

TEMPLATE 4: ACTION PLAN

Case number: 2021ES699754

Name Organisation under review: Fundación para la Formación e Investigación Sanitarias de la Región de Murcia. Instituto Murciano de Investigación Biosanitaria (IMIB).

Organisation's contact details: D^a. Fuensanta Martínez Lozano (Directora). C. Campo, 12, 30120, El Palmar, Murcia.

SUBMISSION DATE: **04/07/2022**

DATE ENDORSEMENT CHARTER AND CODE: **25/10/2021**

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *</i>	1.046
<i>Of whom are international (i.e. foreign nationality)*</i>	10
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)*</i>	836
<i>Of whom are women*</i>	506
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *</i>	111
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level*</i>	737
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level*</i>	118
<i>Total number of students (if relevant)*</i>	60
<i>Total number of staff (including management, administrative, teaching and research staff)*</i>	1.231
RESEARCH FUNDING (figures for most recent fiscal year: 2021)	€
<i>Total annual organisational budget*</i>	9.611.206
<i>Annual organisational direct government funding (designated for research)*</i>	4.252.693
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)*</i>	2.502.417
<i>Annual funding from private, non-government sources, designated for research*</i>	2.856.096

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Biomedical Research Institute of Murcia (IMIB) is configured as an instrument at the service of health and science and technology policies in the Region of Murcia and its main purpose is to promote and develop biomedical research and innovation of excellence in this region, with special attention to that of a cooperative, transversal and multidisciplinary nature and with a markedly translational objective. The Foundation for Health Research and Training in the Region of Murcia (FFIS) is the managing body of the Institute, in charge of managing the R&D&i activity under a single research management structure.



2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE :

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS</p> <ul style="list-style-type: none"> • IMIB has a Strategic Plan and a Shared Scientific Project that set out the strategic guidelines of the Institution in terms of R&D&i. The research staff is free to develop research projects always within the framework of these documents. • IMIB has an Internal Scientific Committee, an External Scientific Committee and the Clinical Research Ethics Committees (CEIm) and the Animal Experimentation Ethics Committee (CEEA) of the University of Murcia. • IMIB has a Guide to Ethics and Good Practices in Research, which includes the main guidelines on ethical principles relating to the institute's R&D&i activity. • There is an internal project management application in which the different research projects are recorded and monitored (justifications, follow-up reports, notifications, etc.). • IMIB has a Training Plan that includes the main guidelines on the training activities carried out at the Institute. This Training Plan is executed through an annual training offer with different activities. • There is a procedure for the transfer of research results in which aspects of industrial and intellectual property and the portfolio of available services are specified.

	<ul style="list-style-type: none"> • IMIB has drawn up a Communication Plan with a series of actions to be carried out and the communication channels through which it interacts with the aim of publicizing the research conducted in the institution. • There is an Equal Opportunities Plan for women and men with a series of actions contemplated. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • It is necessary to carry out a greater diffusion of the different strategic and organizational documents of the Institute to all the research staff: Strategic Plan, Shared Scientific Project, Guide to Ethics and Good Practices, Procedure for the Transfer of Research Results and Training Plan. • The participation in research projects of technical personnel attached to the scientific-technical platforms must be promoted by the Institute. • The dissemination of calls for funding and the main news of interest to the Institute must be improved, as well as the training activities planned for all research staff. • Currently there is no collective agreement for IMIB employees and work must be done together with the Work Council in its negotiation and implementation. • IMIB must improve its activity in the field of transfer of research results. • The Information Manual for new staff additions should be improved, including references to the different plans and documents of the Institute. • Meetings and conferences with patient associations and other key actors involved in the development of R&D&i projects in the biomedical field should be promoted. • IMIB does not have an evaluation system for research staff individually and work must be done on the development of indicators that allow professional performance to be measured.
<p>Recruitment and selection</p>	<p>STRENGTHS</p> <ul style="list-style-type: none"> • IMIB publishes the different job offers based on standardized offer templates which include the following information: work center, purpose of the contract, tasks to be performed, essential requirements, measurable merits, type of contract, remuneration and evaluation commission. • In the different selection processes, an <i>ad-hoc</i> evaluation commission is set up, made up of the person in charge of the contract and two other people. • Provisional resolution publications are made after the assessment of the evaluation commission and definitive resolution where the selected person is indicated.

	<ul style="list-style-type: none"> • In the section of valuable merits, the work experience accredited by the candidate, the research stays carried out, the training experience and the participation in research projects, among other aspects, are considered. • No limits are set on the deadlines for obtaining the qualifications by the candidates. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Currently, there is no dissemination of the different job offers in Euraxess. Standardized offer templates in English must be developed to facilitate their dissemination through this job portal. • In the recruitment processes that are currently carried out, certain OTM-R criteria are not sufficiently valued (positive evaluation of stays in private entities, international centres, mobility, etc.). • A guide should be developed with instructions addressed to the Assessment Committee, indicating guidelines for assessing qualitative criteria such as teaching, staff supervision, dissemination of R&D&i, management, etc., as well like other OTM-R criteria. • Work must be done on the preparation of a standardized work procedure that includes the different indications related to the evaluation process in any job offer, standardizing the different criteria to be evaluated and in which it is indicated that the global trajectory of the different candidates.
Working conditions	<p>STRENGTHS</p> <ul style="list-style-type: none"> • The professionals who are part of the IMIB are recognized internally and develop their professional careers in the different existing research areas and in the management departments and support platforms. • IMIB has different research support platforms as well as spaces for the development of R&D&i activities. A digital leaflet will be developed with information on the different infrastructures available. • IMIB carries out actions to promote the R&D&i activity of emerging groups. • There are appropriate actions to encourage work and family reconciliation for staff, including teleworking policies and job flexibility. • IMIB has a Management Procedures Manual in which the different internal procedures are indicated as well as the current salary tables for the different profiles in order to facilitate the preparation of job offers and other actions. • There is an Equality Plan that guarantees equal opportunities between women and men. • IMIB has a Training Plan that establishes the guidelines for carrying out training activities at the Institute. • The mobility of professionals is valued positively and calls for mobility grants published by financing agencies are disseminated annually.

	<ul style="list-style-type: none"> • IMIB has a procedure for the transfer of research results, which establishes the guidelines to be followed regarding the protection of industrial and intellectual property and disclosure aspects. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Activity for emerging groups should be encouraged and the participation of research groups in a greater number of networks at an international level should be encouraged. • It is necessary to advance in the professional development plan and in promoting actions that contribute to the stabilization of the Institute's research staff. • A Collective Agreement must be achieved for the Institute's professionals and an update of the salary tables, all in collaboration with the Work Council. • It is necessary to promote the activity of the Innovation Area with greater proactivity for attracting companies and disseminating the available technological portfolio. • A procedure should be established for the resolution of conflicts between IMIB staff and the dissemination and operation of the IMIB suggestion box should be improved. • Regarding the decisions of the Internal Scientific Committee and the External Scientific Committee, the dissemination of the main agreements and issues discussed at these meetings should be promoted so that they can be known by all the Institute's staff.
<p>Training and development</p>	<p>STRENGTHS</p> <ul style="list-style-type: none"> • IMIB has a training plan that is developed through different annual training actions for the Institute's staff. • The Institute has a Training Commission which oversees ensuring the correct development of the different training actions. • The Institute carries out mentoring actions aimed at emerging groups to promote the R&D&i activity of these groups. • IMIB has different prioritized research areas in which the research groups are integrated and each of them has a person who acts as coordinator. Meetings of the scientific areas were held to evaluate the objectives of each of them and their main results. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • It is necessary to carry out a Tutoring Plan validated by the Scientific Director, which includes information on the evaluation process of the research staff and indications and suggestions on the development of the professional career. • The dissemination of the Training Plan must be increased, and training actions improved, paying special attention to the needs shown by the research groups and the different support platforms. • There is room for improvement in the evaluation of the research groups by the External Scientific Committee.

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.imib.es/portal/hrs4r.jsf>

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:

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter/semester)																				Indicator(s)/ Target(s)
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	UPDATING OF THE WELCOME MANUAL FOR NEW STAFF. The manual "Important information on new FFIS/IMIB personnel" will be updated, including information on labor and corporate management issues and also with references to the main strategic and organizational documents of the Institute: Guide to ethics and good practices, Training Plan, Strategic Plan, Shared Scientific Project, Quality Plan, Affiliation Regulations and Management Procedures Manual.	Human Resources (Ana Carpena)	C&C: 1, 4, 5, 7, 26, 32																				1. Updated and approved welcome manual. 2. Welcome manual distributed to IMIB staff. 3. 100% diffusion of the new incorporations.	
2	INTERNAL DISSEMINATION PLAN OF THE IMIB'S MAIN DOCUMENTS AND RESOURCES. The following actions will be carried out to inform all Institute staff of the main documents and resources available through different communication channels (webinars, Institute conferences, etc.): <ul style="list-style-type: none"> ✓ Making and broadcasting an informative audio with a general description of the Institute. ✓ Creation and dissemination of a digital leaflet containing the different facilities and infrastructures available at the IMIB. ✓ Dissemination of the Institute's main documents: Strategic Plan, Shared Scientific Project, Guide to Ethics and Good Practices, Training Plan, Quality Plan and Management Procedures Manual. ✓ Implementation of a weekly bulletin that includes the different news of interest to the Institute, as well as a link to existing calls for public and private funding, and references to the training activities of the Institute and the main plans and documents. 	FFIS Director (Fuensanta Martínez), Training (María Ángel) Bioinformatics (Ángel Esteban) Head of Research Area (Cristina Fuente)	C&C: 1, 5 OTM-R: 1																			1. Informative audio with the description of the IMIB made and broadcast. 2. Digital leaflet with information on IMIB infrastructures created and disseminated. 3. Weekly newsletter approved and launched. 4. Number of weekly bulletins with information on IMIB plans and documents. 5. Annual meetings of the Institute in which plans and documents of the Institute have been reported.		
3	UPDATE OF THE TRAINING PLAN. The IMIB Training Plan will be reviewed and updated, including the development of specific training activities in certain areas and reinforcing the development and programming of the annual training plan. <ul style="list-style-type: none"> ✓ Specific courses on the application of internal management of research projects aimed at Institute staff will be encouraged. ✓ Training activities in the area of innovation and transfer of results will be encouraged. ✓ Training activities aimed at research support platform technicians will be carried out. ✓ Periodic annual reviews of the training program will be carried out and the training activities that will be carried out on a quarterly basis will be indicated in a schedule. 	Training Coordinator (Constantino Martínez) Training Manager (María Ángel) Head of Research Area (Merry Vázquez de Parga)	C&C: 1, 4, 5, 38 OTM-R: 3, 9																			1. Training plan updated and disseminated to all IMIB staff. 2. Annual reviews carried out.		
4	PLAN TO PROMOTE THE TRANSFER OF RESEARCH RESULTS. Activities aimed at promoting the transfer of IMIB research results will be carried out. In this sense, the following actions will be carried out: <ul style="list-style-type: none"> ✓ The internal dissemination of the procedures of the Innovation Area to the Institute's staff will be encouraged through the weekly bulletin, the Institute's conferences and specific webinars. ✓ An innovation bulletin will be prepared that will include the main news and agreements discussed in the Innovation Commission. ✓ Conferences with companies will be promoted to disseminate the portfolio of research results and networking meetings between researchers and companies interested in R&D&I results. ✓ Specific meetings will be held by the Innovation Area with the research groups to detect R&D&I results that can be protected. ✓ Specific training in the area of innovation and transfer of results will be promoted. 	Innovation Support Unit (Laura Toral), Bioinformatics (Ángel Esteban) Head of Research Area (Merry Vázquez de Parga)	C&C: 8, 31																			1. Innovation newsletter created and implemented. 2. Number of conferences held annually with companies to disseminate the portfolio of R&D&I results. 3. Number of annual meetings held by the Innovation Area with research groups to explore R&D&I results. 4. Number of training activities carried out annually at the IMIB on the transfer of results.		
5	PLAN TO PROMOTE RELATIONSHIP WITH SOCIETY AND DISSEMINATION OF SCIENTIFIC ACTIVITY. IMIB has designed a Communication Plan that must be approved by the governing bodies of the Institute. Complementary actions will be carried out to promote the dissemination of scientific activity to society. Among these actions are: <ul style="list-style-type: none"> ✓ Increase contacts with patient associations and other key agents to identify needs and priorities in the field of biomedical R&D&I. ✓ Establish internal procedures to facilitate the dissemination of news addressed to the population about the scientific results achieved. ✓ Carry out an annual planning of the different participations of the IMIB in the conferences and meetings for the dissemination of science, such as the Week of Science and Technology, promoting the participation of a greater number of research areas and groups. ✓ Promote and develop conferences in schools and other training centers where IMIB researchers participate. ✓ Design and implement a repository at the institutional level in which the different actions carried out by the IMIB research staff with patient associations and other key agents are included. 	FFIS Director (Fuensanta Martínez), Scientific Direction (Pablo Ramírez, Pablo Pelegrín and José Luis Alonso), Head of Research Area (Cristina Fuente)	C&C: 9																			1. Internal procedure with instructions for the dissemination of R&D&I results to general population, approved and implemented. 2. Number of meetings held annually with patient associations and other key actors. 3. Number of conferences held in schools and other training centers with the participation of IMIB researchers. 4. Institutional repository of the different activities carried out with patient associations and other key agents implemented.		
6	REVIEW AND UPDATE OF THE EQUALITY PLAN. The Institute's Equality Plan will be reviewed and updated in accordance with the new requirements established by the European Commission for the new European Horizon framework programme.	Human Resources (Ana Carpena)	C&C: 10, 27, OTM-R: 8, 18																				1. Revised and updated Equality Plan. 2. Annual reviews carried out.	

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter/semester)																				Indicator(s) / Target(s)
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
7	<p>PROFESSIONAL DEVELOPMENT AND INTERNAL PROMOTION PLAN. Different actions will be carried out with the aim of promoting the professional development of the Institute's staff.</p> <ul style="list-style-type: none"> Participation in the negotiation of a collective agreement for IMIB staff together with the Work council. Evaluation indicators of the activity of the research staff will be established so that there is a specific evaluation system. The implementation of a professional evaluation system for management staff and support platforms will be valued to the extent possible. Work will be done to update the evaluation system of the research groups, offering greater feedback to these groups that will allow the development and improvement of their activities. The development of joint actions aimed at improving the available job pools and attracting professionals from other geographical areas will be valued, in order to carry out calls for intensification for personnel with assistance tasks. Work will be done in collaboration with the Work Council to update the salary tables for the different profiles of the Institute. Collaboration with the Regional Government in the development of elements that guarantee the professional development of researchers and in the promotion of actions for the stabilization of the research staff of the Institute. 	Human Resources (Ana Carpena), Scientific Direction (Pablo Ramírez, Pablo Pelegrin and José Luis Alonso), Research Department (Lola Serna), FFIS Director (Fuensanta Martínez)	C&C: 5, 11, 25, 26, 28 OTM-R: 5, 9																			<ol style="list-style-type: none"> Number of meetings held to prepare the Collective Agreement. Defined and approved professional evaluation system. Annual evaluation of the research groups carried out. Number of meetings held with the Regional Government for the development and implementation of professional career elements. 		
8	<p>PLAN TO IMPROVE THE WORK ENVIRONMENT. Different actions will be carried out aimed at promoting R&D&I activity and improving the satisfaction of IMIB staff.</p> <ul style="list-style-type: none"> A procedure will be established for the resolution of conflicts of IMIB staff. The IMIB's current suggestion box will be improved and its dissemination to all staff will be enhanced. Actions for promoting the activity of emerging groups will be developed. The participation of platform staff and support units in research projects will be promoted. The participation of IMIB research groups in both national and international research networks will be encouraged. 	Human Resources (Ana Carpena), Scientific Direction (Pablo Ramírez, Pablo Pelegrin and José Luis Alonso), Research Department (Lola Serna, Hana Hukelová), Bioinformatics	C&C: 1, 23, 34																			<ol style="list-style-type: none"> Procedure for conflict resolution implemented. Suggestion box updated and distributed to IMIB staff. Number of national and international networks with the participation of IMIB groups. 		
9	<p>UPDATING OF STANDARD CONTRACTING PROCEDURES TO THE OTM-R PRINCIPLES. On the one hand, standardized templates will be developed for the publication of job offers in English, through Euraxess. The standardized templates for the preparation of offers will be modified so that the OTM-R criteria (positive assessment of stays in private entities, international centers, mobility, etc.) are taken into account. Work will be done to implement actions to optimize the recruitment process and reduce the time required to hire the necessary personnel whenever possible. Instructions will be drawn up for the Assessment Committee, indicating criteria for assessing qualitative aspects. A standardized work procedure will be carried out that will include how the selection process should be, in which the evaluation criteria must be standardized and it must be indicated that the global trajectory of the candidates must be assessed.</p>	Human Resources (Ana Carpena), Research Department (Lola Serna), Head of Research Area (Cristina Fuente)	C&C: 12, 13, 14, 16, 17, 18, 19, 20, 21, 29 OTM-R: 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23																			<ol style="list-style-type: none"> Standard operating procedure with information on the selection process created and approved. Standard templates of job offers adapted to the OTM-R criteria. Standard template for the publication of offers in English. Number of offers published in Euraxess. 		
10	<p>TUTORING PLAN. A Tutoring Plan validated by the Scientific Director will be designed and implemented, which will include information on the evaluation process of the research staff, as well as indications on the development of the professional career and in which it will be detailed how the tutoring activity should be registered.</p>	Scientific Direction (Pablo Ramírez, Pablo Pelegrin and José Luis Alonso), Head of Research Area (Cristina Fuente)	C&C: 23, 30, 36, 37, 39, 40 OTM-R: 9																			<ol style="list-style-type: none"> Tutoring plan elaborated and implanted. Annual reviews of the Tutoring Plan. 		
11	<p>DISSEMINATION PLAN OF THE AGREEMENTS OF THE INTERNAL SCIENTIFIC COMMITTEE AND THE EXTERNAL SCIENTIFIC COMMITTEE. Dissemination activities will be carried out on the main agreements and issues discussed at the meetings of the Internal Scientific Committee and the External Scientific Committee. Additionally, for the External Scientific Committee, it is proposed to carry out the following actions to improve its operation:</p> <ul style="list-style-type: none"> The evaluation procedure of the research groups will be updated to offer greater feedback to the groups. The CCE will be invited to participate in the meetings of the research areas so that they can learn about the activity carried out in each of them. 	Scientific Direction (Pablo Ramírez, Pablo Pelegrin and José Luis Alonso), Bioinformatics	C&C: 11, 35, 40																			<ol style="list-style-type: none"> Approval of the procedure for the dissemination of the main agreements of the CCE and CCI. Updated and implemented evaluation procedure for research groups. Number of meetings of research areas with the participation of the CCE. 		
12	<p>DISSEMINATION PLAN OF THE IMIB HRS4R STRATEGY. Specific actions will be carried out to disseminate the HRS4R Strategy so that it can be known by all the research staff. Specific annual conferences will be held in which the progress made in the action plan will be indicated. A specific annual survey will be conducted to assess the knowledge and satisfaction of the Institute's staff with respect to the progress made. An annual review of the designed OTM-R policy will be carried out.</p>	Head of Research Area (Cristina Fuente) and Merry Vázquez de Parga)	C&C: 8, 12, 23 OTM-R: 1, 5, 10																			<ol style="list-style-type: none"> Annual review of the HRS4R Action Plan. Number of dissemination activities of the action plan. Annual satisfaction survey carried out. Annual review of the OTM-R policy. 		

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.

IMIB has a recruitment procedure for research and management staff that is characterized by being public, transparent and based on merit, indicating a series of requirements in each of the calls that as well as the merits assessed during the selection process. The institute has an online application for the management and publication of the different offers, through which the documentation required for the position offered must be attached. Euraxess is not yet used for the publication of offers, being one of the actions that will be worked on in the coming years so that offers can be published and favor the internationalization of the entity. The researchers are selected through a Selection Committee that is responsible for evaluating all the admitted candidates (once it is analyzed whether they meet the essential requirements), assessing the score of each one of them in the different merits that can be assessed. The Selection Commission may conduct personal interviews and aptitude tests in those cases in which it is considered necessary. The published calls include information on the tasks to be carried out, the essential requirements, the measurable merits, the duration and type of contract, the remuneration, the evaluation commission and the selection process. However, the current procedures must be improved so that all the OTM-R principles are taken into account and the procedure can be adapted to C&C.

In line with this, IMIB has prepared a first version of the OTM-R Policy that will be reviewed annually and that will be complemented with the changes that are developed in the contracting procedures and in other actions included in the described action plan.

The different actions that will be carried out in order to adapt the recruitment procedure to the requirements established by the C&C and the OTM-R policy are detailed below.

- **PLAN FOR THE INTERNAL DISSEMINATION OF THE IMIB'S MAIN DOCUMENTS AND RESOURCES (OTM-R: 1).** Different actions will be carried out so that all the Institute's staff can learn about the main documents and resources available through different communication channels such as webinars, the Institute's annual conferences, etc. Among the documents that will be disseminated are: Strategic Plan, Shared Scientific Project, Ethics and Good Practices Guide, Training Plan, Quality Plan and Management Procedures Manual.
- **UPDATE OF THE TRAINING PLAN (OTM-R: 3, 9).** IMIB Training Plan will be reviewed and updated, including the development of specific training activities in certain areas (internal project management, innovation, transfer of results) and reinforcing the development and programming of the annual training plan.
- **REVIEW AND UPDATE OF THE EQUALITY PLAN (OTM-R: 8, 18).** The current Equality Plan will be reviewed and updated in accordance with the new requirements established by the European Commission in the new Horizon Europe programme.

- **PROFESSIONAL DEVELOPMENT AND INTERNAL PROMOTION PLAN (OTM-R: 5.9).** Different actions will be carried out in order to promote the professional development of the Institute's staff, among which it is worth mentioning the participation in the negotiation of a collective agreement together with the Works Council, the development of professional evaluation systems and the collaboration with the Regional Government for the development of elements that guarantee the professional career and the promotion of the stabilization of the Institute's research staff.
- **UPDATING THE STANDARD CONTRACTING PROCEDURES TO THE OTM-R PRINCIPLES (OTM-R: 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23).** Work will be done on the development of a standard template in English for the publication of job offers in Euraxess. Work will be done to update the aspects to be assessed in job offers as transversal skills.
- **TUTORING PLAN (OTM-R: 9).** A Validated Tutoring Plan will be designed and implemented by the Scientific Director with information on the evaluation process of the research staff, information related to the development of the professional career and information related to the registration of the tutoring activity of the researchers in training.
- **DISSEMINATION PLAN OF THE HRS4R STRATEGY (OTM-R: 1, 5, 10).** Specific actions will be carried out to disseminate the HRS4R Strategy to inform all IMIB staff of the different actions carried out annually.

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: <https://www.imib.es/portal/hrs4r.jsf>

4. IMPLEMENTATION

General overview of the expected implementation process:

The IMIB's Human Resources Strategy for Researchers (HRS4R) is led by the Institute's and the Foundation's Management. A working group and a steering group have been created to carry out the implementation and monitoring of the proposed action plan within the framework of the HRS4R Strategy. The steering committee oversees ensuring the implementation of the action plan and has supervised the development of the different documents regarding the HRS4R Strategy. The constituted working group has overseen conducting the process of analysis and definition of the actions included in the proposed action plan and its main function is to carry out the implementation of the different planned actions. Both working groups are made up of different professionals from the different management areas and by researchers of the different categories existing in the Institute.

The monitoring of the strategy will be carried out through the steering committee and the working group. The working group will meet twice a year and will measure the indicators defined in the action plan, as well as the degree of implementation based on the established schedule. A report containing a summary of these contents will be drawn up and will be presented to the Management Committee to review correct compliance with the strategy and formulate the appropriate suggestions and corrections.

To achieve great involvement on the part of all staff, an annual online survey will be carried out in which the main actions are disclosed and the degree of satisfaction of IMIB staff with respect to the strategy will be assessed. Additionally, an annual dissemination of the main actions conducted will be carried out through a conference in which members of the working group and the steering committee will participate and which will be addressed to all IMIB staff.

Two years after the start of the Action Plan, the working group will oversee carrying out the state of implementation of the strategy. To do this, a questionnaire like the one used in the gap analysis phase will be drawn up for IMIB staff with the aim of assessing the degree of knowledge in relation to the implementation of improvements and the progress made. A results report will be prepared, and the initial action plan will be reviewed, incorporating new actions if necessary and presenting this report to the Management Committee and the organization's Management.

Lastly, IMIB will select the representatives who will be responsible for coordinating the tasks for carrying out the review of the HRS4R Strategy, 5 years after the Action Plan began, compiling the information generated throughout the process and giving response to the different requirements by the audit team.

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 monitoring of the development and implementation of the proposed action plan will be carried out every six months by the created Working Group, which will prepare follow-up reports that will be sent to the Steering Committee and the IMIB Management.</p> <p>The working group will normally meet twice a year to assess the degree of implementation of the strategy and measure the indicators established in the action plan. The Steering Committee will supervise the implementation of the planned actions and will approve the necessary changes to guarantee the correct development of the HRS4R Strategy.</p> <p>Two years after the implementation of the Action Plan, a questionnaire will be carried out and sent to all IMIB staff, in which the main actions conducted will be indicated and the degree of satisfaction of the professionals with the Strategy will be measured, also identifying possible areas for improvement.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>IMIB has considered in the preparation of the HRS4R Strategy all the professionals of the organization, with the participation of different members both in the working group and in the steering committee, as well as through the online questionnaire distributed to all the staff. Both the management staff and the research staff are represented in the Working Group, with representatives of the different categories of researchers (R1, R2, R3 and R4).</p> <p>Meetings will be held every six months by the Working Group and an online questionnaire will be carried out annually that will collect the opinion of all staff.</p> <p>On the other hand, it should also be noted that the proposed action plan involves the IMIB research staff in several of the proposed actions, such as, for example, the review of the Training Plan, the plan to promote professional careers and internal promotion, and the plan for promoting the transfer of research results.</p>

<p>How do you proceed with the alignment of organisational policies with the HRS4R?</p> <p>Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>Follow-up reports will be drawn up including the level of compliance with the proposed action plan and suggestions for improvement will be made that will be validated by the Steering Committee and the Organization's Management.</p> <p>IMIB has a Strategic Plan for the 2019-2023 period. Within Axis 2 of capacities and resources, this plan contemplates a specific line of action on the recognition and promotion of research talent. This line includes a specific action plan on human resources and promotion of the research career in line with the HRS4R Strategy with the aim of promoting a professional development plan within the framework of fostering R&D&i in the Region of Murcia and allowing to favor the incorporation and promotion of professionals. Likewise, it also contains a talent recruitment plan with actions that favor the recruitment and continuity of research and management personnel at the IMIB, also closely related to the HRS4R Strategy.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>Follow-up meetings will be held, and reports will be made evaluating the correct fulfillment of the action plan by the created working group.</p> <p>An annual questionnaire will also be carried out that will serve to disseminate the progress made to all IMIB staff and will allow knowing the degree of satisfaction of the staff.</p> <p>IMIB currently has the distinction of Health Research Institute accredited by the Carlos III Health Institute and for the renewal of this accreditation it is necessary to have the "HR Excellence in Research" Award. Consequently, the HRS4R strategy will necessarily be IMIB's general policy in the field of human resources.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The action plan contains a series of actions to be carried out over 5 years, with a specific timetable for each one of them and some monitoring indicators, so that it is possible to assess their correct implementation. The working group will meet every six months to measure the proposed indicators and evaluate the degree of implementation of the strategy. An annual report will be sent via email to all research staff informing of the degree of implementation of the strategy, and a dissemination act will be carried out. An online questionnaire will also be sent for the evaluation of the research staff of the correct development of the strategy.</p>

<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Annual monitoring reports will be made to assess the correct implementation of the action plan. Similarly, it is planned to carry out a mid-term evaluation of the HRS4R strategy after two years of implementation of the action plan.</p> <p>The management of the organization will be informed periodically by the Steering Committee and the Working Group of the progress made in the action plan.</p>
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Additional remarks/comments about the proposed implementation process:

<p>IMIB is configured as an instrument at the service of health and science and technology policies in the Region of Murcia and its main purpose is to promote and develop biomedical research and innovation of excellence in this region, with special attention to cooperative, transversal multidisciplinary and translational research.</p> <p>At a strategic level, it is worth mentioning the mission and vision of the organization:</p> <p>MISSION: “Develop research of excellence, promoting synergies between its research groups and other groups and entities, to promote cooperation and promote the transfer of knowledge generated in the field of health and contribute to its improvement. It also has the mission of optimizing existing resources through structures and tools that guarantee research efficiency and quality, supporting dynamic management and the search for continuous improvement”.</p> <p>VISION: “Lead biomedical R&D&i in the Region, capable of coordinating effective cooperation between the different regional agents in the development of competitive and excellent research at a national and international level, promoting and disseminating the knowledge generated, which bet on training, innovation and the transfer of the progress made to the regional system and to healthcare practice”.</p> <p>The main values of the IMIB are contribution to regional development, research efficiency and quality, commitment to cooperation and alliances, optimization of the use of resources, ability to generate, disseminate and transfer knowledge, commitment to society and evaluation of research.</p> <p>The HRS4R Strategy intends to be the main human resources policy of the IMIB, through which the recommendations regarding the rights and responsibilities of researchers and their employers and/or funders will be collected, included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).</p> <p>IMIB signed in 2021 the principles related to the C&C, thus committing to align Human Resources policies and practices with the recommendations expressed in both documents, to obtain the "HR Excellence in Research" Award that reinforces the Health Research Institute in the field of human resources.</p>
