

TEMPLATE 4: ACTION PLAN

Case number: 2021ES623552

Name Organisation under review: **INSTITUTO DE INVESTIGACIÓN SANITARIA Y BIOMÉDICA DE ALICANTE (ISABIAL)**

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SUBMISSION DATE: April 9th, 2021

1. ORGANISATIONAL INFORMATION

Please provide a limited number of 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	521
Of whom are international (i.e. foreign nationality)	14
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	311
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	55
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	412
Of whom are stage R1 = in most organisations corresponding with doctoral level	71
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	546
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	5.753.030,00
Annual organisational direct government funding (designated for research)	300.000,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	912.699,21
Annual funding from private, non-government sources, designated for research	797.660,25
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Alicante Institute for Health and Biomedical Research (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 field of Primary Care</p>	



ISABIAL is made up of research groups from the following entities: Alicante Health Department-General Hospital, with the participation of the Conselleria de Sanitat Universal i Salut Pública; the University of Alicante (UA) and the Miguel Hernández University (UMH).

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> <p>The Institute has a Drug Research Ethics Committee (CEIM) that is in charge of evaluating the ethical problems raised in the development of research projects whose protocols affect human subjects or biological samples. It also has a Quality Policy and a Manual of Good Practices in which the ethical principles, excellence and professionalism that should guide the research carried out at ISABIAL are collected.</p> <p>Likewise, ISABIAL has an Equality Plan which includes the activities aimed at achieving full gender equality.</p> <p>On the other hand, the Institute has a Strategic Plan for the period 2016-2021 where the strategic objectives to be achieved and the different actions to be developed to fulfill them are collected. In addition, ISABIAL presents each year an Action Plan in which the annual objectives and the actions to achieve them are set, with their respective economic allocation, always within budgetary limits.</p> <p>WEAKNESSES</p> <p>ISABIAL does not have a specific labor agreement for the Institute's staff, thus applying the general labor regulations in Spain (Workers' Statute).</p>

	<p>On the other hand, it is necessary to strengthen the external communication of the institution, improving the channels of internal communication (ISABIAL research staff) and external (society).</p> <p>ISABIAL lacks an Open Science Policy that responds to the new initiatives proposed by the European Union in this area.</p>
<p>Recruitment and selection</p>	<p>STRENGTHS</p> <p>ISABIAL has a standard contracting procedure that is characterized by following criteria of competition and publicity. Being a public institution, it has an open, transparent and merit-based procedure for the selection and hiring of research staff, for management staff and for support staff in research tasks.</p> <p>ISABIAL establishes that the selection of suitable candidates is carried out through a specific evaluation panel for each of the positions that are summoned.</p> <p>WAEKNESSES</p> <p>ISABIAL has a procedure for the selection and hiring of personnel, which is characterized by being transparent, and based on merits, however, after analyzing in detail the current OTM-R policy in accordance with the HRS4R strategy, it is necessary to improve the hiring procedures , improving the communication of acceptance / denial to candidates and establishing guidelines for the assessment of qualitative criteria by the Evaluation Commission.</p>
<p>Working conditions</p>	<p>STRENGTHS</p> <p>ISABIAL has a defined scientific structure distributed in 5 research areas and the category recognizes all research personnel, regardless of their profile.</p> <p>The Institute makes available to research staff different platforms to support research and common services such as: Research Support Laboratory, Biobank and Clinical Trials Unit. The Institute also has an Innovation Area, which has procedures to channel aid to researchers and offer technical support to them in aspects of industrial and intellectual property.</p> <p>ISABIAL promotes the participation of its researchers in national and international networks. ISABIAL cuenta con un Plan de Igualdad que promueve la conciliación laboral y familiar del personal investigador y garantiza la plena igualdad entre hombres y mujeres en el Instituto.</p> <p>WEAKNESSES</p>

	<p>ISABIAL should increase the dissemination of the different research support units and services available. A dossier must be prepared that includes the procedures for using these services by the Institute's researchers and the fees associated with each one of them.</p> <p>ISABIAL must perform the classification of the research staff according to the definition of the EURAXESS categories (R1, R2, R3 and R4).</p>
<p>Training and development</p>	<p>STRENGTHS</p> <p>ISABIAL has a Training Plan that includes all the objectives and activities for the training and development of the personnel that are part of the Institute. There is a Training working group that prepares the Training Program on an annual basis in the last quarter of each year, which includes the training actions considered of interest according to the demands of all training levels of the Institute's staff.</p> <p>WEAKNESSES</p> <p>ISABIAL does not have a procedure for the continuous evaluation of research staff.</p> <p>The Institute has a tutoring program for emerging groups that must be updated to include more activities, such as mentoring procedures for young researchers and university students.</p>

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL:

<http://alicante.san.gva.es/web/isabial/estrategia-hrs4r>

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:

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
1	1;2;3; 7;34		<p>Update of the Welcome Manual for researchers. Review the current ISABIAL Welcome Manual for 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 the applicable regulations on intellectual and industrial property in the Welcome Manual. Develop a decalogue where the basic principles of freedom of research within the Institute will be included. Assess the creation of the figure of the researcher's defender in ISABIAL. Include a system for complaints and conflict resolution. Spread the image and the work of the Company Committee.</p>	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7)	<p>- Welcome manual for researchers updated.</p> <p>- Decalogue of principles of freedom of investigation elaborated.</p> <p>-100% of new researchers have received the Welcome Manual.</p>
2	3		<p>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.</p>	Laura Sánchez (HR Area)	2022 (Q5, Q6, Q7)	<p>- Declaration of professional responsibility for researchers and management personnel prepared.</p> <p>-100% of the staff has signed the Declaration of Responsibility.</p>

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
3	4;8;9		<p>Carrying out activities aimed at increasing the dissemination of ISABIAL's research.</p> <p>Improve the dissemination of the calls for research grants available through an internal newsletter.</p> <p>Develop actions that improve the dissemination of research results on the ISABIAL website.</p> <p>Promote actions that facilitate the publication of results in high impact journals (Eg: Offer technical support from the management office, methodological support, etc.).</p> <p>Carry out an innovation bulletin in which the agreements of the Innovation Committee are exposed.</p> <p>Identify and assess the use of other means of scientific communication. (Eg: Publication of reports on research projects in digital media).</p>	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)	<p>- Number of innovation bulletins published.</p> <p>- Number of publications in high impact magazines. 45% of the indexed publications are published in journals of the first quartile.</p> <p>-Publication of news in written and digital media.</p>
4	8;9		<p>Carrying out activities aimed at society.</p> <p>Promote the formalization of agreements with patient associations to hold joint meetings between researchers and patients in which the existing needs of the ISABIAL research staff are discussed.</p> <p>Promote the implementation of scientific communication activities aimed at society.</p> <p>Hold days of debate between researchers, companies and patients in order to detect possible lines of research and development of new products.</p> <p>Encourage the participation of patients, societies and stakeholders. (Eg: Participation in the "Clinical Research Day").</p>	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)	<p>-Number of agreements with patient associations.</p> <p>Number of research dissemination activities carried out. At least three dissemination activities are carried out to society per year.</p> <p>-Number of participatory activities carried out between researchers, patient associations and companies.</p>
5	8;31		<p>Carrying out a Plan for the Translation and Transfer of Results to clinical practice and the productive sector. Prepare a plan for translating the scientific results of the IIS to clinical practice and the productive sector, in the environment itself and at a global level. The transfer plan will contain ISABIAL's strategy in terms of transferring and transferring results and will propose actions to promote transfer to the productive sector (publication of patents, development of new products, conducting clinical trials, etc.) and to clinical practice (clinical practice guidelines).</p> <p>This plan for the transfer and transfer of results will have regulations regarding the spin-offs generated in ISABIAL.</p>	Carla Ordiñana (Innovation and Quality Area)	2021 (Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q12) 2024 (Q16) 2025 (Q20)	<p>- Translation and Transfer of Results Plan approved.</p> <p>- Regulations relating to spin-offs developed by ISABIAL personnel.</p> <p>-The number of research results transferred to healthcare practice is at least one per year.</p>

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
						-The number of patents registered or licensed during the term of the action plan is greater than two.
6	8		<p>Development of an Open Science policy. Prepare a policy on Open Science and its development through the following points:</p> <ul style="list-style-type: none"> • Recommendations to promote the publication of Open Access publications and repositories recognized, standardized and compatible with European infrastructures. • Actions that facilitate the open publication of data in standardized information repositories. • Information on the different Open Access publishing options, Creative Commons licenses and other tools. • Support in the realization of Data Management Plans (PGD). 	Carles Blasco (Projects Area)	2021 (Q3, Q4)	<p>- Open Science Policy approved and implemented.</p> <p>-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.</p>
7	10;24; 27		<p>Review, update and development of the Equality Plan. Implement the actions included in the ISABIAL Equality Plan. Include measures that facilitate family conciliation. (Eg: Request for teleworking). Work towards the achievement of 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.</p>	Carla Ordiñana (Innovation and Quality Area)	2022 (Q5) 2024 (Q17)	<p>- Obtaining the Badge of Equality in the Company.</p> <p>-The composition of the directing and management bodies complies with the principles of gender equality with a ratio of at least 60-40 between both genders.</p>
8	11		<p>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 to evaluate their degree of compliance are defined. Define cooperation mechanisms between research groups. Develop an evaluation and monitoring system to evaluate the degree of fulfillment of 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).</p>	Carles Blasco (Projects Area)	2021 (Q3, Q4) 2022 (Q5) 2023 (Q9) 2024 (Q13) 2025 (Q17)	<p>- Updated Integration Plan.</p> <p>-Classification of ISABIAL research staff according to the EURAXESS categories (R1, R2, R3 and R4) carried out.</p> <p>- At least 10% of the groups are emerging groups.</p> <p>- At least 15% of the PIs will be researchers with the R2 or R3</p>

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
						<p>profile of the European EURAXESS Research Profile classification.</p> <ul style="list-style-type: none"> - ISABIAL researchers who are Primary Care personnel reach, at least, a percentage of 5% or a number of 30 researchers. - ISABIAL researchers who carry out research in health care reach, at least, a percentage of 4% or a number of 25 researchers. - 100% of the researcher profiles represented in the Institute's Internal Scientific Committee.
9	11;22		<p>Updating of the Quality and Improvement Plan. Establish evaluation and assessment systems in all areas of the Institute, including the research staff. (Eg: Implement evaluation systems of the research staff).</p>	Carla Ordiñana (Innovation and Quality Area)	2021 (Q3, Q4) 2022 (Q5, Q6, Q8) 2023 (Q12) 2024 (Q16) 2025 (Q20)	<ul style="list-style-type: none"> - Updated Quality Plan. - Implanted research staff evaluation system. - 100% of the non-conformities resolved.
10	12;13; 14;15; 16;21; 27	1;2;3;5; 6;7;9;10 ;12;13; 16;17; 18;19; 20; 21;23	<p>Updating of the standard contracting procedure. Incorporate the following points into the contracting procedure:</p> <ul style="list-style-type: none"> • 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 (eg: Publication of coded lists with the evaluation 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)	<ul style="list-style-type: none"> -Hiring procedure approved and implemented. -Reviews and evaluations made of the contracting procedure. -100% of the contracting processes are governed by the approved contracting procedure.

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
11	14;16; 17;18; 19;20; 29	3;16;19	<p>Development of a training guide for the members of the Evaluation Commission.</p> <p>Develop a guide that contains guidelines for the members of the Evaluation Committee regarding the evaluation of qualitative criteria to be taken into account in the evaluation of the candidates. (Eg: stays abroad, combination of research periods with care periods, mobility aspects, etc.).</p> <p>Include recommendations for the evaluation of transversal competences of the candidates. (Eg: communication, dissemination of R + D + I, teamwork, use of new technologies, etc.)</p>	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5, Q6) 2023 (Q9) 2024 (Q13) 2025 (Q17)	<p>-Training guide for members of the approved Evaluation Commission.</p> <p>-100% of the Evaluation Commissions have been constituted taking into account the Training Guide.</p>
12	8;9;38		<p>Review and update of the Training Plan.</p> <p>Include training activities for researchers on transversal leadership competencies in science, communication with decision-makers, and dissemination of science to society.</p> <p>Promote the performance of training activities on participation and co-creation in scientific research and other ways to increase participation in research in society.</p>	Laura Sánchez (HR Area)	2021 (Q3, Q4) 2022 (Q5, Q6)	<p>-Updated Training Plan.</p> <p>-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.</p> <p>-Number of training activities aimed at research staff on scientific participation and co-creation. Training activities on participation and co-creation in research are carried out at least once a year.</p>
13	23		<p>Improving the dissemination of ISABIAL's research support services.</p> <p>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 to the research staff.</p>	Carles Blasco (Projects Area)	2022 (Q7, Q8)	<p>-Dossier of support structures for the research carried out. Inclusion in the Welcome Manual for researchers.</p> <p>-Publication of rates for research support services on the website.</p> <p>-An action to disseminate these services is carried out at least once a year and in 100% of the newly hired staff.</p>

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
14	27		Recognition of the figure of the Co-IP. Promote the recognition of the figure of the Co-IP within the different research groups that make up ISABIAL with the aim of guaranteeing generational change and respecting gender balance, as well as the guidelines proposed within the Institute's Equality Plan.	José Sánchez (Direction)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q9, Q10, Q11, Q12) 2024 (Q13, Q14, Q15, Q16) 2025 (Q17, Q18, Q19, Q20)	- Number of Co-IPs designated in ISABIAL.
15	29;38		Development of activities that promote the mobility of research staff. Design and promote calls for intramural grants for carrying out stays and promoting the mobility of research staff.	José Sánchez (Direction)	2022 (Q7, Q8) 2023 (Q9) 2024 (Q13) 2025 (Q17)	-Approval of intramural aids to promote mobility carried out.
16	30;33; 36;37; 38;40		Updating of the Guardianship Plan for young researchers. Inclusion of guardianship and guidance actions for emerging researchers. (Eg: Carrying out activities organized annually as part of the Clinical Research Day). Develop a procedure for mentoring emerging and new groups in ISABIAL. (Eg: 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)	-Updated guardianship plan for young researchers. -Training activities aimed at emerging researchers carried out. -Satisfaction above 80%.
17	32		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-authorship of the research staff with special attention to the members of the University, Primary Care and Nursing. (Eg: Dissemination of joint research projects among the different members on the "ISABIAL Clinical Research Day").	Carles Blasco (Projects Area)	2021 (Q4) 2022 (Q5, Q8) 2023 (Q9, Q12) 2024 (Q13, Q16) 2025 (Q17, Q20)	-Number of activities to promote co-authorship carried out. At least one action is carried out per year.
18	35		Participation of the research staff in the Research Commission / Internal Scientific Committee. Assess the representation of all researcher profiles in the Research Commission. (Eg: Participation of researchers R1, R2, R3 and R4). Improve the dissemination of decisions made by decision-making bodies.	José Sánchez (Direction)	2021 (Q4) 2022 (Q5) 2023 (Q9) 2024 (Q13) 2025 (Q17)	-100% of the research staff represented in the Research Commission. -Number of dissemination actions on the decisions made by the decision-making bodies.

ID	C&C	OTM-R	ACTIONS	RESPONSIBLE	SCHEDULE	INDICATOR / TARGET
19	5		Adherence to the Agreement of the Administration of the Generalitat Valenciana. Initiate the procedures for adhesion to the Agreement of labor personnel at the service of the Administration of the Generalitat Valenciana.	José Sánchez (Direction)	2021 (Q3, Q4) 2022 (Q5, Q6)	-Adhesion of ISABIAL to the Agreement of the Administration of the Generalitat Valenciana.
20	23;24; 30	6;7;13	Provide a favorable 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 allow 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, in line with the OTM-R policy.	José Sánchez (Direction)	2021 (Q3, Q4) 2022 (Q5, Q6, Q7, Q8) 2023 (Q9, Q10, Q11, Q12) 2024 (Q13, Q14, Q15, Q16) 2025 (Q17, Q18, Q19, Q20)	-Number of international contracted research staff. - Number of relevant documents translated into English.

CRONOGRAMA

ID	Acciones	TIMING																		
		2021			2022				2023				2024				2025			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19
1	Update of the Welcome Manual for researchers.																			
2	Preparation of a statement of professional responsibility for researchers and management personnel.																			
3	Carrying out activities aimed at increasing the dissemination of ISABIAL's research.																			
4	Carrying out activities aimed at society.																			

ID	Acciones	TIMING																			
		2021				2022				2023				2024				2025			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
5	Carrying out a Plan for the Translation and Transfer of Results to clinical practice and the productive sector.				■	■	■	■				■				■				■	
6	Development of an Open Science policy.			■	■																
7	Review, update and development of the Equality Plan.					■												■			
8	Review and update of the ISABIAL Integration Plan.			■	■	■				■			■					■			
9	Updating of the Quality and Improvement Plan.			■	■	■	■			■			■				■			■	
10	Updating of the standard contracting procedure.			■	■	■				■			■					■			
11	Development of a training guide for the members of the Evaluation Commission.			■	■	■	■			■			■					■			
12	Review and update of the Training Plan.			■	■	■	■														
13	Improving the dissemination of ISABIAL's research support services.							■	■												
14	Recognition of the figure of the Co-IP.			■	■	■	■			■	■	■	■	■	■	■	■	■	■	■	
15	Development of activities that promote the mobility of research staff.							■	■	■				■				■			

ID	Acciones	TIMING																				
		2021				2022				2023				2024				2025				
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	
16	Updating of the Guardianship Plan for young researchers.			■	■	■								■					■			
17	Co-authorship.				■	■			■	■			■	■			■	■				■
18	Participation of the research staff in the Research Commission / Internal Scientific Committee.				■	■				■				■					■			
19	Adherence to the Agreement of the Administration of the Generalitat Valenciana			■	■	■	■															
20	Provide a favorable work environment for international staff.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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.

(free text, 1000 words maximum)

ISABIAL has a standardized personnel hiring management procedure that defines the description, instructions and procedures to be carried out when the need for hiring personnel arises. Calls for employment are published on the ISABIAL website for at least a minimum period of 15 calendar days, specifying the opening date and the closing date of applications. The published offers include the description of the position, the functions to be carried out, the requirements for participation in the call (degree, experience, languages), the work merits that will be considered (professional experience, training, general skills and attitudes), and also the assessment of these merits and the score of the interview phase.

The selection of the candidatures for the offers of the research staff and management and collaborating staff in research tasks that are published in the Institute, is carried out by an Evaluation Commission designated for each call. For the evaluation of the candidatures, the principles of equality, merit, capacity, independence and impartiality will be taken into account by evaluating the documents provided in the application and making the final decision based on the criteria of adequacy of the profile to the call in question.

After analyzing the weaknesses identified in the current staff hiring procedure at ISABIAL, and with the aim of adapting the current procedure with the requirements established by the C&C and the OTM-R policy, the following actions will be carried out:

- Include working conditions and career elements in published offers.
- Include an evaluation self-check in the application form for the published calls.
- Prepare guidelines regarding the communication of acceptances / denials of candidates (eg: Publication of coded lists of the results of the selection processes).
- Develop a training guide for the members of the Evaluation Commission. Guidelines will be included for the assessment of qualitative criteria of the candidates (stays abroad, combination of research periods with care periods, mobility aspects, etc.) and will also include guidelines for the evaluation of transversal competences (teamwork, use of new technologies, dissemination of R + D + I, communication, etc.).

The actions proposed in the action plan related to the implementation of ISABIAL's OTM-R policy are described below.

1. OTM-R (1;2;3;5;6;7;9;10;12;13;16;17;18;19;21;23). Action 10: Updating of the standard 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 (eg: Publication of coded lists with the evaluation of the merits of the different candidates).
 - Inclusion of a self check-in in job offers for applicants.
 - Development of the OTM-R policy.
2. OTM-R (3;16;19). Action 11: Development of a training guide for the members of the Evaluation Commission.
 - Develop a guide that contains guidelines for the members of the Evaluation Committee regarding the evaluation of qualitative criteria to be taken into account in the evaluation of the candidates. (Eg: stays abroad, combination of research periods with care periods, mobility aspects, etc.).
 - Include recommendations for the evaluation of transversal competences of the candidates. (Eg: communication, dissemination of R + D + I, teamwork, use of new technologies, etc.).
3. OTM-R (6;7;13). Action 20: Provide a favorable work environment for international staff.
 - Translation of those relevant internal documents required for regular research practice, which allow to help and advise foreign researchers, such as the Welcome Manual.
 - Encourage the publication of offers in English and on the EURAXESS portal, for those positions that require it, in line with the OTM-R policy.

4. IMPLEMENTATION

General overview of the expected implementation process: (free text, 1000 words maximum)

ISABIAL's Human Resources Strategy for Researchers (HRS4R) has been promoted by the Scientific Directorate, General Directorate and the Management Directorate of the Institute. A working group has been created made up of representatives from all areas of ISABIAL in relation to the development and implementation of the HRS4R Strategy. Representatives of the General Management, the Human Resources Area, the Innovation Area, the Projects Area, the Institute's Consultation Bodies, the Clinical Trials Unit and the Researchers of the different groups participate in this working group. (R1, R2, R3, R4 and emeritus researcher).

The implementation of ISABIAL's HRS4R Strategy will be monitored by the established working group, through an annual review of the objectives proposed in the action plan. This group is led by the General Director and Scientific Director of the Institute. José Sánchez Payá. Also part of the team are Elena Bertomeu as Director of Management and Mayvic Valencia and Laura Sánchez from the Human Resources Area, all of them with executive capacity in decision-making, they will be in charge of monitoring progress and supporting the members of the Working Group in the development of the planned actions. The results of the implementation of this strategy will be presented to the Scientific Directorate and the General Directorate of the Institute, and must be approved by the Research Commission.

The members of the Working Group will be in charge of monitoring the different actions included in the action plan that are within their area of responsibility at the Institute. After carrying out this evaluation, the progress in the implementation of the strategy will be shared in the meetings of the working group. It is proposed to hold two annual meetings, which will take place in the months of June and November.

To increase the involvement and participation of all ISABIAL research staff, it is proposed to hold an act to present the HRS4R Strategy and to disseminate progress in the implementation of the strategy during the annual celebration of ISABIAL Research Day. Likewise, once a year there will be a meeting between the Scientific Director and the coordinators of the scientific areas with the research staff. At this meeting, the needs of the research staff with respect to the plan will be collected and:

- The scientific activity of the research groups that share an area of knowledge will be structured and scientific collaboration will be promoted between the groups that make up each area and between the areas.
- Scientific objectives and area indicators will be proposed to assess the degree of compliance.
- Contributions will be made to the ISABIAL Strategic Plan.
- The training needs of the research groups will be transferred.
- As well as any other action that the Scientific Directorate and the area coordinators establish to promote the participation of research staff.

In this sense, ISABIAL currently organizes monthly Research Group Sessions from its Training Area where the activities of the different groups are disseminated and training seminars are organized and will also serve to collect the training needs of researchers.

Finally, an annual survey will be carried out to assess the degree of satisfaction and implementation of the strategy within ISABIAL. The survey is directed by the Human Resources Area and the Quality Area. After carrying out the survey, the areas for improvement proposed by the researchers will be collected and evaluated by the ISABIAL HRS4R working group.

Two years after the start of the first actions included in the proposed Action Plan, the HRS4R working group will carry out a review of the strategy in order to detect possible deviations in the fulfillment of the planned objectives. A report will be made indicating the degree of fulfillment of the different objectives, as well as proposed improvement actions. This report will be presented to the General and Scientific Directorate of the Institute, as well as to the Research Commission.

Lastly, by the management and in collaboration with the members of the HRS4R working group, the different actions necessary for the correct external review of the strategy will be coordinated, as well as for the compilation of the information and requirements of 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? (free text 500 words maximum)</p>	<p>The monitoring of the different actions included in the Action Plan will be carried out by the managers designated by the HRS4R working group. An analysis of the degree of implementation of the measures in their area of responsibility will be carried out, as well as the different improvement actions necessary to implement in case of detecting deviations in the objectives proposed within the Action Plan. This review of the objectives will take place twice a year.</p> <p>Two annual meetings of the HRS4R working group will be held to analyze the current status of the implementation of the action plan and to propose improvement actions to correct the deficiencies detected. These meetings will be held during the months of June and November and in each of them a follow-up report will be made with the current fulfillment of the objectives of the Action Plan.</p> <p>In order to ensure the monitoring and execution of the HRS4R, the Working Group / Advisory Committee is led by the General Director and Scientific Director of the Institute. José Sánchez Payá. Also part of the team are Elena Bertomeu as Director of Management and Mayvic Valencia and Laura Sánchez from the Human Resources Area, all of them with executive capacity in decision-making, they will be in charge of monitoring progress and supporting the members of the Working Group in the development of the planned actions.</p> <p>The reports prepared by the working group will be approved by the General Directorate, Scientific Directorate and the Research Commission of the Institute, and the different actions to be carried out in the following months will be included.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process? (free text 500 words maximum)</p>	<p>ISABIAL seeks to achieve the maximum degree of participation in the implementation of the HRS4R strategy. For this reason, representatives of the different areas of the Institute, as well as research personnel from the different categories, participate in the HRS4R working group.</p> <p>A presentation will be made to all ISABIAL staff of the HRS4R strategy and the proposed action plan to carry out the necessary actions to obtain the HRS4R seal.</p>

	<p>Once a year there will be a meeting between the Scientific Director and the coordinators of the scientific areas with the research staff. At this meeting, the needs of the research staff with respect to the plan will be collected and:</p> <ul style="list-style-type: none"> • The scientific activity of the research groups that share an area of knowledge will be structured and scientific collaboration will be promoted between the groups that make up each area and between the areas. • Scientific objectives and area indicators will be proposed to assess the degree of compliance. • Contributions will be made to the ISABIAL Strategic Plan. • The training needs of the research groups will be transferred. • As well as any other action that the Scientific Directorate and the area coordinators establish to promote the participation of research staff. <p>In this sense, ISABIAL currently organizes monthly Research Group Sessions from its Training Area where the activities of the different groups are disseminated and training seminars are organized and will also serve to collect the training needs of researchers.</p> <p>Likewise, a survey of ISABIAL researchers will be carried out on an annual basis, with the aim of knowing the degree of satisfaction and implementation of the action plan. The results obtained will be evaluated by the HRS4R working group.</p> <p>The progress of the implementation of the action plan will be presented at the annual ISABIAL research dissemination sessions “Research Day”.</p> <p>Finally, the working group will take into account the various comments and areas for improvement that are proposed by ISABIAL staff. These comments and proposals will be evaluated by the HRS4R working group at its two annual meetings.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the</p>	<p>The different procedures and actions to be carried out with the implementation of the proposed action plan will be approved by the governing bodies of ISABIAL (General Management, Governing Board and Research Commission).</p>

<p>organisation's research strategy, as the overarching HR policy. (free text 500 words maximum)</p>	<p>In this way, they will be officially integrated into the Institution.</p> <p>The proposed Human Resources Strategy will serve as a reference for the different policies to be developed in the Human Resources area. Updates of the action plan will be carried out to include the proposals of the ISABIAL research staff.</p> <p>This Human Resources Strategy will be included within ISABIAL's General Strategy and in the new 2022-2026 strategic plan to be carried out, it will be included as a reference for the policy to be followed in the Human Resources area. The current Strategic Plan 2016-2021 contemplates the implementation of plans for the incorporation of predoctoral, postdoctoral and technical personnel, as well as personnel stabilization plans. The Human Resources Strategy will serve as the basis for these plans. Similarly, there is an Equality Plan in ISABIAL where effective equality between men and women is established, promoting parity in the governing bodies of the center, among other measures.</p>
<p>How will you ensure that the proposed actions are implemented? (free text 500 words maximum)</p>	<p>The HRS4R working group created in ISABIAL 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 allows to have the support of the entire institution to carry out the proposed action plan.</p> <p>The proposed Gap Analysis and Action Plan have been approved by the governing bodies of ISABIAL (General Directorate and Governing Board), so they also have the institutional support to be carried out.</p> <p>Finally, there is a timetable for the implementation of the actions contained in the action plan, which will allow the working group to monitor them.</p> <p>To guarantee the implementation of the Action Plan, ISABIAL's Management is committed to HRS4R, which is evidenced by the Working Group / Advisory Committee in which Mr. José Sánchez Payá, Director General and Scientific Director of the Institute, participates. Also part of the team are Elena Bertomeu as Director of Management and Mayvic</p>

	<p>Valencia and Laura Sánchez from the Human Resources Area, all of them with executive decision-making capacity will be in charge of monitoring progress and supporting the members of the Working Group in the development of the planned actions.</p>
<p>How will you monitor progress (timeline)? (free text 500 words maximum)</p>	<p>As indicated above, the Action Plan prepared contains a series of indicators for each of the proposed actions, as well as a timetable for their implementation. The different actions are described and the time period in which they will be carried out is detailed.</p> <p>On the part of the working group, the degree of implementation of these measures will be reviewed periodically, through the holding of two annual working meetings during the months of June and November, in which those responsible for each of the actions They will indicate the degree of fulfillment of the objectives and improvement actions will be proposed if they are considered.</p> <p>The reports prepared by the working group will be approved by the General Directorate, Scientific Directorate and the Research Commission of the Institute, and the different actions to be carried out in the following months will be included.</p>
<p>How will you measure progress (indicators) in view of the next assessment? (free text 500 words maximum)</p>	<p>The different managers of the actions to be implemented in the designed HRS4R strategy will monitor the implementation of the measures by measuring the SMART indicators defined for each of these actions indicated in the Action Plan. Annually, two meetings will be held in June and November where the degree of progress in the implementation of the action plan will be presented and improvement actions will be proposed if necessary. An annual survey will also be carried out among all ISABIAL personnel, which will make it possible to know the degree of implementation and satisfaction of the measures proposed in the action plan.</p> <p>With the analysis of those responsible for the different actions and the results of the annual survey, a follow-up report will be obtained that will be sent to the General Directorate and the ISABIAL Research Commission for approval.</p>

Additional remarks/comments about the proposed implementation process: (free text, 1000 words maximum)

The **Alicante Institute for Health and Biomedical Research** was established in 2015 thanks to an agreement between the Generalitat Valenciana, the Miguel Hernández University of Elche, the University of Alicante and FISABIO. In 2019, the Valencian Community Foundation was established for the management of ISABIAL and in 2020, ISABIAL was accredited as a Health Research Institute.

Its mission is to promote, promote, coordinate, execute and manage quality research, enhancing translational research through synergy between basic research groups and clinical research groups, as well as the optimization of resources through common services and more efficient management structures.

The Institute is made up of research groups from the following entities: **Alicante Health Department - General Hospital** (with the participation of the Department of Universal Health and Public Health), the **University of Alicante (UA)** and the **Miguel Hernández University of Elche (UMH)**.

ISABIAL's vision is to become the benchmark Health and Biomedical Research Institute in the province of Alicante, as well as to obtain international prestige in its strategic lines of research, in addition to consolidating itself as a key facilitating agent in translational research and transfer to the market.

The values that characterize the activity of the Institute are the following:

- **Unity and cooperation** between the institutions that make up the Institute.
- **Equity and coordination** in the distribution of activities and resources.
- **Leadership** in activities, projects and lines of work that are objectively considered relevant.
- **Research excellence and good scientific practices.**
- **Excellence and efficiency** in terms of management, the acquisition of resources, the hiring of human resources, the choice and support of lines of research, the communication and dissemination of activities and results, and coordination with other organizations.
- **Non-discrimination** regarding the management of actions and proposals.
- **Transparency and commitment to society.**
- **Dissemination, transfer and translation in R + D + i processes and results.**

ISABIAL has **more than 500** attached researchers who are divided into **44 research groups**, made up of health researchers and researchers from the University of Alicante and the University Miguel Hernández de Elche. It has the Institute's Management Area and the Scientific-Technical Support Area, as well as a Biobank that is part of the National and Valencian Network of Biobanks. It also has a

Research Support Laboratory and a wide portfolio of services in collaboration with the General Hospital of Alicante.

The Institute has a strategic planning for the period 2016-2021, whose strategic objectives are the following:

1. **Consolidate an institute of excellence**, at a scientific and management level, and strengthen its growth and its social impact.
2. **Promote equality between research groups**, accelerating the development of new, emerging and transition groups, without diminishing support for groups at the forefront.
3. **Maximize the recruitment of resources**, particularly financial, since they are key to mobilizing human and material resources, through strategies that include dissemination of R & D & I and alliances with external agents of a local, regional and international nature, in order to raise funds competitive and private Europeans.
4. **Provide, as far as possible, adequate training** adapted to the needs of the members of the Institute.
5. **Promote activities in the field of innovation** to capitalize on the potential of the Institute as an end user and the advances in R&D of its research groups.

The Human Resources Strategy for Researchers (HRS4R) is a tool for the implementation of the recommendations regarding the rights and responsibilities of researchers and their employers and / or funders, which appear in the European Charter of the Researcher and the Code of Conduct for the Recruitment of Researchers (C&C).

In order to achieve the implementation of the measures included in the C&C and using the HRS4R Strategy as a reference, an internal analysis of the degree of compliance with each of the C&C principles has been carried out, through meetings of the working group created in ISABIAL for the implementation of the HRS4R Strategy and conducting a survey of all the Institute's research staff. This analysis has allowed the implementation of the ISABIAL Human Resources Action Plan, with the aim of improving human resources policies and favoring the development of the research career at the Institute.