for evaluating the applications and the closing date of the call. All job and scholarship offers are published on the ibs.GRANADA and FIBAO websites and, depending on the characteristics of the position, are published on other widely distributed portals such as REGIC (Network of Clinical Research Management Entities) and EURAXESS when it comes to calls with European funding.

The selection of candidates is carried out by a Selection Commission, elected for this purpose. establishing that it will be composed of a minimum of three members, with different levels of experience and skills, and guaranteeing the appropriate balance between men and women. The Selection Commission guarantees an adequate evaluation of all researchers, of their academic situation and professional qualifications, including non-official ones, especially in the context of international and professional mobility.

After analyzing the weaknesses identified in the implementation of the principles of the OTM R policy in FIBAO, the following actions have been proposed:

1. OTM-R (1;6;7;8;9;12;16;20;21). Action 5: **Updating of the FIBAO personnel recruitment and selection procedure to increase its alignment with the OTM R policies and online publication of the document in English and Spanish.** This new procedure must be based on the principles of publicity, equality, merit and ability and will establish the obligation to:
 - Include in the published offers information on the opportunities and perspectives of professional development of each position.
 - Include in the published offers the procedure for appointing the Selection Commission, as well as its composition, taking into account that it must have a minimum of three members, maintain a gender balance and, depending on the position offered, the inclusion of external or international experts or experts from other sectors.
 - Include in the published offers a link to the Equality Plan of the Institute.
 - Include in the published offers a link to this new updated contracting procedure.
 - Provide feedback on the strengths and weaknesses of candidates who make it to the interview stage.

2. OTM-R (3;19). Action 6: **Prepare and disseminate a guide document for the staff in charge of developing the Institute's OTM-R policy (Recruitment Committee and HR staff).** This will contain guidelines for the proper assessment of:
 - Qualitative criteria of the candidates' profile such as their creativity, outstanding results in their career, teaching activities, etc., as well as their real work experience and achievements, beyond the specific degree or the institution where it was acquired.
 - Alterations in the chronological order of the candidates' CV, specifying that they should be seen as a valuable contribution to the professional development of the researcher.
 - Mobility experiences of the candidate, either to another country or region, change of sector, discipline, etc.
 - Foreign degrees and non-formal qualifications.

3. OTM-R (5;10;23). Action 7: **Develop a quality control system to monitor the contracting process:**
 - Check that the most suitable candidates are presented for each job offered.
 - Periodically assess whether the hiring procedure meets its objectives in terms of transparency, openness and whether it is based on merit.

4. OTM-R (13). Action 8: **Encourage the attraction of international talent and provide a favorable working environment for foreign workers:**
 - Translation into English of those relevant internal documents of the Institute that can facilitate and favor the activity of international professionals.
 - Promote the publication of job offers on the EURAXESS platform.

5. OTM-R (22). Action 9: **Implement actions to improve the nonconformity management system:**
 - Develop a specific procedure for the management of non-conformities by the Quality and Knowledge Management Unit.
 - Promote the collection of suggestions in the annual satisfaction surveys by researchers and other staff.
 - Disseminate the existence of the suggestion box to encourage its use.

4. IMPLEMENTATION

General overview of the expected implementation process: (free text, 1000 words maximum)

The Human Resources Strategy of FIBAO, managing entity of ibs.GRANADA, has been promoted by the Management Directorate, in collaboration with the Institute's Scientific Directorate. To this end, a Working Group has been set up made up of representatives from all areas of ibs.GRANADA in relation to the development and implementation of HRS4R. Thus, in addition to the Management Department and the Scientific Department of the Institute, this Working Group is made up of the person in charge of the Professional Management Unit, the person in charge of the Technical Secretariat, the person in charge of the Project Management Unit, the Coordinator of Research Laboratories and four researchers with R1-R4 profiles.

The Working Group will be in charge of carrying out an exhaustive follow-up of the different actions included in the Action Plan, compiling the indicators established for each action. These data will be shared through two annual meetings of the Working Group in order to assess progress in the general implementation of the Strategy. The main conclusions of these evaluations will also be shared with the Governing Council and the Internal Scientific Committee of the Institute.

In order to increase the involvement and participation of all ibs.GRANADA research staff, it is proposed to hold a presentation event for the HRS4R and the dissemination of progress in its implementation during an annual presentation.

Likewise, an annual survey will be carried out to assess the degree of satisfaction of the Institute's staff with the Strategy and its level of implementation. After carrying out the survey, the areas for improvement proposed by the researchers will be collected and will be evaluated by the Working Group.

Two years after the start of the first actions included in the proposed Action Plan, the HRS4R Working Group will carry out a review of the strategy with the aim of detecting possible deviations in compliance with the 40 principles of the C&C. A report will be made indicating the degree of compliance with the different objectives, as well as proposed improvement actions. This report will be presented to the Governing Board and the Institute's Internal Scientific Committee.

Lastly, the Management Department and the Scientific Department, in collaboration with the rest of the members of the Working Group, will be in charge of coordinating the different actions necessary for the correct external review of the strategy, as well as the collection of information and audit team requirements.

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
<p>How will the implementation committee and/or steering group regularly oversee progress? (free text 500 words maximum)</p>	<p>The monitoring of the actions contemplated in the Action Plan will be carried out by the members of the Working Group. To this end, the designated managers will be in charge of carrying out an analysis of the degree of implementation of the measures in their area of responsibility by compiling the established indicators. Likewise, they will also be responsible for the different improvement actions necessary to implement in the event of deviations from the objectives set.</p> <p>These evaluations will be carried out through two annual meetings of the Working Group, in which a follow-up report will be made on the current fulfillment of the objectives of the Action Plan.</p> <p>In order to guarantee the execution of the Strategy and the capacity of the Working Group to supervise progress and propose new actions, it is led by the Management Department and the Scientific Department of the Institute and constituted by the head of the Management Unit of Professionals, 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.</p> <p>The reports prepared by the Working Group will be approved by the Governing Board and the Internal Scientific Committee and will include the different actions to be carried out in the following months.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process? (free text 500 words maximum)</p>	<p>ibs.GRANADA is aware of the importance of developing a highly participatory Strategy in order to maximize its effectiveness. For this reason, the HRS4R Working Group includes representatives from the different areas of the Institute, as well as R1-R4 research staff.</p> <p>On the other hand, an annual survey is planned among the Institute's staff, in order to find out their opinion regarding the level of implementation of the Strategy and assess their degree of satisfaction with it.</p> <p>Likewise, once a year an annual presentation on HRS4R will be held in which the main advances and conclusions of the evaluations carried out by the Working Group on the Strategy will be presented.</p> <p>The Working Group will take into account the different comments and areas for improvement proposed by the</p>

	<p>ibs.GRANADA staff and they will be evaluated at their annual meetings.</p>
<p>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. (free text 500 words maximum)</p>	<p>The different procedures and plans necessary for the execution of the Action Plan will be approved by the governing bodies of ibs.GRANADA, so that these actions will be aligned and integrated with the general strategy of the Institute.</p> <p>In this way, the Human Resources Strategy will serve as the basis for the different policies to be developed in the Human Resources area within the framework of the 2019-2023 Strategic Plan. Likewise, with the forthcoming development of the 2024-2028 Strategic Plan, the Strategy will be included as a reference in terms of human resources and more actions will be programmed to meet the objectives set.</p>
<p>How will you ensure that the proposed actions are implemented? (free text 500 words maximum)</p>	<p>The Working Group for the development of HRS4R is made up of profiles from the different areas of ibs.GRANADA that have a key role in the development and implementation of the Human Resources Strategy, as well as representatives of researchers, which allows open participation and have the support of the entire institution to carry out the proposed action plan. Likewise, the HRS4R has been promoted and coordinated by the Management Department and the Scientific Department and has had the collaboration of the advisory bodies of ibs.GRANADA, which guarantees institutional support for its implementation.</p> <p>Lastly, a schedule for the implementation of the actions contained in the Action Plan has been developed, which will allow the Working Group to monitor them and ensure compliance.</p>
<p>How will you monitor progress (timeline)? (free text 500 words maximum)</p>	<p>In accordance with what has been mentioned previously, the ibs.GRANADA HRS4R Action Plan presents, associated with each of the proposed actions, a series of indicators, as well as a schedule, which ensures a timeline for its implementation. realization and some KPIs to measure its degree of achievement.</p> <p>For its part, the Working Group will periodically review the level of implementation of these measures through the holding of two annual work meetings, in which those responsible for each of the actions will indicate the degree of</p>

	<p>compliance with the objectives and they will propose improvement actions if they are considered.</p> <p>The reports prepared by the Working Group will be approved by the Management Directorate, the Scientific Directorate and the Internal Scientific Committee of the Institute, and the different actions to be carried out in the following months will be included.</p>
<p>How will you measure progress (indicators) in view of the next assessment? (free text 500 words maximum)</p>	<p>Those responsible for implementing the actions included in the Strategy will monitor them by measuring a series of indicators defined for each action. Annually, two meetings will be held where the degree of implementation of the actions will be explained and new measures will be proposed if deviations from the objectives set are detected. Likewise, a survey will be carried out among all the ibs.GRANADA staff that will allow assessing the degree of satisfaction of the workers with it and their opinion on the degree of implementation achieved.</p> <p>Combining the evaluations carried out in the annual meetings of the Working Group with the results of the annual survey, a follow-up report will be obtained that will be sent to the Management Department, the Scientific Department and the Internal Scientific Committee of the Institute.</p>

Additional remarks/comments about the proposed implementation process: (free text, 1000 words maximum)

ibs.GRANADA is a Health Research Institute created on March 14, 2012, from a collaboration agreement signed between the Ministry of Health and Families of the Andalusian Government, the University of Granada, the Andalusian Health Service and the Foundation for Biosanitary Research of Eastern Andalusia (FIBAO).

The Institute's mission is to develop and promote a multidisciplinary scientific space in biomedicine where research projects are developed, integrating basic groups with others whose objectives transcend translational research.

ibs.GRANADA aims to be a benchmark in scientific excellence, quality and innovation in translational research, within the fields of Biomedicine and Health Sciences, both nationally and internationally, following the model of Health Institutes recognized by the Institute of Health Carlos III.

The values that have been considered and that support ibs.GRANADA are specified in the following:

1. Direct its activity towards the health problems of the population, in accordance with the strategies and priorities of health development, with special emphasis on the evaluation of health results and the transfer of knowledge.
2. Collaboration and Cooperation.
3. Commitment and social responsibility. Assume the humanitarian and social vision of medicine as a principle that should guide all its scientific actions.
4. Transparency and accountability of the aid granted, open access to results and research data. Greater openness will be promoted, following the principle of open science, which requires open access to publications, other results and research data. Although a protection system will be established for the data used and generated by their research activity, and in a special way those referring to the privacy of the people who participate in them.
5. Research ethics and compliance with good research practices. Develop its scientific activity in accordance with the principles of quality, assuming as its own the principles of good research practice recommended by international organizations.
6. Search for Quality and Scientific Excellence.
7. Open innovation.
8. Leadership and commitment.

ibs.GRANADA has a defined scientific structure that is divided into 4 research areas and is supported by 3 cross-cutting technology platforms to support research and its own management body made up of areas, groups, researchers and platforms, separate from the care and teaching management structure.

The Strategic Plan of ibs.GRANADA defines the following strategic objectives for the period 2019-2023:

1. Develop research of excellence in the areas of oncology, precision medicine, epidemiology and public health, and advanced therapies and biomedical technology to improve human health.
2. Promote cooperation and collaboration/synergies between the research groups of the different scientific areas of ibs.GRANADA, favoring translational and multidisciplinary research.
3. Promote the model of relationship and alliances with agents of the scientific, technological and industrial environment.
4. Promote the institutional integration of the entities that make up ibs.GRANADA and improve research management.
5. Redefine the internal organization, adapting human resources and infrastructures to the needs of ibs.GRANADA.
6. Develop a stable HR and professional development policy, aimed at professionalization and the attraction and capture of research talent.
7. Ensuring competitiveness and scientific excellence in research and innovation, as well as promoting the internationalization of ibs.GRANADA.
8. Promote training and support for emerging groups.

9. Lead the Innovation and Transfer of knowledge aimed at improving clinical practice.
10. Improve the image and international positioning of ibs.GRANADA, developing initiatives that increase the visibility and image of the ibs.GRANADA “Granada Salud” brand.
11. Increase R&D&i financing instruments, with a special focus on attracting private funds and clinical trials..

The Human Resources Strategy for Researchers is a tool for the implementation of the recommendations regarding the rights and responsibilities of researchers and their employers and/or funders, which appear in the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers (C&C).

With the aim of achieving the implementation of the measures contained in the C&C and using the HRS4R Strategy as a reference, an internal analysis of the degree of compliance with each of the principles of the C&C has been carried out, through meetings of the constituted Working Group and through conducting a survey of all the Institute's research staff. This analysis has allowed the implementation of the Human Resources Action Plan, with the aim of improving human resources policies and favoring the development of the research career at the Institute.