



# UPDATED ACTION PLAN HRS4R



HR EXCELLENCE IN RESEARCH

**July 17, 2026**

| Proposed actions                                                                                                                                                                                                                                                                                                                                        | Timing                           | Responsible Unit            | Indicator(s) / Target                                                                                                        | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>1. UPDATING OF THE COOPERATIVE SCIENTIFIC PLAN.</b><br>To guide researchers and to foster integration and benefit from joint approaches the Plan will be reviewed and reformulated, where appropriate, every two years.                                                                                                                              | Q1,Q2,Q3<br>Y1<br>Q4 Y3<br>Q4 Y5 | Scientific Direction        | Cooperative Scientific Plan prepared and disseminated.<br>Nº of reviews to be performed (at least every two years).          | Completed      | INIBIC has a Cooperative Scientific Project (CSP) that sets out the main lines of work of the Institute's research groups and the key collaborations established with other groups.<br>With the preparation of the current Strategic Plan, covering the 2024–2028 period, the CSP was reviewed and updated, and it is currently available for consultation on the website: <a href="https://www.inibic.es/wp-content/uploads/sites/2/2024/08/PCC-2024_2028_INIBIC.pdf">https://www.inibic.es/wp-content/uploads/sites/2/2024/08/PCC-2024_2028_INIBIC.pdf</a><br>For the coming years, INIBIC's CSP will continue to be reviewed and updated as a tool for the Institute's planning and projection in the scientific sphere. As the document is available, the action is considered closed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>2. ELABORATION OF A CODE OF GOOD SCIENTIFIC PRACTICES.</b><br>A code of good scientific practices that leads researchers in terms of compliance with legal requirements (e.g. anti-plagiarism, recognition of intellectual property, workplace safety etc.) will be prepared and disseminated. It will be reviewed and reformulated every two years. | Q1,Q2 Y1<br>Q4 Y3<br>Q4 Y5       | Direction of the Foundation | Code of Good Scientific Practices established and communicated.<br>Nº of reviews to be performed (at least every two years). | Completed      | INIBIC has a Guide to Good Scientific Practice that includes standards, recommendations, and commitments intended to promote the quality and integrity of the research carried out by the institution's professionals. This manual sets out the main recommendations and regulations in the field of R&D&I, especially those relating to research involving human beings.<br>This Guide is reviewed periodically in order to incorporate actions and recommendations adapted to the current situation of the Institute and its environment. In recent years, the following modifications have been included: <ul style="list-style-type: none"> <li>• Introduction of aspects relating to the entry into force of Law 17/2022 of 5 September on Science, Technology, and Innovation.</li> <li>• Incorporation of the gender dimension into the development of scientific activity.</li> <li>• A section on the duties of research staff.</li> <li>• Promotion of the publication of research results in open access media (public and open access repositories).</li> <li>• A commitment to implement tools to detect plagiarism in publications and works (anti-plagiarism tools).</li> </ul> The Guide to Good Scientific Practice can be consulted on INIBIC's website: <a href="https://www.inibic.es/documentacion/guia-de-buenas-">https://www.inibic.es/documentacion/guia-de-buenas-</a> |



| Proposed actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Timing                                             | Responsible Unit            | Indicator(s) / Target                                                                        | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                    |                             |                                                                                              |                | practicas-cientificas/<br>As the document is available, the action is considered closed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>3. UPDATING AND REVISION OF THE STRATEGIC PLAN.</b><br>With the purpose to guarantee the researchers have sufficient information on the strategic planning of the Institute, and the willing to advance in the relationship with society, the Strategic Plan will experience periodic revisions. The plan is intended, among others, to introduce a greater approach for the usable workspace for researchers and mentorship actions for emerging groups as well as measures to increase participation in research networks. Also, Biennial review and reformulation will be carried out. | Q1,Q2,Q3<br>Y1<br>Q4 Y2<br>Q4 Y3<br>Q4 Y4<br>Q4 Y5 | Direction of the Foundation | Strategic Plan completed and communicated.<br>Nº of reviews performed (at least one a year). | In progress    | Following the completion of the 2019–2023 Strategic Plan, INIBIC has designed and presented its new Strategic Plan for the 2024–2028 period. This Plan is structured around the following Strategic Objectives: 1) Innovation and support services; 2) Management and procedures (which includes the promotion of the Human Resources Plan); 3) Development of translational research; 4) Internationalisation and partnerships. The Strategic Plan is reformulated every five years, following its completion, and its activity is monitored periodically in order to assess the degree of implementation of the activities. The Executive Summary of INIBIC's current Strategic Plan (2024–2028) is available on its website: <a href="https://www.inibic.es/wp-content/uploads/sites/2/2024/07/ENG_PE-2024-2028-INIBIC-Resumen-Ejecutivo-.pdf">https://www.inibic.es/wp-content/uploads/sites/2/2024/07/ENG_PE-2024-2028-INIBIC-Resumen-Ejecutivo-.pdf</a> |

| Proposed actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timing                         | Responsible Unit                           | Indicator(s) / Target                                                                                                                                                                                                                                                                                                                                                          | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p><b>4. INTENSIFICATION OF THE INTERNAL &amp; EXTERNAL COMMUNICATION.</b></p> <p>Specific action is foreseen concerning the dissemination of information and regulations related to the HRS4R: to have a unified and well-set communication strategy ensures that researchers are aware of relevant information and documentation such as regulations on workplace safety, data protection policy, procedure for IPR transfer and exploitation, rules for accessing INIBIC, change of group category, financial and legal requirements applicable to research projects, availability of a free suggestion box, information on innovation services and capabilities, counseling on health and accident insurance abroad, or OTM-R policy. The main channel used for connecting with the</p> | Q1,Q2,Q3,<br>Q4 Y1 Y2<br>Q4 Y4 | Reponsible for communication at Foundation | <p>Nº of internal communications.</p> <p>Nº of employees receiving information concerning HRS4R through the computer software.</p> <p>Level of awareness of the improvements taken and communicated, measured by online surveys addressed to the employees.</p> <p>Nº of publications on the website.</p> <p>Nº of social media posts.</p> <p>Nº of RRI actions conducted.</p> | In progress    | <p>On the one hand, a summary of the various activities carried out within the framework of the HRS4R Award action plan was drawn up and circulated among the entity's staff in order to publicise the various advances achieved.</p> <p>The entity works with an external company that provides advice on occupational risk prevention; this company has prepared various job description sheets that are circulated among INIBIC staff.</p> <p>With regard to training activities on the protection of results and their commercialisation, several seminars have been delivered to date and further ones will continue to be organised in the coming years. The dissemination of these training activities among the Institute's staff will be reinforced.</p> <p>As regards the regulations on access to INIBIC and on changing internal category as a group, this information is sent individually to those who request it. During the next period, it will also be published on the website. Likewise, information is circulated on the financial and legal requirements of the various research projects, in accordance with the guidelines of the calls for proposals.</p> <p>There is also a specific section where the entity's staff can send suggestions (<a href="https://www.inibic.es/buzon-de-sugerencias/">https://www.inibic.es/buzon-de-sugerencias/</a>). As for information on health and accident insurance abroad, those travelling abroad are informed in accordance with the provisions established in the various calls and projects.</p> <p>Furthermore, an OTM-R policy has been drawn up and is accessible on the website in both Spanish and English.</p> <p>In the next period, the implementation of a system for recording the receipt and reading of relevant information by the entity's staff will be explored, through the internal management application.</p> <p>An Open Science Policy has also been drawn up, setting out the guidelines and lines of work to which INIBIC is committed in this area. This policy is also available on the website (<a href="https://www.inibic.es/documentacion/politica-de-open-science/">https://www.inibic.es/documentacion/politica-de-open-science/</a>).</p> <p>At the level of general communication, both internal and external, INIBIC carries out very significant activity in communicating its activities and</p> |



| Proposed actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Timing | Responsible Unit | Indicator(s) / Target | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p>research community and distributing the information will be through a computer software which serves as a kind of intranet for receiving updates. Prior registration is required and also each INIBIC researcher will have to acknowledge reading and understanding of the information available, being this fact documented.</p> <p>As for external communication, The INIBIC website has already been translated into English. Subsequent updates will be linked with the main social networks, so that the most relevant news will be automatically published on the website and social media at the same time.</p> <p>A specific RRI plan will be designed in 2021 . As explained in the monitoring sections of the Action Plan, after 2 years a review will be made via a questionnaire to assess</p> |        |                  |                       |                | <p>results through the News section of its website (<a href="https://www.inibic.es/unidad-de-cultura-cientifica-y-de-la-innovacion/noticias/">https://www.inibic.es/unidad-de-cultura-cientifica-y-de-la-innovacion/noticias/</a>). This section forms part of the UCC+i block (Scientific Culture and Innovation Unit), which is recognised at national level and is aimed at raising awareness of the Institute both within the scientific community and among society in general (<a href="https://www.inibic.es/unidad-de-cultura-cientifica-y-de-la-innovacion/">https://www.inibic.es/unidad-de-cultura-cientifica-y-de-la-innovacion/</a>). Finally, the online surveys sent to the Institute's staff have included specific questions on this communication action plan in order to ascertain the opinion of the entity's staff. In the coming years, this channel of communication with the Institute's professionals will be maintained. In addition, the use of existing communication channels will be intensified and new channels that could be implemented will be assessed.</p> |

| Proposed actions                                                                                                                                                                                                                                                          | Timing                                                    | Responsible Unit            | Indicator(s) / Target                                                                                                                                                              | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| the awareness of the INIBIC staff over actions implemented or disseminated.                                                                                                                                                                                               |                                                           |                             |                                                                                                                                                                                    |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>5. EQUALITY PLAN.</b><br>INIBIC will prepare an Equality Plan that will allow equality of opportunity on grounds of diversity to subrepresented groups. Evaluation and reformulation on an annual basis, as appropriate                                                | Q1,Q2 Y1<br>Q4 Y2<br>Q4 Y3<br>Q4 Y4<br>Q4 Y5              | Direction of the Foundation | Equality Plan available and disclosed.<br>Nº of reevaluations to be done (at least one a year).                                                                                    | In progress    | <p>Since 2025, INIBIC has had an Equality Plan in place setting out a series of actions needed to guarantee equal opportunities and rights for the Institute's employees, distributed across various measures: 1) Access to the organisation and selection processes; 2) Work-life balance; 3) Training in equality; 4) Professional training; 5) Occupational health prevention; 6) Prevention of sexual and gender-based harassment; 7) Prevention of sexual and gender-based harassment: supporting people in situations of harassment or gender-based violence.</p> <p>To ensure its proper implementation, a specific monitoring committee has been set up, made up of different profiles. In terms of communication, various internal channels established in the Plan itself have been made available. In the area of training, the available resources will be consulted in order to work on specific equality training planning. To date, some courses have been delivered in this area.</p> <p>This Equality Plan gives continuity to the institution's previous Equality Plan, drawn up in 2019. Over the coming years, it will be monitored and reviewed in order to adapt it to the Institute's situation at any given time.</p> |
| <b>6. IMPLEMENTATION OF AN OPEN ACCESS POLICY.</b><br>An active Open Access policy will be developed for the alignment with the provisions and initiatives encouraged by the European Union and for boosting INIBIC's visibility and acknowledgment. Specific open access | Q1,Q2,Q3,<br>Q4 Y1<br>Q1,Q2 Y2<br>Q4 Y3<br>Q4 Y4<br>Q4 Y5 | Direction of the Foundation | Open access policy generated.<br>Nº of reviews to be carried out (at least every year).<br>Nº of articles in open access.<br>% of articles in open access compared to the total of | In progress    | <p>INIBIC has an Open Science Policy that sets out the institution's principles in this area and a series of actions to be developed in this regard. This policy also includes specific indicators for evaluating the various actions carried out.</p> <p>In this regard, a review of the Open Science Policy has been carried out. <a href="http://www.inibic.es/wp-content/uploads/sites/2/2023/05/PoliticaOpenScience-INIBIC-2023.pdf">http://www.inibic.es/wp-content/uploads/sites/2/2023/05/PoliticaOpenScience-INIBIC-2023.pdf</a></p> <p>The main changes introduced were as follows:</p> <ul style="list-style-type: none"> <li>• A reference to the new Law on Science, Technology, and Innovation has been included.</li> <li>• Greater detail has been incorporated into the development of</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Proposed actions                                                                                                                                                                                                                                                                                                                                               | Timing                             | Responsible Unit            | Indicator(s) / Target                                 | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| indicators will be measured annually and improvements may be implemented, when appropriate.                                                                                                                                                                                                                                                                    |                                    |                             | publications.                                         |                | <p>the various planned actions, proposing, among other aspects: courses and training sessions on Open Science, the preparation of manuals for creating data management plans, work towards obtaining accreditation as a Scientific Culture and Innovation Unit from FECYT, continuity in the development of internal calls aimed at funding the publication of articles in open access media, and the creation of an Open Science working group within the Research Committee.</p> <p>During the next period, periodic reviews of this policy will continue to be carried out in order to incorporate the necessary changes and ensure its proper implementation.</p> <p>It should be noted that the Open Science Policy is also developed through the work carried out by the Institute's Scientific Culture and Innovation Unit (UCC+i), which undertakes significant communication and outreach work with society. Information on the work carried out can be found on the corporate website (<a href="https://www.inibic.es/unidad-de-cultura-cientifica-y-de-la-innovacion/">https://www.inibic.es/unidad-de-cultura-cientifica-y-de-la-innovacion/</a>), which features events, outreach videos, and other related projects and initiatives aimed at bringing science closer to society.</p> |
| <b>7. PROFESSIONAL CAREER PLAN AND COLLECTIVE LABOUR AGREEMENT.</b><br>In coordination with the regional government and under its premises and guidelines, great effort will be done on the implementation of a collective labour agreement that regulates the rights and duties of all the employees. It is willing to include salary and professional career | Q1,Q2,Q3, Q4 Y1<br>Q1,Q2,Q3, Q4 Y2 | Direction of the Foundation | Collective Labour Agreement approved and implemented. | In progress    | <p>The INIBIC Foundation, the managing body of INIBIC, has a collective agreement published in the Official Gazette of the Province of A Coruña on 4 January 2022. This collective agreement sets out, among other aspects, the professional classification of the institution's employees, the remuneration system, and other matters such as working hours and workers' rights.</p> <p><a href="https://bop.dicoruna.es/bopportal/publicado/2022/01/04/2021_0000009001.html">https://bop.dicoruna.es/bopportal/publicado/2022/01/04/2021_0000009001.html</a></p> <p>Once the period of validity of the previous agreement has ended, approval of the new collective agreement falls to the Regional Government, together with the workers' representatives, who are currently in the process of negotiation. Negotiations are estimated to conclude by the end of 2026. Professional career development is also conditioned by the specific Decree on research staff approved approximately two years ago. Its scope of application has not yet been</p>                                                                                                                                                                                                                                         |

| Proposed actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Timing                                                              | Responsible Unit        | Indicator(s) / Target                                                                                                                                                                                                        | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| improvements to the extent permitted by public sector.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                     |                         |                                                                                                                                                                                                                              |                | specified, so it is unclear which professionals it will apply to. As regards the timeframes for the negotiation meetings, these are linked to the availability of the Regional Ministry of Health. A schedule of meetings has been set for them.<br>In the short term, the aspects regulated by the collective agreement will gradually be defined. In addition, efforts will be made to promote the search for alternatives for professional recognition (including different professional profiles), which could be linked to professional development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>8. ADOPTION OF THE OTM-R PRINCIPLES IN THE RECRUITMENT PROCESS MANUAL.</b><br>Planned immediate actions: Greater communication of calls in different languages regardless of the origin of the funds (private or public), definition of aspects to be taken into account in the evaluation of candidates and the feedback given to them, transparency of the evaluation criteria as well as other relevant aspects such as the composition of the evaluation committee; incorporation of international evaluators when possible. Annual review commitment of the level of compliance. INIBIC is working on a | Q1,Q2,Q3,<br>Q4 Y1<br>Q1,Q2,Q3,<br>Q4 Y2<br>Q4 Y3<br>Q4 Y4<br>Q4 Y5 | Direction of Foundation | OTM-R Manual concluded.<br>Nº of procedures related to OTM-R developed and implemented.<br>Number of reviews and reevaluation of the principles in order to ensure their effectiveness (at least one all- in review a year). | In progress    | Within the framework of this action plan, work has been carried out on the preparation and updating of various documents with the aim of improving the staff selection process and ensuring the application of the OTM-R principles.<br>The actions carried out have been as follows: <ul style="list-style-type: none"> <li>Review of INIBIC's own OTM-R policy.</li> <li>Provision of specific instructions to take the OTM-R guidelines into account in the various selection processes.</li> <li>Publication, in all job offers, of the decision on admitted/excluded candidates, the scoring record, and the final decision record, thereby increasing the transparency of the selection processes and providing feedback to all candidates who applied.</li> <li>Definition of the various existing scales for the preparation and configuration of job offers. A series of changes are proposed with the aim of adapting the selection processes to the entity's current reality.</li> <li>Preparation of a template for responsible declarations.</li> </ul> As future actions, it is planned to carry out the established procedure while expediting the timeframes as far as possible, and to analyse possible suggestions relating to the specific scoring scales for particular categories. |

| Proposed actions                                                                                                                                                                                                                                                                                                                                                                                           | Timing                                                              | Responsible Unit                                        | Indicator(s) / Target                                                                                                               | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| standardized model of job description and job specifications in English to be able to post all the offers on the Euraxess platform, including details like career prospects, selection and evaluation process, transparency, composition of the evaluation panels, and even participation of external evaluators, whenever possible                                                                        |                                                                     |                                                         |                                                                                                                                     |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>9. MENTORING PLAN.</b><br>A Mentoring Plan will be launched to regulate and enhance supervisor-researcher relationship. A procedure for supervision and tutoring will be drawn up so that the responsible of each group will be able to improve their own practices when guiding and supporting researchers. The Scientific Director will ensure compliance with the plan and will examine it annually. | Q1,Q2,Q3,<br>Q4 Y1<br>Q1,Q2,Q3,<br>Q4 Y2<br>Q4 Y3<br>Q4 Y4<br>Q4 Y5 | Direction of<br>Foundation &<br>Scientific<br>Direction | Mentoring Plan implemented.<br>Nº of reviews (at least one a year).<br>Nº of tutoring reports run by supervisors/group responsible. | In progress    | <p>Work has been carried out on the design and development of a mentoring form to document and record the mentoring process undertaken with INIBIC's research staff in training. Following its finalisation, implementation of the approved mentoring procedure will begin, aimed primarily at predoctoral staff. A report template is available, which covers the following sections:</p> <ul style="list-style-type: none"> <li>• A description of the progress made by the research staff member in training over the past year and prospects for progress in the following year.</li> <li>• The competencies that the research staff member in training must acquire and the related training needs.</li> <li>• The mentor's assessment of the progress made by the research staff member in training and of their level of professional performance.</li> </ul> <p>Finally, the launch of the REBECA Mentoring Programme, promoted by Euraxess to support the professional development of young researchers, will be awaited. The programme will provide a minimum of six meetings, at which mentors and mentees will get to know one another, share their experiences, and reflect on their career prospects.</p> |

| Proposed actions                                                                                                                                                                                                        | Timing                                             | Responsible Unit                                   | Indicator(s) / Target                                                                                                                                                     | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>10. DISSEMINATION PLAN OF THE HUMAN RESOURCES STRATEGY (HRS4R).</b><br>A specific action plan will be carried out to further disseminate the different actions developed within the framework of the HRS4R Strategy. | Year 3 (Q4)<br>Year 4 (Q3)<br>Year 5 (Q4)          | Scientific Direction<br>Direction of the Fundacion | Annual review of the HRS4R Action Plan.<br>Number of actions dissemination of the HRS4R Strategy in annual conferences.<br>Review of the OTM-R Policy on an annual basis. | In progress    | In addition to the actions launched within the context of the Communication Plan, INIBIC has worked on carrying out various specific initiatives to disseminate the Human Resources Strategy (HRS4R). The specific actions carried out in recent years are detailed below: <ul style="list-style-type: none"> <li>• Conducting surveys of all staff.</li> <li>• Design and dissemination of specific infographics, providing information both on the HRS4R Award itself and on INIBIC's Action Plan in this area.</li> <li>• Delivery of specific thematic sessions for all staff.</li> <li>• Availability of a specific section on the website (<a href="https://www.inibic.es/hrs4r/">https://www.inibic.es/hrs4r/</a>), which can be accessed from its home page (<a href="https://www.inibic.es/">https://www.inibic.es/</a>).</li> <li>• As mentioned previously, dissemination of information on the HRS4R Award in other general communications from the Institute.</li> <li>• For the coming years, new actions have been proposed to boost the dissemination and awareness of the Award among INIBIC's professionals:</li> <li>• At the Institute's conferences and events, such as Biointegrasaúde.</li> <li>• Inclusion of the HR logo in institutional materials.</li> <li>• Dissemination of the infographic through additional communication channels.</li> <li>• New information sessions.</li> </ul> |
| <b>11. UPDATE PLAN OF SMALL SCIENTIFIC-TECHNICAL LABORATORY EQUIPMENT.</b><br>Work will be done on the development of a specific plan for the improvement of scientific-technical laboratory equipment.                 | Year 4 (Q1, Q2, Q3, Q4)<br>Year 5 (Q1, Q2, Q3, Q4) | Scientific Direction<br>Direction of the Fundacion | Functional plan for updating small scientific-technical equipment developed.<br>Number of equipment acquired.                                                             | In progress    | A survey on equipment acquisition preferences has been drawn up in order to plan investments for improving the facilities. The equipment identified includes the following: <ul style="list-style-type: none"> <li>• Automated live-cell imaging acquisition system.</li> <li>• Digital PCR + RT.</li> <li>• Real-time live-cell imaging system operating from within the incubator.</li> <li>• Ultracentrifuge.</li> <li>• Replacement of the nitrogen tank.</li> </ul> For the coming years, work will continue on defining scientific equipment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



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|                                                                                                                                                                                                                                                    |                                                       |                                                                           |                                                                                                                                                |                | needs in order to keep the resources available to INIBIC's research groups up to date, which will make it possible to work on the renewal, improvement, and protocol-based maintenance of the scientific equipment available.                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>12. DISSEMINATION PLAN OF THE MAIN DOCUMENTS AND GUIDES OF THE INIBIC.</b><br>Work will be done to improve the dissemination of the main strategic documents of the Institute to increase its knowledge among the personnel of the institution. | Year 3 (Q2, Q4)<br>Year 4 (Q2, Q4)<br>Year 5 (Q2, Q4) | Responsible for communication at Foundation<br>Direction of the Fundacion | Number of INIBIC documents and guides disseminated to the entity's personnel.<br>Number of conferences held to disseminate the main documents. | Completed      | In recent years, work has been carried out to make available to INIBIC staff the corporate documents that have the greatest impact and relevance for research staff. In this regard, the website plays a key role in this dissemination, as all this documentation can be accessed through it. From the website's home page ( <a href="https://www.inibic.es/">https://www.inibic.es/</a> ), there is access to a specific section entitled "Documentation," which contains all the available and updated documents.<br>INIBIC will continue to disseminate these updated documents, but the action is considered completed. |

## NEW ACTIONS

| Proposed actions                                                                                                                                                                                                                                                                                           | Timing                                                | Responsible Unit                                    | Indicator(s) / Target                                                                                                                                                        | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>13. IMPLEMENTATION OF AN ANTI-PLAGIARISM SYSTEM.</b><br>Work will be done on the incorporation of an antiplagiarism system to promote good research practices by INIBIC research staff.                                                                                                                 | Year 4 (Q1, Q2, Q3, Q4)                               | Scientific Direction<br>Direction of the Foundation | Anti-plagiarism tool implemented<br>Number of training activities carried out for the tool.                                                                                  | New            | Various alternatives for implementing a tool of this kind have been assessed, but they have been ruled out due to the resource requirements that INIBIC would have to provide.<br>Contact will be initiated with the University of A Coruña, one of INIBIC's partners, to see whether the use of the Turnitin tool can be arranged, access to which is available through an agreement signed by the three Galician universities ( <a href="https://www.cixug.gal/antiplaxio-formulario/">https://www.cixug.gal/antiplaxio-formulario/</a> ).                                                                                                                                                     |
| <b>14. UPDATING OF THE TRAINING PLAN.</b><br>A consolidation of the specific training will be carried out, especially in good research practices, transversal competencies and aspects of transfer and translation of results.                                                                             | Year 4 (Q1, Q4)<br>Year 5 (Q1, Q4)                    | Scientific Direction<br>Direction of the Foundation | Updated Training Plan.<br>Number of scientific seminars given by R1 and R2 researchers.<br>Number of training activities related to the transfer and translation of results. | New            | INIBIC has a Training Plan setting out the strategy and planning for institutional training. This document covers the objectives, target audiences, identification of training needs, and the planning of activities, among other aspects.<br>In this regard, training activities have been carried out in recent years covering methodological, statistical, and scientific writing content, aspects relating to data ethics, and outreach activities. Subsequently, a new identification of training needs for successive years will be carried out, on the basis of which the main activities to be developed can be prioritised, as was done in previous years.                              |
| <b>15. PREPARATION OF A WELCOME MANUAL FOR NEW PERSONNEL.</b><br>A welcome manual will be prepared for new personnel, including the main aspects to be considered in daily management. It will include references to the main documents and plans of the Institute, as well as information on the services | Year 3 (Q1, Q2, Q3, Q4)<br>Year 4 (Q4)<br>Year 5 (Q4) | Scientific Direction<br>Direction of the Foundation | Welcome manual prepared and disseminated.                                                                                                                                    | New            | A specific document has been drawn up to support the induction and first steps of new recruits at the Institute. This document is organised into the following contents: <ul style="list-style-type: none"> <li>• Description of the INIBIC Foundation.</li> <li>• Description of INIBIC.</li> <li>• Institutional framework: institutional plans, HRS4R strategy, other relevant documentation, participation spaces, and scientific outreach.</li> </ul> Two versions of this document have been produced: one aimed at staff employed by the Foundation and another aimed at all staff affiliated with the Research Institute.<br>In the coming years, work will continue to give this manual |

| Proposed actions                                                                                                                                                                                                                                                                                             | Timing                                                | Responsible Unit                                    | Indicator(s) / Target                                                                           | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                         |
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| and scientific-technical platforms.                                                                                                                                                                                                                                                                          |                                                       |                                                     |                                                                                                 |                | greater dissemination, focusing on newly incorporated staff, and it will be reviewed periodically to ensure that its contents are up to date.                                                                                                                                                                                                   |
| <b>16. INCORPORATING NEW IT SERVICES AND TOOLS.</b><br>Making available to INIBIC staff new software applications, in line with new trends and available capabilities, that make it possible to improve the competitiveness and positioning of the research carried out within the context of the Institute. | Year 6 (Q1, Q2, Q3, Q4)<br>Year 7 (Q4)<br>Year 8 (Q4) | Scientific Direction<br>Direction of the Foundation | Number of applications required.<br>Percentage of applications made available.                  | New            | The value of incorporating new features that enable the development of the scientific activity of INIBIC's groups will be assessed. Licences for software applications relating mainly to statistical analysis and data science will be considered.                                                                                             |
| <b>17. GENERATIONAL RENEWAL PLAN.</b><br>To support INIBIC's development and sustainability in the medium and long term through the training and upskilling of its professionals with the greatest standing and potential for scientific development.                                                        | Year 6 (Q2, Q3)<br>Year 7 (Q2, Q3)<br>Year 8 (Q2, Q3) | Scientific Direction                                | Number of professionals identified.<br>Generational renewal programme designed and implemented. | New            | Aimed at staff with considerable standing within the organisation, in order to provide them with the tools, skills, and opportunities that will enable them to become INIBIC's future leaders in the medium and long term. Example: Research support programme in Specialised Healthcare Training; the offer of institutional responsibilities. |



| Proposed actions                                                                                                                                                             | Timing                                    | Responsible Unit     | Indicator(s) / Target                                                                                         | Current Status | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>18. PROFESSIONAL ADVICE.</b><br>To offer INIBIC's different groups and professional categories career alternatives to drive their development within the research sector. | Year 6 (Q2)<br>Year 7 (Q2)<br>Year 8 (Q2) | Scientific Direction | Number of professionals who receive professional advice.<br>Degree of satisfaction with the service provided. | New            | The contents of the professional advice programme will be defined (career opportunities in research centres, companies, the management sphere, etc.), and the people able to deliver them will be identified, both within and outside the institution. Those with more senior profiles who could act as mentors and advisers to the staff included in the Professional Advice Programme will be selected. Work will be carried out with them to provide them with the competencies needed to deliver this advice. |