

HR Excellence in Research

Internal Review

Internal Review

Case number

2019ES383654

Name Organisation under review

Instituto de Investigación Sanitaria Puerta de Hierro – Segovia de Arana (IDIPHISA)

Organisation's contact details

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Submission date to the European Commission

29/01/2025

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research *	50

STAFF & STUDENTS	FTE
Of whom are international (i.e. foreign nationality) *	1
Of whom are externally funded (i.e. for whom the organisation is the host organisation) *	34
Of whom are women *	40
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	11
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	15
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	24
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching, and research staff) *	138

RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	11582039,92
Annual organisational direct government funding (designated for research)	550194
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1401589,44
Annual funding from private, non-government sources, designated for research	963256,45

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

The Puerta de Hierro – Segovia de Arana Health Research Institute (IDIPHISA) is conceived as a place for multidisciplinary and translational research aimed at basic research, clinical, epidemiological and health services to jointly address different scientific and research projects, making the most of both human and technical resources allocated to research, as well as promoting the raising of research funds. No teaching is provided by the Institute. And presently, the institute do not have funds for the stabilization or the development of a professional career for researchers. The activity developed within IDIPHISA is grouped around 5 major areas of research:

- ONCOLOGY-HAEMATOLOGY
- CARDIOVASCULAR, DIGESTIVE AND RHEUMATOLOGICAL BIOPATHOLOGY
- SURGICAL RESEARCH, TRANSPLANTS AND HEALTH TECHNOLOGIES
- NEUROSCIENCES AND SENSORY ORGANS

- IMMUNOLOGY AND GENETICS

All research areas have Technical Support Units for Research, which offer quality technological support to IDIPHISA researchers:

- Cytometry and Cell Separation Unit. It offers technical support and advice on this analytical method with great applicability in basic and clinical research, and in clinical diagnosis.
- Cell Culture Unit. Allows research groups to culture all types of animal cells (primary cultures or established cell lines).
- Advanced Optical and Confocal Microscopy Unit. Offers three-dimensional study of in vitro and in vivo samples, as well as novel digital analyses.
- DNA Sequencing and Molecular Biology Unit. It provides support to research groups in Molecular Biology techniques, including NGS techniques.

The IDIPHISA also has a Biobank, which currently collaborates with the RNBB of the ISCIII; an Animal Facility; a Biostatistics Unit for analysis, interpretation and writing of results; and a Bioinformatics Unit, to support the analysis of massive data; an Innovation Support Unit; and a Quality Unit.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four pillars of the European Charter for Researchers, 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 influence the action plan. Please also provide a brief commentary in the 'Remarks' column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answers in the section dedicated to internal review for the interim assessment.

Strengths and weaknesses (initial phase)**Strengths**

Freedom of research is guaranteed within the limits of the strategic lines of the institute and researchers are aware, recognize and benefits of this freedom.

Ethics. IDIPHISA owns three ethical committees: a) Ethical committee for drug research, b) Animal testing ethical committee, and c) Biologic security ethical committee. In addition, IDIPHISA owns a good research practice manual, and a good clinical practices manual. Plagiarism is controlled in Ph.D. thesis by the Universities' antiplagiarism software, and in research articles by the publications editorial staff. Following national legislation, the personal data associated with clinical samples are anonymized before being supplied to the researchers.

Professional responsibility and attitude: IDIPHISA owns a process operating manual to facilitate all the activities performed at the institute for attaining excellence in performance. In addition, IDIPHISA owns a general procedures manual (quality, innovation, committee operations, management procedures and other procedures related to researchers and supporting units). These manuals define the procedures that should be followed in all the process including Laboratory's notebooks and projects management. Finally, the strategic research Plan summarizes the required professional attitude of Researchers. Informative sessions about funding success, especially European programs were periodically performed. The lists of available competitive calls for funding research projects is distributed weekly by e-mail.

Innovation: Innovation and technology transfer are included in the institute's strategic plan. IDIPHISA has an Innovation technical support Unit, that gives support to intellectual property initiatives, a general procedure of innovation that defines these steps to follow for the transfer, protection, and exploitation of the innovations of achieved in the research projects, and an Innovation commission. Finally, IDIPHISA belongs to the ITEMAS network, that fosters technology transfer actions.

Communication: Communication and Outreach are included in the Mission and vision of the institute's new strategic plan. IDIPHISA has developed a communication plan, publishes a yearly annual research report publishes research news and is present in social networks.

Security: in compliance with the legislation, occupational risk prevention courses are performed. There is a centralized backup system in the Institute servers. A decalogue of Good practices in IT data management is included in the welcome manual.

Evaluation: IDIPHISA is evaluated by the Carlos III Institute, that grants an accreditation., Research groups are evaluated by an external committee, also, groups are evaluated after the "Plan de Integración" following a defined score. R1 and R2 recruited through competitive calls were evaluated following the criterion defined for each call. Finally, R1 researchers must present an annual results report to the doctorate commission of the corresponding University.

Weakness

Researchers were not familiar and demand information about Intellectual property protection, IT data security initiatives and the Personal data protection law. In addition, the recently recruited researchers were not familiar with occupational labor risk procedures.

The communication plan that brings together possible communication actions is not implemented.

R2 researchers funded by research projects do not have an evaluation system.

Strengths and weaknesses (interim assessment)

Some of the C&C principles are **fully implemented and considered as Strengths**:

- The manual of good practices in research has been updated and sent to the IDIPHISA Quality Commission for approval during the first half of 2021. Workshops for the presentation of the manual are expected to start in 2022.

- A first version of the welcome manual is awaiting approval by IDIPHISA management. Workshops for the presentation of the manual are expected to start in 2022.
- Innovation: In 2019, IDIPHISA obtained certification under the UNE 166002 standard, which defines the requirements to be complied with by an R&D&I management system. This certification has been updated annually in 2020 and 2021 through an external audit process. The UNE 166002 certification also covers the Innovation technical support Unit, giving it greater visibility both internally and externally. (<https://bit.ly/3DnmUcK> (<https://bit.ly/3DnmUcK>)).
- IDIPHISA has implemented and published during the first half of 2021 a Protocol against workplace, sexual and gender-based harassment (<https://bit.ly/3kofqxb> (<https://bit.ly/3kofqxb>)) and an Equality Plan (<https://bit.ly/3BcrXuv> (<https://bit.ly/3BcrXuv>))
- Communication: Work is in progress to update IDIPHISA's communication plan with the aim of strengthening internal communication. The person in charge of IDIPHISA's communication plan has been defined.
- Security: IDIPHISA has externalized the figure of the Data Protection Officer (DPO) to a company specialized in providing Information Security services to comply with the General Data Protection Regulation (GDPR). This service, among other functions, sends a weekly newsletter on data protection and information security.
- Evaluation / appraisal systems:
 - In January 2021, the collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service came into force. The agreement includes the classification and organization of professional groups, categories and areas. It also regulates the remuneration system, setting the minimum salaries for each professional group and category. (<https://bit.ly/2Ws8mYh> (<https://bit.ly/2Ws8mYh>))
 - Following the approval of the collective agreement, in Q2 of 2021, a working group has been formed by representatives of several biomedical research foundations of the Community of Madrid to define the Career Plan to be applied to researchers contracted by these foundations. The Career Plan will contemplate both vertical promotion (promotion to a higher category) and horizontal promotion (promotion within the same category). It is expected to be approved during 2022.

Some others C&C principles are **in process to be implemented and are considered as Weakness**:

- The “*establish a career development framework*” action has been redesigned, we are still working on it. The creation of working groups with representatives from different biomedical research foundations in the Community of Madrid will make it possible to define a more ambitious career development framework.
- The “*update the manual of good practices in research*” and “*prepare a welcome manual*” actions have not been completed in the time initially planned. Although it was programmed for this period, due to the COVID pandemic, the corresponding action suffered some delay. Preliminary drafts have been prepared for both actions, which must be approved by the corresponding committees.

Strengths and weaknesses (award renewal, max. 500 words) *

Since the intermediate report was done 3 years ago, the IDIPHISA's implementation of the HRS4R award has been focused in:

- IDIPHISA has published a GOOD RESEARCH PRACTICES MANUAL that includes summaries of: research protocols and procedures, ethical requirements for research involving human subjects, biological samples, animal research and research on modified organisms, custody and preservation of documentation, records, data, and samples derived from research, open access / open science, conflicts of interest and intellectual and industrial property rights. This document is mentioned in the welcome manual and at the first meeting with newly recruited researchers. It is also available at IDIPHISA website
- An EVALUATION guide for R2 researchers has been published in November 2024, together with an evaluation form. This evaluation process is voluntary and will be performed at R2's request. The guide contains a description of the different profiles of researchers, and the competences that are required for this position.
- Over 50 COMMUNICATION EVENTS were performed since 2022, including seminars, meetings, launching websites and documents etc. The newsletter *Investig@* was re-launched on December 24. It provides a channel to inform researchers and technical staff about initiatives, news and granted projects. on the December 24 issue it resumes the initiatives undertaken for the implementation of the HRS4R. In addition, a new IDIPHISA's HRS4R webpage has been published. It includes a description of the process, the different documents that should be compulsory published during the process, the description of the achievements of all the actions of the action plan, training in HRS4R and finally a repository of the relevant documentation of the institute, including for example the strategic plan, the equality plan the quality plan etc. This webpage has also an English version.
- The CATALOG OF THE FACILITIES AND LABORATORY EQUIPMENT of the central services department is included on the intranet website. The present catalog will be improved by the addition of the lab equipment placed at the different IDIPHISA's departments. The new available facilities are announced at the annual scientific report

Remarks (max 500 words)

Strengths and weaknesses (initial phase)**Strengths**

Job offers are public and are published in Spanish in the institute's website or in the Madrid regional government researchers job offer website. The salary, contract term, selection criteria, and the number of open positions are detailed in the job offer. Job offers include a description of the merits that are required for the position. The minimum application time for a job offer is 10 days.

Selection: The recruiting and Staff management procedure details the selection procedure and how candidates' selection should be performed complying with equality, merits, ability, and publicity. Candidate experiences are considered during the selection process. Although the composition of the selection committee is not formally described at the recruitment manual, it is usually constituted by an HR officer, the Project PI, and a third researcher.

Recognition of qualifications: IDIPHISA's HR Department is notified about all the regulations, procedures and provisions that govern the recognition of foreign qualifications, according to national law or specific existing regulations. In the case of qualifications obtained abroad, the candidate will be asked to present the homologation of the required qualification or show that it fulfils the necessary requirements to obtain it.

Weakness

Job offers: No specific details about the composition of the selection committee are provided in the job offers, and their diffusion is not wide enough.

Recruitment: Recruiting procedure does not consider the C&C and OTM-R recommendations, and there are not established measures for facilitating the integration of disadvantaged candidates or researchers that wish to resume research.

Evaluation: There are no universal scales for candidate evaluation, and they are not informed about the weak points of their candidatures.

Researchers are not familiar with variations in the chronological order of CVs.

Strengths and weaknesses (interim assessment)

Some of the C&C principles are **fully implemented and considered as Strengths**:

1. IDIPHISA's recruitment procedure has been updated to align it with the new Collective Agreement for Biomedical Research Foundations that came into force in the Community of Madrid in 2021 and with the Equality Plan. These new procedures provide:
 - Evaluation criteria and assessment methods are defined.
 - The recruitment of researchers belonging to disadvantaged groups (minorities) is facilitated, according to the present national legislation.
 - All information concerning calls and every step of selection process managed by IDIPHISA is centralized at IDIPHISA website adapted to Spanish Transparency framework (<https://bit.ly/3Be3JQG> (<https://bit.ly/3Be3JQG>))
 - In general terms, the announcements for R1 and R2 positions provide a description of the qualifications and competences required and the career opportunities.
2. Implementation of an employee portal (<https://bit.ly/3yjlpXS> (<https://bit.ly/3yjlpXS>)) so that contracted researchers can carry out their employment procedures electronically:
 - Wages consult
 - Consult and request for leave and holidays
 - Notification of sick leave
 - Access to the directory of contracted researchers.
 - Access to employment contract documentation

3. Implementation of a HR management module within IDIPHISA's ERP system. The HR module will include the following functionalities:

- Management of labour contracts
- Management of leaves and absences
- Management of labour agreements
- Management of labour categories

The integration of these functionalities within the ERP will allow the implementation of the new professional categories defined in the new Collective Agreement.

Some others C&C principles are in process to be implemented and are considered as **Weakness**:

- In general legislation and budget restrictions involve that the postdoctoral phase remains long time, by using different types of contracts.
- All announcements including information concerning the selection process, selection criteria, number of positions should be published in Euraxess.
- AI processes should be published, at the end of the procedure, the results obtained by each candidate. The detailed scoring should be published too.
- The information should be provided in Spanish and English.

Strengths and weaknesses (award renewal, max. 500 words) *

Since the intermediate report was done 3 years ago, the IDIPHISA's implementation of the HRS4R award has been focused in:

- The new RECRUITMENT PROCEDURE based upon OTM-R. It was published in May 2024. It contains the basic recruitment procedures to be followed at the institution, together with other relevant aspects of for the IDIPHISA's staff such as Contract types, holydays and permits, assurances etc. In addition, two seminars concerning OTM-R were held.
- Since May 2024, 23 contracts from a total of 35 calls were recruited following the OTMR procedure (there are 4 deserted calls and 8 contracts pending formalization). The percentage of calls published in Euraxess/total: 44% (2024) and 24% (2023). Finally, 7 recruitment processes were carried out in which a quality checklist has been included.

Remarks (max 500 words)

Strengths and weaknesses (initial phase)**Strengths:**

Profession Recognition: The Law of science of 2011, recognizes researchers as professionals.

Environment: IDIPHISA's cooperative research program defines the scope of the research carried out in each of the lines of research of the 5 priority areas and the objectives to be developed for the next five years by the research groups. An internal call for new equipment is performed if there is funds availability at the end of the year. There is a defined budget for equipment maintenance

Working conditions: IDIPHISA complies with the existing national legislation, and with national or sectorial or company collective agreements, what assures that the working conditions of its researchers have enough flexibility. A new collective agreement is being negotiated.

Stabilization: IDIPHISA does not have a budget commissioned for researcher's recruitment. New recruitments depend upon the funding of the regional government of Madrid, and it suffers constant budget constraints. IDIPHISA could not accept the commitment of the stabilization of researchers.

Salary: Researchers recruited through competitive regional, national or European programs, have defined salary conditions determined in the call. Researchers funded by research projects follow the salary scales of the Carlos III Institute. Salaries are written at the job offers. It is possible to improve salaries by exercising budget items, included in the Project's funding.

Gender: The institute has a majority of woman and females participate at all levels including managerial positions, Foundation manager, or at the internal scientific committee. Quality and innovation commissions have almost gender balanced

Career development: The "Plan de integración" defines criteria for the differentiation of R3 and R4 researchers.

Mobility: IDIPHISA, recognizes researcher's mobility and normally performs procedures for mobility of the funds associated with research projects.

Teaching: The performance of the researchers of the institute does not imply teaching tasks.

Complaints: The work's council mediates in the labor issues. Complaints were coordinated by area leaders. R1 researchers could address their complaints to the academic commission and the doctorate school.

Participation: Researchers participate in the IDIPHISA's scientific committee, and are also represented at the training, innovation and quality committees.

Weakness

Environment: Researchers considered the available instrumentation insufficient. The decisions taken at IDIPHISA's scientific committee meetings did not reach all the researchers

Working conditions: The collective agreement is under negotiation. The social security's "employer's fee" is paid by the researcher or by the research group, not by IDIPHISA.

Professional career. The researchers' professional profile is not sufficiently well defined, especially for R2 researchers, a fact that hinders the development of a professional career. There is no mechanism for the guidance of the professional career. IDIPHISA does not have a mentorship program.

Work-life balance: There is no teleworking policy.

Complaints: The figure of the researcher's ombudsman does not exist at the institute.

Researchers are not familiar with 28. Career development, 29. Value of mobility, 31. Intellectual Property Rights, 32. Co-authorship and 34. Complains/ appeals principles.

Strengths and weaknesses (interim assessment)

Some of the C&C principles are **fully implemented and considered as Strengths**:

- In January 2021, the collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service came into force (<https://bit.ly/2Ws8mYh> (<https://bit.ly/2Ws8mYh>)). The agreement includes
 - the classification and organization of professional groups, categories and areas, setting the minimum salaries for each professional group and category.
 - Regulation of the working day, leave and leave of absence
- In Q2 of 2021, a working group has been formed by representatives of several biomedical research foundations of the Community of Madrid to define the Career Plan to be applied to researchers contracted by these foundations. The Career Plan will contemplate both vertical promotion (promotion to a higher category) and horizontal promotion (promotion within the same category). It is expected to be approved during 2022.
- The IDIPHISA publishes on its website and disseminates to its researchers the latest versions of the "Researcher career path in Spain at a glance!" with European, national and regional opportunities for researchers (<https://bit.ly/3DjSyHL> (<https://bit.ly/3DjSyHL>)). This is a complete and updated diagram of the different stages of the research career, which identifies the different grants that researchers can apply for at any given time. In addition, the document contains links to further information on each of the calls for applications. The reference to this document is included in the welcome manual and is disseminated in the different seminars for the presentation of calls for proposals that take place within IDIPHISA.
- IDIPHISA has developed and published in 2021 an Equality and Diversity Plan (<https://bit.ly/3BcrXuv> (<https://bit.ly/3BcrXuv>)). One of the measures of this Plan is to promote initiatives that facilitate the compatibility of working time with personal and family life. The plan contains a total of 7 main objectives, 13 secondary objectives and 46 measures to be implemented. To date, 70% of the identified measures have been implemented.
- Although no formal procedure has been developed to regulate teleworking within IDIPHISA, the Royal Decree-Law 8/2020 of 17 March on extraordinary urgent measures to address the economic and social impact of COVID-19, in its article 5 (preferential nature of remote working), allowed researchers to telework during Q1 and Q2 of 2020. This exceptional procedure has been maintained for those researchers who have required it for COVID-19 related issues.

Some others C&C principles are in process to be implemented and are considered as **Weaknesses**:

- The "*create a pilot mentoring program for R1 and R2*" action could not be implemented during 2020 and is expected to resume such action during 2022.
- The "*update the manual of good practices in research*" and "*prepare a welcome manual*" actions have not been completed in the time initially planned. Preliminary drafts have been prepared for both actions, which must be approved by the corresponding committees.

Strengths and weaknesses (award renewal, max. 500 words) *

Since the intermediate report was done 3 years ago, the IDIPHISA's implementation of the HRS4R award was focused in:

- IDIPHISA has published a web page summarizing the different steps in the RESEARCHER's CAREER, funding calls, certification requirements for R3 researchers, job Calls calendar and other resources, including tools for exploring other research career itineraries. Mentions of this website are done at the welcome manual and mentioned at the first meeting with researchers. Finally, a seminar on professional careers was done.
- The IDIPHISA's WELCOME MANUAL has been updated. Its new version includes, among other topics: organizational structure, research structure, research support, training, communication, R&D&I policy, decalogue of good information security practices, signature policy for scientific publications, ownership of inventions, human resources strategy for researchers (HRS4R), career options, equality plan, researcher's ombudsman and funding policy for scientific publications and doctoral theses 2024. In addition, the HR officer in charge of the contracting procedures informs the newcomer researcher about several relevant topics during the first meeting. A check list of the topics discussed should be signed both by the HR officer and the researcher.
- IDIPHISA has appointed a commission for assuming the role of the RESEARCHER'S OMBUDSMAN, to mediate in the appeals of researchers at any stage of their career, and to improve the quality of research in all its fields and of the working environment. This commission is governed by a norm that defines its objectives and a working procedures manual. The ombudsman committee is mentioned in the welcome manual. During 2023 to 2024 only one complaint was received, being solved successfully.

- IDIPHISA has written a conciliation plan to ensure that all WORK-LIFE BALANCE RIGHTS are known and accessible to all employees, regardless of gender, type of contract, working day or seniority. This plan reviews topics such as working hours, extension of the working day, use of new technologies and promotion at work. This plan is included in the welcome manual and mentioned at the first meeting with researchers. It is also available at IDIPHISA website.
- A pilot mentoring program was started in July 2024. Presently 6 researchers and 6 junior researchers were engaged in this program. The program consists in 6 monthly or bimonthly sessions and it is expected to finish in March 2025.

Remarks (max 500 words)

The IDIPHISA's professional career depends upon the new regulatory framework of the of the Madrid's regional government. The new regulatory framework is under approval by the Institutes of health research's boards of all the institutions, before its final ratification by the competent authorities. No draft of this document has been released. Due to the present situation is not possible to address the details of how the new researchers' professional career will be in aspects such as evaluation, promotion etc.

Strengths and weaknesses (initial phase)**Strengths**

Supervision: R1 researchers have a supervisor and a tutor assigned for consultation. The doctorate school manual collects the duties and rights in the relation between the supervisor and the R1 researcher. The research strategic plan condenses the aimed professional attitude of supervisors. IDIPHISA's Good research practices manual condenses the duties and responsibilities of tutors.

Training: IDIPHISA has a training plan and a calendar of training events. IDIPHISA training commission evaluates and selects the proposals for training activities. The programmed courses and the number of students are distributed to researchers by mail. Tripartita Foundation provides additional training courses. Occupational risk prevention courses are provided as obliged by the current legislation.

Weakness:

Training: Researchers consider the training offered by the IDIPHISA insufficient

Supervision: Researchers are not familiar with this principle, and demand a formal description of the supervisor's duties

Strengths and weaknesses (interim assessment)

Some of the C&C principles are **fully implemented and considered as Strengths**:

- During 2020 and 2021, the courses offered by IDIPHISA have been maintained and mechanisms have been set up to enable them to be taken online.
- In 2021 the management of IDIPHISA courses began to be carried out through the tool that manages the courses of the staff of the Puerta de Hierro University Hospital. This enables more efficient management of these courses and access to a more extensive catalogue of courses.
- The manual of good practices in research has been updated and sent to the IDIPHISA Quality Commission for approval. Workshops for the presentation of the manual are expected to start in 2022.

Some others C&C principles are in process to be implemented and are considered as **Weaknesses**:

- Training: Researchers consider the training offered by the IDIPHISA insufficient
- Supervision: Researchers are not familiar with this principle, and demand a formal description of the supervisor's duties

Strengths and weaknesses (award renewal, max. 500 words) *

Since the intermediate report was done 3 years ago, the IDIPHISA's implementation of the HRS4R award was focused in:

- IDIPHISA has presented a new TRAINING PLAN that aims to establish a training offer for the Institute's personnel, adapted to the needs of personnel and undergoing training at all research levels, Promote training related to Good Scientific Practice and Good Clinical Practice, Implement training actions that allows personnel to have access to contents that explain how to proceed with the management of intellectual property, patents, and transfer processes etc. The training plan budget has been

increased by 20,000€ which will be maintained next year. This Training Plan has a stable training offer that has an annual periodicity. Additionally, to detect new needs, an online survey is launched annually to all IDIPHISA MEMBERS., and it includes transversal training courses.

Remarks (max 500 words)

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

The upper management of the institute changed in October 2021. This change did not affect the implementation of the HRS4R action plan. A new strategic plan was published in November 2023. It mentioned specifically HRS4R, many of the new designed actions are aligned with HRS4R's principles.

A new collective agreement for the Group of Institutes of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service is under discussion and will be published in the first quarter 2025. No details were released.

Have any of the circumstances in which your organisation operates changed and, as such, have had an impact on your strategy for the implementation of the principles of the European Charter for Researchers? (max. 500 words)

Yes, external circumstances have impacted IDIPHISA's recruitment procedures. Spain has changed its labor legislation and IDIPHISA, as all the Spanish research institutions, is adapting its procedures to this new legislation. Those changes include:

- Royal Decree-Law 8/2019, of March 8, on urgent measures for social protection and the fight against labor precariousness in the working day.
- Law 10/2021, of July 9, on telecommuting.
- Royal Decree 901/2020, of October 13, which regulates equality plans and their registration and amends Royal Decree 713/2010, of May 28, on registration and deposit of collective bargaining agreements.
- Royal Decree 902/2020, of October 13, on equal pay for women and men.
- Royal Decree-Law 32/2021, of December 28, on urgent measures for the labor reform, the guarantee of employment stability and the transformation of the labor market.
- The new Law of science and technology approved September 5, 2022

All these legislative changes have had some impact on IDIPHISA's human resources policy. Specifically, the labor reform law has had a radical impact on the recruitment of researchers, leaving a legal vacuum that has affected the ability to recruit researchers for more than a semester.

The publication of Royal Decree 8/2022 has meant a radical change in our recruitment policy, which presently is committed to providing stability and permanence in the employment of our research personnel, as established in the European Charter for Researchers.

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

The new strategic plan mentions the Human Resources Strategy for Researchers (HRS4R) in the section devoted to explaining the analysis of the environment. It is also aligned with the award, in terms of training, mentoring, internationalization and dissemination of research to society.

In this strategic plan, the mentoring plan for young researchers has been defined to give continuity to the Mentoring Pilot program which is included in our HRS4R Action Plan.

In addition, the accreditation of the HRS4R award is mandatory for an institution that presents its candidacy to become a Health Research Institute under the RD 279/2016, of 24 June, on accreditation of biomedical or health research institutes. This guide consists of 160 items, of which there are 9 items directly related to the implementation of a human resources strategy that is aligned with the HRS4R award.

In February 2024 the IDIPHISA successfully passed the external audit for the renewal of its accreditation by the ISCIII (carried out every 5 years), which highlighted the HRS4R Action Plan as a strength, as well as the other measures adopted to achieve the award.

During the second half of 2024, IDIPHISA has started working on the application to become a Comprehensive Cancer Centre (CCC), defined within the framework of the European program against cancer craNE2, one of the two programs included in EU4Cancer. The formal application is expected to be submitted in the course of 2025.

3. Actions

Please consult the list of all the actions you have submitted as part of your strategy for the implementation of the principles of the European Charter for Researchers. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been revised or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

PROPOSED ACTIONS

Action 1

1. CREATE A FAVORABLE FRAMEWORK TO APPROVE THE COLLECTIVE AGREEMENT. The approval of the collective agreement depends on the negotiation with the Community of Madrid and does not depend entirely on the institute. We propose to create a favorable framework for the approval of this agreement.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 24. Working conditions			
(--) 25. Stability and permanence of employment	Q3 2019-Q4 2021	Management	• Performance of negotiation meetings for the collective agreement approval. • Informative sessions about the collective agreement to researchers.
(-/+) 26. Funding and salaries			
Current Status	Remarks		
IN PROGRESS	A new collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service is under discussion, and it is proposed to be signed in the first quarter of 2025. No details were released.		

PROPOSED ACTIONS

Action 2

2. UPDATE THE SELECTION AND CONTRACTING PROCEDURE AND ITS MANUAL. For this we propose to: i) Update the recruitment procedure including all the OTM-R and C&C criteria not previously included. ii) Define more detailed scales including those defined in the Charter and Code, such as the recognition of merits, which are not currently collected. iii) Include in the recruiting manual that, in an equal merit's situation, will be selected members of disadvantaged groups or candidates that return to research. iv) Improve the advertisement of job offers: Publish job offers in English in international scientific portals and in Euraxess extend the time limit of the call. v) Formalize the composition of Selection Committee, following OTM-R and C&C criteria, increasing diversity. vi) Publish the resolution list of the call together with the score obtained by the candidates who pass to the interview phase together with a complaint's mechanism and fault rectification period.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	Q1 2020-Q4 2022	Human Resources Department	• Definition of IDIPHISA recruitment scales. • IDIPHISA. Selection scores performed • Revision of the manual's draft. • Management approval of the manual. • 100% of selection and contracting procedures follows new procedures • 100% of offers posted at international portals • 100% of lists of candidates with scores published
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(-/+) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			
(+/-) 17. Variations in the chronological order of CVs (Code)			
(+/-) 18. Recognition of mobility experience (Code)			
(++) 20. Seniority (Code)			
(+/-) 21. Postdoctoral appointments (Code)			

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	The new recruitment procedure based upon OTM-R was published in May 2024. It contains the basic recruitment procedures to be followed at the institution, together with other relevant aspects of for the IDIPHISA's staff such as Contract types, holydays and permits, assurances etc. https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/PNT_FIB_004_-Contratacion-y-gestion-personal.pdf https://investigacionpuertadehierro.com/wp-content/uploads/2025/01/PNT_FIB_004_-Contratacion-y-gestion-personal-en.pdf https://investigacionpuertadehierro.com/wp-content/uploads/2024/12/ANEXOS.zip In addition, two seminaries concerning OTM-R were done 1. Seminar 1. Date: April 4, at 1:30 pm. Title: “HRS4R in organizations: Action Plan and OTM-R actions”. Speaker: Lorena Muñoz. CEO Effectia. Attendees. 20 people. 2. Seminar 4. Date: November 5. 1:00 p.m. Title: “Contracting policies, implications of the OTM-R in IDIPHISA”. Speaker: Lorena Muñoz, CEO Effectia. Participants: 14 people. • Number of personnel hired following the recruitment procedure approved in the May 2024 RC (updated to verify OTMR principles): 23 contracts, in a total of 35 calls with OTMR procedure (there are 4 deserted and 8 contracts pending formalization). • Percentage of calls published in Euraxess/total: 44% (2024) and 24% (2023) • 7 recruitment processes in which a quality checklist has been included.

PROPOSED ACTIONS

Action 3

3. INCLUDE AN EVALUATION SYSTEM FOR RESEARCHERS FUNDED BY RESEARCH PROJECTs. Define an evaluation system for postdoctoral researchers at the end of the contract or annually, through an official certificate that can be presented to accreditation bodies (e.g. ANECA) and that mentions the tasks performed during their contract.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 21. Postdoctoral appointments (Code)	Q1 2022-Q2 2022	Human Resources Department	• Design of an evaluation template and design the procedure of delivering the certificate including the responsible unit of signing the certificates. • System approval • 100% of post doctorals certificates delivered.
(-/+) 26. Funding and salaries			
(--) 28. Career development			
Current Status	Remarks		
COMPLETED	An evaluation guide for R2 researchers has been published in November 2024, together with an evaluation form. This evaluation process is voluntary and will be performed at R2 researcher's request. The guide contains a description of the different profiles of researchers, and the competences that are required for R2 researchers. https://investigacionpuertadehierro.com/hrs4r-en-el-idiphisa/#tab-9dd71f656f56d7d30c5 https://investigacionpuertadehierro.com/wp-content/uploads/2024/12/Guia-de-evaluacion-de-investigadores-R2-IDIPHISA.pdf		

PROPOSED ACTIONS

Action 4

4. STRENGTHEN THE EXTERNAL AND INTERNAL COMMUNICATION CHANNELS. For this we believe necessary to carry out the following sub actions: i) Update and implement the IDIPHISA's internal and external communication plan. ii) Assign a communication manager responsible for the implementation of the plan. iii) Promote interaction between groups through the organization of informal communication meetings (breakfasts, etc.). iv) Create a communication channel so that researchers can transmit their opinions to the board, for example through the research commission.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 9. Public engagement			• Designate the communication officer. • Update and disseminate the communication plan. • Communication Manager assigned • Researchers and management meeting for choosing a communication channel among researchers and the patronage. • Activation of the communication channel. • At least 10 of internal communication events performed annually.
(+/-) 23. Research environment	Q3 2021 Q4 2021	Quality Commission	
(-/+) 35. Participation in decision-making bodies			
Current Status	Remarks		
COMPLETED	Over 50 communication events have been performed since 2022, including seminaries, meetings, launching websites and documents etc. As an example, in the last 6 months the following events were performed: • 04/07/2024, Meeting 7 HRS4R Working Group, Target audience HRS4R Working Group, Channel Meeting • 17/09/2024, Online Seminar on Professional Research Career in the European framework, Target audience IDIPHISA Researchers, Channel Online Seminar • 25/09/2024, Reminder of procedures for employees of the Foundation, Target audience IDIPHISA Researchers, Channel Intranet • 17/10/2024, Meeting 8 HRS4R Working Group, Target audience HRS4R Working Group, Channel Meeting • 02/11/2024, IDIPHISA Research Plan 2024, Target audience IDIPHISA Researchers, Channel General Session • 04/11/2024, Publication of the new version of the Welcome Manual, target audience IDIPHISA Researchers, channel Intranet • 05/11/2024 On-line Seminar on OTM-R Policy Implementation. Target audience IDIPHISA Researchers, Channel Online Seminar • 18/11/2024 Governing Board November 2024 Target Audience Governing Board Channel Meeting • 18/11/2024 Publication of New WEB Section HRS4R (https://investigacionpuertadehierro.com/hrs4r-en-el-idiphisa/) target audience, IDIPHISA Researchers Channel web https://bit.ly/3CATdJI https://bit.ly/42wL3fH The newsletter Investig@ was re-launched on December 24. It provides a channel to inform researchers and technical staff about initiatives, news and granted projects. In the December 24 issue describes the initiatives undertaken for the implementation of the HRS4R award. https://investigacionpuertadehierro.com/puerta-de-hierro-investig-diciembre-2024/		

PROPOSED ACTIONS

Action 5

5. IMPROVE ACCESS TO TRAINING. To do this, it should: i) Prioritize training needs of researchers in technical and soft skills aspects Prepare an updated training plan and reinforce the seminar program, including workshops or courses. ii) Encourage access to continuing education. iii) Facilitate access to courses given in the Hospital and the University. Set agreements between the University and the IDIPHISA, for accepting the inscription of researchers in their courses.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 39. Access to research training and continuous development	Q3 2019 -Q3 2021	Training Commission	• Results of the survey for identifying training needs. • Increase the number of trained researchers at least 20% annually. • Increase the number of trained researchers at the University least 1

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	IDIPHISA has presented a new training plan that aims to: • Establish a training offer for the Institute's personnel, adapted to the needs of personnel and undergoing training at all research levels, • Support the training of professionals in the institutions that constitute IDIPHISA, • Promote training related to Good Scientific Practice and Good Clinical Practice. • Implement training actions that allow personnel to have access to contents that explain how to proceed with the management of intellectual property, patents, and transfer processes, • Promote the acquisition of experience in the areas of management and evaluation of R&D&I activities. • Address activities that encourage contact and possible exchange of knowledge and collaboration. The Training Plan has a stable training offer that has an annual periodicity, additionally, to detect new needs, an online survey is launched annually to all IDIPHISA MEMBERS, The technical training courses carried out are within 8 research pillars • simulation unit courses • medical-surgical research unit courses • technical research support unit courses • biostatistics unit courses • biobank courses • clinical services courses Puerta de Hierro university hospital in Majadahonda • research sessions • biomedical research foundation courses of Puerta de Hierro hospital Transversal training courses were also organized • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Ampliacion-Plan-Formacion-IDIPHISA-2024.pdf • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Plan-de-Formacion-2023-2027-ed01.pdf As an example of the present training offer, those are the courses selected for the 4 quarter 2024. • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Sesiones-octubre-diciembre-2024.pdf The following URL shows the Training courses (248 courses) as well as the clinical sessions (29) and research sessions (29) held in 2023. • https://investigacionpuertadehierro.com/wp-content/uploads/2024/12/listado_cursos-2023.pdf The training plan budget has been increased in 20,000€ which will be maintained next year. More information about the reinforcement of the training program is provided at • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Ampliacion-Plan-Formacion-IDIPHISA-2024.pdf In summary: Training courses Total Courses Completed: 248 Hours of Training: 2584.5 Students Approved: 8,127 Research Courses Completed: 60 Hours of Training: 869.4 Students Approved: 1.054 Training sessions: General Clinical Sessions: 29 Research Sessions: 29 Best Practices Forum Session: 7 Health Week: 3

PROPOSED ACTIONS

Action 6

6. ESTABLISH A CAREER DEVELOPMENT FRAMEWORK. This framework will be aligned with the definition of professional career provided by the Madrid's regional government. i) Defining and homogenizing the professional categories of the researchers and translating them into the professional categories of the European Union (in line with what is established in the Guide for the accreditation of Institutes of Health Research of IS Carlos III) ii) Defining and formalizing a professional career framework and a professional development strategy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 21. Postdoctoral appointments (Code)			
(-/+) 26. Funding and salaries	Q1 2020- Q4 2022	Management / Human Resources Department	• Meeting with the management to discuss professional career options at IDIPHISA • New professional categories defined. • Design of a professional career framework. • Approval of the framework of professional career.
(--) 28. Career development			
(--) 30. Access to career advice			
Current Status	Remarks		
IN PROGRESS	A seminar about Professional carrer was performed Seminar 3. Date: September 17, at 1:15 pm. Title: "Research Career Development in the European framework". Speaker: Elisa García García, Project Officer of the Spanish Foundation for Science and Technology (FECYT). Participants: 36 people. As mentioned above the new collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service is under discussion, and it is proposed to be signed in the first quarter of 2025. No details about professional career plans were released		

PROPOSED ACTIONS

Action 7

7. DESIGN A MAP OF PROFESSIONAL CAREER OPTIONS. Design a map of professional career options in research inside and outside IDIPHISA in collaboration with head hunters. The framework gives information on possible options for careers and funding in biomedical research within academia and/or industry. With at least two kind of information: a) Career view: the roles and routes displayed as illustrative and not exhaustive. b) Funding view: opportunities from national and international funders. Publish on line English and Spanish version. Presentation sessions and awareness raising workshops will be organized on the subject.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 28. Career development		Q4 2019-Q1 2020	Management / Human Resources Department	• Map of the professional career options published. • At least 1 Workshop annually for the presentation of professional career options.
Current Status	Remarks			
COMPLETED	IDIPHISA has published a web page summarizing the different steps in the researcher's career, funding calls, certification requirements for R3 researchers, job Calls calendar and other resources, including tools for exploring other research career itineraries. https://investigacionpuertadehierro.com/mapa-de-carrera-profesional/ https://investigacionpuertadehierro.com/researcher-career-path/ Mentions of this website are done at the welcome manual and mentioned at the first meeting with researchers. Finally, a seminar on professional careers was done Date: September 17, at 1:15 pm. Title: "Research Career Development in the European framework". Speaker: Elisa García García, Project Officer of the Spanish Foundation for Science and Technology (FECYT). Participants: 36 people.			

PROPOSED ACTIONS

Action 8

8. CREATE A PILOT MENTORING PROGRAM FOR R1 AND R2.
Objectives are: i)To encourage young scientists to focus on reaching roles at senior levels in scientific organizations in front-line research, science policy, the private sector, management and leadership ii)To recognize what it takes to be a successful leader in science and the private sector iii) To encourage greater pro-activity regarding career management iv) To help individuals who show potential, to seek support from senior team members and to learn what steps to take, to best advance their careers.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 28. Career development		Q2 2022- Q3 2022	Training Commission	• Mentorship plan approved and published. • Number of associated mentors. • Number of researchers mentored
Current Status	Remarks			
IN PROGRESS	The IDIPHISA's mentoring program is included as one of the sub actions in the general training action of the 2023-2027 IDIPHISA`s strategic plan PLAN 4.3. MENTORING SCHEME FOR YOUNG RESEARCHERS Objective: To promote, in a concrete way, the professional development of researchers in the early stages of their scientific career, through specific mentoring and tutoring programmes, in line with the actions set out in the S.A.R.E.S. mentoring and tutoring programmes, in line with the actions set out in the European Human Resources award HRS4R. To achieve this goal a mentoring guide has been published, https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Guia-de-mentoria-IDIPHISA.pdf A pilot mentoring program was started in July 2024. Presently 6 researchers and 6 junior researchers were engaged in this program. The program consists in 6 monthly or bimonthly sessions and it is expected to finish in March 2025			

PROPOSED ACTIONS

Action 9

9. UPDATE THE MANUAL OF GOOD PRACTICES IN RESEARCH: It should be understood as a collective self-regulation instrument, based in European standards https://ec.europa.eu/research/participants/data/ref/h2020/other/hi/h2020-ethics_code-of-conduct_en.pdf that will reinforce and complement the commitments and recommendations included in the internal regulations. It would gather questions such as: honesty, conflicts of interest, research protocols, team leadership, supervision of personnel in training, use of facilities, safekeeping of information and protection of results, authorship, safety and environment... The manual will be submitted for the approval of the governing council. Once the Manual of Good Practices in Research has been approved, presentation sessions and awareness raising workshops will be organized on the subject.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 7. Good practice in research				
(+/-) 32. Co-authorship		Q1 2020-Q1-2022	Research Commission	• Manual approved and published. • At least 2 Workshops annually for the presentation of the manual performed.
(-/+) 40. Supervision				
Current Status	Remarks			
COMPLETED	IDIPHISA has published a good Research practices manual that includes summaries of: • research protocols and procedures, • ethical requirements for research involving human subjects, biological samples, animal research and research on modified organisms • custody and preservation of documentation, records, data, and samples derived from research • open access / open science • conflicts of interest • intellectual and industrial property rights • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Codigo-BPC-IDIPHISA-ed02.pdf • https://investigacionpuertadehierro.com/wp-content/uploads/2025/01/Codigo-BPC-IDIPHISA-ed02-en.pdf This document is included in the welcome manual and mentioned at the first meeting with researchers. It is also available at IDIPHISA website			

PROPOSED ACTIONS

Action 10

10. PREPARE A WELCOME MANUAL. This manual would complement the Researcher Guide. It will provide new employees with the necessary information to facilitate a proper and quick integration into the Institute work environment. It will include information on: i) Innovation policy at IDIPHISA including IP rights. ii) Link to the Researcher Guide iii) Advices of how dissemination actions should be done. iv) Participation of the researchers in governing bodies or committees v) Information about the different committees: ethics, quality etc.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 5. Contractual and legal obligations			
(+/-) 7. Good practice in research			
(++) 8. Dissemination, exploitation of results	Q3 2019- Q1 2020	Innovation Commission	• Manual approved and published. • At least 2 Workshops annually for the presentation of the welcome manual to new comers.
(+/-) 31. Intellectual Property Rights			
(-/+) 35. Participation in decision-making bodies			
Current Status	Remarks		
COMPLETED	The IDIPHISA's welcome manual has been updated. Its new version includes, among other topics: • organizational structure • research structure • research support • training • communication • R&D&I policy • decalogue of good information security practices • signature policy for scientific publications • ownership of inventions • human resources strategy for researchers (hrs4r) • career options • equality plan • IDIPHISA researcher's ombudsman • funding policy for scientific publications and doctoral theses 2024 In addition, the HR officer in charge of the contracting procedures informs the newcomer researcher about several relevant topics during the first meeting. A check list of the topics discussed should be signed both by the HR officer and the researcher. https://investigacionpuertadehierro.com/hrs4r-en-el-idiphisa/#tab-9dd71f656f56d7d30c5 https://investigacionpuertadehierro.com/wp-content/uploads/2024/12/Manual-Bienvenida-IDIPHISA-2024.pdf https://investigacionpuertadehierro.com/wp-content/uploads/2025/01/Manual-Bienvenida-IDIPHISA-2024-en.pdf		

PROPOSED ACTIONS

Action 11

11. DRAFT AN EQUIPMENT ACQUISITION PROGRAM. i) Elaborate a catalogue including all the scientific and technological equipment available at IDIPHISA and could also include other available scientific services, outside the institute. ii) Identify and prioritize common needs for new equipment acquisitions.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment		Q1 2023	Research Commission	• Make available equipment map. • Identify common needs and prioritize them according with the available Budget. • Publish the program
Current Status		Remarks		
COMPLETED		The catalog of the facilities and laboratory equipment of the central services department is included in a intranet website. The present catalog will be improved by the addition of the lab equipment present in the different IDIPHISA's departments. https://bit.ly/4hulsID The new available facilities are announced at the annual scientific report https://investigacionpuertadehierro.com/wp-content/uploads/2024/12/Memoria-Cientifica-IDIPHISA-2023.pdf		

PROPOSED ACTIONS

Action 12

12. CREATE THE FIGURE OF THE OMBUDSPERSON OF THE RESEARCHER. Create the figure of the investigator's defender, either through a person or committee to resolve and mediate claims. Oriented to researchers in the initial phase, mainly PhD students to solve conflicts between the director and the doctoral student, checking that each one performs their corresponding functions.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 34. Complains/ appeals		Q1 2022 - Q2 2022	Research Commission	• Discuss and decide about the scope of the figure of researcher's ombudsmen. • Approval of the figure by the management. • Diffusion among researchers. • Number of cases attended
Current Status		Remarks		
COMPLETED		IDIPHISA has appointed a commission for assuming the role of the researcher's ombudsman, to mediate in the appeals of researchers at any stage of their career, to improve the quality of research in all its fields and of the working environment. This commission is governed by a norm that defines its objectives and working procedures. The commission is presently integrated by: • Dra. Carmen de Mendoza • Dra. Raquel Gutiérrez González • Dra. Silvia Rosado The ombudsman committee is mentioned at the welcome manual • https://boletin.idiphim.org/HRS4R/Bases%20Defensor%20del%20Investigador%20IDIPHISA.pdf • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Bases-Defensor-del-Investigador-IDIPHISA.pdf During 2023 to 2024 only one complaint was received, being solved successfully		

PROPOSED ACTIONS

Action 13

13. PROMOTE WORK-LIFE BALANCE. Elaborate the “Work conciliation Plan” with the following objectives: i) Achieve balance between work and family responsibilities, fostering flexible strategies in the organization of work that favor family and work conciliation. ii) Adapt the Institute to the changes that occur in society, relating to the family, social indicators, habits and customs. iii) Protect maternity and paternity, care of minor children and dependent persons, promoting the full integration of men and women with family responsibilities in the organization. iv) Encourage access and maintenance of women to employment. These measures will be aligned with the collective agreement. Publish on line English and Spanish version.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 24. Working conditions		Q1 2023 - Q4 2023	Human Resources Department	• Approval by the management and publication. • Diffusion among researchers.
Current Status	Remarks			
COMPLETED	IDIPHISA has written a conciliation plan to ensure that all work-life balance rights are known and accessible to all employees, regardless of gender, type of contract, working day or seniority. This plan review topics such as working hours, extension of the working day, use of new technologies and promotion at work • https://investigacionpuertadehierro.com/wp-content/uploads/2024/10/Plan-de-conciliacion-v1.pdf • https://investigacionpuertadehierro.com/wp-content/uploads/2025/01/Plan-de-conciliacion-v1-en.pdf This plan is included in the welcome manual and mentioned at the first meeting with researchers. It is also available at IDIPHISA website			

PROPOSED ACTIONS

Action 14

14. HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP: An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist in the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organizing seminars, or briefings departments to influence the dissemination of the C&C key lessons to research staff. Training session on OTMR to HR personal will be held. Training session on C&C criteria to researchers and HHRR personal will also be held.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 1. Research freedom	Q2 2019 - Q2 2024	Management	• WG HRS4R constituted • WG OTMR constituted • Number of attendants to seminars • Surveys to address the awareness
(++) 2. Ethical principles			
(++) 3. Professional responsibility			
(++) 4. Professional attitude			
(+/-) 5. Contractual and legal obligations			
(++) 6. Accountability			
(+/-) 7. Good practice in research			
(++) 8. Dissemination, exploitation of results			
(+/-) 9. Public engagement			
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 12. Recruitment			
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(-/+) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+) 17. Variations in the chronological order of CVs (Code)			
(+) 18. Recognition of mobility experience (Code)			
(++) 19. Recognition of qualifications (Code)			
(++) 20. Seniority (Code)			
(+) 21. Postdoctoral appointments (Code)			
(++) 22. Recognition of the profession			
(+) 23. Research environment			
(+) 24. Working conditions			
(--) 25. Stability and permanence of employment			
(-/+) 26. Funding and salaries			
(++) 27. Gender balance			
(--) 28. Career development			
(+) 29. Value of mobility			
(--) 30. Access to career advice			
(+) 31. Intellectual Property Rights			

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 32. Co-authorship			
(++) 33. Teaching			
(--) 34. Complains/ appeals			
(-/+) 35. Participation in decision-making bodies			
(++) 36. Relation with supervisors			
(++) 37. Supervision and managerial duties			
(++) 38. Continuing Professional Development			
(+/-) 39. Access to research training and continuous development			
(-/+) 40. Supervision			

PROPOSED ACTIONS

Current Status	Remarks
IN PROGRESS	The HRS4R's implementation groups meet periodically since the intermediate review, 10 meetings were performed. As an example, the minutes of the last meetings of October and December are presented. https://bit.ly/3Crcm0m In addition, 4 seminars, concerning topics related with the HRS4R were done during 2023 to 2024 • Seminar 1. Date: April 4, at 1:30 pm. Title: "HRS4R in organizations: Action Plan and OTM-R actions". Speaker: Lorena Muñoz. CEO Effectia. Attendees. 20 people. • Seminar 2. Date: May 21, at 12.30 pm. Title: "Best Practices within the framework of the HRS4R Logo". Speaker: AGAUR Evaluation Director, Lluís Rovira Pato. Participants: 15 people. • Seminar 3. Date: September 17, at 1:15 pm. Title: "Research Career Development in the European framework". Speaker: Elisa García García, Project Officer of the Spanish Foundation for Science and Technology (FECYT). Participants: 36 people. • Seminar 4. Date: November 5. 1:00 p.m. Title: "Contracting policies, implications of the OTM-R in IDIPHISA". Speaker: Lorena Muñoz, CEO Effectia. Participants: 14 people. The newsletter Investig@ was launched again in December 24. It provides a channel to inform researchers and technical staff about initiatives, news and granted projects. In the December 24 issue describes the initiatives undertaken for the implementation of the HRS4R award • https://investigacionpuertadehierro.com/puerta-de-hierro-investig-diciembre-2024/ A new survey was performed to assess the general knowledge of the researchers about the implementation of the actions of the HRS4R award action plan. This survey was answered by almost 50% of the researchers. In most cases they were aware of the advances at the institution in terms of recruitment, inner communication, training. complaints procedures and the manuals on good practices in research, the welcome manual. They were not so aware about the existence of a special web site that contains all the documentation concerning the HRS4R award, the voluntary evaluation procedure and professional careers.

PROPOSED ACTIONS

Action 15

15. MAKE INFORMATION MORE ACCESIBLE. An entry will be created at the IDIPHISA's Website, providing links for searching information customized by R profile. In this way, access to the services of interest to researchers will be facilitated according to their professional profile. Actively promote the knowledge about the website: Announcement in the general IDIPHISA website, include in welcome pack, workshops if appropriate

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 5. Contractual and legal obligations			
(+/-) 7. Good practice in research			
(+/-) 9. Public engagement			
(+/-) 11. Evaluation/ appraisal systems			
(--) 25. Stability and permanence of employment	Q4 2021 - Q2 2022	Human Resources Department	New web page with information organized
(-/+) 26. Funding and salaries			
(--) 28. Career development			
(--) 30. Access to career advice			
(+/-) 31. Intellectual Property Rights			
Current Status	Remarks		
COMPLETED	A new IDIPHISA's HRS4R webpage has been published. It includes a description of the process, the different documents that should be compulsory published during the process, the description of the achievements of all the actions of the action plan, training in HRS4R and finally a repository of the relevant documentation of the institute, including for example the strategic plan, the equality plan the quality plan etc. This webpage has also an English version. • https://investigacionpuertadehierro.com/hrs4r-en-el-idiphisa/ • https://investigacionpuertadehierro.com/hrs4r-in-idiphisa/		

PROPOSED ACTIONS

Action 16

16. PERFORM A NEW GAP ANALYSIS SURVEY. The purpose of this action is to inform and identify new gaps present in the organization after these 5 years of implementation, and include the new HRS4R's criteria not present previously

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 1. Research freedom	3Q2025	Management	The survey is answered by at least 50% of all IDIPHISA's researchers.
(++) 2. Ethical principles			
(++) 3. Professional responsibility			
(++) 4. Professional attitude			
(+/-) 5. Contractual and legal obligations			
(++) 6. Accountability			
(+/-) 7. Good practice in research			
(++) 8. Dissemination, exploitation of results			
(+/-) 9. Public engagement			
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 12. Recruitment			
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(-/+) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+) 17. Variations in the chronological order of CVs (Code)			
(+) 18. Recognition of mobility experience (Code)			
(++) 19. Recognition of qualifications (Code)			
(++) 20. Seniority (Code)			
(+) 21. Postdoctoral appointments (Code)			
(++) 22. Recognition of the profession			
(+) 23. Research environment			
(+) 24. Working conditions			
(--) 25. Stability and permanence of employment			
(-/+) 26. Funding and salaries			
(++) 27. Gender balance			
(--) 28. Career development			
(+) 29. Value of mobility			
(--) 30. Access to career advice			
(+) 31. Intellectual Property Rights			

PROPOSED ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 32. Co-authorship			
(++) 33. Teaching			
(--) 34. Complains/ appeals			
(-/+) 35. Participation in decision-making bodies			
(++) 36. Relation with supervisors			
(++) 37. Supervision and managerial duties			
(++) 38. Continuing Professional Development			
(+/-) 39. Access to research training and continuous development			
(-/+) 40. Supervision			
Current Status		Remarks	
NEW			

PROPOSED ACTIONS

Action 17

17. IMPLEMENT AN OPEN SCIENCE POLICY AT THE INSTITUTE. • Provide support and advice to researchers on obligations, OA publishing options, copyright or Creative Commons licenses, etc.. • Encourage and promote open access to publications in Open Access media and in recognized, standardized repositories compatible with European infrastructures (e.g. OpenAire). • Facilitate the open publication of data in standardized and recognized repositories in the discipline, e.g. EOSC (European Open Science Cloud).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 3. Professional responsibility	4Q2026	Management	• At least 25% of the publications, derived from publicly funded projects, made during the evaluation period, have been made in Open Access media. • At least 50% of the research data from publicly funded projects, following the FAIR (Findable, Accessible, Interoperable and Reusable) principles, are available in open access in standardized and recognized open data repositories in the discipline.
(++) 4. Professional attitude			
(+/-) 7. Good practice in research			
(+/-) 9. Public engagement			
Current Status	Remarks		
NEW			

Action 18

18. IMPLEMENT A CITIZEN SCIENCE APPROACH IN THE RESEARCH PROJECTS DESIGN IF POSSIBLE. • Train researchers in how to include citizen science in their research projects. • Organizational mechanisms assuring that members/representatives of the public are associated with all decisions related to the research and all the benefits generated by it

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 3. Professional responsibility	2Q2027	Management	• Number of scientific publications that mention the use of a citizen science approach. • Number of projects that introduce a citizen science approach increase 10% each year • At least the 15% of the projects performed by the institution adopt a citizen science approach
(++) 4. Professional attitude			
(+/-) 7. Good practice in research			
(+/-) 9. Public engagement			
Current Status	Remarks		
NEW			

PROPOSED ACTIONS

Action 19

19. IMPLEMENT AN STRATEGY FOR EMBRACING OF DIVERSITY • Train the management team, the HR department, selection committees, etc., in equal opportunities between gender, racial or religious origin, social diversity, disability and sexual orientation. • Disseminate the selection protocol/manual among the people involved in the selection process and in the hiring decision, based on objective and non-discriminatory criteria. • Review the language and contents of any document used in the selection of personnel to ensure its objectivity. • Promote training in equal opportunities for the entire institute, with special emphasis on personnel involved in Human Resources.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination	4Q2026	Head of the equality unit	• 100% of the management team and the hr staff are trained in equal opportunities and diversity. • 100% of the senior staff have received and applied the manual in selection process.
Current Status	Remarks		
NEW			

Action 20

20. IMPLEMENT THE MENTORING PROCESS FOR ALL JUNIOR RESEARCHERS THAT WISH TO BE MENTORIZED Based in the experiences gathered by the mentoring pilot plan that has ended in 2Q2025, a new mentorship program will be design and will start at 1Q2026 . The program will be repeated each year, until all the researchers that wishes to follow a mentoring program were mentored. This program will be expanded progressively to all the clinical services of the Foundation

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 28. Career development	3Q2026	Training Commission	• Number of associated mentors. • Number of researchers mentored • 20% of the R1/ R2 researchers have received a mentoring program
Current Status	Remarks		
NEW			

Unselected principles:

The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers in your organisation over the next three 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 web site. Multiple links must be comma separated. *:

URL *:

<https://investigacionpuertadehierro.com/hrs4r-en-el-idiphisa/> (<https://investigacionpuertadehierro.com/hrs4r-en-el-idiphisa/>)

Please also indicate how your organisation is working towards / has developed an open, transparent, and merit-based recruitment policy (OTM-R). Although there may be some overlap with the range of actions listed above in the action plan (as they emerged from the gap analysis), please provide a short commentary demonstrating the progress made.

Comments on the implementation of the OTM-R principles (initial phase)

IDIPHISA's goal is to develop and fulfil actions that will enable the institution to follow an OTM-R recruitment policy before the mid term evaluation.

The OTM-R checklist shows some criteria are not fully implemented:

- OTM-R policy is not completely in line with OTM-R UE Guideline, is not published online, neither in English version.
- Training in the area of OTM-R is needed
- Job advertisement has no links to all the elements foreseen in the toolkit and are not published in Euraxess.
- Rules governing the appointment of selection committees are incomplete, etc.

IDIPHISA will use the OTMR Toolkit for:

Action 2. UPDATE THE SELECTION AND CONTRACTING PROCEDURE AND ITS MANUAL.

FOLLOW THE OTM-R GUIDELINE TO:

- Review current OTM-R policy, practices and procedures:
- Update the Advertising and application phase
- Check the Evaluation and selection phase
- Review the Appointment phase

Comments on the implementation of the OTM-R principles (internal review for interim assessment)

In January 2021, the collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service came into force. The agreement includes the classification and organization of professional groups, categories and areas, as well as an explicit regulation of the rights and duties of all employees of these foundations and their health and safety conditions at work. It also regulates the working day, leave and leave of absence and the remuneration system, setting the minimum salaries for each professional group and category. For this reason, the changes introduced by the new collective agreement have been prioritized when updating the collective agreement procedure.

IDIPHISA's recruitment procedure has been updated to align it with the new Collective Agreement for Biomedical Research Foundations that came into force in the Community of Madrid in 2021 and with the Equality Plan. These new procedures provide:

- Evaluation criteria and assessment methods are defined.
- The recruitment of researchers belonging to disadvantaged groups (minorities) is facilitated, according to the present national legislation.
- All information concerning calls and every step of selection process managed by IDIPHISA is centralized at IDIPHISA website adapted to Spanish Transparency framework (<https://bit.ly/3Be3JQG> (<https://bit.ly/3Be3JQG>))
- In general terms, the announcements for R1 and R2 positions provide a description of the qualifications and competences required and the career opportunities.

The COVID-19 pandemic has been a global health emergency and has had a major impact on health institutions as their staff has been overwhelmed by the increase in admissions and emergency cases. Many of the R&D projects have been affected and have had to request additional 6-month extensions from their funding agencies due to the strict lockdown that took place in Spain during Q2 2020. As a consequence, strategic plans have been affected as new actions have had to be prioritized to ensure the correct functioning of the institutions.

In addition, IDIPHISA is immersed in an internal organizational change as a consequence of the departure of the previous director of the Foundation in 2020. A new director was appointed in September 2020 but left her position in Q2 of 2021. A process is currently open for the recruitment of a new director in Q3 2021 to manage the current IDIPHISA Strategic Plan.

IDIPHISA's goal is to develop and fulfil actions that will enable the institution to follow an OTM-R recruitment policy, which includes the requirements covered in the Checklist, before the before the end of the implementation phase (Q2 2024).

Comments on the implementation of the OTM-R principles (internal review for award renewal)

During 2021-2022, regulatory changes have strongly impacted the researchers' recruitment procedures. Although theoretically these measures have increased the stability of researchers, they have had a major impact on the HR department workload that negatively impacted on the implementation of the foreseen OTM-R's recruitment procedures. The main legal changes are indicated below:

Royal Decree-Law 32/2021, of December 28, on urgent measures for labor reform, the guarantee of employment stability and the transformation of the labor market - hereinafter Labor Reform -, has meant a profound change for labor relations in the country and is proving to be quite a challenge for IDIPHISA.

Royal Decree has also meant a period of three months of total lack of definition because, in the one hand, it only allows the indefinite-term hiring of workers (except in the cases mentioned below) while, on the other hand, the General State Budget Law prohibits this type of hiring for the Public Sector.

In general terms, except in the case of contracts associated with European funding or those derived from the Recovery, Transformation and Resilience Plan (Additional Provision Five), the Labor Reform has made it impossible to continue formalizing temporary contracts after March 30, 2022. Therefore, a large part of the annual temporary hiring had to be conducted prior to that date to be able to continue having personnel for at least six months, while awaiting an update of the current Science Law or the approval of a new one.

Finally, in April 5 2022, the Royal Decree-Law 8/2022 was approved, adopting urgent measures in the field of labor contracts in the Spanish Science, Technology and Innovation System, which resulted in the incorporation, in the current Science Law, of the article 23.BIS that essentially makes it possible to formalize indefinite-term contracts aimed at developing projects and lines of research that are financed by private funds or through public funds and whose origin is not European or within the scope of the Recovery, Transformation and Resilience Plan.

This updating of labor legislation has led to a profound rethinking of the IDIPHISA recruitment mechanisms to adapt them to the philosophy of indefinite hiring and not only to the philosophy of a temporary project-based scope that was set up until this legal change. All this involved raising the awareness of the principal investigators, informing the Workers Committee, and changes in the management of research projects. All this has impacted on the process of calls for job offers.

In addition, the new Science Law that was approved Law 17/2022, September 5, 2022, also requires changes in the recruitment of researchers

As it has been mentioned above, A new collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service is under discussion, and it is proposed to be signed in the first quarter of 2025. No details of this document were released. But it will affect the IDIPHISA's professional career and could affect the recruitment process.

Despite all these changes and hurdles, the commitment of IDIPHISA to all and every OTMR-R principle remains unchanged, as proved by the publication of regulations for the contracting of research staff at the IDIPHISA with the aim of establishing the rights and responsibilities of all our personnel in compliance with the recommendations related to the European code of research personnel. The publication of this document has experienced delays due to its adaptation to the new legislative changes mentioned above.

Please be aware that your OTM-R policy should be embedded into the institutional strategy for the implementation of the principles of the European Charter for Researchers at the award renewal phase. The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation process

General overview of the implementation process (max. 1000 words)

The action plan that was designed after the intermediate report was formed by 15 actions. 11 of these actions were completed and 4 were still in progress:

The actions that were completed are:

2. UPDATE THE SELECTION AND CONTRACTING PROCEDURE AND ITS MANUAL.
3. INCLUDE AN EVALUATION SYSTEM FOR RESEARCHERS FUNDED BY RESEARCH PROJECTs.
4. STRENGTHEN THE EXTERNAL AND INTERNAL COMMUNICATION CHANNELS.
5. IMPROVE ACCESS TO TRAINING.
7. DESIGN A MAP OF PROFESSIONAL CAREER OPTIONS.
9. UPDATE THE MANUAL OF GOOD PRACTICES IN RESEARCH:
10. PREPARE A WELCOME MANUAL.
11. DRAFT AN EQUIPMENT ACQUISITION PROGRAM.
12. CREATE THE FIGURE OF THE OMBUDSPERSON OF THE RESEARCHER.
13. PROMOTE WORK- LIFE BALANCE.
15. MAKE INFORMATION MORE ACCESIBLE.

The actions that are still in progress are:

1. CREATE A FAVORABLE FRAMEWORK TO APPROVE THE COLLECTIVE AGREEMENT.
6. ESTABLISH A CAREER DEVELOPMENT FRAMEWORK.
8. CREATE A PILOT MENTORING PROGRAM FOR R1 AND R2.
14. HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP:

The motives for the delay in the implementation of these actions are the following:

Actions 1 and 6 depends upon the final approval of the new collective agreement for the Group of Companies of the Biomedical Research Foundations of the Health Institutions attached to the Madrid Health Service that is still under discussion, and it is proposed to be signed in the first quarter of 2025.

Action 8. The start of the pilot was delayed because work was carried out during 2023 on defining the new IDIPHISA Strategic Plan, which was finally approved in November 2023. The pilot mentoring program was started in July 2024. Presently 6 researchers and 6 junior researchers were engaged in this program. The program consists in 6 monthly or bimonthly sessions and it is expected to finish in March 2025.

Action 14. The kick and awareness of HRS4R is a never-ending process. The survey results mentioned above suggests thar there is still room for improvement in the dissemination of the award among researchers.

Additionally, 5 new actions were proposed to complement the present action plan, three of them aligned with the new HR excellence in research award.

16. PERFORM A NEW GAP ANALYSIS SURVEY

17. IMPLEMENT AN OPEN SCIENCE POLICY AT THE INSTITUTE

18. IMPLEMENT A CITIZEN SCIENCE APPROACH IN THE RESEARCH PROJECTS DESIGN IF POSSIBLE

19. IMPLEMENT AN STRATEGY FOR EMBRACING OF DIVERSITY

20. IMPLEMENT THE MENTORING PROCESS FOR ALL JUNIOR RESEARCHERS THAT WISH TO BE MENTORIZED

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and justification (max. 500 words)

For the following actions were carried out:

- The Technical Secretariat (TS) in coordination with the Implementation Working Group (IWG) and Implementation OTM-R Working Group (OTM-R IWG) filled in a first version of the Internal Review Template. This draft was reviewed by a team of external consultants who issued several recommendations that were included in the final version.
- The final version was sent to the Steering Committee.

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



Detailed description and justification (max. 500 words)

- Many stakeholders were consulted at the renewal review period. In particular, members of the IWG.
- A specific C&C training action has been carried out (on-line) for those researchers who are members of the contracting commissions.
- A survey has been performed with a participation of almost the 50% of the researchers
- Attendance and participation at the seminars.

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



Detailed description and justification (max. 500 words)

The implementation of the plan began in the Q4 2019 and is being performed through four different levels of responsibility:

- Steering Committee on HRS4R (SC), led by JULIO GARCÍA PONDAL (FIBHUPHM Patronage President) is the maximum office and oversee the implementation process on a regular basis. It is composed by JULIO GARCÍA PONDAL, Hospital Manager, FERNANDO NEIRA ÁVAREZ, FIBHUPHM Director and MARIANO PROVENCIO PULLA, Scientific director, responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures, being diverse in gender area of research and professional profile. It also communicates the advances to IDIPHISA's Consejo Rector.
- Implementation Working Group (IWG), led by JESÚS REY (IDIPHISA, Scientific Coordination) is composed of 4-6 members of the Working Group and invites other research and administrative staff members to participate. It coordinates the deployment of the HRS4R Action Plan and also controls quality and follow up on indicators.
- Implementation OTM-R Working Group (OTM-R IWG), led by BEGOÑA SAENZ DE TEJADA MADINA (IDIPHISA, Human Resources) is composed of Human Resources staff members responsible. It coordinates the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and controls quality and follow up on indicators.
- Technical Secretariat (TS), led by Jesús Rey (IDIPHISA, Scientific Coordination) reporting to the Steering Committee gives support to the IWT and OTM-R IWG for the preparation of deliverables and supports the SC to follow up on indicators. The TS is responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

The commitment of IDIPHISA includes a budgetary allocation, aimed at hiring/designating specialized personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

Is there any alignment of organisational policies with the HR Excellence in Research award process? For example, is the HR Excellence in Research award recognised in the organisation's research strategy or overarching HR policy?

*



Detailed description and justification (max. 500 words)

IDIPHISA added a specific action on the previous strategic plan to include the HRS4R and OTM-R commitment. The IWG is also responsible for verifying that IDIPHISA policies regarding different areas are coherent with the HRS4R and the actions developed within the Action Plan.

The current strategic plan is also aligned with the implementation of the HRS4R award at the institution. HRS4R is mentioned once regarding the mentoring program, but inspire several other actions related with internationalization, training etc.

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



Detailed description and justification (max. 500 words)

The SC is alerting from deviations of the timeline to the Consejo Rector, that takes the corresponding actions to add more resources to control the deviations of the original plan. Additionally, a quality control will be performed by an external reviewer and international expert on HRS4R issues.

How are you monitoring progress (timeline)?*



Detailed description and justification (max. 500 words)

The monitoring and the follow-up of the plan is continuous, being one of the main functions of the Technical Secretariat. IWG holds bi-monthly meetings with the TS to review the development of the implementation of the tasks defined for the actions currently in progress.

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



Detailed description and justification (max. 500 words)

As mentioned before, the monitoring of the fulfilment of the indicators will be conducted by the Quality Control & Risk Prevention Unit, Management – HR Unit or Training Committee of the Center, as appropriate.

The performance indicators chosen for each action are reviewed annually and reported to the Implementation Working Group and the Steering Committee, which take corrective measures in case of deviation in time or scope.

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



Detailed description and justification (max. 500 words)

The external review has been conducted by the same members of the current "Internal Evaluation Committee", with the help of the Implementation Working Group and reported to the Steering Committee.

This has been carried out by reviewing the progress of the Project in accordance with the commitments of the Action Plan, the revision of indicators' reports, and compliance with roadmaps for each action.

In addition, an evaluator from EURAXESS will perform a pre-evaluation to prepare IDIPHISA for the onsite evaluation.

Additionally, the external scientific committee will also receive this document for its evaluation and improvement.

Additional remarks/comments about the proposed implementation process (max. 1000 words)