



**Institut  
d'Investigació Sanitària  
Illes Balears**

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*Human Resources Strategy  
for Researchers*

*INTERIM ASSESSMENT*

February 2019

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Review	Description of the change	Date
V.1	Initial approval	15.02.2019

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## 1. Organisational Information

### ORGANISATIONAL PROFILE

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

The Balearic Islands Health Research Institute (IdISBa) is a young organization created on December 23rd, 2013. The mission of IdISBa is to promote, develop, manage and disseminate excellent health research in the Balearic Islands. Research at the IdISBa is organized in seven scientific areas, which include 53 research groups hosting more than 680 researchers. About 100 of them are hired directly by IdISBa, while the remaining are ascribed researchers that belong to one of the partner entities included in the Institute through a collaboration agreement: Balearics Islands Health Service, University of the Balearics Islands, Balearics Islands Health Ministry and Blood and Tissue Bank.

## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 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

Interim Assessment, max 500 words

IdISBa is a very young institution, which just turned 5 years old in December 2018. Therefore, one of its main weaknesses was the almost complete absence of established procedures and of an institutional strategy. In addition, the IdISBa is configured as a foundation of the public sector, and according to the national and local regulations, it is required to comply with the general procedures that apply to every entity belonging to the public sector, without contemplating many exceptions to adapt these to the peculiarities of the research sector.

Regarding the section of "ethical and professional aspects" of the Charter&Code (C&C), the gap analysis did not detect the existence of high priority improvement areas, probably due to the existence of extra-institutional mechanisms that ensured compliance with ethical principles and

legal obligations. However, the lack of an institutional policy for promoting good practice in research was in itself a weakness, and therefore several actions were defined in order to improve compliance and to define the institutional strategy.

The implementation of the actions proposed in the initial Action Plan regarding this section has been quite adequate, with most actions having been executed during this first two years of implementation. Amongst the completed actions is worth highlighting the definition of the IdISBa Strategic Plan 2016-2020. This Plan establishes 5 strategic objectives for IdISBa, being one of them “Promoting the uptake of human resources in research, including its retention and professional development”; this objective integrates the HR strategy 4 researchers (HRS4R) amongst its actions, thus aligning it with the institutional strategy. Also, alliances have been established with the Research Ethics Committee of the Balearic Islands, leading to the implementation of an institutional guide on Good Practice in Research, and the establishment of different training initiatives on ethical aspects of research that have been very well received by the research community.

The remaining actions are either already initiated (such as the definition of an Innovation Strategy and a Dissemination and Outreach Plan) or are of a less strategic dimension and are expected to be executed during the next two years of the Action Plan (such as the definition of a policy on travel and subsistence allowance, which informally already is in place).

## RECRUITMENT AND SELECTION

Interim Assessment, max 500 words

The HRS4R GAP analysis identified the recruitment processes in IdISBa as a high priority area of improvement, especially regarding their transparency. In fact, IdISBa lacked a specific recruitment policy, adhering only to the Public Sector general regulations.

During these last two years, the institution has gone through the process of defining a Recruitment Policy through negotiation with its staff and governing bodies. The agreed policy covers the selection, evaluation, composition of committees, etc, and incorporates the principles relating to Open, Transparent and Merit-based Recruitment policy defined by the European Commission, and the recommendations set out in the San Francisco Declaration on Research Assessment (DORA). The policy has been included in a “Decree for the Scientific Career for Health Researchers in the Balearic Islands”, given that it includes aspects that must overrule the existing legal dispositions.

This Decree (which can be downloaded here in its draft version: [https://www.caib.es/sites/participacio/es/historico\\_participacion\\_2018/archivopub.do?ctrl=MCRST1285Z1257456&id=257456](https://www.caib.es/sites/participacio/es/historico_participacion_2018/archivopub.do?ctrl=MCRST1285Z1257456&id=257456)) is at the moment under administrative processing, as it has to be approved by the Government of the Balearic Islands. The final approval is expected by April 2019.

Besides regulating the selection and recruitment procedures and ensuring that those comply with the OTMR principles, the Decree also establishes a research career structure that follows the recommendations of the European Commission and that allows for a predictable progression through stages of increasing responsibility and compensation according to merit and impact. Finally, it also establishes an evaluation and appraisal system for tenured researchers (R3 and R4 stages). Therefore, although none of the two actions initially proposed in this section of the Action Plan have yet been completed, it has to be clarified that it is due to the fact that the process for the approval of a Decree is cumbersome and long, and it clearly exceeds the scope of what had been originally planned, which only involved approval by the Governing Bodies of IdISBa.

It should also be noted that this will be the first regulation of this type with legal rank for a public research institute in Spain.

Besides, the interim assessment process has brought up some aspects that need to be improved regarding the recruitment and selection processes, and that especially affect the internationalisation of the institute. Up until now, and mainly because of the obligation to comply with the public sector procedures for recruitment, the job offers had to be advertised through very long texts that include very legal aspects of the recruitment process, and that pose difficulties for their dissemination and translation into English. Therefore, a new action has been included regarding the simplification of the job offers with the objective of making them clearer and more attractive and facilitating its diffusion, specially through international platforms such as Euraxess.

Finally, the approval of the Decree and implementation of the procedures that it defines will require that all the staff involved with recruitment and selection procedures get trained in OTMR policies, and thus an action for this objective has been included in the revised Action Plan.

## WORKING CONDITIONS

Interim Assessment, max 500 words

Regarding the issues related to the working conditions, the absence of a specific collective labour agreement that would consider the particularities of the research work was detected among other weak areas. Not having this specific framework implies that the IdISBa personnel must abide by the rules of the common public servants working for the public sector in our region. Therefore, no consideration is taken to aspects such as mobility, participation in spin off enterprises, intellectual property rights, etc. It is for this reason that a specific collective labour agreement has been negotiated and agreed upon by both the management and the Work's committee, and is currently being processed, with its final approval scheduled by May 2019.

Also, as stated above, a Decree which includes the definition of a Research Career is going through the process of approval by the local government. Therefore, the two main action defined in the Action Plan regarding the working conditions are close to completion. Also, several other actions have been completed, such as the establishment of an annual satisfaction survey, or the creation of a Training Commission. On the other hand, three actions from this section have had to get extended (creation of an Ombudsman scheme, Internationalization Plan and Career Orientation seminars), although it is expected that its implementation will be feasible during the next two years of the Action Plan.

Finally, the interim assessment has detected the appearance of new needs that have to be addressed. This has to do with the fact that most of the major technical equipment was acquired at the same time and are therefore getting to the end of their service life in a synchronic fashion. As a result, a new action has been included regarding the renewal of equipment. Furthermore, the institution has gone through a significant expansion in these last years, with an 80% increase in the number of staffs in only 2 years. Consequently, another action has been included referring to the need of providing more space and facilities for research for IdISBa, and finally, an action has also been included targeted to defining a master plan that establishes the short, medium and long-term needs with regards to facilities and scientific equipment. Finally, it was suggested that a Welcome Manual could be a useful tool to ease the introduction of new researchers in the Institute, and has therefore been added as a new action in the revised action plan.

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## TRAINING AND DEVELOPMENT

Interim Assessment, max 500 words

At the time of the launch of the Action plan, the IdISBa training plan needed a major revision, as it did not establish the institution's strategic training priorities. Once the strategic plan and the HRS4R Action plan were approved, it was possible to identify which were the strategic formative areas and include them in a revised training plan, which was approved in July 2017. Among the priority areas detected are the training in leadership, in innovation and intellectual property management and in research ethics, as established in the Action Plan. This training has thus been included in the Training Plans for 2017 and 2018.

Steps have also been taken to strengthen the IdISBa training plan, incorporating more training activities and aligning these with those needs identified in the strategic documents of the institution and those detected by the professionals themselves and collected through survey. The improvement perceived by the workers of the Institute in reference to the training they receive and their working conditions in general has been reflected in the annual satisfaction surveys: thus, while in 2015 a 48% of the respondents of the survey considered that the training plan was adequate, this increased up to 84% in 2017 (results from the 2018 are still pending).

On the other hand, it has not yet been possible to address the planned action for the definition of a specific regulation for predoctoral investigators, given that it is first necessary to approve the aforementioned research career decree, in which the criteria for being considered a researcher in training are established, and then prepare a registry of the researchers that meet these criteria.

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

(max 500 words)

During the internal review procedure some aspects that needed to be addressed and included in the revised plan were identified. Mostly, these are a consequence of the process of growth and evolution of the institution.

On one hand, IdISBa has experienced a marked increase in its staff in the last 3 years, practically doubling the personnel directly hired by the Institute while also increasing the number of ascribed researchers. This has led to the need to increase the available facilities and equipment, as well as to establish mechanisms for regulating these.

The actions that have been included in the revised Plan are as follows:

- To define a Master Plan that defines the short, medium and long-term needs with regards to facilities and scientific equipment in the IdISBa.
- To ensure an increase in areas dedicated to research in the IdISBa, as a result of the rapid increase in staff experienced over the past few years.
- To ensure that there is an adequate renovation of the scientific and technical equipment affected by obsolescence processes, as well as to identify strategic acquisitions, including computer equipment and network infrastructures.
- To define a policy of allocation and use of facilities that is flexible and that responds to the needs and possibilities of the research groups

Also, it has been noted that the job offers, advertised under the local public jobs' regulations, are cumbersome and difficult to interpret, specially by international applicants. Given that the imminent approval of the specific regulations for the research sector will eliminate the obligation to adapt to those regulations, the following is being included as a new action:

- To simplify the job offers in IdISBa, with the aim of making them clearer and more attractive, especially in order to promote their internationalization.

Finally, it has been highlighted that those participating in recruitment procedures should be given proper training in OTM-R practices. Therefore, the following action has also been included in the revised Plan:

- To provide training in OTM-R practices for all of those involved in recruitment procedures, including training in gender-bias.

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

(max 500 words)

In January 2019, IdISBa was recognized as "Accredited Health Research Institute", a status granted to those research institutions in the National Health Service that comply with certain requirements of quality in terms of management and scientific production. This recognition is awarded for 5 years, after which time the institution is re-assessed in order to renew the award.



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Are any strategic decisions under way that may influence the action plan?

(max 500 words)

There are not any strategic decisions under way that haven't been considered during the revision of the action plan.

1.1. ETHICAL AND PROFESSIONAL ASPECTS

Action	When?	Status Feb 2019	Remarks
1. Definition and dissemination of an IdISBa Guideline on Good Research Practice	Q1-2017/Q2-2017	COMPLETED <a href="#">Documentation</a> and dissemination	The IdISBa Guidelines on Good Research Practice were approved in March 2017. The document is available in the IdISBa website. <a href="http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Gu%C3%ADa%20Buenas%20Pr%C3%A1cticas%20CI%C3%ADnicas%20idISBa.pdf">http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Gu%C3%ADa%20Buenas%20Pr%C3%A1cticas%20CI%C3%ADnicas%20idISBa.pdf</a>
2. Training for predoctoral researchers on ethical aspects of research	Q1-2017/Q3-2020	COMPLETED; CONTINUOUS ACTIVITY Number of training hours 2016: 0h; 2017: 14h; 2018: 6h.	Continuous activity. IdISBa, in collaboration with the Balearic Islands Ethics Committee, intends to offer an introductory course to bioethics every two years (the first one took place in 2017) and an ethics workshop yearly (these workshops have already taken place in 2017 and 2018).
3. Dissemination of IdISBa intellectual property policy	Q2-2017/Q3-2017	COMPLETED <a href="#">Documentation</a> and dissemination	The document is available in the Transparency Area of the IdISBa website: <a href="http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Normativa%20Protecci%C3%B3n%20Resultados%20de%20Investigaci%C3%B3n%20idISBa.pdf">http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Normativa%20Protecci%C3%B3n%20Resultados%20de%20Investigaci%C3%B3n%20idISBa.pdf</a>
4. Training in intellectual property and innovation and knowledge transfer	Q2-2017/Q3-2020	COMPLETED; CONTINUOUS ACTIVITY Number of training hours: 2016: 2h; 2017: 0h; 2018: 6h	Continuous activity. Training in intellectual property and innovation and knowledge transfer is included in each yearly Training Plan.

5. Definition and dissemination of an IdISBa Strategic Plan	Q2-2017/Q4-2017	COMPLETED <a href="#">Documentation</a> and dissemination	The IdISBa Strategic Plan, initially approved in April 2016 and revised in December 2017, is available in the Transparency Area of the IdISBa website: <a href="http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Plan%20Estrat%20A9gic%20IdISBa.pdf">http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Plan%20Estrat%20A9gic%20IdISBa.pdf</a>
6. SOPs for Project Management	Q1-2019/Q4-2019	EXTENDED Documentation and dissemination	This action was originally planned for Q1-2018/Q4-2018. However, its implementation has been delayed due to unforeseen circumstances and has therefore been rescheduled.
7. Definition of IdISBa researcher's affiliation procedure	Q1-2017/Q2-2017	COMPLETED <a href="#">Documentation</a> and dissemination	The IdISBa researcher's affiliation procedure, approved in December 2017, is available in the Transparency Area of the IdISBa website: <a href="http://www.idisba.es/es/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Afiliaci%20B3n%20Investigadores%20IdISBa.pdf">http://www.idisba.es/es/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Afiliaci%20B3n%20Investigadores%20IdISBa.pdf</a>
8. Development of a robust indicator collection system	Q4-2018/Q3-2018	COMPLETED Balance scorecard (internal document)	The balance scorecard was approved by the Board of Trustees in June 2018. Data are evaluated biannually.
9. Policy on travel and subsistence allowance	Q2-2019/Q3-2019	EXTENDED Documentation and dissemination	This action was originally planned for Q1-2018/Q2-2018. However, its implementation has been delayed due to unforeseen circumstances and has therefore been rescheduled.
10. Policy on Digital Technology	Q1-2019/Q3-2017	EXTENDED	This action was originally planned for Q1-2017/Q3-2017. However,

Acceptable Use & Internet Safety		Documentation and dissemination	its implementation has been delayed due to unforeseen circumstances and has therefore been rescheduled.
11.Review of Health and Safety procedures	Q1-2017/Q3-2017	COMPLETED Documentation and dissemination (internal document)	The H&S procedures have been reviewed and the revised version is available to all the employees through the intranet.
12.Definition of an Innovation and knowledge transfer strategy	Q1-2019/Q3-2019	IN PROGRESS Documentation and dissemination	An initial diagnosis has been performed and interviews with the relevant players in the strategy have been carried out. However, it has not been possible to keep up with the intended timing (Q1-2018/Q3-2018) and thus this has been extended.
13.Policy on Open Research	Q4-2018/Q1-2019	COMPLETED <a href="#">Documentation</a> and dissemination	The IdISBa Policy on Open Research, approved in December 2017, is available in the Transparency Area of the IdISBa website: <a href="http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Pol%EDtica%20Open%20Access%20IdISBa.pdf">http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Pol%EDtica%20Open%20Access%20IdISBa.pdf</a> .
14.Dissemination and Outreach Plan	Q1-2018/Q2-2019	IN PROGRESS Documentation and dissemination	IdISBa hired a journalist (September 2017) in order to work in the definition of a Dissemination and Outreach Plan and to promote these kinds of activities in the Institute.  A draft of the Plan has already been defined and is pending approval by the Advisory Committees and Governing Bodies. During these last two years the dissemination and outreach activities of the institute have increased in a very significant way. Since, IdISBa

			<p>has actively participated in events such as the "European Researcher's Night", "International Day of Women and Girls in Science", the "Balearics Islands National Day", several science fairs, etc.</p> <p>Given the delay in the approval of the Plan, the original timing has been consequently extended and modified.</p>
15. Gender equality plan	Q4-2017/Q2-2019	IN PROGRESS Documentation and dissemination	<p>At this point, the initial assessment has been completed and the Plan is being drafted. Meanwhile, several actions have been initiated with the objective of working towards a more equalitarian workplace. For instance, the "Research Career Decree" which is about to be approved, includes measures to avoid discrimination to women scientists due to maternity, such as delaying evaluations and appraisals according to the maternity or paternity leave taken.</p> <p>Due to the delay to approve the Plan, the original timing has been consequently extended and modified.</p>
16. Establishment of Equality Commission	Q4-2017/Q2-2018	COMPLETED Documentation (internal document) Number of meetings 2016: 0; 2017: 0; 2018: 1	<p>The Commission was established in September 2018 (Press release: <a href="http://www.idisba.es/cat/Actualitat/Not%C3%ADcies/ID/709/LInstitut-dInvestigacio-Sanitaria-Illes-Balears-inicia-lelaboracio-del-seu-pla-digualtat">http://www.idisba.es/cat/Actualitat/Not%C3%ADcies/ID/709/LInstitut-dInvestigacio-Sanitaria-Illes-Balears-inicia-lelaboracio-del-seu-pla-digualtat</a>).</p>

1.2. RECRUITMENT

Action	When?	Status Feb 2019	Remarks
17. Implementation of an evaluation and appraisal system	Q2-2017/Q1-2018	IN PROGRESS <a href="#">Documentation</a> and dissemination	IdISBa has promoted the establishment of a specific job regulation for its researchers through the promulgation of a decree by the Balearics Government. Said decree is expected to get the final approval in April 2019, and it stipulates the establishment of an evaluation and appraisal system for tenured researchers. The definition and approval of the system by the advisory and governing bodies of the institute took place in Q1-2018.
18. Definition of an Open, Transparent and Merit-based Recruitment (OTM-R) Policy	Q2-2018/Q2-2019	IN PROGRESS <a href="#">Documentation</a> and dissemination	IdISBa has promoted the establishment of a specific job regulation for its researchers through the promulgation of a decree by the Balearics Government. Said decree is expected to get the final administrative approval in April 2019. The decree includes an Open, Transparent and Merit-based Recruitment policy. The definition and approval of the policy by the advisory and governing bodies of the institute took place in Q1-2018. Once approved by the Government, the policy should however be translated into English and published in the IdISBa website.
19. Simplification of the job offers in IdISBa, with the aim of making them clearer and more attractive	Q3-2018/Q3-2019	NEW ACTION % of international applicants	New action identified during the interim assessment stage.

20. Training in OTMR practices	Q1-2020/Q4-2020	NEW ACTION Number of training hours Number of trainees	New action identified during the interim assessment stage.
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1.3. WORKING CONDITIONS

Action	When?	Status Feb 2019	Remarks
21. Definition of a Research Career Path	Q2-2017/Q2-2018	IN PROGRESS <a href="#">Documentation</a> and dissemination	IdISBa has promoted the establishment of a specific job regulation for its researchers through the promulgation of a decree by the Balearics Government. Said decree is expected to get the final approval in April 2019, and it includes the definition of a research career path that follows the EC recommendations. The path is structured as follows: Researcher in training; postdoctoral researcher; associate researcher; full researcher; research professor. The definition and approval of the IdISBa Research Career Path by the advisory and governing bodies of the institute took place in Q1-2018.
22. Satisfaction survey	Q1-2017/Q1-2020	COMPLETED. CONTINUOUS ACTIVITY <a href="#">Survey results</a>	IdISBa annually performs a satisfaction survey and its results can be found in the Transparency Area of the IdISBa website: <a href="http://www.idisba.es/en/Presentation/Transparency-portal/Institut-and-organisation-information">http://www.idisba.es/en/Presentation/Transparency-portal/Institut-and-organisation-information</a> .
23. Definition of a collective labor	Q2-2018/Q2-2019	IN PROGRESS	A collective labour agreement has been agreed between the

agreement		Documentation and dissemination (internal document)	management and the Works Council. The agreement is now going through the legal process of administrative approval by the Balearics Government.
24. Creation of a Training Commission	Q1-2017/Q3-2020	COMPLETED Number of meetings: 2016: 0; 2017: 0; 2018: 1.	A training commission has been created (July 2018). Its composition can be found in: <a href="http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Plan%20Formaci%F3n%20IdISBa.pdf">http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Plan%20Formaci%F3n%20IdISBa.pdf</a>
25. Dissemination and implementation of the Training Plan	Q1-2017/Q3-2020	COMPLETED. CONTINUOUS ACTIVITY <a href="#">Documentation</a> and dissemination Number of training activities 2016; 34; 2017: 52; 2018: pending. Number of training hours: 2016: 140h; 2017: 379h; 2018: pending. Satisfaction survey 2016: 75%; 2017: 84%; 2018: pending.	The training plan was revised in July 2018, and it is available in the Transparency Area of the IdISBa website: <a href="http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Plan%20Formaci%F3n%20IdISBa.pdf">http://www.idisba.es/en/Portals/0/Documentos/Portal%20Transparencia/Informacion%20Institucional/Plan%20Formaci%F3n%20IdISBa.pdf</a> During the last two years the training plan has been strengthened and its priority lines are now better defined, allowing for a better allocation of resources. The annual satisfaction survey also reveals that the staff's satisfaction with the Training Plan significantly increased from 2016 to 2017, with almost 85% of the respondents declaring that the Plan was adequate, compared to 75% in 2016 (results from the 2018 satisfaction survey are still not available).
26. Include link to Euraxess website on IdISBa home page	Q1-2017	COMPLETED <a href="#">Website</a>	The link to the Euraxess website has been included in: <a href="http://www.idisba.es/cat/Presentaci%C3%B3/Enlla%C3%A7os-">http://www.idisba.es/cat/Presentaci%C3%B3/Enlla%C3%A7os-</a>



			dinter%C3%A8s
27.Internationalization Plan	Q1-2019/Q4-2019	EXTENDED Documentation and dissemination	This action is yet to be initiated. Therefore, the original timing has been modified.
28.Career orientation seminars for researchers in training	Q4-2017/Q3-2019	EXTENDED Number of training hours Number of attendants	This action is yet to be initiated. It will be included in the 2019 training plan. The original timing has been modified to reflect this.
29.Establishment of an Ombudsman Scheme	Q2-2018/Q3-2020	EXTENDED Number of managed complaints	This action is yet to be initiated.
30.Include a representative for researchers in the Board of Trustees	Q2-2017/Q3-2020	COMPLETED <a href="#">Executive Committee composition</a>	Due to legal constraints, a representative for researchers could not be included in the Board of Trustees. Therefore, a young researcher was included in the Executive Committee.
31. Definition of a Master Plan that establishes the short, medium and long-term needs with regards to facilities and scientific equipment.	Q3-2019/Q3-2020	NEW ACTION Documentation Satisfaction questionnaire	New action identified during the interim assessment stage.
32. Increase the total area dedicated to research	Q3-2019/Q4-2020	NEW ACTION m <sup>2</sup> dedicated to research	New action identified during the interim assessment stage.
33. Ensure an adequate renovation and expansion of scientific and technical equipment	Q3-2019/Q4-2020	NEW ACTION Budget dedicated to equipment acquisitions	New action identified during the interim assessment stage.

34. Define a policy of allocation and use of facilities	Q4-2019/Q3-2020	NEW ACTION Documentation and dissemination	New action identified during the interim assessment stage.
35. Prepare an "IdISBa researcher's welcome manual"	Q3-2019/Q4-2020	NEW ACTION Documentation and dissemination	New action identified during the interim assessment stage.

1.4. TRAINING AND DEVELOPMENT

Action	When?	Status Feb 2019	Remarks
36. Develop a policy for predoctoral researchers	Q2-2019/Q1-2020	EXTENDED Documentation and dissemination	This action is yet to be initiated as it requires of previous approval of the "Research career decree" aforementioned. Therefore, the timing has been modified in the reviewed Plan.
37. Training in leadership and supervision	Q2-2018/Q3-2020	COMPLETED. CONTINUOUS ACTIVITY Number of training hours: 2016: 30h; 2017: 14h; 2018: 0h.	Continuous activity. Training in leadership and supervision is included in the Training Plan periodically.

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## 4. Implementation

General overview of the implementation process: (max. 1000 words)

Firstly, it should be noted that, while the original HRS4R Action Plan was drawn up between the months of August 2015 and March 2016, the approval by the European Commission was not granted until January 2017, due to an error in the handling of the case by the same Commission. It was therefore necessary to adapt the timeline for the original Action Plan in order to reflect January 2017 as the kick-off time of the project, extending till 2021. Also, during the implementation stage it has been made evident that some indicators were not representative of the objective to achieve and/or were too difficult to calculate for practical purposes and have therefore been modified to simplify the follow-up of the actions.

IdISBa is a very young organization (5 years old), and as such, its policies and regulations, including those relating to HR, are still under development regarding several aspects. However, IdISBa has placed a strong accent in promoting HR policies that provide an attractive working environment for scientists, and thus defined an HRS4R very early on. Some key aspects that should be taken into consideration regarding the HR strategy in IdISBa are:

- The hired workforce in IdISBa has increased 76% from 2016 to 2019, amounting now to around 120 workers.
- IdISBa also includes ascribed researchers from other organizations (university, hospitals, primary healthcare units, etc.). Although these researchers are not hired directly by IdISBa, it provides research training, infrastructures, project management and such services to them. Thus, these researchers are also targets of the IdISBa HR plan.
- The central element in the implementation of the IdISBa HR strategy is the "Research Career Decree". This project, which was initiated in early 2017 and now in its final stages of administrative approval, covers the following aspects: Definition, structure and regulation of a research career; Appraisal and evaluation system; establishment of a tenure-track pathway; access and promotion in the research career; OTMR-policy; measures to promote gender equality; measures to promote an evaluation system based on impact; measures to promote accountability; measures to promote mobility; measures to improve the researcher's retributions.

It must be taken into account that this decree is an innovative solution to the limitations imposed by the job regulations in the public sector in Spain, and it is on its way to become the first of this

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kind in the country once approved. It will also establish the first "tenure-track" legislation in Spain, thus allowing us to provide our researchers with much desired and deserved job stability and significantly increasing the attractiveness of the region for future job prospects.

IdISBa just got recognized as an accredited Health Research Institute by the Spanish Ministry of Science. This recognition, hold by only 29 other research centres in Spain, was granted upon a throughout and conscientious audit of the institution. The audit report highlighted in its conclusions that one of the main strengths of the institute was the investment and support offered for young researchers.