



FUNDACIÓN
INSTITUTO DE INVESTIGACIÓN SANITARIA
SANTIAGO DE COMPOSTELA

ACTION PLAN

UPDATED VERSION 2023



HR EXCELLENCE IN RESEARCH

Action Plan

This document contains the updated version of the HR Excellence in Research Action Plan, prepared in the context of the 2022 interim assessment. The plan is organised by thematic areas, grouping the actions according to their main objective and area of impact. Each action is presented in an individual action sheet, which includes the action number and title, a brief description, the related GAP principle(s), the planned timing, the responsible unit and the indicators or targets used to monitor progress and implementation.

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	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. 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.							
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)	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 Publication of protocols Implementation of ISO 9001 Publication of job offers on other websites Number of people trained in OTM-R							

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	FIDIS has a welcome manual for new workers. 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. 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.							
GAP Principle(s)	22. Recognition of the profession 23. Research environment 34. Complaints/ 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	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. Dissemination of the guide to the researchers and staff and through the web.							
GAP Principle(s)	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							
Timing	2021		2022		2023		2024	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Project Management Department							
Indicator(s) / Target(s)	Publication of the Guide of Good Practice on the web Percentage of researchers receiving the guide by email				Guide published in 2022 100% of researchers and staff receive the guide by email			

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 the survey in 2023				75% of research staff answer to the survey			

Action 20	Increase of participation of researchers at decision-making bodies							
Description	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. 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.							
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	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. The review of the training plan will include the definition and implementation of actions to improve its dissemination to FIDIS-IDIS staff. An annual review will be carried out focusing on the degree of 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 Percentage of attendance to R2 and R1 soft skills courses Evolution of the degree of satisfaction				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

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	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
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	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Technology Transfer and Innovation Department							
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			

Action 21	Co-responsible exercise of personal, family and working life							
Description	This consists of reinforcing the internal visibility of work-life balance measures. Dissemination of information on co-responsibility through publication on the website.							
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	Equality Plan Steering Committee							
Indicator(s) / Target(s)	Web publication of new measures 100% of staff informed by mail							

Action 22	Sexual harassment protocol							
Description	This action is included following the approval of the Equality Plan. It consists of the development, dissemination and implementation of a protocol for the prevention and response to sexual harassment and other forms of harassment, through publication on the website and specific communications through the equality plan mailbox.							
GAP Principle(s)	10. Non discrimination 24. Working conditions 27. Gender balance							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee of the Equality Plan							
Indicator(s) / Target(s)	Protocol publication Number of cases detected yearly Number of complaints filed yearly Number of corrective measures yearly Number of reports by the Steering Committee				Protocol disseminated via the website and specific communications through the equality plan mailbox Cases detected yearly: 0 Complaints filed yearly: 0 Corrective measures yearly: 0 Reports by the Steering Committee: 0			

Action 23	Specific communication channel for the resolution of equality issues							
Description	Specific communication channel for the resolution of equality issues. Mailbox: igualdad.fidis@sergas.es.							
GAP Principle(s)	10. Non discrimination 24. Working conditions 27. Gender balance							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee of the Equality Plan							
Indicator(s) / Target(s)	100% of queries answered				No consultations have been received so far.			

Action 24	Risk assessment of pregnant workers							
Description	There is currently a document that informs about the obligation to communicate the state of pregnancy in order to take the appropriate measures in terms of occupational risks. In addition to this information, a new individualised advice service is currently being implemented to take the appropriate measures in each case, including adjustment of working hours, handling of substances, job mobility, etc.							
GAP Principle(s)	24. Working conditions							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Human Resources							
Indicator(s) / Target(s)	Pregnancy information published at website 100% of pregnant women receive the document 100% of pregnant women receive individual advice				Since 2022 the information about communication duties is published. A protocol is being developed to improve procedures of working conditions for pregnant women.			

Action 25	Science for society							
Description	This action involves all the activities organised by the institute in the field of science outreach, such as seminars, open-door visits from schools, talks to schools, participation in science fairs, and other public engagement activities.							
GAP Principle(s)	9. Public engagement							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management / Communication Area							
Indicator(s) / Target(s)	Number of outreach activities organised				Since 2022, a complete plan of science for society activities has been developed, including seminars, school activities, open-door visits and participation in science fairs.			

Action 26	Generational succession plan							
Description	The action aims at identifying and implementing all actions aimed at guaranteeing the development and consolidation of the Institute's new leaders in the medium and long term.							
GAP Principle(s)	38. Continuing Professional Development 39. Access to research training and continuous development							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management and Scientific Direction							
Indicator(s) / Target(s)	Number of potential groups identified Percentage of groups with whom work has been carried out on generational handover Number of R3 and R4 participating in the plan				Activities involve detecting groups or units with generational replacement needs, prioritising identified cases and drawing up a mentoring and leadership plan.			

Action 27	Plan to promote the selection and attraction of talent							
Description	The goal is to offer support to the relevant bodies and institutions to encourage the recruitment and retention of scientific talent at the Institute.							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code)							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management and Scientific Direction							
Indicator(s) / Target(s)	Number of candidates participating in the talent recruitment programme Number of researchers incorporated into the Institute				Activities involve: comparative analysis of regional programmes, definition of candidate profiles, meetings with ACIS, definition of the incorporation procedure, assessment of start-up support grants, preparation of a welcome manual and guidance meetings with young research staff and hospital residents.			

Action 28	Plan for measuring staff satisfaction							
Description	The goal is to implement a comprehensive monitoring system for the satisfaction of IDIS professionals that allows the implementation of actions responding to the needs detected in terms of working conditions.							
GAP Principle(s)	24. Working conditions 34. Complaints/ appeals 35. Participation in decision-making bodies							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management							
Indicator(s) / Target(s)	Response rate received from surveys Degree of general staff satisfaction with FIDIS				Activities involve: reviewing the prior satisfaction survey, designing the new staff satisfaction survey, analysing the responses, preparing a roadmap with the actions derived from the results, and periodically launching new versions of the survey.			

Action 29	Improvement of communication with research staff							
Description	The goal is to improve the dissemination of relevant information to research staff, ensuring that institutional procedures, support measures and opportunities are communicated in a clear, systematic and accessible way.							
GAP Principle(s)	4. Professional attitude 22. Recognition of the profession 23. Research environment 24. Working conditions							
Timing	2023		2024		2025		2026	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	General Management / Communication Area							
Indicator(s) / Target(s)	Number of internal communications issued Publication of updated information on the website				Activities involve: reviewing existing communication channels, defining a schedule of internal communications, updating web contents and			

	Degree of awareness of key procedures and support measures	monitoring staff awareness through periodic feedback mechanisms.
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