

# **HRS4R ACTION PLAN**

## **IIS FJD**

**2026-2028**

Proposed actions	Timing	Responsible Unit	Indicator(s) / Target	Current Status	Remarks
<b>1. INTERNAL PROMOTION POLICY AND PROFESSIONAL CAREER PLAN.</b> The internal promotion policy and the professional career plan will be developed. A review of the different professional profiles will be carried out accompanied by a financial analysis that will make it possible to evaluate promotions, professional careers, the future development of work standards, as well as the incorporation of other profiles in the institute's variable remuneration system. The design and approval of salary tables for IIS-FJD professionals is necessary.	Year 2 (Q3, Q4) Year 3 (Q1, Q2, Q3, Q4) Year 4 (Q1, Q2)	Scientific Director (Carmen Ayuso) and Head of Management Area (Alberto Montero)	Elaboration of the Internal Promotion Plan and Professional Career of the IIS-FJD.  Elaboration of salary tables.	EXTENDED	<p>The IIS-FJD has made considerable progress in defining and structuring an internal model of categories and professional progression. As a result of this work, an <b>internal agreement has been reached on the minimum requirements that must be met by the different professional categories</b> within the Institute, establishing uniform and comparable criteria for their definition and development.</p> <p>At the same time, a <b>proposal for salary scales agreed with management</b> has been finalised. This proposal incorporates a <b>structure of levels within each professional category</b>, which will allow for the implementation of a professional career path aligned with staff performance and experience.</p> <p>The <b>proposed salary scales have been submitted to the Works Council for assessment and negotiation</b>. The IIS-FJD is currently awaiting the Committee's response, a necessary step to finalise the agreement and proceed with its implementation. <b>The forecast is that this process will be completed with a view to its application during 2026.</b></p> <p><b>Indicators:</b>  <b>Internal Promotion Plan continues to be developed.</b> The IIS-FJD maintains its objective of reaching an agreement between the end of 2025 and the beginning of 2026, which will allow for the integration of the new framework of categories, levels and salary scales.</p>
<b>2. EQUALITY PLAN.</b> The IIS-FJD will draw up an Equality Plan that will provide regulations regarding, among other aspects, non-discrimination, the adoption and dissemination of work	Year 1 (Q1, Q2)  Annual reviews Year 2 (Q4) Year (Q4) Year 4 (Q4) Year 5 (Q4)	Scientific Deputy Director (Victoria del Pozo)	Equality plan available and approved.  Annual reviews carried out	EXTENDED	<p>The IIS-FJD has continued to make progress in strengthening its equality policies, particularly in <b>updating its Equality Plan</b>. To this end, the Institute has worked in coordination with the <b>Equality Subcommittee of the Works Council and the Human Resources Department</b> to ensure that the plan meets all the legal requirements and can be officially registered. <b>As a result of this process, on 10 October 2025, the new IIS-FJD Equality Plan was signed.</b> The new Plan consolidates previous actions and incorporates new measures in line with the most recent assessment. In the coming weeks, the Plan will be published on the Institute's website.</p>

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and family reconciliation measures, and flexibility in working hours. It will be evaluated and reformulated annually, when necessary.					<p>In addition, the IIS-FJD has developed two specific documents that reinforce its internal policy on equality and well-being at work:</p> <ul style="list-style-type: none"> <li>· <b>Procedure against sexual and gender-based harassment in the workplace.</b> Formal mechanisms for prevention, detection, action and protection are established to ensure a safe environment.</li> <li>· <b>Digital disconnection policy.</b> This policy is aimed at guaranteeing the right of staff to disconnect outside working hours, promoting work-life balance and the responsible use of digital tools.</li> </ul> <p>Furthermore, the Institute has also worked on the development and implementation of a <b>Complaints Channel</b>.</p> <p>Work on these actions will continue during the next period.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· New Equality Plan.</li> </ul>
<b>3. INTENSIFICATION OF THE DISSEMINATION OF INFORMATION.</b> A specific action will be carried out to disseminate the procedure for the transfer and exploitation of intellectual property rights and the services offered by the Innovation Unit. Work will be done on the dissemination of the Training Plan, working conditions, job security, the system of incentives and bonuses, global recognition of the	Year 1 (Q1, Q2, Q3, Q4) Year 2 (Q1, Q2, Q3, Q4) Year 3 (Q1, Q2, Q3, Q4) Year 4 (Q1, Q2, Q3, Q4) Year 5 (Q1, Q2, Q3, Q4)	Management Area (Cristina Roldán)	Number of measures adopted to improve the dissemination of information.  Satisfaction surveys aimed at research staff.	EXTENDED	<p>The IIS-FJD has consolidated and expanded its internal communication mechanisms aimed at the Institute's staff. Among the actions carried out, the following stand out:</p> <ul style="list-style-type: none"> <li>· <b>Systematic communication via email.</b> The periodic sending of general and segmented communications to the Institute's staff has been reinforced, including information on calls for applications, training activities, procedures and other news of interest.</li> <li>· Integration of information into an <b>internal communication portal for the IIS-FJD (SharePoint)</b>. <a href="https://www.fjd.es/iis-fjd/es/unidades-apoyo/area-gestion-investigacion/area-comunicacion">https://www.fjd.es/iis-fjd/es/unidades-apoyo/area-gestion-investigacion/area-comunicacion</a> . This channel includes specific information on calls for applications, internal procedures, space and platform reservations, relevant institutional documentation and other information of interest.</li> <li>· <b>Annual satisfaction survey.</b> An annual satisfaction survey is conducted among staff with the aim of evaluating the effectiveness of the actions carried out and identifying needs and areas for improvement.</li> <li>· <b>On-site management point.</b> There is a regular service point located on the 4th floor of the building, allowing staff to resolve queries, carry out</li> </ul>

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category of researcher, mobility, etc.					<p>procedures and directly access up-to-date information.</p> <ul style="list-style-type: none"> <li>· <b>Information screen on the 4th floor.</b> There is a display screen showing key information such as scientific report data, news highlights, etc.</li> <li>· These actions have increased the internal visibility of available resources. Work on these actions will continue in the coming years.</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· Annual satisfaction survey conducted.</li> <li>· Use of SharePoint as a repository for information and internal communication.</li> <li>· Operation of the in-person management point and information screen.</li> </ul>
<b>4. IMPLEMENTATION OF THE PROJECT MONITORING SYSTEM.</b> Access to the status of their projects will be guaranteed to all principal investigators of the Institute.	Year 1 (Q1, Q2, Q3, Q4) Year 2 (Q1, Q2, Q3, Q4) Year 3 (Q1, Q2)	Head of the Management Area (Alberto Montero)	Guaranteed access to project management programs.	COMPLETED	<p>The IIS-FJD has completed the implementation of the definitive system for monitoring and managing R&amp;D&amp;I projects through the <b>Fundanet Platform</b>, which is now fully operational and accessible to research staff.</p> <p>The implementation of this management software has made it possible to consolidate a single, centralised environment for the scientific and administrative management of projects, providing research staff with direct access to up-to-date information on the status of their R&amp;D&amp;I activities. This access is granted through personal credentials, ensuring data security and integrity.</p> <p>The tool is fully integrated and forms the basis of the Researcher Portal.  <a href="https://fjd.fundanetsuite.com/IFundanet/Identificacion/IdentificacionFrw.aspx">https://fjd.fundanetsuite.com/IFundanet/Identificacion/IdentificacionFrw.aspx</a></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· Project management software implemented (Fundanet).</li> <li>· Researcher Portal operational, with guaranteed access for the organisation's staff.</li> </ul>

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<b>5. MODIFICATION OF THE COMPOSITION OF THE RESEARCH COMMISSION.</b> It is proposed to expand the composition of the Research Commission to incorporate representatives of a greater number of scientific groups, such as representatives of researchers in training.	Year 1 (Q1)	Scientific Director (Carmen Ayuso)	Extended Research Commission	COMPLETED	<p>The IIS-FJD has a <b>Research Committee</b> that complies with the <b>criteria established</b> by the Carlos III Health Institute (<b>ISCI</b>), the entity responsible for accrediting IISs in Spain. To this end, the Committee was restructured to include new profiles, integrating, among others, representatives from the different Euraxess categories (R1, R2, R3, R4), as well as healthcare professionals, clinical and basic research staff from the different centres that make up the IIS-FJD, and ensuring the principle of gender parity.</p> <p>The Commission has a Chair (Scientific Director), a Secretary (Deputy Scientific Director) and a group of members representing the research groups and different scientific areas of the Institute.</p> <p>The website includes information on the structure, composition and functions of the Committee. <a href="https://www.fjd.es/iis-fjd/es/estructura-organizativa/organos-consultivos/comision-investigacion">https://www.fjd.es/iis-fjd/es/estructura-organizativa/organos-consultivos/comision-investigacion</a></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· Updated and expanded Research Committee.</li> </ul>
<b>6. CONSOLIDATION OF SPECIFIC TRAINING.</b> As an improvement measure, the Scientific Integrity Committee is trying to incorporate activities aimed at aspects related to research integrity (conflict of interest and open publications). In addition, the Training Plan will be reviewed to include aspects related to professional responsibility and other ethical issues.	Year 1 (Q1, Q2)  Annual reviews  Year 2 (Q4)  Year 3 (Q4)  Year 4 (Q4)  Year 5 (Q4)	Research Ethics Committee Secretary (CEIm) (Lucía Llanos) and Training Responsible of the Research Commission (Raquel Lago)	Research integrity training.  No. of training activities related to the use of scientific-technical equipment or training in animal experimentation.  No. of scientific seminars given by R1 and R2 researchers.  Annual evaluation and reformulation	EXTENDED	<p>The IIS-FJD continues to strengthen its training programme in scientific integrity, ethics and professional responsibility, incorporating activities aimed at research staff of all categories, with a special emphasis on young researchers (R1 and R2). The main advances made are:</p> <ul style="list-style-type: none"> <li>· <b>Monthly series of talks by junior researchers (R1).</b> These are held monthly, encouraging the participation of researchers in training and promoting internal scientific communication. E.g.: <a href="#">II Cycle. Talks by Young Researchers IIS-FJD. Speaker: Yolanda Benítez   Health Research Institute. FJD Talks: Young Researchers   1 October 2025   Miguel Marco Bonilla   Health Research Institute. FJD</a></li> <li>· <b>Annual Scientific Integrity Conference and welcome to research staff in training.</b> An annual conference is held to address key issues such as conflicts of interest, publication bias and open science. It integrates practical and theoretical training on good research practices and the culture of scientific integrity at the IIS-FJD. E.g.: <a href="https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion/6-jornada-breve-integridad-cientifica-estudios-colaboracion">https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion/6-jornada-breve-integridad-cientifica-estudios-colaboracion</a></li> </ul>

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			of the Training Plan based on regular surveys addressed to researchers.		<ul style="list-style-type: none"> <li>· <b>'Margarita Salas' pre-doctoral seminars.</b> These seminar series are aimed at researchers in training, with the aim of strengthening scientific training and promoting interaction between different research groups. E.g.: <a href="https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion/10-ciclo-seminarios-investigacion-predocoral-margarita-sal">https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion/10-ciclo-seminarios-investigacion-predocoral-margarita-sal</a></li> <li>· <b>Training activities in scientific-technical teams and animal experimentation.</b> Among the training activities, specific sessions on the handling of equipment and animal experimentation protocols stand out, thus ensuring the correct technical training of staff. E.g.: <a href="#">PowerPoint presentation</a></li> <li>· <b>Evaluation and planning of the Training Plan.</b> An annual review of the training plan is carried out through the training needs survey, which is included in the annual IIS-FJD survey. In this regard, a specific training plan for management is planned. Training activities are publicised via email and on the website. <a href="https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion">https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion</a> In this regard, information is provided on the various activities carried out each month. The organisation's Training Plan is also published on the website.</li> </ul> <p>In the next period, work will continue developing and updating the Training Plan, considering the needs of research staff.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· Number of training activities in scientific and technical equipment: 2023 (7), 2024 (2), 2025 (4).</li> <li>· Number of scientific seminars given by R1-R2 research staff: 2023 (4). 2024 (9), 2025 (8)</li> <li>· Annual training needs survey conducted.</li> <li>· Annual scientific integrity conference.</li> </ul>

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<b>7. PLAN OF ACTION WITH AND FOR SOCIETY.</b> All initiatives with and for society must be structured and well organized, to avoid duplication and overlapping efforts by the organization's professionals.	Year 1 (Q1, Q2, Q4) Year 2 (Q1, Q4) Year 3 (Q1, Q4) Year 4 (Q1, Q4) Year 5 (Q1, Q4)	Head of the Care Continuity Department (Óscar Gómez)	Annual preparation (Q1) of the agenda of initiatives to be developed with and for society.  Number of annual developed actions.  Creation of a web section relating to the Social Agents Advisory Council.  Number of scientific dissemination events with the participation of the IIS-FJD.  Subsequent evaluation of the activities.	EXTENDED	<p>The IIS-FJD has consolidated its action plan with and for society, with various activities aimed at promoting the dissemination of R&amp;D&amp;I to society. In this regard, the most notable actions are:</p> <ul style="list-style-type: none"> <li>• <b>Advisory Council of Social Agents (CAAS).</b> Advisory body to the IIS-FJD Research Committee with the aim of making proposals related to the research carried out by the entity, to guide it towards the interests of society. Its current composition is as follows: <ul style="list-style-type: none"> <li>○ Juan Francisco Corona Ramón. Member of the FJD Board of Trustees and Honorary Rector of the Universitat Abat Oliba-CEU.</li> <li>○ Alberto Durán López. Executive Vice-President of the ONCE Foundation.</li> <li>○ Julio Fernández Llamazares. Director General of Communication and Marketing at the Quirónsalud Group.</li> <li>○ Julián Isla Gómez. Data and artificial intelligence consultant at Microsoft Spain.</li> <li>○ Pilar Martínez Gimeno. President of the Madrid Diabetes Association.</li> <li>○ Amelia Martín Uranga. Associate Director of Clinical and Translational Research at Farmaindustria.</li> <li>○ Miguel Mir Cordero. Lay member of the IIS-FJD Research Ethics Committee.</li> </ul> </li> </ul> <p>An <b>annual meeting of the CAAS</b> is held, at which the reports of the projects submitted to ISCIII calls for proposals are reviewed and suggestions and contributions are made, which are then forwarded to the PIs.</p> <p>There is a specific section on the IIS-FJD website that outlines the composition and functions of the CAAS. <a href="https://www.fjd.es/iis-fjd/es/estructura-organizativa/organos-consultivos/consejo-asesor-agentes-sociales">https://www.fjd.es/iis-fjd/es/estructura-organizativa/organos-consultivos/consejo-asesor-agentes-sociales</a></p>

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					<ul style="list-style-type: none"> <li>• <b>Record of scientific dissemination activities.</b> There is a formal register of the various scientific dissemination activities carried out by IIS-FJD staff. This register makes it possible to give visibility to the various initiatives carried out, integrate them into the annual scientific reports and facilitate their monitoring and evaluation. In this regard, the IIS-FJD continues to promote scientific dissemination activities, with the participation of various professionals from the Institute. E.g.: <a href="#">3738779-FJD Science Week Poster 0.pdf</a> <a href="#">National Sarcoma Day Conference. Open day for patients   Jiménez Díaz Foundation University Hospital</a></li> </ul> <p>During the next period, the organisation will continue to promote scientific dissemination activities.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Internal register of scientific dissemination activities implemented.</li> <li>• Specific section on the CAAS website.</li> <li>• Number of scientific dissemination activities: 2023 (20), 2024 (25), 2025 (37).</li> </ul>
<b>8. MENTORING PLAN.</b> Work will be done to document and record mentoring and supervision activities for researchers in training. Additionally, a Mentoring Plan will be launched to regulate the tutor-researcher relationship and guarantee compliance, reviewing the plan on an annual basis.	Year 2 (Q1, Q2, Q3, Q4)  Annual reviews Year 3 (Q4) Year 4 (Q4) Year 5 (Q4)	Scientific Deputy director (Victoria del Pozo)	Mentoring plan prepared and implemented.  Number of registered mentoring actions.	EXTENDED	<p>Work is currently underway to implement the Tutoring/Mentoring Plan at the IIS-FJD with the aim of developing mentoring activities designed to support research staff in training in their scientific and professional development. These activities include defining roles and responsibilities among participating staff, as well as planning meetings and establishing a follow-up process for evaluating the plan.</p> <p>During the next period, work will be carried out on its implementation and consolidation at the IIS-FJD, including the evaluation of the plan and the incorporation of continuous improvements based on the feedback received.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Mentoring plan in preparation.</li> </ul>

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<b>9. IMPLEMENTATION OF AN OPEN ACCESS POLICY.</b> An open access policy will be developed to align the provisions and initiatives promoted by the European Union.	Year 1 (Q1, Q2, Q3, Q4) Year 2 (Q1, Q2, Q3, Q4)  Annual reviews Year 3 (Q4) Year 4 (Q4) Year 5 (Q4)	Management Area (Ester Martín)	Elaboration and application of the open access policy.  Annual review of the policy.  Number of publications in open access journals.  Percentage of publications in open access journals of the total annual publications.	EXTENDED	<p>The IIS-FJD continues to develop and consolidate its Open Science Policy, with the aim of promoting open science, particularly about omics data, and is one of the leading IISs in Spain in this field, as recognised by the ISCIII.</p> <p>In this regard, the following actions are noteworthy:</p> <ul style="list-style-type: none"> <li><b>Update of the Open Science Plan.</b> The plan has been revised, establishing new indicators and defining the various key activities to be carried out in the coming period. It is available on the website: <a href="https://www.fjd.es/iis-fjd/es/informacion-corporativa/open-science">https://www.fjd.es/iis-fjd/es/informacion-corporativa/open-science</a></li> <li><b>Resources and tools for Institute staff.</b> SCOPUS has been subscribed to and is available to all staff, facilitating bibliographic management. The IIS-FJD is also expected to be included in the Institutional Repository of the Regional Ministry of Health of the Community of Madrid.</li> </ul> <p>Furthermore, the IIS-FJD has an intramural call for financial aid for open access publication specifically aimed at primary care staff at the Institute who do not have funding.</p> <p>Over the next few years, activities related to the promotion of open science at the IIS-FJD will continue to be developed.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Open Science Policy and Plan reviewed and updated.</li> <li>Number of open access publications: 2022 (647), 2023 (657), 2024 (645).</li> <li>Percentage of open access publications out of the total: 2022 (72%), 2023 (72%), 2024 (71%)</li> </ul>

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<b>10. UPDATE OF THE COOPERATIVE SCIENTIFIC PLAN.</b> The Cooperative Scientific Plan will be updated periodically. In this way, researchers will be able to plan their future research projects and in line with the Institute's scientific strategy. An annual evaluation of the different established objectives will be carried out.	Year1 (Q1, Q2, Q3)  Annual Reviews  Year 2 (Q4) Year 3 (Q4) Year 4 (Q4) Year 5 (Q4)	Scientific Director (Carmen Ayuso)	Updating of the Cooperative Scientific Plan.  No. of internal dissemination actions of the HRS4R Strategy in area meetings.  Annual Reviews.	EXTENDED	<p>The <b>IIS-FJD Cooperative Scientific Project</b> has been <b>updated</b>. This document sets out the main scientific priorities of the different research groups, as well as their future. It describes the challenges and actions, as well as the objectives to be achieved. <a href="https://www.fjd.es/iis-fjd/es/informacion-corporativa/proyecto-cientifico-cooperativo.ficheros/3628953-proyecto-cientifico-cooperativo.pdf">https://www.fjd.es/iis-fjd/es/informacion-corporativa/proyecto-cientifico-cooperativo.ficheros/3628953-proyecto-cientifico-cooperativo.pdf</a></p> <p>Another highlight is the <b>annual meetings of the IIS-FJD Research Areas</b>. An annual meeting is held for each area to review the objectives, the degree of their implementation and the monitoring indicators, and to publicise the main projects and actions underway. E.g.: <a href="https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion/vii-reunion-anual-areas-grupos-unidad-plataformas">https://www.fjd.es/iis-fjd/es/formacion-empleo/plan-formacion/vii-reunion-anual-areas-grupos-unidad-plataformas</a></p> <p>Finally, it should be noted that the annual scientific report indicates the degree of achievement of the planned objectives for each area.</p> <p>In the next period, the annual meetings of the research areas will continue to be held, and the Cooperative Scientific Plan will be monitored.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· Updated cooperative scientific project.</li> <li>· Annual meetings of the research areas.</li> </ul>
<b>11. IMPLEMENTATION OF AN ANTI-PLAGIARISM SYSTEM.</b> Work will be done to incorporate an anti-plagiarism tool to promote integrity and responsibility in research by IIS-FJD professionals.	Year 1 (Q1)	Research Ethics Committee Secretary (CEIm) (Lucía Llanos)	Anti-plagiarism tool implemented.	COMPLETED	<p>The IIS-FJD has consolidated the <b>use of the Turnitin – iThenticate similarity detection tool</b>, which is available to all research staff at the institution through the Scientific Integrity Committee. This tool allows the originality of scientific work to be verified, promoting integrity and responsibility in research.</p> <p><b>All IIS-FJD staff can request registration for the tool.</b> Once registered, a confirmation email is received, and access is granted with a username and password.</p>

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					<p>The website provides all the <b>information on access and operation</b>: <a href="https://www.fjd.es/iis-fjd/es/estructura-organizativa/comite-integridad-cientifica/documentacion-interes/herramienta-deteccion-similitudes-turnitin-ithenticate">https://www.fjd.es/iis-fjd/es/estructura-organizativa/comite-integridad-cientifica/documentacion-interes/herramienta-deteccion-similitudes-turnitin-ithenticate</a></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Anti-plagiarism tool implemented: Turnitin - iThenticate.</li> </ul>
<b>12. REDEFINITION OF THE CONTRACTING PROCESS.</b>  Work will be done on a standardized template for job offers in English in order to be able to publish all offers on the Euraxess platform, with details on the evaluation process (which will focus on assessing the global trajectory of the candidates and will improve the information given to staff not selected) and promotion possibilities.  The participation of external evaluators in the recruitment processes will be promoted, favouring the participation of international profiles, especially in the hiring of professionals with	Year 1 (Q1, Q2, Q3, Q4) Year 2 (Q1, Q2, Q3, Q4) Year 3 (Q1, Q2, Q3, Q4) Year 4 (Q1, Q2, Q3, Q4) Year 5 (Q1, Q2, Q3, Q4)	Head of the Management Area (Alberto Montero)	<p>Recruitment processes redefined.</p> <p>Number of processes managed and adhered to the European labour market in accordance with the general principles and requirements of the C&amp;C.</p> <p>Number of positions published in Euraxess.</p> <p>Number of evaluation processes with the participation of international profiles.</p> <p>Periodic satisfaction surveys carried out with the principal</p>	EXTENDED	<p>The IIS-FJD has worked to standardise and improve the recruitment and selection process, in line with OTM-R principles.</p> <p>Job offers are published in both Spanish and English and are disseminated through the IIS-FJD portal and Euraxess, ensuring greater visibility. <a href="https://www.fjd.es/iis-fjd/es/formacion-empleo/ofertas-empleo">https://www.fjd.es/iis-fjd/es/formacion-empleo/ofertas-empleo</a></p> <p>For each call for applications, an informative email is sent to the corresponding PI with the OTM-R Policy, instructions for preparing offers, the job offer form and the selection report form. This information is also available on the Institute's SharePoint.</p> <p>An internal quality control system has been established to verify compliance with the OTM-R Policy in the selection processes.</p> <p>During the next period, work will continue in line with the established action plan and in pursuit of continuous improvement in the selection and recruitment process.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Number of processes managed based on the new principles: 2023 (13), 2024 (33), 2024 (68).</li> <li>Number of offers published on Euraxess: 2023 (13), 2024 (33), 2025 (68).</li> <li>Number of selection processes with external evaluators: 2023 (0), 2024 (0), 2025 (0).</li> <li>Annual satisfaction survey with questions relating to this area.</li> </ul>

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consolidated scientific experience.			investigators in relation to improvements that are implemented in the recruitment procedure.		
<b>13. DISSEMINATION PLAN OF THE HUMAN RESOURCES STRATEGY FOR RESEARCH PERSONNEL OF THE IIS-FJD.</b> A specific action plan will be carried out to further disseminate the different actions developed within the framework of the HRS4R Strategy.	Year 3 (Q4) Year 4 (Q4) Year 5 (Q4)	Scientific Director (Carmen Ayuso) and Head of the Management Area (Alberto Montero)	Annual review of the HRS4R action plan.  Carrying out an online survey that includes the progress made in the action plan of the HRS4R Strategy and allows knowing the degree of satisfaction of the research staff.  Number of actions to disseminate the HRS4R Strategy in annual conferences  Review of the OTM-R Policy on an annual basis.	EXTENDED	<p>The IIS-FJD continues to work on disseminating and monitoring the HRS4R Strategy.</p> <p>An annual review of the HRS4R Action Plan has been carried out, assessing the progress made in each of the actions indicated. Regular meetings are held by the HRS4R working group responsible for monitoring and following up on the strategy, ensuring the correct implementation of the planned measures and identifying improvements.</p> <p>An annual survey has been conducted among IIS-FJD staff to assess their level of awareness of the progress made and to identify areas for improvement.</p> <p>Information on the HRS4R Strategy is communicated on a regular basis through internal communications and scientific conferences, such as research area meetings.</p> <p>In the coming period, work will be done to disseminate the Strategy through the development of information leaflets, specific conferences on the HRS4R Strategy and other activities of interest.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>· Annual review of the action plan.</li> <li>· Annual satisfaction survey.</li> <li>· Review of the OTM-R Policy.</li> </ul>

<p><b>14. SPECIFIC TRAINING PROGRAMME FOR MANAGEMENT</b> <b>STAFF.</b> Development and implementation of a training programme aimed at IIS-FJD management staff.</p>	<p>Year 6 (Q1,Q2,Q4) Year 7 (Q4) Year 8 (Q4)</p>	<p>Head of the Management Area (Alberto Montero)</p>	<p>Training programme designed.  Number of training activities carried out annually.  % satisfaction of participants (annual survey)</p>	<p>NEW</p>	<p>A specific training programme will be developed for IIS-FJD management and administrative staff, in line with the European ResearchComp framework.  The aim is to strengthen skills in project management, scientific communication and innovation. This training is expected to contribute to better performance in the management of scientific projects and team coordination, increasing the efficiency and quality of technical and administrative support.</p>
<p><b>15. TRAINING PROGRAMME FOR LABORATORY AND R&amp;D&amp;I SUPPORT</b> <b>STAFF.</b> Development and implementation of a training programme aimed at laboratory, and R&amp;D&amp;I support staff to meet their training needs.</p>	<p>Year 6 (Q1,Q2,Q4) Year 7 (Q4) Year 8 (Q4)</p>	<p>Head of the Management Area (Alberto Montero)</p>	<p>Training programme designed.  Number of training activities carried out annually.  % of participant satisfaction (annual survey)</p>	<p>NEW</p>	<p>A specific training programme will be designed and implemented for technical and laboratory staff, with a primary focus on scientific updates, advanced management of scientific and technical equipment, and good research practices.  The aim is to ensure that technical staff are aligned with good research practices and the latest updates in equipment handling, thereby increasing the quality of research carried out at the IIS-FJD.</p>
<p><b>16. PROMOTING THE INTERNATIONAL VISIBILITY OF THE IIS-FJD.</b> Efforts will be made to increase the Institute's international visibility by translating the</p>	<p>Years 6,7,8 (Q1-Q4)</p>	<p>Communication Department</p>	<p>Number of institutional documents translated into English.  Number of informative</p>	<p>NEW</p>	<p>The translation of key institutional documentation into English and the generation of scientific and informative content will be promoted.  The objective is to promote the internationalisation of the Institute, attract talent and participate in international networks and projects, increasing the visibility and global positioning of the centre.</p>

most relevant institutional documentation into English.			contents published in English on the website and social networks.		
<b>17. IMPLEMENTATION OF SELECTION PROCESS AUDIT PROCEDURE.</b> Work will be done to develop periodic audits to analyse the selection process.	Years 6, 7,8 (Q4)	Head of the Management Area (Alberto Montero)	Audit process implemented.  Annual audit of the selection process.	NEW	With the aim of strengthening the transparency and traceability of the selection processes, work will be carried out on an internal audit procedure that allows for the systematic evaluation of the correct application of the OTM-R principles. This action will focus on annually reviewing the documentation, process times, composition and actions of the Selection Committee for the different procedures. An analysis will be carried out between different calls for applications to identify biases or areas for improvement.