

## TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2019ES418639

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### **GAP ANALYSIS**

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

## European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation:          ++ = <b>fully</b> implemented          +/- = <b>almost but not fully</b> implemented          -/+ = <b>partially</b> implemented          -- = <b>insufficiently</b> implemented</p>	<p>In case of --, -/+, or +/-, please <b>indicate the actual “gap”</b> between the principle and the current practice in your organisation.          If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
<h3>Ethical and Professional Aspects</h3>			
<p>1. Research freedom</p>	<p>+/-</p>	<p>INIBIC's research staff is empowered to select and develop its own projects and lines of research as well as the procedures to carry them out with entire freedom, provided that the Cooperative Scientific Plan, the Strategic Plan and the budget of the organization are respected.</p> <p>In this sense, there is prior approval and subsequent supervision by the Research Commission, which overwatches that research activity is aligned with the objectives of the institute and it also complies with legislation in force.</p> <p>If necessary, project proposals are evaluated by the Research Ethics Committee (in the case of human research) or by the Animal Welfare Ethics Committee (in the case of animal</p>	<p>In other to enable researchers to carry out most appropriate design and planning of their projects, INIBIC will perform a revision of the Cooperative Scientific Plan.</p> <p>The procedures undertaken by the Research Commission for safeguarding strict compliance with legal requirements and alignment with the objectives of INIBIC, will be documented.</p> <p>Besides, INIBIC will elaborate an internal Code of Good Scientific Practices to meet the guidelines for conducting ethical and responsible research.</p>

		testing). There is also an External Scientific Committee that examines the scientific activity developed.	
2. Ethical principles	+/-	<p>In the field of human research, strict compliance with ethical principles is supervised at a regional level by the Galician Network of Research Ethics Committees (CEI), composed of a central CEIm and three local CEIs.</p> <p>There is also a Council on Bioethics.</p> <p>INIBIC provides guidance and support to research staff who are preparing new proposals in connection with ethical and good professional practice principles. In like manner, the Research Support Unit is in charge of managing the acceptance of the CEI as well as the institution's preceptive approvals. The Research Support Unit keeps researchers informed throughout the process until definitive approval is achieved.</p> <p>When research projects involve experimentation with animals, the Animal Welfare Ethics Committee in place contributes to outline the design and plannification of the research. It also ensures that animal testing is conducted in the facilities of the accredited animal testing unit.</p>	Internal processes will be reviewed with the Galician Network of Research Ethics Committees (CEI) to avoid duplication.
3. Professional responsibility	+/-	Taking into consideration the needs in health of the population, INIBIC has determined	The existing Cooperative Scientific Plan at INIBIC will be updated.

		<p>several priority research areas based on coherence and relevance for society. With this in mind, INIBIC's research groups have drawn up a Cooperative Scientific Plan to promote the development of innovative cross-cutting projects.</p> <p>Ethical research aspects are duly regulated and supervised by the Galician Network of Research Ethics Committees (CEI).</p>	<p>A Code of Scientific Good Practices must be elaborated to enhance professional attitude and ethical responsibility with regards to plagiarism, intellectual property, coauthorship, etc. In line with this, anti-plagiarism mechanisms will be implemented.</p>
4. Professional attitude	+/-	<p>INIBIC disposes of a Strategic Plan that defines the activities to be developed in the short and medium term. In addition, the Cooperative Scientific Plan describes the lines of research to be enhanced in the upcoming years. Although there is still room for improvement, both documents are already accessible.</p> <p>Before initiating a project, internal and external review is accomplished by the Research Commission, the Research Ethics Committee or the Animal Welfare Ethics Committee, as appropriate.</p> <p>Regarding financial control of research projects's budget, INIBIC has implemented a self monitoring software (FIGAL) to guarantee that researchers are continuously informed about the level of economic execution of their projects. In particular, FIGAL allows constant traceability of expenses, avoids budget deviations and facilitates financial progress reports.</p> <p>Equally, any expenses to be incurred by researchers require a prior purchase order provided by FIGAL. This purchase order has to</p>	<p>The Strategic Plan along with the Cooperative Scientific Plan will be updated and communicated to all the staff.</p>

		<p>be previously approved by INIBIC's finance and administration Department. Despite of the recent implementation of this procedure, its use is widespread among researchers.</p> <p>Furthermore, interim and final reports are prepared for the funding agencies in order to communicate progression and document any changes in scope.</p> <p>On a regular basis, the Institute provides information on grants and funding opportunities in order to keep professionals well-informed of both national and international competitive calls. This information is mainly communicated by email and also posted in the website. Moreover, when necessary, workshops are also held to answer questions.</p>	
5. Contractual and legal obligations	+/-	<p>The contractual and legal obligations of the employees are those regulated by the Workers' Statute, as indicated in the employment contract that is provided during the hiring process. However, it is necessary to improve the dissemination of specifications over working conditions and workplace policies.</p> <p>Although INIBIC offers an adequate Research Training Programme the diffusion of the different training offers must be reinforced.</p> <p>In the field of innovation and exploitation of research, INIBIC has elaborated and launched a Plan for transferring R&amp;D results. However, it is advisable to make certain improvements.</p>	<p>The communication and announcement of the working conditions, the Research Training Programme and the Knowledge Transfer Plan must be reinforced.</p> <p>At the present time, a collective labour agreement for the professionals hired by Foundation Profesor Novoa Santos, managing entity of INIBIC, is being negotiated.</p>

6. Accountability	+/-	<p>The Institute has long established the above-mentioned financial system FIGAL to guarantee correct and efficient financial management of the projects in terms of budgetary allocation and expenditures incurred. At the same time, FIGAL assists the project officer with the elaboration of economic statements and reports for the corresponding funding agencies. As a matter of fact, researchers already know that any expenses to be charged to a project, mandatorily requires a previous purchase order that has to be approved and appointed by the project officer.</p> <p>The Foundation, in its capacity of INIBIC's managing body, is subordinated to certain specific regulations of the public sector. In this sense, it is subject to annual external audits, which are submitted for acceptance both to the Governing Board of the institute and the Board of Trustees of the Foundation.</p> <p>The institute internally advises researchers for effective management and for ensuring that projects meet the financial regulations applicable. Notwithstanding, the dissemination of these regulations will be reinforced to raise awareness between all researchers.</p>	<p>A Code of Good Scientific Practices will be prepared and disseminated in order to lay the groundwork for ethical responsibility and professional integrity when carrying out research projects.</p> <p>The communication and dissemination of specific financial requirements as well as the monitoring and follow-up of projects will be strengthened.</p> <p>Besides, FIGAL financial system will be updated and implemented with further information and actions than before to provide response to the professionals' new needs</p>
7. Good practice in research	+/-	<p>INIBIC strictly complies with all aspects in matter of protection and confidentiality of research data, and is subject to EU General Data Protection Regulations (GDPR) and the Spanish Organic Law on personal Data Protection (LOPD).</p>	<p>It has been detected the need for reinforcing dissemination of basic rules on safe working practices in relation to risk prevention, IT security, etc., especially concerning laboratory work.</p>

		<p>There are also safety and biosecurity action plans for the institute and the biobank. In addition, professionals are bound to laboratory guidelines and procedures of the Hospital.</p> <p>Similarly, the hospital also organises courses on fire and other risks prevention issues.</p> <p>Concerning workplace health, INIBIC provides regular medical check-ups under a health surveillance programme to all staff.</p> <p>Regarding cybersecurity, it is important to highlight that researchers work in the hospital's intranet which is hosted in a secure setting, subject to IT security prevention policies of the Regional Health Service (security level 5; in process of adaptation to European regulations). Indeed, daily backups are done.</p>	<p>It is also recommended the conduction of specialized courses in areas such as laboratory safety precautions and data protection principles.</p>
<p>8. Dissemination, exploitation of results</p>	<p>+/-</p>	<p>INIBIC is proactive in promoting dissemination and exploitation of results.</p> <p>With regard to knowledge transfer, the institute is also dedicated to functions and initiatives which range from effective dissemination of funding opportunities to visits to clinical services and meetings with groups for specific advice.</p> <p>In this regards, the Institute communicates its research activities by means of annual reports</p>	<p>An Open Access policy aligned with the dispositions and initiatives set by the European Union must be developed.</p> <p>Social media strategies must be encouraged (prior regulation by the regional government).</p> <p>The dissemination of the services offered by the Institute regarding protection of intellectual property and exploitation of the research results should be improved.</p>

		<p>and specific outreach events such as conferences, workshops, symposia, scientist week, etc. Equally important is to evaluate the levels of satisfaction and effectiveness of the outreach activities.</p> <p>The Institute participates in events of national reference like REDTRANSFER, ITEMAS, Biospain or clusters which stimulate networking that may lead to promote transfer process or bussiness opportunities.</p>	
9. Public engagement	+/-	<p>INIBIC, as an institution oriented to health research, is engaged to public health, not only with patients, but with society in general. With this in mind, INIBIC has carried out different raising awarness actions and outreach activities that allowed the scientific community to bring their knowledge and expertise on a particular topic to the general population, consequently spreading and improving their understanding of science. Most compelling evidence are the initiatives for children and young people, actions with schools and companies, communications to non-specialized mass media, workshops with patients, open days with biology teachers etc, led by the Institute in the last years. Definitely, this should be considered as an action of improvement in terms of interaction with society..</p>	<p>To expand the relationship with patient associations for accurate design and planning of investigation. Currently the relationship is appropriate only in terms of routine medical attention but not in regards to research.</p>
10. Non discrimination	+/-	<p>Currently, INIBIC satisfies and integrates non-discrimination criteria in all regular activities and at all levels, particularly on the basis of gender and sex. Equal treatment and opportunities between women and men are</p>	<p>INIBIC is developing an Equality Plan that will contain regulations that guarantee, among others, non discrimination and adequate gender balance.</p>



		<p>promoted.</p> <p>A specific regulation for effective gender equality is not available yet but it is included as an action for the near future.</p>	
11. Evaluation/ appraisal systems	+/-	<p>The Institute carries out the evaluation and appraisal of its professionals through the External Scientific Committee:</p> <ul style="list-style-type: none"> <li>- internal indicator-based system to monitor and evaluate research performance of all groups is carried out on a biannual basis or whenever the group chooses to change category.</li> <li>- Researchers represented by Group Coordinators are assessed every two years.</li> <li>- An overall scientific and financial evaluation of the institute is performed annually.</li> </ul> <p>The evaluation criteria for these three areas of interest (groups, coordinators and Institute) are set out internally according with the indicators defined by the accrediting entity of Spanish institutes -ISCIII.</p>	To improve the dissemination of the eligibility criteria for accessing INIBIC and those applicable to changes of category within the Institute.
<b>Recruitment and Selection</b>			
12. Recruitment	-/+	<p>INIBIC clearly describes the eligibility criteria requirements for each job position, but needs to improve in terms of selection and recruitment process.</p>	<p>INIBIC has drafted a standard template of job description in English to be able to post all job offers on the Euraxess platform. The template includes details on specific aspects that will be</p>

		Currently, job offers are published in Euraxess.	recognised in each offer such as national and international mobility to either private or public research settings.
13. Recruitment (Code)	+/-	INIBIC's recruitment and selection procedures are open and accessible. They are focused on the evaluation of appropriate requirements for each job and the recognition of merits, especially in the context of public funding programmes. When preparing a job description, aspects like deadlines for applications, position to be filled, researcher functions, working conditions, etc. must be included as well as all other essential requirements to be met. Job advertisements published by INIBIC are to a great extent in line with the requirements of this principle, except for the fact they are not yet translated into English and not published on the Euraxess platform. Neither specific criteria of evaluation nor professional career development is introduced explicitly.	Despite the fact that the job description template contains the specific requirements that will be assessed in each of the job offers like secondments in international public or private centers, seniority, etc., It is highly recommended to define, as much as possible, the evaluation system, the scoring, the functions to be performed and the composition of the selection committee. The prospects of professional career should also be taken into account when posting job offers with the aim to inform all candidates of their possibilities for future development. In other words, particular attention should be paid to professional career advice and guidance to all candidates on additional opportunities in terms of progression and development.
14. Selection (Code)	-/+	Up to the present time, the principal investigator of each project is the main responsible for carrying out the recruitment process.	A recruitment process according to OTM-R practices will be gradually implemented through open access calls regardless of the origin of the funds. For evaluating all candidates appropriately, INIBIC will set up selection panels with members from different sectors and disciplines.  As far as possible, the selection panels should incorporate external and international experts.  A series of recommendations will be drawn up for the committee and the principal investigators so that they will be able to positively value qualitative criteria like teaching, mobility, supervision, R+D+i

			management, knowledge transfer etc. in the face-to-face interviews.
15. Transparency (Code)	+/-	<p>On the positive side all job descriptions at INIBIC identify the vacant positions, the profiles that are to be incorporated and the evaluation criteria applicable.</p> <p>On the contrary, aspects related to professional development opportunities within the institution are not considered in the job offers. Similarly, rejected applicants do not receive feedback about the results.</p>	<p>Whenever feasible, professional development prospects will be contemplated in the job descriptions.</p> <p>Other Improvements will be made regarding the information given to the candidates after the selection process. It is advisable to publish the assessment minutes elaborated by the selection panel after each selection process, with the objective to inform about the strengths and weaknesses of the applicants and with a view to more successful future applications</p>
16. Judging merit (Code)	+/-	<p>Evaluation criteria based on merits and capabilities of the profiles are considered in the Job offers published by INIBIC. Not only the criteria associated to the quantity and quality of scientific publications are judged and valued positively, but also key competences, roles and responsibilities acquired within a diversified career path.</p> <p>Subsequently, INIBIC's most experienced professionals must take and overcome further evaluations. They will be scored mainly in line with scientific merits like publication, teaching experience, scientific knowledge dissemination or transfer of results, etc.</p>	<p>INIBIC will work on the standardization of the evaluation criteria regardless of the profile and experience requested to ensure that the assessment of candidates is focused on their overall trajectory as researchers.</p>
17. Variations in the chronological order of CVs (Code)	+/-	<p>The Job offers published by INIBIC point out the minimum requirements that candidates must fulfill, as well as the merits that will be positively assessed during the recruitment process. Variations in the chronology of the CV are not penalised.</p>	<p>INIBIC will work on the standardization of the evaluation criteria, regardless of the profile and experience required in each job advertisement to ensure that the assessment of candidates is focused on their overall trajectory as researchers.</p>

18. Recognition of mobility experience (Code)	+/-	The job offers published by INIBIC point out the minimum requirements that candidates must fulfill, as well as the merits that will be assessed during the recruitment process. At the present time, neither intersectoral nor interdisciplinary mobility is deemed as an added-value.	INIBIC will work on the standardization of the evaluation criteria, regardless of the profile and experience required in each job offer, to ensure that the assessment of candidates recognizes their overall trajectory as researchers. In particular, interdisciplinary and intersectoral mobility should be judged in all cases as a valuable contribution to the enrichment of researcher's experience.
19. Recognition of qualifications (Code)	+/-	The hiring process at INIBIC is not biased in terms of recognition of qualifications awarded in other countries, that is to say that all candidates are assessed on an equal basis.	INIBIC will work on the standardization of the evaluation criteria regardless of the profile and experience required in each job description to ensure that the assessment of candidates is focused on their overall trajectory as researchers. The recognition of foreign qualifications will be expressly included.
20. Seniority (Code)	+/-	<p>In general, calls for vacancies at INIBIC do not set out time barriers for obtaining the qualifications required for each position, implying that the requested degrees may have been awarded at any time before the call deadline.</p> <p>In contrast, as far as public grants are concerned, where eligibility criteria are those established by the funding agency, limitations in this regard may apply.</p>	INIBIC will work on the standardization of the evaluation criteria, regardless of the profile and experience required in each job description, to ensure that the assessment of candidates is focused on their overall trajectory as researchers. It will expressly exclude time restrictions for graduates (as long as it is not required by public funders) and will require degrees in generic fields of knowledge, without limiting the positions to specific degrees, unless it is duly justified.
21. Postdoctoral appointments (Code)	+/-	Calls for postdoctoral researchers at INIBIC clearly state working conditions such as type and duration of contracts, basic valuable skills and tasks to be performed.	Work will be carried out on the standardization of the evaluation criteria regardless of the profile and experience required in each job description. Particular attention will be paid to postdoctoral appointments. As an illustration, experience acquired after completing doctorate degree will be significantly assessed. Besides, all tasks and duties as well as career prospects will be included.

<b>Working Conditions and Social Security</b>			
22. Recognition of the profession	+/+	All INIBIC's professionals dedicated to research&innovation are recognised and treated as investigators with independence of their category.	
23. Research environment	+/-	<p>INIBIC's researchers have at their disposal different platforms and services to support their research, as well as spaces and facilities to conduct their scientific work.</p> <p>The Institute is organized in research areas and groups into which all professionals are integrated.</p> <p>In order to boost and encourage the development of early stage groups with less research experience, INIBIC has designed a Plan for Mentoring Emerging Groups that gathers the initiatives to be implemented to support the increase in the quality of the activities of these groups.</p> <p>Finally, INIBIC is proactive in establishing alliances as well as in the participation in research networks.</p>	<p>A plan to increase spaces and infrastructures must be developed with the aim of preserving appropriate environment and equipment and also stimulate researcher's continuous upgrade. Similarly, a revision of the platforms in place should be performed.</p> <p>The Plan for mentoring Emerging Groups will be reviewed, too.</p> <p>Actions to facilitate alliances and interaction with other research agents and networks must be taken.</p> <p>Work will be done to improve the dissemination of information to all the professionals.</p>
24. Working conditions	-/+	<p>INIBIC's facilities are well-conditioned and prepared for the development of the researchers' work, including those with disabilities.</p> <p>Nonetheless, there is a crucial need for more spaces due to the continuous growth in the number of researchers. Therefore, special attention must be given to provide</p>	<p>A plan to increase spaces and infrastructures together with the revision of the platforms in place is deemed essential. Periodic reviews of the spaces and facilities of the Institute will be carried out to ensure accesibility and availability in perfect conditions.</p> <p>An strategic Plan for Equality containing provisions related to family and professional life balance is being drawn up.</p>

		<p>appropriate facilities and infrastructures which guarantee the health and safety conditions required by law.</p> <p>In terms of work-family conciliation, a few specific initiatives for improving employees' flexibility have been implemented in order to combine work and family life, however, there is room for improvement in this section.</p>	
25. Stability and permanence of employment	+/-	<p>The current framework for stabilization of researchers at INIBIC follows the guidelines proposed at a regional level. At present, different ways are being explored on stabilization of senior researchers according to what is established in the funding calls. However, there is, today, room for improvement in this area.</p>	<p>Further work will be carried out to create a professional development policy for researchers with a significant scientific career.</p>
26. Funding and salaries	+/-	<p>As a general rule, INIBIC has adopted the salary tables of the main national funding agency of biomedical research, Carlos III Health Institute (ISCIII). However, there are no specific salary tables implemented which encompasses all the research categories at the Institution. It is an area that has capacity for improvement.</p>	<p>In the short term, it is planned to initiate a project for the creation and adequacy of salary tables to the different professional categories present at INIBIC, within the framework of the negotiation of a Collective Agreement.</p>
27. Gender balance	+/-	<p>Both in the job offers and recruitment processes led at INIBIC, equal opportunity principles has been followed, without discriminating candidates on the grounds of gender, race, etc.</p> <p>Regarding gender equality, there is a positive balance in terms of gender distribution. This situation will be consolidated and guaranteed after the implementation of the Equality Plan,</p>	<p>It is worth noting that an Equality Plan is being drawn up for the purpose of guaranteeing a representative gender and balanced perspective at INIBIC.</p>

		which is currently under development.	
28. Career development	+/-	<p>INIBIC has implemented a series of initiatives and mechanisms aimed to support professional's long term career progression and development regardless of their category. On the one hand, there is a Training Plan that covers development needs of professionals at all levels (from undergraduate courses to continuing education programs). On the other hand, there is a Mentoring Plan for Emerging Groups, which establishes activities oriented to promoting the development of early-stage groups with less experience by means of personalized tutelage, as well as monitoring of their scientific growth.</p> <p>Finally, there are evaluation systems for the assessment of professionals and groups, as mentioned before, with the ultimate purpose of providing guidance and mentoring.</p>	It would be worthwhile to consider the supervision of the Training Plan in order to further implement career development provisions. Adequate diffusion of calls will be fostered, especially to interested professionals.
29. Value of mobility	+/-	<p>INIBIC appraises the mobility of its professionals positively since mobility enhances the professional success at various levels i.e. increased 'outputs' such as publications, broadened networks, and greater impact on career and employment .</p> <p>As an example, the institute has a specific mobility database.</p> <p>Also, researchers are allowed to manage their projects remotely through online platform FIGAL.</p> <p>In addition, adequate corporate insurance for international portability is available. For example, stays abroad are generally covered by the insurance linked to the employment</p>	Researchers will be informed about the insurance guidelines and coverage they should take in the hosting country whenever performing mobility periods.

		contract.	
30. Access to career advice	+/-	NIBIC provides guidance through different ways like group and area's leaders, the Scientific Direction, the Scientific Committee or/and the Research Commission. But in reality there is not a professional guidance and counselling department per se.	It is highly encouraged to strengthen the supervision of the Training Plan in order to further implement career development provisions. Adequate diffusion of calls will be fostered, specially to interested professionals.  Furthermore, process of mentoring or coaching will be documented and registered.
31. Intellectual Property Rights	+/-	INIBIC carries out activities to foster innovation as well as the corresponding protection and exploitation of the results. The rules for participation in the results generated by researchers are suitably regulated. There is a specific procedure for exploitation of research results including softwares, databases or brands, for example.	It is suggested to increase the visibility of INIBIC's innovation services.
32. Co-authorship	-/+	In the field of authorship in scientific publications, there is not internal principles and procedures in place. The principal investigator of each group decides the rules to follow.	A Code for Good Practices in Research will be developed. It will regulate, among others, the recommendations for appropriate recognition of intellectual input, authorship and other rights for work generated at INIBIC in line with the requirements of numerous scientific journals that nowadays demand detailing actual contribution of each of the signatories of the scientific output.
33. Teaching	+/+	INIBIC has associated professors linked to the University of A Coruña and Santiago de Compostela. These professionals are evaluated as regards teaching activity. Important to realize that assessment on merit-based adjustments to teaching load is quantified and calculated accordingly to their	



		<p>category.</p> <p>The main researchers at INIBIC must, therefore, undertake periodic monitoring of their academic duties.</p> <p>Training Courses accredited by the Hospital's teaching commission or the Galician Health Knowledge Agency (ACIS) are some of the mechanisms of acknowledgment of the teaching activity.</p> <p>As a result of this teaching activity, a significant increase in the number of PhD theses directed and defended at INIBIC in recent years, has been perceived.</p>	
34. Complains/ appeals	+/-	<p>All INIBIC's staff have a specific mailbox handled by the Administrative Department to formally submit complaints and/or appeals. This mechanism is essential to provide assistance in resolving any work-related conflicts, disputes and grievances that may arise. As a fact, all notifications received have been analyzed and responded in a due time so far, although sometimes not with the promptness desired.</p>	<p>Researchers should have a better understanding of conflict resolution mechanisms so work should be done on a wider dissemination of mailbox for complaints and appeals.</p> <p>Also, a physical mailbox allowing the anonymity of claims should be launched.</p> <p>On the other hand, the procedure for addressing non-conformities and/or preventive actions should be reviewed.</p>
35. Participation in decision-making bodies	+/+	<p>Researchers are represented in all the decision-making bodies and committees of INIBIC. As a matter of fact, the Research Commission is formed by a majority percentage of researchers. Besides, representatives of researchers in training has entered the commission recently.</p> <p>Furthermore, the Governing Council, as the highest governing body of the institute, has also researchers among its members.</p>	

Training and Development			
36. Relation with supervisors	+/-	<p>Researchers in training have continuous interaction with group leaders and supervisors throughout the training stage.</p> <p>In most cases, researchers must submit, on request of the funding agencies, progress reports so that they are evaluated and supervised on a regular basis.</p> <p>At an individual level, they also receive mentoring from their supervisors although these tutoring sessions are not recorded and documented.</p>	As an improvement action, it is suggested to elaborate a Mentoring Plan so as to organise and record the tutoring activity carried out with researchers in training.
37. Supervision and managerial duties	+/-	<p>Researchers with greater scientific experience lead research groups and occupy positions of coordinators of the scientific areas of the INIBIC.</p>	A Mentoring Plan is conceived to organize and record activity progress performed by researchers in training.
38. Continuing Professional Development	+/-	<p>INIBIC has drawn up a Scientific Training Programme, which contains formal education at all career stages: predoctoral, postdoctoral, continuous training program etc. to ensure that all professionals receive personalized attention regardless of their category. Training activities include bachelor's and master's degrees, PhD programs, specific courses, seminars, etc.</p> <p>High quality training offer must be preserved.</p>	<p>An annual review of the Scientific Training Plan of the institute, including work safety and data protection actions, is proposed as an improvement.</p> <p>Besides, INIBIC is planning to further work in the dissemination of the Scientific Training Programme among all its professionals.</p>
39. Access to research training and continuous development	+/-	<p>INIBIC's professionals have access to the Scientific Training Programme that comprise all training specific actions offered by the institute, at all career stages: predoctoral,</p>	An annual review of the Training Plan of the Institute, including work safety and data protection actions, is proposed as an improvement.

		<p>postdoctoral, continuing training program. This Training Plan is actually under review for improvement and optimization. Notwithstanding, further work must be done to disseminate it properly.</p>	<p>Besides, INIBIC is planning to further work in the dissemination of the Training Plan among all professionals.</p>
40. Supervision	+/-	<p>INIBIC's organizational framework is structured in prioritized research areas formed by multiple groups and led by a coordinator. This means that any researcher is encouraged to seek advice and support through the group/area coordinator.</p> <p>Thanks to this, all trainee researchers have a supervisor who is specialist in their field of R&amp;D&amp;I.</p>	<p>As a measure of improvement, the elaboration of a Mentoring Plan is intended to regulate the tutoring process in the Institute.</p>