



FUNDACIÓN GALEGA
DE INVESTIGACIÓN
SANITARIA IDIS



HR EXCELLENCE IN RESEARCH

ACTION PLAN 2027-2030

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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.

The main change in the Foundation's organisational profile during the assessment period was its transition to a public-sector entity in 2024, following its integration into the Regional Ministry of Health (Consellería de Sanidade) of the Xunta de Galicia. This change has led to a significant transformation in human resources management, particularly regarding staff recruitment, hiring, and personnel management.

Key Figures

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	111
Of whom are international (i.e. foreign nationality) *	6
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	85
Of whom are women *	76
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	25
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	33
Of whom are stage R1 = in most organisations corresponding with doctoral level *	53
Total number of students (if relevant) *	
Total number of staff (including management, administrative, teaching and research staff) *	378

RESEARCH FUNDING (figures for most recent fiscal year)	65.156.099,75 €
Total annual organisational budget	33.199.301,36 €
Annual organisational direct government funding (designated for research)	- €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13.841.037,79 €
Annual funding from private, non-government sources, designated for research	18.115.760,60 €

Strengths and weaknesses of the current practice: situation 2026

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.

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 talent**, 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 HR Excellence in Research award. In addition, Spain has a relevant legal basis in science, so in **2020 FIDIS was considered to comply with most of the principles**.

During the first phase—up to the Interim Assessment—the Plan focused on laying the foundations for FIDIS to become an excellent organisation in research human resources management. For this reason, **priority was given to actions related to the Career Development Plan, the review of OTM-R procedures, the Training Plan and the Equality Plan. In the second phase of implementation between 2023 and 2026, the emphasis shifted towards activities aimed at strengthening FIDIS's capacities and visibility as an attractive organisation for the development of a scientific career**. This included actions related to the development of various protocols and procedures included in the Equality Plan, as well as knowledge transfer activities, among others. Activities related to professional development were also launched and will be further reinforced in the new Action Plan, such as initiatives concerning onboarding processes, talent attraction, professional mentoring, training, and generational renewal. Regarding engagement with society, during this period FIDIS also obtained FECYT accreditation as a Scientific Culture and Innovation Unit (UCC+I), strengthening the organisation's positioning and its capacity to develop Science for Society activities, which will be further enhanced in the next implementation period.

The following section summarises the main conclusions of the Gap Analysis and describes the situation in 2026 in relation to the Charter and Code principles.

Ethical and professional aspects

As shown in the gap analysis most of the actions to cover gaps concerning Ethical and professional aspects were already accomplished during the first part of the planning period. We highlight the principles where progress has been made since the interim assessment or where actions of important impact have been planned. Detailed information is included in the updated version of the Gap Analysis that includes progression 2020, 2023 and 2026 for the 40 principles.

STRENGTHS

Two actions to remark from the past period with an impact in ethical and professional aspects:

The updating of the Guide of Good Practices in Research, which is mandatory for all IDIS staff and those of the foundation, and which sets out the legal obligations and ethical principles governing research activities, including relations between members of research teams, scientific output and the protection of intellectual property. The manual also sets out responsibilities regarding data protection — with particular attention to individuals' clinical data — and the procedures to be followed in cases of conflict of interest or the detection of professional misconduct. However, during the focus groups held as part of the review and preparation of the new plan, participants highlighted the need to make further progress in defining and providing access to information on procedures related to ethics committees in relation with animal experimentation and clinic research; therefore, this issue continues to be identified as a weakness.

The implementation of The Equality Plan designed not only to ensure fair working conditions for all team members, to put in place specific measures to support work-life balance, and to prevent and respond to cases of harassment, but also to apply a gender perspective to all areas, policies and decisions within the organisation. During the next period the Equality Plan will be reviewed will address issues related to maternity, pregnancy, and non-discriminatory work-life balance measures. It also will prioritize actions aimed at addressing this imbalance and promoting greater representation of women in leadership roles; therefore, this issue continues to be identified as a weakness.

In 2020, the main gaps in the field of ethical and professional aspects were related to the following aspects: **Public engagement** and **Non-Discrimination**. Both fields had been strengthened:

- **Public Engagement**, significant progress has been made since the Science for Society action (a.25) was included in the plan in 2023 and also due to the obtention of FECYT recognition as a Scientific Culture and Innovation Unit. Nevertheless, this remains an area that should be further strengthened
- **Non discrimination**: the Gender Equality Plan (a.11) has been implemented, as well as actions concerning: Co-responsible exercise of personal, family and working life (a.21), Sexual harassment protocol (a.22), Specific communication channel for the resolution of equality issues (a.23) and Risk assessment of pregnant workers (a.24).

WEAKNESSES

- **Ethical aspects:** as mentioned before, the Guide of Good Practices in Research (a.8) has been updated and includes ethical issues but however clear procedures, structured information and training are still needed.

Recruitment and selection / OTM-R

As mentioned in the section Organizational Profile, one main change in this period has been **the integration of FIDIS into the regional public sector and its attachment to the Regional Ministry of Health (Consellería de Sanidade) in 2024.**

STRENGTHS

- **Recruitment, Selection, Transparency, and Judging merit:** The change of status of FIDIS required the **adaptation of recruitment, hiring and personnel management procedures to a more demanding regulatory framework, aligned with the public-sector principles of publicity, transparency, equality, merit and capability.** In addition, it became necessary to strengthen the mechanisms for monitoring, planning and overseeing HR processes, as well as to adapt documentation, internal policies and approval workflows to meet the new administrative requirements. This evolution has contributed to the professionalisation of the HR function, enhanced the legal robustness of HR processes, and consolidated a management model that is more transparent, consistent and aligned with the standards of public research organisations.

When we initiated the HRS4R process, HR management was carried out by a single staff member, and FIDIS did not have formalised tools such as a specific OTM-R policy, common regulations governing recruitment calls, or standardised selection procedures. Over the years, these instruments have been developed and implemented, enabling progress towards a recruitment model that is more transparent, consistent and aligned with OTM-R principles. These changes are reflected in the [OTM-R Policy document](#), which outlines the principles, procedures and measures implemented by FIDIS. This policy guarantees open, transparent and merit-based selection processes, but also establishes mechanisms to ensure that, in cases of equal merit, preference is given to the recruitment of individuals from under-represented groups, with the aim of promoting equity.

Within this framework, the [employment section of the website](#) has also been redesigned and expanded to provide more detailed information on vacancies, eligibility requirements, evaluation criteria and recruitment outcomes, thereby improving transparency and accessibility for candidates.

At the same time, the HR department has been strengthened, growing from a single staff member at the time the HR Excellence in Research Award was obtained to four professionals today, with plans to expand further to seven staff members by 2030. This reinforcement has been accompanied by a strong commitment to specialised training, including advanced training in human resources management and leadership, as well as

the planning of specific training activities aimed at addressing the new regulatory requirements arising from FIDIS's integration into the public sector.

We believe that this evolution reflects not only the improvements implemented during the assessment period, but also FIDIS's commitment to the continuous improvement of recruitment and selection processes, the consolidation of OTM-R principles, and the strengthening of its capacity to attract, retain and manage talent.

WEAKNESSES

- Despite the progress made, there are still some aspects that need improvement, such as **providing information about these procedures in English**. At present, vacancies are published in English only on the EURAXESS portal.
- Another area for improvement is the inclusion of information on where applicants can seek clarification about the recruitment process or submit complaints regarding the procedure. Currently, the only available channel is to contact FIDIS by email; however, this information is not provided in this section of the job advertisement.

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.

STRENGTHS

- In this context, in 2020, the main gap identified in the area of Working Conditions was the absence of a Career Plan. This issue was considered a priority and was addressed during the first phase of the planning period, culminating in **the approval of the first Collective Labour Agreement in 2021 which in chapter II includes the career plan**. Subsequently, **the approval of the Equality Plan in 2022 represented another significant step forward in this area**.

WEAKNESSES

The following areas are highlighted as requiring further reinforcement in the next period, despite the progress already made.

- **Career development and Access to Career Advice.** The action 15 Mentoring Programme for Emerging Groups was launched in 2023, providing career development support and guidance. It is an initial action that has enabled some progress in this area and will be further strengthened in the new Action Plan, together with other actions.
- **Complaint and appeals.** A specific channel for complaints related to gender issues has been established (Action 23. Equality mailbox) and there is a Sexual harassment protocol (A.22). The Welcome Guide (A.7) includes contact details for the different departments to

address a variety of matters. Nevertheless, there is still no specific mechanism in place for submitting complaints.

Training and development

The key action in the field of Training and Development was the approval of the Training Plan in 2022. It outlines the objectives, structure, target groups, and activities designed to support the professional development of research staff at all career stages. The plan addresses identified training needs, promotes excellence in research and innovation, and ensures alignment with the principles of the C&C contributing to the continuous improvement of human resources **management within the institution.**

STRENGTHS

- **Supervision and managerial duties:** a significant change in the past period was the implementation of Action 26 Generational succession plan. This action involved a study to identify research groups led by Principal Investigators approaching retirement and support to appoint a co-leader as a mechanism to support succession planning and promote generational renewal within the research teams.

WEAKNESSES

Although progress has been made concerning the following principles, these are areas will be further strengthened through the new Action Plan.

- **Continuing professional and Access to research training and continuous development:** the Training Plan and the information on training activities have been improved, and the number of training activities has also increased. Nevertheless, there is still room for improvement, and new actions will be included in the plan to address these principles.

Implementation of the Action Plan 2020-2026

In 2021 the Fundación Instituto de Investigación Sanitaria de Santiago de Compostela (today Fundación Pública Galega de Investigación Sanitaria de Santiago) started the implementation of the HRS4R Action Plan 2021-2024; subsequently, in 2023 the foundation passed the interim assessment with the maximum rating: "HRS4R embedded". The following table shows the status of implementation of the first plan in June 2026.

Cód	Title Status	Remarks and Indicators
1	Career Plan Definition Completed	Plan approved by the board of trustees in December 2023. Plan coverage R1 to R4 and Research Management Staff (RMS) See Working Conditions and Practices for introduction and download the document Collective Labor Agreement
2	Design of the Scientific Career Map Completed	Map published on website. See Research Careers and Development for introduction and download the document. Researcher Career Path Map coverage from R1 to R4
3	USC Coordination Committee on HRS4R Completed	
4	Formalization of protocols and of selection and recruitment procedures aligned with the OTM-R Completed	The integration of FIDIS into the regional public sector and its attachment to the Regional Ministry of Health (Consellería de Sanidade) in 2024 brought about a significant transformation in human resources management. This change required the adaptation of recruitment, hiring and personnel management procedures to a more demanding regulatory framework, aligned with the public-sector principles of publicity, transparency, equality, merit and capability. In addition, it became necessary to strengthen the mechanisms for monitoring, planning and overseeing HR processes, as well as to adapt documentation, internal policies and approval workflows to meet the new administrative requirements. See new Job Opportunities section at FIDIS website. Indicators: 100% of the vacancies are published on this website. Publication of job offers on other websites: 100% of job offers for Horizon and international projects are published in Euraxess
5	OTM-R Policy Completed	OTM-R policy approved by the FIDIS Board of Trustees of December 2025 Publication of the OTM-R policy at Fidis website: see Assessment and Recruitment for introduction and download the OTM-R Policy

Cód	Title Status	Remarks and Indicators
		Indicators: Increase in the number of visits to the employment section of the Fidis website: 2021: 15.300 visits 2025: 45.795 visits Increase rate: 199,3%
6	Issuance of certificates of teaching experience Completed	Model of certificate available: 100% of researchers can certify their teaching work
7	Welcome manual and mentor Completed	Welcome Manual See Assessment and Recruitment for introduction https://www.idisantiago.es/en/assessment-and-recruitment/ and download the Welcome Manual https://www.idisantiago.es/wp-content/uploads/2026/07/FIDIS.ManualDeBienvenida.pdf Indicators: Percentage of new incorporations that receive the welcome manual by mail: 100% Welcome Mentoring Indicators: Percentage of groups having a welcome mentor: 100% (2021-2024) Number of welcome mentors: 2 (since 2025) Percentage of new incorporations receiving welcome mentoring: 100%
8	Updating the guide of good research practices Completed	Guide published in 2026: see Ethics, Integrity, Gender and Open Science for introduction and download the Quality and Good Research Practice Manual Indicators: 100% of researchers and staff received the guide by email
9	Definition of an information protocol on risk coverage Completed	See Working Conditions and Practices for introduction and download the document Workplace Risk Assessment Indicators: Incorporation of all personnel into the protocol: 100% of staff covered by the protocol
10	Elaboration of an	Publication of the catalogue on the web:

Cód	Title Status	Remarks and Indicators
	equipment catalogue Completed	See Working Conditions and Practices for introduction and download the document Equipment Catalogue
11	Gender equality plan Completed	Equality Plan approved by the board of trustees in 2022 Publication of the plan: see Ethics, Integrity, Gender and Open Science for introduction and download the document Equality Plan Inclusion of the actions of the Equality Plan in the annual action plan from 2021 onwards: see actions 21, 22 and 23
12	Study of work climate Completed	Initially, a single work climate survey was considered but, due to operational issues, it has been replaced by a new plan for measuring staff satisfaction that has been included as Action 28 of this plan
13	Revision of the Training Plan Completed	The training plan was reviewed and a new version was published in 2022. It outlines the objectives, structure, target groups, and activities designed to support the professional development of research staff at all career stages. The plan addresses identified training needs, promotes excellence in research and innovation, and ensures alignment with the principles of the European Charter for Researchers and the Code of Conduct for their Recruitment, contributing to the continuous improvement of human resources management within the institution. See Research Careers and Development for introduction and download the document Training Plan The catalogue of training activities is also available at Training events
14	Study on mentoring needs in research groups Completed	This action was not carried out, as it was replaced by the mentoring programme for emerging groups described in Action 15.
15	Mentoring program for emerging groups Completed	This action has been reviewed and redefined within the framework of the strategic 2023-2027 Strategic Plan. It now includes the following activities: 1 Review the actions set out in the Plan for the Protection of Emerging Groups, identifying those that work well and those that need to be reformulated/modified/suppressed. 2. Set up another series of activities to promote and support emerging groups: co-financing of human resources contracts, specific intra-mural human resources contracts, specific intramural grants (and inclusion of correction factors in the general calls for proposals for the entire Institute), participation in IDIS bodies and working

Cód	Title Status	Remarks and Indicators
		groups, etc. 3. Work with each emerging group to understand their specific needs and plan a development programme with each of them. 4. Assess the satisfaction of the emerging groups and review the Mentoring Plan to incorporate any improvements that are considered appropriate. Current number of IDIS research groups: 120 Current number of emerging research groups: 54 (45%) Number of emerging groups incorporated over the last five years: 23 (42% of the emerging groups) Number of groups that have progressed to consolidated status in recent years: 9 (17% of the emerging groups)
16	Training in supervision and managerial duties Completed	This action was replaced by training actions covering managerial duties as well as other key topics related to knowledge and technology transfer, industrial and intellectual property, entrepreneurship and innovation, regulatory requirements, and collaboration with companies. Indicators: Number of training actions: 15 2021: 1 2022: 1 2023: 3 2024: 6 2025: 4 Number of researchers (R1-R4) participating in the training sessions: 2021: 48 2022: 30 2023: 170 2024: 200 2025: 97 See Research Careers and Development for introduction and download the document Support Plan for Emerging Groups
17	Communication plan Completed	Plan approved September 2024: see Ethics, Integrity, Gender and Open Science for introduction and download the document Communication Plan
18	Improving the web as a strategic communication tool Completed	The web has been totally renewed. The FIDIS website includes now a section about the HRExcellence award where information about all actions is included.

Cód	Title Status	Remarks and Indicators
19	Dissemination of KTT services to research staff In Progress	KTT Service charter has been published and a Knowledge Transfer Procedure has been published as well. See Working Conditions and Practices for introduction and download the document Knowledge Transfer Procedure Indicators: Visits to new groups to present the KTT services: 100% of newly established groups are visited to present the services. 2023: 5 2024:4 2025: 2 Information about internal policy and good practices in exploitation of research conditions in R&D projects kick-off meetings with researchers (R2-R4): 100% of advised projects receive the KT procedure
20	Increase of participation of researchers at decision-making bodies Completed	Rules and proceedings related to Board of Trustees updated. Composition of commissions reviewed to include more researchers Comisión de formación: https://www.idisantiago.es/comision-de-formacion/ Comisión de innovación y transferencia: https://www.idisantiago.es/comision-de-innovacion-y-transferencia/ Comisión de calidad: https://www.idisantiago.es/comision-de-calidad/
21	Co-responsible exercise of personal, family and working life Completed	Web publication of new measures: https://www.idisantiago.es/wp-content/uploads/2022/11/FIDIS.Permisos-e-Excedencias.pdf Indicators: 100% of staff informed by mail
22	Sexual harassment protocol Completed	Protocol publication: See Ethics, Integrity, Gender and Open Science for introduction and download the document Sexual harassment protocol Indicators: Number of cases detected yearly: 1 Number of of complaints filed yearly: 1

Cód	Title Status	Remarks and Indicators
		Nb of corrective measures yearly: 1 Nb of reports by the steering committee: 1
23	Equality mailbox Completed	Indicator: 100% of queries answered
24	Risk assessment of pregnant Completed	Publication of new procedure: see See Working Conditions and Practices for introduction and download the document Pregnant workers procedure Indicators: 100% of pregnant women received the document. 100% of pregnant women received individual advice.
25	Science for society Completed	Since 2025 the Unit of Culture and Communication of IDIS is accredited by FECYT, and this department is in charge of the Science for Society activities https://www.idisantiago.es/en/divulgacion-ucci/ Indicators: Number of activities by type in the period 2021-2025: Number of school visits: 28 Number of fair participations: 5 Number of citizen engagement activities: 22 Number of outreach training activities: 11
26	Generational succession plan Completed	The action began with a study to identify groups led by PIs approaching retirement. The action consisted of creating the role of co-leader across all groups. All groups were informed of the possibility of establishing this role in order to promote generational succession. Indicator: Percentage of groups with a Co-Principal Investigator: 10% of participating groups.
27	Plan to promote the selection and attraction of talent Completed	The action consists of identifying and attracting potential candidates for research human resources funding calls (e.g., Miguel Servet, MSCA, etc.) and providing support in the preparation of project proposals.

Cód	Title Status	Remarks and Indicators
		Indicator: Number of projects awarded for R1: 2021 - 21 2022 - 21 2023 - 19 2024 - 26 2025 - 18 Number of projects awarded for R2: 2021 - 17 2022 - 9 2023 - 14 2024 - 14 2025 - 18
28	Plan for measuring the staff satisfaction Completed	Every three years a survey about satisfaction with the services provided by FIDIS is carried out. The survey specifically assesses the level of satisfaction with the different departments: Human Resources, Financial Management, Laboratory Management, Research Projects Management, Research Methodology, Scientific and Technical Coordination, Clinical Studies and Knowledge Transfer and Innovation. It includes questions regarding the level of awareness of services, the treatment and support provided, incident management, accessibility, staff competencies, and other related aspects. Response rate received from surveys. Indicators: Average score 2022: 8,27 Average score 1015: 8,33
29	Improving the English version of the HRS4R section Completed	Although FIDIS is still operating under the previous Charter & Code accreditation framework, its website has been redesigned to align its structure with the principles of the 2023 European Charter for Researchers. The website has been reorganised around the four pillars established in the 2023 Charter: Ethics, Integrity, Gender and Open Science; Assessment, Recruitment and Progression of Researchers; Working Conditions and Practices; Research Careers and Talent Development. This new structure facilitates alignment with the updated European framework and improves accessibility to information related to researchers' rights, responsibilities and career development opportunities.

Cód	Title Status	Remarks and Indicators
		The new HR Excellence website is in the following link

Action Plan 2027-2030

This document presents the FIDIS HR Excellence in Research Action Plan for the period 2027–2030. The plan is structured around strategic priorities, each of which includes a set of actions designed to address specific objectives related to the implementation of the European Charter for Researchers:

- Priority 1: Alignment with other institutional strategies
- Priority 2: Ethics, Integrity, Gender Equality and Open Science
- Priority 3: Researchers' Assessment, Recruitment and Progression
- Priority 4: Working Conditions and Practices
- Priority 5: Research Careers and Talent Development

For each action, the document provides a standardised description including the action title, its rationale and main activities, the related GAP principle(s), the planned timing for implementation, the responsible unit, and the indicators and targets that will be used to monitor progress and assess achievement.

Priority 1: Alignment with other institutional strategies

Action 30 ¹	Strategic Plan
Description	Preparation and approval of a new 2028-2032 Strategic Plan aimed at defining the Foundation's priorities, objectives and lines of action for the coming years. The plan will incorporate the principles of the European Charter for Researchers ensuring that they are embedded in the institution's strategic framework. The Strategic Plan will also contribute to aligning the Foundation's policies and governance with the objectives of the HR Excellence in Research Award.

¹ The first action is numbered 30 because the plan builds on the actions included in the previous Action Plan, all of which have been completed, as explained in the implementation section.

GAP Principle(s)	All principles							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Strategic plan approved				R1 to R4, Research Management Staff (RMS) Strategic plan approved Website publication of the strategic plan			

Action 31	Review and update of the Communication plan							
Description	FIDIS will undertake a comprehensive review and update of its Communication Plan in 2028 to ensure its alignment with the new Strategic Plan. It will strengthen internal and external communication mechanisms, promote transparency and stakeholder engagement, and enhance the visibility of the Institute's scientific, innovation and talent-development activities. The updated plan will also assess the effectiveness of existing communication channels and define new actions and indicators to improve outreach, engagement and impact among researchers, staff, patients, citizens and external stakeholders.							
GAP Principle(s)	4. Professional attitude 8. Dissemination, exploitation of results				9. Public engagement 22. Recognition of the profession			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Approval of the integral communication plan				R1 to R4, RMS Plan approved in 2028 (S2) Website publication of the Communication Plan			

Priority 2: Ethics, Integrity, Gender Equality and Open Science.

Action 32	Animal Experimentation Ethics Committee and Authorised Body (CEEA/AWB): Guidance and Procedures							
Description	FIDIS will develop and implement a comprehensive set of guidance documents and standard operating procedures for the Animal Experimentation Ethics Committee and Authorised Body (CEEA/AWB). These resources will provide clear information on ethical requirements, legal obligations, project evaluation processes, animal welfare standards, and researchers' responsibilities when conducting animal-based research. The action aims to ensure compliance with national and European regulations, promote the principles of the 3Rs (Replacement, Reduction and Refinement), strengthen ethical oversight, and support researchers in the preparation, submission and monitoring of animal experimentation protocols. Key aspects to be considered in the protocol definition include improving committee decision-making timelines and enhancing the communication of committee reports to make them clearer and more easily understandable.							
GAP Principle(s)	2. Ethical principles							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Animal Experimentation Ethics Committee							
Indicator(s) / Target(s)	Guidance and procedures approval by the Animal Experimentation Ethics Committee and Authorised Body				R1 to R4 Guidance and procedures approved in 2027 (S2) Website publication of the guidance and procedures			

Action 33	Ethical issues in clinical research: Guidance and Procedures							
Description	Building upon the previous action FIDIS will develop and implement a centralized framework of guidance documents, procedures and informational resources that brings together and organizes, in a clear, accessible and user-friendly manner, all relevant information related to the use of human biological samples and patient-derived cell lines in clinical and translational research. This initiative will provide investigators with streamlined access to the applicable ethical, regulatory and operational requirements, including informed consent, data protection, sample traceability and researcher responsibilities. By improving							

	the visibility and accessibility of existing information, the action will facilitate regulatory compliance, strengthen ethical oversight, and promote a more efficient and harmonized management of research projects involving human biological materials. Key aspects to be considered in the protocol definition include improving committee decision-making timelines and enhancing the communication of committee reports to make them clearer and more easily understandable.							
GAP Principle(s)	2. Ethical principles							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Coordination							
Indicator(s) / Target(s)	Guidance and procedures approval				R1 to R4 Guidance and procedures approved in 2028 (S2) Website publication of the guidance and procedures			

Action 34	Equality Plan							
Description	FIDIS will review and update its Equality Plan for the period 2027–2031, building on the results and lessons learned from the previous plan. It will define actions covering key areas such as recruitment and selection, professional classification, training, career development, work-life balance and co-responsibility, working conditions, gender representation in leadership and decision-making positions, pay equality, and the prevention of harassment and discrimination. The plan will promote the integration of the gender perspective across all organisational policies and processes, contributing to an inclusive, fair and equitable working environment. As highlighted during the consultations with the research community, the new plan will address issues related to maternity, pregnancy, and non-discriminatory work-life balance measures. Furthermore, although there is gender parity in the composition of research and research management staff, leadership positions continue to be predominantly held by men. Therefore, the plan should prioritize actions aimed at addressing this imbalance and promoting greater representation of women in leadership roles.							
GAP Principle(s)	10. Non discrimination 24. Working conditions				27. Gender balance			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources Department							

Indicator(s) / Target(s)	Approval of the Gender Equality Plan	R1 to R4, RMS Equality Plan approved: S22027 Website publication of the Gender Equality Plan
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Action 35	Support to Open Access Publishing							
Description	FIDIS supports Open Access publishing by providing financial support for the publication of research results in Open Access journals and, whenever possible, facilitating funding through both Green and Gold Open Access routes. As highlighted during the consultations with the research community, the new plan will address issues related to maternity, pregnancy, and non-discriminatory work-life balance measures. Furthermore, although there is gender parity in the composition of research and research management staff, leadership positions continue to be predominantly held by men. Therefore, the plan should prioritize actions aimed at addressing this imbalance and promoting greater representation of women in leadership roles.							
GAP Principle(s)	7. Good practice in research				8. Dissemination, exploitation of results			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Coordination							
Indicator(s) / Target(s)	Number of grants for publications in open access funded yearly				R2 to R4 At least 12 grants for publications in open access yearly			

Priority 3: Researchers' Assessment, Recruitment and Progression

Action 36		Strengthening Human Resources Capacity and Expertise							
Description		During the past period, the Human Resources Department has been significantly strengthened, growing from a single staff member at the time the HR Excellence in Research Award was obtained to four professionals currently, with further expansion planned to reach a team of five by 2027. This strengthening process has been accompanied by a strong commitment to the professional development of the HR team, including advanced training in human resources management and leadership, as well as the planning of specialized training activities aimed at addressing the new regulatory requirements arising from FIDIS's integration into the public sector. We believe that this evolution reflects not only the improvements implemented during the reporting period, but also FIDIS's commitment to the continuous improvement of recruitment and selection processes, the consolidation of OTM-R principles, and the strengthening of its capacity to attract, develop, and manage talent effectively. In addition to increasing the size of the department to cope with the workload, it would be necessary to undertake a functional reorganization so that dedicated staff are assigned exclusively to the management of funding calls.							
GAP Principle(s)		12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 21. Postdoctoral appointments (Code)				22. Recognition of the profession 23. Research environment 24. Working conditions 26. Funding and salaries			
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit		General Management and Human Resources							
Indicator(s) / Target(s)		Number of HR staff members Number of specialized HR training activities completed annually by the staff of the unit				RMS Number of HR staff members by 2027: 7 Number of specialized HR training activities completed annually by the staff of the unit: 2027: 5 2030: 7			

Action 37	Career Plan Review							
Description	The first action included in the previous Action Plan was the development of a Career Plan, which was successfully approved in December 2021. Following the Foundation's transition to the status of a public-sector entity, it has become necessary to review and update the Plan to ensure its alignment with the new institutional and regulatory framework. The Career Plan is therefore currently under revision, with implementation of the updated version envisaged for 2027. The revised Plan is expected to include the reclassification of staff categories, adjustments to the remuneration framework, and the introduction of updated career progression pathways that are consistent with the organization's evolving structure and needs.							
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	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Approval of the plan				R1 to R4, RMS Approval of the plan by s1 2027 Web publication of the Career Plan			

Action 38		Review and Update of the OTM-R Policy and recruitment procedures							
Description		The OTM-R Policy developed under the previous Action Plan has already been adapted to the Foundation's new status as a public-sector entity, and the corresponding recruitment and selection procedures have also been aligned with this new framework. Nevertheless, both the OTM-R Policy and the associated recruitment and selection procedures will be reviewed once the revised Career Plan has been approved. This review will ensure full consistency between career development, recruitment, selection, and progression practices, while maintaining alignment with the Foundation's organizational structure, regulatory requirements, and the principles of open, transparent, and merit-based recruitment. The transition to public entity status—which requires recruitment processes to be carried out in accordance with the labour regulations applicable to public-sector entities—has had an impact on OTM-R processes. On the one hand, it has increased transparency; on the other hand, it has led to greater administrative burden and introduced barriers to the recruitment of international candidates, mainly due to the regulations governing the recognition of qualifications required for employment in public entities within the Spanish public sector. Both issues are currently being addressed in collaboration with the Regional Ministry of Health (Consellería de Sanidade), to which the Foundation belongs and which is responsible for providing the corresponding solutions.							
GAP Principle(s)		12. Recruitment 13. Recruitment (Code) 14. Selection (Code)				15. Transparency (Code) 16. Judging merit (Code)			
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit		General Management, Human Resources Department							
Indicator(s) / Target(s)		New OTM-R policy approved Publication of the OTM-R policy and procedures at Fidis website				R1 to R4, RMS Policy and procedures updated by the end of 2030 Web publication of the Career Plan			

Action 39	Update of the Plan to Promote the Selection and Attraction of Talent							
Description	Building on the activities carried out during the previous period, this action will focus on the identification of potential candidates for incorporation into FIDIS through competitive research talent programmes and human resources calls (MSCA, Miguel Servet, etc.), as well as on providing support for the preparation of applications and proposals to facilitate their successful recruitment and integration into the institution. Areas for improvement under this action include allocating dedicated budget resources for the co-funding of HR grants and fellowships, such as the Juan de la Cierva programme. FIDIS's status as a public entity entails budgetary planning requirements that make advance allocation of co-funding resources necessary. In addition, the communication plan will place greater emphasis on talent attraction initiatives, including the promotion of funding and recruitment opportunities, success stories, and other activities aimed at increasing the institution's visibility and attractiveness to prospective researchers.							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code)							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management and Scientific Direction							
Indicator(s) / Target(s)	Number of projects awarded				Number of projects awarded for R1 yearly: over 18 Number of projects awarded for R2 yearly: over 14			

Priority 4: Working Conditions and Practices

Action 40	Assessment of RESAVER implementation feasibility							
Description	FIDIS will conduct a comprehensive assessment of the feasibility and suitability of joining RESAVER, the pan-European pension solution for mobile researchers. The analysis will include meetings with the Recoletos team responsible for the promotion and implementation of RESAVER in Spain, a review of the legal, administrative, and operational requirements associated with membership, and an evaluation of the potential benefits for researchers and the organization. Based on the findings, a recommendation report will be prepared to support institutional decision-making regarding the potential adoption of RESAVER and its contribution to enhancing researchers' working conditions and mobility.							
GAP Principle(s)	23. Research environment 24. Working conditions				26. Funding and salaries			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management and Human Resources Department							
Indicator(s) / Target(s)	Meetings held with Recoletos/RESAVER representatives. Internal recommendation document submitted to FIDIS General Management. Decision about RESAVER implementation				R1 to R4, RMS Number of meetings held with Recoletos/RESAVER representatives: at least 2 Internal briefing about RESAVER and its implementation: 2027 S1 Decision about RESAVER implementation: 2027 S2			

Action 41	Review and Enhancement of Leave Provisions to Support Work–Life Balance							
Description	FIDIS will conduct a comprehensive review of its leave provisions to ensure that they effectively support the wellbeing of its workforce and promote a healthy balance between professional, personal, and family responsibilities. Based on the findings, FIDIS will develop and implement an updated leave framework aimed at expanding and strengthening available leave provisions, increasing flexibility, and fostering a more inclusive and supportive working environment.							
GAP Principle(s)	23. Research environment 24. Working conditions							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management and Human Resources Department							
Indicator(s) / Target(s)	Approval of the new framework Percentage of staff informed about the revised leave framework.				R1 to R4, RMS Approval of the new framework: 2027 (S1) Web publication of the new framework: 2027 (S1) Percentage of staff informed about the revised leave framework: 100%			

Action 42	Quality Certification and Accreditation of Research Support and Knowledge Transfer Services							
Description	The action will include the accreditation of the Technology Transfer and Innovation Unit Technology Transfer and Innovation Unit under the ISO56001 series standards applicable to R&D&I management and transfer activities, as well as the obtention of the official registering as Knowledge Transfer Unit at the Science Ministry. This action involves also the renewal of the ISO 9001 and SA101K certifications for other services.							
GAP Principle(s)	8. Dissemination and Exploitation of Results 13. Professional Responsibility 15. Accountability				23. Research environment 24. Working conditions			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management, Technology Transfer and Innovation Unit							
Indicator(s) / Target(s)	Accreditation process for the Technology Transfer and Innovation Unit initiated and completed: registering and ISO56001 ISO 9001 certification for the services. SA101K certification for services.				R1 to R4, RMS Accreditation process for the Technology Transfer and Innovation Unit initiated and completed: registering and ISO56001 ISO 9001 certification for the services in 2028 SA101K certification for services in 2028			

Action 43	Dissemination of KTT services to research staff							
Description	This is an ongoing action (Action 19 in the previous plan) that will continue until 2030. Periodic visits will be made to the groups to present the services or new activities of the Technology Transfer and Innovation Unit. Delivery of information at the kick off meeting of research projects about policies and good practices in exploitation of results.							
GAP Principle(s)	8. Dissemination, exploitation of results							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Technology Transfer and Innovation Unit							
Indicator(s) / Target(s)	Percentage of new groups visited yearly Percentage of new project kick-off meetings where KTT information is provided				R1 to R4 100% of groups visited annually 100% of projects include KTT information			

Action 44	Update and Publication of the Technology and Intellectual Property Portfolio							
Description	FIDIS will update and publish its Technology and Intellectual Property Portfolio to improve the visibility, accessibility, and exploitation potential of the organization's research and innovation assets. The catalogue will provide a comprehensive and up-to-date overview of available technologies and knowledge assets generated within the institution: intellectual and industrial property assets, software applications, digital tools, technologies available for licensing, and spin-offs. The catalogue will be published through appropriate dissemination channels and periodically reviewed to ensure that the information remains accurate and reflects newly generated assets.							
GAP Principle(s)	8. Dissemination and Exploitation of Results							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Technology Transfer and Innovation Unit							
Indicator(s) / Target(s)	Updated catalogue published				R2 to R4 Website publication of the catalogue since 2028 (S1) onwards			

Action 45		Science for Society							
Description		IDIS has a Scientific Culture and Innovation Unit (UCC+i), supported through FECYT funding, which provides technical and organizational support for the planning, implementation, dissemination, and evaluation of science communication and public engagement activities. To guide its activities, the Unit conducts an annual outreach needs assessment survey among researchers and stakeholders. Activities to develop until 2030 include: School Visits, Visits for Patient Associations and Citizen Groups, Citizen Engagement Activities, participation in Science Fairs and Public Events, organization of International Day of Women and Girls in Science and European Researchers' Night (G-Night)							
GAP Principle(s)		8. Dissemination and Exploitation of Results 9. Public Engagement							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit		Scientific Culture and Innovation Unit (UCC+i),							
Indicator(s) / Target(s)		Number of surveys carried per year Number of school visits per year Number of participations in science fairs and events per year Number of citizen engagement activities per year Number of activities in science communication per year Number of outreach and public engagement activities per year				R1 to R4, RMS 1 annual outreach needs assessment survey. At least 15 school visits per year. At least 2 science fairs or public events per year. At least 10 citizen engagement activities per year. At least 1 training activity in science communication per year. At least 30 outreach and public engagement activities per year			

Action 54 ²	Plan for measuring staff satisfaction							
Description	This action builds on Action 28 of the previous HR Excellence in Research Plan and aims to monitor staff satisfaction with the services provided by FIDIS. A staff satisfaction survey is carried out every three years to assess the quality, accessibility and effectiveness of the support services offered by the institution. The most recent survey was conducted in 2025, and the next edition is planned for 2028. The survey evaluates staff satisfaction with the different FIDIS departments and support units, including Human Resources, Financial Management, Laboratory Management, Research Projects Management, Research Methodology, Scientific and Technical Coordination, Clinical Studies, and Knowledge Transfer and Innovation. It also gathers feedback on staff awareness of available services, the quality of support and treatment received, incident management, accessibility, staff competencies and other aspects related to service delivery. The results are analysed to identify strengths, areas for improvement and potential corrective actions aimed at enhancing staff experience and institutional support services.							
GAP Principle(s)	24. Working conditions 34. Complaints/ appeals				35. Participation en decision-making bodies			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Culture and Innovation Unit (UCC+i),							
Indicator(s) / Target(s)	Number of surveys carried per year Number of school visits per year Number of participations in science fairs and events per year Number of citizen engagement activities per year Number of activities in science communication per year Number of outreach and public engagement activities per year				R1 to R4, RMS 1 annual outreach needs assessment survey. At least 15 school visits per year. At least 2 science fairs or public events per year. At least 10 citizen engagement activities per year. At least 1 training activity in science communication per year. At least 30 outreach and public engagement activities per year			

² The number is not sequential because it corresponds to the action number in the HR Excellence in Research e-tool.

Priority 5: Research Careers and Talent Development

Action 46	Enhancement of Researcher Onboarding and Integration Processes							
Description	This action builds upon Action 7 of the previous plan that included the Welcome Manual and established 2 Welcome Mentors to support the integration of newly recruited researchers. FIDIS will further strengthen its onboarding and integration processes to facilitate the successful incorporation of new researchers and healthcare residents into the institution. Key activities will include: Welcome Manual (WM), Welcome mentoring, Implementation and consolidation of the Welcome Mentoring Protocol, Welcome Sessions for Researchers, Welcome Sessions for Healthcare Residents (providing information on research opportunities, training resources, and pathways for involvement in research activities).							
GAP Principle(s)	22. Recognition of the profession 23. Research environment				34. Complains/ appeals			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources Department							
Indicator(s) / Target(s)	Percentage of incorporated researchers receiving the WM Percentage on incorporated researchers receiving mentoring Publication of the protocol Percentage of incorporated researchers participating at welcome sessions Percentage of residents participating at welcome sessions				R1 to R4 Percentage of incorporated researchers receiving the WM: 100% Percentage on incorporated researchers receiving mentoring: 100% Percentage of incorporated researchers participating at welcome sessions: 100% Percentage of residents participating at welcome sessions: 100% Web publication of the protocol			

Action 47	Research group assessment and advisory programme							
Description	FIDIS will continue implementing its established Research Group Assessment and Advisory Programme, aimed at supporting the continuous scientific improvement of all research groups within the institution. As part of this programme, research groups undergo periodic assessment by an independent External Scientific Committee, which evaluates their scientific trajectory, achievements, strengths, challenges, and future opportunities. Following the evaluation, the Committee provides tailored recommendations to support the development and consolidation of each group. The Scientific-Technical Coordination Unit monitors the implementation of these recommendations and the progress achieved over time.							
GAP Principle(s)	11. Evaluation/Appraisal Systems 23. Research Environment							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination Unit							
Indicator(s) / Target(s)	Percentage of research groups participating at the assessment				R1 to R4 Percentage of research groups participating at the assessment: 100%			

Action	48	Revision of the Training Plan							
Description	This is an ongoing action (Action 13 in the previous plan) that will continue until 2030. During the previous HRS4R period, FIDIS strengthened its Training Plan incorporating a structured framework covering training needs analysis, training dissemination, annual monitoring mechanisms, and a comprehensive training offer addressing research methodology, research ethics and integrity, innovation and knowledge transfer, clinical research, scientific communication, doctoral training, collaborative activities, and public engagement. The Plan also reinforced the role of the Training Committee in identifying training needs and aligning training activities with the Institute’s strategic priorities. FIDIS will continue improving its Training Plan through the development and annual publication of a Training Activities Catalogue, providing researchers and support staff with a clear and consolidated overview of available training opportunities. The catalogue will be updated annually and will include training activities for researchers and management staff, covering both scientific and soft skills. In addition, the new plan will include an annual survey, similar to the outreach needs assessment survey, to identify training needs and interests among researchers and support staff. It will also strengthen training and dissemination activities focused on scientific content, particularly scientific trends, as well as any further improvements identified through the survey.								
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	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	General Management, Human Resources Department								
Indicator(s) / Target(s)	Publication of the training plan Number training activities per year				R1 to R4, RMS Web publication of the training plan More than 30 training activities yearly				

Action 49	Support Programme for Emerging Groups							
Description	Building on Action 15 of the previous plan, the action includes the following activities: - Review the actions set out in the Plan for the Protection of Emerging Groups, identifying those that work well and those that need to be reformulated/modified/suppressed. - Set up another series of activities to promote and support emerging groups: co-financing of human resources contracts, specific intra-mural human resources contracts, specific intramural grants, participation in IDIS bodies and working groups, etc. - Work with each emerging group to understand their specific needs and plan a development programme with each of them. - Assess the satisfaction of the emerging groups and review							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination Unit							
Indicator(s) / Target(s)	Increase the rate of Emerging groups progressing to Consolidated status compared with the previous period (17% in 2025, 9 groups out of 54 emerging groups)				R1 to R4 20% of emerging groups have progressed to Consolidated in 2030			

Action 50	Increasing mentoring capabilities							
Description	One of FIDIS's objectives for 2030 is to strengthen mentoring activities as a key element of research career development, professional growth and wellbeing. To this end, FIDIS will explore different complementary approaches, including promoting the participation of FIDIS researchers in FECYT's REBECA Programme, assessing the feasibility of providing psychological support as part of research career guidance, and creating a mentoring working group involving researchers who already perform mentoring roles informally within their groups. This action will help consolidate mentoring practices, make existing support more visible, and identify new mechanisms to accompany researchers at different stages of their careers.							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination							
Indicator(s) / Target(s)	Launch of new mentoring activities				R1 to R4 At least 2 new mentoring activities in 2030			

Action 53 ³	Generational sucession plan							
Description	Building on action 26 of the previous plan, groups that have not joined the plan and new groups will be informed of the possibility of appointing a co-leader as a measure to promote generational renewal. The groups joining the plan will receive advice for facilitating leadership transition and ensure the continuity of research activities.							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific-Technical Coordination							
Indicator(s) / Target(s)	Number of groups participating in the plan				R4 At least 10 groups join this plan			

³ The number is not sequential because it corresponds to the action number in the HR Excellence in Research e-tool.

		until 2030
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Action 51	RTTP Accreditation Programme for Technology Transfer Staff							
Description	FIDIS will support the achievement of the Registered Technology Transfer Professional (RTTP) accreditation by the staff of its Technology Transfer Unit. RTTP is the leading international professional standard for knowledge and technology transfer practitioners, recognizing demonstrated competence, experience, achievements, and professional ethics in the field of innovation and technology transfer. The Head of the Technology Transfer Unit already holds the RTTP certificate and will act as an internal mentor and reference point for colleagues throughout the accreditation process.							
GAP Principle(s)	22. Recognition of the Profession 28. Career development 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Technology Transfer and Innovation Unit							
Indicator(s) / Target(s)	Percentage of senior Knowledge Transfer Staff Recognised as RTTP				RMS 100% of senior KTT staff are RTTPs			

Transversal actions

Action 52	Enhancement of the English version of the HR Excellence documentation and web content							
Description	This is an ongoing action initiated during the previous period. FIDIS will continue to improve the English version of the HRExcellence in Research section on its institutional website and ensure that all key related documents are available in high-quality English. This action includes the translation, revision, and periodic updating of strategic documents, policies, procedures, action plans, and progress reports associated with the implementation of the award.							
GAP Principle(s)	1. Research Freedom 4. Professional Attitude 5. Contractual and Legal Obligations 6. Accountability 15. Transparency				22. Recognition of the Profession 23. Research Environment 29. Value of Mobility 31. Intellectual Property Rights 38. Continuing Professional Development			
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	IT Department							
Indicator(s) / Target(s)	Increase in the number of visits to the English version of the HR website section				R1 to R4, RMS Increase in the number of visits to the English version of the HR website section by a 20%			

Timing

Priority 1: Alignment with other institutional strategies									
Action 30	Strategic Plan								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 31	Review and update of the Communication plan								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Priority 2: Ethics, Integrity, Gender Equality and Open Science									
Action 32	Animal Experimentation Ethics Committee and Authorised Body (CEEAAWB): Guidance and Procedures								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 33	Ethical issues in clinical research: Guidance and Procedures								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 34	Equality Plan								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 35	Support to Open Access Publishing								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Priority 3: Researchers' Assessment, Recruitment and Progression									
Action 36	Strengthening Human Resources Capacity and Expertise								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 37	Career Plan Review								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 38	Review and Update of the OTM-R Policy and recruitment procedures								
Timing	2027		2028		2029		2030		
	S1	S2	S1	S2	S1	S2	S1	S2	

Action 39	Update of the Plan to Promote the Selection and Attraction of Talent							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Priority 4: Working Conditions and Practices								
Action 40	Assessment of RESAVER implementation feasibility							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 41	Review and Enhancement of Leave Provisions to Support Work–Life Balance							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 42	Quality Certification and Accreditation of Research Support and Knowledge Transfer Services							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 43	Dissemination of KTT services to research staff							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 44	Update and Publication of the Technology and Intellectual Property Portfolio							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 45	Science for Society							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 54⁴	Plan for measuring staff satisfaction							
Timing	2027		2028		2029		2030	
	S1	S2	S1	S2	S1	S2	S1	S2

⁴ The number is not sequential because it corresponds to the action number in the HR Excellence in Research e-tool.

Priority 5: Research Careers and Talent Development									
Action 46		Enhancement of Researcher Onboarding and Integration Processes							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Action 47		Research group assessment and advisory programme							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Action 48		Revision of the Training Plan							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Action 49		Support Programme for Emerging Groups							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Action 50		Increasing mentoring capabilities							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Action 53⁵		Generational sucession plan							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Action 51		RTTP Accreditation Programme for Technology Transfer Staff							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2
Transversal actions									
Action 52		Enhancement of the English version of the HR Excellence documentation and web content							
Timing		2027		2028		2029		2030	
		S1	S2	S1	S2	S1	S2	S1	S2

⁵ The number is not sequential because it corresponds to the action number in the HR Excellence in Research e-tool.