

ACTION PLAN

Case number: 2021ES629345

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

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DATE ENDORSEMENT CHARTER AND CODE: 15/04/2021

SUBMISSION DATE: 08/04/2022

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"HR EXCELLENCE IN RESEARCH" AWARD DATE: 19/10/2022

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE (31/12/2021)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	552
Of whom are international (i.e. foreign nationality)	28
Of whom are externally funded (i.e. for whom the organisation is host organisation)	230
Of whom are women	282
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	206
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	109
Of whom are stage R1 = in most organisations corresponding with doctoral level	192
Total number of students (if relevant)	42
Total number of staff (including management, administrative, teaching and research staff)	635
RESEARCH FUNDING (figures for most recent fiscal year)	€ (31/12/2021)
Total annual organisational budget	13.829.198,43
Annual organisational direct government funding (designated for research)	600.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	9.758.360,33

Annual funding from private, non-government sources, designated for research	3.470.838,10
ORGANISATIONAL PROFILE	
<p>The Institute of Biomedicine of Seville (IBiS) is a high quality joint research centre with the aim to undertake high quality and competitive research at international level on the most prevalent diseases. IBiS is based on fundamental research at molecular and cellular level with a view to promote the rapid transfer of knowledge to the clinical setting, at the same time improving the quality of clinical and epidemiological research. It is focused on most prevalent diseases, organized in 5 research areas: Neurosciences, Cardiovascular & Respiratory pathology, Oncohematology & Genetics, Infectious diseases & Immune system, and Hepatic, Digestive and Inflammatory diseases.</p>	

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>The Ethical and professional aspects of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are currently well valorised by the staff working in the Institute of Biomedicine of Seville, and we can particularly highlight in our practice the point 10. Non-discrimination, identified in the GAP Analysis as a priority and with a high degree of agreement on its daily management. The analysis also highlighted the following strengths: 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations, 6. Accountability and 7. Good practice in research.</p> <p>The IBiS Strategic Plan highlights as strengths related to the Ethical and professional aspects the existing promotion of the basic, translational and clinical biomedical research, with an emphasis on clinical research and scientific problems related to the pathogenesis, diagnosis and treatment of the main diseases in the human population. IBiS also points out the importance of its good practices in research, accredited by the Institute of Health Carlos III (ISCIII), only limited by financial or structural issues. We are a truly translational research institute integrated in one of the largest hospitals in Spain - the campus of the Virgen del Rocío University Hospital, ideally situated to favour connections between biomedical research and clinical practice. The Institute also offers excellent opportunities for technology transfer to biomedical and biotechnological companies.</p> <p>IBiS is participated by different institutions (Hospital, University of Seville and CSIC) and has a strong support at regional and national scales and a good capacity to attract national and regional competitive funds. The centre has a high scientific leadership of the Scientific Direction, and the new building with good services facilitates the realisation of high-level scientific projects.</p>

	<p>As weaknesses related to the Ethical and professional aspects, the GAP Analysis identified as priorities with low degree of agreement on its management the points 1. Research freedom, 8. Dissemination, exploitation of results, 9. Public engagement and 11. Evaluation/appraisal systems. Therefore, the Action Plan includes a set of actions, principally linked to Communication, Technology Transfer and informative sessions and trainings.</p> <p>The IBiS Strategic Plan highlights as weaknesses related to the Ethical and professional aspects the difficulties for the structural financing of the centre, since it is not easy to create a real professional development plan because of the type of hiring, usually linked to projects' funds. It is also important the Significant care/teaching load depending on the type of professionals, which hinders the dedication to research.</p>
<p>Recruitment and selection</p>	<p>The Recruitment and selection aspects of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers were identified as a priority by the staff working in the Institute of Biomedicine of Seville, with a low degree of agreement on its daily management. Therefore, the Action Plan includes a set of actions starting the first year, mainly focused on the design and dissemination of a Career Plan and a Welcome Pack for the new research staff, the organization of periodic meetings between the different entities (FISEVI, US, CSIC) and informative sessions and trainings.</p> <p>The IBiS Strategic Plan highlights as strengths related to the Recruitment and selection aspects the fact that the centre has consolidated scientific groups that are highly competitive at national and international level and with a relevant presence in CIBERs, Networks and international projects. We can highlight the annual IBiS-Winter International Symposium of External Young Investigators - IBiS-WISE, which provides young scientists working abroad the opportunity to share research and exploring potential recruitment opportunities.</p> <p>IBiS is one of the few institutions in Spain where the activity of CSIC scientists is perfectly integrated within a high-level University Hospital. There is a strategic alliance between the hospitals' personnel policy and IBiS' scientific policy, with the recruitment of research talent in the services and clinical units. In addition, there is a growing presence of the research section in the Programme Contracts and Management Agreements between the hospitals and the Andalusian Health Service.</p> <p>IBiS has a significant multidisciplinary inter and intra-research groups, with high presence of well-trained young leaders and experienced researchers. We consider our participant entities have transparent and merit-based hiring procedures with a good communication with candidates in the selection processes, although we will work in a better dissemination of the existing procedures and in the creation of informative guidelines when necessary.</p> <p>We also highlighted as weaknesses the absence of a signed collective agreement, the existing brain drain of research personnel, especially postdocs and also there are difficulties in attracting to our centre the best postdoctoral</p>

	<p>researchers, needed to carry out competitive biomedical research. There are few opportunities for research career development in the health care area. The competition at national and international level is increasing, and the fund-raising for recruitment is becoming more and more demanding.</p> <p>Finally, IBiS is a relatively "young" institution and all of its functional units (not only the common core facilities, but also the management structure, technology transfer service, etc.) need time to mature and become more fully staffed.</p>
<p>Working conditions</p>	<p>The Working conditions aspects of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers were identified as priorities by the staff working in the Institute of Biomedicine of Seville, with a low degree of agreement on its daily management. Points 22. Recognition of the profession, 28. Career development, 30. Access to career advice and 33. Teaching, were featured in the GAP Analysis as necessary to take immediate actions. Only the aspects 27. Gender balance and 35. Participation in decision-making bodies were identified as less urgent for planning purposes.</p> <p>As a consequence, our Action Plan includes an important set of actions starting the first year, focused on the design and dissemination of a Career Plan and a Welcome Pack for the new research staff, the organization of internal meetings (Steering Committee) and periodic ones between the different entities (FISEVI, US, CSIC) and informative sessions and trainings on working conditions including procedures, contractual and legal updates, labour conciliation measures, etc. for researchers and technicians in IBiS.</p> <p>The IBiS Strategic Plan highlights as strengths related to the Working conditions that IBiS offers research groups significant institutional support, with world-class common services and facilities already available and others to be developed in the coming years, as support units with a high concentration of technological resources and infrastructures. We also have well-defined management practices with continuous feedback from the External Advisory Board. Furthermore, IBiS revalidated in 2021 the AENOR certification UNE 166002:2014 R&D&I Management, which endorses good practices in R+D+i actions. This accreditation was presented through FISEVI, IBiS' managing entity.</p> <p>The GAP Analysis comments detected problems with the distribution of groups, unbalanced in the research areas, in terms of number of groups and researchers. We also have few available laboratory space and there is a need to expand the facilities. Furthermore, the IBiS Strategic Plan highlights as weaknesses related to the Working conditions that IBiS has institutional support and some basic facilities, but these are still much less than those provided by similar research centres in other developed countries. The economic crisis has led to a decrease in research funding, both public and private, slowing down the process of becoming a "true" modern centre of biomedical research in the short term.</p> <p>Finally, FISEVI, US and CSIC hiring processes and contracts fully comply the Spanish Legal framework for the recruitment of researchers. Nevertheless, the entities are limited in terms of budget availability and contracts modalities.</p>

	<p>Therefore, many weaknesses could not be addressed due to budgetary possibilities and due to the existing legislation limiting the hiring possibilities, debilitating the institution in terms of “attractive conditions”.</p>
<p>Training and development</p>	<p>The Training and development aspects of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are currently well valorised by the staff working in the Institute of Biomedicine of Seville, and we can particularly highlight in our practice the points 36. Relation with supervisors, 37. Supervision and managerial duties and 40. Supervision, identified in the GAP Analysis as a priority and with a good degree of agreement on its daily management.</p> <p>As weaknesses related to the Training and development, the GAP Analysis identified as priorities with low degree of agreement the points 38. Continuing Professional Development and 39. Access to research training and continuous development. Therefore, the Action Plan includes a set of actions, principally informative sessions and training on regional, national and international mobility possibilities, and the design and dissemination of a Career Plan, including competencies and skills and detailing the relationship between researchers and supervisors.</p> <p>IBiS highlights as strengths related to the Training and development our Annual Series of Seminars “Innovations in Biomedical Research”, with biweekly participation of leading national and international scientists and a wide range of workshops aimed to enhance scientific skills (e.g. microscopy, flow cytometry, statistics, bioinformatics, animal experimentation). Moreover, as we strongly believe that scientific soft skills are critical for a successful career, we also offer workshops on complementary skills (e.g. science communication, scientific proposal preparation). Besides, IBiS celebrates 2 key annual training events: the Researchers Forum, aimed at promoting the interaction and exchange of knowledge among our researchers, especially junior researchers and the IBiS-UIMP School of Medicine (held with the International University of Menéndez Pelayo), which includes lectures on trends and innovations in the biomedicine by world-renowned experts. IBiS also organises the Master in Biomedical Research and is part of the PhD Programme on Molecular Biology, Biomedicine and Clinical Research; intended for graduates in life sciences disciplines, including medical specialists combining clinical duties and research. Finally, it is worth mentioning that IBiS promotes scientific training for medical residents and plays an active role in the undergraduate degrees of Basic and Experimental Biomedicine, Biology and Medicine, offered by the US. Finally, we have great experience in organizing events in our facilities.</p> <p>As weaknesses, we can point out the low participation in the seminars and events of attendees from outside the province, region or country. There is no formally exist a mentor figure, the current career orientation mainly depends on the degree of involvement of the Principal Investigator, so we will work in the appointment of mentors - professional advisors to facilitate orientation about the research career and mediate in conflict resolution.</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.ibis-sevilla.es/ibis/estrategia-de-recursos-humanos-para-investigadores.aspx>
<https://www.ibis-sevilla.es/ibis/estrategia-de-recursos-humanos-para-investigadores.aspx?lang=en-US>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter / semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>Action 1 <u>Organization of a session on possible new research lines or trends in biomedical technologies in the Researchers Forum.</u> IBiS yearly celebrates this event, aimed at promoting the interaction and exchange of knowledge among our researchers. We plan to include roundtables to discuss about single cell and genomics, proteomics, transcriptomics and metabolomics in 2022 and and evaluate this possibility in future editions, taking into account the contribution of the Core Facilities responsables and technicians.</p>	<p>(--) 1. Research freedom</p>	<p>2022 Q2 and on a yearly basis</p>	<p>Annual Forum Coordinators and Managing Direction</p>	<p>I1 - Annual Forum Programme / IBiS staff</p>
<p>Action 2 <u>Publication and dissemination of the Communication Plan.</u> A detailed Communication Plan has to be developed to manage both internal communications and interactions with external stakeholders. As a health research organisation, we need to communicate our research effectively to increase the probability that the findings and advances influence translationally the clinical practice, and benefit those pathologies in greatest need.</p>	<p>(--) 8. Dissemination, exploitation of results (--) 9. Public engagement</p>	<p>2022 Q2 and dissemination on a yearly basis</p>	<p>Communication and Managing Direction</p>	<p>I2 - Updated Plan / broad public and researchers</p>

<p>Action 3 <u>Launch of the new website of the Institute.</u> IBiS plans to present an updated and improved web with responsive design and intuitive navigation. This digital transformation is required to show our research lines and resources, training and events, news and relationship with other stakeholders, to the scientific community and also the broad public.</p>	<p>(--) 8. Dissemination, exploitation of results (--) 9. Public engagement</p>	<p>2022 Q3</p>	<p>Communication and IT Units</p>	<p>I3 - Final website with monthly count of the number of visitors / broad public</p>
<p>Action 4 <u>Update and dissemination of the Technology Transfer Plan including professional responsibilities regarding IPRs.</u> The IBiS Technology Transfer Plan will promote the professionalisation of transfer tasks from the detection of the idea to a possible commercialisation, through the required development. We plan to promote the protection of results as a way to support their dissemination and use with greater legal certainty.</p>	<p>(+/-) 3. Professional responsibility (--) 8. Dissemination, exploitation of results (--) 9. Public engagement (--) 31. Intellectual Property Rights (--) 32. Co-authorship</p>	<p>2023 Q1</p>	<p>Technology Transfer Unit</p>	<p>I4 - Updated Plan / broad public and researchers</p>
<p>Action 5 Periodic mailing including scientific seminars and events, outreach activities (Science Week, Researchers' night), scheduled student visits to the Institute, outdoor and solidarity activities to improve the relationship among workmates (benefic races, blood donation sessions...), and staff involvement in publications, projects, certifications, etc.</p>	<p>(--) 8. Dissemination, exploitation of results (--) 9. Public engagement (--) 22. Recognition of the profession</p>	<p>2023 Q1 and monthly update</p>	<p>Communication and Managing Direction</p>	<p>I5 - Monthly mailing / IBiS staff</p>
<p>Action 6 Design and dissemination of a Career Plan, including competences and professional skills need to be developed in the pursuit of careers in biomedical sciences at IBiS, detailing the relationship between researchers and supervisors (periodic evaluation, objectives, merits...) and a clear classification of seniority (levels R1 to R4).</p>	<p>(--) 11. Evaluation/ appraisal systems (--) 16. Judging merit (Code) (--) 17. Variations in the chronological</p>	<p>2023 Q1</p>	<p>Human Resources Unit</p>	<p>I6.1 Meeting minutes to define the Career Plan / IBiS Direction I6.2 Career Plan / IBiS staff</p>

	<p>order of CVs (Code) (--) 18. Recognition of mobility experience (Code) (--) 19. Recognition of qualifications (Code) (--) 20. Seniority (Code) (--) 21. Postdoctoral appointments (Code) (--) 22. Recognition of the profession (--) 25. Stability and permanence of employment (--) 28. Career development (--) 29. Value of mobility (--) 30. Access to career advice (--) 34. Complains/ appeals (+/-) 36. Relation with supervisors (--) 38. Continuing Professional Development (--) 39. Access to research training and continuous development (+/-) 40. Supervision</p>			
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<p>Action 7 The publication of the IBiS OTM-R policy in Spanish and English will be worked and a note about the OTM-R policy implementation will be published in the IBiS web https://www.ibis-sevilla.es/</p>	<p>(--) 12. Recruitment (Code) (--) 13. Recruitment (Code) (--) 14. Selection (Code) (--) 15. Transparency (Code) (--) 16. Judging merit (Code) (--) 17. Variations in the chronological order of CVs (Code) (--) 18. Recognition of mobility experience (Code) (--) 19. Recognition of qualifications (Code) (--) 20. Seniority (Code) (--) 21. Postdoctoral appointments (Code)</p>	<p>2022 Q3</p>	<p>Human Resources and International Project Management Units</p>	<p>I7.1 OTM-R policy in English / Broad public I7.2 OTM-R policy in Spanish / Broad public</p>
<p>Action 8 Design and dissemination of a Welcome Package for the new staff joining the Institute of Biomedicine of Seville, available on the website. The Steering Committee will decide the adequate format (document or video). The main purpose of this manual will be to offer the newcomers a brief overview of our values, structure, support services, internal procedures, safety and health instructions and practical information, in order to help them to settle in as quickly as possible.</p>	<p>(--) 13. Recruitment (Code) (--) 14. Selection (Code) (--) 15. Transparency (Code) (--) 16. Judging merit (Code) (--) 17. Variations in the</p>	<p>2023 Q1</p>	<p>Human Resources and International Project Management Units</p>	<p>I8.1 Meeting minutes to define the Welcome Package / IBiS Direction I8.2 Welcome Package / IBiS staff I8.3 Updated</p>

	<p>chronological order of CVs (Code) (--) 18. Recognition of mobility experience (Code) (--) 19. Recognition of qualifications (Code) (--) 20. Seniority (Code) (--) 22. Recognition of the profession (--) 24. Working conditions (--) 28. Career development (--) 29. Value of mobility (--) 30. Access to career advice</p>			<p>Integration Plan / IBiS staff</p>
<p>Action 9 Periodic meeting between the different entities (FISEVI, US, CSIC) involved in the recruitment processes, to implement common good practices in transparency, mobility and career development.</p>	<p>(--) 12. Recruitment (--) 13. Recruitment (Code) (--) 14. Selection (Code) (--) 15. Transparency (Code) (--) 18. Recognition of mobility experience (Code) (--) 28. Career development (--) 29. Value of mobility (--) 38. Continuing</p>	<p>2022 Q3 and on a yearly basis</p>	<p>Human Resources and International Project Management Units</p>	<p>I9.1 Meeting minutes / IBiS Direction I9.2 Recruitment Procedures published on the websites / Broad public</p>

	Professional Development (--) 39. Access to research training and continuous development			
Action 10 Informative sessions and training on regional, national and international mobility possibilities. We plan to analyze the scholarships and predoctoral/posdoctoral programs (i.e. Sara Borrell, Miguel Servet, EMERGIA, MSCA, ERC, etc.) and invite EURAXESS staff when necessary.	(--) 18. Recognition of mobility experience (Code) (--) 21. Postdoctoral appointments (Code) (--) 28. Career development (--) 29. Value of mobility (--) 30. Access to career advice (--) 38. Continuing Professional Development (--) 39. Access to research training and continuous development	2022 Q3 and on a yearly basis	International Project Management Unit	I10.1 Informative sessions and training on mobility presentations / IBiS staff I10.2 Number of HR proposals sent and approved / IBiS Managing Direction
Action 11 Informative guideline on the existing prizes given by IBiS to its scientists making outstanding contributions. The Institute yearly organizes a scientific photography competition, the contest "What I do" in 3 minutes", for predoctoral and postdoctoral clinical and basic research staff, as well as for the technical staff, to explain their research project or area of knowledge in three minutes. We also have a selection process for the most outstanding scientific articles to be presented at the Annual Forum of researchers, by thematic area, with the greatest female contribution, and also the	(--) 22. Recognition of the profession	2023 Q1 and on a yearly basis	Communication and Managing Direction	I11 - Informative guideline on a yearly basis / IBiS staff

most outstanding in basic research and the best publication in the clinical area.				
Action 12 Informative guideline on the existing procedures to access to teaching, in collaboration with the University of Seville, to favour the stability of researchers through teaching.	(--) 33. Teaching	2023 Q1	IBiS Direction	I12 - Informative guideline / IBiS staff
Action 13 IBiS plans to create a Conflict Resolution Committee. It will be in charge of the updating of the Ethics and Good practices Plan with a specific section regarding the management of work conflicts. The procedure will including the route of this information through the governing bodies and the management of the suggestion box and mailbox, and also the existing mailbox to deal with situations that endanger professional ethics.	(--) 34. Complain/ appeals	2022 Q3	IBiS Managing Direction	I13 - Updated Ethics and Good practices Plan / IBiS staff
Action 14 Informative session about research ethics including the Research Ethics Committees requirements for IBiS professionals, since it should be embedded in the research design, implementation and dissemination. Training is required to afford investigations with human beings, human cells or tissues, personal data management and research using animals.	(+/-) 2. Ethical principles	2024 Q1 and on a yearly basis	Clinical Trials Unit and Animal Caring Facility	I14 - Informative session presentation on a yearly basis / IBiS staff
Action 15 Periodic meetings of the Technology Transfer Committee, including the different entities (FISEVI, US, CSIC) involved in the protection of results. This dates will ensure that scientific and technological developments carried out at the IBiS are available to a wider range of users (certification bodies, public institutions, industry, laboratories, or other research centers) who can then help develop or exploit it.	(+/-) 3. Professional responsibility	2023 Q3 and on a yearly basis	Technology Transfer Unit	I15 - Meeting minutes on a yearly basis / IBiS Direction
Action 16 Development of an Intranet in the website, to boost the interaction between our professionals and share corporative documents.	(+/-) 4. Professional attitude (+/-) 6. Accountability	2024 Q1	IT and Communication Units	I16 - Intranet / IBiS staff

A robust intranet constitutes a secure response to the need for building a common point that hosts all the information channels and processes of IBiS.	(--) 24. Working conditions			
Action 17 Informative session about procedures, contractual and legal updates, labor conciliation measures, etc. for researchers, technicians and managers in IBiS.	(+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (--) 24. Working conditions (+/-) 27. Gender balance	2023 Q2 and on a yearly basis	Human Resources	I17 - Informative session presentation on a yearly basis / IBiS staff
Action 18 Informative session about data protection and prevention of occupational hazards for researchers and technicians in IBiS.	(+/-) 7. Good practice in research (--) 24. Working conditions	2023 Q3 and on a yearly basis	IT Unit and Prevention of Labour Risks	I18 - Informative session presentation on a yearly basis / IBiS staff
Action 19 Mailing and inclusion on the Intranet of the Gender Balance Plans or Equity Plans of the different entities participating IBiS (FISEVI, US, CSIC).	(++) 10. Non discrimination (--) 26. Funding and salaries (+/-) 27. Gender balance	2023 Q1	Administration and IT Unit	I19 - Mailing and publication on the Intranet / IBiS staff
Action 20 Organization of periodic open days for students and biomedical companies, by exploring our centre and meeting our staff and students. The visits will include a introductory session, a guided tour through the Institute, visiting core facilities and laboratories, discovering the high-quality equipments and instruments and also the chance to meet current researchers and technicians.	(--) 23. Research environment	2023 Q2, Q3 y 2024 Q1 and on a quarterly basis	Administration, researchers and technicians of the Core Facilities	I20.1 Informative session presentation / School, high-school and university students I20.2 Informative session presentation / industry representatives
Action 21	(--) 31. Intellectual Property Rights	2023 Q3 and on a yearly basis	Technology Transfer Unit	I21 - Informative session

<p>Informative session about Technology Transfer for researchers and technicians in IBiS.</p> <p>Training and mentoring is required to take the research to the market, giving IBiS researchers the proper tools to introduce themselves into the technology transference ecosystem, realizing the potential of their cutting-edge research and promoting the transition of their discoveries and ideas from the lab into real-life benefits.</p>				<p>presentation on a yearly basis / IBiS staff</p>
<p>Action 22</p> <p>Update the IBiS publications policy in the Training and Good Practices Plan.</p>	<p>(--) 32. Co-authorship</p>	<p>2024 Q1</p>	<p>Project Management Unit</p>	<p>I22 - Updated Plan / IBiS staff</p>
<p>Action 23</p> <p>Steering Committee meetings in the Permanent Research Coordination Commission (COPCI) sessions including additional experts when required in the decision-making processes (particular calls, infrastructures questions, etc.)</p>	<p>(-/+) 35. Participation in decision-making bodies</p> <p>(+/-) 36. Relation with supervisors</p>	<p>2023 Q2 and on a monthly basis</p>	<p>Permanent Research Coordination Commission (COPCI)</p>	<p>I23 - Meeting Minutes on a monthly basis</p>
<p>Action 24</p> <p>Steering Committee meetings in the Permanent Research Coordination Commission (COPCI) sessions for the appointment of mentors - professional advisors to facilitate orientation about the research career.</p> <p>We plan to work on the design and publication of a new Emerging researchers Plan, regulating their integration within the Institute.</p>	<p>(+/-) 36. Relation with supervisors</p> <p>(+/-) 37. Supervision and managerial duties</p> <p>(+/-) 40. Supervision</p>	<p>2024 Q1</p>	<p>Permanent Research Coordination Commission (COPCI)</p>	<p>I24.1 Meeting Minutes</p> <p>I24.2 Emerging researchers Plan</p>

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.

IBiS is committed to fill research positions according to open, transparent and merit based recruitment procedures, proportionate to the level of the position and in line with the basic principles of the Charter & Code ; including non-EU nationals. Our final goal is to advertise all vacancies on the EURAXESS Jobs portal, using the common profiles established in the European Framework for Research Careers, removing barriers to the application of open, transparent and merit based recruitment of researchers.



HR EXCELLENCE IN RESEARCH



Currently, and due to the high volume of offers in IBiS, linked to the US, CSIC and FISEVI and published in Spanish, it is complicated to announce every research position in the portal complying with the requirements. However, our EU funded projects researcher positions are published in EURAXESS, since we consider applicants should be able to easily find information on the organisation and recruiting unit, job title, specifications and starting date, researcher career profiles (R1-R4) with the respective required and desirable competencies, selection criteria including knowledge and professional experience, number of available positions, working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract, etc. and also guidance on professional development opportunities and career development prospects.

We plan to increase the publicity of the job offers in our website and disseminate them through all channels apt to reach the largest number of people susceptible to apply. Regarding the equality, we will ensure at all times equal treatment to all candidates meeting the minimum requirements. Preselected candidates will undertake specific interviews that guarantee the selection of the best application.

We will design a Welcome Pack for the new research staff, available on the website, a Career Plan Support Document (including competencies and skills) and a Code of Good Practices for Recruitment, from the detection of needs, recruitment and selection, integration and development, clearly based on the principles of OTM-R. We consider those procedures will help us to a fairer system and will have a positive impact on international mobility, attractiveness of a research career in EU and equal access to job opportunities for men and women.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: Pending. IBiS is working in the design of an Open, Transparent and Merit-Based Recruitment Strategy, so the link in our organisation's website will be provided in the first revision.

4. IMPLEMENTATION

General overview of the expected implementation process:

The Institute of Biomedicine of Seville - IBiS, founded in 2006, is based on 42 research groups and 41 affiliated groups, led by researchers from US, CSIC and medical doctors, with extensive experience in clinical, basic research and young investigators training. IBiS is supported by the Spanish National Research Council - CSIC, the University of Seville - US and the Andalusian Regional Government (Departments of Health and Economy).

To favor a truly translational research, IBiS is functionally based within one of the largest hospital campus in Spain (Virgen del Rocío University Hospital - HUVR) and also gathers high-level researchers from the main Health Care Centers of the province, in particular from Virgen Macarena University Hospital - HUVM and in a minor proportion, from other public health centers. Both hospitals provide coverage to almost one million inhabitants in Seville, being reference centers for the region in many pathologies.

We want to highlight that CSIC was awarded with the HR Excellence in Research award from the European Commission in 2021. This award is a recognition of the institution's commitment to the development of a Human Resources strategy for researchers, designed for the application by CSIC of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. We have also taken into account that the Progreso y Salud Andalusian Public Foundation (FPS) was awarded with the HR Excellence in Research award from the European Commission in 2019. FPS is an organization dependent on the Ministry of Health and Families of the Junta de Andalucía that provides services to the Andalusian Public Health



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System and it is the "mother foundation" of the network of provincial management foundations to which FISEVI belongs. We have reviewed and taken into account both CSIC and FPS' strategies when drafting our documents and will take into account both Action Plans and future updates in our resolutions.

Implementation of the IBiS HRS4R Action Plan will be organized from the Steering Committee, on the basis of the priorities derived from the IBiS GAP analysis' statistics:

Step I – IBiS priorities for the first 12 months

Ethical and Professional Aspects

1,67 Prioritization coefficient (importance/agreement)

1. Research freedom
8. Dissemination, exploitation of results
9. Public engagement
11. Evaluation/ appraisal systems

Recruitment and Selection

1,67 Prioritization coefficient (importance/agreement)

12. Recruitment
13. Recruitment (Code)
14. Selection (Code)
15. Transparency (Code)
16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code)
18. Recognition of mobility experience (Code)
19. Recognition of qualifications (Code)
20. Seniority (Code)
21. Postdoctoral appointments (Code)

Working Conditions and Social Security

2,5 Prioritization coefficient (importance/agreement)

22. Recognition of the profession
28. Career development
30. Access to career advice
33. Teaching

Training and Development

1,67 Prioritization coefficient (importance/agreement)

38. Continuing Professional Development
39. Access to research training and continuous development

Step II – IBiS priorities for the last 12 months

Working Conditions and Social Security

1,67 Prioritization coefficient (importance/agreement)

- 23. Research environment
- 24. Working conditions
- 25. Stability and permanence of employment
- 26. Funding and salaries
- 29. Value of mobility
- 31. Intellectual Property Rights
- 32. Co-authorship
- 34. Complains/ appeals

1,35 Prioritization coefficient (importance/agreement)

- 35. Participation in decision-making bodies

1,25 Prioritization coefficient (importance/agreement)

- 27. Gender balance

Ethical and Professional Aspects

1,33 Prioritization coefficient (importance/agreement)

- 4. Professional attitude
- 5. Contractual and legal obligations
- 6. Accountability

1,25 Prioritization coefficient (importance/agreement)

- 2. Ethical principles
- 3. Professional responsibility
- 7. Good practice in research

1,00 Prioritization coefficient (importance/agreement)

- 10. Non discrimination

Training and Development

1,33 Prioritization coefficient (importance/agreement)

- 36. Relation with supervisors
- 37. Supervision and managerial duties

40. Supervision

The different actions proposed are aligned with the 16 strategic objectives of IBiS, which are as follows:

1. Contribute to improving the health of citizens through the generation of knowledge and innovation.
2. Develop research of excellence, both basic and clinical and public health.
3. Promote the quality and safety of research processes.
4. Generate a collaborative and cooperative work methodology between the groups of research.
5. Promote the training of researchers, as well as their exchange between research centers with the aim of facilitating the meeting and pooling of knowledge that will benefit the advancement of knowledge.
6. Promote cooperation and collaboration with other regional, national or foreign centers and researchers, through the constitution and participation in networks and research topics related to their field of activity.
7. Contribute to the efficient use of the structures and resources available for research.
8. Ensure that the research is carried out under the criteria of quality and respect for the ethical regulations contained in international conventions on biomedicine to which the Andalusian Region and/or Spain have adhered.
9. Consolidate the institute as a reference center for biomedical research in the south of Europe.
10. Promote institutional collaboration in biomedical research, with the aim of achieve better results and with higher levels of efficiency by coordinating the researchers.
11. Establish collaboration mechanisms between the different agents of the Andalusian System of Knowledge, especially those based directly in their environment, for the development of projects carried out at the Institute.
12. Incorporate the transfer of results as an inseparable part of the management system of knowledge, generated through research, with the aim of achieving a positive impact on the health of citizens.
13. Develop an active financing search policy, with the ultimate goal of guarantee the sustainability of the Institute.
14. Organize, advise and/or finance scientific meetings, congresses, seminars and other similar activities whose theme is related to research.
15. Promote guardianship actions in emerging research centers and groups that develop their work in the IBiS or in its environment.
16. Any others that contribute to the fulfillment of its purposes.

All actions to be implemented will include promoting communication between management staff and researchers, boosting their participation in the different IBiS activities. Training activities has been adjusted to

be coincident with the FISEVI ones, our Managing Foundation. We will review and adapt to the Charter and Code all internal procedures, generating new plans incorporating the actions agreed by the Steering Committee. Finally, we will advance in the professional development strategy, taking into account the limiting regulations.

Supervision of the implementation will ultimately depend on the IBiS Governing Board and the Permanent Commission for Research Coordination (COPCI), but the Human Resources department will supervise the management and coordination of the project. A Steering Committee comprising representatives from all HRS4R relevant areas will be configured for the close progress' revision, including staff from Direction, Research, Project Management, Results Evaluation, Technology Transfer and HR, required to ensure compliance with objectives and deadlines.

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?</p>	<p>The Steering Committee will be composed by 10 of the 13 HRS4R Team Members, and will meet quarterly or send updated reports, coincidentally with the Permanent Research Coordination Commission (COPCI) meetings, which are celebrated once a month. The actions will be developed by the 11 members of the Working Group, being each responsible in close contact with the International Projects Management Unit, who will be the direct link with the Steering Committee.</p> <p>The Working Group will work in the fulfilling of the actions, to globally promote the recruitment, retention and development of talent to develop quality research, which helps the IBiS to reach a position of international leadership in the areas of specialization. The establishment of an adequate and stimulating work environment for our staff is also a priority, to facilitate their permanence and also facilitating their possible access to other institutions or companies at national and international level.</p> <p>The Steering Committee will decide to adjust activities and deadlines for all different actions depending on their priority and evolution. They will monitor objectives, deliverables and indicators and, when required, will design solutions or alternatives to meet them, ensuring the highest quality of work and best timing for the Working Group efforts.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>We will boost our communication between the managing staff and our researchers and technicians, to increase their participation in the different IBiS activities. To do this, the Working Group meetings that will be formed to carry out the proposed actions will ask R1-R4 researchers to participate as observers when the topics so require.</p> <p>Opendays, informative sessions and periodic mailing including scientific seminars and events, outreach activities, outdoor and solidarity events will be organized indicating their connection with the HRS4R implementation and its follow-up. IBiS celebrates 2 key annual training events: the Researchers Forum and the Cloister Meeting, both aimed at promoting the interaction and exchange of knowledge among our researchers and being a great opportunity to properly involve the</p>

	<p>research community in the implementation process linked to the principles of the C&C.</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.</p>	<p>Several of the objectives of the IV Strategic Plan of the Seville Institute of Biomedicine (2018-2022) are clearly linked to the principles of the C&C for the incorporation and consolidation of research personnel, with the aim of perfecting acquired skills and strengthening research activities with R1-R4 talent:</p> <ul style="list-style-type: none"> - To promote the training of researchers, as well as the exchange of researchers between research centres with the aim of facilitating the meeting and sharing of knowledge that will benefit the advancement of knowledge. - To contribute to the efficient use of the structures and resources available for research. - To promote institutional collaboration in biomedical research, with the aim of achieving better results and higher levels of efficiency by coordinating researchers. - To establish mechanisms for collaboration between the different agents of the Andalusian Knowledge System, especially those located directly in its environment, for the development of the projects carried out in the Institute. - Incorporate the transfer of results as an inseparable part of the knowledge management system, generated through research, with the aim of achieving a positive impact on the health of the public. - Promote mentoring actions in emerging research centres and groups that carry out their work at IBiS or in the surrounding area. <p>Working towards those objectives will improve the employability of human resources, contributing to the advancement of the Andalusian labour market through excellent training, including doctoral studies, the intensification of science, technology and innovation activities in the business sector, the improvement of quality and working conditions for personnel linked to R&D&I activities, and the design and promotion of research careers. IBiS proposes this work in strategic priorities and lines; and specifically, the HRS4R is addressed in the following key points:</p> <ul style="list-style-type: none"> - STRATEGIC PRIORITY 1. SCIENTIFIC EXCELLENCE <ul style="list-style-type: none"> Line 1. Improve and increase research activity Line 2. Improve the quality and safety of research Line 3. Generating and attracting research talent - STRATEGIC PRIORITY 2. TRAINING <ul style="list-style-type: none"> Line 4. Intramural training Line 5. Extramural training

	<p>- STRATEGIC PRIORITY 3. INNOVATION AND TRANSFER</p> <p>Line 6. Promotion of Transfer</p> <p>- STRATEGIC PRIORITY 4. INFRASTRUCTURE AND FUNDING</p> <p>Line 10. Fostering common research support structures</p>
How will you ensure that the proposed actions are implemented?	We will control our activities through participative management by agreeing objectives with our staff. Annual objectives for the execution of the approved planning will be set for all involved departments being members of the Working Group. In addition, the Steering Committee will ensure the appropriate progress of the project and provide support for solutions if necessary.
How will you monitor progress (timeline)?	The Working Group will control deadlines for each milestone, sending a quarterly progress report to the Steering Committee and joining the Governing Board (COPCI) meetings every three months, to explain the progress and discuss possible solutions to problems and corrections for schedule deviations. Thus, it will be possible to ensure a good progress tracing and a dynamic articulation of solutions to deal with contingencies.
How will you measure progress (indicators) in view of the next assessment?	This Action Plan defines the indicators related to the implementation process, but the Working Group will reconfirm, at the beginning of activities, the most suitable indicators, milestones and deliverables for monitoring progress.

Additional remarks/comments about the proposed implementation process:

As an additional comment, IBiS has an External Advisory Board, that is entrusted with informing and advising the IBiS Direction, the Governing Board and the Permanent Research Coordination Commission (COPCI) about scientific-technological issues. This advisory board is made up of eight independent experts who provide an external vision to the institute and participate in decision-making by advising and proposing ideas that serve as a guide to achieve the IBiS' objectives. The External Advisory Board helps the institute make decisions through strategic recommendations being a separate body from the Governing Board, and it is the research center that freely decides whether or not to put into practice the suggestions received by that board. Indeed, its suggestions concerning the HRS4R will be also included in the IBiS Strategic Plan and will modify the present Action Plan when deemed necessary.

Finally, since FISEVI is the managing institution of the Institute of Biomedicine of Seville, the implementation of their HRS4R strategies will be intertwined. The follow up on both their Action Plans execution, the development of new actions or mitigation measures, whenever necessary, will be communicated between the two entities and a common solid communication on the implementation results will be designed.