

## TEMPLATE 3: INTERNAL REVIEW

<p>Name Organisation under review:</p> <p>ASOCIACION INSTITUTO DE INVESTIGACION SANITARIA BIOCRUCES BIZKAIA</p> <p>Organisation's contact details:</p> <p>ASOCIACION INSTITUTO DE INVESTIGACION SANITARIA BIOCRUCES BIZKAIA</p> <p>CIF: ESG95756334</p> <p>EDIF. BIOCRUCES BIZKAIA , PLAZA CRUCES S/N, 48903 BARAKALDO</p> <p>SecretariaDireccion.BiocrucesBizkaia@osakidetza.eus</p> <p>Web-link to published version of organisation's HR Strategy and Action Plan: <a href="https://biocrucesbizkaia.org/estrategia-hr">https://biocrucesbizkaia.org/estrategia-hr</a></p> <p>Web-link to organisational recruitment policy (OTM-R principles):<sup>45</sup> <a href="https://www.biocrucesbizkaia.org/estrategia-hr">https://www.biocrucesbizkaia.org/estrategia-hr</a></p>
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**SUBMISSION DATE TO THE EUROPEAN COMMISSION: 2022/07/18**

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1.348 467 Principal Researcher 882 Collaborators
Of whom are international (i.e. foreign nationality)	24 Principal Researcher
Of whom are externally funded (i.e. for whom the organisation is host organisation)	349 Principal Researcher
Of whom are women	265 Principal Researcher
Of whom are stage R3 or R4 <sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	115 Principal Researcher
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	248 Principal Researcher
Of whom are stage R1 = in most organisations corresponding with doctoral level	105 Principal Researcher
Total number of students (if relevant)	35
Total number of staff (including management, administrative, teaching and research staff)	34-Management 62-Research support 1348 Research Staff

<sup>1</sup> [http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf)

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	<i>14.900.111</i>
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	<i>7.755.480</i>
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	<i>4.470.268</i>
<i>Annual funding from private, non-government sources, designated for research</i>	<i>2.674.363</i>
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<i>Biocruces Bizkaia is the scientific institution of Osakidetza at Bizkaia, it was constituted by the Department of Health of the Basque Government, the Basque Health Service, the University of the Basque Country and the Basque Foundation for Innovation and Research in order to facilitate the management of research carried out by public service health professionals in the Basque Country. In the coming years IIS BIOCRUCES BIZKAIA wants to position itself as a reference center to attract new research talent and generate synergies with the research that will be part of the new Horizon Europe plan.</i>	

## **2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)**

Health Research Institute Biocruces Bizkaia was recognized with the HR Excellence Seal in February 2017, which marked the culmination of a process that started in June 2015. Since then, the HS4R strategy has been a transversal axis throughout the Institute's strategy. Our new Strategic Plan 2018 - 2022 is aligned with this strategy, taking into consideration that several actions are directly included within.

The Health Research Institute Biocruces Bizkaia has implemented the OTM-R policy through its procedures and by making explicit the principles by which our institute has been carrying out the recruitment processes. Processes that have been subject to constant improvement since 2017, so this implementation was more a formal declaration rather than in a change of mentality within the organization as they were already assumed.

We are currently working on the new Human Resources Plan which will be approved in parallel with the new strategic plan of the Institute to be approved in the last quarter of this year, 2022.

Challenges faced by the BIOCRUCES BIZKAIA HRI in the Human Resources Area

- In terms of the organizational model, its mission includes support for researchers.
- Strengthening the relationship between clinical research and basic research is one of the priority lines of action, and is considered vital for the excellence of the institutes' research and for the development of translational research.
- The attraction of research talent, mainly through the promotion of research by hospital clinical staff, is one of the main areas of action, as currently only 11% of the medical and healthcare staff are assigned to the BIOCRUCES BIZKAIA HRI, which reflects the institute's capacity for improvement in terms of encouraging research by clinical staff.

With regard to the Employee Value Proposition, the BIOCRUCES BIZKAIA HRI considers the implementation of management policies based on performance evaluation and individual assessment not only of employees, but also of management areas or units.

**STRENGTHS**

1. The institute has different national and international reference research groups.
2. The BIOCRUCES BIZKAIA HRI has been recognised with the HR Excellence In Research distinction awarded by the European Commission to institutions whose human resources policies are in line with the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
3. The BIOCRUCES BIZKAIA HRI has a remarkable degree of collaboration with the university environment.
4. The patron entities that make up the BIOCRUCES BIZKAIA HRI offer the institute highly relevant financial support that contributes to stabilising and guaranteeing the continuity of research activity at the institute.

**WEAKNESSES**

1. The attraction of young clinical researchers is a structural challenge that the BIOCRUCES BIZKAIA HRI has been facing since it was set up.
2. The BIOCRUCES BIZKAIA HRI needs to strengthen internal communication in order to make the institute's contribution of value to research staff more visible.
3. The structure of the Institute is valued by the research staff as a very bureaucratic, reactive structure that is not very adaptable and flexible to the research groups. It is necessary to improve the communication of the work carried out by the management areas to change this vision.
4. The BIOCRUCES BIZKAIA HRI performance evaluation system has not yet been fully developed.
5. The level of collaboration between clinical and basic research staff at the BIOCRUCES BIZKAIA HRI is open to further deepening.
6. Health research with insufficient recognition at the professional career level, which hinders the creation or recruitment of critical research mass, as well as the retention of talent.
7. Shortage of certain technical profiles capable of managing and leading the use of research support platforms, as well as difficulty in retaining them.
8. Disappearance, or reduction, of lines of research in which an outstanding position has been achieved, due to the lack of an adequate generational replacement (teaching and care staff with research capacity).
9. Limited level of incentive in the health system regarding research by health personnel, as well as scarce implementation of a system of recognition of the research career.

**Ethical and professional aspects**

The Health Research Institute Biocruces Bizkaia, as an accredited institute by the Institute of Health Carlos III , has always taken into consideration the aspects of Ethics and Professionalism in Research. These aspects are fully documented in the following documents of our organization: Guide of Good Scientific Practices, Annual Reports, Strategy HRS4R and Strategic Plan of the IIS Biocruces Bizkaia. At the same time, it has a prestigious external Scientific Committee as well as a Research Committee that is actively involved and informed of the actions and objectives proposed.

The researchers assigned to the Institute have a high commitment to the Ethical Codes of their discipline as well as to the principles of publicity and dissemination of results, and non-discrimination.

In the initial analysis, however, the need for evaluation systems of their professional practice was identified, which would correspond to an area of improvement in relation to the implementation of the criteria related to these principles.

In the analysis that was carried out in the procedure to obtain the HR Excellence Seal, the high participatory nature through various working groups was highlighted, as well as the completion of a general survey that allowed us to obtain a detailed analysis and suggestions for improvement from the start. Other strengths identified were:

- the high commitment to the ethical principles of research and an efficient and transparent management of both public and private funds,
- the permanent concern for the dissemination of results both to economic agents and to society in general and a firm attitude of non-discrimination

In relation to the need for action on the principle of Evaluation, several concrete actions were implemented to reinforce this weakness. These actions have been developed and in this way significant progress has been achieved in terms of demanding evaluation criteria for the research groups but at the same time maintaining room for improvement in the individual evaluations.

Regarding the ethical and professional aspects axis, the survey yielded excellent or very good results in almost all the principles with a very high average score and a low level of dissatisfaction. The issue that was the subject of the evaluation systems, which was analysed in the working groups that were organised for the presentation of proposals for the drafting of the New Action Plan 2022-2028, was the one with an indicative assessment of an opportunity for improvement.

#### **STRENGTHS**

- Biocruces Bizkaia respects the freedom of research.
- The Institute ensures compliance with the code of ethics in all projects.
- Researchers/s know and practice good practices in research.
- Researchers/s respect the principles of authorship and intellectual property.
- Researchers/s carry out their activity with honesty and professionalism.
- Researchers/s implement their projects with fidelity to the protocol presented.
- Researchers/s strive to manage projects efficiently.
- Researchers/s comply with all required safety procedures.
- Researchers/s practice a policy of "Open Access" in their projects.
- Researchers/s strive to disseminate the result

#### **WEAKNESSES**

- There are difficulties and there is a certain lack of commercial orientation that would allow projects to reach the stage of exploitation of results that could generate returns, patents, etc.
- The evaluation system needs to be better known and accepted by researchers.
- The different regulations affecting research make project management difficult and generate a great administrative burden for researchers.
- The Institute's transparency portal can still be improved so that it can contribute more to the corporate image of Biocruces Bizkaia.

**REMARKS**

In the previous HR plan, it was decided to work on the principles of non-discrimination and evaluation systems in relation to this strategic axis.

In this sense, the Biocruces Bizkaia HRI Equality Plan has been published and registered <https://www.biocrucesbizkaia.org/documents/20121/333805/2021-+Plan+de+Igualdad+Biocruces+Bizkaia+2021.pdf/d2f794b3-ecb2-52b5-fc57-82b6ffa78caa?t=1647939353394>

Having already addressed the issue of gender equality, the new plan proposes the introduction of a diversity policy at all levels. To this end, two new actions have been added to encourage the recruitment of people with different abilities.

With regard to evaluation systems, once the procedures and criteria for categorizing groups have been standardized, the evaluation of people is tackled in several actions, generating actions aimed at the evaluation of researchers and returning to performance evaluation with an action that aims to achieve the implementation of a pilot programme for the evaluation of people.

**Recruitment and selection**

The Health Research Institute Biocruces Bizkaia has defined pay scales consistent with the research career in its different phases (R1-R4). It tries to ensure adequate recruitment of research staff despite certain difficulties encountered on the adequacy of work related to research projects and labor legislation.

Regarding recruitment, its procedures have always been public and subject to merit based evaluation. At this stage, The Health Research Institute Biocruces Bizkaia adheres to the OTM-R policy that was already integrated in the selection process although to date it was not disseminate.

The initial analysis indicated as strength of our organization the recognition that is made of the experience in other countries or research centers as a value to be considered in all recruitment processes.

With regard to the axis referring to the OTM-R principles in relation to recruitment and selection procedures, we obtained a high average score (6.67) and low dissatisfaction rates (11.13%).

Two principles (valuation of experience and recruitment of postdoctoral) deserve more attention as they have slightly higher dissatisfaction rates.

In the working groups organised for the elaboration of the new action plan, proposals were made concerning information for candidates and job evaluation systems. On the other hand, the need to establish a post-doctoral itinerary was pointed out.

**STRENGTHS**

- Biocruces Bizkaia publishes all job offers on its website, where the recruitment and selection policy and procedure are also published according to OTM-R (Open-Transparent-Merit-Recruitment) criteria.
  - - The selection committees meet the criteria of independence and transparency as stated in the Institute's procedure.
  - The assessment criteria are qualitative and quantitative to ensure that recruitment is based on the principles of merit of the candidates..
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**- WEAKNESSES**

- It is advisable to introduce improvements in the recruitment and selection procedure relating to:
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The information candidates receive about the selection process.

- Criteria for assessing the different ranges and types of experience, as well as variations and jumps in the chronology of applications.
- A postdoctoral itinerary must be designed in Biocruces Bizkaia that incorporates evaluation systems that allow for the professional development of young researchers and help to retain young talent and consolidate existing lines of research.

**REMARKS**

Since the publication of the previous Plan now under evaluation, the Institute has integrated its own OTM-R policy.

The development of this policy and the results of the survey carried out have led us to introduce actions related to the principle of transparency. The aim is to set up a procedure for the publication of the resolutions of the calls for proposals launched by the entity. In addition, a specific space will be created on the website for candidates to request information.

Actions that affect the principle of incorporation of postdoctoral researchers will also be opened up, such as the clear establishment of the phases of the research career, a mentoring programme, the publication of a guide that can offer professional orientation and a leadership model that allows the development of these skills in young researchers.

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**Working conditions**

The Health Research Institute Biocruces Bizkaia has recently signed a commitment to gender equality on the occasion of the celebration of March 8. It plans to implement a Gender Equality Plan in the coming years while continuing to carry out specific actions such as participation in the Women for Africa Program, STEAM project to attract women to science, The March 8 Working Coffee. The principle of gender equality was already a strength that we now want to reinforce.

- In the analysis phase and the start of the implementation of the HR Excellence Seal, it was decided that priority objectives tackling some of our weaknesses were: The recognition of the "Researcher" profession. To this objective the first four actions of the plan were assigned. The dissemination and visibility of the actions of our researchers has been greatly increased while we are working with Basque Public Health System - Osakidetza to provide recognition to research in the professional career. There is still room for improvement in these points because the recognition commission has not yet been created and the Institute continue to work with the Basque Government on a Researcher career plan. A concrete action implemented has been the Ezkertze awards for the years 2017-2018 and 2019.

- It remains pending the creation of a guide that defines the professional career of the researcher in the Institute and that includes all aspects that affect him from the start, initial categorization and subsequent assessment. In relation to this, the mentoring plan for young researchers has also been delayed.

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- Regarding job retention and Researcher stability, measures have been implemented to give stability both to the organization and structure of the Institute and the research groups with a long-term career in order to maintain the strategic research lines.

- The institute has continued to evolve and grow as it is still a young organization. In the last two years, great progress has been achieved, both in terms of infrastructures and the implementation of measures of helping the work-life balance, reduction of working hours to care for children or family, flexible schedules, inauguration of the new building (More than 6000 additional m2 specifically dedicated to research, with new RTD platforms). This has meant a spectacular improvement in the staff working conditions, both researchers and management personnel.

However, we recognize that within our objective towards continuous improvement, a greater systematization of the objective criteria that support our salary scale defined in 2018 is needed. In this way, the rewards of each person and position will be better adapted to the OTM principles, in an effort towards dignifying the researcher conditions.

Regarding the axis that refers to working conditions, we obtain an average score of 6.49 and dissatisfaction rates of 17.32%. Although in both cases we can consider that we still have a good assessment, this axis has somewhat higher dissatisfaction indices, shedding light on possible actions to be undertaken in the new plan.

In the aforementioned working groups, emphasis was placed on improvements related to:

- recognition of research in the Basque public health sector,
- new work-life balance alternatives
- stabilisation of researchers
- improvements in remuneration
- Evaluation systems
- Participation

#### **STRENGTHS**

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- The professionals at Biocruces Bizkaia are very satisfied with the following:
  - o The support they receive in their work from their colleagues.
  - o The information necessary for the development of their work, functions, responsibilities and objectives.
  - o Physical and environmental conditions of the workplace in terms of ergonomics, working hours, team atmosphere, communication...
  - o Level of autonomy and distribution of the workload
- In relation to their direct supervisors, the professionals of the institute consider that they have their support and that their contributions are listened to.
- The Institute incorporates a specific intramural call for stays to help young researchers to gain experience in prestigious research centres
- Biocruces Bizkaia has an intramural call for intensification so that health professionals can devote time to research.

**WEAKNESSES**

- The Institute needs to work more on the recognition of the staff at Biocruces Bizkaia, not just researchers.
  - There is a need for greater recognition of research as a professional merit in the Basque public health system.
  - A revision of the remuneration tables is pending with the aim of improving the conditions of the workers, always bearing in mind the sustainability of the system.
  - The aim is to develop a performance evaluation system coherent with the research environment, the strategic objectives of Biocruces Bizkaia and with the principles of merit, transparency and publicity.
  - Poor dissemination of some documents and procedures that are little known by people: (Bullying, Suggestions box, conflict resolution ...).
  - Create procedures, networks and communication channels so that researchers in the advisory committees (Research Committee) and in other areas can make more contributions and have them recorded.
  - Create ways to encourage participation in dissemination and cultural activities and events organised at the Institute through the Bioq group or other channels.
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**REMARKS**

This axis in the previous Plan gave rise to several actions, some of which have already been completed.

Some actions have been maintained and others have been revised, making some aspects more specific and generating new actions.

- With regard to the recognition of the profession, the aim is to continue to hold meetings with the governing bodies and managers of healthcare organisations. At the same time, we are going to collaborate with other entities so that the proposals agreed in this collaboration can reach parliament, ministries and regional governments to generate measures that favour this recognition.
- Career development: further progress is to be made in the areas of performance appraisal and evaluation of researchers, job descriptions, job categorisation and evaluation systems, career guidance and mentoring programmes.
- General conditions: Further develop a process of continuous improvement in the modalities of work-life balance, recruitment and wage policy.
- In terms of participation and complaints procedures, this new plan seeks ways to encourage greater participation in the institute through improvement groups and the reactivation of the BioQ group, born around the actions of Equality and the dissemination of the role of women researchers.

**Training and development**

The training in the Institute is well valued as well as correctly systematized and disseminated in its Training Plan. During this period, new training activities have continued to be incorporated, with a special effort to disseminate them both through digital media and through the Institute's own website, where it is easy to appreciate this activity.

Collaboration with Universities and other Research centres and Institutes has increased.

The whole process of identification of publication authorship was identified as an area of improvement: this issue is currently being discussed in joint meetings with other health research organizations in the Basque Country.

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In the area of training, the survey shows excellent or very good results in almost all the principles, with a very high average score (7.46) and very low dissatisfaction rates (7.06%).

The items or themes that could be the object of action and that were reflected upon in the working groups refer to the following aspects:

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- Training plan that takes into account the needs of professionals.
  - Ease of attendance of courses by researchers and workers.
  - Acceptance of proposals for seminars, conferences, courses...
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## **STRENGTHS**

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- In the institute there is a high level of involvement of novel researchers in their training process, and researchers in training collaborate actively with their tutors. And, in turn, senior researchers have a great dedication to teaching tasks, thesis supervisors, final degree projects, final Master's projects, etc.
  - The Institute has a Training Plan that offers a wide and easily accessible range of courses, conferences, seminars...
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## **WEAKNESSES**

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- It is advisable to implement a procedure that reflects the training needs of the Institute's staff.
  - It is advisable to review the procedure for attending courses requested by researchers and employees, as well as the procedure for evaluating proposals for seminars, conferences, courses...
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## **REMARKS**

The training axis, always highly valued in surveys and working groups, is introduced for the first time in this new action plan to try to make progress on the following issues:

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- Support Plan for Emerging Groups
  - Research leadership model
  - Mentoring Programme
  - Introduce into the Training Plan the training needs and proposals put forward by the Institute's staff.
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## **HAVE ANY OF THE PRIORITIES FOR THE SHORT AND MEDIUM TERM CHANGED?**

Actions that are no longer a priority

1. Communication: The communication plan is already created and annual increases in the number of news and communications are taking place.
2. Releases: the process is already consolidated in the entity, with 8 new research releases granted per year. Furthermore, almost all of them are extended for another year.
3. Infrastructures: The new building was inaugurated in 2018 and the renovation of research equipment continues every year, participating in different calls for proposals.
4. Evaluation and categorization of groups: System closed in 2018. Since then, two new categorizations have been made.

5. Distribution of operating profits: Reports have already been submitted to the Director of Research. It is a matter that depends on the Directorate of Assets and is beyond our competence.
6. Co-authorship and Equality Plan: Procedures completed, approved, published. In the case of the Equality Plan, it is registered in the "Register and deposit of Agreements, Collective Work Agreements and Equality Plans of the Basque Country"

**Achievements:**

- First edition of the "Jornadas científicas de reconocimiento a la investigación" ("Scientific Conference in Recognition of Research") with the call for "Premios de Investigación BioQ" (BioQ Research Awards).
- Equality Plan 2021-2023 published and registered.

**New priorities:**

1. Generational change: New actions are targeted such as the leadership model, mentoring and the model of continuity of consolidated senior researchers of excellence.
2. List of job positions and evaluation criteria.
3. Research career path and researcher evaluation system
4. Transparency: New procedures for publication and information to candidates are incorporated.
5. Work-life balance policy: new alternatives.
6. Non-discrimination: Incorporation of people with different abilities.
7. Participation: Creation of improvement groups, interareas meetings, dissemination groups and events...
8. Evaluation of professional careers in the Institute, researchers and other professionals.

**HAVE ANY OF THE CIRCUMSTANCES IN WHICH YOUR ORGANISATION OPERATES CHANGED AND AS SUCH HAVE HAD ANY IMPACT ON YOUR HR STRATEGY?**

- **Changes in labour regulations.** The new employment regulation favours indefinite contracts and accelerates the modifications envisaged in the stabilisation plans that Biocruces Bizkaia has been working on for management and platform contract staff, acting in almost 100% of the staff in these areas. The new incorporations of research personnel following the reform are adapted to the new contractual modalities.
- **Forthcoming Changes in the Science Law.** Its new wording will be aimed at promoting scientific and technical research in accordance with the new employment regulations, with the following points being highlighted:
  - **New specific types of employment contracts for research staff:**
    - o Temporary contracts for researchers in the pre-doctoral and post-doctoral stages.
    - o Indefinite-term contracts: Researcher and contract for scientific and technical activities. The latter is defined by the fact that it is carried out for the execution of research activities independently of the person hired.
  - A selective system of access to public employment in the Public Research Bodies of the General State Administration for research personnel through public competition based on the evaluation of the research personnel's curriculum vitae.
  - Return and profit-sharing for research and technical personnel who have participated as authors or co-authors of the invention that is the object of the industrial and intellectual property.

- **Pandemic and telework situation.** The pandemic has generated new ways of working, introducing telework and telematic connections. This leads to new ways of working, new locations, new working time arrangements... These new ways of organisation are still unresolved, as it is too early to measure the depth of the changes that have occurred.
- The process of negotiating a **collective agreement** in our entity has begun. This opens up new opportunities but affects the development of some of the actions proposed in the plan that we are now presenting.

#### **ARE ANY STRATEGIC DECISIONS UNDER WAY THAT MAY INFLUENCE IN THE ACTION PLAN?**

We are currently working on the new Human Resources Plan which will be approved in parallel with the new strategic plan of the Institute to be approved in the last quarter of this year, 2022.

Challenges faced by the BIOCRUCES BIZKAIA HRI in the Human Resources Area

- In terms of the organizational model, its mission includes support for researchers.
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- The attraction of research talent, mainly through the promotion of research by hospital clinical staff, is one of the main areas of action, as currently only 11% of the medical and healthcare staff are assigned to the BIOCRUCES BIZKAIA HRI, which reflects the institute's capacity for improvement in terms of encouraging research by clinical staff.

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3. The patron entities that make up the BIOCRUCES BIZKAIA HRI offer the institute highly relevant financial support that contributes to stabilising and guaranteeing the continuity of research activity at the institute.

#### **WEAKNESSES**

1. The attraction of young clinical researchers is a structural challenge that the BIOCRUCES BIZKAIA HRI has been facing since it was set up.
2. The BIOCRUCES BIZKAIA HRI needs to strengthen internal communication in order to make the institute's contribution of value to research staff more visible.
3. The BIOCRUCES BIZKAIA HRI performance evaluation system has not yet been fully developed.

4. The level of collaboration between clinical and basic research staff at the BIOCRUCES BIZKAIA HRI is open to further deepening.
5. Health research with insufficient recognition at the professional career level, which hinders the creation or recruitment of critical research mass, as well as the retention of talent.
6. Shortage of certain technical profiles capable of managing and leading the use of research support platforms, as well as difficulty in retaining them.
7. Disappearance, or reduction, of lines of research in which an outstanding position has been achieved, due to the lack of an adequate generational replacement (teaching and care staff with research capacity).
8. Limited level of incentive in the health system regarding research by health personnel, as well as scarce implementation of a system of recognition of the research career.

### 3. ACTIONS

<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>	<i>Remarks</i>
<i>1. Increase visibility and communication of the results of the research to the Hospital and the society in general.</i>	22	ACHIEVED	Communication Commission	<i>√ Number of communication activities:</i> 2018: 87 per year, 7 per month. 2019: 10 per month. 2020: 12 per month 2021: 12 per month	Completed / Communication group working since 2017/New Social Networks: LinkedIn, Instagram...  Fully Completed	<i>√ Communication Plan new version</i>
<i>2. Implement a system of recognition of the professionals based on rewards and grants</i>	22	2025 Q1	Recognition Commission	<i>√ Number of initiative: Ezkertze</i> 2017,2018,2019,2020, 2021  <i>Diffusion de activities of researchers</i>	Recognition Commission: COMPLETED	<i>√ Recognition initiatives (calls, awards, etc.)/ Call for Recognition Awards First Edition 2021</i>
<i>3. Create grants for the timed release of clinic researchers based on the CV of the researcher.</i>	22	ACHIEVED	<ul style="list-style-type: none"> <li>• Recognition Commission</li> </ul>	<i>√ Budget of calls:</i> 2017:115.777€  2018:116.000€  2020: 136.000  2021:245.000€	Fully completed	<i>√ Intramural calls (internal Biocruces Bizkaia calls)</i>

4. Promote a greater strategic bet by the Hospital towards research; timed releases, assessment of the research activity beyond the established working hours	22	2025 Q1	BB(General Direction)  Osakidetza (Basque Public Health Service)	√ Number of proposals/ Numbers of Meetings: 22	Included in the new Strategic Plan/Initiated	Pending: Proposal to the Hospital Management and Agreements
5. Implement actions towards reconciling work and family	24	ACHIEVED/NEW ACTION	Stability and Conciliation Improvement Group/ Managing and Organizational Director	√ % Execution:100%  Requests solved	√ HHRR Management Plan: "Conciliation" section Completed	reductions in working hours due to legal guardianship / time adjustments / flexible entry times ...
6. Improve work spaces, infrastructure and computer services (cloud storage, wifi)	24	ACHIEVED	Infrastructures and Platforms	Number of improvement actions: New building, spaces adaptation...	Fully Completed 2018 Q3	Improvement actions: Equipment (new building), others
7. Create a procedure for the evaluation of the research groups.	11	ACHIEVED	• Coordinator and scientific evaluator	√ Execution %: 100%	Completed 2018 Q3	√ Group evaluation procedure :Done the categorization and the revision of the new groups
8. Implement a periodical evaluation system for all professionals in Biocruces Bizkaia	11	2025 Q1	• Coordinator and scientific evaluator/ Quality	√ Execution % /√ Pilot test	Some pilots	√ Personnel evaluation procedure √ Evaluation pilot test to a sample of Research Group Coordinators
9. Review the criteria for the categorization of research groups	28	ACHIEVED	• Scientific Director • External Scientific Advisory Board	√ Execution % 100	Completed	√ "Categorization criteria" document new version / √ "Integration Plan" document new version
10. Define and document a handbook that defines the professional career (categories and research periods)	28	2025 Q1	• Scientific Director / Managing and Organizational Director	√ Execution %: 50% (Researchers)	In progress, the publication is still pending	√ HHRR Management Plan: "Professional Categories" section

11. Promote the incorporation of the research assessment criteria in the evaluation of the career development by Osakidetza	28	2019 Q1	• Health Research Centres(Basque Public Health Service)/ Osakidetza / General Direction	√ Number of proposals/ Numbers of Meetings: 2	In progress.	√ Proposal of evaluation criteria for professional development at Osakidetza
12. Develop training for the career development of researchers and other professionals	28	2023 Q1	Training Department	√ Number of training activities: 70 (30 approx. Per year)	Training plan completed	√ "Training Plan" document new version
13. Implement a wage scale based on categories and job functions.	26	ACHIEVED/ NEW ACTIONS	Managing and Organizational Director / Administration Responsible	√ Execution %:75%	Worked and finished in 2018. Pending review and publication.	√ HHRR Management Plan: "Remuneration" section
14. Define a procedure for the distribution of benefits derived from the exploitation of the R&D activities (copyrights, intellectual property rights, etc.).	26	OMITTED	• General Direction/ Health Research Centres(Basque Public Health Service) / Osakidetza	√ Number of agreements:1	General agreement	√ Benefit Distribution and Exploitation Agreement
15. Establish improvements in recruitment policies	25	ACHIEVED	• Human Resources / Quality	√ Execution %: 100%	√ Labour stabilizations have been produced and proceeded, hiring according to the Law of Science, Cofinancing of Calls for Human Resources,	√ Recruitment Procedure: OTM Implemented
16. Create new ways of funding recruitment process and implement actions towards work stability for research personnel.	25	ACHIEVED	Human Resources Area / Managing and Organizational Director	√ Number of initiatives Staff stabilized in the period 2017-2018: 24 Sfaff stabilized in the period 2019-2021: 41	Completed	√ Pending the establishment of the Group for the Improvement of Stability and Conciliation
17. Improve the Welcome procedures (Recruitment)	28	2023 Q2	• Human Resources / Quality	√ New Welcome Procedure	√ Pending incorporation specific welcome to the researchers senior	√ Reception Guide: Improving,
18. Develop and communicate a procedure for	32	ACHIEVED	Work Group integrated by research personnel	√ Execution % 100	Work group with other Basque research	√ "Unique Bibliographique Dénomination" new

<i>defining authorship and co-authorship in publications</i>			<i>and Scientific Director</i>		<i>Institutes. Completed</i>	<i>version</i>
<i>√ 19. Implement Equality Plan.</i>	21	ACHIEVED	<i>General Direction/ Human Resources/ Equality Group</i>	<i>√ Execution 100 %</i>	Completed	<i>√ Equality Plan completed and registered</i>
<i>ACTION 1: Participate in the working groups with other entities (ISCIII, REGIC).</i>	22	Q2 2023	<i>BB (General Direction) and Human Resources Area</i>	<i>Number of meetings Number of people participating in collaborative groups</i>	New	<i>Desired Achievements: Proposals presented to those responsible for health services in the different territories</i>
<i>ACTION 2: Incorporate some specific action in the new Strategic Plan to promote the valuation of research in health personnel and monitor the situation and actions in the Executive Committee and General Assembly.</i>	22	Q4 2024	<i>Biocruces (General Direction)</i>	<i>Number. of actions in Strategic Plan and follow-up Number of Govt. org. meetings reviewing status and actions</i>	New	<i>Desired Achievements: Changes in the assessment of research merits</i>
<i>ACTION 3: Maintain regular contacts with management and staff of each OSI to discuss research posts.</i>	22	Q2 2022	<i>Biocruces (General Direction)</i>	<i>Number. of persons released annually</i>	New	<i>Desired Achievements: Introduction of research posts</i>
<i>ACTION 4: Further develop the Support Plan for emerging groups.</i>	36/37	Q2 2022	<i>Scientific director and Scientific Coordination</i>	<i>Active calls to emerging: public, private, intramural</i>	New	<i>Desired Achievements: Increase the number of healthcare professionals who are researchers</i>
<i>ACTION 5: Development of a model for the continuity of senior researchers (excellent</i>	40	Q4 2023	<i>BB General Direction and Human Resources Area</i>	<i>Model developed and number of researchers enrolled in the model</i>	New	<i>Desired Achievements: Ensuring generational renewal</i>

consolidated groups)						
ACTION 6: Develop the Leadership model)	37/38/40	Q4 2023	Scientific Coordination and Management , Training, Human Resources Area	Researchers participating in the programme	New	Desired Achievements: Ensuring generational renewal and Increase the number of healthcare professionals who are researchers
ACTION 7: Establishing the phases of the post-doctoral stage in research)	21/28	Q2 2023	<ul style="list-style-type: none"> <li>Scientific director and Scientific Coordination, Human Resources Area</li> </ul>	Publication of general evaluation criteria, Number of postdoctoral candidates with specific objectives to achieve Number of completed evaluations	New	Desired Achievements: Ensuring generational renewal and Increase the number of healthcare professionals who are researchers
ACTION 8: Creation of a guide for postdoctoral researchers ; mentoring programme	30/39/40	Q2 2023	<ul style="list-style-type: none"> <li>Scientific director and Scientific Coordination, Human Resources Area and Area Coordinators</li> </ul>	Guide; Start of a pilot mentoring program Number of mentors and number of mentees	New	Desired Achievements: Ensuring generational renewal and Increase the number of healthcare professionals who are researchers
ACTION 9: BIOCRUCES BIZKAIA HRI researcher evaluation procedures	11/29/32/33	Q2 2023	<ul style="list-style-type: none"> <li>Scientific director and Scientific Coordination</li> </ul>	Established evaluation criteria for researchers at all levels.	New	Desired Achievements: To Have an evaluation system according to the professional career
ACTION 10: To find out the training needs of the staff of BIOCRUCES BIZKAIA HRI in order to respond to them.	39	Q4 2022	Training Area	Average assessment of the Training Survey No of annual and new training actions incorporated	New	Desired Achievement New Training Plan
ACTION 11: Establish a channel for the rapid collection of training proposals and facilitate their	38/39	Q4 2022	Training Area	Training application procedure, Number of applications made	New	Desired Achievement: Procedure in the website



<i>implementation.</i>						
<i>ACTION 12 Continue to increase advertising of all job vacancies.</i>	15	Q4 2022	Human Resources Area	Number and increase of publications outside the corporate website	New	Desired Achievements: Increase the visibility of our job offers
<i>ACTION 13: Make further progress in the transparency of job advertisements in the organisation.</i>	15	Q2 2023	Human Resources Area	Resolutions published, Number of Reports to candidates	New	Desired Achievements: Deepen the transparency of the recruitment procedure
<i>ACTION 14: Create a complaints procedure and publicise it on the website.</i>	15	Q2 2023	Human Resources Area	Procedure; Communication No. Responses	New	Desired Achievements: Deepen the transparency of the recruitment procedure
<i>ACTION 15: Update job cards</i>	11	Q4 2023	General Direction, GT Bioef, Human Resources Area	Number of approved sheets	New	Desired Achievement: RPT Lists of Jobs
<i>ACTION 16: Further develop the job evaluation system</i>	28	Q4 2023	General Direction, GT Bioef, Human Resources Area	Number of job positions evaluated	New	Desired Achievement: Remuneration Audit and Appraisal Tool
<i>ACTION 17: Initiate a pilot evaluation programme in the Area of Management in which a three-stage evaluation takes place: Assessment, Proposal Writing, Approval.</i>	11/20/28	Q4 2023	General Direction and Human Resources Area	Number of evaluations carried out	New	Desired Achievement: Personnel evaluation procedure
<i>ACTION 18: Publish the BIOCRUCES BIZKAIA HRI work-life balance policy and make further progress in work-life balance.</i>	23/24	Q2 2023	General Direction and Human Resources Area	Conciliation Policy, Number. of conciliation requests resolved	New	Desired Achievement: New work-life balance alternatives incorporated

<i>ACTION 19: Continue to make progress in the formulas for the recruitment of researchers that favour their stabilisation.</i>	25	Q4 2022	General Direction and Human Resources Area	Number of Contracts adapted to the Science Law according to modality	New	Desired Achievement: Contracting models in Biocruces Bizkaia
<i>ACTION 20 Revision of the salary policy within the framework of the accredited HRI</i>	26	Q4 2023	General Direction and Human Resources Area	Number of meetings with the Trade Union Representation	New	Desired Achievement: New Salary Policy
<i>ACTION 21: Establish collaboration channels with specialized labor intermediation in the group of people with different abilities.</i>	10	Q4 2022	Human Resources Area	Number. of collaborating insertion companies	New	Desired Achievement: Deepen diversity and collaborate with insertion companies
<i>ACTION 22: Development of specific actions for the recruitment of staff with different capacities.</i>	10	Q2 2023	General Direction and Human Resources Area	Number. of Diversity Inclusion Actions	New	Desired Achievement: New employees with different capacities
<i>ACTION 23: Promote working groups to improve participation and internal communication.</i>	34/35	Q3 2023	General Direction, Human Resources Area and Communication group	Number. of working groups and Number. of working group meetings	New	Desired Achievement: improve participation and internal communication.
<i>ACTION 24: Reactivate the BioQ group as a mechanism for participation and cohesion., (generate calendars of activities, events, information days...)</i>	35	Q1 2023	General Direction and former BioQ members	BioQ Meetings, Events held	New	Desired Achievement: improve participation and internal communication.
<i>ACTION 25: Strengthen communication and participation of researchers through Area Coordination</i>	35	Q1 2023	Scientific director and Scientific Coordination	Meetings by Area held.	New	Desired Achievement: improve participation and internal communication

## **OTM-R principles**

The Health Research Institute Biocruces Bizkaia has implemented the OTM-R policy through its procedures and principles by which the organization has been carrying out its recruitment processes. Processes that have been subject to continuous improvement since 2017, so this implementation has consisted more on a formal explanation than a change of mentality in the organization. Different procedures have been implemented to assist in the process of evaluation of applications and formation of the Evaluation Committee. In the same way, the OTM policy has been published on our website. <https://biocrucesbizkaia.org/estrategia-hr>

## **COMMENTS ON THE IMPLEMENTATION OF THE OTM-R PRINCIPLES (INTERNAL REVIEW FOR AWARD RENEWAL)**

The following improvements have been made to the OTM-r policy during this period:

- Assessment criteria have been incorporated into all calls for applications to encourage the recruitment of people with different abilities and thus continue to make progress in the principle of non-discrimination.
- We have continued to increase the channels for publishing our job offers.
- The documentation relating to the formation of selection committees has been renewed: conflict of interest document.

A new revision of the Check List has been carried out, and some improvements have been identified which have led to the introduction of new actions in the action plan relating to information for candidates, publication of the resolution of calls for applications, opening of a space for the presentation of applications and complaints, etc.

## **4. IMPLEMENTATION (MAX. 1 PAGE)**

The HRS4R policy is subject to continuous monitoring in a permanent working group formed by the Scientific Direction and Management, the human resources department, the quality department and different people affected from other departments as the needed changes for the implementation of the proposed actions were incorporated (communication, infrastructures, training, project management ...)

The leading group of the plan has continued to take care of the process. It has been in charge of preparing this new review and self- assessment phase internally in order to obtain a more precise identification of progress degree compared to the plan and with the vision of being able to incorporate new areas of the institute as the action plan requires.

Regarding the public and private stakeholders related to the science system in our region, we have involved them in meetings of the government bodies and between Basque Research Institutes.

The strategy has also been reviewed by the researchers and professionals of the Institute in different groups and commissions that meet periodically.

The HRS4R revision actions are also highlighted in the process of preparing the new strategic plan with interviews and working meetings.

The HR strategy is fully present in the Strategic Plan of the Health Research Institute Biocruces Bizkaia 2018-2022, through the following objectives and actions:

1. Promotion of the researcher career within the Institute and in the Basque Public Health System to guarantee the generational succession:
  - a. Systematization of the development of the professional career in the Health Research Institute Biocruces Bizkaia.
  - b. Design of a monitoring and evaluation model for the research staff of the Health Research Institute Biocruces Bizkaia.
  - c. Development of a system for the stabilization of research and innovation staff with talent.
2. Incorporate into the Health Research Institute Biocruces Bizkaia the good practices linked to the RRI and HRS4R:
  - a. Monitoring, Assessment and updating of the HR Plan of Health Research Institute Biocruces Bizkaia.
  - b. Improvement of the hiring policy in the Health Research Institute Biocruces Bizkaia according to the OTM criteria.

The HRS4R plan and its principles compliance constitute a requirement to be evaluated in any accreditation and reaccreditation process by the Institute of Health Carlos III ,in order to be an accredited Institute.

The progress of the action plan has been monitored through KPIs, group meetings and self-assessment. Specific actions to expand the participation of key stakeholders has been proposed and initiated. In this regard, taking as starting point the initial schedule, on 15 actions to be executed in this period, 10 actions (66%) are already completed or according to plan and 4 more are initiated. This implies a compliance degree of 80%.

Within the Health Research Institute Biocruces Bizkaia, the implementation of the HRS4R plan is very internalized in the different professional categories and its objective is, with the help of the action plan, to continue to keep it alive.

#### **GENERAL OVERVIEW OF THE IMPLEMENTATION PROCESS: (MAX. 1000 WORDS)**

In order to establish an action plan that allows us to continue with the implementation of the HRS4R strategy in Biocruces Bizkaia, a process of analysis of the situation, reflection and proposals for improvement has been carried out in the following phases:

1. Survey in order to identify the aspects of the strategy that could be improved.
2. Working group meetings in which proposals for improvement were collected in order to implement the action plan.
3. Collection of all the information by the Human Resources, Legal and Innovation department for the preparation of the new action plan.
4. The state of implementation of the previous action plan was also taken into account in order to continue collecting those aspects that had not been completed.
5. Drafting of the new action plan by the HRS4R working group (Human Resources, Management and Organisation Department).

This new action plan will be incorporated into the Institute's new Human Resources Plan 2022-2025 and the new Strategic Plan 2022-2025. These plans will be approved by the Institute's governing bodies in the last quarter of 2022.

### How have you prepared the internal review?\*

The Human Resources area prepared a survey to analyze the implementation of the principles of the code in the institute.

This survey was disseminated in March and April 2022 through the inkestagune tool, which is located on the Osakidetza intranet anonymously. The survey consisted of 120 questions, which were to be assessed from two perspectives: evaluation of the relevance of the principle and degree of compliance with it at the Institute.

The surveys were analysed and the results report was drawn up with the aim of being sent to the people invited to take part in the working groups.

In parallel to the analysis of the surveys, a call was made for reflection in working groups on the new action plan. Some researchers were expressly invited to ensure the representation of all existing profiles in Biocruces Bizkaia.

In June, two sessions were held to draw up proposals for action in the form of "work tables".

The information from the reflection carried out in the working groups was compiled with the collaboration of Human Resources, the legal department and the Innovation unit.

The Human Resources Area, together with the Managing and Organizational Director, has drafted the action plan.

The CASE 2019ES392955 is published from the Human Resources Area on the Euraxess website.

### How have you involved the research community, your main stakeholders, in the implementation process?

In order to ensure the active participation of the research staff, all the people assigned to Biocruces Bizkaia were invited, as well as people from the different institutions, Osakidetza, University of the Basque Country, Ikerbasque, Ciber, Osatek, and other related institutions.

These people were sent a survey to give their opinion on the degree of implementation of the principles of the Code at the Biocruces Bizkaia Institute.

After analyzing the results of the survey, collaboration has been requested again to form working groups to work on the results of the surveys and propose new actions for the new plan.

Furthermore, the new plan, together with the strategic plan, will be submitted for approval to the entities that form part of the governing bodies of Biocruces Bizkaia.

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

The HRS4R policy continues to be continuously monitored by a permanent working group made up of the Managing and Organizational Direction and the Human Resources Area, supported by the Quality Department and various people from other departments as required by the actions of the plan.

Human Resources is responsible for the day-to-day management and monitoring of the actions, as well as the collection of information.

This information and the progress of the actions is periodically reviewed according to the schedule and presented as required by the Management Committee, the Institute's Direction and the Governing Bodies.

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

The objectives of the HR plan have been taken into account in the Strategic Plan 2018-2022 and will be part of the new plan that is being developed and will be published in parallel to the HR2022 Strategy.

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

The HRS4R plan and its principles compliance constitute a requirement to be evaluated in any accreditation or reaccreditation process by the Institute of Health Carlos III, in order to be an accredited Institute

The Human Resources Area is incorporating the Plan's actions into the procedures that regulate its day-to-day management.

In this sense, since the previous plan: the publication of scores in calls for employment has been incorporated; the composition of the committees has been changed; a procedure has been generated to facilitate the stabilization of researchers in relation to funding; the plan for welcoming foreign researchers has been improved; the remuneration audit and the job evaluation tool have been incorporated...

How are you monitoring progress (timeline)?\*

Progress in the actions indicated are monitored through the collection of information from the Human Resources Area.

This information is reflected in the Plan's indicators and is checked to ensure that it is in line with the planned schedule.

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

We measure the progress through the established indicators. Those should be detailed and time bound once the action is defined. We also use a code in order to classify actions that are: pending, initiated, in progress, completed, fully completed.

How do you expect to prepare for the external review?\*

The action plan and the whole process will be presented to the Management, so that it can get involved in the preparation of the visit and communicate it to the governing bodies.

The new action plan and the forthcoming visit by external advisors will be disseminated through the usual communication channels (txukun, website, networks, etc.) and key people from the organisation and other related entities that will be involved in the visit will be invited.

All the information to be submitted to the experts prior to the visit will be prepared.

A new assessment of the progress of the indicated actions is carried out.

A presentation to make known the current state of implementation of the strategy in the institution and all necessary documentation for the review of the advisors during the visit are prepared.