HUMAN RESOURCES STRATEGY FOR RESEARCHERS - HRS4R
2023-2025 ACTION PLAN

Transversal Actions					
Action	**C&C Principle**	**Responsible Unit**	**Timing**	**Indicator/Target**	**Comments**
Action 31 (new action): Translation to English of the new key documents for researchers generated during the period 2023-2025	2. Ethical principles 7. Good practice in research 8. Dissemination, exploitation of results	International Project Unit	Continuous activity	Translated documents on Ibima website (YES/NO)	Documents to be translated: Strategic Plan summary, Researcher Career Path, Staff Welcome Manual, Equality Plan, Institutional Affiliation policy, Workplace Hazard Prevention policy.
Action 33 (extended action): Widely communicate the HRS4R Strategy and Action Plan	2. Ethical principles 7. Good practice in research 8. Dissemination, exploitation of results	Communication Unit	Continuous activity	Number of HRS4R communication actions (≥2 per year)	Planned to be held in 2023: - Informative session for researchers about the HRS4R Action Plan and on-site visit (3rd July 2023). - A general staff meeting intended to explain new Strategic Plan, which includes the HRS4R Strategy (September 2023). On the following years, HRS4R 2023-2025 Action Plan follow-up, including the C&C survey results and the actions taken therefore, will be communicated.
Action 32 (new action): Launch a new survey about the labour practices carried out by the foundation (C&C principles)	2. Ethical principles 7. Good practice in research 8. Dissemination, exploitation of results 35. Participation in decision-making Bodies	Quality Unit	Q4 2023	% Staff which participate in the survey about C&C (>20%)	A survey about the C&C principles will be launched. The results will be analysed by the HRS4R Working Group, and a summary of its results will be published on our website and communicated to the researchers and staff.

HUMAN RESOURCES STRATEGY FOR RESEARCHERS - HRS4R
2023-2025 ACTION PLAN

Action 46 (new action): Publish on the IBIMA website summaries of the consultations/surveys carried out with researchers and how their suggestions have been addressed.	23. Research Environment 35. Participation in decision-making Bodies	Quality Unit	Continuous activity	Number of summaries published (≥1 per year)	Action to support internal communication

I. Ethical and Professional Aspects					
Action	**C&C Principle**	**Responsible Unit**	**Timing**	**Indicator/Target**	**Comments**
Action 35 (extended action): Implement the 2023-2027 Communication Plan: dissemination of our research results to society	8 and 9. Dissemination and exploitation of results and Commitment to the Public	Communication Unit	Continuous activity	Number of communication activities to society (≥4 per year)	Every year we will make at least 4 activities to explain our research and innovation work to society (Researchers Night, Patients Association visits, Informative Sessions to university students and schools…)
Action 36 (new action): Implementation of Strategic Plan, which includes the human resources development plan and the European HRS4R strategy	1, 2, 3, 6, 7 and 29. Ethical principles, Professional responsibility, and good practices in research.	Management, Scientific Management	Continuous activity	% compliance with Plan (≥75%)	The Strategic Plan, leaded by the Scientific Manager, will be implemented through its 11 specific plans which will be developed by the Institute working groups (Innovation, Quality, Training…). Each working group has a responsible person in charge of the development. The implementation results are featured in the balanced scorecard, which is

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					monitored every 6 months by the working groups, the External Scientific Committee, and the Internal Scientific Committee. Lastly, the Governing Council approved the follow up done and the improvement actions which were necessary to introduce.
Action 34 (new action): Update the Equality Plan according to the new regulations	10. Non-discrimination	Human Resources Unit	Q1-Q2 2024	Equality Plan updated (YES/NO)	According to the legislation, the current Equality Plan will expire in 2024. Thus, the plan will be updated.

II. Recruitment					
Action	**C&C Principle**	**Responsible Unit**	**Timing**	**Indicator/Target**	**Comments**
Action 26a (extended action): Tender the development of an e-recruitment tool will allow a more open, transparent, and efficient recruitment process, as well as better tools for monitoring.	12, 13 and 14. Recruitment and selection	Management	Q4 2022 - Q1 2023	Service tendered/ (YES/NO)	The e-recruitment tool service has been awarded to *Semicrol* in coordination with all Andalusian Health Research Foundations
Action 26b (extended action): Analysis and design phase so that the new software responds to the selection and recruitment needs of the Foundation.		Human Resources Unit	Q2-Q4 2023	Tool tested/ (YES/NO)	The tool is currently being tested in another of the Andalusian Health Research Foundations as the first phase of the implementation
Action 26c (extended action): Testing and validation phase to train the staff and start working with this new software.		Human Resources Unit	Q1 2024	New e-recruitment tool working/ (YES/NO)	After the tests mentioned are finished, the tool will be implemented here, at IBIMA, and our human resources staff and researchers will be trained in its use.

HUMAN RESOURCES STRATEGY FOR RESEARCHERS - HRS4R
2023-2025 ACTION PLAN

Action		Responsible	Timeline	Indicator	Comments
Action 27 (extended action): Spread all job offers on national and international websites (Euraxess)	12, 13 and 14. Recruitment and selection	Human Resources Unit	Q3-Q4 2023	% of job adverts posted on EURAXESS (>80%) / % of applicants recruited from outside the institution/from abroad (>5%)	Since June 2023, all national and international job offers are being published on Euraxess web, in addition to IBIMA, Madri+d and BOJA.
Action 29 (extended action): Work together with the Andalusian Public Finance System, who authorizes the hiring of new personnel, to ease its incorporation.	12, 13 and 14. Recruitment and selection	Management	2023 -2024	Institute's legal regime changed (YES/NO)	The possibility of changing the Institute's legal regime is being analysed by the Andalusian Health Research Foundations and the Andalusian Government. This would expedite the contracting process
Action 28 (extended action): Update the procedure PS102.1 with the breakdown of jobs, the details of the functions and profile of each position.	12, 13 and 14. Recruitment and selection	Human Resources Unit	Q1-Q2 2025	Procedure updated (YES/NO)	This breakdown requires the analysis of each position demands, and will facilitate the recruitment and selection processes, making them more open, transparent and efficient.
Action 44 (new action): Incorporate international talent with the best profiles through international (Cofund, Rise), national (FPU-PFIS, i-PFIS) and regional competitive calls.	18, 19 and 21. Recruitment and selection	International Project Unit	Continuous activity	Number of foreign Researchers incorporated IBIMA through competitive calls (≥2)	The objective of this action is to increase the number of researchers from outside working at the Institute

| Action 45 (new action): Identification of Latin American organizations that have high-quality predoctoral contract programs to carry out their doctoral training in European laboratories. | 18, 19 and 21. Recruitment and selection | Call Management Unit & International Project Unit | Q1-Q2 2024 | Number of researchers who carry out their doctoral training at the Institute thanks to these predoctoral programs (≥2) | The objective of this action is to increase the number of researchers from outside Spain working at the IBIMA |

III. Work Conditions and Social Security					
Action	**C&C Principle**	**Responsible Unit**	**Timing**	**Indicator/Target**	**Comments**
Action 37 (new action): Adaptation of all employment contracts managed by the Foundation to the new employment regulations and modifications in the Law of Science.	25, 26 and 31. Stability and Permanence of Employment, Funding and Salaries, Intellectual Property Rights	Human Resources Unit	Q4 2022 – Q4 2024	Number of temporary contracts active from before 2022 (= 0)	This action is already in progress. According to the new law, all temporary contracts which are active from before 2022 must be adapted to the new legislation before December 2024, meaning that all contracts must be indefinite by then.
Action 39 (new action): Agree with IBIMA partners (SAS, UMA) to offer additional benefits to IBIMA staff (such as Kindergarden, hosting for short term international students, parking, training on soft skills, sportive services, …)	24. Working conditions and 28. career development	Management	Q1 -Q2 2024	Number of benefits acquired (≥1)	Meetings with UMA (University of Malaga) and SAS (Andalusian Public Health System) will be held in order to discuss the possibility of IBIMA´s staff to benefit from services that they already offer to their personnel

HUMAN RESOURCES STRATEGY FOR RESEARCHERS - HRS4R
2023-2025 ACTION PLAN

Action	C&C Principle	Responsible Unit	Timing	Indicator/Target	Comments
Action 40 (new action): develop a "Welcome Document" for short term international staff and students which explains available services, transport, hosting options, ….	23. Research Environment, 24. Working conditions and 29. Value of Mobility	International Unit	Q3 2024	"Welcome Document" done (YES/NO)	With the aim to make easier to adapt to the Institute for short term international staff and students, we will develop a new document including logistics and general information about IBIMA and its environment
Action 41 (new action): Generate opportunities for interaction between researchers and technicians at all stages of their career	23. Research Environment and 28. Career Development	Management	Continuous activity	Number of events held (≥2)	Researchers demand more interaction opportunities to get to know each other's work, and specially reducing the gap between seniors and juniors. For instance, it has been suggested to hold cocktails.

IV. Training					
Action	**C&C Principle**	**Responsible Unit**	**Timing**	**Indicator/Target**	**Comments**
Action 3 (extended action): Establishment of a working group for Mentoring Programme.	28, 30 and 37. Career development, access to career advice and supervision and managerial duties	Scientific Management/Management	Q3-Q4 2023	Number of working group meetings (≥2 annual)	This activity comes from the previous Action Plan, and it is essential to get started as soon as possible. HRS4R working group will offer the opportunity to researchers in all stages of the scientific career to join the Mentoring Programme working group. This group will develop the content and processes of the programme.

HUMAN RESOURCES STRATEGY FOR RESEARCHERS - HRS4R
2023-2025 ACTION PLAN

Actions 19 and 22 (extended action): Appointing mentors and define their role and tasks		Mentoring Programme work group	Q1 2024	Number of mentors appointed (≥4 mentors)	Resulting from Mentoring Programme working group, we will implement a pilot experience with at least 4 volunteer mentors.
Action 42 (new action): Training for mentors		Training Commission	Q2 -Q3 2024	Training program finished (YES/NO)	Mentors will be trained on the contents foreseen in the Mentoring Programme developed by the working group, such as Researcher Career Path, soft skills…
Action 43 (new action): Implementation of the Mentoring Programme.		Mentoring Programme work group	2025	Number of researchers mentorised (≥ 10)	Each mentor will be matched with at least one mentoree, according to their needs. The target group of this mentorship will include junior researchers and emerging leaders.
Action 38 (new action): Analyse the training needs of the research staff periodically and design a training programme.	38 and 39. Continuous professional training and Access to research training and continuous development	Training Commission	Continuous Activity	Training need survey launched biannually (YES/NO)	Periodically, IBIMA ask all its employees about their training needs in order to plan the annual training programme.
Action 47 (new action): Provide new soft-skills training actions in Annual Training Plan	38 and 39. Continuous professional training and Access to research training and continuous development	Training Commission	Continuous Activity	Number of soft-skills training actions performed (≥ 3 per year)	Provide training on leadership, teamwork, team management, etc. to all researchers, especially emerging leaders

HUMAN RESOURCES STRATEGY FOR RESEARCHERS - HRS4R
2023-2025 ACTION PLAN

Action 48 (new action): Increase financial support for the mobility of researchers.	39. Access to research training and continuous development	Management	Continuous Activity	Amount allocated to mobility actions (≥ 39.000€ per year)	The objective of this action is to improve their training and professional development and the possibility of networking with other international centers