



HR EXCELLENCE IN RESEARCH

GAP ANALYSIS – OVERVIEW

Case number: 2021ES629345

Name Organisation under review: Institute of Biomedicine of Seville (IBiS)

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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

Status: to what extent does this organisation meet the following principles?	Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	In case of --, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives undertaken and/or suggestions for improvement:
Ethical and Professional Aspects			
1. Research freedom	-/- Insufficiently I: 1,67	<u>Actual GAP:</u> IBiS guarantees the research freedom, only influenced by economic and structural issues. As a joint center, IBiS is bound to ensure the completion of the Ethical principals and procedures in force at the different research institutions involved (health research centers, principally the three main University Hospitals of the province of Seville: Virgen del Rocío - HUVR, Virgen Macarena - HUVM and Virgen de Valme - HUVV, Spanish National Research Council - CSIC and University of Seville - US).	<u>Already undertaken initiatives:</u> - Strategic Plan: Supervision and guidance of research freedom is subject to the research group PI. New researchers join a group with a scientific line. New groups are evaluated and approved and Areas of Research are defined in the Strategic Plan. - Quality, Good practices and Ethics Plan. <u>Suggestions for improvement:</u> - To organize a debate on possible new research lines and technology trends in the Annual Forum.
2. Ethical principles	+/- Almost but not fully I: 1,25	<u>Actual GAP:</u> IBiS professionals have a shallow knowledge of the functioning of the Ethics Committee, ethical and legal aspects (Principal Investigators - IRs and their support researchers - co-IRs have better training). Ethical committee revisions should be faster. Ethics requirements are unsufficiently accesible.	<u>Already undertaken initiatives:</u> - Strategic Plan. - Quality, Good practices and Ethics Plan. - Ethics approval is required to before initiating any research activity. <u>Suggestions for improvement:</u> - To organize specific training sessions related to the ethics of research for IBiS proffesionals. - To promote the inscription to Good Practice Courses in clinical trials, animal testing, etc. (possible support of the University of Seville, CSIC and the Hospital for accredited courses). - To elaborate a Welcome Pack with information on the existing regulations and

			information on ethical standards and procedures applicable.
3. Professional responsibility	+/- Almost but not fully I: 1,25	<u>Actual GAP:</u> Management of the joint property of results from Andalusian Public Health System - SSPA / US / CSIC should be improved.	<u>Already undertaken initiatives:</u> Technology Transfer Committee. <u>Suggestions for improvement:</u> Possible improvements will be afforded in next revisions. - Updated Technology Transfer Plan. - Regular meetings of the Technology Transfer Committee. - To offer methodological support through each contracting entity, including Guidance on Bibliographic Search techniques and Advice on the presentation of results for scientific dissemination.
4. Professional attitude	+/- Almost but not fully I: 1,33	<u>Actual GAP:</u> Staff do not know well the existence of the Strategic Plan or global institution objectives. IBiS should better drive the communication of those contents.	<u>Already undertaken initiatives:</u> - Strategic Plan. - IBiS Annual Report. - Diffusion of scientific news generated by our groups in the web. <u>Suggestions for improvement:</u> - To consolidate the Communication Unit. - Communication Plan. - More diffusion of corporative documents. - Organization chart of personnel. Possible intranet with names, photos and functions, to locate our professionals. - To include in the Annual Day a session to introduce the institution to the new staff.
5. Contractual and legal obligations	+/- Almost but not fully I: 1,33	<u>Actual GAP:</u> Staff do not know well the existence of the Strategic Plan or global institution objectives. IBiS should better drive the communication of those contents. <u>Legislation currently impeding implementation:</u> - Spain's law 14/2011 of Science, Technology and Innovation. - Royal Decree-Law 32/2021, of December 28, on urgent measures for labor reform, the guarantee of employment stability and the transformation of the labor market. - Specific rules and legislation set by research funders and sponsors	<u>Already undertaken initiatives:</u> - Human Resources Procedures of the different contracting entities. - Since we work in a complex labour framework, difficult issues are analysed by external lawyers. <u>Suggestions for improvement:</u> - To organize training about contractual and legal updates for researchers and technicians. - Welcome Pack including that information depending on the different contracting entities.

		<p>(Horizon Europe, Ministries, Interreg Europe, private research funding organizations, etc.).</p> <ul style="list-style-type: none"> - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. Article 18 Salary Limit in the Public Business and Foundational Sector. - Law 3/2020, of December 28, on the Budget of the Autonomous Community of Andalusia for the year 2021. 	
6. Accountability	<p>+/- Almost but not fully I: 1,33</p>	<p><u>Actual GAP:</u> The requirements of the funding entities are increasing and changing for legal and economic fulfillment of projects. Difficult issues are analysed by external consultants.</p> <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 19/2013, of December 9, on Transparency, Access to Public Information and Good Governance. - Law 1/1988, of March 17, of the Chamber of Accounts of Andalusia. - General Intervention Regulation of the Junta of Andalusia. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Financial Management Procedures of the different contracting entities. - IBiS Annual Report. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - IBiS Plans available in the website. - To organize yearly short sessions to explain the procedures and their updates.
7. Good practice in research	<p>+/- Almost but not fully I: 1,25</p>	<p><u>Actual GAP:</u> Lack of support related to Data protections issues, in particular for research project related to data management.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Quality and Good practices Plan. - Emergency committee working on protocols and practical sessions. - Data management/protection specialists are available upon request to assess project preparation and implementation. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Yearly informative sessions (i.e. data protection and prevention of occupational hazards) for researchers and technicians.
8. Dissemination, exploitation of results	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Update the Technology Transfer Plan. - Translation of the IBiS web and Plans. - Launch of the new web. More frequent updates of the web with scientific news, events, calls... 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Technology Transfer Plan. - Technology Transfer Committee. - IBiS annual Seminars Series on Biomedicine. - Dissemination of activities. - IBiS Annual Forum. - Periodic training organized by the Technology Transfer Department.

		<p>- Low presence of managers in scientific events.</p> <p><u>Legislation currently impeding implementation:</u> Specific rules and legislation set by research funders and sponsors (Horizon Europe, Ministries, Interreg Europe, private research funding organizations, etc.).</p>	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Development of an information policy on the results of research to society and scientific dissemination. - Carry out more outreach activities, i.e. participation in Science Week, Researchers night, etc. Enhance the collaboration with other agents in our research environment. - Update the Technology Transfer Plan including a "Code of Conduct", with guidelines on professional responsibilities regarding intellectual property rights - IPRs. - Consolidate the Communication Unit with a Communication Plan and the launch of the new web. - Recognition of dissemination activities as an additional scoring aspect in evaluations.
<p>9. Public engagement</p>	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Development of an information policy on the scientific dissemination of results of research to society. - Improvement of Open Access policies (complicated language and difficult to understand by non-experts). 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Technology Transfer Plan. - Technology Transfer Committee. - IBiS annual Seminars Series on Biomedicine. - Greater dissemination of activities and IBiS news. - Communication Unit activities. - Opendays for students. - IBiS Annual Forum. - Training organized by the Technology Transfer Department. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Carry out outreach activities (i.e. participation in Science Week, Researchers night). - Increase the presence in the media (i.e. monthly presence on radio or newspapers to talk about research) and events. - Encourage the participation of the general public through scheduled visits to the Institute. - Update the Technology Transfer Plan including a "Code of Conduct", with guidelines on professional responsibilities regarding IPRs.
<p>10. Non discrimination</p>	<p>+/+ Fully I: 1,00</p>	<p><u>Actual GAP:</u></p> <p>IBiS guarantees the equality regardless of gender, age, ethnic, national or social origin, religion, sexual orientation, language, disability, political opinions and social or economic status.</p>	<p><u>Already undertaken initiatives:</u></p> <p>The survey revealed the staff considers it important and agrees the way the IBiS manages it nowadays.</p> <p><u>Suggestions for improvement:</u></p>

			<p>Possible improvements will be afforded in next revisions:</p> <ul style="list-style-type: none"> - Disseminate the Gender Balance Plan of the different entities participating IBiS.
11. Evaluation/ appraisal systems	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u> Individual evaluation and appraisal system.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Strategic Plan and Plan for the Development of Emerging Groups. - Quality, Good practices and Ethics Plan. - Periodic accreditations (Institute of Health Carlos III (ISCIII), Spanish Association against Cancer (AECC), etc.) reviews. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - To design a Career Plan (competencies and skills). - To detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - Organization of specific training on external accreditation issues. - Periodic evaluation of researchers and appraisal system.
Recruitment and Selection			
12. Recruitment	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Publication of job offers in English and greater international dissemination (i.e. EURAXESS website). - Lack of clear definition of roles and responsibilities for research level. - Recruitment procedures aligned with the OTM-R Policy. <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 14/2011, of 1 June, on Science, Technology and Innovation. Article 16. Selection criteria for research personnel. - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. - Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Andalusian Public Foundation for Health Research Management in Seville (FISEVI) Employment Website https://www.empleo.fisevi.es - Some job adverts posted on EURAXESS (EU funded proposals). <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - To prepare and communicate an informative document on OTM-R policy in English and Spanish. - Disseminate job offers from the different contracting entities in IBiS (CSIC and US offers being published similarly to the ones existing in the FISEVI Employment Website https://www.empleo.fisevi.es).

13. Recruitment (Code)	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Publication of job offers in English and greater international dissemination (i.e. EURAXESS website). - Lack of clear definition of roles and responsibilities for research level. - Recruitment procedures aligned with the OTM-R Policy. <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 14/2011, of 1 June, on Science, Technology and Innovation. Article 16. Selection criteria for research personnel. - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. - Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - FISEVI Employment Website https://www.empleo.fisevi.es - Some job adverts posted on EURAXESS (postdoctoral contacts through EU funded proposals). <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - To prepare and communicate an informative document on OTM-R policy. - Disseminate job offers from the different contracting entities in IBiS (CSIC and US offers being published similarly to the ones existing in the FISEVI Employment Website https://www.empleo.fisevi.es).
14. Selection (Code)	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - GAP analysis showed that the perception is that IBiS procedures are not transparent enough. - Publication of job offers in English and greater international dissemination (i.e. EURAXESS website). - Recruitment procedures aligned with the OTM-R Policy. <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 14/2011, of 1 June, on Science, Technology and Innovation. Article 16. Selection criteria for research personnel. - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Some job adverts posted on EURAXESS (postdoctoral contacts through EU funded proposals). <p><u>Suggestions for improvement:</u></p> <p>Welcome Pack for the new research staff available on the website.</p>
15. Transparency (Code)	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - GAP analysis showed that the perception is that IBiS procedures are not transparent enough. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - FISEVI Employment Website https://www.empleo.fisevi.es

		<ul style="list-style-type: none"> - Publication of job offers in English and greater international dissemination (i.e. EURAXESS website). <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 14/2011, of 1 June, on Science, Technology and Innovation. Article 16. Selection criteria for research personnel. - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. 	<ul style="list-style-type: none"> - Some job adverts posted on EURAXESS (EU funded proposals). - Communicate to all interviewed candidates the result of the selection process. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Translation of the IBiS Plans. Inclusion on the intranet. - To report the strengths and weaknesses of the applications will be further studied and evaluated in a later stage, since it is not possible to be implemented in the short-medium term.
16. Judging merit (Code)	-/- Insufficiently I: 1,67	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Clear communication of the different recruitment and selection procedures, depending on the contracting entity. - Code of Good Practices for Recruitment. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Some job adverts posted on EURAXESS (postdoctoral contacts through EU funded proposals). <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - Prepare an annex to the Career Plan about evaluating researchers merit with clear criteria based on Institute of Health Carlos III (ISCIII) or Ministries' grants or fellowship calls, trying to unify the evaluation criteria.
17. Variations in the chronological order of CVs (Code)	-/- Insufficiently I: 1,67	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Clear communication of the different recruitment and selection procedures, depending on the contracting entity. - Code of Good Practices for Recruitment. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Possibility to submit evidence-based CVs to the job offers. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - To develop a Career Plan.
18. Recognition of mobility experience (Code)	-/- Insufficiently I: 1,67	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Clear recruitment and selection procedure. - Code of Good Practices for Recruitment. - Career advice and job placement assistance. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Annual revision of the CVs participating in the IBiS-Winter International Symposium of External Young Investigators (IBiS-WISE) meeting. <p><u>Suggestions for improvement:</u></p>

		<p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Lack of continuity of National Program for Promotion of Talent and Employability in R&D&I (Training Subprogram/Subprogram of Incorporation/Mobility Subprogram). 	<ul style="list-style-type: none"> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - To develop a Career Plan which should include clarity in how the mobility experience is valued. - Welcome Pack for the new research staff available on the website (i.e. administrative help, etc.). - Better languages courses offered by the entities and updated information about them (web, social media, etc.) - Motivation to mobility: Encourage motivation, through more proactive and specific information on possible aids to the exchange. - Agreements with other institutions: Continue to encourage collaborative participation with other research organisations. Establishment of agreements with other entities to facilitate administrative procedures between institutions. - Increase mobility possibilities: Analyze the possibility of scholarships and predoctoral/posdoctoral programs including international mobility (i.e. Marie Skłodowska-Curie actions (MSCA), ERC projects, etc.).
19. Recognition of qualifications (Code)	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Clear recruitment and selection procedure. Academic qualification is under "Minimum Necessary Requirements" of the job offer. The evaluation of non formal qualifications is not clearly defined. - Code of Good Practices for Recruitment. 	<p><u>Already undertaken initiatives:</u> Integration Plan.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - To develop a Career Plan.
20. Seniority (Code)	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Clear communication of the different recruitment and selection procedures, depending on the contracting entity. - Code of Good Practices for Recruitment. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Periodic evaluation of Principal Investigators (done by the External Advisory Board). <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - To develop a Career Plan.

			<ul style="list-style-type: none"> - To develop a Welcome Package, that includes among other information of interest the “Code of Good Practices for Recruitment” suggested at 13. Recruitment (Code) and a clear classification of seniority / Professional Development Provision (levels R1 to R4).
21. Postdoctoral appointments (Code)	-/- Insufficiently I: 1,67	<u>Actual GAP:</u> - There are no clear and explicit rules for the recruitment of postdocs, since the ways of arrival are diverse (Miguel Servet contracts, Sara Borrell etc.). - Legal and budget limitations play an important role to stablish high salaries for postdocs positions. <u>Legislation currently impeding full implementation:</u> - Law 14/2011, of June 1, on Science, Technology and Innovation (art. 20, 21 and 22). - Royal Decree 63/2006, of January 27, which approves the Statute of research staff in training. Sixth additional provision. Research funding programs for doctors. - Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market.	<u>Already undertaken initiatives:</u> - Dissemination of opportunities. - Integration Plan. - Annual revision of the CVs participating in the IBiS-Winter International Symposium of External Young Investigators (IBiS-WISE) meeting. <u>Suggestions for improvement:</u> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - To develop a Career Plan. - Promote participation in Sara Borrell type programs, Miguel Servet and / or Stabilization of Researchers and Technicians in Support of Research and Intensification of Research Activity in the National System. - Include specific guidelines about recruitment and career development of the Postdoctoral community in the procedures for employee recruitment, in compliance with the Charter & Code. - Provide a list of available funding resources for postdocs researchers’ stabilization after their initial contract. - Welcome Package for the new postdocs available online (i.e. administrative help etc.). - Creation of a Working Group to define the appropriate positions required in the institution and a talent attraction policy.
Working Conditions and Social Security			
22. Recognition of the profession	-/- Insufficiently I: 2,5	<u>Actual GAP:</u> Collective Agreement not yet approved. <u>Legislation currently impeding implementation:</u> - Law 9/2007, of October 22, on the Administration of the Andalusia Region.	<u>Already undertaken initiatives:</u> - Activities for the Cardiovascular Day (race, breakfast, info talks, etc.). - Blood donation marathon. - Cycling motivation initiatives (Ciclogreen competitions). - Organization of publication, photography and video contests.

		<ul style="list-style-type: none"> - Law of General Budgets of the State. 	<p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Collective Agreement into force. - To develop a Career Plan. - Possible rotation in all positions to discover their interests. - To enhance technical staff interchanges with other similar facilities. - To improve visibility regarding involvement in the publications, projects, certifications, etc. so that participants feel valued. - Carry out formative actions aimed to improve the motivation (capacity of organization, team work, stress management, prioritization of tasks...). - Outdoor events to improve the relationship among workmates (institutional lunch at Christmas, benefic races, paddle competition...).
23. Research environment	-/- Insufficiently I: 1,67	<p><u>Actual GAP:</u></p> <p>The GAP analysis showed that measures should be taken to ensure that research groups rely on the necessary resources.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - IBiS annual Seminars Series on Biomedicine. - Dissemination of activities. - IBiS Annual Forum. - Search of new venues to expand our building and labs. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - To get involved in “European Infrastructure” projects. - Open days for students and companies at list once a year. - To promote the participation in international networks and events. - To improve the professional space in the website to facilitate internal communication. - To work to expand the facilities (i.e. new building, larger spaces).
24. Working conditions	-/- Insufficiently I: 1,67	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Collective Agreement not yet approved. - Gender misbalance in the positions of responsibility of the Institute. - Lack of information about possibilities in part-time working, sabbatical leave, etc. - Lack of substitutions for maternal leaves. - Working conditions also affect, for example, to the have-lunch conditions: mini-canteen, no negotiated prices with cafeteria. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Gender Balance Committee. - Gender Equality plans of the different entities (FISEVI to be published, US, CSIC). - Existence of daycare for children 0-3 years for the researchers of HUVR. - There is a certain flexibility of schedules, mainly as consequence of the pandemic situation (flexible working hours, part-time working, tele-working). <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Collective Agreement in force.

		<p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 14/2011, of 1 June, on Science, Technology and Innovation. Article 16. Selection criteria for research personnel. - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. - Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market. - Regulatory bases of the different financing agencies. 	<ul style="list-style-type: none"> - Welcome Package for the new research staff available on the website. - Improve the professionals space in the website to facilitate internal communication. - Attendance to talks about working conditions. - Communication and implementation of the emergency plan and annual drills. - Frequent periodic filling of first aid kits. Notices and reminders of medical examinations. - Take into account the suggestions of the Forum during the next year (six-month revision). - Central purchasing with manager. - Study and analysis of the work schedule and special working hours, case by case (part-time working, sabbatical leave, etc.) to facilitate family and work conciliation.
25. Stability and permanence of employment	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Collective Agreement not yet approved. - Due to legislative limitations we cannot make permanent contracts. We work temporariness and project-related contracts. - Gender misbalance in the positions of responsibility of the Institute. - Difficulties in attracting new international talent. - Lack of substitution of the maternity leaves. <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 38/2003, of November 17, of general Grants. - Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market. - Regulatory bases of the different financing agencies. 	<p><u>Already undertaken initiatives:</u> Administration managers help and support researchers in preparing their candidature to the stabilization tools available at regional and national level.</p> <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - To develop a Career Plan.
26. Funding and salaries	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Collective Agreement not yet approved. - The GAP analyse has put in evidence a general feeling of non-competitive salaries. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Salary scales updated on a yearly basis. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Collective Agreement in force.

		<p>- Lack of stability in project contracts.</p> <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 38/2003, of November 17, of General Grants. - Law 9/2007, of October 22, on the Administration of the Andalusia Region. - Law of General Budgets of the State. - Regulatory bases of the different financing agencies. 	<p>- Gender Equality plans of the different entities (FISEVI, US, CSIC) published and communicated.</p>
<p>27. Gender balance</p>	<p>+/- Almost but not fully I: 1,25</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Gender misbalanced in the positions of responsibility of the Institute. - Lack of substitution of the maternity leaves. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Integration Plan. - Gender Equality Responsible. - One man and one woman as Chairs for the IBiS Seminar Series. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Gender Equality plans published and communicated. - To reinforce the information on the proposed services aimed at better reconciling family and professional life (family situation in events such as congresses, meetings in the afternoons, etc.). - To increase the presence of women as speakers in the Seminar Series, selected by CV.
<p>28. Career development</p>	<p>-/- Insufficiently I: 2,5</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Collective Agreement not yet approved. - Lack of Career Plan. <p><u>Legislation currently impeding implementation:</u></p> <ul style="list-style-type: none"> - Law 14/2011, of 1 June, on Science, Technology and Innovation. Article 16. Selection criteria for research personnel. - Law 3/2017, of June 27, of General State Budgets: Additional provision sixteenth Recruitment of public sector foundations. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Strategic Plan and Integration Plan. - Project Management & researchers work to design personalized Career development options. - System of yearly evaluation of objectives for payment of bonus. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Collective Agreement into force. - Welcome Pack for the new research staff available on the website. - To develop a Career Plan. - Collaboration with US and/or CSIC Career Development Unit for IBiS Researchers - Organization of Seminar/Conference twice a year, inviting EURAXESS staff to present career development options for researchers and technicians

			<ul style="list-style-type: none"> - Appointment of mentors - professional advisors in the research career (analogy to the figure of mentoring with clinical professionals), which facilitates orientation in a research career. Definition of their functions, such as follow-up progress or advice to professional development.
29. Value of mobility	-/- Insufficiently I: 1,67	<u>Actual GAP:</u> <ul style="list-style-type: none"> - Career advice and job placement assistance. - Lack of funding for mobility activities (i.e. continuity of National Program for Promotion of Talent and Employability in R&D&I (Training Subprogram/Subprogram of Incorporation/Mobility Subprogram)). 	<u>Already undertaken initiatives:</u> <ul style="list-style-type: none"> - Integration Plan. - Annual revision of the CVs participating in the IBiS-Winter International Symposium of External Young Investigators (IBiS-WISE) meeting. <u>Suggestions for improvement:</u> <ul style="list-style-type: none"> - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...). - To develop a Career Plan which should include clarity in how the mobility experience is valued. - Welcome Pack for the new research staff available on the website (i.e. administrative help, etc.). - Better languages courses offered by the entities and updated information about them (web, social media, etc.) - Motivation to mobility: Encourage motivation, through more proactive and specific information on possible aids to the exchange. - Agreements with other institutions: Continue to encourage collaborative participation with other research organisations. Establishment of agreements with other entities to facilitate administrative procedures between institutions. - Increase mobility possibilities: Analyze the possibility of scholarships and predoctoral/posdoctoral programs including international mobility (i.e. MSCA, ERC projects, etc.).
30. Access to career advice	-/- Insufficiently I: 2,5	<u>Actual GAP:</u> No specific career advice and job placement assistance. <u>Legislation currently impeding implementation:</u>	<u>Already undertaken initiatives:</u> <ul style="list-style-type: none"> - Project managers bring support to researchers to design personalized career options. <u>Suggestions for improvement:</u>

		<p>Lack of continuity of National Program for Promotion of Talent and Employability in R&D&I (Training Subprogram/Subprogram of Incorporation/Mobility Subprogram).</p>	<ul style="list-style-type: none"> - Welcome Package for the new research staff available on the website. - To develop a Career Plan which should include clarity in how the mobility experience is valued. - Organization of Work session to present career development/mobility programmes, inviting EURAXESS staff to present career development options for researchers and technicians. - Strengthening International collaboration / networks (national and international networks) and improvement IBiS website to foster collaboration and mobility. - Creation of a Mentoring Committee that would mentors researchers facing a breaking point in their career (critical issue: awareness, training and compromise from mentors is necessary). - Add content to the intranet and include a link to EURAXESS webpage. - Analysis of the progress of research professionals after leaving IBiS.
31. Intellectual Property Rights	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Update and dissemination of the Technology Transfer Plan. - Translation of the IBiS web and plans. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Technology Transfer Plan. - Technology Transfer Committee. - Training organized by the Technology Transfer Department. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Dissemination of the Technology Transfer Plan (updated version in progress). - Periodic training organized by the Technology Transfer Department, to improve the researchers and technicians' expertise.
32. Co-authorship	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Update and dissemination of the Technology Transfer Plan. - Translation of the IBiS web and plans. 	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Quality and Good practices Plan. - Technology Transfer Plan. - Technology Transfer Committee. - Training organized by the Technology Transfer Department. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Dissemination of the Technology Transfer Plan (updated version in progress). - To boost the training of the Technology Transfer Department, to improve their expertise.

			<ul style="list-style-type: none"> - FISEVI International Projects Procedure including the publications policy.
33. Teaching	<p>-/- Insufficiently I: 2,5</p>	<p><u>Actual GAP:</u> This point appears as a weak point in the survey, even though no specific issue has been underlined.</p> <p><u>Organisational regulation:</u> US is one of the partners of IBiS, so many researchers are university teachers.</p> <p><u>Legislation currently impeding implementation:</u> Law of incompatibility of the public sector 53/1984, of December 26th.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - IBiS annual Seminars Series on Biomedicine. - Area Seminars. - Master in Biomedicine organized by US. - School of Biomedicine IBiS - Menéndez Pelayo International University - UIMP. - WOW!Science sessions (predoctoral and postdoctoral informal talks on topics of their interest). <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Develop an informative guideline on the existing procedures, in collaboration with the US.
34. Complains/ appeals	<p>-/- Insufficiently I: 1,67</p>	<p><u>Actual GAP:</u></p> <ul style="list-style-type: none"> - Better management of the suggestion box. - Insufficient information on complaints mechanism. <p><u>Organisational regulation:</u> IBiS' Permanent Research Coordination Commission - COPCI, as a consultative/decision-making body.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Ethics and Good practices Plans. - FISEVI Harassment Protocol. - Suggestion box and mailbox. - Mailbox for reporting situations that compromise professional ethics. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Specific section regarding work conflicts in the Ethics and Good practices Plans. - Create a specific staff handbook, including, among others, information of the governing bodies and information for complaints and suggestions web tool. - Publish the institutional communications of the Scientific Council results. - Appointment of mentors - professional advisors in the research career including into their functions the resolution of work-related conflicts.
35. Participation in decision-making bodies	<p>-/+ Partially implemented I: 1,35</p>	<p><u>Actual GAP:</u> Limited research areas' contribution to the decision-making process.</p> <p><u>Organisational regulation:</u> IBiS' Permanent Research Coordination Commission - COPCI, as a consultative/decision-making body.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Strategic Plan. - Suggestion box and mailbox. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - To improve communication of the decision-making processes (meeting minutes). - To include technical staff, predoc and post docs as observers of the governing bodies, with option to Q&A sessions. - To include additional experts in the COPCI meetings when needed, to facilitate a

			particular decision (calls, infrastructures, etc.).
Training and Development			
36. Relation with supervisors	+/- Almost but not fully I: 1,33	<u>Actual GAP:</u> Conflict resolution committee to find a peaceful solution to a disagreement among parties.	<u>Already undertaken initiatives:</u> - Training Plan. - Administration managers supporting projects, events organization, IP issues, statistical queries, etc. <u>Suggestions for improvement:</u> - To define the minimum standards to be met for a structured and regular relationship, mainly linked to the evaluation of objectives. - Appointment of mentors - professional advisors in the research career including into their functions the resolution of work-related conflicts.
37. Supervision and managerial duties	+/- Almost but not fully I: 1,33	<u>Actual GAP:</u> No specific issue has been raised by the survey.	<u>Already undertaken initiatives:</u> - Training Plan. - Administration managers supporting projects, events organization, IP issues, statistical queries, etc. <u>Suggestions for improvement:</u> - To define the minimum standards to be met for a structures and regular relationship, mainly linked to the evaluation of objectives. - Creation of a conflict resolution committee. - To design a specific procedure on resolving work-related conflicts.
38. Continuing Professional Development	-/- Insufficiently I: 1,67	<u>Actual GAP:</u> Attractive Training plan addressing career development needs.	<u>Already undertaken initiatives:</u> - Strategic Plan and Training Plan. - Dissemination and support for the presentation of applications in the Calls for training grants. <u>Suggestions for improvement:</u> - Increase the dissemination of calls for training grants. - Improvement of the Training Plan.
39. Access to research training and continuous development	-/- Insufficiently I: 1,67	<u>Actual GAP:</u> Attractive Training plan addressing career development needs.	<u>Already undertaken initiatives:</u> - Strategic Plan and Training Plan. <u>Suggestions for improvement:</u> - To develop a Career Plan. - Optimization of the Training Plan: Identification of specific needs and annual participation analysis.

			<ul style="list-style-type: none"> - Greater dissemination of FISEVI, US & CSIC training plans. - Translation of the IBiS Plans and inclusion on the intranet. - Detail the relationship between researchers and supervisors (annual evaluation, objectives, merits...).
<p>40. Supervision</p>	<p>+/- Almost but not fully I: 1,33</p>	<p><u>Actual GAP:</u> IBiS managing entities do not directly interfere in the relationship between supervisors and research trainees.</p> <p><u>Organisational regulation:</u> IBiS' Permanent Research Coordination Commission - COPCI, as a consultative and decision-making body.</p>	<p><u>Already undertaken initiatives:</u></p> <ul style="list-style-type: none"> - Training Plan. <p><u>Suggestions for improvement:</u></p> <ul style="list-style-type: none"> - Welcome Package for the new research staff, available on the website. - Creation of a conflict resolution committee. - Appointment of mentors - professional advisors in the research career (analogy to the figure of mentoring with clinical professionals), which facilitates orientation in a research career.