

Implementation of the HRS4R Initiative

ACTION PLAN

8th December 2020

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Organizational Information

Organizational profile

FIDIS is a non-profit foundation whose ultimate goal is to improve people's health and quality of life, creating a healthier future and transferring the results of cutting-edge biomedical research to society.

FIDIS works to promote research, teaching, scientific development and innovation in the health areas of Santiago, Lugo, Cervo and Monforte in Galicia (Spain). FIDIS wants to become a benchmark in the specialized management and promotion of research in the healthcare environment, supporting both its researchers and its collaborators in all phases of the value chain of biomedical research in particular and in the area of health in general.

Key Figures

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	69
Of whom are international (i.e. foreign nationality) *	14
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	45
Of whom are women *	49
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	9
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	14
Of whom are stage R1 = in most organisations corresponding with doctoral level *	46
Total number of students (if relevant) *	
Total number of staff (including management, administrative, teaching and research staff) *	255

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	15,717,466 €
Annual organisational direct government funding (designated for research)	9,557,933 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	€
Annual funding from private, non-government sources, designated for research	7,423,930 €

Strengths and weaknesses of the current practice

Regarding the C&C set of principles, it should be noted that the **accreditation as a Health Research Institute of the Carlos III Health Institute recognizes IDIS as a research institute of excellence**, with the capacity to attract resources with a model of government and organization that ensures the appropriate use of the public and private resources of the center.

Obtaining **this accreditation covers aspects related to governance** (in terms of its independence, legal link, internal organization, participation of staff in decision-making, management, etc.), **strategy** (definition, monitoring, etc., as well as the inclusion of aspects related to organization, internationalization, etc.), **capacity** (in terms of infrastructure, but also in terms of belonging to national and international networks and platforms), **scientific performance, or the impact of the institution on society**. Among all these areas, a **special effort is devoted to aspects related to people**, evaluating issues related to the existence of a research career, generational change, the development of talent, the application of OTM-R policies, gender equality and diversity management, mobility, training (postgraduate programs, transversal competences, specialized technical training...), mentoring, staff satisfaction, ethical issues, good practices and integrity in research, etc.

The requirements of this accreditation are aligned with the European guidelines set out in the Charter & Code. In addition, Spain has a relevant legal basis in science, so **FIDIS is considered to comply with most of the principles**. However, **in certain cases it is necessary to advance in the development of procedures** for their full implementation or to **improve the perception of the research community** about their application. **Our governance model and organizational structure provide the right framework for this endeavor**.

Ethical and professional aspects

Strengths

With specific regard to ethical and professional aspects, **FIDIS fully complies with the principles of freedom of investigation, professional responsibility, accountability and evaluation systems**. In order **to maintain and reinforce this situation**, FIDIS carries out various **informative and training activities** throughout the year.

On another note, at the expense of **improving their implementation** through the **development of procedures or strengthening their dissemination to the research community**, those aspects related to ethical principles, professional attitude, legal and contractual obligations, good research practices and dissemination and exploitation of results are also considered strengths. For example, the existence of a "**Manual of Quality and Good Research Practices**", an internal code of good scientific practices, integrity and ethics in research, which covers not only those aspects included in ALLEA's European Code of Conduct for Research Integrity, but also the relevant legislation at European, national and regional level, as well as the rules and internal regulations of the different institutions with which it works and collaborates regularly (IDIS, University Hospital Complex of Santiago, University of

Santiago de Compostela...), the Declaration of Helsinki of the World Medical Association or the Belmont Report.

In order to move towards the full implementation of these principles, the plan includes the **revision and expansion of the current manual of good research practices**, the **development of a comprehensive communication plan**, and **specific actions to disseminate OTRI services**.

Weaknesses

The **main gaps** in the field of ethical and professional aspects are related to the following aspects:

- **Public participation**, since these initiatives are developed mainly at the initiative of the groups but are not of an institutional nature. In this sense, the Action Plan includes the preparation of a **communication plan aimed at both internal and external audiences, including society**. The plan will take into account the good practices developed by the groups, such as the crowdfunding campaign on liquid biopsy developed by Oncomet.
- **Non-discrimination**, since although there are no discriminatory situations, the institution does not have an **equality plan**, an action that is included in the Action Plan.

Recruitment and selection

IDIS is a **mixed research institute** that has its **own staff** hired through FIDIS, the managing entity, and with **researchers hired by its patronage institutions**: the **Ministry of Health and the University of Santiago de Compostela**, which holds the HRS4R seal since 2017. On the other hand, it should be noted that **almost 40% of FIDIS staff is funded through public calls for HR research**, so in these cases it is **the public administration that defines the selection procedures and contractual conditions**. Taking this context as a reference, the diagnosis carried out on the principles of selection and hiring **focuses on the processes aimed at recruiting its own personnel**.

In order to achieve the full implementation of the C&C principles, the **main challenges** facing the HRS4R Action Plan by 2024 are the **definition and formalization of a scientific career plan and professional development**, as well as the **definition and dissemination of the OTM-R policy**. In this sense, following the European research career framework, **the categories corresponding to the "R scale" have been identified**, but there is still no document that categorizes the different existing figures, sets the minimum criteria for access to each of them, and associates the contractual modalities and the financing mechanisms.

With respect to the principles included in this section, the diagnosis of strengths and weaknesses is presented next:

Strengths

As it has already been mentioned, a high proportion of research personnel access through **public calls for human resources research** that set their own selection criteria and procedures. This is mainly the case for R1s to access doctoral training and for postdoctoral researchers. In

general, **public administration calls respect the principles of openness, transparency and recognition of merit** as determined by the relevant regulatory frameworks.

With regard to the **selection of its own staff**, the **selection procedures are based on the recognition of the merits indicated in the C&C with respect to chronological order, seniority, mobility, etc.** However, in order to achieve full implementation of this principle, **work will be done to improve the formalization and homogenization of selection and recruitment procedures and their dissemination to researchers.**

Weaknesses

As mentioned at the beginning of this section, the main gaps stem from **the lack of a scientific career plan and an institutional policy regarding the application of the OTM-R principles.** As a result, there is **some variability in the selection procedures** used by the groups. The **procedure for the dissemination of the call is defined:** the call is disseminated in web sources (Euraxess, own web...), it is kept open during the legal period, and the documents are collected via e-mail in a single and specific mail address. From here, each group applies its own selection procedures. In this sense, the **improvement aspects focus on the standardization of the selection processes according to the OTM-R framework, informing the candidates about the process and its results.**

Working conditions

European and Spanish labour legislations provide the general framework for **guaranteeing the working conditions and social security** that must be respected in any employment relationship in Spain, and which therefore applies in the case of FIDIS. In the case of health institutes, **this framework will also be complemented by the collective agreement of the Health Research Foundations of Galicia, currently under development.**

The analysis of the situation with respect to this set of principles shows, without becoming gaps, various **aspects of improvement.** Much of this is due to the **absence of a scientific career plan and an ad-hoc agreement**, such as the one **currently under development**; it is also due to the need **to improve communication with researchers** on policies and procedures related to the management of human resources. The main conclusions of the diagnosis are highlighted below:

Strengths

As it has already been pointed out, **the law is being complied with and progress** is being made in developing an attractive working environment for attracting and retaining talent: **development of the collective agreement taking into account the principles of the C&C; reconciliation of work and family life is being promoted** (although there is no protocol or internal regulations yet); **mobility is facilitated; procedures are regulated and clear with respect to the rights of exploitation of results;** and **authorship recognition practices have been improved** (not in the case of technical personnel, however). As for **employment stability**, this is **guaranteed within the framework of the calls** through which researchers access our institution, and it is one of the **aspects contemplated by the collective agreement.**

Finally, it should be noted that in relation to gender issues, the policy followed by the foundation, **although it does not yet have a plan, has contemplated principles of gender equality**; in this sense, it should be noted that there is parity between men and women as team leaders.

Weaknesses

The **improvement of working conditions** is partly related to the **management of the infrastructures** in which the researchers carry out their activity. FIDIS is located in the hospital facilities, which requires a **coordination effort in order to take into account the requirements of a scientific facility**, which are different from those of a care facility. In this sense, although **progress has been made in the development of health plans and risk prevention**, it is necessary to **make an effort to clarify information** about the procedures so that it reaches researchers, and to **continue to make progress in coordination with the hospital** in order to achieve optimum conditions for researchers.

As a consequence of the **lack of a career plan** that establishes a salary scale, there are **salary differences** between researchers with the same positions, depending on the group they join. The **development of the career plan** contemplated in the Action Plan will take this aspect into account.

The **recognition of the teaching role of researchers** is another aspect of improvement: training is given in postgraduate programs, seminars, etc., but neither this time nor the time dedicated to tutorials of final degree projects is recognised, etc. These shortcomings will be taken into account in the training plan.

Finally, it should be noted that a **separate mechanism for making complaints and claims has yet to be developed**, as well as a **review of the mechanisms so that investigators can have greater participation in decision-making processes**.

Training and development

Shortcomings in training and professional development are again related to the **absence of a career plan and a training plan**. Training and mentoring activities are organised but not as part of a career development strategy.

As far as training is concerned, **FIDIS and the individual groups organize training actions which they consider to be of interest for researchers, technical and management staff** (training actions on ethical issues, transfer, research techniques, etc.). FIDIS also **disseminates and facilitates access to offers provided by other organizations** of the innovation system or networks such as ITEMAS. However, **as the scientific career is not defined, there is no map of technical and transversal competences associated with each professional stage, and the training offered is not linked to a professional development itinerary**. It is a mechanism to improve the training of the team but it is not defined from a purpose of improvement of specific skills.

With regard to **supervision**, as in most Spanish research institutions, **procedures are well defined within the framework of doctoral training R1** - in this case by the University of

Santiago de Compostela due to its link with the University Hospital. As far as **post-doctoral researchers** are concerned, **the group and project leaders supervise the researchers in the team in the framework of project management tasks, and also carry out mentoring tasks, although these activities are not formally recorded.** Again, each group adopts its own practices depending on the experience or profile of the person in charge. Following the international trends in **scientific career development** there is interest in developing this figure.

In summary, the **strengths** in this area focus on the **proper attention currently being paid to the level of R1 training and supervision.** At the level of **postdoctoral researchers, and technical and administrative staff, there is a training offer** aimed at improving their professional training. The **weaknesses** lie in the **lack of a career plan already associated with training and professional development actions,** a plan including innovative processes such as **mentoring or professional advice** that can be provided from the area of human resources.

Action Plan

Scientific Career

Action 1	Career Plan Definition							
Description	Elaboration and approval of a Research Career Plan at FIDIS. This document will establish professional categories, functions and competences of researchers. In addition, it will establish the minimum criteria for access to each position, which will be linked to the types of contracting and financing.							
GAP Principle(s)	12. Recruitment 16. Judging merit (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 26. Funding and salaries 30. Access to career advice 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Career plan agreed with the works council Approval of the plan by the board of trustees				Plan approved by the board of trustees in December 2023. Plan coverage R1 to R4			

Action 2	Design of the Scientific Career Map							
Description	Elaboration of a graphic scheme on the scientific career at FIDIS. Research categories will adjust to the R scale, and the funding mechanisms will be associated with them. The model used by FECYT for the Research Career Path will be followed.							
GAP Principle(s)	12. Recruitment 22. Recognition of the profession							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources Department							
Indicator(s) / Target(s)	Elaboration of the map Publication of descriptive infographics on the web				Map published in www.fundacionidisantiago.es Map coverage from R1 to R4			

Action 3	USC Coordination Committee on HRS4R							
Description	<p>The USC forms part of the FIDIS Board of Trustees. This entity has been HRS4R accredited since 2017 and has already passed the first evaluation in 2019. In addition, the R1s of FIDIS and IDIS carry out their doctoral theses within the framework of the USC programmes, so that both recruitment and follow-up are carried out in collaboration with the USC.</p> <p>Starting within this framework, a coordination committee with the USC will be created in relation to the HRS4R action plans with the aim of improving coordination between the two entities and seeking synergies in the development of their plans.</p>							
GAP Principle(s)	23. Research environment 24. Working conditions							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Holding semi-annual meetings				At least 1 meeting per semester is held Minutes of meetings with agreements reached			

Selection and recruitment/OTM-R

Action 4	Formalization of protocols and of selection and recruitment procedures aligned with the OTM-R.							
Description	Review of selection and recruitment procedures aligned with the OTM-R guide. Development of protocols for recruitment of R1 to R4 researchers. Publication of offers on other websites (Euraxess, Nature Careers,...) with the aim of increasing international recruitment. Improvement of the employment section of the Fidis website. Training of human resources personnel, principal researchers and members of selection committees at OTM-R. Dissemination of new protocols through the web. The development of this action will be carried out through the creation of a working group formed by FIDIS managers and directors and a representation of researchers.							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management, Human Resources Department, Technology Transfer and Innovation Department							
Indicator(s) / Target(s)	<p>OTM-R procedures updated and published in the Quality Manual</p> <p>100% of job offers are published in international websites</p> <p>S2 2021</p> <p>100% of the HR department is trained in OTM-R</p> <p>50% of Ips and selection committee members are trained in OTM-R</p> <p>S2 2022</p> <p>75% of Ips and selection committee members are trained in OTM-R</p> <p>S2 2023</p> <p>75% of Ips and selection committee members are trained in OTM-R</p> <p>Publication of protocols</p> <p>Implementation of ISO 9001</p> <p>Publication of job offers on other websites</p> <p>Number of people trained in OTM-R</p>							

Action 5	OTM-R Policy							
Description	This action, which connects with Action 4, concerns the preparation and dissemination of the FIDIS "Open-Transparent and Merit Based Recruitment" policy through the website. The document will include the following sections: definition of the categories of personnel and their fit in the R1 to R4 framework; description of the legal framework, phases and selection procedures for each category (action 4); implementation in FIDIS of other aspects related to the OTM-R policy such as reduction of bureaucratic burdens; supplying information on the process to all candidates...							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	OTM-R policy approved by the FIDIS Board of Trustees Publication of the OTM-R policy at Fidis website Increase in the number of visits to the employment section of the Fidis website				Policy approval december 2023 S2 2022, S2 2023: new protocols and procedures developed in action 4 are published on the website S2 2024: full set of documents concerning OTM-R policy published at the web site Number of visits to Job section of Fidis website raises a 25% yearly (related to 2021)			

Action 6	Issuance of certificates of teaching experience							
Description	Development, implementation and dissemination of a procedure to certify the teaching experience developed informally within the research groups. A teaching report will be elaborated including data on the teacher, the student, the content of the teaching experience and its duration.							
GAP Principle(s)	33. Teaching							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination							
Indicator(s) / Target(s)	Model of certificate available				100% of researchers can certify their teaching work			

Action 7	Welcome manual and mentor							
Description	<p>FIDIS has a welcome manual for new workers.</p> <p>This document will be revised so it will include information on research groups and research staff, services and equipment, complaint procedures and protocols on sexual harassment and other potential incidences.</p> <p>Creation of the figure of the welcome mentor: staff from the technical area or research groups who facilitate the adaptation of the new professional to the facilities and procedures of Fidis. The HR department will provide training to these mentors for the development of their role.</p>							
GAP Principle(s)	22. Recognition of the profession 23. Research environment 34. Complain/ appeals				37. Supervision and managerial duties 39. Access to research training and continuous development			
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources Department							
Indicator(s) / Target(s)	Percentage of new incorporations that receive the welcome manual by mail Percentage of groups having a welcome mentor				2021 (S2) 100% of FIDIS hired workers receive the manual 2021 (S2): 25% of the groups have a welcome mentor 2022 (S2): 50% of the groups have a welcome mentor 2023 (S2): 75% of the groups have a welcome mentor 2024 (S2): 100% of the groups have a welcome mentor			

Good practices of research/ethics/security

Action 8	Updating the guide of good research practices							
Description	<p>Revision of the Guide of Good Clinical Practices, broadening its contents to adapt it to the principles of the C&C in relation to the different aspects of the research activity. The "European Code for Research Integrity" will be taken into account.</p> <p>Dissemination of the guide to the researchers and staff and through the web.</p>							
GAP Principle(s)	<p>2. Ethical principles 3. Professional responsibility 7. Good practice in research 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 20. Seniority (Code) 31. Intellectual Property Rights 32. Co-authorship</p>							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Project Management Department							
Indicator(s) / Target(s)	<p>Publication of the Guide of Good Practice on the web Percentage of researchers receiving the guide by email</p>				<p>Guide published in 2022 100% of researchers and staff receive the guide by email</p>			

Action 9	Definition of an information protocol on risk coverage							
Description	Elaboration of a general protocol for the different areas on prevention of labour risks. The document will include ad-hoc information for each case: job identification codes, risk maps, procedures, training, etc.							
GAP Principle(s)	23. Research environment							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources Department							
Indicator(s) / Target(s)	Elaboration of the protocol				Protocol drawn up and disseminated in s2 2022			
	Incorporation of all personnel into the protocol				25% of staff in 2021, 50% in 2022, 75% in 2023, 100% in 2024			

Action 10	Elaboration of an equipment catalogue							
Description	Preparation and dissemination of an equipment catalogue including descriptions of equipment and conditions of use. The existing inventory will be the start point, updating the information and generating contents and tools to facilitate its use.							
GAP Principle(s)	23. Research environment							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Laboratory Coordination							
Indicator(s) / Target(s)	Publication of the catalogue on the web				Catalogue published in 2022			

Working conditions

Action 11	Gender equality plan							
Description	Development and dissemination of a gender equality plan							
GAP Principle(s)	10. Non discrimination 24. Working conditions 27. Gender balance							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources Department							
Indicator(s) / Target(s)	Elaboration of the Equality Plan				Equality Plan approved by the board of trustees in 2020			
	Implementation of the Equality Plan				Inclusion of the actions of the Equality Plan in the annual action plan from 2021 onwards			

Action 12	Study of work climate							
Description	Carrying out a diagnostic analysis and recommendations on the work climate in 2021 and 2023.							
	It will focus on aspects relating to the motivation and satisfaction of the FIDIS-IDIS staff with regard to the professional environment in relation to the aspects covered by the gap analysis. A survey will be used to carry out the study covering the full research staff (R1 to R4).							
	The results of the study will be taken into account for the definition and approach of the measures that will be implemented in the framework of the HRS4R plan as well as for its revision; including the carrying out of changes that imply the taking of decisions by the governing bodies (for example: questions of salary, of conditions of contract, etc.).							
GAP Principle(s)	24. Working conditions 34. Complains/ appeals 35. Participation in decision making bodies							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Percentage of participation in the survey in 2021				50% of research staff answer to the survey			
	Percentage of participation of				75% of research staff answer to			

	the survey in 2023	the survey
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Action 20	Increase of participation of researchers at decision-making bodies							
Description	<p>Board of Trustees: approval at the December 2020 assembly of the incorporation of a representative of the researchers on the board of trustees of the foundation (main decision making body of the entity). After the approval the procedure of selection of this representative will be defined and the representative will be selected. Rules including board of trustees composition will be updated and this change will be communicated to the whole organisation.</p> <p>Commissions: The institute has four Commissions -Research, Training, Quality and Primary Care-. The action involves the review of the composition of the commissions to ensure the participation of representatives of researchers of all categories (R1 to R4). Dissemination of the proceedings.</p>							
GAP Principle(s)	35. Participation in decision making bodies							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management and Chairwoman of the board of trustees							
Indicator(s) / Target(s)	Rules and proceedings related to Board of Trustees updated Proceedings related to the composition of Commissions updated				The board of trustees has a representative of the researchers by 2021 All commissions include R1 to R4 representatives by 2021			

Training and mentoring

Action 13	Revision of the Training Plan							
Description	<p>Review of the training plan to complete the aspects detected in the "gap analysis" by strengthening existing actions or incorporating new ones, at least those related to: good research practices, professional integrity and ethical aspects, OTM-R, occupational risks, technology transfer, training of host mentors, training of supervisors, etc.</p> <p>The review of the training plan will include the definition and implementation of actions to improve its dissemination to FIDIS-IDIS staff.</p> <p>An annual review will be carried out focusing on the degree of</p>							

	participation, levels of satisfaction and detection of new needs.							
GAP Principle(s)	2. Ethical principles 5. Contractual and legal obligations 7. Good practice in research 12. Recruitment 13. Recruitment (Code) 14. Selection (Code)				24. Working conditions 32. Co-authorship 33. Teaching 38. Continuing Professional Development 40. Supervision			
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management, Human Resources Department							
Indicator(s) / Target(s)	Approval of the plan by the governing bodies Annual evaluation Percentage of gap analysis actions included in the plan Percentage of people included in the distribution list Increase in the rate of participation in the plan Evolution of the degree of satisfaction				Plan approved by governing bodies in 2021 Annual evaluations and reviews of the plan approved by the governing body 100% of actions proposed by the seal monitoring body included in the plan 100% of people included in the distribution list Participation in training actions increases by 10% annually compared to 2021 Positive yearly evolution in the degree of satisfaction			

Action 14	Study on mentoring needs in research groups							
Description	Conducting a study to detect mentoring needs in research groups. Interviews and working groups will identify those aspects in which researchers need support and advice both in relation to scientific issues and also on personal and career development. The conclusions of this study will be used for the definition of the mentor figure, but also for the adjustment of other actions of this plan, such as training activities related to transversal competences.							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2021		2022		2023		2024	

	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination							
Indicator(s) / Target(s)	Definition of the profile of needs to guide the creation of the mentor figure				Requirements profile has been defined			

Action 15	Mentoring program for emerging groups							
Description	Design and implementation of a mentoring program for emerging groups. The aim is to safeguard their development so that they can achieve their objectives in terms of scientific production, attracting resources, etc. The action includes the definition of a mentoring protocol (description of the mentor's profile, functions and activities), the implementation of mentoring training actions and the implementation of mentoring actions aimed at emerging groups							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination							
Indicator(s) / Target(s)	Percentage of groups with a mentor				50% of emerging groups have a mentor in 2022, 75% in 2023 and 100% in 2024			

Action 16	Training in supervision and managerial duties							
Description	Definition and organisation of a training programme on soft skills for supervision and managerial duties which will include: - A yearly course for R3 and R4 focusing on soft skills for supervision, teambuilding and leadership. - A yearly course for R2 on project management, including IPR management and other management issues concerning exploitations of results This program will be also included at the Training plan included in action 13							
GAP Principle(s)	8. Dissemination, exploitation of results 28. Career development 31. Intellectual Property Rights							

	37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination							
Indicator(s) / Target(s)	Percentage of attendance to R3 and R4 soft skills courses				Attendance to R3 and R4 courses 50% in 2021. 60% in 2022, 80% in 2023 and 100% in 2024			
	Percentage of attendance to R2 and R1 soft skills courses				Attendance to R1 and R2 courses 70% in 2021. 80% in 2022, 90% in 2023 and 100% in 2024			
	Evolution of the degree of satisfaction				Positive yearly evolution in the rate of satisfaction with both courses			

Internal and external communication

Action 17	Communication plan							
Description	A communication plan will be designed in line with the strategic objectives for the period 2018-2021. The plan will be aimed at disseminating FIDIS' actions both to internal audiences (researchers and managers) and external audiences (hospital, scientific and clinical community, society, etc.). The plan will include different channels, actions and formats according to the target segment: events and conferences, news bulletins, social networks, web, press releases, etc.							
GAP Principle(s)	4. Professional attitude 8. Dissemination, exploitation of results 9. Public engagement 22. Recognition of the profession							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Approval of the integral communication plan by the board of trustees				Plan approved in December 2022			

Action 18	Improving the web as a strategic communication tool							
Description	Redesign of the FIDIS-IDIS websites to improve the dissemination of information regarding aspects related to human resources management, training and professional development.							
GAP Principle(s)	1. Research freedom 4. Professional attitude 5. Contractual and legal obligations 5. Contractual and legal obligations 22. Recognition of the profession 23. Research environment 29. Value of mobility 31. Intellectual Property Rights 38. Continuing Professional Development							
Timing	2021		2022		2023		2024	
Responsible Unit	S1							
Indicator(s) / Target(s)	Publication of the new sections of the website				New sections published by the end of 2021			

Action 19	Dissemination of KTT services to research staff							
Description	Development of a Knowledge and Tech Transfer service charter and its diffusion to the research staff. Periodic visits will be made to the groups to present the services or new activities of the KTT service.							
GAP Principle(s)	8. Dissemination, exploitation of results							
Timing	2021		2022		2023		2024	
Responsible Unit	S1		S2		S1		S2	
Indicator(s) / Target(s)	Publication of the service charter				Service charter published by the end of 2022			
	Percentage of groups visited				25% of groups visited annually			
	Inclusion of KTTI information at the start of new projects				100% of projects include KTT information			

Gantt Chart

ID	Action	Timing								Responsible Unit	Target(s)
		2021		2022		2023		2024			
		S1	S2	S1	S2	S1	S2	S1	S2		
Scientific Career											
1	Career Plan Definition									General Management	Plan approved by the board of trustees in December 2023 Plan coverage R1 to R4
2	Design of the Scientific Career Map									Human Resources Department	Map published in; www.fundacionidisantiago.es Map coverage from R1 to R4
3	USC Coordination Committee on HRS4R									General Management	Minutes of meetings with agreements reached At least 1 meeting per semester is held
Selection and recruitment/OTM-R											
4	Formalization of protocols and of selection and recruitment procedures aligned with the OTM-R.									General Management, Human Resources Department, Technology Transfer and Innovation Department	OTM-R procedures updated and published in the Quality Manual 100% of job offers are published in international websites S2 2021 100% of the HR department is trained in OTM-R 50% of Ips and selection committee members are trained in OTM-R S2 2022 75% of Ips and selection committee members are trained in OTM-R S2 2023 75% of Ips and selection committee members are trained in OTM-R.
5	OTM-R Policy									General Management	Policy approval december 2023 S2 2022, S2 2023: new protocols and procedures

ID	Action	Timing								Responsible Unit	Target(s)
		2021		2022		2023		2024			
		S1	S2	S1	S2	S1	S2	S1	S2		
											developed in action 4 are published on the website S2 2024: full set of documents concerning OTM-R policy published at the web site Number of visits to Job section of Fidis website raises a 25% yearly (related to 2021)
6	Issuance of certificates of teaching experience									Scientific-Technical Coordination	100% of researchers can certify their teaching work
7	Welcome manual and mentor									Human Resources Department	2021 (S2) 100% of FIDIS hired workers receive the manual 2021 (S2): 25% of the groups have a welcome mentor 2022 (S2): 50% of the groups have a welcome mentor 2023 (S2): 75% of the groups have a welcome mentor 2024 (S2): 100% of the groups have a welcome mentor
Good practices of research/ethics/security											
8	Updating the guide of good research practices									Project Management Department	Guide published in 2022 100% of researchers and staff receive the guide by email
9	Definition of an information protocol on risk coverage									Human Resources Department	Protocol drawn up and disseminated; 25% of staff in 2020, 50% in 2021, 75% in 2022, 100% in 2023
10	Elaboration of an equipment catalogue									Laboratory Coordination	Catalogue published in 2022
Working conditions											
11	Gender equality plan									Human Resources Department	Equality Plan approved by the board of trustees in 2020 Inclusion of the actions of the Equality Plan in the annual action plan from 2021 onwards

ID	Action	Timing								Responsible Unit	Target(s)
		2021		2022		2023		2024			
		S1	S2	S1	S2	S1	S2	S1	S2		
12	Study of work climate									General Management	50% of research staff answer to the survey 75% of research staff answer to the survey
20	Increase of participation of researchers at decision-making bodies									General Management and Chairwoman of the board of trustees	The board of trustees has a representative of the researchers by 2021 All commissions include R1 to R4 representatives by 2021
Training and mentoring											
13	Revision of the Training Plan									General Management, Human Resources Department	Plan approved by governing bodies in 2021 Annual evaluations and reviews of the plan approved by the governing body 100% of actions proposed by the seal monitoring body included in the plan 100% of people included in the distribution list Participation in training actions increases by 10% annually compared to 2021 Positive yearly evolution in the degree of satisfaction
14	Study on mentoring needs in research groups									Scientific-Technical Coordination	Requirements profile has been defined
15	Mentoring program for emerging groups									Scientific-Technical Coordination	50% of emerging groups have a mentor in 2022, 75% in 2023 and 100% in 2024
16	Training in supervision and managerial duties									Scientific-Technical Coordination	Attendance to R3 and R4 courses 50% in 2021. 60% in 2022, 80% in 2023 and 100% in 2024 Attendance to R1 and R2 courses 70% in 2021. 80% in 2022, 90% in 2023 and 100% in 2024 Positive yearly evolution in the rate of satisfaction with both courses
Internal and external communication											

ID	Action	Timing								Responsible Unit	Target(s)
		2021		2022		2023		2024			
		S1	S2	S1	S2	S1	S2	S1	S2		
17	Communication plan									General Management	Plan approved in December 2021
18	Improving the web as a strategic communication tool									General Management	New section published by the end of 2021
19	Dissemination of OTRI services to research staff									Technology Transfer and Innovation Department	25% of groups visited annually; 100% of projects include OTRI information
20	<i>Action 20 is in Working conditions</i>										

Use of the Open, Transparent and Merit-Based Recruitment Toolkit by FIDIS and implementation of the principles of OTM-R

As it has already been mentioned in the process description, the basis for the development of the **Gap Analysis** was the organization of four working groups associated to the four areas in which Euraxess structures the 40 principles corresponding to the Charter & Code. At the meeting of the **working group focused on the recruitment area**, a **specific session focused on the OTM-R checklist was held**.

In the dynamics of the meetings, consensus was sought on the aspects dealing with generating a shared vision. In this way, it was ensured that the conclusions of the **internal analysis were shared by the different areas of FIDIS and reflected the different sensitivities**.

The result of this phase was the **elaboration of the Gap Analysis and the completion of the OTM-R Checklist**.

A large number of **corrective actions** emerged from this work, which were classified into large areas for improvement and concentrated to facilitate their implementation and maximize their impact. Once this work was done, a **prioritization process** was developed by the **steering committee**, always with the support and coordination of the technical secretariat.

The main **outcome** of this phase was the **definition of the FIDIS human resources strategy** which is summarized in this Action Plan.

As can be seen, the methodology used ensures that the needs detected through the OTM-R Checklist are matched in the actions proposed for correction. In fact, **most of the measures included in the Action Plan have a direct or indirect impact on the implementation of the OTM-R principles**.

One of the improvement areas included in the Plan is directly related to this issue: the **Selection and Contracting Area / OTM-R**. It includes **two actions (4 and 5) aimed at coordinating and ensuring the correct implementation of the OTM-R principles in FIDIS**:

Action 4: Formalization of protocols, and selection and contracting procedures aligned with the OTM-R.

It shall consist of:

- Revision of selection and contracting procedures according to the OTM-R guide.
- Elaboration of protocols for the hiring of researchers R1 to R4.
- Dissemination of the new protocols through the web.

The development of this action will be carried out through the creation of a **working group made up of FIDIS managers and directors and a representation of researchers**.

Action 5: Policy OTM-R. This action, which connects with the previous one, consists of the elaboration and diffusion through the web of the FIDIS "Open-Transparent and Merit Based Recruitment" policy. The document shall include the following sections:

- Definition of categories of personnel and their fit in the framework R1 to R4
- Description of the legal framework
- Phases and selection procedures for each category (action 4)
- Implementation in FIDIS of other aspects related to the OTM-R policy, such as: reduction of bureaucratic burden, information on the process to all candidates...

In addition, there is a whole series of **actions included in the plan that have a direct impact on the implementation of the OTM-R principles in FIDIS:**

- **Action 1: Definition of the FIDIS Research Career Plan.** It will establish professional categories, functions and competencies of researchers. In addition, it will establish the minimum criteria for access to each of them and will be linked to the types of contracting and financing.
- **Action 2: Design of the scientific career path.** The categories will conform to the R scale and the funding mechanisms will be associated with them.
- **Action 8: Updating the Guide to Good Research Practices.** Adaptation to the principles of C&C and dissemination through the web. It will include different aspects relating to the implementation of the OTM-R.
- **Action 11: Gender equality plan.** It will address issues relating to the selection and recruitment of researchers under the principles of the OTM-R.

Complementing these **actions** is the implementation of many others that **will have a clear positive effect and reinforce the process of implementation of the OTM-R principles in FIDIS:**

- **Action 3: USC Coordination Committee on HRS4R.** The experience of the USC, patron of FIDIS, in the implementation of the OTM-R will be an important support for the development of the process in the foundation.
- **Action 7: Welcome manual and mentor.** It will support the selection and hiring process at FIDIS, including aspects that will be of great use to the potential or new members of the foundation's research community.
- **Action 12: Study of work climate.** Through this study and its annual updates, it will be possible to know the results of the implementation process and/or the perception of it and to incorporate corrective actions, where appropriate, with a view to future updates of the Plan.
- **Action 13: Review of the Training Plan.** It will include training actions for those responsible of carrying out the selection and recruitment of researchers in FIDIS in order to facilitate the implementation of the OTM-R in the organization.
- Several actions in the communication area, specifically **action 17**, the design of a **Communication Plan**, and **action 18**, consisting of the **Improvement of the web as a strategic communication tool**, will serve as tools for the implementation of the OTM-R principles in FIDIS, through the dissemination of the measures adopted and their benefits, awareness-raising actions, use of the web to deepen the opening and dissemination of the selection and contracting processes.

Plan Implementation

The planned implementation process of the Action Plan: general description

The implementation plan refers to the mechanisms laid down to ensure the **proper implementation of the Action Plan**. To this end, a series of top-level managers have been appointed, given its **strategic nature**, within the institution (the **board of trustees and general management**) and a new mechanism has been created, the **implementation committee, which will be** responsible for **monitoring** (detection of deviations and application of corrections) and **continuous improvement** (development of new actions and improvement of existing ones) with the support of the **technical secretariat**.

Given its strategic character, this design responds to the principles of:

- **Maximum participation (active and direct) of all stakeholders.**
- **Operational efficiency**, with a dimension that facilitates the agility of its operation.

The Board of Trustees

The board of trustees is the governing, representative and administrative body of the foundation, to which the management body of the foundation is hierarchically attached. Among its functions is to establish the strategic and economic planning of the Foundation and, specifically, to approve the personnel policy in terms of remuneration policy, approval of the staff, selection criteria...

Continuing with the dynamics implemented in the planning phase, the involvement of the board in the implementation of the plan will be done through the following mechanisms:

- An item on the agenda relating to the state of development of the action plan will be included in its ordinary meetings.
- The general management will regularly inform the permanent commission and the presidency of the board of trustees, depending on the needs of the process itself.

At the same time, the considerations made by the board of trustees will be transferred from the general management to the implementation committee and to the technical secretariat.

The General Management

The general management is responsible for the running and administration of the foundation and has a wide range of functions and responsibilities, including proposing and executing the strategies and policies of the foundation and, specifically, those related to personnel policy (in terms of, for example, arranging or terminating employment relationships, selecting personnel, agreeing on sanctions, remuneration system, etc.). Management should therefore have a strategic role in the HRS4R implementation and monitoring process.

Its **responsibilities**, in addition to those directly linked to its competences and functions, would be specified in:

- Presentation of results and new actions to the board of trustees. Transfer of considerations from the board of trustees to the implementation committee.
- Participation as a member of the implementation committee
- Direction and supervision of the technical secretariat
- Implementing and monitoring the actions for which it is directly responsible and supervising and monitoring those for which it is indirectly responsible.
- Coordination of the execution of the Plan, with the support of the implementation Committee and the technical secretariat.

Implementation Committee

As for the specific working group to monitor the implementation of the seal, the commission would initially be composed of:

- The general management
- The HR Manager (or a representative designated by him/her)
- A member of the works council (in principle, the transfer and innovation manager)
- A member of the scientific-technical coordination Unit
- Six researchers from all categories. To ensure a proportional share, it would initially be composed of 2 R1s, 2 R2s, 1 R3 and 1 R4.

The group would meet at least once **every six months**. Its basic function will be to **support the general management in coordinating the implementation of the HRS4R and monitoring the implementation of the Action Plan**. In this sense, the **degree of execution and the results and objectives achieved** should be measured by comparing them with those initially established. If they are not complied with, **the causes must be analyzed and corrective measures must be proposed** if necessary.

It will also develop other functions aimed at the **continuous improvement of the strategy** among which we could cite the following...

- Monitor the results of work climate surveys in order to detect aspects directly linked to HRS4R.
- To develop a reactive (collecting proposals from those responsible for implementation and other stakeholders) and proactive approach in search for ways to improve the implementation process or the actions that are being carried out, as well as new shortcomings to be addressed or actions to be carried out.
- Update the Action Plan within the deadlines established by Euraxess.

Technical Secretariat

In order to **speed up the development of the process**, the implementation committee will have the support of a technical secretariat that will be in charge of **monitoring the implementation of the Plan**. A representative of the areas responsible for the actions will participate in the technical secretariat, thus facilitating a continuous monitoring on the development of the plan as explained below.

Supervision of the implementation process: the board of trustees, the general management and the implementation committee

Given the **strategic nature** of the HRS4R for the foundation, the heads of FIDIS, the **board of trustees and the general management** will also be responsible for monitoring and executing the initiative. A new mechanism has also been created, the **implementation committee**, which will be responsible for **monitoring** (detection of deviations and application of corrections) and **continuous improvement** (development of new actions and improvement of existing ones) with the support of a **technical secretariat**.

The board of trustees, as the governing and administrative body of the foundation, will be in charge of validating the results of the implementation and the new actions to be developed. The general management, as a member of the implementation committee and ultimately responsible for the technical secretariat in charge of its monitoring and implementation, will be responsible for presenting the results of this process **at least once a year** to the board of trustees and will propose new actions to be carried out. In addition, it will **regularly inform the permanent commission and the presidency** of the board of trustees, depending on the needs of the process itself.

The **general management**, within its attributions, assumes the **leadership and executive direction of the HRS4R**. Their **responsibilities** within the implementation process are...

- Presentation of results and new actions to the board of trustees
- Participation as a member of the implementation committee
- Direction and supervision of the technical secretariat
- Implementing and monitoring the actions for which it is directly responsible and supervising and monitoring those for which it is indirectly responsible.
- Coordination of the execution of the Plan, with the support of the implementation committee and the technical secretariat.

The **implementation committee** would initially be **composed of**:

- The general management
- The HR Manager
- 1 member of the works council
- 1 member of the scientific--technical coordination Unit
- Six researchers, from all categories.

Its basic function will be to **support the general management in coordinating the implementation of the HRS4R and monitoring the implementation of the Action Plan**. In this sense, the **degree of execution and the results and objectives achieved** should be measured by comparing them with those initially established. If they are not complied with, **the causes must be analyzed and corrective measures must be proposed** if necessary.

In addition, it will develop other functions aimed at the **continuous improvement** of the strategy among which we can cite the following...

- Monitor the results of work climate surveys in order to detect aspects directly linked to HRS4R.
- To develop a reactive (collecting proposals from those responsible for implementation and other stakeholders) and proactive search for issues to improve in the implementation process or in the actions that are being carried out, as well as new shortcomings to be addressed or actions to be carried out.
- Update the Action Plan within the deadlines established by Euraxess.

In order to **speed up the development of the process**, the general management and the implementation committee could count on the support of a **technical secretariat in charge of supporting them in their functions**. One or more members of the implementation committee could participate in it to facilitate coordination and decision-making and/or external advisors.

Involvement of the research community in the implementation process

Two basic mechanisms have been designed to directly involve the research community in the process of implementing the FIDIS HRS4R:

The **implementation committee** is the body in charge of ensuring the execution of the Plan and its monitoring and updating. Its main functions are to **support the general management in coordinating the implementation of the HRS4R and to monitor the implementation of the Action Plan**. Six out of the total of its ten members will be researchers of all categories. In proportion to its weight within the foundation, it would initially be composed of two researchers R1, 2 researchers R2, 1 researcher R3 and 1 researcher R4

Within the Action Plan that includes the HRS4R itself, the development of a **work climate study** is contemplated, which will consist in carrying out a diagnostic analysis and recommendations on the work climate of its workers. It will focus on aspects relating to motivation and satisfaction of the FIDIS-IDIS staff with regard to the professional environment. A **survey** procedure will be used to carry out the study. The results of the study will be taken into account for the definition and focus of the measures to be implemented in the framework of the HRS4R plan as well as for its review.

In addition, FIDIS has created a **specific HRS4R information website** through which it is possible to provide more information or comments about it, complementing the foundation's usual mechanisms for collecting the opinion of its workers.

Alignment of HRS4R with FIDIS strategy

The Instituto de Investigación Sanitaria de Santiago de Compostela (IDIS) has been appointed by the **Instituto de Salud Carlos III** as a **research entity of excellence in the biosanitary field**. This recognition implies **having a strategy for managing human resources for research in accordance with the standards of research institutions of international reference**. The objective of its managing body, the Fundación Instituto de Investigación Sanitaria de Santiago de Compostela (FIDIS), with this process is **to obtain the "HR Excellence in Research" seal, which accredits that the institute's human resources policy complies with the guidelines established by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, adopting the HRS4R as the FIDIS human resources strategy for researchers**.

In addition, one of the points on which the **approach** proposed for the development of the initiative has been based is its **STRATEGIC** nature. As it already derives from the very objective pursued by FIDIS with the obtaining of the seal (the accreditation that it has a human resources research strategy in accordance with the standards of the research institutions of international reference), **the implementation of the HRS4R is a strategic issue for the foundation and therefore its objectives and actions will be framed within the planning of the institution in the short, medium and long term**.

To ensure this point, the **highest decision-making bodies** of the institution were informed at all times about the design process, validating its methodology and results in order to **ensure its consistency with the overall strategy of the foundation and its long-term viability, and they will all be directly involved in the implementation process**.

The board of trustees is the governing, representative and administrative body of the foundation, to which the management body of the foundation is hierarchically attached. Its functions include **establishing the foundation's strategic and economic planning** and, in particular, approving personnel policy. These and many other **responsibilities linked to the execution of the HRS4R Action Plan**, in addition to the **strategic and participative nature** that the implementation of the HRS4R has had from the outset from FIDIS, means that the board of trustees has also been **directly involved in the implementation of the Plan**.

The general management is responsible for the management and administration of the foundation and has extensive functions and responsibilities, including **proposing and implementing the foundation's strategies and policies** and, specifically, those related to personnel policy. The general management has assumed the **leadership and executive direction of the HRS4R** throughout the entire process, from the design to its implementation and monitoring.

How the implementation of the proposed actions is ensured

(refers to the answer given for the monitoring process)

In order to ensure that this process is carried out correctly, a series of high level managers have been appointed within the institution (the **board of trustees and the general management**), given its **strategic nature**, and a new mechanism has been created: the **implementation committee**, which will be responsible for **monitoring** it (detection of deviations and application of corrections) and for **continuous improvement** (development of new actions and improvement of existing ones) with the support of a **technical secretariat**.

The board of trustees, as the governing and administrative body of the foundation, will be in charge of validating the results of the implementation and the new actions to be developed. The general management, as a member of the implementation committee and ultimately responsible for the technical secretariat in charge of its monitoring and implementation, will be responsible for presenting the results of this process **at least once a year** to the board of trustees and will propose new actions to be carried out. In addition, it will **regularly inform the permanent commission and the presidency of the board of trustees**, depending on the needs of the process itself.

The **general management**, within its attributions, assumes the **leadership and executive direction of the HRS4R**. Its **responsibilities** within the implementation process are...

- Presentation of results and new actions to the board of trustees
- Participation as a member of the implementation committee
- Direction and supervision of the technical secretariat
- Implementing and monitoring the actions for which it is directly responsible and supervising and monitoring those for which it is indirectly responsible.
- Coordination of the execution of the Plan, with the support of the implementation committee and the technical secretariat.

The **implementation committee** would initially be **composed of**:

- The general management
- The HR manager
- 1 member of the works council
- 1 member of the scientific-technical coordination Unit
- 6 researchers, from all categories. To ensure a proportional share, it would initially be composed of 2 R1s, 2 R2s, 1 R3 and 1 R4.

Its basic function will be to **support the general management in coordinating the implementation of the HRS4R and monitoring the implementation of the Action Plan**. In this sense, the **degree of execution and the results and objectives achieved** should be measured by comparing them with those initially established. If they are not complied with, **the causes must be analyzed and corrective measures must be proposed** if necessary.

In addition, it will develop other functions aimed at the **continuous improvement** of the strategy among which they would be framed:

- Monitor the results of work climate surveys in order to detect aspects directly linked to HRS4R.
- To develop a reactive (collecting proposals from those responsible for implementation and other stakeholders) and proactive search for issues to improve in the implementation process or in the actions that are being carried out, as well as new shortcomings to be addressed or actions to be carried out.
- Update the Action Plan within the deadlines established by Euraxess.

In order to **speed up the development of the process**, the general management and the implementation committee could count on the support of a **technical secretariat** in charge of supporting them in their functions. One or more members of the implementation committee could participate in it to facilitate coordination and decision-making and/or external advisors.

Follow-up of the implementation process

The **general management**, within its attributions, assumes the **leadership and executive direction of the whole process of implementation of the HRS4R**.

The **board of trustees**, as the highest governing and administrative body of the foundation, will be in charge of validating the results of the implementation and the new actions to be developed. The general management, as a member of the implementation committee and ultimately responsible for the technical secretariat in charge of its monitoring and implementation, will be responsible for presenting the results of this process **at least once a year** to the board of trustees and will propose new actions to be carried out. In addition, it will **regularly inform the permanent commission and the presidency** of the board of trustees, depending on the needs of the process itself.

As for the specific working group to monitor the implementation of the seal, the implementation committee will meet at least once every six months.

In order to **speed up the development of the process**, the general management and the implementation committee could count on the support of a **technical secretariat** in charge of supporting them in their functions. One or more members of the implementation committee could participate in it to facilitate coordination and decision-making and/or external advisors.

The **technical secretariat**, as a support mechanism for the general management and the implementation committee with the objective of **speeding up the development of the process**, will act and meet when it is deemed convenient or necessary depending on the needs of the organizations it supports.

In addition to implementing the mechanisms described above, **an action plan information system will be developed** to monitor the progress of the actions. This is a database in which the action cards are loaded and a field relating to their current status is included.

Given that representatives of the departments responsible for the different actions participate in the technical secretariat, this tool will be periodically updated in the follow-up meetings themselves. This will provide updated information on the degree of development and scope of results, and adjustments may be incorporated when deviations are observed.

Monitoring the results of the implementation process

At the operational level on a day-to-day basis, the monitoring of the plan and indicators will be continuously reviewed through the meetings of the technical secretariat. The secretariat will report to the implementation committee.

One of the tasks of the implementation committee is to **monitor the implementation of the Action Plan**. In this sense, it must control the **degree of execution and the results and objectives achieved**, comparing them with those initially established. If they are not complied with, **the causes must be analyzed and corrective measures must be proposed**, if necessary.

The **persons in charge of** the Plan assigned to each of the actions will also be responsible for communicating to the implementation committee the results achieved during the execution of the measures designed and also inform them once the measures are completed.

The implementation committee will also be responsible for updating the Action Plan within the deadlines established by Euraxess, including the results and objectives achieved and their comparison with those initially established, as well as the corrective measures proposed, if any.