

## HRS4R ACTION PLAN – FOLLOW-UP STATUS

<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status (Completed/In progress/New)</i>	<i>Remarks</i>
<p><b>1. Increasing the visibility of the IdISSC through the external communication channels:</b></p> <ul style="list-style-type: none"> <li>- Updating the contents of the web page frequently.</li> <li>- Promoting the use of social networks by IdISSC staff.</li> <li>- Increasing the visibility of IdISSC.</li> </ul>	<p>8. Dissemination, exploitation of results</p> <p>9. Public engagement</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Technical Unit</p> <p>R2 and R1 representatives</p> <p>Innovation Unit</p>	<p><b>KPI 1.1: Number of followers from social networks</b></p> <ul style="list-style-type: none"> <li>• Currently IdISSC Innovation Unit Twitter followers: 7.899</li> <li>• Currently IdISSC Innovation Unit Facebook and LinkedIn followers: 708</li> <li>• Currently IdISSC Innovation Unit YouTube subscribers: 212</li> </ul> <p><b>Q1-Q4:</b></p> <ul style="list-style-type: none"> <li>• IdISSC Innovation Unit Twitter account: 7.184 followers</li> <li>• IdISSC Innovation Unit Facebook and LinkedIn account: 256 followers</li> </ul> <p><b>Q5-Q8:</b></p> <ul style="list-style-type: none"> <li>• IdISSC Innovation Unit Twitter account: 7.899 followers</li> <li>• IdISSC Innovation Unit Facebook and LinkedIn</li> </ul>	<p><i>In progress</i></p>	<p>IdISSC have been increasing the visibility of its activity through the following actions:</p> <ul style="list-style-type: none"> <li>• Updating information on the IdISSC website</li> <li>• Activity on IdISSC Innovation Unit Twitter, Youtube, Facebook and LinkedIn accounts.</li> <li>• Use of hashtag #IdISSC on twitter to inform about specific events organized by FIB HCSC: Science Week, European Researchers Night, among others.</li> <li>• News on the media about IdISSC researcher’s activity (radio programs, newspapers, specialized journals).</li> <li>• IdISSC social media accounts creation from Q10 (Twitter, LinkedIn and Facebook accounts). The launch of IdISSC official social networks allows greater visibility of the activity carried out. For the next period, the followers and the number of tweets from the IdISSC accounts will be measured.</li> </ul> <p>The decrease of the website visits could be due to the COVID</p>

				<p>account: 708 followers</p> <ul style="list-style-type: none"> <li>• IdISSC Innovation Unit Youtube account: 212 subscribers</li> </ul> <p><b>KPI 1.2: Number of visits to the website</b></p> <p><b>Q1-Q4:</b> 91.962</p> <p><b>Q5-Q8:</b> 53.424</p> <p><b>KPI 1.3: Number of news about IdISSC activities in the media</b></p> <p><b>Q1-Q4:</b> 189 news; 391 impacts</p> <p><b>Q5-Q8:</b> 247 news; 768 impacts</p>		<p>pandemic, among other factors. The institution will update the website, compiling new contents (on line training activities, new information about research groups, new sections, etc). The institution will inform about the changes on the social media, in order to increase de number of visits.</p>
<p><b>2. Organizing seminars, to disseminate IdISSC activity to society and patients:</b></p> <ul style="list-style-type: none"> <li>- Promoting the dissemination of IdISSC activities.</li> <li>- Stablishing an annual plan to organize seminars of interest for researchers and other research activities for society and patients.</li> </ul>	<p>8. Dissemination, exploitation of results</p> <p>9. Public engagement</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Technical Unit</p> <p>R3 and R2 representatives</p> <p>Scientific Director</p>	<p><b>KPI 2.1: Number of dissemination activities organized for society and patients</b></p> <p><b>Q1-Q4:</b> 28</p> <p>14 organized by FIB HCSC</p> <p>2 attended as participant</p> <p>4 organized by IdISSC Innovation Unit</p> <p>8 organized by San Carlos Clinical Hospital</p> <p><b>Q5-Q8:</b> 33</p> <p>19 organized by FIB HCSC</p> <p>3 organized by researchers</p> <p>3 organized by the IdISSC</p>	<p><i>In progress</i></p>	<p>The FIB HCSC organizes several dissemination activities focused on society and patients:</p> <ul style="list-style-type: none"> <li>• European Researchers Night</li> <li>• Science Week</li> <li>• Open Doors Day</li> <li>• Day of women and girls in science</li> <li>• Workshops with patients</li> <li>• Meetings with patient associations</li> <li>• Innovation activities for society</li> </ul> <p>The KPI measure includes not only the events organized and being attended by FIB HCSC, but also the activities organized by the IdISSC</p>

				Innovation Unit 8 organized by San Carlos Clinical Hospital		Innovation Unit and the San Carlos Clinical Hospital, focused on society and patients.
<p><b>3. Considering and using mobility as a favorable condition in the recruitment procedure (OTM-R 1):</b></p> <p>- Establishing parameters to recognize mobility in the recruitment and selection procedure.</p>	<p>12. Recruitment of Early Stage Researchers</p> <p>13. Recruitment</p> <p>14. Selection</p> <p>15. Transparency</p> <p>16. Judging merit</p> <p>18. Recognition of mobility experience</p> <p>29. Value of mobility</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p> <p>Q10: SOP: Evaluation of candidates and incorporation of professionals available in English</p>	Human Resources Unit	<p><b>KPI 3.1: Number of research recruited with mobility recognition evaluated</b></p> <p><b>Q1-Q4: 16</b></p> <p><b>Q5-Q8: 6</b></p> <p><b>D 3.1: SOP: Evaluation of candidates and incorporation of professionals</b></p> <p>Draft document in Spanish and English on the intranet.</p>	<i>In progress</i>	<p>Until now, FIB HCSC has valued mobility in the recruitment procedures of international projects. From Q7 there was none recruitment for international projects due in part to COVID pandemic.</p> <p>From Q9, the institution will consider the mobility in all the recruitment procedures carried out by FIB HCSC, including regional, national and international projects. The annual target will be 100% of the recruitments.</p> <p>FIB HCSC participates with governing bodies for the definition of a regional working agreement for researchers. A <i>Collective Agreement of Biomedical Research Foundations</i> is under development in the Community of Madrid. The agreement includes the urge to consider selection criteria based in open, transparent and merit-based recruitment policies and the mobility as a valued opportunity for researcher career, in other aspects.</p> <p>The Technical Unit and the HR responsible worked on an own</p>

						Standard Operating Procedure of recruitment (SOP: Evaluation of candidates and incorporation of professionals). A draft version approved by HR Unit is available in Spanish and English on the intranet.
<p><b>4. Providing an international and friendly research environment (OTM-R 2):</b></p> <ul style="list-style-type: none"> <li>- Having IdISSC information available in English.</li> <li>- Having relevant documents translated into English to assist foreign researchers.</li> </ul>	<p>23. Research environment</p> <p>30. Access to career device</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p> <p>From Q13: English versions of relevant documentation.</p>	<p>Human Resources Unit</p> <p>Technical Unit</p> <p>R2 and R1 representatives</p>	<p><b>D 4.1: English versions of relevant documentation</b></p> <ul style="list-style-type: none"> <li>• 5 documents available in English</li> <li>• 1 draft document in progress</li> </ul> <p><b>KPI 4.1: Number of foreign researchers recruited per year</b></p> <p><b>Q1-Q4: 1</b></p> <p><b>Q5-Q8: 4</b></p>	<i>In progress</i>	<p>FIBHSCS has translated the following documents into English:</p> <ul style="list-style-type: none"> <li>• IdISSC Annual Activity Report</li> <li>• Calls for international projects</li> <li>• OTM-R policy</li> <li>• IdISSC User information brochure</li> <li>• SOP: Evaluation of candidates and incorporation of professionals</li> </ul> <p>FIBHSCS is still translating into English other relevant documents, the most of them in advanced versions:</p> <ul style="list-style-type: none"> <li>• IdISSC Welcome guide</li> </ul> <p>FIBHSCS actively promotes foreign researchers' recruitments, promoting specific regional calls to attract talent from abroad. The institution supports researchers in visa processing and administrative burden.</p>
<p><b>5. Defining a professional career for researchers at all stages of their career:</b></p>	<p>22. Recognition of the profession</p> <p>28. Career development</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Management Director</p> <p>Scientific Director</p>	<p><b>KPI 5.1: Number of meetings with IdISSC participation for the establishment of the professional career for researchers in the Community of</b></p>	<i>Extended</i>	<p>FIB HCSC is actively working on providing a frame for the professional career of researchers in</p>

<p>- Contribute to define the Professional career Model for IdISSC researchers in the Community of Madrid.</p> <p>- <b>NEW:</b> Contribute to the professional development of FIB HCSC researchers.</p>	<p>29. Value of mobility</p> <p>38. Continuing Professional Development</p>	<p>From Q20: Standard policy for professional development and career plan in FIB HCSC</p>		<p><b>Madrid</b></p> <p><b>Q1-Q4:</b> 14</p> <p><b>Q5-Q8:</b> 5</p> <p><b>NEW KPI: 5.2. Number of agreements with regional government bodies.</b></p> <p><b>NEW KPI 5.3. Number of initiatives carried out by FIB HCSC to promote the professional development of the researchers</b></p>	<p>the Community of Madrid.</p> <p>IdISSC Scientific and Management Directions are especially involved in this process, organizing and participating in several meetings and workshops about the researcher's professional development with regional and national govern bodies. Specifically, IdISSC Scientific Direction participates in the HR Technical Commission of the Institute of Health Carlos III (highest national body on health research) and the <i>Science and Technology Committee</i> of the Community of Madrid.</p> <p>FIB HCSC will actively participate in all the initiatives aiming to contribute to the development of a research career in biomedicine in Spain. For instance, FIB HCSC is involved in a project where a survey to all the staff will be conducted to collect different perceptions on this regard.</p> <p>FIB HCSC is also involved with the regional government offering three positions for the "Distinguished Researcher" call, one of the options that the region is exploring to ensure professional development.</p> <p>Additionally, IdISSC organizes several</p>
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<p><b>6. Promoting internal funds or external funding opportunities to provide a stability and permanence of employment and an optimal salary to researchers:</b></p> <ul style="list-style-type: none"> <li>- Promoting the participation in public or private calls for intensification and stabilization of researchers.</li> <li>- Co-financing for recruiting or stabilizing researchers with salaries according</li> </ul>	<p>22. Recognition of the profession</p> <p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p> <p>28. Career development</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Management Director</p>	<p><b>KPI 6.1: Number of stabilized researchers</b></p> <p><b>Currently stabilized researchers in FIBHCS: 5</b></p> <p><b>Q1-Q4:</b> 3 (from R3 to R4)</p> <p><b>Q5-Q8:</b> 5 (2 new) (from R3 to R4)</p> <p><b>KPI 6.2: Number of researchers co- financed by FIB HCSC with internal funds</b></p> <p><b>Currently co-financed researchers in FIBHCS: 27</b></p> <p><b>Q1-Q4:</b> 20</p>	<p><i>In progress</i></p> <p>The stabilized researchers depend on external funding from <i>Miguel Servet</i> and <i>Ramón y Cajal</i> national research contracts. FIB HCSC actively promotes the recruitment of these postdoctoral profiles to ensure stability and permanence in the institution. Additionally, FIB HCSC supports other profiles with internal funding, co-financing researchers according to their career and qualification.</p> <p>FIB HCSC will continue promoting the stability of their researchers through a policy for professional development and career plan in FIB HCSC. The implementation of the</p>

to their career and qualification.				Q5-Q8: 27 (7 new)		<i>Collective Agreement of the Foundations of Biomedical Research</i> will provide the framework for the definition of a professional career policy in the FIB HCSC.
<p><b>7. Promoting internal funds or external funding opportunities to provide optimal working conditions to researches:</b></p> <ul style="list-style-type: none"> <li>- Establishing a specific budget to improve spaces, equipment and infrastructures.</li> </ul>	23. Research environment	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	Management Director	<p><b>KPI 7.1: Specific budget for spaces, equipment and infrastructures improvement</b></p> <p><b>Q1-Q4:</b> 344.000 €</p> <p><b>Q5-Q8:</b> 110.691 €</p> <p><b>KPI 7.2: New spaces, equipment, and/or infrastructure enabled for research</b></p> <p>Laboratory equipment purchased (new or by renovation):</p> <p><b>Q1-Q4:</b> 6</p> <p><b>Q5-Q8:</b> 14</p> <p>Software updating:</p> <p><b>Q1-Q4:</b> 2</p> <p><b>Q5-Q8:</b> 1</p> <p>Readjustment of space or infrastructures in several units:</p> <p><b>Q1-Q4:</b> 1</p> <p><b>Q5-Q8:</b> 2</p> <p>Several new furniture purchase in</p>	<i>In progress</i>	<p>IdISSC strategic objectives include providing spaces and infrastructures adapted to the needs of researchers, according with the scientific activity carried out in the institution.</p> <p>FIB HCSC allocates an annual budget for new equipment and infrastructures, promoting internal or external funding.</p> <p>The renovation or the new equipment acquisition plan is revised annually by the Management Director, taking into consideration the needs from the research groups and the different units of IdISSC.</p>

				the period.		
<p><b>8. Increasing knowledge in Intellectual Property Rights (IPR):</b></p> <p>- Organizing a specific workshop about IPR for researchers.</p>	<p>5. Contractual and legal obligations</p> <p>8. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p> <p>38. Continuing Professional Development</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Innovation Unit</p> <p>Technical Unit</p> <p>R3 representative</p>	<p><b>KPI 8.1: Number of organized workshops about IPR</b></p> <p><b>Q1-Q4: 0</b></p> <p><b>Q5-Q8: 2</b></p>	<i>In progress</i>	<p>In last year the institution has organized two workshops about IPR, innovation and technology transfer.</p> <p>FIB HCSC plans to organize at least an annual IPR workshop. Additionally, the institution will consider to approach different levels of IPR contents depending on the audience.</p>
<p><b>9. Promoting and recognizing the co-authorship by IdISSC researchers:</b></p> <p>- Promoting meetings between IdISSC research groups.</p>	<p>32. Co-authorship</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Technical Unit</p> <p>R1, R2, R3 and R4 representatives</p>	<p><b>KPI 9.1: Number of publications with co-authorship between IdISSC groups</b></p> <p><b>Q1-Q4: 119 (38% of the total)</b></p> <p><b>Q5-Q8: 96 (19% of the total)</b></p> <p><b>KPI 9.2: Number of meetings between IdISSC groups to promote the collaborative research</b></p> <p><b>Q1-Q4: 115</b></p> <p><b>Q5-Q8: 171</b></p>	<i>In progress</i>	<p>Co-authorship is a highly valued aspect for the institution. FIB HCSC promotes activities among researchers to increase the collaborative research and co-authorship. The institution carries out the following activities:</p> <ul style="list-style-type: none"> <li>• FIB HCSC organizes frequent internal meetings between research groups.</li> <li>• The Innovation Unit organizes specific-topic meetings about new ideas or ongoing projects to support researchers to meet other related groups in IdISSC.</li> <li>• The Scientific-technical Units organize meetings to inform about the different technical services to support researchers.</li> <li>• The Technical Unit provides specific and individualized support to researchers to identify common research lines</li> </ul>



						and promote the collaboration between groups.
<p><b>10. Assuring the implementation of a <i>Suggestions and appeals procedure</i> for researchers (OTM-R 3):</b></p> <ul style="list-style-type: none"> <li>- Implementing a <i>suggestion box</i> for compilation of suggestions and appeals by researchers.</li> <li>- Informing about the <i>suggestion box</i> and promoting its use among researchers.</li> <li>- <b>NEW:</b> Elaborating of a Standard Operating Procedure to systematize the deal of suggestions and appeals</li> <li>- <b>NEW:</b> Promoting the contribution of suggestions and appeals in the annual satisfaction survey of IdISSC.</li> </ul>	34.Complaints/appeals	From Q1 to Q20  Annual KPIs measure	Human Resources Unit  Quality Unit	<p><b>KPI 10.1: Number of collected suggestions and/or appeals</b></p> <p>Q1-Q4: 15</p> <p>Q5-Q8: 6</p> <p><b>KPI 10.2: Number of resolved suggestions and/or appeals</b></p> <p>Q1-Q4: 15</p> <p>Q5-Q8: 6</p> <p><b>NEW D 10.1: SOP: <i>Suggestion and appeals procedure</i></b></p>	<i>Extended</i>	<p>The Quality Plan of IdISSC includes specific tools for the identification and handling of claims. This plan establishes the procedures to carry out improvement actions to resolve complaints.</p> <p>FIB HCSC has achieved a <i>suggestion box</i> on the website to compile suggestions and appeals not only from researchers, but also from external personnel of the institution. The institution ensures the confidentiality of the complaints received for a proper treatment.</p> <p>The institution frequently promotes the use of the suggestion box through the internal communication channels. All the staff is informed about the <i>Suggestions and appeals procedure</i>.</p> <p>At the moment, FIB HCSC attends and manages all the suggestions received. The annual target is 100%.</p> <p>FIB HCSC will establish a new Standard Operating Procedure to impartially deal with complaints and appeals of researchers.</p> <p>The annual satisfaction survey of IdISSC will include a specific section to compile suggestions and appeals from researchers annually.</p>

<p><b>11. Increasing the participation of young researchers and post- doctoral positions in the internal scientific committees:</b></p> <ul style="list-style-type: none"> <li>- Defining a rotating system for the participation of young researchers and post-doctoral positions in the Research Commission of IdISSC.</li> </ul>	<p>35. Participation in decision- making bodies</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p>	<p>Scientific Director</p> <p>R1, R2 and R3 representatives</p>	<p><b>KPI 11.1: Number of young researchers and/or post-doctoral positions in the IdISSC committees</b></p> <p><b>Q1-Q4: 0</b></p> <p><b>Q5-Q8: 3</b></p>	<p><i>In progress</i></p>	<p>FIB HCSC has promoted the integration of postdoctoral researchers profiles in scientific committees to ensure the participation of early stage researchers in some of the decision-making bodies.</p> <p>From June 2019 (Q5) a new internal organization of IdISSC committees has been carried out from strategic decision of the board bodies and the Management and Scientific Directions. That includes the participation of postdoctoral profiles in the Internal Research Committee.</p>
<p><b>12. Improving the IdISSC Training Plan to develop a research career:</b></p> <ul style="list-style-type: none"> <li>- Identifying of training needs.</li> <li>- Improving multidisciplinary and transversal training.</li> <li>- Communicating the Training Plan to the researchers.</li> </ul>	<p>28. Career development</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>From Q1 to Q20</p> <p>Annual KPIs measure</p> <p>Q12: Survey and new Training Plan</p>	<p>Human Resources Unit</p> <p>Quality Unit</p>	<p><b>D 12.1: E-Mailing to IdISSC staff asking for the training needs</b></p> <p><b>Q1-Q4: 1 E-Mailing</b></p> <p><b>Q5-Q8: 1 E-Mailing</b></p> <p><b>D 12.2: New Training Plan</b></p> <p><b>Q1-Q4: IdISSC Training Plan 2018</b></p> <p><b>Q5-Q8: IdISSC Training Plan 2019</b></p> <p><b>KPI 12.1: Number of training courses organized by FIB HCSC</b></p> <p><b>Q1-Q4: 42</b></p>	<p><i>In progress</i></p>	<p>The <i>Annual Training Plan</i> of IdISSC compiles the training offer for researchers in all career stages. FIB HCSC provides an important training offer organizing internal meetings and scientific-technical curses, focusing on multidisciplinary and transversal skills, for example:</p> <ul style="list-style-type: none"> <li>• Animal experimentation procedures</li> <li>• Conferences on advanced therapies</li> <li>• Good clinical practice and clinical research</li> <li>• Technical skills</li> <li>• Scientific methodology and Statistics.</li> <li>• Intellectual Property Rights promotion</li> <li>• Open Access</li> <li>• Management and internal</li> </ul>

				<p><b>Q5-Q8: 80</b></p> <p><b>KPI 12.2: Number of attendees to training courses</b></p> <p><b>Q1-Q4: 462</b></p> <p><b>Q5-Q8: 469</b></p>		<p>procedures</p> <p>Additionally, FIB HCSC organizes training activities that arise from the researcher's suggestions.</p> <p>Annually, FIB HCSC sends a query to IdISSC staff to identify the training needs from researchers.</p> <p>The Technical Unit of FIB HCSC and the Internal Research Committee meet annually to compile the training needs from researchers, defining new training activities.</p> <p>From Q8, the institution has worked on a new <i>Training Plan 2021</i>. The new plan will include specific training in scientific communication to non-scientific key actors, including others Responsible Research and Innovation (RRI) aspects.</p>
<p><b>13. OTM-R 4.- Defining an Open, Transparent, and Merit-based Recruitment of Researchers in FIB HCSC.</b></p> <ul style="list-style-type: none"> <li>- Defining internal guides setting out OTM-R procedures and practices for staff.</li> <li>- Publishing a version of the OTM-R policy online both in Spanish and English.</li> </ul>	<p>12. Recruitment of Early Stage Researchers</p> <p>13. Recruitment</p> <p>14. Selection</p> <p>15. Transparency</p> <p>16. Judging merit</p> <p>17. Variations in the chronological order of CVs</p> <p>18. Recognition of</p>	<p>From Q1 to Q20</p> <p>Q10: Publishing an internal OTM-R Policy in English on the website.</p>	<p>Human Resources Unit</p> <p>Technical Unit</p> <p>R4 and R3 representatives</p>	<p><b>D OTM-R 4: Publishing a version of the IdISSC OTM-R policy on the website</b></p> <p>Q10: Spanish and English version on the website</p>	<p><i>In progress</i></p>	<p>The Technical Unit and the HR responsible have developed an Open, Transparent, and Merit-based Recruitment of Researchers policy in FIB HCSC, based on the acknowledgement of merits and professional career of researchers. The document has been reviewed and approved by the HRS4R Working Group and the Management and Scientific Direction.</p> <p>The Spanish and English versions of the OTM-R policy are published on the website.</p>

	mobility experience  19. Recognition of qualifications  20. Seniority  21. Postdoctoral appointments					
<b>14. OTM-R 5.- Supporting services to increase the visibility of the international calls in EURAXESS.</b> - Publishing periodically the international calls in EURAXESS portal web.	12. Recruitment of Early Stage Researchers  13. Recruitment  14. Selection  15. Transparency	From Q1 to Q20  Annual KPIs measure	Technical Unit  R2 and R1 representatives	<b>KPI OTM-R 5: Number of IdISSC international calls published in the EURAXESS portal web</b>  <b>Q1-Q4:</b> 17 (100% of the international calls)  <b>Q5-Q8:</b> 6 (100% of the international calls)	<i>In progress</i>	FIB HCSC publishes all the international calls in the EURAXESS portal web to increase the visibility of the calls.  Additionally, all the job offers, both national and international, are published on the IdISSC website in order to improve the spread of the job offers.  The decrease of the number of IdISSC international calls in last quarters could be due to the COVID pandemic.
<b>15. OTM-R 6.- Defining internal rules for the appointment and composition of selection committees.</b> - Including in the SOP of Evaluation of candidates and incorporation of professionals, internal rules for the appointment, and composition of selection	12. Recruitment of Early Stage Researchers  13. Recruitment  14. Selection  15. Transparency	From Q1 to Q20  Q10: SOP: Evaluation of candidates and incorporation of professionals available in Spanish and English	Human Resources Unit  Technical Unit	<b>D 3.1: SOP: Evaluation of candidates and incorporation of professionals</b>  Draft document in Spanish and English on the intranet.	<i>In progress</i>	The Technical Unit and the HR responsible has worked on a SOP of <i>Evaluation of candidates and incorporation of professionals</i> in FIB HCSC, based the OTM-R policy conducted. The document includes internal rules for the appointment and composition of selection committees to carry out the recruitment of candidates.  The SOP has been elaborated in line with the <i>Collective Agreement of</i>

committees based in OTM-R policies.						<p><i>Biomedical Research Foundations</i> under development and it will be updated once the Agreement is ready.</p> <p>A draft version approved by HR Unit is available in Spanish and English on the intranet.</p>
<p><b>16. NEW: Developing an Equality and Diversity Plan to promote gender balance and avoid discrimination:</b></p> <ul style="list-style-type: none"> <li>- Creating an <i>Equality and Diversity Committee</i>.</li> <li>- Developing the IdISSC <i>Equality and Diversity Plan</i>.</li> <li>- Defining clear rules concerning the composition of selection and scientific committees, guaranteeing a sufficient gender balance.</li> <li>- Organizing training activities on avoidance discrimination, gender balance, and equal opportunities.</li> </ul>	<p>10. Non discrimination</p> <p>27. Gender balance</p>	<p>From Q11 to Q20</p> <p>Q12: Appointing the IdISSC Equality and Diversity Committee</p> <p>Q14: IdISSC Equality and Diversity Plan</p> <p>Annual KPIs measure</p>	<p>Human Resources Unit</p> <p>Technical Unit</p>	<p>D 16.1: Appointing the IdISSC Equality and Diversity Committee</p> <p>D 16.2: IdISSC Equality and Diversity Plan</p> <p>KPI 16.1: Number of organized activities on non-discrimination and gender balance</p> <p>KPI 16.2: % of women in the IdISSC</p> <p>KPI 16.3: % of ongoing projects led by women</p> <p>KPI 16.4: % of scientific publications (first, last or corresponding author led by IdSSC members) led by women</p>	NEW	<p>Currently, FIB HCSC is developing an <i>Equality and Diversity Plan</i> to promote a gender and equality balance in IdISSC.</p> <p>The <i>Equality and Diversity Plan</i> has among its priorities to procure sufficiently gender balance in scientific and selection committees, among others.</p> <p>At the moment, FIB HCSC is actively working to gender balance the research activity conducted by the groups. In the last Scientific Report (2019), IdISSC reported 123 ongoing research projects, 40% led by women.</p> <p>Additionally, FIB HCSH actively participates in initiatives to promote the presence of women in science, such as the <i>Day of women and girls in science</i>.</p>
<p><b>17. NEW: Defining a standard professional evaluation system for research groups, to recognize their activities</b></p>	<p>11. Evaluation/appraisal systems</p> <p>19. Recognition of qualifications</p>	<p>From Q11 to Q20</p> <p>Annual KPIs measure</p>	<p>Scientific Director</p> <p>Human Resources Unit</p> <p>R3 and R4</p>	<p>D 17.1: Implementation of a standard research group evaluation system</p> <p>KPI 17.1: Number of evaluations</p>	NEW	<p>FIB HCSC will develop a standard professional evaluation system for IdISSC research groups.</p> <p>In a first stage, the institution is</p>

<p><b>and promote the emerging and clinical groups.</b></p> <ul style="list-style-type: none"> <li>- Considering as valuable merits on the research groups not only the scientific activity, but also the qualifications, seniority, teaching, etc.</li> </ul>	<p>20. Seniority</p> <p>22. Recognition of the profession</p> <p>29. Value of mobility</p> <p>33. Teaching</p>		<p>representatives</p>	<p>conducted to research groups.</p> <p>KPI 17.2: Number of evaluations conducted to emerging and/or clinical groups</p>		<p>focusing on the evaluation of the research group activity, in order to promote the development of clinical and emerging groups in IdISSC.</p>
<p><b>18. NEW: Promoting an <i>Open Science</i> policy in IdISSC as a new approach to the scientific activity based on cooperative work.</b></p> <ul style="list-style-type: none"> <li>- Promoting the use of the institutional scientific repository adopted in the Community of Madrid.</li> <li>- Supporting researcher to carry out open access scientific publications.</li> <li>- Organizing specific training about Open Access.</li> </ul>	<p>32. Co- authorship</p>	<p>From Q11 to Q20</p> <p>Annual KPIs measure</p> <p>Q12: Open Science Policy in IdISSC</p>	<p>Scientific Director</p> <p>Human Resources Unit</p> <p>R3 and R4 representatives</p>	<p>KPI 18.1: Number of scientific publications made in open access</p> <p>KPI 18.2: Number of publications included in the repository of the Community of Madrid</p> <p>KPI 18.3: Number of workshops / training activities about Open Access</p> <p>D 18.1: Definition of an Open Science Policy in IdISSC</p>	<p><i>NEW</i></p>	<p>Open science consists of a new approach to the scientific process based on cooperative work. Based on the European initiatives aimed to promote Responsible research &amp; innovation (RRI) and Open Science, FIB HCSC is developing an <i>Open Science Policy</i> for IdISSC.</p> <p>The Community of Madrid is promoting cooperative research through an institutional repository (<a href="https://repositoriosaludmadrid.es/">https://repositoriosaludmadrid.es/</a>). IdISSC staff has access to the institutional repository since the second quarter of 2020. FIB HCSC promotes the use of this repository among its researchers.</p> <p>FIB HCSC is developing the following activities:</p> <ul style="list-style-type: none"> <li>• Current knowledge about Open Sciences at the institution has been explored.</li> <li>• On-line workshops about Open Access. FIB HSCS will promote specific training about this</li> </ul>

						<p>topic.</p> <ul style="list-style-type: none"><li>• Promoting Open Access through a specific program to support the financing of open access publications.</li><li>• Participation in a national working group on Open Sciences, acting as coordinators.</li></ul>
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## HRS4R ACTION PLAN IMPLEMENTATION

During the HRS4R Initial Phase, a *HRS4R Working Group* was created to develop the GAP analysis and the Action Plan. This group is still responsible for coordinating the implementation process and monitoring the ongoing Action Plan. To engage different professional categories in this process, the *HRS4R Working Group* includes representatives from different research categories and management, technical and scientific support areas. Currently, this group is formed by the following members:

- Joana Modolell (FIB HCSC Management Director)
- Elena Urcelay (IdISSC Scientific Director, R4 representative)
- Roberto Álvarez Lafuente (Senior postdoctoral, R3 representative)
- Ana Rivas Paterna (Junior postdoctoral, R2 representative)
- Arkaitz Mucientes Ruiz (Predoctoral, R1 representative)
- Susana S. Gil (Technical Secretariat of Research and Quality Unit Manager)
- Miguel Horcajuelo (Human Research Unit representative)
- Marina López (International Projects Manager)
- Carmen Martínez (Technical Manager)

The *Working Group*, keeping in contact constantly by phone and email, meets biannually to ensure the proper tracing of the implementation process. The KPIs have been monitored annually. The *Working Group* is involved in all phases derived from the implementation and monitoring of the HRS4R strategy in FIB HCSC. To implement the Action Plan, the following tools are being used:

- Continuous contact by phone and email
- Approaching to research community
- Biannual meetings
- Annual KPI measure
- Trend analysis
- Networking

A *Steering Committee* was created to assure the regular overseeing of the process. Two members of the *Steering Committee* are also represented in the *Working Group*. Currently, it is formed by the following members:

- FIB HCSC Management Director: Joana Modolell
- Human Resources Unit Manager: Esther Olmedilla
- International Projects Manager: Marina López

The *Steering Committee* is reported annually of the monitoring process conducted by the *Working Group*. During the implementation process the *Steering Committee* have met at least once a year to analyse possible deviations and propose corrective or improvement actions.