

Internal Review

Case number: 2019ES428046

Name Organisation under review: Fundación para la Investigación Biomédica del Hospital Clínico San Carlos

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1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	234
Of whom are international (i.e. foreign nationality) *	7
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	200
Of whom are women *	179
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	9
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	16
Of whom are stage R1 = in most organisations corresponding with doctoral level *	7
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	202
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	13.022.214,78
Annual organisational direct government funding (designated for research)	576.218,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3.622.644,87
Annual funding from private, non-government sources, designated for research	8.823.351,91

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Fundación Investigación Biomédica Hospital Clínico San Carlos (FIBHCSC) employes around 202 staff. It handles the biomedical research resources of the "Instituto Investigación Sanitaria Hospital Clínico San Carlos" (IdISSC). IdISSC is a biomedical research union between Hospital Clínico San Carlos, Universidad Complutense de Madrid, the Universidad Politécnica de Madrid and FIBHCSC. IdISSC fulfils its mission of promoting and supporting biomedical research and innovation activities conducted by our research groups. It also strives to attain excellence in international scientific research, support the creation of research networks, promote innovation, and foster clinical outcome assessment premised on sustainable research and gender equality.



2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further ~~inform~~ the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Strengths

The IdISSC has a Research Commission and an External Scientific Committee for the **supervision, regulation, and evaluation** of its research activities. It also has a Research Ethics Committee with Medicines (CEIm) and an Animal Experimentation Ethics Committee (CEEA) to **ensure the ethical integrity** of research projects involving patients or experimental animals conducted at the institution. Additionally, the IdISSC has a **Good Research Practices Guide**, based on the European Code of Conduct for Research Integrity (ALLEA), outlining the basic ethical principles for research personnel, covering areas such as result evaluation, intellectual and industrial property rights, and conflicts of interest.

The Institute has developed a Strategic Plan for the 2022-2026 period and a Cooperative Scientific Plan that clearly outlines the **major strategic and scientific objectives** for the entity in the coming years, along with annual action plans. These documents are known to the research staff and are **available on the IdISSC website and intranet**, alongside other institutional plans, relevant legislation, the Institute's annual accounts, and funding opportunities for research personnel. This is aimed at **promoting transparency and facilitating access to information for both staff and the broader society**.

To address the weaknesses identified in the mid-term evaluation, IdISSC has **undertaken a significant update of its website**, including an English version, to enhance visibility and access to the institution's information. This includes new content, links to the institution's social media, and documentation translated into English. In the same vein, a **Welcome Manual** has been developed with relevant information for new personnel, translated into English for foreign professionals joining the Institute.

IdISSC is committed to **disseminating and exploiting research results**, supported by an Innovation Unit that assists research personnel and provides specific training activities. Additionally, IdISSC promotes **scientific education** to society through various annual outreach and citizen participation activities, aligning with its **Responsible Research and Innovation (RRI) policy**.

In 2021, IdISSC developed an **Equality Plan**, outlining measures against gender discrimination and aiming to disseminate, promote, and enhance equal opportunities among its personnel. The plan establishes an **Equality Commission** responsible for monitoring and evaluating the proposed actions.

Weaknesses

Despite having a Good Research Practices Guide available on the IdISSC website and intranet, some staff at the Institute **are not fully acquainted with these principles**, especially those related to industrial and intellectual property.

It is identified as an area for improvement to actively **disseminate the salary tables of the Biomedical Research Foundation, the managing body of the IdISSC**, to promote transparency with this type of information. Additionally, it would be **necessary also to promote awareness of Science Law 17/2022**, the new Spanish science law that introduces advancements in research career matters, among the research staff.

Finally, IdISSC professionals highlight the need to **strengthen the resources of the Innovation Unit**. This would enable them to provide more detailed support to research personnel regarding the protection and exploitation of their research results.

Remarks (max 500 words)

Recruitment and selection:**Strengths:**

IdISSC has a **standardized protocol** for personnel recruitment management. This procedure establishes an **open, transparent, impartial, and merit-based selection process**, applicable to the hiring of research personnel, management staff, and support personnel for research activities.

As outlined in this procedure, all job vacancies **must be published on the Institute's website**, describing the position, working conditions, duties, requirements, application formalities, and merit assessment for evaluation. The procedure explicitly states that, for all recruitment processes, **mobility should be considered as a merit for assessment**. In all cases where candidates surpass a certain score in the merit assessment, a **personal interview** must be conducted to determine the candidate's suitability and evaluate other qualitative aspects. Finally, the **final resolution for all processes must be published** on the IdISSC website, and the **results must be communicated to the interviewed candidates**.

Weaknesses:

Although the IdISSC has implemented a selection and recruitment process aligned with the principles of the OTM-R, some **areas for improvement and recommendations pending** implementation from the last evaluation report have been identified:

- Job postings **do not include prospects for professional development** because the Institution is heavily influenced by advancements in this area within the negotiation of the new collective agreement, in coordination with other public sector entities.
- The current hiring procedure establishes a minimum period of **5 natural days** for job announcements to be publicly displayed. However, the 5-day **period is not obligatory** but is voluntarily set by the requesting IP based on the urgency and other relevant criteria for hiring.
- The current hiring procedure does not specify that evaluation committee members **should not penalize** career interruptions, alterations to the chronological order of CVs, the date of obtaining qualifications (seniority), or foreign or unofficially recognized qualifications.

Remarks (max 500 words)

Working conditions:**Strengths:**

IdISSC establishes **criteria for the classification of its researchers**, independently of their specific career stage. Additionally, the Institute has **suitable facilities and equipment, as well as cross-cutting research support units and a robust management structure that assists research personnel** in the proper development of their activities.

The Institute's Equality Plan outlines specific actions to promote **work-life balance** and **ensure equal opportunities and gender parity** within the Institute. As mentioned earlier, IdISSC **recognizes the value of mobility** in its hiring procedures, considering it as a merit to be assessed. In this regard, IdISSC also provides **mobility grants** to facilitate **scientific stays**, promoting scientific knowledge and professional development.

The Institute has a **well-defined affiliation policy** outlining best practices for authorship in publications involving its researchers. This affiliation policy is **familiar to research staff** and is disseminated on the website and in the email signatures of the Foundation's management personnel.

Responding to a weakness identified in the previous interim assessment, IdISSC has recently been working on updating its Good Research Practices Guide, which also includes a **conflict resolution procedure**. In 2021, IdISSC approved the Protocol against workplace harassment, sexual harassment, and gender-based harassment. Additionally, the Standardized Procedure for Monitoring Satisfaction has been updated, **incorporating a section on conflict resolution based on this Protocol**. These measures complement existing communication channels such as suggestion boxes and satisfaction surveys. Furthermore, a reporting channel aligned with the Anti-Fraud Plan has been incorporated.

Weaknesses:

While IdISSC's ability for stabilization is limited due to current legislation, the Institute must continue working within these constraints to develop **new mechanisms for the stabilization of its research personnel, career development elements, and improvement of conditions for its research staff**. This aligns with the new Science Law approved in Spain and under the framework of the Collective Agreement for Biomedical Research Foundations in the Community of Madrid, regulating areas such as salary scales, training, leaves, etc.

As previously noted, IdISSC has a Good Research Practices Guide disseminated on the website and intranet, outlining the **rights and duties of research personnel regarding industrial and intellectual property**. However, the Institute's staff is not fully familiar with it. To address this and improve accessibility, the Standardized Procedure for Intellectual Property has been made available to all users on the IdISSC website (<https://www.idissc.org/propiedad-industrial-e-intelectual/>).

Remarks (max 500 words)

Training and development:**Strengths:**

IdISSC has a **well-established Training Plan** designed for personnel at various levels within the Institute. This Training Plan unfolds through successive **annual programs** that expand the Institute's training offerings, including cross-cutting training activities such as result translation and public outreach. The Institute **collects feedback** from all its training activities among participants and **assesses the training needs** of its staff, aiming to update and enhance its program each year.

Weaknesses:

The main weakness in this area, identified as one of the recommendations in the latest evaluation report, is the need to develop a **mentorship plan** that defines the role of a **mentor for novice researchers**. This mentor should act as a supervisor and reference point for these professionals.

Remarks (max 500 words)

Have any of the priorities for the short and medium term changed? (max 500 words)

Since the interim assessment, IdISSC has approved its **new Strategic Plan** covering the period 2021-2025. In this plan, the institution has set its strategic objectives for the coming years, **aligning them with the goals** outlined in the Human Resources Strategy for Researchers (HRS4R). Consequently, the plan includes objectives and strategic lines to promote an environment conducive to research activities, talent acquisition, professional recognition, and skills development. It aims to ensure appropriate infrastructure and working conditions for research personnel and promote open science and citizen participation, among other initiatives.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

At the end of 2020, the **Collective Agreement for Biomedical Research Foundations of the Community of Madrid** was signed, regulating the working conditions of research personnel in biomedical research foundations in the public sector of the region. This agreement covers aspects such as salary scales, training, leaves, etc. Since its approval, the agreement has been **widely disseminated** among research personnel to promote awareness. This has been achieved through emails, uploading the document to the IdISSC website and intranet, sharing summaries of its contents, and including it in the Welcome Manual.

On December 30, 2021, the latest labour reform in Spain was published in the Official State Gazette (BOE) (Royal Decree-Law 32/2021), establishing indefinite contracts as the primary form of employment. The intention is to reduce temporality and job insecurity for temporary workers, with fixed-term contracts limited to specific, well-defined reasons.

In September 2022, **Law 17/2022**, the new Spanish science law, was approved. It introduces advancements in the research career, promotes stabilization, grants more rights to predoctoral researchers, and improves conditions for researchers associated with the National Health System, among other provisions. Within the framework of this new law, the **Royal Decree-Law 8/2022 was also approved on April 5, 2022. This decree includes urgent measures in the field of labour contracts in the Spanish System of Science, Technology, and Innovation.** The aim is to promote stability and standardization of the employment contract for personnel dedicated to scientific-technical management.

In **light of these legislative changes, IdISSC should continue adapting** its human resources strategy in the coming years to align with the new framework. This involves contributing to the objectives set by this new legislation, particularly in ensuring the **reduction of temporality** among its research personnel, among other considerations.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The institution is currently bound by the existing **Collective Agreement for Biomedical Research Foundations of the Community of Madrid**, which regulates the working conditions of research personnel in the public sector's biomedical research foundations in the region. This agreement covers salary scales, training, leaves, etc. Since December 2022, following the denunciation of the current agreement's expiration, the Negotiating Committee for the new collective agreement has been formed. The negotiation and approval of the new agreement are contingent upon the understanding of the involved parties (Foundations, Union Representatives, and the Community of Madrid). Additionally, on an annual basis, changes in regulatory frameworks directly impacting our planning may occur in the General State Budget Law and the Community of Madrid Budget Law.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or committed, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Nº	Action	Time	Responsible(s)	Indicator(s) / Objective(s)	Status	Considerations
-	<p>Consider and use mobility as a favourable condition in the hiring procedure (OTM-R1)</p> <p>Establish parameters to recognize mobility in the hiring and selection procedure.</p>	<p>Q1 - Q20 Annual KPI</p>	<p>Human Resources Unit</p>	<p>KPI 3.1: Number of researchers hired with mobility recognition evaluated</p> <p>Q19 - Q22: 121 (100%); Q15 - Q18: 149 (100%); Q11 - Q14: 121 (100%); Q9-Q10: 129 (100%)</p> <p>D 3.1: SOP: Evaluation of candidates and incorporation of professionals</p> <p>Q10: SOP Evaluation of candidates and incorporation of professionals</p>	<p>COMPLETED</p>	<p>Since 2020 (Q9), in all hiring processes carried out by the FIB HCSC, as the management entity of the IdISSC, including regional, national and international projects, the mobility criterion has been evaluated and continues to be monitored year after year:</p> <ul style="list-style-type: none"> - In the last semester of 2020 (Q9-Q10): 129 researchers. - 2021 (Q11-Q14): 121 researchers - 2022 (Q15-Q18): 149 researchers - 2023 (Q19-Q22): 121 researchers. <p>This action arose from the need to consider selection criteria based on open, transparent hiring policies, considering merit and mobility as a valued opportunity for the researcher's career. These criteria are included in the Collective Agreement of Biomedical Research Foundations (FIBs) of the Community of Madrid (2020), to which the Institute is adhered to.</p> <p>At the end of 2020 (Q10), the SOP for the evaluation of candidates and incorporation of new professionals was developed and approved and has been translated into English to facilitate its dissemination.</p> <p>All IdISSC employees have had access to this document on the intranet since 2022. The SOP offers relevant information about the requirements defined for the job position for which they are applying, as well as the mechanisms established for their incorporation and their protection during this process.</p>

-	<p>Provide an international and welcoming research environment.</p> <ul style="list-style-type: none"> • Have information from the IdISSC in English. • Have relevant documents translated into English to help foreign researchers. 	<p>Q1 - Q20 Annual KPI</p>	<p>Human Resources Unit</p> <p>Technical Unit</p> <p>Representatives of researchers R1 and R2</p>	<p>D 4.1: English versions of relevant documentation</p> <p>Q19-Q22: all relevant documentation is available in English</p> <p>Q15-Q18: web page available in English</p> <p>KPI 4.1: Number of foreigners hired per year</p> <p>Q19-Q22: 3; Q15-Q18: 4; Q11-Q14: 10; Q9-Q10: 2</p>	<p>COMPLETED</p>	<p>Currently the FIB HCSC, as the management body of the IdISSC, makes available to all its employees, and especially for international employees, 11 relevant documents translated into English (Q19-Q22):</p> <ul style="list-style-type: none"> - IdISSC annual activity report - Calls for international projects - OTM-R Policy - IdISSC user information brochure - Guide to good research practices - IdISSC strategic plan (executive summary) - IdISSC Equality Plan (executive summary) - PNT: Evaluation of candidates and incorporation of professionals - CICS Welcome Guide - Data collection form, English version (I-FIB-PS-01-08-Dec22-En) - Acknowledgment of receipt of PRL information translated into English <p>These documents are accessible to all staff on the website or intranet. Likewise, it should be noted that the website is now available in both languages (Spanish and English) since 2022 (Q15-Q18).</p> <p>Furthermore, the FIB HCSC, as the management entity of the IdISSC, actively encourages the hiring of foreign researchers, promoting specific regional calls to attract international talent. The institution supports researchers in visa processing and administrative burdens. In the last semester of 2020 (Q9-Q10) 2 international researchers were hired, in 2021 (Q11-Q14) 10 researchers and in 2022 (Q15-Q18) 4 researchers of foreign origin. Currently, the institute has 8 researchers of foreign nationality within its staff (277 employees), having hired 3 of them in the last year 2023 (Q19-Q22).</p>
-	<p>OTM-R 4. Define an open, transparent and merit-based recruitment of researchers in the FIB HCSC:</p> <ul style="list-style-type: none"> • Define internal guidelines that establish OTM-R procedures and practices for staff. • Publish a version of the OTM-R policy online in both Spanish and English. 	<p>Q1 - Q20</p>	<p>Human Resources Unit</p> <p>Technical Unit</p> <p>Representatives of researchers R3 and R4</p>	<p>D OTM-R 4: Publish a version of the IdISSC OTM-R policy on the website</p> <p>Q9-Q10: IdISSC OTM-R policy published on the website.</p> <p>Q10: Spanish and English versions of the IdISSC OTM-R policy on the website.</p>	<p>COMPLETED</p>	<p>The Technical Unit and the HR manager have developed an Open, Transparent and Merit-based Researcher Hiring policy. The document has been reviewed and approved by the HRS4R Task Force. Group and the Scientific Directorate and has been published on the website since the last semester of 2020 (Q9 – Q10).</p> <p>Likewise, since 2020 (Q10), the Spanish and English versions of the OTM-R policy have also been published on the website.</p>

-	<p>OTM-R 5. Support in EURAXESS services to increase the visibility of international calls:</p> <p>Periodically publishing international calls on the EURAXESS portal website.</p>	<p>Q1 - Q20</p> <p>Annual KPI</p>	<p>Technical Unit</p> <p>Representatives of researchers R1 and R2</p>	<p>KPI OTM-R 5: Number of international IdISSC calls published on the EURAXESS web portal.</p> <p>Q19-Q22: 5 (100%); Q15-Q18: 5 (100%); Q11-Q14: 6 (100%); Q9-Q10: 9 (100%)</p>	<p>COMPLETED</p>	<p>FIB HCSC, as the management entity of the IdISSC, publishes all international calls on the EURAXESS web portal to increase the visibility of the calls.</p> <p>Specifically, in the last semester of 2020 (Q9-Q10) 9 calls were published, in 2021 (Q11-Q14) 6 calls, in 2022 (Q15-Q18) 5 calls and in 2023 (Q19-Q22) 5 calls were published.</p> <p>In addition, all job offers, both national and international, are published on the IdISSC website to improve their dissemination and reach.</p>
-	<p>OTM-R 6 Definition of internal rules for the appointment and composition of selection committees:</p> <p>Include in the SOP for the evaluation of candidates and incorporation of professionals, internal rules for the appointment and composition of the selection committees based on the OTM-R policies.</p>	<p>Q1 - Q20</p>	<p>Human Resources Unit</p> <p>Technical Unit</p>	<p>D 3.1: SOP for candidate evaluation and incorporation of professionals</p> <p>Q9-Q10: SOP for candidate evaluation and incorporation of professionals available in the intranet</p>	<p>COMPLETED</p>	<p>The Technical Unit and the HR manager worked on a SOP for the evaluation of candidates and incorporation of professionals in the FIB HCSC, as the management body of the IdISSC, based on the OTM-R policy carried out. The document has been prepared following the provisions of the Collective Agreement of FIBs of the Community of Madrid and includes internal rules for the appointment and composition of selection committees to carry out the hiring of candidates.</p> <p>In 2020 (Q9-Q10) the first version of the document was available in the intranet. Currently, the document is available in Spanish and English on the intranet.</p>
-	<p>Increasing the participation of young researchers and post-doctoral positions in the internal scientific committees.</p> <p>Defining a rotating system for the participation of young researchers and post-doctoral positions in the Research Commission of IdISSC.</p>	<p>Q1 - Q20</p> <p>KPI annual</p>	<p>Scientific Direction</p> <p>Representatives of researchers R1, R2 and R3</p>	<p>KPI 11.1: Number of young researchers and/or post-doctoral positions in the IdISSC committees</p> <p>Q19-Q22: 3 Q15-Q18: 3; Q11-Q14: 2; Q9-Q10: 3</p>	<p>COMPLETED</p>	<p>The FIB HCSC, as the management entity of the IdISSC, has promoted the integration of postdoctoral researcher profiles in the internal scientific committees to ensure the participation of new researchers in some of the decision-making bodies.</p> <p>Since June 2019 (Q5), there has been a new internal organization of the IdISSC committees, which includes the participation of postdoctoral profiles in the Internal Research Commission:</p> <ul style="list-style-type: none"> - 2020 (Q9 – Q10): 3 young researchers - 2021 (Q11-Q14): 2 young researchers - 2022 (Q15-Q18): 3 young researchers - 2023 (Q19-Q22): 3 young researchers

-	<p>Develop an Equality and Diversity Plan to promote balance between men and women and avoid discrimination:</p> <ul style="list-style-type: none"> • Creation of an Equality and Diversity Committee. • IdISSC Equality and Diversity Plan. • Define clear rules on the composition of selection and scientific committees, ensuring sufficient gender balance. • Organize training activities on how to avoid discrimination, gender balance and equal opportunities. 	Q11-Q20	<p>Human Resources Unit</p> <p>Technical Unit</p>	<p>D 16.1: Appointing the IdISSC Equality and Diversity Committee</p> <p>Q11-Q14 (Q12): IdISSC Equality and Diversity Committee appointed</p> <p>IdISSC Equality and Diversity Plan</p> <p>Q11-Q14 (Q14): IdISSC Equality and Diversity Plan</p> <p>KPI 16.1: Number of organized activities on non-discrimination and gender balance</p> <p>Q19-Q22: 1; Q15-Q18: 1; Q11-Q14: 3</p> <p>KPI 16.2: Percentage of women in the IdISSC</p> <p>Q19-Q22: 77%; Q15-Q18: 77%; Q11-Q14: 55%</p> <p>KPI 16.3: Percentage of ongoing projects led by women.</p> <p>Q19-Q22: 39%; Q15-Q18: 41%; Q11-Q14: 39%</p> <p>KPI 16.4: Number of scientific publications (first, last author or corresponding author led by IdSSC members) led by women</p> <p>Q19-Q22: 36%; Q15-Q18: 33%; Q11-Q14: 40%</p>	COMPLETED	<p>In 2021 (Q12), the FIB HCSC appointed an IdISSC Equality and Diversity Committee in charge of monitoring the implementation and execution process of the equality actions developed by the centre.</p> <p>The FIB HCSC developed and approved the Equality and Diversity Plan (Q14), which establishes the principles to promote gender balance and equity at IdISSC, as well as eliminate any form of discrimination, promote work-life balance, family and personal, and integrate gender perspective in all the organization and management processes of the Institute.</p> <p>Likewise, the institution carries out activities aimed at ensuring non-discrimination and gender balance: in 2021 (Q11-Q14) 3 activities were carried out, while in 2022 (Q15-Q18) and 2023 (Q19-Q22), 1 activity has been developed annually.</p> <p>It should be noted that, currently, in 2023, (Q19-Q22), the majority of the IdISSC staff is made up of women (77%), which reflects a significant increase compared to other years: in 2021 (Q11- Q14) 55% and in 2022 (Q15-Q18) 77%.</p> <p>Concerning the percentage of ongoing projects led by women, this distribution has remained stable in recent years: in 2021 (Q11-Q14) 39% and in 2022 (Q15-Q18) 41%, and currently in 2023 (Q19-Q22) is at 39%.</p> <p>Additionally, similar percentages can be found for the number of scientific publications led by women: in 2021 (Q11-Q14) 40%, in 2022 (Q15-Q18) 33% and in 2023 (Q19-Q22) 36%.</p> <p>Although the majority of scientific activity is indeed led by men, active work is currently being done to balance the projects led by women and the number of scientific publications.</p>
-	<p>Define a standard professional evaluation system for research groups, to recognize their activities and promote emerging ones:</p> <p>Consider as valuable merits in research groups not only scientific activity but also qualification, seniority, teaching, etc.</p>	Q11-Q20 Annual KPI	<p>Scientific Direction</p> <p>Human Resources Unit</p> <p>Representatives of researchers R3 and R4</p>	<p>D 17.1: Implementation of a standard evaluation system for research groups</p> <p>Q15-Q18: Implementation of a standard evaluation system for research groups within the Integration Plan</p> <p>KPI 17.1: Number of evaluations carried out on research groups.</p> <p>Q19-Q22: 116; Q15-Q18: 57 Q11-Q14: 57</p> <p>KPI 17.2: Number of evaluations carried out on emerging groups</p> <p>Q19-Q22: 18; Q15-Q18: 7; Q11-Q14: 7</p>	COMPLETED	<p>In June 2022, group evaluation criteria were approved, which have been applied periodically since then in successive evaluations. Standard research group evaluation systems include, among others, the following criteria: thematic uniqueness, group structure and activity (according to the number of publications and projects).</p> <p>The following number of evaluations were carried out*:</p> <ul style="list-style-type: none"> - 2021 (Q11-Q14): 57 evaluations of research groups and 7 of emerging groups. - 2022 (Q15-Q18): 57 evaluations of research groups and 7 of emerging groups. - 2023 (Q19-Q22): 116 evaluations of research groups and 18 of emerging groups.

	<p>Promotion of an Open Science policy in the IdISSC as a new approach to scientific activity based on cooperative work.</p> <ul style="list-style-type: none"> Promoting the use of the institutional scientific repository adopted in the Community of Madrid. Supporting researchers to produce open-access scientific publications. 	<p>Q11-Q20 Annual KPI</p>	<p>Scientific Direction Human Resources Unit Representatives of researchers R3 and R4</p>	<p>KPI 18.1: Number of scientific publications made in open-access Q19-Q22: 740 (61%); Q15-Q18: 787 (61%); Q11-Q14: 602</p> <p>KPI 18.3: Number of workshops/training activities on Open Access Q19-Q22: 2; Q15-Q18: 3; Q11-Q14: 3</p> <p>D 18.1: Definition of the Open Science policy in the IdISSC Q11-Q14 (Q12): Open Science Policy in the IdISSC defined</p>	<p>COMPLETED</p>	<p>Following European initiatives aimed at promoting responsible research and innovation (RRI) and open science, the FIB HCSC, as the managing entity of the IdISSC, developed in 2021 (Q12) a Responsible and Open Science Research and Innovation Policy. This policy defines the following lines of action, based on the European framework: commitment to society and scientific education, gender, and access. As a consequence of these efforts, both the absolute number and percentage of open publications have increased over recent years:</p> <ul style="list-style-type: none"> 2021 (Q11-Q14): 602 open publications 2022 (Q15-Q18): 787 open publications, 61% of total publications. 2023 (Q19-Q22): 740 open publications, corresponding to 61% of total publications. <p>The Community of Madrid promotes cooperative research through an institutional repository (https://repositoriosaludmadrid.es/), to which IdISSC staff have had access since the second half of 2020 (Q9-Q10).</p> <p>Likewise, each year the Institute carries out various activities to promote open science. Specifically, in 2021 (Q11-Q14) and 2022 (Q15-Q18), 3 activities were carried out. In 2023 (Q19-Q22) 2 activities have been carried out, related to the data management plan, dissemination and communication of results.</p>
<p>1</p>	<p>Increase the visibility of the IdISSC through external communication channels:</p> <ul style="list-style-type: none"> Frequently updating the contents of the website. Promoting the use of social networks by IdISSC staff. Increase the visibility of the IdISSC. 	<p>Q1 – Q12 annual KPIs</p>	<p>Technical Unit Representatives of researchers R1 and R2 Innovation Unit</p>	<p>KPI 1.1: Number of followers on social networks. Q19 - Q22 Innovation Unit - X (Twitter) followers: 8.221 - YouTube subscribers: 390 - LinkedIn followers: 168 IdISSC - X followers: 1.421 - LinkedIn followers: 1.041 Q15 - Q18 Innovation Unit - X followers: 8.197 - YouTube subscribers: 359 - LinkedIn followers: 139 IdISSC - X (Twitter) followers: 1.247 - LinkedIn followers: 669 Q11-Q14 Innovation Unit - X followers: 8.120 - Facebook followers: 376 - LinkedIn followers: 133 - YouTube subscribers: 313 IdISSC - X followers: 706 - Facebook followers: 38 - LinkedIn: 222 Q9 - 10 Innovation Unit - X followers: 8.007</p>	<p>EXTENDED</p>	<p>IdISSC has increased its visibility by updating the information available on its website (online training activities, new information on research groups, new sections, etc.), and on the different social networks, both those belonging to IdISSC and those of the Innovation Unit.</p> <p>Since the launch of the social media accounts (X and LinkedIn), an analysis of their activity has been carried out periodically. In this sense, activity has increased in all accounts* (number of followers and number of visits to the website). Regarding the number of followers on social networks:</p> <ul style="list-style-type: none"> In the last semester of 2020 (Q9-Q10): <ul style="list-style-type: none"> Innovation Unit: 8,007 followers on X, 376 followers on Facebook, 101 followers on LinkedIn and 249 subscribers on YouTube. IdISSC: 419 followers on X, 33 followers on Facebook and 76 followers on LinkedIn. In 2021 (Q11-Q14): <ul style="list-style-type: none"> Innovation Unit: 8,120 followers on X, 376 followers on Facebook, 133 followers on LinkedIn and 313 subscribers on YouTube. IdISSC: 706 followers on X, 38 followers on Facebook and 222 followers on LinkedIn. In 2022 (Q15-Q18): <ul style="list-style-type: none"> Innovation Unit: 8,197 followers on X, 139 followers on LinkedIn and 359 subscribers on YouTube. IdISSC: 1,247 followers on X and 669 followers on LinkedIn.

				<p>- Facebook followers: 376 - LinkedIn followers 101 - YouTube subscribers: 249 IdISSC - X followers: 419 - Facebook followers: 33 - LinkedIn: 76</p> <p>KPI 1.2: Number of visits to the website Q19 - Q22: 26.000 users*; Q15 - Q18: 97. 284 visits; Q11 - Q14: 69.330 visits; Q9-Q10: 72.780 visits *Starting in July 2023, the number of users is obtained.</p> <p>IdISSC activities in the media. Q19 - Q22: 330 news; 847 impacts; Q15 - Q18: 117 news; 404 impacts; Q11 - Q14: 196 news; 701 impacts; Q9 - Q10: 351 news; 104 impacts</p>		<p>- In 2023 (Q19-Q22):</p> <ul style="list-style-type: none"> o Innovation Unit: 8,221 followers on X, 168 followers on LinkedIn and 390 subscribers on YouTube. o IdISSC: 1,421 followers on X and 1,041 followers on LinkedIn. <p>*It should be noted that since 2022, the Facebook account has been inactive, so its information is not included in the activity analysis.</p> <p>Regarding the number of visits to the website: in 2020 (Q9-Q10) a total of 72,780 visits were received; in 2021 (Q11 - Q14), 69,330 visits; in 2022 (Q15 - Q18), 97. 284 views. As of 2023 (Q19-Q22), the number of users who have visited the website is obtained: 26,000 users.</p> <p>Although to continue the growing trend in the coming years, work regarding the number of news related to the IdISSC activity in the different media and the impact generated must continue:</p> <ul style="list-style-type: none"> - In the last semester of 2020 (Q9-Q10): 351 news; 104 impacts. - In 2021 (Q11-Q14): 196 news; 701 impacts. - In 2022 (Q15-Q18): 117 news; 404 impacts. - In 2023 (Q19-Q22): 330 news; 847 impacts.
2	<p>Organize activities to disseminate the work of the IdISSC research staff to society and patients.</p> <ul style="list-style-type: none"> • Promote the dissemination of IdISSC activities. • Establish an annual plan to organize meetings of interest for researchers and other research activities for society and patients. 	Q1 – Q12	<p>Technical Unit</p> <p>Representatives of researchers R1 and R2</p> <p>Scientific Direction</p>	<p>KPI 2.1: Number of dissemination activities organized for society and patients (seminars, open days at the IdISSC, meetings with patient associations, etc.).</p> <p>Q19 - Q22: 45 organized by IdISSC 17 organized by research personnel Q15 - Q18: 58 organized by IdISSC 5 organized by HCSC 3 organized by research personnel Q11 - Q14: 19 organized by IdISSC 2 organized by HCSC 8 organized by research personnel Q9 - Q10: 11 organized by IdISSC 1 organized by Unidad de Innovación 1 organized by research personnel</p>	EXTENDED	<p>The IdISSC promotes and carries out numerous activities aimed at society and patients. These activities are organized by the FIB HCSC, as the managing entity of the IdISSC, the Innovation Unit and the Institute's researchers:</p> <ul style="list-style-type: none"> - In 2020 (Q9-Q10), 13 activities were carried out, of which 11 were organized by the IdISSC, 1 by the Innovation Unit and 1 by the investigated personnel. - In 2021 (Q11 - Q14) 29 activities were carried out, of which 19 were organized by the IdISSC, 2 by HCSC and 8 by the research staff. - In 2022 (Q15 - Q18), 66 activities were carried out, of which 58 were organized by the IdISSC, 5 by the HCSC and 3 by the research staff. Q19-Q22 - In the last year 2023 (Q19-Q22), a total of 62 activities have been carried out, of which 45 were organized by the IdISSC and 17 by the research staff. The activities include: <ul style="list-style-type: none"> o Science Week o open day o Day of women and girls in science o Workshops with patients (training and other activities) o Meetings with patient associations o Innovation activities for society

3	<p>Define a professional career path for research staff at all stages of their career.</p> <ul style="list-style-type: none"> Contribute to defining the professional career model of IdISSC researchers in the Community of Madrid. Design and development of a document that includes the guidelines for a Professional Career Model in research at the IdISSC Contribute to the professional development of all FIB HCSC research staff. 	<p>Q1 - Q12 Annual KPI</p>	<p>Management Direction and Scientific Direction.</p> <p>Human Resources Unit</p>	<p>D 3.1: Development of a Professional Career Model for research personnel integrated into the Collective Agreement of the FIBs of the Community of Madrid.</p> <p>KPI 3.1: Number of meetings with the participation of the FIBHCSC (managing entity of the IdISSC) for the establishment of the professional career of research personnel</p>	<p>NEW</p>	<p>In order to continue with the progress in the development and implementation of a professional career for all research personnel, this previous action is included as new, but updating one of its activities and including a new indicator.</p> <p>IdISSC's Scientific and Management Directorates are especially involved in the professional development of the researcher, organizing and participating in various meetings and workshops with regional and national governing bodies. Specifically, the Scientific Directorate of the IdISSC participates in the HR Technical Commission of the Carlos III Health Institute (the highest national body in matters of health research) and the Science and Technology Commission of the Community of Madrid, where the topic of contractual figures is debated. In the first half of 2023 alone, they have participated in 5 meetings related to the development and implementation of researchers' professional careers.</p> <p>In 2020 the Collective Agreement of the FIBs of the Community of Madrid was approved, which defines commitment criteria for the application of a coherent and attractive professional development model, which seeks to avoid precariousness and insecurity of the working conditions of research staff, among others. However, it did not include the professional career model, which will be negotiated at the next collective agreement meeting.</p>
4	<p>Promote internal funding or external funding opportunities to provide research staff with stability and tenure in employment and optimal salary.</p> <ul style="list-style-type: none"> Promote participation in public or private calls for the intensification and stabilization of researchers. Co-financing for the hiring or stabilization of researchers with salaries commensurate with their career and qualifications. 	<p>Q1 - Q12 Annual KPI</p>	<p>Human Resources Unit</p> <p>Technical Unit</p>	<p>NEW KPI 4.1: Annual percentage: number of temporary contracts/numbers of permanent contracts</p> <p>KPI 4.2: Number of researchers co-financed by internal funds of the FIB HCSC.</p>	<p>NEW</p>	<p>This action is maintained, but it is included as new, aiming to update some of the associated indicators and carry out better monitoring of the contemplated objectives.</p> <p>Although the possibility of personnel stabilization depends on the respective regulatory authorization, the FIB HCSC, as the management entity of the IdISSC, actively promotes policies and strategies for the stabilization of positions. In this sense, since May 2018, 29 positions have been stabilized.</p> <p>This data reflects how the institution continues to support these profiles, promoting the stability of its personnel.</p>

5	<p>Promote internal funding or external funding opportunities to provide researchers with optimal working conditions.</p> <p>Establish a specific budget to improve spaces, equipment, and infrastructure.</p>	<p>Q1 – Q12 Annual KPI</p>	<p>Management Direction and Scientific Direction</p>	<p>KPI 5.1: Specific budget for the improvement of spaces, equipment, and infrastructure.</p> <p>Q19-Q22: 85.125,94€; Q15-Q18: 139.421,35€; Q11-Q14: 62.643,37€; Q9-Q10: 168.353,04€</p> <p>KPI 5.2: New spaces, equipment and/or infrastructure enabled for research</p>	<p>EXTENDED</p>	<p>IdISSC aims to provide spaces and infrastructure adapted to the needs of researchers, in accordance with the scientific activity carried out at the institution. For this reason, the FIB HCSC, as the management entity of the IdISSC, allocates a solid annual budget maintained over time for new equipment and infrastructure, promoting internal or external financing. In the last semester of 2020 (Q9-Q10) €168,353.04 were allocated; in 2021 (Q11 - Q14) €62,643.37; in 2022 (Q15 - Q18), €139,421.35; and in 2023 (Q19-Q22): €85,125.94.</p> <p>The renewal or acquisition plan for new equipment is reviewed annually by the person in charge of the Management Department, considering the needs of the research groups and the different units of the IdISSC.</p>
6	<p>Increase knowledge regarding Intellectual Property Rights (IPR).</p> <p>Organize a specific workshop on IPR for researchers.</p>	<p>Q1 – Q12 Annual KPI</p>	<p>Innovation Unit Technical Unit Representative of researchers R3</p>	<p>KPI 6.1: Number of attendees in the organized IPR activity in the year</p>	<p>NEW</p>	<p>This previous action is included as new, with the aim of continuing with the development of training in Intellectual Property Rights.</p> <p>Since the FIB HCSC, as the management body of the IdISSC, periodically carries out different training courses and workshops on intellectual property rights for all research staff. An indicator is included to monitor attendance at organized activities, measuring the level of interest of IdISSC staff in this area.</p>
7	<p>Promoting and recognizing the co-authorship by IdISSC researchers.</p>	<p>Q1 – Q12 KPI anual</p>	<p>Technical Unit Representatives of researchers R1-R4</p>	<p>KPI 7.1: Number of publications with co-authorship between IdISSC groups</p> <p>Q19-Q22: 390 (of a total of 1.714); Q15-Q18: 307 (of a total of 1.617); Q11-Q14: 56 (of a total of 809). Q9-Q10: 78 (of a total of 509)</p> <p>KPI 7.2: Number of internal meetings between IdISSC groups to promote the collaborative research.</p> <p>Q19-Q22: 174; Q15-Q18: 210; Q11-Q14: 200; Q9-Q10: 43</p>	<p>EXTENDED</p>	<p>Co-authorship is a highly valued aspect by the institution. The FIB HCSC, as the management entity of the IdISSC, promotes activities among researchers to increase collaborative research and co-authorship. These efforts can be reflected in the increase of publications with authorship among the IdISSC groups: in the last semester of 2020 (Q9-Q10) 78 publications (of a total of 509); in 2021 (Q11 - Q14) 56 publications (of a total of 809); in 2022 (Q15 - Q18) 307 publications (of a total of 1.617) and in 2023 (Q19-Q22) 390 publications (of a total of 1.714).</p> <p>In this sense, the Institute carries out different activities to promote and recognize this aspect among researchers:</p> <ul style="list-style-type: none"> - FIB HCSC organizes frequent internal meetings between research groups. - The Innovation Unit organizes topic-specific meetings on new ideas or ongoing projects to help researchers meet with other related groups in IdISSC. - The Scientific-Technical Units organize meetings to inform about the different technical support services for researchers. - The Technical Unit provides specific and individualized support to researchers to identify common lines of research and promote collaboration between groups. <p>Specifically, in recent years numerous meetings have been held to address these aspects: in the last semester of 2020 (Q9-Q10) 43 meetings; in 2021 (Q11 - Q14) 200 meetings; in 2022 (Q15 - Q18), 210 meetings and in 2023 (Q19-Q22) 174 meetings.</p>

8	<p>Guarantee the application of the suggestions and resources procedure for researchers.</p> <ul style="list-style-type: none"> Continue with the dissemination and information about the suggestion box and promote its use among researchers. Promotion of the contribution of suggestions and resources in the annual satisfaction survey of the IdISSC. 	<p>Q1 – Q12 Annual KPI</p>	<p>Technical Unit</p>	<p>NEW KPI 8.1: Percentage of suggestions resolved/suggestions received</p>	<p>NEW</p>	<p>This previous action is proposed as new, to update the associated indicator and ensure the monitoring of the correct application of the conflict resolution procedure, aiming to ensure resolution, whenever possible, of suggestions or conflicts by the personnel of the FIB HCSC, as the managing entity of the IdISSC.</p> <p>The IdISSC Quality Plan includes specific tools for the identification and treatment of complaints. This plan establishes the procedures to carry out improvement actions to resolve complaints.</p> <p>In this sense, in 2022, the FIB HCSC updated the Guide to Good Scientific Practices, including the conflict resolution procedure. Likewise, the Satisfaction Monitoring SOP was updated, which encloses the definition of the suggestions and appeals procedure. This document guarantees that all suggestions, complaints, and appeals will be managed in an impartial and anonymized manner, through a third party, and that they will be evaluated and recorded for the Quality Manager's assessment.</p> <p>Additionally, a satisfaction survey is sent out annually and disseminated among all FIB HCS staff. After collecting data on the IdISSC professionals' satisfaction, a report is prepared and presented to the governing bodies for the development of initiatives and design of a future action plan. Likewise, the Institute has a suggestion box on the website to collect suggestions and appeals not only from researchers but also from external personnel. The IdISSC frequently promotes the use of the suggestion box through internal communication channels. Comments received through this tool are processed under the same confidentiality principles as any other complaint or appeal.</p> <p>It should be noted that, to date, improvements have been made in all the suggestions received that are within the reach of the institution, with more transversal issues pending resolution, which will continue to be worked on.</p>
9	<p>IdISSC Training Plan to develop a research career.</p> <ul style="list-style-type: none"> Identification of training needs. Improvement of multidisciplinary and transversal training. Communication of the Training Plan to researchers. 	<p>Q1 – Q12 Annual KPI</p>	<p>Technical Unit Human Resources Unit</p>	<p>D 9.1: Sending an email to IdISSC staff requesting training needs</p> <p>Q19-Q22: 1; Q15-Q18: 1; Q11-Q14: 1; Q9-Q10: 1</p> <p>D 9.2: New Annual Research Training Plan</p> <p>Q19-Q22: Annual Research Training Plan 2024; Q15-Q18: Annual Research Training Plan 2023; Q11-Q14: Annual Research Training Plan 2022; Q9-Q10: Annual Research Training Plan 2021</p> <p>KPI 9.1: Number of training courses organized by FIB HCSC</p>	<p>EXTENDED</p>	<p>The FIB HCSC Technical Unit and the Internal Research Committee meet annually to collect the training needs of researchers, defining new training activities for all stages of the professional career, which will be included in the IdISSC Annual Training Plan. Since the eighth month of each year, the institution works on a new Training Plan for the following year.</p> <p>The new Plan includes specific training in scientific communication for key non-scientific actors, including others from Responsible Research and Innovation Aspects (RRI).</p> <p>Since 2020 (Q9-Q10), Annual Training Plans have been published for the years 2021 (Q9-Q10), 2022 (Q11-Q14), 2023 (Q15-Q18) and 2024 (Q19-Q22).</p> <p>To collect the training needs of IdISSC staff, one email is sent annually requesting training needs. In 2020 (Q9-Q10),</p>

				<p>Q19-Q22: 49; Q15-Q18: 33; Q11-Q14: 42; Q9-Q10: 21</p> <p>KPI 9.2: Number of attendees to training courses</p> <p>Q19-Q22: 1.608; Q15-Q18: 1.035; Q11-Q14: 395; Q9-Q10: 301</p>		<p>2021 (Q11 - Q14), 2022 (Q15 - Q18) and 2023 (Q19-Q22) 1 email was sent, in addition to requesting feedback through internal meetings and surveys.</p> <p>Likewise, numerous training courses are held throughout the year for all staff: last semester of 2020 (Q9-Q10) 21 courses; in 2021 (Q11 - Q14) 42 courses; in 2022 (Q15 - Q18) 33 courses and in 2023 (Q19-Q22) 49 courses.</p> <p>In recent years, course attendance has increased as can be seen reflected in the number of attendees to training courses: in 2020 (Q9-Q10) 301 attendees; in 2021 (Q11 - Q14) 391 attendees; in 2022 (Q15 - Q18) 1,035 attendees and in 2023 (Q19-Q22) 1,608 attendees.</p>
10	<p>Continue promoting gender equality and opportunities at all levels of the IdISSC, avoiding any form of discrimination based on gender, race, religion or otherwise.</p>	<p>Q1 – Q12 Annual KPI</p>	<p>Human Resources Unit</p>	<p>D 10.1: IdISSC training is offered to all staff.</p> <p>KPI 10.1 Percentage of hiring by sex.</p>	<p>NEW</p>	<p>This action is included, to monitor and track the objectives established in the Equality Plan, ensuring compliance with the balance and equal opportunities between men and women at all levels of the Institution, in addition to guaranteeing a safe work environment free of discrimination.</p>
11	<p>Promote the visibility of the research activity of the IdISSC research staff.</p> <ul style="list-style-type: none"> • Including a research profile on the website for IPs and own lines • Recognizing research activity and other valuable merits, such as qualification, seniority, and teaching, among others, of all research profiles. • Promoting and disseminating the research activity of emerging groups. 	<p>Q1-Q12 Annual KPI</p>	<p>Management Direction and Scientific Direction.</p>	<p>D 11.1: Inclusion of own space for each IP that is part of a group IdISSC website</p> <p>KPI 11.1: Number of evaluated, emerging and consolidated groups.</p>	<p>NEW</p>	<p>The Steering Committee/Working Group has detected the need to continue working on actions that make it possible to publicize the progress of IdISSC's research activity with the rest of the scientific community and society, for the fulfilment of the social commitment of IdISSC as a research entity.</p>

12	Promote knowledge of the ethical principles, as well as the rights and duties of research personnel contained in the Guide to Good Research Practices.	Q1-Q12 Annual KPI	Management Direction and Scientific Direction.	KPI 12.1: Number of annual communications to disseminate the document	NEW	IdISSC carried out various work sessions with the different profiles of researchers at the Institute to develop the evaluation, in which the professionals expressed not being completely familiar with the ethical principles included in the Guide, which is why it was identified as necessary to raise an action of this type. Likewise, in the survey carried out among all Foundation staff to complement the analysis, giving more dissemination of this document was rated as a priority.
13	Promote the dissemination of the salary tables of IdISSC staff to promote the transparency of this type of information.	Q1-Q12 Annual KPI	Human Resources Unit	D 13.1: Salary tables are updated and disseminated annually on the employee portal and the Institute's website.	NEW	The Institute has detected room for improvement in the transparency of this type of information, given that, until now there have been difficulties when publishing them, due to undergoing modifications.
14	Promote the dissemination of data and research results from projects carried out by staff at the IdISSC	Q1-Q12 Annual KPI	Scientific Direction Quality Unit Representatives of researchers R3 and R4	D 14.1: Dissemination of the conditions for the distribution of funds destined for open publication. KPI 14.1: Number of scientific publications made in open-access KPI 14.2: Number of workshops/training activities on dissemination and communication of research activities	NEW	In the survey carried out among all Foundation staff to complement the analysis, the action of promoting Open Science was rated as a high priority. Specifically, in the work sessions with researchers, the dissemination of the regulations for distributing funds for open-access publication available to IdISSC's PIs was identified as an area for improvement. Given that they were not completely known by the researchers, this type of aid is not always requested.
15	Update the SOP Incorporation of new professionals, to promote their alignment with the OTM-R principles, including the explicit mention that the following will not be penalized: <ul style="list-style-type: none"> • Interruptions in the career or alterations in the chronological order of the CVs. • The date of obtaining the qualifications (seniority). • Foreign qualifications or those considered unofficial. 	Q1	Human Resources Unit	D 15.1: SOP Incorporation of new professionals updated.	NEW	Although the IdISSC has implemented a selection and hiring process aligned with the OTM-R principles, during the self-assessment analysis, areas for improvement were still identified that required an update of the hiring procedure.

16	Reinforcement of resources allocated to the Innovation Unit, to enhance the transfer of knowledge and the exploitation of its research results.	Q1-Q12 Annual KPI	Management Direction	KPI 16.1: Number of actions carried out aimed at strengthening the Innovation Unit. KPI 16.2: Number of registered patents.	NEW	During the work sessions with the different research profiles of the Institute, the professionals identified the operation of the Innovation Unit as an area for improvement. The need for the Unit team to have more resources to provide greater services to researchers was highlighted.
17	Mentoring Plan that defines the figure of the tutor for young researchers, as a supervisor and reference profile for these researchers.	Q1-Q12 Annual KPI	Quality Unit Humans Resources Unit Representatives of researchers R1-R4	Mentoring Plan developed and implemented KPI 17.1: Number of designated tutors.	NEW	The IdISSC conducted multiple work sessions involving various research profiles within the Institute to develop the evaluation. During these sessions, the importance of defining the role of a mentor for young researchers, ensuring their supervision and guidance, was emphasized. Likewise, in the survey carried out among all Institute staff to complement the analysis, the action of promoting open publication in the Institute was rated as a priority.
18	Promote the dissemination of milestones and achievements related to HRS4R among IdISSC staff to disseminate its objectives and involve Institute professionals in the process.	Q1-Q12 Annual KPI	Technical Unit Representatives of researchers R1-R4	KPI 18.1: Number of dissemination and dissemination actions related to achievements and progress related to the HRS4R seal.	NEW	During the work sessions, IdISSC identified opportunities for improvement in the understanding of HRS4R among its researchers and their active participation in the process. Therefore, it is essential to suggest actions that facilitate dissemination and foster staff engagement.
19	Promote the dissemination of employment calls published by the IdISSC, to achieve the most participatory processes possible. Creation of a subscription system for notification of new offers and professional possibilities offered by the Institute.	Q1-Q12 Annual KPI	Technical Unit	D 19.1: Subscription system for notification of new calls developed and implemented.	NEW	Aware of the importance of increasing participation in contracting processes, the FIB HCSC, as the managing entity of the IdISSC, intends to implement actions for the dissemination and instant notification of new calls and processes, with the aim of making them reach a greater number of candidates.

Note: Add as many actions as needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's website *:

URL: <https://www.idissc.org/hrs4r/>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The IdISSC has made great efforts to align itself with the principles of the OTM-R, achieving important progress in the actions that were proposed in the Revised Action Plan developed for the mid-term evaluation. Below is a summary of the main advances in each of these actions:

1. Consider and use mobility as a favorable condition in the hiring procedure (OTM-R 7; 10) (COMPLETED).

- **Establish parameters to recognize mobility in the hiring and selection procedure.**

Since Q9, in all contracting procedures carried out by the FIB HCSC, as the management entity of the IdISSC, including regional, national and international projects, the mobility criterion has been evaluated and continues to be monitored year after year. Open, transparent and merit-based hiring is a criterion included in the Collective Agreement of Biomedical Research Foundations (FIBs) of the Community of Madrid (2020), to which the FIB HCSC adheres.

The SOP for Candidate Evaluation and Incorporation of New Professionals was developed and has been translated into English to facilitate its dissemination. All FIB HCSC employees They have had this document on the intranet since 2022. The PNT offers relevant information about the requirements defined for the job position for which you are applying, as well as the mechanisms established for your incorporation and your protection during this process.

2. Provide an international and welcoming research environment (OTM-R 7) (COMPLETED).

- **Have information from the IdISSC in English.**
- **Have relevant documents translated into English to help foreign researchers.**

Currently, the FIB HCSC, as the management body of the IdISSC, makes available to all its employees, and especially for international employees, 11 relevant documents translated into English:

- IdISSC annual activity report
- Project calls _ international
- OTM-R Policy
- IdISSC user information brochure
- Guide to good research practices
- IdISSC strategic plan (executive summary)
- IdISSC Equality Plan (executive summary)
- PNT: Evaluation of candidates and incorporation of professionals
- CICS Welcome Guide _
- Data collection form, English version (I-FIB-PS-01-08-Dec22-En)
- Acknowledgment of receipt of PRL information translated to English.

These documents are accessible to all staff from the website or intranet. Likewise, it should be noted that the website is now available in both languages (Spanish and English).

Likewise, it actively encourages the hiring of foreign researchers, promoting specific regional calls to attract international talent. The institution supports researchers in visa processing and administrative burdens. Currently, the institute has seven researchers of foreign nationality within its total staff (234 employees), having hired three of them in this last year, 2023.

3. Guarantee the application of the procedure for suggestions and resources for researchers (OTM-R 22) (EXTENDED).

- **Continue with the dissemination and information about the suggestion box and promote its use among researchers.**
- **Promotion of the contribution of suggestions and resources in the annual satisfaction survey of the IdISSC.**

Although the Institute has made great progress in its mechanisms for managing complaints and claims, it has been decided to extend the action for the next period, to continue working and monitoring new needs in this regard.

IdISSC Quality Plan includes specific tools for the identification and treatment of complaints. This plan establishes the procedures to carry out improvement actions to resolve complaints.

In this sense, in 2022, the FIB HCSC updated the Guide to Good Scientific Practices, including the conflict resolution procedure. Likewise, the Satisfaction Monitoring SOP was updated, which includes the definition of the suggestions and appeals procedure. This document guarantees that all suggestions, complaints and appeals will be managed in an impartial and anonymized manner, through a third party, and that they will be evaluated and recorded for evaluation by the Quality Manager.

Additionally, annually, a satisfaction survey is sent and disseminated among all FIB HCS staff. After collecting data on the satisfaction of IdISSC professionals, a report is prepared and presented to the governing bodies for the development of initiatives and design of a future action plan.

Likewise, the Institute has a channel for collecting complaints and suggestions on the website to collect suggestions and appeals not only from research staff, but also from individuals external to the institution. The FIB HCS frequently promotes the use of the suggestion box through internal communication channels. Comments received through this tool are processed under the same confidentiality principles as any other complaint or appeal.

It should be noted that, to date, improvements have been made in the suggestions received that are within the reach of the institution, with more transversal issues pending resolution, which will continue to be worked on.

4. Define an open, transparent and merit-based recruitment of researchers in the FIB HCSC (OTM-R 1; 3; 10 (COMPLETED):

- **Define internal guidelines that establish OTM-R procedures and practices for staff.**

- ***Publish a version of the OTM-R policy online in both Spanish and English.***

The Technical Unit and the HR manager have developed an Open, Transparent and Merit-based Researcher Hiring policy. The document has been reviewed and approved by the HRS4R Task Force. Group and the Scientific Directorate and is published on the website.

The Spanish and English versions of the OTM-R policy are published on the website.

5. Support in EURAXESS services to increase the visibility of international calls (OTM-R 6; 13) (COMPLETED):

- ***Periodically publishing international calls on the EURAXESS portal website.***

The FIB HCSC, as the management entity of the IdISSC, publishes all international calls on the EURAXESS web portal to increase the visibility of the calls.

In addition, all job offers, both national and international, are published on the IdISSC website to improve their dissemination and reach (<https://www.idissc.org/bolsa-de-trabajo/a>).

6. Definition of internal rules for the appointment and composition of selection committees (OTM-R 10; 11; 12; 16; 17; 19; 20; 21) (COMPLETED):

- ***Include in the SOP for the evaluation of candidates and incorporation of professionals, internal rules for the appointment and composition of the selection committees based on the OTM-R policies.***

The Technical Unit and the HR manager have worked on an SOP for the evaluation of candidates and incorporation of professionals in the FIB HCSC, as the management body of the IdISSC, based on the OTM-R policy carried out. The document has been prepared following the provisions of the Collective Agreement of FIBs of the Community of Madrid and includes internal rules for the appointment and composition of selection committees to carry out the hiring of candidates.

The document is available in Spanish and English on the intranet.

As mentioned, although the IdISSC has implemented a selection and hiring process aligned with the principles of the OTM-R, some areas of improvement have been identified in this area, for which **two new actions have been proposed:**

1. Update the SOP Incorporation of new professionals, to promote their alignment with the OTM-R principles, including the explicit mention that they will not be penalized (OTM-R 10; 19):

- ***Interruptions in the career or alterations in the chronological order of the CVs.***
 - ***The date of obtaining the qualifications (seniority).***
 - ***Foreign qualifications or those considered unofficial.***
- 2. Promote the dissemination of employment calls published by the IdISSC, in order to achieve the most participatory processes possible (OTM-R 4; 6).***
- ***Creation of a subscription system for notification of new offers and professional possibilities offered by the IdISSC .***

Aware of the importance of increasing participation in contracting processes, the FIB HCSC, as the managing entity of the IdISSC, intends to implement actions for the dissemination and instant notification of new calls and processes, to make them reach a greater number of candidates.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.idissc.org/hrs4r/>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

During the Initial Phase of the HRS4R process, a Working Group was created, which remains responsible for coordinating the implementation and monitoring process of the Enhanced Action Plan. To involve different professional categories in this process, the HRS4R Working Group includes representatives of different research profiles and areas of management, technical and scientific support.

This Working Group is responsible for guaranteeing the implementation and monitoring of the Action Plan, through the following tools:

- Continuous contact by phone and email.
- Continuous contact with research staff.
- Semiannual meetings.
- KPI measurement semi-annually or annually (depending on the nature of the indicator).
- Trend analysis.
- Networking.

A Steering Committee was created, and included within the Working Group, to ensure periodic supervision of the process. The Steering Committee reports annually on the monitoring process carried out by the Working Group. During the implementation process, the Steering Committee meets at least once a year to analyze possible deviations and propose corrective or improvement actions if necessary.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

The internal review has been developed based on the monitoring of the Revised Action Plan and the self-evaluation carried out by the Institute to face this renewal phase, including the review of the evaluators' recommendations.

During these three years since the mid-term evaluation of the IdISSC, the Steering Committee/Working Group has met biannually to ensure monitoring of the actions established in the Plan and their implementation. These sessions have allowed us to identify opportunities for improvement to consider for the development of the internal review and the Improved Action Plan.

When developing this self-assessment, to encourage the participation of researchers and all IdISSC staff in the process and to be able to identify the current needs of the Institute, working groups have been carried out with different profiles of researchers. (R 1, R2, R3, R4) to take into account your specific needs depending on the level of development of your career. The work sessions have had the participation of 10 researchers: 2 R1 researchers, 2 R2 researchers, 2 R3 researchers and 3 R4 researchers, while in the survey responses have been collected from 132 out of a total of 277 employees of the FIB HCSC. In addition, a survey has been launched to gather the opinion of all the centre's professionals on the centre's alignment with the C&C principles.

Finally, during this internal review, special consideration has been given to the recommendations included in the mid-term evaluation report, to address the main areas of improvement of the IdISSC in this new phase.

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

The IdISSC has carried out the following activities to involve the research community in the implementation of the HRS4R process:

- The Steering Committee/Working Group responsible for monitoring and implementing the HRS4R process at the Institute includes representatives from the R1, R2, R3 and R4 research categories, maintaining continuous contact with scientific staff and ensuring representation of the entire research community.
- The figure of the IdISSC Manager who participates in the Working Group is in continuous contact with the IdISSC research groups and is a key link with research personnel, offering advice and continuous support. The fundamental role of the Technical Manager is to establish a dialogue with researchers to collect their opinions and needs through frequent meetings.
- The IdISSC provides specific information on the HRS4R implementation process during several internal meetings and through the usual communication channels (annual scientific report, RRSS).
- The IdISSC collects and updates relevant information about the HRS4R process on the website (*Charter & Code*, OTMR policy, evaluation of candidates and incorporation of professional procedure, review of the Action Plan, etc.) to be consulted by the research community.

Although the Steering Committee/Working Group has a diverse representation of the Institute's profiles, the IdISSC has identified areas for improvement in terms of the participation of all professionals in the HRS4R process. For this reason, the Improved Action Plan **proposes a new action that will increase the capacity to communicate progress in HRS4R and achieve greater participation of all Institute staff.**

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

HRS4R implementation requires optimal self-assessment to measure annual KPIs and ensure timely development. The HRS4R Working Group is involved in all phases derived from the implementation and monitoring of the HRS4R strategy in the IdISSC through biennial meetings and annual measurement of KPIs.

The HRS4R Working Group is composed of: 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), Adrián Sanvicente García (Predoctoral, representing R1 researchers), Miguel Horcajuelo (Human Recourses) Department), Ana Gutiérrez (International Projects Manager), Luis Tebar (Technical Secretariat of Research), Sara Muñoz (Technical Manager).

In addition, some members of the Working Group serve as its Steering Committee, to guarantee adequate supervision of the HRS4R Action Plan, promoting the development and implementation of corrective measures if necessary. The members of this Committee are the Management Director of FIB HCSC, the Representative of the Human Resources Department, International Projects Manager. Both the Steering Committee/Working Group have the appropriate composition to guarantee their operational and executive capabilities in the fulfilment of their functions.

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

The Steering Committee/Working Group involved in the HRS4R process has been appointed and promoted by the Scientific Directorate and the Management Directorate of the IdISSC. In addition, both management figures are part of the HRS4R Working Group, actively participating in the entire process, guaranteeing the alignment of institutional policies in the design of the HRS4R strategy and the implementation process. The Director of Management is also a member of the Steering Committee, ensuring full alignment of the HRS4R process with IdISSC policies.

As mentioned above, the institution has established its strategic objectives for the coming years in its 2021-2025 Strategic Plan, in line with the objectives set in HRS4R. In this way, objectives and strategic lines are included to promote an adequate environment for the development of research activity, the incorporation of talent, professional recognition, and the development of skills, to ensure adequate infrastructure and working conditions for researchers, to promote open science and citizen participation, etc. Consequently, the KPIs defined in the HRS4R Enhanced Action Plan are equivalent in many cases to the indicators established in the Strategic Plan.

Likewise, regarding the Equality Plan, an action has been included in this HRS4R Improved Action Plan aimed at monitoring and following up on the actions included within this Equality Plan.

It is also worth mentioning that the Action Plan proposed here for the next 3 years has been presented for approval and ratification in the highest governing body of the Foundation; at the Board of Trustees meeting on December 18, 2023.

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

The implementation of the Action Plan requires an evaluation through the annual measurement of the defined KPIs, carried out by the assigned managers of the Working Group. This Working Group provides a holistic representation of the Institute's profiles, which facilitates the implementation and monitoring of actions and the detection of deviations.

To implement the Action Plan, members of the Working Group use the following tools:

- Continuous contact by phone and email.
- Approaching the research community.
- Meetings biannual.
- Measurement.
- Trend analysis.
- Networking.

The constant monitoring of the Plan's actions by the HRS4R Working Group, supervised by the Steering Committee, guarantees the implementation of the defined activities.

In addition, the execution of the actions of the Enhanced Action Plan benefits the coincidence between the HRS 4R Action Plan and the institutional strategy and policies of the IdISSC, which makes it possible for many of the established key performance indicators to be similar.

How are you monitoring progress (timeline)? *

The progress of HRS4R implementation is being monitored by the HRS4R Working Group through the following tools:

- KPIs and deliverables: the HRS4R Action Plan proposes detailed actions, KPIs and deliverables supported by a consistent schedule, which guarantees their adequate monitoring.
- Responsible: each action has been assigned to one or more members or units of FIB HCSC for specific monitoring.
- Control Dashboard: a Dashboard has been created in Excel to facilitate the recording of KPI measurements.
- Meetings: The HRS4R Working Group meets twice every year for a joint review of progress.
- Monitoring: Annually, the Steering Committee monitors the progress of implementation, analyzing the results of the Working Group.

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

The HRS4R Working Group will review the results of the Action Plan, based on the monitoring carried out over the next 3 years. As mentioned above, progress will be measured through the following actions:

- The HRS4R Working Group will meet at least twice a year to monitor progress and review deliverables.
- Annually, the HRS4R Working Group will monitor the entire process through the annual measurement of KPIs.
- A Dashboard tool has been created to facilitate the measurement of KPIs.
- The members of the HRS4R Working Group will receive support from other Units representing the institution in monitoring some of the activities and KPIs.
- It is expected to define specific annual objectives for each indicator, to guarantee adequate progress of the HRS4R strategy in the institution.

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

To prepare for the next review, the Steering Committee/Working Group will carry out a new self-assessment of the implementation of HRS4R after exhausting the schedule established in this Enhanced Action Plan. This self-assessment will include a new assessment of the strengths and weaknesses of the IdISSC in terms of the four blocks of the C&C, as well as a comprehensive review of the recommendations issued by the HRS4R evaluation committee. Based on this analysis work and the monitoring carried out on the Action Plan over the next 3 years, new actions will be proposed to resolve the deviations detected and presented to the evaluation committee.

Additional remarks/comments about the proposed implementation process
