

## IdiPAZ. Action Plan 2023-2026.

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p><b>I. To promote the dissemination, compliance and commitment to regulations and legislation related to good research practices, ethical aspects, confidentiality, data protection, intellectual property, etc. among researchers.</b></p> <ul style="list-style-type: none"> <li>- To collect all relevant regulations on the website.</li> <li>- To disseminate the relevant information through the internal communication channels (newsletters, intranet, emails, etc.).</li> <li>- To standardize frequent contacts from UAI to researchers at the start of a research project.</li> <li>- To organize training and updating activities through specific workshops and</li> </ul>	5. Contractual and legal obligations (+/-)	<p>From Q1 to Q20</p> <p>Milestones: Q1, Q5, Q9, Q13, Q17</p> <p>Annual indicator measure</p>	<p>Technical Assistant</p> <p>Director Human Resources</p> <p>Manager R4 and R3 representatives</p>	<p>Milestone</p> <p>1.1: Updating and compiling regulations on the website</p> <p>Indicator</p> <p>1.2. Number of disseminations of relevant regulations by internal channels</p> <p>Indicator</p> <p>1.3: Number of meetings between UAI and research groups</p> <p>Indicator</p> <p>1.4: Number of training activities organized about contractual and legal obligations and other ethical and professional aspects</p>	Completed	<p>Writing and publication of the IdiPAZ's Code of Ethics and Good Scientific Practice. A survey showed that the 64,5% of researchers are familiar with this manual, <a href="https://www.IdiPAZ.es/PaginaDinamica.aspx?IdPag=9&amp;Lang=ES">Código de Ética y Buenas Prácticas Científicas-versión 2022 Ed 3 ENG(1).pdf (idipaz.es)</a></p> <p>All documents, policies and regulations are updated on the IdiPAZ website: <a href="https://www.IdiPAZ.es/PaginaDinamica.aspx?IdPag=9&amp;Lang=ES">https://www.IdiPAZ.es/PaginaDinamica.aspx?IdPag=9&amp;Lang=ES</a>.</p> <p>Some communication events related to HRS4R's implementation.</p> <p>1) Research and Innovation colloquium organized by the Fundación la Caixa. April 20, 2022</p>

<p>courses on the mentioned aspects.</p>					<p>2). The IdiPAZ's HRS4R seminar series: 4 seminars organized by IdiPAZ to publicize the actions developed by IDIPAZ within the framework of the European Logo for HR in Research (HRS4R) and to offer its researchers a summary of the key concepts of the application of OTM-R criteria in recruitment.</p> <p>3) Dissemination of the IV PhD Day October 27, 2022. With the aim of making visible the work of our predoctoral researchers and enhance the chances of building relationship between clinical and basic researchers, a new edition of IdiPAZ PhD day has been organized. This event is promoted by the Training Committee and the Internal Scientific Committee. <b>4º PhD day (13/12/2022):</b></p> <p><a href="https://www.idipaz.es/ficheros/files/PROGRAMA%204%C">https://www.idipaz.es/ficheros/files/PROGRAMA%204%C</a></p>
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						<p><a href="#">2%AA%20JORNADA%20DE L%20PhDay_Idinf.pdf</a></p> <p><b>3er PhDay (2/12/2021):</b>  <a href="https://mailchi.mp/idipaz.es/3-jornada-phday-hoy-a-las-900-horas">https://mailchi.mp/idipaz.es/3-jornada-phday-hoy-a-las-900-horas</a></p> <p>Two hundred and twenty-two meetings with research groups were held.</p> <p>Eleven activities related to contractual and legal obligations and other ethical and professional issues were performed.</p>
<p><b>2. To increase the visibility of institutional activities through the usual external communication channels:</b></p> <ul style="list-style-type: none"> <li>To update frequently public contents on the website and promote the use of other scientific dissemination online platforms.</li> </ul>	9. Public engagement (+/- )	<p>From Q1 to Q20</p> <p>Milestones: Q1, Q5, Q9, Q13, Q17</p>	<p>Technical Assistant Director</p> <p>R1 and R2 representatives</p>	<p>Milestone 2.1: Updating of institutional activities on the website and other scientific platforms.</p>	Completed	<p>A communication plan has been written and published <a href="https://www.idipaz.es/ficheros/files/GPCC-PNT%2009-Plan%20de%20comunicaci%C3%B3n%20IdiPAZ.pdf">https://www.idipaz.es/ficheros/files/GPCC-PNT%2009-Plan%20de%20comunicaci%C3%B3n%20IdiPAZ.pdf</a></p> <p>IdiPAZ's website publishes the activities and trainings carried out at the institute. The 78,46% of the researchers are familiar with this website.</p>
<p><b>3. To disseminate the results of the institution to general society and</b></p>	9. Public engagement (+/- )	<p>From Q1 to Q20</p>	<p>Technical Assistant Director</p>	<p>Indicator 3.1. Number of dissemination</p>	Completed	<p>A total of 13 outreach events were carried out throughout 2021-2022</p>

<p><b>patients through organized activities focused at these agents:</b></p> <ul style="list-style-type: none"> <li>- To promote the participation in activities opened to society (science week, open doors day, etc.).</li> <li>- To promote dedicated seminars and workshops focused for society and patients.</li> </ul>		<p>Annual indicator measure</p>	<p>R1 and R2 representatives</p>	<p>activities organized for society and patients (seminars, open-doors days, meetings with patient associations, etc.)</p>		<ul style="list-style-type: none"> <li>- <a href="#">International Day of Girls and Women in Science</a></li> <li>- <a href="#">3 in the framework of Science in the Streets</a></li> <li>- <a href="#">8 for Science Week</a></li> <li>- <a href="#">1 for the European Researchers' Night</a></li> </ul>
<p><b>4. To implement a standard professional evaluation system for researchers, considering the recognition of the profession and the emerging and clinical research activities:</b></p> <ul style="list-style-type: none"> <li>- To consider as valuable aspects not only the scientific results, but also the qualifications, seniority, teaching, training, mobility, public engagement, among other merits.</li> <li>- To consider incentive criteria to evaluate emergent and/or clinical</li> </ul>	<p>11. Evaluation / appraisal systems (-/+)          20. Seniority (-/+)          22. Recognition of the profession (-/+)          33. Teaching (-/+)</p>	<p>From Q4 to Q20           Milestones: Q4           Annual indicator measure</p>	<p>Technical Assistant Director           Human Resources Manager           R4 and R3 representatives</p>	<p>Milestone          4.1 Definition and implementation of a standard professional evaluation system           Indicator          4.2: Number of conducted evaluations           Indicator          4.3: Number of conducted evaluations to emerging and clinical groups.</p>	<p>In progress</p>	<p>Professional Career: IdiPAZ's professional career is defined by the Resolution of <a href="#">December 3, 2020, of the Directorate General of Labor of the Ministry of Economy, Employment and Competitiveness, on registration, deposit and publication of the Collective Agreement of the Biomedical Research Foundations of the Health Institutions dependent of the Madrid Health Service (SERMAS)</a>.</p> <p>The professional classification of the research staff of the research foundations dependent from the SERMAS is <a href="#">published</a>. A</p>

groups.						<p>common evaluation procedure for all the research staff is still under approval. No staff evaluations were performed to date.</p> <p><a href="https://www.idipaz.es/ficheros/files/BOCM-20201222-14.pdf">https://www.idipaz.es/ficheros/files/BOCM-20201222-14.pdf</a>.</p> <p>Forty-nine consolidated and excellence research groups were evaluated, and another 7 emergent groups also received a positive evaluation. In addition, 2 new groups were evaluated to become emerging groups.</p>
<p><b>5. To define a standard Open, Transparent and Merit-based recruitment procedure for researcher selection:</b></p> <ul style="list-style-type: none"> <li>- To appoint an internal working group responsible of the development of the new procedure.</li> <li>- To publish a version of the procedure online, both in Spanish and English.</li> <li>- To organize specific training on OTM-R</li> </ul>	<p>14. Selection (-/+)</p> <p>15. Transparency (-/+)</p> <p>16. Judging merit (-/+)</p> <p>20. Seniority (-/+)</p> <p>OTM-R check list principles: I</p>	<p>From Q5 to Q20</p> <p>Milestone: Q5</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p> <p>R4 and R3 representatives</p>	<p>Milestone 5.1: New published standard procedure of recruitment and selection based on the OTM-R policy (in English and Spanish)</p> <p>Indicator 5.2. Number of OTM-R training courses organized.</p>	Completed	<p>The recruitment procedure based on OTM-R is published. The 64,52% of the researchers is familiar with this procedure.</p> <p><a href="https://www.idipaz.es/ficheros/files/eng%20OTMR%20policy%20%20VF.pdf">https://www.idipaz.es/ficheros/files/eng%20OTMR%20policy%20%20VF.pdf</a></p> <p>In addition, three seminars related with OTM-R policies were performed to IdiPAZ's research staff:        June 21: The European HR strategy for IdiPAZ research at IdiPAZ.</p>

<p>policies to the staff involved in the recruitment and selection process.</p>	<p>(-/-), 2, 3, 6, 19 (-/+ ) and 8 (+/-)</p>					<p>25 Nov: Seminar: 'Good practices in recruitment in the framework of the HRS4R' award.          March 9 Actions of the European Human Resources Logo (HRS4R) and its implementation in IdiPAZ.</p>
<p><b>6. To define internal rules for an expert Selection Committee assignment:</b></p> <ul style="list-style-type: none"> <li>To include a balanced representation of profiles, competences, and gender equality in the Committee.</li> </ul>	<p>14. Selection (-/+)          15. Transparency (-/+)          OTM-R check list principles: 16, 17, 18 and 19 (-/+)</p>	<p>From Q5 to Q20          Milestone: Q5</p>	<p>Technical Assistant Director          Human Resources Manager</p>	<p>Milestone 6.1. Internal rules for the assignment of the Selection Committee.</p>	<p>Completed</p>	<p>The recruitment procedure based on OTM-R, contains a section focused on the definition of internal rules for the committee assignment. The 60,22% of the researchers considers that the selection committees are balanced.  <a href="https://www.idipaz.es/ficheros/files/eng%20OTMR%20policy%20%20VF.pdf">https://www.idipaz.es/ficheros/files/eng%20OTMR%20policy%20%20VF.pdf</a></p>
<p><b>7. To promote the mobility of professionals to improve their background and merits:</b></p> <p>To promote research stays in other countries or regions, valuing the mobility to other research contexts (public or private), as well as changes in the discipline or scope.</p>	<p>18. Recognition of mobility experience (-/+)          22. Recognition of the profession (- /+)</p>	<p>From Q3 to Q20          Annual indicator measure</p>	<p>Technical Assistant Director          Human Resources Manager          R4 and R3 representatives</p>	<p>Indicator 7.1. Number of researchers benefited by mobility programs.</p>	<p>Completed</p>	<p>Only the 41,94% of researchers knew the possible funding for mobility actions.          Six IdiPAZ's researchers were engaged in mobility actions to foreign countries of Europe Asia and Africa for short term stays. Also, IdiPAZ receive 5 researchers within the scope of different international projects.</p>

						<p>During 2022 there were 52 rotations in foreign hospitals.</p> <p>A document, collecting the present mobility calls available, was written and published to foster the mobility among IdiPAZ researchers.</p>
<p><b>8. To define a professional career for researchers at all stages of their career:</b></p> <ul style="list-style-type: none"> <li>- To contribute to define the professional career for researchers in the frame of Community of Madrid policies.</li> <li>- To establish standards for the professional development of researchers, providing additional opportunities for them to develop a long-term research career in the institution.</li> <li>- To promote the stability and permanence of researchers and the recognition of their professional categories ensuring a stable professional career in the</li> </ul>	<p>25. Stability and permanence of employment (-/+)</p> <p>26. Funding and salaries (-/+)</p> <p>28. Career development (-/+)</p>	<p>From Q6 to Q20</p> <p>Milestones: Q6 and Q7</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p> <p>R4 and R3 representatives</p>	<p>Milestone 8.1. Collective Agreement of the Foundations of Biomedical Research Implementation</p> <p>Milestone 8.2. Standard guidelines for professional development and career plan and dissemination actions</p> <p>Indicator 8.3. Number of stabilized researchers.</p>	<p>In progress</p>	<p>The Collective Bargaining Agreement of the Biomedical Research Foundations of the Community of Madrid, that set the different salary scales of SERMAS dependent researchers, is currently under negotiation.</p> <p>As mentioned before, the professional classification of the research staff of the research foundations dependent from the SERMAS is published <a href="https://www.idipaz.es/ficheros/files/BOCM-20201222-14.pdf">https://www.idipaz.es/ficheros/files/BOCM-20201222-14.pdf</a></p> <p>A common evaluation procedure for the promotion between the research positions is under approval.</p>

<p>institution</p> <ul style="list-style-type: none"> <li>- To disseminate through the internal communication channels the professional career guidelines among all researchers.</li> </ul>						<p>In 2022 no researcher has been stabilized. A stabilization calls for 27 positions has been published.</p> <p>A manual of professional career options has been published  <a href="https://www.idipaz.es/ficheros/files/eng%20opciones%20arrera%20profesional_VF.pdf">https://www.idipaz.es/ficheros/files/eng%20opciones%20arrera%20profesional_VF.pdf</a></p> <p>One of the seminars of the IdiPAZ HRS4R series was focused on mobility and talent attraction</p>
<p><b>9. To establish a mentor figure that provides support and guidance of researchers at any stage of their career.</b></p> <ul style="list-style-type: none"> <li>- To motivate among senior researchers a multifaceted role as supervisors, mentors and advisors of younger researchers.</li> <li>- To appoint mentors by a standard procedure to provide career advice to researchers.</li> </ul>	<p>28. Career development (-/+)</p> <p>30. Access to career advice (-/+)</p>	<p>From Q3 to Q20</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>R4, R3, R2 and R1 representatives</p>	<p>Indicator 9.1. Number of mentors / supervisors appointed.</p> <p>Indicator 9.2. Number of mentoring activities carried out</p>	<p>In progress</p>	<p>The 78,49% of researchers are familiar with the IdiPAZ mentorship programs.</p> <p>IdiPAZ leaders two different mentor programs:</p> <p>Two editions of the Mentor program for clinicians at La Paz hospital (R1-R2),. The objective is to improve their skills in applying for research projects. A total of 22 mentors were appointed and 83 meetings were held,</p> <p>-Mentoring program focused</p>



						on HRS4R that has been designed (published on the web) and will be implemented by the end of 2023.
<p><b>10. To promote and recognize the importance of the co-authorship among researchers:</b></p> <ul style="list-style-type: none"> <li>- To consolidate internal meetings between research groups to promote the collaboration and the co-authorship.</li> </ul>	32. Co-authorship (-/+)	<p>From Q1 to Q20</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>R4 and R3 representatives</p>	<p>Indicator 10.1: Number of internal meetings between research groups</p> <p>Indicator 10.2: Number of publications with co authorship conducted between the research groups.</p>	Completed	<p>The number of internal meetings between research groups is as follows:          Neurosciences: 6          Cardiovascular: 3          Infectious diseases and immunity: 3          Pathologies of large systems: 3          Cancer and human molecular genetics: 3          Transplant surgery and health technologies: 3          Maternal, infant and adolescent: 5</p> <p>Intra o inter institute co-authorship, of research papers or other research related publications is normalized at IdiPAZ. As an example in 2021 <a href="https://idipaz.es/ficheros/files/prensa/ScientificReportIdiPAZ2021.pdf">https://idipaz.es/ficheros/files/prensa/ScientificReportIdiPAZ2021.pdf</a></p> <p>Intra-Institute Publications: 267          Owned Intra-Institute Publications: 229</p>

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						<p>Un-owned Intra-Institute Publications: 38</p> <p>Intra-Institute Originals: 206</p> <p>Owned Intra-Institute Original :173</p> <p>Un-owned Intra-Institute Original: 33</p> <p>Intra-Institute JCR Indexed Articles and Reviews: 194</p> <p>Owned Intra-Institute JCR Indexed Articles and Reviews: 159</p> <p>Un-owned Intra-Institute JCR Indexed Articles and Reviews: 35</p> <p><b>Provisional data 2022</b> (pending publication of Scientific Report IdiPAZ 2022 )</p> <p>Intra-Institute Publications: 299</p> <p>Owned Intra-Institute Publications: 157</p> <p>Un-owned Intra-Institute Publications: 142</p> <p>Intra-Institute Originals: 257</p> <p>Owned Intra-Institute Original :137</p>
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						<p>Un-owned Intra-Institute Original: 120</p> <p>Intra-Institute JCR Indexed Articles and Reviews: 287</p> <p>Owned Intra-Institute JCR Indexed Articles and Reviews: 146</p> <p>Un-owned Intra-Institute JCR Indexed Articles and Reviews: 141</p>
<p><b>11. To implement a standard procedure for handling suggestion from researchers:</b></p> <ul style="list-style-type: none"> <li>- To define a standard procedure for handling suggestions.</li> <li>- To consolidate the use of the suggestion box for the compilation of suggestions from researchers.</li> <li>- To promote the participation in the annual satisfaction survey to compile the needs and concerns from researchers.</li> <li>- To inform periodically about the suggestion box</li> </ul>	<p>34. Complains/appeals (-/+)</p> <p>OTM-R check list principles: 22 (- /+)</p>	<p>From Q6 to Q20</p> <p>Milestone: Q6</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p>	<p>Milestone 11.1. Standard procedure for handling suggestions.</p> <p>Indicator 11.2: Number of collected suggestions from the suggestion box and/or the satisfaction survey.</p> <p>Indicator 11.3: Number of resolved suggestions</p>	<p>Completed</p>	<p>A standard complaints procedure is published at the web. The 62,37% of the researchers are familiar with the procedure. <a href="#">Adecuación de la normativa de contratación a OTM-R para IDIPAZ</a></p> <p>For the processing of suggestions there is a formulary and contact e-mail available at <a href="https://www.idipaz.es/PaginaDinamica.aspx?IdPag=646&amp;Lang=EN">https://www.idipaz.es/PaginaDinamica.aspx?IdPag=646&amp;Lang=EN</a></p> <p>Six suggestions were received in 2022. All of them received feedback. None of these suggestions were</p>

and the satisfaction survey to promote the use among researchers.						related with human resources, they were mainly oriented towards procurement and replacement of equipment.
<p><b>12. To promote the participation of researchers in the decision-making bodies, including them in the internal procedures of FIBHULP IdiPAZ:</b></p> <ul style="list-style-type: none"> <li>– To define a participation rotating system of young researchers predoctoral and junior postdoctoral) in the Internal Scientific Committee, ensuring equal opportunities between men and women.</li> <li>– To formalize the assistance of an Internal Scientific Committee representative to FIBHULP Board meetings.</li> </ul>	35. Participation in decision making bodies (-/+)	<p>From Q2 to Q20</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>R1, R2, R3 and R4 representatives</p>	<p>Indicator 12.1. Number of young researchers in the Internal Scientific Committee</p> <p>Indicator 12.2. % of women in the Internal Scientific Committee.</p> <p>Indicator 12.3. Number of FIBHULP Board meetings with the assistance of an Internal Scientific Committee representative</p>	Completed	<p>Only the 43,01% of the researchers new that the junior researchers are present at decision making committees.</p> <p>Two junior researchers are members of the IdiPAZ research committee.          Javier Pozo Novoa (R1)          And Karla Marina Montalban (R2)</p> <p>These researchers could make suggestions, discuss initiatives, and vote for the implementation of committee's actions.</p> <p>The Research committee is gender balanced.</p>
<p><b>13. To extend the training offer and improve the continuous development of researchers:</b></p> <ul style="list-style-type: none"> <li>– To identify training needs from researchers according to the</li> </ul>	39. Access to research training and continuous development (-/+)	<p>From Q3 to Q20</p> <p>Milestone: Q3</p> <p>Annual indicator</p>	<p>Technical Assistant Director</p> <p>R3 and R4 representatives</p>	<p>Milestone 13.1: Survey to researchers to compile the training needs.</p> <p>Indicator 13.2: Number</p>	Completed	<p>The 73,91% of the researchers are familiar with the IdiPAZ's training program.</p> <p><a href="#">A survey has been launched to detect staff's training</a></p>

<p>professional development.</p> <p>– To improve the multidisciplinary and transversal training with especial focus in primary healthcare and technical capabilities for researchers.</p>		<p>measure</p>		<p>of training curses organized.</p> <p>Indicator 13.3: Number of attendees to training courses.</p>		<p><a href="https://docs.google.com/forms/d/1VFzfh4_jjWZF9riOr-JBpbEBTAXihdeDz2_gM_T_8U/viewform?edit_request_ed=true">needs.</a></p> <p>In addition to the research seminars, in 2022, there have been a total of 6 trainings courses:</p> <p>Systematic reviews of the literature and meta-analysis: 12 participants.</p> <p>Responsible research and innovation in Biomedicine: 5 attendees.</p> <p>Equal opportunities today: 21 attendees.</p> <p>Methodology in research: Design, implementation, and development of clinical studies: 18 attendees.</p> <p>Biostatistics. Program with R": 18 attendees</p> <p>Research methodology in clinical trials and observational studies. 19 Attendees</p>
<p><b>14. Training on good practices in research and Industrial property to researchers:</b></p>	<p>2. Ethical principles</p> <p>3. Professional responsibility</p>	<p>Q12024</p> <p>Q12025</p> <p>Q12026</p>	<p>Training committee</p>	<p>Number of sessions held</p> <p>Number of participants</p>	<p>NEW</p>	

<p>This action will be implemented by the performance of a series of seminars that explains and disseminate the information of the IdiPAZ's good research practices manual</p>	<p>4. Professional attitude 7. Good practice in research</p>					
<p><b>15. Annual conference ON RESEARCH MOBILITY OPTIONS</b></p> <p>Providing information about the existing mobility possibilities with the participation of some of the researchers who have carried out mobility actions in the recent past.</p>	<p>29. Value of mobility</p>	<p>Q22024 Q22025 Q22026</p>	<p>Training committee</p>	<p>Number of sessions held Number of participants</p>	<p>NEW</p>	
<p><b>16. Welcome session for new members of the institute.</b></p> <p>This event will be carried out each semester bringing together all the new IdiPAZ's researchers.</p>	<p>ALL</p>	<p>Q12024-Q32024 Q12025-Q32025  Q12026-Q32026</p>	<p>Human resources department</p>	<p>Number of sessions held. Number of participants</p>	<p>NEW</p>	

**OTM-R actions**

The implementation of the OTM-R actions written in the IdiPAZ HRS4R strategy is proceeding accordingly with the initial planification:

- **OTM-R 1. To define a standard Open, transparent, and Merit-based recruitment procedure for researcher selection (corresponding with action 5):**

The recruitment procedure based on OTM-R is published at the web. In addition, three seminars related with OTM-R policies were performed to IdiPAZ's research staff.

June 21: The European HR strategy for research at IdiPAZ. 25 Nov: Seminar: 'Good practices in recruitment in the framework of the Logo HRS4R'.

March 9 2023, Actions of the European Human Resources Logo (HRS4R) and its implementation in IdiPAZ'.

- **OTM-R 2. To define internal rules for an expert Selection Committee assignment (corresponding to action 6):**

The recruitment procedure based on OTM-R is published at the web contains a section focused on the definition of internal rules for the committee assignment.

- **OTM-R 3. To implement a standard procedure for handling suggestion from researchers (corresponding to part of action 11):**

A standard complaints procedure is published at the web. link

For the processing of suggestions there is a formulary and contact e-mail available <https://www.IdiPAZ.es/PaginaDinamica.aspx?IdPag=3&Lang=ES>.

Eight suggestions were received in 2022. All of them received feedback.

- **OTM-R 4. To develop a quality control system to monitor the OTM-R process:**

A formulary to control the quality of the recruitment process has been written. And its use will be implemented in the third quarter 2023.

- **OTM-R 5. To promote an international research environment to attract researchers from abroad:**

IdiPAZ has an English version of its web page.

IdiPAZ has received 5 researchers within the scope of different international projects in 2022.

Presently, it is not possible to count. the number of foreign candidates to IdiPAZ's job offers.

- **OTM-R 6. To promote internal actions to provide optimal working conditions to researchers, supporting the OTM-R policy in progress:**

2023's Budget for infrastructures, spaces, etc.: 1,081,069.49 euros

New spaces and infrastructures enabled for research. The Zendal hospital is managed by the foundation and an space has been dedicated to research in the primary care area.

- **OTM-R 7. To provide complete information about OTM-R policies and tools in job offers:**

A revised version of the job offers' template has been designed and is awaiting implementation in the second half of the year. It will include information concerning to IdiPAZ's OTM-R policies.

- **OTM-R 8. To promote the use of the services provided by EURAXESS to increase the visibility of job offers and the recruitment of national and international talent:**

Thirty-one job offers were published in EURAXSS in 2021

Fifty-five job offers were published in EURAXSS in 2022

- **OTM-R 9. To provide adequate feedback to interviewees:**

Presently there is no method to count the number of job interviews performed.