



The Human Resources Strategy for Researches at IdISSC: FIB HCSC HRS4R

INTERNAL GAP ANALYSIS AND ACTION PLAN

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INTRODUCTION

The Health Research Institute of San Carlos Clinical Hospital (IdISSC) in Madrid is an organization whose main activity is the translational biomedical research. The entities that constitute the IdISSC are the San Carlos Clinical Hospital (HCSC), the Complutense University of Madrid (UCM), the Foundation for Biomedical Research of the San Carlos Clinical Hospital (FIB HCSC) and other entities of the Madrid Health Service (SERMAS).

The research of excellence carried out by IdISSC was accredited by the Institute of Health Carlos III (ISCIII), certifying the institute as a Health Research Institute in 2012. In order to obtain the accreditation, it is necessary the existence of a physical space of its own in the hospital context, intended for research, where the integration and interaction of the research groups is produced, as well as a unique research management structure separate from the healthcare structure. The Foundation for Biomedical Research of the San Carlos Clinical Hospital (FIB HCSC) acts as the R&D management structure of the IdISSC. The Institute does not have its own legal capacity and it is the Foundation that gives the legal personality to the Institute.

This Institute was conceived as a functional structure for multidisciplinary and translational biomedical research of excellence, aimed at basic, clinical, epidemiological and health service research situated within the San Carlos Clinical Hospital complex. There are currently over 700 researchers, belonging to the different institutions that make up the institute (the UCM, the hospital and de FIB HCSC), which belong to 64 research groups in 5 specialized areas: Oncology, Neurosciences, Cardiovascular disease, Inflammatory and infectious diseases, Immune disorders and allergy and Other systems (Digestive, Endocrine, Health service research, etc.). In addition, the research in the Institute is strengthened by 13 Transverse Support Units (such as a Biobank, Genetic Services, Phase I Clinical Trials, Flow Citometry, Animal-housing unit, etc.) which enable quality scientific research activities to be carried out.

Foundation for Biomedical Research of the San Carlos Clinical Hospital (FIB HCSC), as the only R&D management structure of the Institute, handles the financial and administrative research activities of the Health Research Institute of the San Carlos Clinical Hospital involved in research, including all issues related to the employment.

Therefore, FIB HCSC, as the R&D management structure which handles the employment of researchers in the Institute, is the entity with its own legal personality, committed to achieve the Human Resources Strategy for Research (HRS4R) accreditation given by the European Commission (EC). The HRS4R is a European initiative impelled to give a public recognition to research institutions that have worked in aligning their human resources policies with “The European Charter for Researchers” and “The Code of Conduct for the Recruitment of Research” established by the EC.

The HRS4R emerges with the aim of making the research career more attractive, and intends to give all researchers in any European Union Member State the same rights and obligations,

independently of the country they live in. Entities adhering to the strategy receive the recognition of HR Excellence in Research.

In this sense, in October 2016, FIB HCSC signed the [declaration of commitment to the principles of the Charter and Code](#), with the aim to improve their working conditions for research, making the institution more attractive to develop a research of excellence. Thus, FIB HCSC expresses their interest in the framework of the HRS4R strategy as a tool for self-assessment of the current departments and services of IdISSC in human resources area.

Due to the particularities of the Institute and the role of the FIB HCSC in the management of R&D activities, the process has involved the [participation of researchers who are directly hired by the FIB HCSC \(approximately 200 members\)](#). In this way, the foundation may have direct control of the actions proposed on its employees, and may in turn influence, as far as possible, those researchers hired by other institutions belonging to the institute (HCSC and UCM).

The present document develops the [Internal GAP Analysis](#) and the [Action Plan](#) of FIB HCSC to know the current situation and the identification of areas of improvement that increase the attractiveness of the institution for researchers, guaranteeing the most favorable conditions possible for the development of their scientific career.

METHODOLOGY

The **working plan** of FIB HCSC to achieve the accreditation and implement the HRS4R initiative has six steps to be followed:

- Step 1: Elaboration of an Internal GAP Analysis.
- Step 2: Elaboration of an Action Plan.
- Step 3: Publication of the Internal GAP Analysis and the Action Plan in the website.
- Step 4: Acknowledgment by the European Commission of the FIB HCSC HRS4R.
- Step 5: FIB HCSC HRS4R implementation phase and self-assessment.
- Step 6: External evaluation and renewal of acknowledgment from EC.

A **working group** was formed for an adequate development of the planning, involving key players with an active position in FIB HCSC. The group has members belonging to different areas at the institution including representatives of each of the research categories.

The working group is listed below:

- Antonio Portolés (Management Director of FIBHCSC)
- Elena Urcelay (Scientific Director of IdISSC, representing R4 researchers)
- Roberto Álvarez Lafuente (Senior postdoctoral, representing R3 researchers)
- Ana Rivas Paterna (Junior postdoctoral, representing R2 researchers)
- Arkaitz Mucientes Ruiz (Predoctoral, representing R1 researchers)
- Miguel Horcajuelo (Human Research Department)
- Marina López (International Projects Manager)
- Joana Modolell (Technical Secretariat of Research)
- Carmen Martínez (Technical Manager)

The working group has an outstanding involvement of the scientific community in the figure of the Scientific Director of the institution and representatives of each of the research categories (R1 to R4). Additionally, the figure of the Technical Manager of FIB HCSC participates in coordinating activities of the research groups.

The working group has participated actively in the analysis of the human resources policies of the institution, promoting the participation of FIBHCSC staff in the whole process. The contributions of the scientific community were taken into account in the elaboration of the Internal GAP Analysis and the Action Plan.

During the working process, the working group has approached the following items:

- Strengths and weaknesses of current situation (Internal GAP Analysis in the present document).
- Internal analysis of current initiatives and services (Template I GAP Analysis as a complementary document).
- Initiatives to be undertaken (Action Plan in the present document).

The working group, using the contributions from the scientific community of FIB HCSC, has developed the Internal GAP Analysis and the Action Plan based on the templates proposed by the EC.

INTERNAL GAP ANALYSIS

Survey

To understand the current situation in human resources it has been considered being a good strategy to ask to FIB HCSC staff about their opinion on the initiatives and strategies currently provided by the institution. In this way, the scientific community of FIB HCSC was included in the process with a valuable contribution to detect areas of improvement in the institution.

To maximize the researcher participation, an important part of the HRS4R process is carried out through a **survey to staff** about the principles on which it is based the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The working group prepared a proposal based on the 40 principles included in the HRS4R. Finally, the **survey included 27 principles considered** the most important to ask to FIB HCSC staff. (See the complete questionnaire at <http://www.idissc.org/docs/hrs4r-process/FIB-HCSC-HRS4R-SURVEY.pdf>).

The survey was divided in five different sections that include questions related to the 27 selected principles:

- **BASIC INFORMATION:** It included general personal and professional information such as gender, age range, area of research, professional category, etc.
- **ETHICAL AND PROFESSIONAL ASPECTS:** It included six questions.
- **RECRUITMENT AND SELECTION:** It included eight questions.
- **WORKING CONDITIONS AND SOCIAL SECURITY:** It included eleven questions.
- **TRAINING:** It included two questions.

Participants had to score from 1 (lower degree) to 6 (higher degree) each principle concerning the:

- Level of agreement (from 1 to 6, where 1 is very little agreement and 6 is full agreement).
- Level of priority (from 1 to 6, where 1 is very little priority and 6 is full priority).

In addition, for each principle, three open fields were contemplated in the survey where participants could add comments and opinions. The information required was as follows:

- *If you know it and/or consider it relevant, indicate the national or regional legislation or the regulation of the institution that allows or forbids the implementation of this principle.*
- *If you know it and/or consider it relevant, indicate practices that are being carried out in this regard at the Institute.*
- *Other Inputs and Proposals for Actions (optional).*

These comments were taken into account for the GAP Analysis and in the definition of the Action Plan.

This survey had the final objective of drafting a Human Resources Strategy following the best European practices and the personal opinions of the research community of FIB HCSC on the selected principles. In addition, the working group answered questions related to the 40 principles, analysing the **relevant legislation, the main GAPs and the rules and best practices launched by the institution.**

Participation

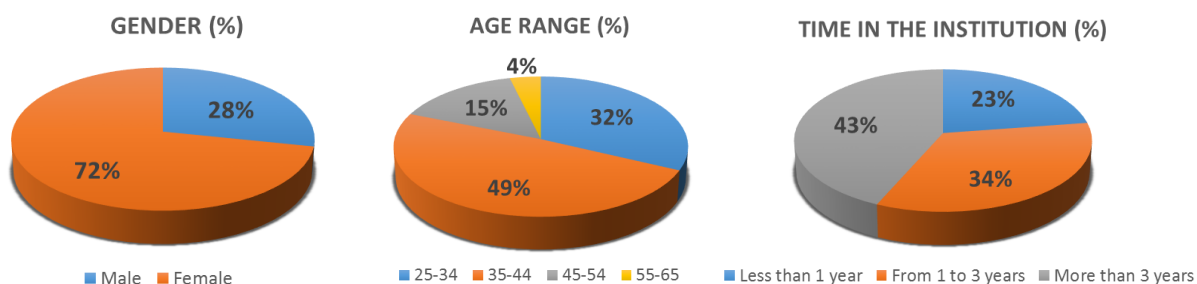
FIB HCSC research community is composed of approximately **200 members** among researchers, technicians and administrative and management staff. They are grouped into the five scientific areas of IdISSC, organized in 64 research groups and into 13 Transversal Research Support Units.

The scientific community was informed about the **Human Resources Strategy for Research (HRS4R) process** during one of the monthly seminars held by the institution. These seminars are the main meeting point of the scientific community of IdISSC.

Additionally, the survey was transmitted by e-mail by the working group to the 200 staff members explaining the process in detail.

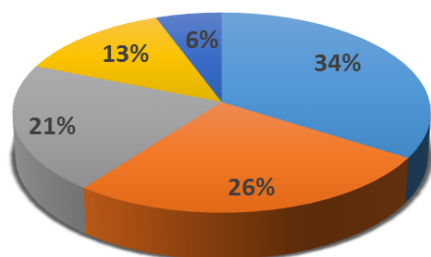
Finally, the survey was answered by 53 out of 200. **The rate of participation was 26,5%.**

The participation was 72% of women and 28% of men, most of them with an age range from 25 to 44 years old and with more than 1 year working in the institution.



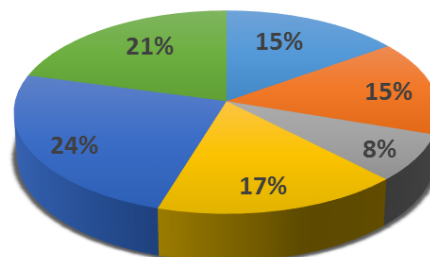
All the professional categories and research areas of IdISSC are represented in the answers. The distribution of answers per professional category and per research area were the following:

PROFESSIONAL CATEGORY (%)



- Clinical researcher (Medical Doctor, nurse, etc.)
- Postdoctoral researcher
- Administrative and management staff
- Predoctoral researcher
- Lab Technician

RESEARCH AREA (%)



- Cardiovascular
- Inflammation, infection, immunity and allergy
- Neuroscience
- Oncology
- Other large systems
- Transversal Research Support Units

It is important to note that 79% of the participants correspond to research staff, and that 21% correspond to R&D supporting staff (administrative and management staff who support research activities).

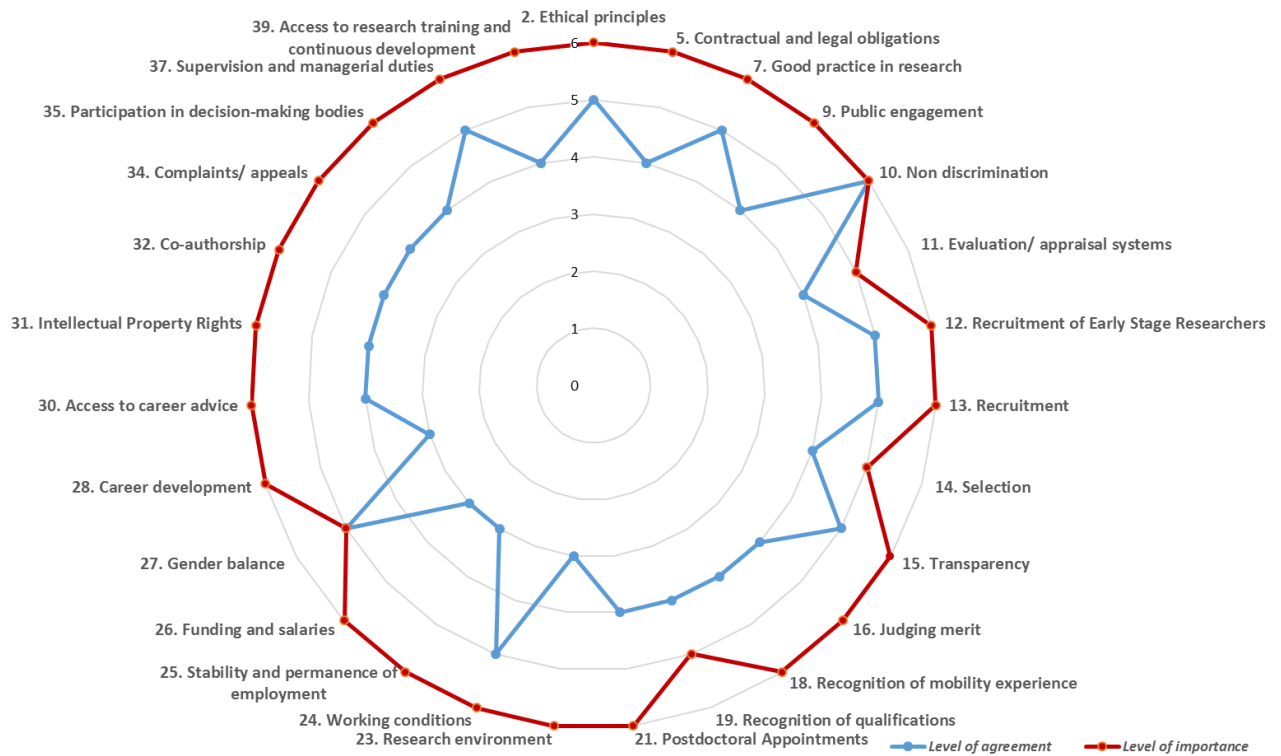
Results

To analyze the results of the survey, the median has been used, as it indicates the central value within the set of ordered answers. The median was obtained from the values of the level of agreement and the level of importance of each principle in the survey. In this way, it is possible to know the most representative response while avoiding extreme data.

The evaluation of principles has been done according to their level of agreement and importance:

SECTION	PRINCIPLE	LEVEL OF AGREEMENT	LEVEL OF IMPORTANCE
ETHICAL AND PROFESSIONAL ASPECTS	2. Ethical principles	5	6
	5. Contractual and legal obligations	4	6
	7. Good practice in research	5	6
	9. Public engagement	4	6
	10. Non discrimination	6	6
	11. Evaluation/ appraisal systems	4	5
RECRUITMENT AND SELECTION	12. Recruitment of Early Stage Researchers	5	6
	13. Recruitment	5	6
	14. Selection	4	5
	15. Transparency	5	6
	16. Judging merit	4	6
	18. Recognition of mobility experience	4	6
	19. Recognition of qualifications	4	5
WORKING CONDITIONS AND SOCIAL SECURITY	21. Postdoctoral Appointments	4	6
	23. Research environment	3	6
	24. Working conditions	5	6
	25. Stability and permanence of employment	3	6
	26. Funding and salaries	3	6
	27. Gender balance	5	5
	28. Career development	3	6
	30. Access to career advice	4	6
	31. Intellectual Property Rights	4	6
	32. Co-authorship	4	6
	34. Complaints/ appeals	4	6
TRAINING AND DEVELOPMENT	35. Participation in decision-making bodies	4	6
	37. Supervision and managerial duties	5	6
	39. Access to research training and continuous development	4	6

EVALUATION BY LEVEL OF AGREEMENT AND IMPORTANCE



Taken the median values of the level of agreement and the level of importance of each principle, a **priority index (PI)** was calculated as follows:

$$\text{Priority Index (PI)} = \frac{\text{Level of importance (median value)}}{\text{Level of agreement (median value)}}$$

The PI was used to prioritize a principle with respects to any other. Only the most prioritized principles could be included in the Action Plan.

With the value resulting from the average of PIs, the threshold was established. For the survey principles, it was 1,43. **Over this value, the principle was considered as a priority in the definition of the Action Plan.**

The results ordered from higher PI to lower PI obtained from the analysis were the following:

SECTION	PRINCIPLE	LEVEL OF AGREEMENT	LEVEL OF IMPORTANCE	PI
WORKING CONDITIONS AND SOCIAL SECURITY	23. Research environment	3	6	2,00
WORKING CONDITIONS AND SOCIAL SECURITY	25. Stability and permanence of employment	3	6	2,00
WORKING CONDITIONS AND SOCIAL SECURITY	26. Funding and salaries	3	6	2,00
WORKING CONDITIONS AND SOCIAL SECURITY	28. Career development	3	6	2,00
ETHICAL AND PROFESSIONAL ASPECTS	5. Contractual and legal obligations	4	6	1,50
ETHICAL AND PROFESSIONAL ASPECTS	9. Public engagement	4	6	1,50
RECRUITMENT AND SELECTION	16. Judging merit	4	6	1,50
RECRUITMENT AND SELECTION	18. Recognition of mobility experience	4	6	1,50
RECRUITMENT AND SELECTION	21. Postdoctoral Appointments	4	6	1,50
WORKING CONDITIONS AND SOCIAL SECURITY	30. Access to career advice	4	6	1,50
WORKING CONDITIONS AND SOCIAL SECURITY	31. Intellectual Property Rights	4	6	1,50
WORKING CONDITIONS AND SOCIAL SECURITY	32. Co-authorship	4	6	1,50
WORKING CONDITIONS AND SOCIAL SECURITY	34. Complaints/ appeals	4	6	1,50
WORKING CONDITIONS AND SOCIAL SECURITY	35. Participation in decision-making bodies	4	6	1,50
TRAINING AND DEVELOPMENT	39. Access to research training and continuous development	4	6	1,50
ETHICAL AND PROFESSIONAL ASPECTS	11. Evaluation/ appraisal systems	4	5	1,25
RECRUITMENT AND SELECTION	14. Selection	4	5	1,25
RECRUITMENT AND SELECTION	19. Recognition of qualifications	4	5	1,25
ETHICAL AND PROFESSIONAL ASPECTS	2. Ethical principles	5	6	1,20
ETHICAL AND PROFESSIONAL ASPECTS	7. Good practice in research	5	6	1,20
RECRUITMENT AND SELECTION	12. Recruitment of Early Stage Researchers	5	6	1,20
RECRUITMENT AND SELECTION	13. Recruitment	5	6	1,20
RECRUITMENT AND SELECTION	15. Transparency	5	6	1,20
WORKING CONDITIONS AND SOCIAL SECURITY	24. Working conditions	5	6	1,20
TRAINING AND DEVELOPMENT	37. Supervision and managerial duties	5	6	1,20
ETHICAL AND PROFESSIONAL ASPECTS	10. Non discrimination	6	6	1,00
WORKING CONDITIONS AND SOCIAL SECURITY	27. Gender balance	5	5	1,00

The results of the survey completed by the FIB HCSC research community, along with the compilation of the relevant legislation, as well as the main GAPS and the institutional best practices conducted by the working group, were analysed jointly to share the different inputs received. Based on these results, the Action Plan was defined by the working group as described below.

ACTION PLAN

The 15 prioritized principles identified by the researchers through the survey were selected as starting points for improvement. The working group, with the participation of representatives of each research category, evaluated the results of the Internal GAP Analysis, considering the main aspects to work on in the Action Plan of the FIB HCSC HRS4R. The main results and conclusions of the GAP Analysis were validated by the working group in a strategic meeting with the presence of the representatives of each of the research categories, ensuring that the research community were aware in the improvement areas and in the definition of the Action Plan.

The working group has considered focusing the efforts in the first two years on 14 of the prioritized principles. A special effort will be made on aspects related to Working Conditions and Social Security, one of the blocks considered most important by the staff.

Thus, the Action Plan was focused in the following key aspects:

PRIORITIES FOR THE ACTION PLAN	
ETHICAL AND PROFESSIONAL ASPECTS	Contractual and legal obligations
	Public engagement
RECRUITMENT AND SELECTION	Judging merit
	Recognition of mobility experience
WORKING CONDITIONS AND SOCIAL SECURITY	Research environment
	Stability and permanence of employment
	Funding and salaries
	Career development
	Access to career advice
	Intellectual Property Rights
	Co-authorship
	Complaints/appeals
TRAINING AND DEVELOPMENT	Participation in decision-making bodies
	Access to research training and continuous development

The following actions will be developed to address all the gaps identified and to improve the staff priorities.

1. ETHICAL AND PROFESSIONAL ASPECTS		
ACTION	CHARTER & CODE PRINCIPLE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<p>1. Increasing the visibility of the IdISSC through the external communication channels:</p> <ul style="list-style-type: none"> - Updating frequently the contents of the web page. - Promoting the use of social networks by IdISSC staff. - Increasing the visibility of IdISSC. 	9. Public engagement	<p>KPI 1.1: Number of followers from social networks</p> <p>KPI 1.2: Number of visits to the website</p> <p>KPI 1.3: Number of news about IdISSC activities in the media</p>
<p>2. Organizing seminars, to disseminate IdISSC activity to society and patients:</p> <ul style="list-style-type: none"> - Promoting the dissemination activities of IdISSC. - Stablishing an annual plan to organize seminars of interest for researchers and other activities for society and patients. 	9. Public engagement	<p>KPI 2.1: Number of dissemination activities organized for society and patients (seminars, open day in IdISSC, meetings with patient associations, etc.)</p>

2. RECRUITMENT AND SELECTION		
ACTION	CHARTER & CODE PRINCIPLE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<p>3. Considering and using mobility as a favorable condition in the recruitment procedure:</p> <ul style="list-style-type: none"> - Establishing parameters to recognize mobility in the recruitment and selection procedure. 	<p>16. Judging merit 18. Recognition of mobility experience <i>OTM-R System</i> (Having policies to attract researchers from abroad)</p>	<p>KPI 3.1: Number of research recruited with mobility recognition evaluated D 3.1: SOP: Evaluation of candidates and incorporation of professionals</p>

3. WORKING CONDITION AND SOCIAL SECURITY		
ACTION	CHARTER & CODE PRINCIPLE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<p>4. Providing an international and friendly research environment:</p> <ul style="list-style-type: none"> - Having IdISSC information available in English. - Having relevant documents in English to assist foreign researchers. 	<p>23. Research environment 30. Access to career device <i>OTM-R System</i> (Having policies to attract researchers from abroad)</p>	<p>D 4.1: English versions of relevant documentation KPI 4.1: Number of foreign researchers recruited per year</p>
<p>5. Defining a professional career for researchers at all stages of their career:</p> <ul style="list-style-type: none"> - Contribute to define the professional career Model for IdISSC researchers in the Community of Madrid. 	<p>28. Career development</p>	<p>KPI 5.1: Number of meetings with IdISSC participation for the establishment of the Professional career for researchers</p>
<p>6. Promoting internal funds or external funding opportunities to provide to researchers a stability and permanence of employment and an optimal salary:</p> <ul style="list-style-type: none"> - Promoting the participation in public or private calls for intensification and stabilization of researchers. - Co-financing for recruiting or stabilizing researchers with salaries according to their career and qualification. 	<p>25. Stability and permanence of employment 26. Funding and salaries</p>	<p>KPI 6.1: Number of researchers stabilized KPI 6.2: Number of researches co-financed by FIB HCSC with internal funds</p>

3. WORKING CONDITION AND SOCIAL SECURITY		
ACTION	CHARTER & CODE PRINCIPLE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<p>7. Promoting internal funds or external funding opportunities to provide to researchers an optimal working conditions:</p> <ul style="list-style-type: none"> - Establishing a specific budget for spaces, equipment and infrastructures improvement. 	<p>23. Research environment</p>	<p>KPI 7.1: Specific budget for spaces, equipment and infrastructures improvement.</p> <p>KPI 7.2: New spaces, equipment and/or infrastructure enabled for research</p>
<p>8. Increasing knowledge in Intellectual Property Rights:</p> <ul style="list-style-type: none"> - Organizing a specific workshop about IPR for researchers. 	<p>5. Contractual and legal obligations</p> <p>31. Intellectual Property Rights</p>	<p>KPI 8.1: Number of organized workshops about IPR</p>
<p>9. Promoting and recognizing the co-authorship by IdISSC researchers:</p> <ul style="list-style-type: none"> - Promoting meetings between IdISSC research groups. 	<p>32. Co-authorship</p>	<p>KPI 9.1: Number of publications with co-authorship between IdISSC groups</p> <p>KPI 9.2: Number of internal meetings between IdISSC groups to promote the collaborative research</p>
<p>10. Assuring the implementation of a suggestions and appeals procedure for researchers:</p> <ul style="list-style-type: none"> - Implement a suggestion box for compilation of suggestions and appeals by researchers. - Informing about the suggestion box and promoting its use among researchers. 	<p>34. Complaints/appeals</p> <p>OTM-R Appointment phase (Having an appropriate appeals mechanism in place)</p>	<p>KPI 10.1: Number of collected suggestions and/or appeals</p> <p>KPI 10.2: Number of resolved suggestions and/or appeals</p>

3. WORKING CONDITION AND SOCIAL SECURITY		
ACTION	CHARTER & CODE PRINCIPLE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<ul style="list-style-type: none"> - Promoting the contribution of suggestions and appeals in the annual satisfaction survey of IdISSC. 		
<p>11. Increasing the participation of young researchers and post-doctoral positions in the internal scientific committees:</p> <ul style="list-style-type: none"> - Defining a rotating system for the participation of young researchers and post-doctoral positions in the Research Commission of IdISSC. 	35. Participation in decision-making bodies	KPI 11.1: Number of young researchers and/or post-doctoral positions in the IdISSC committees

4. TRAINING AND DEVELOPMENT		
ACTION	CHARTER & CODE PRINCIPLE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<p>12. Improving the IdISSC Training Plan to develop a research career:</p> <ul style="list-style-type: none"> - Identifying of training needs. - Improving multidisciplinary and transversal training. - Communicating the Training Plan to the researchers. 	<p>28. Career development 39. Access to research training and continuous development</p>	<p>D 12.1: Survey to IdISSC staff asking the training needs D 12.2: New Training Plan KPI 12.1: Number of organized training courses organized by FIB HCSC KPI 12.2: Number of attendees to training courses</p>

OTM-R Actions

The establishment of an [Open, Transparent and Merit-based Recruitment of Researcher \(OTM-R\) policy](#) is a key element in the HRS4R Strategy. IdISSC will support in the OTM-R Package for RPOs to implement OTM-R practices in the institution.

The first step for an adequate implementation of OTM-R practices is carrying out an initial review of the current system. The working group used a [checklist provided by OTM-R Package as a self-assessment tool](#) to determinate the degree to which their current practices are OTM-R compliant and identify where improvements could be made. The results of this self-assessment are compiled in the Template I GAP Analysis as a complementary document.

The self-assessment provided the basis for establishing [specific actions to OTM-R implementation](#). Although there may be some overlap with a range of actions described above, new actions were defined.

The following table summarizes all the actions defined for the improvement of OTM-R implementation:

OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT OF RESEARCHERS		
ACTION	CHARTER & CODE PRINCIPLE / OTM-R SCOPE	DELIVERABLES (D) / KEY PERFORMING INDICATORS (KPIs)
<p>OTM-R 1.- Considering and using mobility as a favorable condition in the recruitment procedure (ACTION 3 of the Action Plan):</p> <ul style="list-style-type: none"> - Establishing parameters to recognize mobility in the recruitment and selection procedure. 	<p>16. Judging merit 18. Recognition of mobility experience OTM-R System (Having policies to attract researchers from abroad)</p>	<p>KPI 3.1: Number of research recruited with mobility recognition evaluated D 3.1: SOP: Evaluation of candidates and incorporation of professionals</p>
<p>OTM-R 2.- Providing an international and friendly research environment (ACTION 4 of the Action Plan):</p> <ul style="list-style-type: none"> - Having IdISSC information available in English. - Having relevant documents in English to assist foreign researchers. 	<p>23. Research environment 30. Access to career device OTM-R System (Having policies to attract researchers from abroad)</p>	<p>D 4.1: English versions of relevant documentation KPI 4.1: Number of foreign researchers recruited per year</p>
<p>OTM-R 3.- Assuring the implementation of a suggestions and appeals procedure for researchers (ACTION 10 of the Action Plan):</p> <ul style="list-style-type: none"> - Implementing a suggestion box for compilation of suggestions and appeals by researchers. - Informing about the suggestion box and promoting its use among researchers. - Promoting the contribution of suggestions and appeals in the annual satisfaction survey of IdISSC. 	<p>34. Complaints/appeals OTM-R Appointment phase (Having an appropriate appeals mechanism in place)</p>	<p>KPI 10.1: Number of collected suggestions and/or appeals KPI 10.2: Number of resolved suggestions and/or appeals</p>

<p>OTM-R 4.- Defining an Open, Transparent and Merit-based Recruitment of Researchers in FIB HCSC:</p> <ul style="list-style-type: none"> - Defining internal guides setting out OTM-R procedures and practices for staff. - Publishing a version of the OTM-R policy online both in Spanish and English. 	<p>OTM- R System (Having internal guides in OTM-R procedures and practices; Publishing an OTM-R policy version on line)</p>	<p>D OTM-R 4: Publishing a version of the IdISSC OTM-R policy on the website</p>
<p>OTM-R 5.- Supporting in EURAXESS services to increase the visibility of the international calls:</p> <ul style="list-style-type: none"> - Publishing periodically the international calls in EURAXESS portal web. 	<p>OTM-R Advertising and application phase (Using EURAXESS tools to ensure the international researcher vacancies a wider audience)</p>	<p>KPI OTM-R 5: Number of IdISSC international calls published in EURAXESS portal web</p>
<p>OTM-R 6.- Defining internal rules for the appointment and composition of selection committees:</p> <ul style="list-style-type: none"> - Including in the SOP of Evaluation of candidates and incorporation of professionals, internal rules for the appointment and composition of selection committees based in OTM-R policies. 	<p>OTM-R Selection and evaluation phase (Rules concerning selection committees)</p>	<p>D 3.1: SOP: Evaluation of candidates and incorporation of professionals</p>

IMPLEMENTATION

As we have indicated previously, the **working group** that has developed the Action Plan is listed below:

- Antonio Portolés (Management Director of FIB HCSC)
- Elena Urcelay (Scientific Director of IdISSC, representing R4 researchers)
- Roberto Álvarez Lafuente (Senior postdoctoral, representing R3 researchers)
- Ana Rivas Paterna (Junior postdoctoral, representing R2 researchers)
- Arkaitz Mucientes Ruiz (Predoctoral, representing R1 researchers)
- Miguel Horcajuelo (Human Resources Department)
- Marina López (International Projects Manager)
- Joana Modolell (Technical Secretariat of Research)
- Carmen Martínez (Technical Manager)

In addition, a **HRS4R Technical Team** has been created to carry out and monitoring the Action Plan. This team is formed by the following profiles:

- Representative of the Human Resources Unit, Miguel Horcajuelo
- Representative of the Quality Unit, Joana Modolell.
- Representative of the Technical Unit, Carmen Martínez.
- Representatives of each of the research categories: Elena Urcelay (Scientific Director and R4), Roberto Álvarez Lafuente (R3), Ana Rivas Paterna (R2) and Arkaitz Mucientes Ruiz (R1).

The Technical Team will be involved in all phases, from the implementation to the monitoring of the HRS4R initiative at IdISSC. To implement **the Action Plan**, the **following tools will be used**:

- Periodic meetings
- Analytical techniques
- Benchmarking
- Networking
- Approaching to research community

To ensure the proper monitoring and the regular overseeing of the IdISSC Action Plan a **HRS4R Steering Committee** has been created. It is formed by the following members:

- Management Director of FIB HCSC, Antonio Portolés
- Human Resources Department, Esther Olmedilla
- International Projects Manager, Marina López

The implementation of the Action Plan needs a **self-assessment by Technical Team to measure annually the KPIs defined**. The proper **annual measurement of the KPIs and the timely definition and development of the deliverables**, guarantee an optimal self-assessment (see the schedule defined for the Action Plan). The results of the monitoring will be reported annually to the **HRS4R Steering Committee** to analyze **possible deviations** and **propose corrective improvement actions**.

It should be noted that the defined actions have been aligned with the **Research Strategy of the Institution (IdISSC Strategic Plan 2016-2020, <http://www.idissc.org/idissc-plan-estrategico.php>)**, especially in the **recognition of the research activities performance** and in the **development of a professional career** at IdISSC.