

## TEMPLATE 4: ACTION PLAN

Case number: 2019ES403267

Name Organisation under review: FUNDACION INSTITUTO INVESTIGACION SANITARIA FUNDACION JIMENEZ DIAZ

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### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	130
Of whom are international (i.e. foreign nationality)	*6
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*90
Of whom are women	106
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	21
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	32
Of whom are stage R1 = in most organisations corresponding with doctoral level	24
Total number of students (if relevant)	*0
Total number of staff (including management, administrative, teaching and research staff)	153
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	10.430.877,95 €
Annual organisational direct government funding (designated for research)	2.000.000,00 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4.493.370,87 €
Annual funding from private, non-government sources, designated for research	3.937.507,08 €
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>The Fundación Jiménez Díaz University Hospital Health Research Institute (IIS-FJD), one of the main hospitals in Madrid, is an institution with large experience in research &amp; innovation. The Institution comprises research groups from different organisations: 4 hospitals, 2 universities and the Research Centre for Energy, Environment, and Technology (CIEMAT). This cluster of organisations constitutes a functional structure oriented to biomedical, clinical, and epidemiological research as well as healthcare services.</p> <p>Its lines of research are structured in 7 health areas: Cancer; Infectious, Inflammatory and Chronic Diseases; Genetics and Genomics; Neurosciences; Kidney, Metabolic and Cardiovascular Diseases; Health Technology and Innovation.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organisation.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- The IIS-FJD research staff is free to propose their own projects and lines of research as well as the selection of the procedures to carry out the investigation, provided that it is aligned with the Cooperative Scientific Plan, the Strategic Plan and do not exceed the budget of the organisation.</li> <li>- The IIS-FJD has available a dedicated Research Commission, which verifies that the research activity adheres to current legislation; a Clinical Research Ethics Committee (human research), a Committee on Animal Ethics &amp; Welfare (animal testing) and an external Advisory Scientific Committee that examines the scientific activity carried out. It is also worth mentioning the existence of a Scientific Integrity Committee, made up of in-house and extramural members, whose mission is to support the quality of research, contribute to preserve research integrity and ensure the supervision of the Good Research Practices, as well as to attend consultations and arbitrate in conflicts that may arise in this area. The activity of the Scientific Integrity Committee is complemented by a mailbox for scientific-related complaints and claims (conflicts in publications, harassment, data missappropriation, etc.). The Institute is also addressing the implementation of anti-plagiarism systems.</li> <li>- Researchers have at their disposal a Code of Good Scientific Practices that includes the guidelines for conducting ethical and responsible research.</li> <li>- IIS-FJD is structured into main research areas, for whose definition it has been taken into account the needs in health of the population, guaranteeing thereby that the research carried out is of interest and relevance to society. Based on this prioritization, IIS-FJD research groups have designed a Cooperative Scientific Plan to stimulate the development of cross-cutting projects.</li> <li>- Availability of a Strategic Plan that contains the initiatives to be carried out in the short and medium term.</li> <li>- The IIS-FJD has also strengthen its R + D + i training plan.</li> <li>- Regarding control of project progression, IIS-FJD has monitoring mechanisms in place to assure accurate economic execution, avoiding thus deviations and facilitating financial reporting to the funding agencies.</li> <li>- Intending to bridge the gap between science and society, the IIS-FJD has performed hands-on scientific activities with and for society (open days, participation of scientists in events, etc).</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- Both the Cooperative Scientific Plan and the Strategic Plan need updating.</li> <li>- There is room for improvement in the dissemination and communication of the IIS-FJD Plans and other internal strategies (e.g. employee incentive programs).</li> <li>-The project management tool shows gaps since not all staff have access to it.</li> <li>- It is appropriate to improve internal communication to raise awareness about working conditions.</li> <li>- There is a need to develop a specific Open Access policy.</li> <li>- A unified agenda of activities with and for society should be coordinated.</li> <li>- A Gender &amp; Equality plan is also indispensable. It must be developed and implemented.</li> <li>- It is necessary to incorporate external evaluators for international selection</li> </ul>

	<p>panels.          .-An internal promotion and career development/appraisal system must be implemented.</p>
<p>Recruitment and selection</p>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- Job offers explicitly describe eligibility and evaluation criteria.</li> <li>- The selection process is openly defined and made public and accessible.</li> <li>- Personnel to be hired within public grants will be evaluated by a specific selection panel that will assure unbiased evaluation.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- There is room for improvement in the whole selection process.</li> <li>- In the current situation, job offers are not translated into English nor published in Euraxess.</li> <li>- Job offers do not explicitly describe individual aspects of professional career development.</li> <li>- Recognition of the mobility experience of researchers must be considered in the evaluation criteria.</li> </ul>
<p>Working conditions</p>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- All IIS-FJD professionals, regardless of their category, engaged in a professional research career in science are recognised as researchers and treated accordingly.</li> <li>- Researchers have at their disposal core facilities &amp; platforms that provides resources and services to support their research and needs for high-throughput technologies and infrastructures.</li> <li>- The Institute has set up a Mentoring Plan for Emerging Groups, with activities and initiatives that will help to improve quality and excellence in their research.</li> <li>- The IIS-FJD has designed a policy to guarantee stability and consolidation of employment for senior researchers leading relevant investigation for the institution.</li> <li>- The selection process makes no discrimination based on gender, race, etc. Indeed, there is a positive balance regarding the presence of women.</li> <li>- The IIS-FJD approaches professional career advice to researchers through group &amp; area leaders, the Scientific Direction or the Research Commission.</li> <li>- The IIS-FJD carries out actions to promote corporate culture on innovation, protection and exploitation of results. The participation of researchers in the intellectual property rights is regulated by the Results Transfer Procedure.</li> <li>- There is a Code of Good Scientific Practices that sets up, among others, guidance and recommendations on authorship in scientific publications.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- The “Welcome Manual” for newcomers must be updated to adapt it to the Charter &amp; Code principles.</li> <li>- It is recommended to review the adequacy of spaces for research to ensure compliance with the occupational health and safety standard and conventions.</li> <li>- There is not available an Equality Plan that adequately collects and disseminates the existing initiatives in the IIS-FJD in terms of work/life balance and flexible working hours.</li> <li>- The Institute recognises that a comprehensive career development model and a merit-based reward system must be developed and documented.</li> <li>- There are no salary tables in place (currently, the salaries are assigned in line with the standard salary tables established by the National Government, Carlos III Health Institute).</li> <li>- Actions to boost internal promotion regarding vacancies that may arise within</li> </ul>

	<p>the Institute must be implemented.</p> <ul style="list-style-type: none"> <li>- It is mandatory to document and record selection process in order to inform the candidates about the strengths and weaknesses of their applications as a way of providing useful information for building their skills and improve their future interview performances.</li> <li>- There is room for improvement regarding the visibility of the Innovation Unit and the services it provides.</li> <li>- Suitable actions for the recognition and evaluation of the teaching activity and duties at all levels and professional categories must be explored and analysed (currently it does not cover the staff farther than researchers who are professors at the Autonomous University of Madrid).</li> <li>- The Research Commission does not integrate representatives of all the scientific groups of the IIS-FJD (researchers in training, for example) so it is highly recommended to expand it.</li> </ul>
<p>Training and development</p>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- IIS-FJD has promoted academic quality and a student-centred training approach. The teaching programmes attempt to provide researchers closer contact with their tutors and supervisors throughout the training process. Indeed, the Code of Good Scientific Practices expressly advises about the tutoring function.</li> <li>- There is a Scientific Training Plan that assembles all the academic offer of the IIS-FJD at all levels: undergraduate, postgraduate, specialized health training and continuous education.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- The Institute should register all tutoring actions performed, even also in the case of rejected candidates.</li> <li>- Periodic satisfaction surveys should be carried out to determine the suitability of the training offer compared to the real needs of the researchers.</li> </ul>

### 3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

\*URL: <https://www.fjd.es/iis-fjd/es/estrategia-hrs4r>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter/semester)																				Indicator(s) / Target(s)
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	INTERNAL PROMOTION POLICY AND PROFESSIONAL CAREER PLAN. Work will be done on the development of an internal promotion policy and scientific career plan. A revision of the different professionals' profiles accompanied by a financial analysis will enable to assess promotions and transfers, career path, future development of work standards as well as the incorporation of other profiles in the institution's variable remuneration system. Besides, the design and approval of salary tables for IIS-FJD professionals is utterly necessary	Scientific Director (Carmen Ayuso) & Chief of the Management Unit (Alberto Montero)	C&C: 8, 11, 25, 26, 28, 33 OTM-R: 9																			Elaboration of the IIS-FJD Internal Promotion and Professional Career Plan. Salary tables prepared.		
2	EQUALITY PLAN. The IIS-FJD will prepare an Equality Plan that will allow having regulations that tackle among others, aspects like non-discrimination, the adoption and dissemination of work/family conciliation measures, and flexible working hours. Evaluation and reformulation on an annual basis, as appropriate.	Deputy Scientific Director (Victoria del Pozo)	C&C: 10, 24, 27 OTM-R: 8, 18																			Equality Plan available and approved. Annual reviews performed.		
3	INTENSIFICATION OF THE DISSEMINATION OF INFORMATION. Specific action is foreseen concerning the dissemination of the Procedure for IPR transfer and exploitation and the services offered by the Innovation Unit. Also, the diffusion of the Training Plan, Working Conditions, security in the workspace, incentive and bonus system, professional recognition, mobility, etc should experience a widespread diffusion.	Management Unit (Cristina Roldán)	C&C: 5, 8, 11, 22, 24, 29, 31 OTM-R: 1																			Number of actions taken to improve the dissemination of the information. Satisfaction surveys addressed to the research community		
4	IMPLEMENTATION OF PROJECT MONITORING SYSTEMS. All principal researchers will be granted access to the progress of their projects.	Chief of Management Unit (Alberto Montero)	C&C: 4																			Access granted to project management softwares		
5	MODIFICATION OF THE COMPOSITION OF THE RESEARCH COMMISSION. It is proposed to expand the composition of the Research Commission to incorporate representatives of a larger number of scientific groups, such as representatives of personnel in training.	Scientific Director (Carmen Ayuso)	C&C: 35																			Research Commission extended.		
6	CONSOLIDATION OF SPECIFIC TRAINING. As a measure of improvement, the Scientific Integrity Committee is attempting to address training and education activities with regard to research integrity (conflict of interest and open publication). Additionally, the Training Plan will be reviewed to include aspects related to professional responsibility and other ethical issues.	Ethics Research Committee (CEIm) Secretariat. (Lucía Llanos) & Training manager of the Research Commission (Raquel Largo)	C&C: 6, 38, 39 OTM-R: 9																			Training regarding research integrity provided. Annual evaluation and reformulation of the Training Plan, based on periodical surveys addressed to researchers.		
7	ACTION PLAN WITH AND FOR SOCIETY. All initiatives with and for society must be well-structured and organised in order to avoid possible duplications or overlapping efforts.	Chief of the Continuing Care Department (Oscar Gómez)	C&C: 9																			Annual elaboration (Q1) of agenda of initiatives to be developed with and for society. Nº annual actions developed. Post evaluation of the activities carried out.		
8	MENTORSHIP PLAN. Supervision and tutoring actions shall be documented. Additionally, a Mentoring Plan will be launched to regulate supervisor/mentor-researchers relationship. It will be revised annually.	Deputy of Scientific Director (Victoria del Pozo)	C&C: 36, 37, 40 OTM-R: 9																			Mentoring plan prepared and implemented. Number of mentoring actions registered.		
9	IMPLEMENTATION OF AN OPEN ACCESS POLICY. An active Open Access policy will be developed for the alignment with the provisions and initiatives encouraged by the European Union.	Management Unit. (Ester Martín)	C&C: 8																			Open Access policy developed and implemented. Annual revision. Number of publications in an Open Access Journal. Percentage of Open Access publications in total publications by year.		
10	UPDATE OF THE SCIENTIFIC COOPERATIVE PLAN. It should be regularly updated. Thus, researchers will be able to programme their future research projects in advance and in line with the scientific strategy of the Institute. Annual revisions should be scheduled based on the indicators previously defined.	Scientific Director (Carmen Ayuso)	C&C: 1, 3, 4																			Updated of the Cooperative Scientific Plan. Annual revision.		
11	IMPLEMENTATION OF AN ANTI-PLAGIARISM SYSTEM. In the upcoming months, an anti-plagiarism tool shall be provided to promote integrity and responsibility in research among IIS-FJD professionals.	Ethics Research Committee (CEIm) Secretariat. (Lucía Llanos)	C&C: 3																			Anti-plagiarism tool implemented.		
12	REDEFINITION OF THE RECRUITMENT PROCESS. We will work on a standardized model of job description and job specifications in English to be able to post all offers on the Euraxess platform, including details on the evaluation process (mainly focus on the assessment of the candidates' overall trajectory and feedback to rejected candidates) and promotion prospects. The participation of external evaluators in the selection processes will maximize the participation of international profiles, which will benefit the institution in terms of accessing to professionals with international and consolidated scientific experience.	Chief of the Management Unit (Alberto Montero)	C&C: 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 30 OTM-R: 2, 3, 4, 5, 6, 7, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23																			Redefined selection process. Number of processes managed and adhered to the European Labour market framework in accordance with the general principles and requirements of the C&C. Number of positions published in Euraxess. Number of evaluation processes with the participation of international profiles. Periodic satisfaction surveys to principal investigators in relation to achievable improvements to be implemented in the procedure.		

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

IIS-FJD has a recruitment process clearly defined, which emphasises OTMR as a key component. To cover research positions granted in competitive calls, a Selection Committee is created for evaluating all candidates impartially, checking whether they meet the requirements considered decisive for each specific position, and judging the merits provided. Different from this, there is not a defined procedure in place for hired researchers within private projects; thereby the leading researchers are free to select the adequate candidate.

Job descriptions clearly specify the opening and deadline dates for submitting applications, together with the position offered, the working conditions and the essential requirements. However, at present, calls are rarely published in English or posted in the Euraxess Platform. Neither detailed eligibility criteria nor professional career prospects are listed. Information about the evaluation process is not communicated to unselected candidates.

The IIS-FJD, in its commitment to the HRS4R, and after conducting the analysis of the weaknesses identified in the Gap Analysis and thanks to the wide participation of researchers from the institution, is intending to substantially enhance the selection & recruitment procedure, for the purpose of adapting it to all the requirements established by the C&C and the OTM-R policy through the following actions:

- INTERNAL PROMOTION POLICY AND PROFESSIONAL CAREER PLAN. Great efforts must be done on the development of an internal promotion policy and scientific career plan. A revision of the different professionals' profiles accompanied by a financial analysis will enable to assess the incorporation of other profiles in the institution's variable remuneration system. Besides, the design and approval of salary tables for IIS-FJD professionals is utterly necessary.
- EQUALITY PLAN. The IIS-FJD will prepare an Equality Plan that will allow having regulations that tackle among others, aspects like non-discrimination, the adoption and dissemination of work/family conciliation measures, flexible working hours etc. Evaluation and reformulation on an annual basis is recommended.
- INTENSIFICATION OF THE DISSEMINATION OF INFORMATION. Action is foreseen concerning the dissemination of the Procedure for IPR transfer and exploitation as well as the services offered by the Innovation Unit. Besides, it is expected that relevant documentation and information with regard to training initiatives, working conditions, workplace health programmes, incentive and bonus systems, professional recognition, mobility etc., should experience a widespread diffusion.
- CONSOLIDATION OF SPECIFIC TRAINING. As a measure of improvement, the Scientific Integrity Committee attempts to address tailored training and education activities with regard to research integrity (conflict of interest and open publication). Additionally, the Training Plan will be reviewed to include aspects related to professional responsibility and other ethical issues.
- MENTORSHIP PLAN. Supervision and tutoring actions should be documented. Additionally, a Mentoring Plan will be launched to regulate supervisor/mentor - researchers' relationship. It should be revised on an annual basis.
- REDEFINITION OF THE RECRUITMENT PROCESS. We will work on a standardized model of job description in English to be able to publish all the offers on the Euraxess platform, including details on the evaluation process (from the assessment of the candidates' overall trajectory to feedback to rejected candidates) as well as promotion prospects. The participation of external evaluators in the selection processes will maximize the participation of worldwide profiles, which will benefit the institution in terms of accessing to professionals with international and consolidated scientific experience.

A quality control system will be developed to ensure compliance with the OTMR principles through annual audits of the entire recruitment process. In addition, periodic evaluation of the implementation of the C&C and OTM-R policy will be administered. When developed, the OTM-R policy will be published in Spanish and English.

Below, it is shown the list of actions proposed in the Action Plan that demonstrate the implementation of OTM-R policy in the IIS-FJD:

1. OTM-R (9) Action 1: Internal promotion policy and Career Plan; Action 6: Consolidation of specific training; Action 8: Mentorship plan.
2. OTM-R (8, 18) Action 2: Equality plan.

3. OTM-R (1) Action 3: Intensification of the dissemination of information.
4. OTM-R (2, 3, 4, 5, 6, 7, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23) Action 12: Redefinition of the recruitment process.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <https://www.fjd.es/iis-fjd/es/estrategia-hrs4r>

## 4. IMPLEMENTATION

General overview of the expected implementation process:

The HRS4R Strategy of the Fundación Jiménez Díaz University Hospital Health Research Institute has been led by the Scientific Director and the Chief of the Management Unit. For its development, implementation and monitoring, a working group named HRS4R Strategy Commission, has been created with representatives of professionals from both the scientific and administrative area.

Monitoring activities for overseeing the implementation of the Strategy are scheduled semi-annually by the Chief of the Management Unit, and in collaboration with the aforementioned HRS4R Strategy Commission. Monitoring must be documented in a formal report for submission and approval to the Scientific Director. Consequently, the HRS4R Strategy Commission will meet ordinarily at least twice a year, in the months of May and November, but with the possibility of holding extraordinary meetings as required. In these meetings, they will evaluate the level of compliance with the calendar set out in this document.

The Chief of the Management Unit is responsible for centralizing the suggestions and nonconformities that may arise from the members of the HRS4R Strategy Commission as well as all those deviations detected. Indeed, specific improvement actions should be proposed.

On an annual basis, an e-mail will be sent to all the professionals to reflect and document progress achieved in the implementation of the Strategy compared to the gap analysis previously performed

Two years after the initiation of the Action Plan, a survey as the one used in the gap analysis phase, will be sent to all the staff in order that they will be able to assess the level of fulfilment with the Charter & Code and the progression attained. Consequently, a report with the actions and measures to be taken based on the results obtained will be prepared.

The chief of the Management Unit and the Scientific Director of the Institute will act at all times as the persons in charge of the global HRS4R strategy.

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The monitoring of the actions proposed in the action plan will be carried out every six months by the HRS4R Strategy Commission, which will evaluate the development of the Strategy.</p> <p>As indicated, the HRS4R Strategy Commission will meet ordinarily at least twice a year in the months of May and November to oversee the implementation, and extraordinarily as many times as necessary, to assess compliance with the calendar, implementing the improvements and reformulations that are necessary to comply with the HRS4R and OTM-R principles whenever deviations occur.</p> <p>Two years after the initiation of the Action Plan, a survey, as the one used in the gap analysis phase, will be disseminated among the staff to assess compliance and progress made towards the HRS4R. A report detailing and outlining the actions to be taken based on the results obtained will be prepared.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>IIS-FJD has prepared the Action Plan with the participation of almost all the researchers from the institution, who have been able to express their views and opinions through an ad-hoc survey. They also have been represented in the HRS4R Strategy Commission, which is responsible for monitoring and implementation of the plan.</p> <p>The institution has also developed an Equality Plan within the framework of the human resources strategy, again relying on representatives from all scientific profiles and areas. On the other hand, the institution has involved the Scientific Integrity Committee in the Action Plan.</p> <p>As mentioned before, semiannual meetings of the HRS4R Strategy Commission have been scheduled for collecting the opinion of all the staff after two years of implementation of the Action Plan.</p> <p>On the other hand, the Action Plan itself directly engages the researcher community in many of its actions (update of the Training Plan and Collaborative Scientific Plan, always taking into account the needs expressed by the researchers, deployment of the mentoring plan, etc.).</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>Actions to be developed according to what is established in the calendar of activities will be presented to the Scientific Direction of the Institute and its Board of Trustees, the latter is the governing body that includes representatives of the different organisations that make up the Institute.</p> <p>The IIS-FJD has been accredited as a Health Research Institute by the Carlos III Health Institute (ISCIII, the main health research funding agency in Spain), which demands the HRS4R award in order to maintain said</p>



	<p>accreditation. Consequently, the IIS-FJD will necessarily adopt the HRS4R policies and principles.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The scientific direction and the Chief of the Management Unit of the IIS-FJD are directly involved in the implementation of the Strategy, together with the HRS4R Strategy Commission that is composed of representatives of the scientific and management areas.</p> <p>Regular monitoring meetings and a new gap analysis have been envisaged for the next two years after the implementation of the Action Plan.</p> <p>On the other hand, as stated in the previous section, it is crucial for the IIS-FJD to implement the HRS4R strategy in order to maintain its accreditation as a Health Research Institute awarded by the ISCIII.</p> <p>In this sense, the gap analysis and the action plan of IIS-FJD have been submitted to the Board of Trustees for approval since it is the highest governing body of the Institute.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The action plan includes the actions to be carried out and a detailed timetable for their execution. The monitoring group will meet at least twice a year to meet the objectives set in the proposed calendar. On an annual basis, an e-mail will be sent to all the employees of the institute indicating the progression. Two years after the initiation of the action plan, the opinion and view of all staff regarding the level of compliance with the HRS4R and OTM-R principles will be examined again.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>In addition to the semi-annual evaluation by the working group and the elaboration of an annual report, a thorough revision of the strategy is being planned for next two years. Once again, it will take into account the view of the whole staff for obtaining a real perception and scope.</p> <p>The Board of Trustees of the IIS-FJD Foundation will be periodically informed about the progress attained.</p>

Additional remarks/comments about the proposed implementation process:

<p>The primary IIS-FJD's goal is to stimulate and promote research, scientific and technological knowledge and teaching and training in the hospital setting, encouraging thus the establishment of synergies and the development of integrated research, thereby enabling at the same time the assemblage of significant number of researchers of excellence in the biomedical field.</p> <p>If IIS-FJD is compared with other similar institutions in Spain, it is noted that due to its nature as a private organisation, it has much less rigidity when developing and implementing research career provisions for the research staff. This circumstance makes it, at present, one of the Institutes of Health</p>
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Research that stands out most with regard to retaining scientists.

Finally, at a strategic level it is important to mention its set of values:

#### MISSION

To develop an environment for scientific management and translational research that strives to solve problems affecting the national health system and to improve citizens' quality of life. The Institute pursues to deliver utmost quality and excellence, intending to become the best in class both at a national and international level.

#### VISION

To gain recognition and exceed expectation from the different stakeholders (researchers, teaching staff, patients, clients, employees, society)—as a leading organisation of excellence in providing quality services, scientific outcomes, effective and efficient use of resources and development of advanced management systems.

The HRS4R aims to be a mechanism for the implementation of the recommendations regarding the rights and responsibilities of researchers and their employers and / or funders, listed in “The European Researcher Charter” and the “Code of Conduct for the Recruitment of Researchers” (C&C).

IIS-FJD, in line with its strategy and vision as a Health Research Institute, in 2019 has endorsed the C&C principles, thus committing to align its policies and best practices in Human Resources with the recommendations expressed in both documents.