Internal Review

Case number: 2021ES623552
Name Organisation under review: ISABIAL
Organisation's contact details: Pintor Baeza, 12, Alicante, Alicante, 03010, Spain

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	630
Of whom are international (i.e., foreign nationality) *	11
Of whom are externally funded (i.e., for whom the organisation is host organisation) *	0
Of whom are women *	358
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	91
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	362
Of whom are stage R1 = in most organisations corresponding with doctoral level *	177
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	651

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7.867.636,89
Annual organisational direct government funding (designated for research)	400.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4.472.952,72
Annual funding from private, non-government sources, designated for research	3.034.527,36

ORGANISATIONAL PROFILE

The Institute of Health and Biomedical Research of Alicante (ISABIAL) is constituted as a multidisciplinary and translational biomedical research space oriented to basic, clinical, epidemiological and health services research, which contributes to increasing the quality of biomedical research in Alicante, as a result of the Association between research groups and researchers, including the Primary Care field.

The entities that make up the Institute are the Department of Health Alicante - General Hospital, through the participation of Conselleria de Sanidad, University of Alicante (UA) and Miguel Hernández University (UMH).

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Strengths

The supervision and control of ISABIAL's research activity is exercised by the Research Commission and the External Scientific Committee, as well as by the Drug Research Ethics Committee (CEIm) and the Animal Experimentation Committee (CEBA), which are responsible for ensuring the ethical compliance of the projects developed in the institution.

The Institute has a Strategic Plan that defines the main objectives of the institution for the period 2022-2026, as well as annual action plans, which establish the objectives and lines of action during the year. These institutional documents, as well as applicable legislation, the Institute's annual accounts and other documents, are posted on ISABIAL's website for greater transparency.

ISABIAL is committed to the dissemination and exploitation of research, encouraging the dissemination of science to the public and promoting the transfer of its results through its Innovation Support Unit, specific training activities and participating in innovation initiatives such as INNOTRANSFER and ITEMAS-ISCIII.

Finally, ISABIAL has an Equality Plan, which includes actions against gender discrimination and an Equality Commission that ensures the dissemination, promotion, and enhancement of equal opportunities among ISABIAL staff.

Weaknesses

Although ISABIAL develops specific training activities for the dissemination of good research practices, it is necessary to develop a Code of Ethics and Good Scientific Practices, to inform researchers about the ethical and legal aspects to which they must adhere in developing their activity.

ISABIAL is working on the development of an Open Science Policy that responds to the current demands in terms of open access and promotes this area in the Institute. In this sense, the Institute must continue working on providing tools to facilitate open access to its research results.

Despite its actions to promote innovation and the translation of results to the patient, ISABIAL does not have a document that sets out objectives, plans and evaluates these activities, which would promote the effectiveness of its efforts in this area, in compliance with its social responsibility as a research entity.

ISABIAL should continue working on its external visibility to broadcast its research results, through the development of a Communication Plan that disseminates its research activity and scientific results in commitment to its social responsibility as a research entity.

Recruitment and selection:

Strengths

ISABIAL has a standardized procedure for the management of personnel recruitment, which defines an open, transparent, and merit-based process for the recruitment of research staff, management staff and support staff for research activities.

The different calls for employment are published through ISABIAL's employment portal. All calls include information regarding the working conditions, functions, requirements to participate in the call and merit assessment, the evaluation committee appointed for the assessment of applications and the selection process.

Weaknesses

Despite having an open, transparent, and merit-based selection and hiring procedure, ISABIAL has detected that it still has room for improvement to adhere to the principles established in the C&C.

It is necessary to include career development prospects in the offers and improve the communication of resolutions to candidates who have been rejected, providing feedback with the reasons for their rejection. In the latter case, it should be noted that, after the resolution of the call, an anonymized list of the candidates who have applied with their corresponding scores is published, which contributes to providing this feedback.

On the other hand, the evaluation committees in charge of evaluating the applications do not have guidelines for the evaluation of qualitative criteria (stays abroad, combination of research periods with periods of assistance, aspects of mobility) or transversal competencies, nor is it specified that interruptions in the career or alterations in the chronological order of the CVs should not be penalized, nor the date of obtaining the degrees (seniority) or foreign degrees or those considered unofficial.

Working conditions:

Strengths

ISABIAL offers scientific support to researchers through common infrastructures and equipment, as well as from its solid management structure, which facilitates the staff's research activity. The Institute promotes collaborative work, and the Strategic Plan establishes actions for the participation of ISABIAL researchers in national and international research networks.

The Institute's Equality Plan presents specific actions to promote personal and professional conciliation and co-responsibility. Likewise, one of the main objectives of this Equality Plan is the search for equal opportunities and gender parity in the selection and provision bodies.

ISABIAL has an industrial and intellectual property regulation, which aims to establish and regulate the procedures related to the ownership, exploitation rights and protection and transfer procedures of the inventions developed within the framework of its activity. This document, together with the regulations for the creation of companies, is available on the Institute's web page for all researchers.

ISABIAL seeks to encourage the transmission of suggestions for improvement, ideas, initiatives, or constructive criticism from its personnel, for which it has a suggestion box, a Works Committee and a Health and Safety Committee that acts as a representative body of the researchers. The purpose of this committee is to receive appeals and complaints from the Institute's professionals and forward them to the governing bodies for their consideration.

Weaknesses

ISABIAL must continue to work as far as possible on developing new mechanisms for the stabilization of its research personnel, on the elements of the research career and on improving the conditions of its personnel, for which it must continue to promote the approval of the regional collective agreement that is being developed.

ISABIAL must include and broaden the mechanisms for participation of the different profiles, areas and entities that make up the Institute by updating its Integration Plan, in line with the actions proposed in its new Strategic Plan.

Although ISABIAL must continue to advance in its commitment to mobility, as well as continue working to provide career guidance to its researchers and ensure their development.

Training and development:

Strengths

ISABIAL, through its Training Group, defines an annual training program aimed at promoting the continuous development of its personnel.

Weaknesses

ISABIAL should work on expanding its training program, developing a framework Training Plan that structures the annual programs it currently publishes. This Training Plan should cover the training needs of all the research profiles, as well as its technical and management staff, and include training actions for scientific dissemination and citizen participation. The Institute should carry out periodic evaluations of the effectiveness of this training and ask the personnel about their training demands.

ISABIAL needs to update its Mentoring Plan for new researchers and emerging groups. This Plan should define the figure of the researcher tutor and establish support actions for emerging groups.

Have any of the priorities for the short and medium term changed?

Since achieving the accreditation, ISABIAL has approved its new **Strategic Plan**, which covers the period 2022-2026. In this Plan, the entity has defined its future goals, aligned with the objectives established in the HRS4R. In this way, strategic objectives and axes have been set with the purpose of promoting suitable facilities and environments for research, fostering the attraction of talent, guaranteeing the training competencies and professional development of the staff, promoting open science, etc. As a result, the KPIs and deliverables defined in the proposed Revised Action Plan are equivalent in many cases to the indicators established in the Strategic Plan, which guarantees the alignment of HRS4R with the overall strategy of the Institute.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy?

In September 2022, the new Spanish science law (Law 1/2022) was approved. This law establishes advances in research careers, favouring stabilization, granting more rights to predoctoral researchers, improving the conditions of researchers associated with the National Health System, etc. Within the framework of this new Law, the Royal Decree-Law 8/2022, of April 5, was approved, adopting urgent measures in employment contracts in the Spanish Science, Technology and Innovation System, to promote the stability and standardization of employment contracts for personnel dedicated to scientific-technical management.

On the other hand, ISABIAL is actively collaborating in the approval of the Collective Agreement of the Public Foundations and Health Research Institutes of the Valencian Community, a regional collective agreement that will allow progress in terms of stabilization and research career.

ISABIAL has participated in the elaboration of the future statute of the labour research staff and research support staff together with the rest of the Foundations and Research Institutes of the Valencian Community, led by the Regional Ministry of Health.

Thus, ISABIAL should continue adapting to this new legislative framework, aligning its human resources strategy for the coming years, to contribute to the objectives set by this new legislation.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

No.	Action	Responsible	Time	Indicator(s) / Objective(s)	Status	Considerations
1	**Update of the Welcome Manual for researchers.** Review the current Welcome Manual for ISABIAL researchers and include the following points: basic principles of freedom of research of the Institute, ethical and legal aspects and code of good scientific practices of ISABIAL. Include in the Welcome Manual the applicable regulations on intellectual and industrial property. Develop a decalogue that will include the basic principles of freedom of research within the Institute. Assess the creation of the figure of the researcher's ombudsman in ISABIAL. Include a complaints and conflict resolution system. Spread the image and work of the Business Committee.	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7)	**D: Welcome manual for researchers updated.** **2023 (Q9, Q10, Q11, Q12)** **D: Decalogue of principles of freedom of research elaborated.** **KPI 1.3: 100% of new researchers have received the Welcome Manual.**	Extended	In June 2023, the Welcome Manual (Welcome Manual for Researchers) was approved , offering more information about ISABIAL and explaining its operation and the Institute's basic services and resources for newly recruited staff. Additionally, the Institute has a video in which all the relevant aspects contained in the Manual are explained and summarized. This video is disseminated among all staff, especially new hires, to improve dissemination and understanding of the contents of the welcoming document. However, this action has been extended, since there is still room for improvement to continue updating this Welcome Manual since it would be necessary to include the ethical and legal principles to which ISABIAL staff must adhere, references to the regulations of intellectual and industrial property or more information about the Institute's complaints and appeals system.
2	**Preparation of a statement of professional responsibility for researchers and management personnel.** Develop a responsible declaration form regarding the professional responsibility of the different researchers and management personnel that are part of ISABIAL.	Laura Sánchez (HR Area)	2022 (Q5, Q6, Q7)	**D: Declaration of professional responsibility for researchers and management personnel prepared.** **KPI 2.2: 100% of staff have signed the Declaration of Responsibility**	Extended	A Declaration of professional responsibility for researchers and management personnel is being developed, thus this action is extended. Through this document, it is intended that the staff commit to the ethical principles of the Institute, as well as comply with the established legal requirements.

#				KPI	Status	
3	**Carrying out activities aimed at increasing the dissemination of ISABIAL research.** Improve the dissemination of calls for available research grants through an internal newsletter. Develop actions that improve the dissemination of research results on the ISABIAL website. Promote actions that facilitate the publication of results in high-impact journals (e.g.: Offer technical support from the management office, methodological support, etc.). Carry out an innovation bulletin in which the agreements of the Innovation Committee are exposed. Identify and assess the use of other means of scientific communication. (For example: Publication of reports on research projects in digital media).	Carla Ordiñana (Innovation and Quality Area)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q9, Q10, Q11, Q12) 2024 (Q13, Q14, Q15, Q16) 2025 (Q17, Q18, Q19, Q20)	**KPI 3.1: Number of innovation newsletters published** **2022 (Q5, Q6, Q7, Q8):** 10 **KPI 3.2: Number of publications in high-impact journals. 45% of the indexed publications are published in journals of the first quartile** **2022 (Q5, Q6, Q7, Q8):** 299 (51%) **2021 (Q3, Q4):** 399 (53%) **KPI 3.3: Publication of news in written and digital media.** **2022 (Q5, Q6, Q7, Q8):** 73 **2021 (Q3, Q4):** 84	In progress	ISABIAL is committed to developing actions aimed at promoting the dissemination and positioning of its research and innovation. In 2022, ISABIAL began publishing bulletins (or _newsletters_) as a communication tool to reinforce transparency and promote the exchange of information. In total, 10 bulletins were published, which included news, dissemination of calls and job offers, training and agenda. ISABIAL develops dissemination actions through its management staff and its website of the main funding calls, to promote knowledge among its researchers. Likewise, the Institute offers technical support to promote publication in high-impact journals that guarantee greater dissemination of their results. In this sense, it is worth highlighting the good results in the ratio of publications indexed in Q1 in 2021 (53%) and 2022 (51%). On the other hand, ISABIAL promotes the dissemination of its research by publishing annual scientific reports, available on the Institute's website, that contain the main scientific results of the institution, the research lines of all groups, and active projects, among other topics. In relation to visibility on other platforms, both written and digital, the Institute shows great progress in the number of appearances in the media, which demonstrates the good results of the Communication Area in this regard (84 publications in 2021 and 73 publications in 2022).
4	**Carrying out activities aimed at society.** Promote the formalization of agreements with patient associations to hold joint meetings between researchers and patients in which existing needs are discussed with ISABIAL research staff. Promote the carrying out of scientific communication activities aimed at society. Hold days of debate between researchers, companies, and patients to detect possible lines of research and development of new products. Encourage the participation of patients, societies and interested parties. (For example: Participation in the "Clinical Research Day").	Carla Ordiñana (Innovation and Quality Area)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q9, Q10, Q11, Q12) 2024 (Q13, Q14, Q15, Q16) 2025 (Q17, Q18, Q19, Q20)	**KPI 4.1: Number of agreements with patient associations.** **2022 (Q5, Q6, Q7, Q8):** 2 **2021 (Q3, Q4):** 6 **KPI 4.2: Number of research dissemination activities carried out. At least three dissemination activities are carried out to society per year** **2022 (Q5, Q6, Q7, Q8):** 37 **2021 (Q3, Q4):** 40 **KPI 4.3: Number of participatory activities carried out between researchers, patient associations and companies.** **2022 (Q5, Q6, Q7, Q8):** 5	In progress	ISABIAL develops numerous activities each year aimed at disseminating the latest research results to society (40 activities in 2021 and 37 activities in 2022). Likewise, participatory activities are organized between researchers, patient associations and companies. Specifically, in 2022, 5 activities were carried out by ISABIAL: - VI Conference on health research with a gender perspective - I ISABIAL-Institute of Neurosciences Research Meeting - SCI-DATES "Appointments with researchers" - V Day of Clinical Research of the Health Department of Alicante - General Hospital - VII Meeting of Researchers of the Health and Biomedical Research Institute of Alicante (ISABIAL) In the last year, 2 agreements have been made with patient associations, which, added to the 6 already established, reach a total of 8.

				2021 (Q3, Q4): 3		These agreements aim to voice the needs of patients to ISABIAL's research staff.
5	**Carrying out a Plan for the Translation and Transfer of Results to clinical practice and the productive sector.** Prepare a plan to translate scientific results from the IIS into clinical practice and the productive sector, in the environment itself and at a global level. The translation plan will contain ISABIAL's strategy in terms of translation and transfer of results and will propose actions to promote the translation to the productive sector (publication of patents, development of new products, conducting clinical trials, etc.) and to clinical practice (clinical practice guidelines). This plan for the translation and transfer of results will have regulations relating to spin-offs generated in ISABIAL.	Carla Ordiñana (Innovation and Quality Area)	2021 (Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q12) 2024 (Q16) 2025 (Q20)	**D: Results Translation and Transfer Plan approved.** **D: Regulations relating to *spin-offs* developed by ISABIAL personnel.** **KPI 5.3: The number of research results transferred to healthcare practice is at least one per year.** **2022 (Q5, Q6, Q7, Q8):** 14 **2021 (Q3, Q4):** 9 **KPI 5.4: The number of patents registered or licensed during the term of the action plan is greater than two.** **2022 (Q5, Q6, Q7, Q8):** 8 **2021 (Q3, Q4):** 7	In progress	The promotion of the translation of results to the National Health System and the productive sector is included as one of ISABIAL's strategic objectives within the 2022-2026 Strategic Plan. Although the Institute's Translation and Transfer Plan is still in the development phase, numerous actions are being carried out to promote this area. In this sense, it should be highlighted the Innovation Support Unit's activity, developing specific training activities and the participation of ISABIAL in initiatives for innovation such as INNOTRANSFER and ITEMAS-ISCIII. These efforts can be reflected in the growth in the number of Clinical Practice Guidelines developed (9 results in 2021 and 14 results in 2022) and in the number of patents registered or licensed by the Institute (7 patents in 2021 and 8 patents in 2022), with an upward trend observed in both indicators.
6	**Development of an Open Science policy.** Prepare a policy on Open Science and its development through the following points: ● Recommendations to encourage publications in Open Access and in recognized, standardized and compatible repositories with European infrastructures. ● Actions that facilitate the open publication of data in standardized information repositories. ● Information about the different publishing options in Open Access, Creative Commons licenses and other tools. ● Support in the implementation of Data Management Plans (PGD).	Carles Blasco (Project Area)	2021 (Q3, Q4)	**D: Open Science policy approved and implemented** **KPI 6.2: Number of publications made in Open Access. At least 25% of the publications derived from projects financed with public funds have been made in Open Access media.** **2022 (Q5, Q6, Q7, Q8):** 76.3% **2021 (Q3, Q4):** 75.41%	Extended	Currently, ISABIAL still does not have an Open Science policy, so this action must be extended beyond the initially set schedule. This policy will be aimed at promoting the publication of articles in Open Access and other recognized repositories, as well as offering methodological and administrative support to researchers through the process of publication. Despite having to consolidate its Open Science policy, it is worth noting that, of the total number of publications made in 2021 and 2022, more than 75% have been made in open access, which demonstrates ISABIAL's efforts in this regard.

7	**Review, update and development of the Equality Plan.** Implement the actions included in the ISABIAL Equality Plan. Include measures that facilitate family conciliation. (E.g.: Request for teleworking). Work towards achieving the Distinction of Equality in the Company (DIE). Promote gender balance at all levels of the Institute, with special attention to management and direction levels, except in those bodies in which their composition is determined by the position held.	Carla Ordiñana (Innovation and Quality Area)	2022 (Q5) 2024 (Q17)	**D: Obtaining the Badge of Equality in the Company.** **KPI 7.2: The composition of the management and management bodies complies with the principles of gender equality with a ratio of at least 60-40 between both genders.**	In progress	In 2022, ISABIAL developed the Equality Plan 2022-2026, intending to guarantee equal opportunities between men and women, the implementation of actions against sex-based discrimination and the integration of the gender perspective at all levels of the institution. The Equality Commission, established in 2019, aims to enforce this plan and disseminate and promote equal opportunities among its staff. However, the Institute continues working on obtaining the Badge of Equality in the Company. Regarding the composition of the management and government bodies: - ISABIAL Directorate: 4 men and 2 women. - Governing Board: 4 men and 4 women. - Technical Management: 1 man. - Investigation Commission: 38 men and 21 women. ISABIAL must continue working to achieve parity in the case of the Institute's Management and the Research Commission since the members of the Governing Board are chosen based on their position.
8	**Review and update of the ISABIAL Integration Plan** Develop an action plan for the research areas, in which the scientific objectives of each of the areas and the indicators are defined to evaluate their degree of compliance. Define cooperation mechanisms between research groups. Develop an evaluation and monitoring system to evaluate the degree of compliance with the objectives proposed in the plan. Carry out the classification of ISABIAL research staff according to the definition of EURAXESS professional categories (R1, R2, R3 and R4).	Carles Blasco (Project Area)	2021 (Q3, Q4) 2022 (Q5) 2023 (Q9) 2024 (Q13) 2025 (Q17)	**D: Updated Integration Plan** **D: Classification of ISABIAL research staff according to the EURAXESS categories (R1, R2, R3 and R4) carried out.** **2022 (Q5)** **KPI 8.3: At least 10% of the groups are emerging groups.** **2022 (Q5, Q6, Q7, Q8):** 52.27% **2021 (Q3, Q4):** 51.16% **KPI 8.4: At least 15% of the PIs will be researchers with an R2 or R3 profile of the European EURAXESS Research Profile classification.** **2022 (Q5, Q6, Q7, Q8):** 15.38% **2021 (Q3, Q4):** 6.45% **KPI 8.5: ISABIAL researchers who are Primary Care staff reach at least a percentage of 5% or a number of 30 researchers.** **2022 (Q5, Q6, Q7, Q8):** 17	In progress	Currently, ISABIAL is pending the development of an Integration Plan, so work must continue to achieve this action. This document is expected to be available in the first quarter of next year (2024, Q13). However, in 2022 a "Proposal for the internal definition of categories of research personnel and research support personnel for the Alicante Health and Biomedical Research Institute" document was prepared. This document defines the classification of ISABIAL research staff based on the EURAXESS professional categories (R1, R2, R3 and R4), among others. ISABIAL is working to enhance the integration of its different staff profiles in research and in the Institute's activity: - % of emerging groups: 2021, 51.16%; 2022, 52.27% - % of PIs that are R2 or R3: 2021, 6.45%; 2022, 15.38% - Number of researchers from Primary Care: 2022, 17 - Number of researchers in Nursing: 2022, 57 - Researcher profiles represented in the Institute's Internal Scientific Committee: 2023, R1 (3); R2 (26); R3 (13); R4 (14)

			KPI 8.6: ISABIAL researchers who develop health care research reach at least a percentage of 4% or several 25 researchers. 2022 (Q5, Q6, Q7, Q8): 57 **KPI 8.7: 100% of researcher profiles are represented in the Institute's Internal Scientific Committee. 2023 (Q9):** R1 (3); R2 (26); R3 (13); R4 (14)		
9	**Update of the Quality and Improvement Plan.** Establish evaluation and assessment systems in all areas of the Institute, including research staff. (For example: Implement evaluation systems of the research staff).	Carla Ordiñana (Innovation and Quality Area)	2021 (Q3, Q4) 2022 (Q5, Q6, Q8) 2023 (Q12) 2024 (Q16) 2025 (Q20)	**D: Updated Quality Plan** **D: Implanted research staff evaluation system** **KPI 9.3: 100% of non-conformities resolved**	In progress	ISABIAL is currently updating the Institute's Quality Plan, to establish evaluation and assessment systems at all levels, as well as specific procedures and tools for the detection and resolution of claims and conflicts.
10	**Updating of the standard contracting procedure.** Incorporate the following points into the contracting procedure: - Incorporation of working conditions and professional development possibilities in ISABIAL's published offers. - Publication of offers in English and on the EURAXESS portal, for those positions that require it. - Inclusion of guidelines regarding the communication of acceptances/denials of applications (For example: Publication of coded lists with the assessment of the merits of the different candidates). - Inclusion of a self-check-in in job offers for applicants. - Development of the OTM-R policy.	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5) 2023 (Q9) 2024 (Q13) 2025 (Q17)	**D: Hiring procedure approved and implemented. 2023 (Q9)** **KPI 10.2: Reviews and evaluations carried out of the contracting procedure.** **KPI 10.3: 100% of hiring processes are governed by the approved contracting procedure.**	In progress	In 2023, the Institute's Human Resources Unit developed a Standard Operation Procedure (SOP) for ISABIAL's Hiring Management, which establishes guidelines for the hiring of temporary personnel. Since its implementation, all contracting processes are governed by this procedure. The different employment calls are published through ISABIAL's employment portal, including, in all cases, information regarding the working conditions, functions, requirements to participate in the call and scale of merits, and the evaluation commission designated for the evaluation of the candidates. and the selection process. Likewise, it should be noted that, after the resolution of the call, an anonymized list of the candidates who have applied is published with their corresponding scores as feedback. Thus, progress has been made in line with the OTM-R policy, but further work is still needed on the publication of offers in English and on the EURAXESS portal. As well as, on the inclusion of professional development perspectives in the offers of employment.
11	**Development of a training guide for members of the Evaluation Commission.** Develop a guide that contains guidelines for the members of the Evaluation Commission regarding the assessment of qualitative criteria to be taken into account in the evaluation of the candidates. (e.g.: stays abroad, a combination of research periods with care periods, mobility aspects, etc.). Include recommendations for the evaluation of transversal competencies of the candidates. (e.g.: communication, dissemination of R&D&I, teamwork, use of new technologies, etc.)	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5, Q6) 2023 (Q9) 2024 (Q13) 2025 (Q17)	**D: A training guide for members of the approved Evaluation Commission** **KPI 11.2: 100% of the Evaluation Commissions have been established taking into account the Training Guide.**	In progress	The ISABIAL Hiring Management SOP, prepared in 2023, contains general information that can help in the description, instructions and procedures related to the contracting process, defining the general technical conditions for preparing personnel selection scales: - General requirements - Necessary requirements - Scale of merits and interview phase - Tie-breaking criteria between candidates - Degree of disability accredited as a

					necessary requirement and not as a merit However, to continue working in line with the OTM-R policy, it is necessary to develop a Training Guide for the members of the Evaluation Commission, which should contain guidelines regarding the assessment of qualitative criteria to be taken into account in the evaluation of candidates, as well as the non-penalization of career interruptions, seniority or foreign qualifications.
12	**Review and update of the Training Plan.** Include training activities for researchers on transversal leadership skills in science, communication with decision-makers, and dissemination of science to society. Promote the implementation of training activities on participation and co-creation in scientific research and other ways to increase participation in research in society.	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5, Q6)	**D: Updated Training Plan** **KPI 12.2: Number of training activities aimed at research staff on scientific communication to society. At least two annual training actions on scientific communication are carried out for society.** **2021 (Q3, Q4):** 0 **2022 (Q5, Q6):** 0 **2023:** 1 **KPI 12.3: Number of training activities aimed at research staff on participation and scientific co-creation. Training activities on participation and co-creation in research are carried out at least once a year.** **2021 (Q3, Q4):** 0 **2022 (Q5, Q6):** 0	Extended	ISABIAL has annual training programs that include training activities in various areas. However, training activities on scientific communication or citizen participation in research have not yet been included. Therefore, this action must be extended to develop a Training Plan that serves as a framework for these training programs and includes activities in these areas. Although no activities on scientific communication training were carried out during 2021 and 2022, a training course was held in 2023.
13	**Improving the dissemination of ISABIAL's research support services.** Develop a dossier of research support structures and common services that includes the regulations for the use of these services and their rates, so that they are known by the research staff.	Carles Blasco (Project Area)	2022 (Q7, Q8)	**D: Dossier of support structures for the research carried out. Inclusion in the Welcome Manual for Researchers** **KPI 13.2: Publication of rates for research support services on the website.** **KPI 13.3: An action to disseminate these services is carried out at least once a year and among 100% of newly hired staff.**	Extended	The Institute disseminates all the scientific platforms and services it offers through its website, which indicates the available equipment, the services offered and the rates for each one. Despite this, the action is not considered complete, since a dossier that collects all this information is still pending development, and neither has it been included in the updated Welcome Manual. Therefore, there is room for improvement when it comes to disseminating it among researchers and new staff.

14	**Recognition of the figure of the Co-IP.** Promote the recognition of the Co-IP figure within the different research groups that make up ISABIAL to guarantee generational change and respecting gender balance, as well as the guidelines proposed within the Institute's Equality Plan.	José Sánchez (Director)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q9, Q10, Q11, Q12) 2024 (Q13, Q14, Q15, Q16) 2025 (Q17, Q18, Q19, Q20)	**KPI 14.1: Number of Co-IPs designated in ISABIAL**	In progress	No Co-PI has been appointed in the Institute yet. However, in line with what is established within the Equality Plan, progress is being made to promote this figure within the various research groups that integrate ISABIAL, to ensure intergenerational succession and promote gender balance.
15	**Development of activities that promote the mobility of research staff.** Design and promote calls for intramural grants for carrying out stays and promote the mobility of research staff.	José Sánchez (Director)	2022 (Q7, Q8) 2023 (Q9) 2024 (Q13) 2025 (Q17)	**KPI 15.1: Approval of intramural aids to promote mobility carried out. 2022 (Q7, Q8):** 1 **2023 (Q9):** 1	In progress	Between 2022 and 2023, ISABIAL has launched two intramural calls, aimed at promoting the mobility of research personnel and facilitating stays in research centres, assisting and participating in conferences: - 2022: IX Call for Grants to Support and Promote ISABIAL Research - 2023: 10th Call for Grants to Support and Promote ISABIAL Research
16	**Updating of the Guardianship Plan for young researchers.** Inclusion of guardianship and guidance actions for emerging researchers. (E.g.: Carrying out activities organized annually as part of Clinical Research Day). Develop a procedure for mentoring emerging and new groups in ISABIAL. (E.g.: Assign a mentor to each of the emerging groups). Define indicators to measure the evolution of young researchers. Promotion of tutoring of university students (eg : Mentoring Plan).	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5) 2023 (Q9) 2024 (Q13) 2025 (Q17)	**D: Updated guardianship plan for young researchers** **KPI 16.2: Training actions aimed at emerging researchers carried out. 2023 (Q9):** 0 **2022 (Q5):** 1 **2021 (Q3, Q4):** 1 **KPI 156.3: Satisfaction above 80%**	In progress	ISABIAL is pending updating its guardianship plan for young researchers, which establishes support actions for this type of professionals and defines the figure of the mentor for new researchers, who can act as a supervisor and reference to said profiles. However, it is worth highlighting the implementation of training activities aimed at novice researchers, such as (2021, 2022): - Management of Crisis Resources in the Emergency Department, through Clinical Simulation (R1) - Training of crisis resources for R1s - SIMIA.
17	**Co-authorship.** Development of actions to promote the representativeness of research staff in ISABIAL's research activities and results. Include in the scientific reports the co-authorships of the research staff with special attention to members of the University, Primary Care and Nursing. (E.g. : Dissemination of joint research projects among the different members on the "ISABIAL Clinical Research Day").	Carles Blasco (Project Area)	2021 (Q4) 2022 (Q5, Q8) 2023 (Q9, Q12) 2024 (Q13, Q16) 2025 (Q17, Q20)	- **KPI 17.1: Number of activities to promote co-authorship carried out. At least one action is carried out per year. 2023 (Q9):** 2 **2022 (Q5):** 3 **2021 (Q3, Q4):** 3	In progress	ISABIAL develops various actions to promote the representation of research staff in the Institute's research activities and results: - The correct use of ISABIAL's affiliation in the different departments is checked every quarter. - The publication of research results is encouraged through ISABIAL's intramural calls: VIII Call ISABIAL 2021, IX Call ISABIAL 2022 and X Call ISABIAL 2023. - The recognition of research work developed by the institution's professionals is disseminated and encouraged, in different conferences organized by ISABIAL: I and V Clinical Research Day of the Alicante Health Department – General Hospital (2021 and 2022); and the VI and VII Meeting of Researchers (ISABIAL) (2021 and 2022).

18	**Participation of research staff in the Research Commission/Internal Scientific Committee.** Assess the representation of all researcher profiles in the Research Commission. (For example : Participation of researchers R1, R2, R3 and R4). Improve the dissemination of decisions made by decision-making bodies.	José Sánchez (Director)	2021 (Q4) 2022 (Q5) 2023 (Q9) 2024 (Q13) 2025 (Q17)	**KPI 18.1: 100% of research staff represented in the Research Commission 2023 (Q9):** R1 (3); R2 (26); R3 (13); R4 (14) **KPI 18.2: Number of dissemination actions on the decisions made by decision-making bodies 2022 (Q5):** 2	In progress	ISABIAL is dedicated to enhancing researchers' involvement in the decision-making processes of the institution. Notably, the Research Commission, composed of members from diverse profiles (2023, R1 (3); R2 (26); R3 (13); R4 (14)), ensures widespread participation. Furthermore, the Institute disseminates the decisions of governing bodies through its newsletters (2 newsletter in 2022).
19	**Adherence to the Agreement of the Administration of the Generalitat Valenciana.** Initiate the procedures for adhesion to the Agreement of the labour personnel at the service of the Administration of the Generalitat Valenciana.	José Sánchez (Director)	2021 (Q3, Q4) 2022 (Q5, Q6)	**KPI 19.1: Adhesion of ISABIAL to the Agreement of the Administration of the Generalitat Valenciana.**	Extended	The Collective Agreement of the Public Foundations and Health Research Institutes of the Valencian Community has not been approved yet, so it is necessary to extend this action. Nevertheless, it should be highlighted that the agreement is in the final approval phase, pending resolution by the General Directorate of Budgets, following a report from the General Directorate of Research and Innovation, the regional bodies in charge of its processing.
20	**Provide a favourable work environment for international staff.** Promotion of actions that promote the attraction and retention of international talent. Translation of those relevant internal documents required for the usual research practice, which allows to help and advise foreign researchers, such as the Welcome Manual. Translate the ISABIAL website into English. Encourage the publication of offers in English and on the EURAXESS portal, for those positions that require it, aligned with the OTM-R policy.	José Sánchez (Director)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q9, Q10, Q11, Q12) 2024 (Q13, Q14, Q15, Q16) 2025 (Q17, Q18, Q19, Q20)	**KPI 20.1: Number of international contracted research staff. 2022 (Q5, Q6, Q7, Q8):** 4 **KPI 20.2: Number of relevant documents translated into English.**	In progress	Currently, 4 people of foreign origin work at the Institute. Although the HRS4R tab on ISABIAL's website is available in English, it is necessary to continue working on the translation of the entire page, in addition to relevant Institute documentation, to facilitate understanding for international staff. Additionally, the Institute must continue working on the publication of job offers in EURAXESS to attract foreign talent.
21	**NEW: Develop a Communication Plan that promotes the visibility of the Institute and disseminates its research activity to society.**	Jose Antonio Mas (Communication)	2024 (Q13)	**D: Communication Plan developed and approved.**	NEW	ISABIAL must continue improving its visibility and disseminating research results to society, in compliance with its social responsibility as a research entity. In this sense, the development of a Communication Plan will structure all these actions. An employee survey was conducted to promote employee participation and gather opinions for the Interim Assessment. The results of the study highlighted the importance of prioritising the development of the Communication Plan.
22	**NEW: Develop a Code of Good Research Practices in line with the ALLEA European Code of Conduct, which will include the ethical principles to which researchers must adhere and their rights and duties in matters of industrial and intellectual property.**	Ana Tobarra (Quality)	2024 (Q13, Q14)	**D: Code of Good Research Practices developed and approved.** **KPI 22.1: Number of annual dissemination actions of the Code of Good Research Practices**	NEW	ISABIAL has detected the need to develop a Code of Good Research Practices that will define and disseminate the ethical principles that the institute's personnel must respect in the fulfilment of their obligations among its researchers. An employee survey was conducted to promote employee participation and gather opinions for the Interim Assessment. The results of the study highlighted the importance of prioritising the development of the Code of Good Research Practices.

23	**NEW: Update the SOP Hiring Management, to promote its alignment with the OTM-R principles, including the explicit mention that the following will not be penalized:** • Interruptions in the career or alterations in the chronological order of the CVs. • The date of obtaining the qualifications (seniority). • Foreign qualifications or those considered unofficial.	Mayvic Valencia (HR)	2024 (Q13, Q14)	**D: SOP Hiring Management updated.**	NEW	Despite ISABIAL having implemented a selection and hiring process in accordance with the OTM-R principles, various areas for improvement were identified. These areas require a revision of the Institute's hiring procedures, encompassing elements such as explicitly addressing non-penalization for career interruptions, considering the length of qualifications, and recognizing foreign qualifications, among other factors.
24	**NEW: Develop a framework Training Plan that serves as a backbone for the preparation of annual training programs, establishing the need to develop surveys to detect needs among staff and include activities for the training of management personnel.**	Mayvic Valencia (HR)	2024 (Q13, Q14, Q15)	**D: Training Plan framework developed and approved.** **KPI 24.1: Number of annual surveys conducted to detect training needs.** **KPI 24.2: Number of annual training activities with the participation of management personnel.**	NEW	ISABIAL develops an annual training program for its research staff, but it is necessary to develop a framework program that structures all these activities and contemplates the training of other types of professional profiles, in addition to researchers.
25	**NEW: Promote the dissemination of ISABIAL advances related to HRS4R among the Institute's staff to encourage their involvement in the process.**	Jose Antonio Mas (Communication)	Q13-Q20	**KPI 25.1: Number of dissemination actions of the achievements and progress related to HRS4R.**	NEW	During the self-assessment developed by ISABIAL, room for improvement was detected regarding the knowledge and involvement of its personnel in the dissemination of the activities related to HRS4R. Thus, this action will promote the achievement of these objectives.
26	**NEW: Establish an ISABIAL repository of information, where the Institute's research staff can publish their data in an open and accessible way.**	Alberto Garcia (Data Unit)	2024 (Q13, Q14)	**D: Development and implementation of ISABIAL's public repository of information**	NEW	ISABIAL proposes the creation of its own repository of information, to continue advancing in the publication of open research data. This repository will allow the Institute's researchers to securely and openly upload the raw data derived from their research outcomes. With this initiative, ISABIAL seeks to contribute to open access throughout the Valencian Community.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site*:

URL: https://isabial.es/hrs4r/

Comments on the implementation of the OTM-R principles

ISABIAL has a standardized recruitment management procedure that defines the description, instructions, and procedures to follow when the need for hiring personnel. The calls for employment are published on the ISABIAL website with a minimum duration of 14 calendar days, specifying the opening date and closing date for applications. The published offers include the job description, the functions to be performed, the requirements to participate in the call (qualifications, experience, languages), the job merits to be taken into account (professional experience, training, skills and general attitudes), as well as the assessment of these merits and the score of the interview phase.

The selection of candidates for the offers of research personnel, management personnel and collaborators in research tasks published by the Institute is carried out by an Evaluation Commission appointed for each call. For the evaluation of the applications, the principles of equality, merit, capacity, independence, and impartiality will be considered, assessing the documentation provided in the application and making the final decision based on the suitability of the profile to the call. It should be noted that, after the resolution of the call for applications, an anonymized list of the candidates who have applied with their corresponding scores is published, which contributes to providing feedback.

The following is a description of the actions related to the implementation of ISABIAL's OTM-R policy that are maintained in the revised action plan to achieve compliance over the next 36 months, as well as the new action that has been included:

1. OTM-R (1;2;3;5;6;7;9;10;12;13;16;17;18;19;21;23). Action 10 (IN PROGRESS): Updating the standard hiring procedure.

- Incorporation of working conditions and professional development possibilities in the offers published by ISABIAL.
- Publication of offers in English and on the EURAXESS portal, for those positions that require it.
- Inclusion of guidelines regarding the communication of acceptances/refusals of applications (e.g., publication of coded lists with the evaluation of the merits of the different candidates).
- Inclusion of a self-check-in in the job offers of the applicants.
- Development of the OTM-R policy.

2. OTM-R (3;16;19). Action 11 (IN PROGRESS): Develop a training guide for members of the Evaluation Committee.

- Develop a guide containing guidelines for the members of the Evaluation Committee regarding the evaluation of qualitative criteria to be taken into account in the evaluation of candidates (e.g., stays abroad, combination of research periods with periods of care, mobility aspects, etc.).
- Include recommendations for the evaluation of transversal competencies of the candidates (e.g., communication, dissemination of R&D&I, teamwork, use of new technologies, etc.).

3. OTM-R (6;7;13). Action 20 (IN PROGRESS): Provide a favourable working environment for international staff.

- Translation of those internal documents that are relevant and necessary for routine research practice, such as the Welcome Manual, to assist and advise foreign researchers.
- Promote the publication of offers in English and the EURAXESS portal, for those positions that require it, in line with the OTM-R policy.

4. OTM-R (19). Action 23 (NEW): Update the SOP Recruitment Management, to promote its alignment with OTM-R principles, including explicit mention that it will not penalize:
- Career breaks or alterations to the chronological order of CVs.
- The date on which the qualifications were obtained (seniority).
- Foreign qualifications or qualifications considered unofficial.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: https://isabial.es/hrs4r/

4. Implementation

General overview of the expected overall implementation process of the action plan:
The Human Resources Strategy for Researchers of ISABIAL (HRS4R) was promoted by the Scientific and Management Direction of the Institute. A Steering Committee/Working Group formed by different representatives of the profiles that make up ISABIAL was created to ensure the implementation of the HRS4R Strategy: the Management Direction, the Scientific Direction and Sub-Direction, the Technical Direction, representatives of the areas of Human Resources, Quality, Administration, Communication, Innovation, Projects, Clinical Trials, and all the researcher profiles (R1-R4). In this way, the members of this Steering Committee/Working Group are responsible for implementing and following up on the different actions included in the Action Plan within their area of responsibility at the Institute. The various people in charge are responsible for compiling indicator data that are shared with the rest of the team in biannual work meetings, to monitor progress in the implementation of the strategy, as well as to identify deviations and establish improvement actions.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review?
The internal review has been developed from the follow-up of the Action Plan and the internal review carried out by the Institute to face this interim evaluation phase, including the review of the recommendations of the evaluators of the Consensus Report. During the two years since accreditation was achieved, the Steering Committee/Working Group has met in person and maintained direct contact by telematic means to ensure the follow-up of the actions established in the Plan and their implementation. This follow-up has allowed the identification of improvement opportunities to be taken into account for the development of the internal review and the Revised Action Plan. At the time of developing this self-assessment, to encourage the participation of researchers and all ISABIAL staff in the process and to identify the current needs of the Institute, a survey was carried out to gather the opinion of the centre's professionals. The survey has received a total of 87 responses, from which, 50 were complete. Finally, during this internal review, special consideration has been given to the recommendations included in the consensus report developed by the evaluators at the time of accreditation, to address the main areas of improvement of ISABIAL in this new phase.

How have you involved the research community, your main stakeholders, in the implementation process?
ISABIAL seeks to achieve the maximum degree of participation in the implementation of HRS4R. Therefore, the HRS4R Steering Committee/Working Group includes representatives from the different areas of the Institute, as well as research staff from different categories. Despite this broad representation of the different profiles of the Institute in the Steering Committee/Working Group, ISABIAL has detected room for improvement in involving all professionals in the HRS4R process, so a new action is proposed in the Revised Action Plan to disseminate the advances in HRS4R and achieve greater involvement of all the Institute's staff. Finally, the working group will take into account the different comments and areas for improvement proposed by ISABIAL personnel. These comments and proposals will be evaluated by the HRS4R working group in its two annual meetings.

Do you have an implementation committee and/or steering group regularly overseeing progress?

The implementation and monitoring of the different actions included in the Action Plan are carried out by those responsible for the HRS4R Steering Committee/Working Group. As mentioned above, each person in charge is responsible for analysing the degree of implementation of the measures in their area by measuring the defined indicators.

Two annual meetings of the Steering Committee/Working Group are held, to share the monitoring carried out by those responsible and review the objectives established to evaluate the degree of implementation of each action. Based on this analysis, improvement actions are discussed at these meetings to correct the deficiencies detected.

The Steering Committee/Working Group has an adequate composition to guarantee its operational and executive capabilities in the fulfilment of its functions:
- Elena Bertomeu González, Managing Director.
- Scientific Director (currently vacant).
- Cristina Alenda González, Deputy Scientific Director.
- Andreu Campos Candel, Technical Director.
- Carles Blasco Peris, Project Technician.
- Carmina Díaz Marín, Representative of Consultation Bodies.
- Mayvic Valencia Zulueta, Coordinator of Human Resources and Training.
- Sergio Jávega Candel, HR Administrative.
- Jose Antonio Más Cayuelas, Communication.
- Alexandra Muñoz Ambit, EE.CC. Coordinator.
- Carla Ordiñana Gil, Innovation Technician.
- Ana Tobarra López, Quality Technician.
- Yoel Genaro Montoyo Pujol, Researcher R1.
- María Paz Ventero Martín, Researcher R2.
- José Manuel González Navajas, Researcher R3.
- Rocío Pérez González, Researcher R3.
- Jesús Rodríguez Marín, Researcher Emeritus R4.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

The Steering Committee/Working Group in charge of the HRS4R process has been selected and supported by ISABIAL's Scientific Directorate and Management Directorate. Both authorities have been actively involved in all stages of the process, ensuring consistency of institutional policies in the formulation of the HRS4R strategy and its implementation.

As mentioned above, the institution has established its strategic objectives for the coming years in its Strategic Plan 2021-2025, in alignment with the objectives set out in the HRS4R. Thus, objectives and strategic lines are included to promote a suitable environment for the development of research activity, the incorporation of talent, professional recognition, and the development of competencies, to ensure adequate infrastructures and working conditions for researchers, to promote open science and citizen participation, etc. Consequently, the KPIs defined in the HRS4R Enhanced Action Plan are equivalent in many cases to the indicators established in the Strategic Plan, which guarantees the alignment of HRS4R with the general strategy of ISABIAL.

How has your organisation ensured that the proposed actions would be also implemented?

The Steering Committee/Working Group created is made up of representatives of the different management areas of the Institute involved in the development and implementation of the Human Resources Strategy, as well as representatives of the researchers, which provides a holistic representation of the Institute's profiles that facilitates the implementation and monitoring of actions and the detection of deviations. In this sense, the presence of ISABIAL's Management in the team is noteworthy, which guarantees institutional support for HRS4R.

Likewise, this implementation of the actions is favoured due to the alignment of the HRS4R with the general strategy of the Institute, which allows many of the established KPIs to be equivalent.

For each action, a responsible person has been established within the Steering Committee/Working Group, as well as an implementation schedule that allows for detailed monitoring. As mentioned above, the persons responsible are responsible for measuring the indicators and progress is shared at biannual meetings. A follow-up report will be prepared from these meetings to monitor the development of the actions.

How are you monitoring progress (timeline)?

ISABIAL has the following tools for the proper monitoring of actions:

- KPIs and deliverables associated with each action that set parameters for monitoring.

- Implementation schedule associated with each action to ensure follow-up over time.

- Responsible persons assigned to each action who oversee the implementation of the actions and the measurement of the indicators.

- Biannual meetings of the Steering Committee/Working Group to follow up on the actions. During these meetings, the data collected by those responsible for the actions are reviewed, as well as the objectives and the established schedules to evaluate the degree of progress of each of the actions.

How will you measure progress (indicators) in view of the next assessment?

As mentioned above, the different people responsible for the actions to be implemented in the Revised Action Plan will oversee monitoring the measures and measuring the indicators established for each one. Two working meetings of the Steering Committee/Working Group will be held annually, where the degree of progress in the implementation of the Revised Action Plan will be discussed and improvement actions will be proposed if necessary.

Based on the conclusions of these meetings, a report will be developed to monitor the development of the actions.

How do you expect to prepare for the external review?

The Steering Committee/Working Group will conduct a new self-assessment of HRS4R implementation after exhausting the timeline established in this Revised Action Plan. This self-assessment will include a new assessment of ISABIAL's strengths and weaknesses in terms of the four blocks of the C&C, as well as a thorough review of the recommendations issued by the HRS4R evaluation committee. Based on this self-assessment and the follow-up of the Action Plan, new actions will be proposed to solve the detected deviations and will be presented to the evaluation committee.