

ACTION PLAN – HRS4R FIBHULP-IdiPAZ

INTRODUCTION

Foundation for Biomedical Research of La Paz University Hospital (FIBHULP-IdiPAZ) is the legal structure that support the research management of the Hospital La Paz Institute for Health Research (IdiPAZ). IdiPAZ is a biomedical research institution that develops a translational and multidisciplinary research activity. IdiPAZ includes 51 research groups that focus their activities in six biomedical areas. Their activity is supported by 13 scientific platforms. FIBHULP-IdiPAZ carry out the management related to the selection and employment of researchers, handling the HR policies in the institution.

FIBHULP-IdiPAZ has been started the process to implement the Human Resources Strategy for Researchers (HRS4R) all over its structure. In order to achieve that objective, IdiPAZ has been identified the gaps in the actual human resources practices and, according to them, has develop an Action Plan with the pathway to implement the recommendations of the Charter and Code. In this Action Plan will be involved all the researchers and administrative bodies of the institution, being part of the solution of the gap identified towards the full implementation.

ACTIONS

ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s) M (Milestone) I (Indicator)
1. 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. - To collect all relevant regulations on the website. - To disseminate the relevant information through the internal communication channels (newsletters, intranet, emails, etc.). - To standardize frequent contacts from UAI to researchers at the start of a research project. - To organize training and updating activities through specific workshops and courses on the mentioned aspects.	5. Contractual and legal obligations (+/-)	From Q1 to Q20 Milestones: Q1, Q5, Q9, Q13, Q17 Annual indicator measure	Technical Assistant Director Human Resources Manager R4 and R3 representatives	Milestone 1.1: Updating and compiling regulations on the website Indicator 1.2. Number of disseminations of relevant regulations by internal channels Indicator 1.3: Number of meetings between UAI and research groups Indicator 1.4: Number of training activities organized about contractual and legal obligations and other ethical and professional aspects

<p>2. To increase the visibility of institutional activities through the usual external communication channels:</p> <ul style="list-style-type: none"> - To update frequently public contents on the website and promote the use of other scientific dissemination online platforms. 	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>	Milestone 2.1: Updating of institutional activities on the website and other scientific platforms
<p>3. To disseminate the results of the institution to general society and patients through organized activities focused at these agents:</p> <ul style="list-style-type: none"> - To promote the participation in activities opened to society (science week, open-doors day, etc.). - To promote dedicated seminars and workshops focused for society and patients. 	9. Public engagement (+/-)	<p>From Q1 to Q20</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>R1 and R2 representatives</p>	Indicator 3.1. Number of dissemination activities organized for society and patients (seminars, open-doors days, meetings with patient associations, etc.)
<p>4. To implement a standard professional evaluation system for researchers, considering the recognition of the profession and the emerging and clinical research activities:</p> <ul style="list-style-type: none"> - To consider as valuable aspects not only the scientific results, but also the qualifications, seniority, teaching, training, mobility, public engagement, among other merits. - To consider incentive criteria to evaluate emergent and/or clinical groups. 	<p>11. Evaluation / appraisal systems (-/+)</p> <p>20. Seniority (-/+)</p> <p>22. Recognition of the profession (-/+)</p> <p>33. Teaching (-/+)</p>	<p>From Q4 to Q20</p> <p>Milestones: Q4</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p> <p>R4 and R3 representatives</p>	<p>Milestone 4.1 Definition and implementation of a standard professional evaluation system</p> <p>Indicator 4.2: Number of conducted evaluations</p> <p>Indicator 4.3: Number of conducted evaluations to emerging and clinical groups</p>
<p>5. To define a standard Open, Transparent and Merit-based recruitment procedure for researcher selection:</p> <ul style="list-style-type: none"> - To appoint an internal working group responsible of the development of the new procedure. - To publish a version of the procedure online, both in Spanish and English. 	<p>14. Selection (-/+)</p> <p>15. Transparency (-/+)</p> <p>16. Judging merit (-/+)</p> <p>20. Seniority (-/+)</p> <p>OTM-R check list principles: 1 (-/-),</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>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>

- To organize specific training on OTM-R policies to the staff involved in the recruitment and selection process.	2, 3, 6, 19 (-/+) and 8 (+/-)		R4 and R3 representatives	
6. To define internal rules for an expert Selection Committee assignment: - To include a balanced representation of profiles, competences and gender equality in the Committee.	14. Selection (-/+) 15. Transparency (-/+) OTM-R check list principles: 16, 17, 18 and 19 (-/+)	From Q5 to Q20 Milestone: Q5	Technical Assistant Director Human Resources Manager	Milestone 6.1. Internal rules for the assignment of the Selection Committee
7. To promote the mobility of professionals to improve their background and merits: - 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.	18. Recognition of mobility experience (-/+) 22. Recognition of the profession (-/+)	From Q3 to Q20 Annual indicator measure	Technical Assistant Director Human Resources Manager R4 and R3 representatives	Indicator 7.1. Number of researchers benefited by mobility programs
8. To define a professional career for researchers at all stages of their career: - To contribute to define the professional career for researchers in the frame of Community of Madrid policies. - To establish standards for the professional development of researchers, providing additional opportunities for them to develop a long-term research career in the institution. - To promote the stability and permanence of researchers and the recognition of their professional categories ensuring a stable professional career in the institution.	25. Stability and permanence of employment (-/+) 26. Funding and salaries (-/+) 28. Career development (-/+)	From Q6 to Q20 Milestones: Q6 and Q7 Annual indicator measure	Technical Assistant Director Human Resources Manager R4 and R3 representatives	Milestone 8.1. Collective Agreement of the Foundations of Biomedical Research implementation Milestone 8.2. Standard guidelines for professional development and career plan and dissemination actions Indicator 8.3. Number of stabilized researchers

<ul style="list-style-type: none"> - To disseminate through the internal communication channels the professional career guidelines among all researchers. 				
<p>9. To establish a mentor figure that provides support and guidance of researchers at any stage of their career.</p> <ul style="list-style-type: none"> - To motivate among senior researchers a multifaceted role as supervisors, mentors and advisors of younger researchers. - To appoint mentors by a standard procedure to provide career advice to researchers. 	<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>10. To promote and recognize the importance of the co-authorship among researchers:</p> <ul style="list-style-type: none"> - To consolidate internal meetings between research groups to promote the collaboration and the co-authorship. 	<p>32. Co-authorship (-/+)</p>	<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>
<p>11. To implement a standard procedure for handling suggestion from researchers:</p> <ul style="list-style-type: none"> - To define a standard procedure for handling suggestions. - To consolidate the use of the suggestion box for the compilation of suggestions from researchers. - To promote the participation in the annual satisfaction survey to compile the needs and concerns from researchers. - To inform periodically about the suggestion box and the satisfaction survey 	<p>34. Complaints/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>

to promote the use among researchers.				
<p>12. To promote the participation of researchers in the decision-making bodies, including them in the internal procedures of FIBHULP-IdiPAZ:</p> <ul style="list-style-type: none"> - 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. - To formalize the assistance of an Internal Scientific Committee representative to FIBHULP Board meetings. 	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>
<p>13. To extend the training offer and improve the continuous development of researchers:</p> <ul style="list-style-type: none"> - To identify training needs from researchers according to the professional development. - To improve the multidisciplinary and transversal training with especial focus in primary healthcare and technical capabilities for researchers. 	39. Access to research training and continuous development (-/+)	<p>From Q3 to Q20</p> <p>Milestone: Q3</p> <p>Annual indicator measure</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 of training courses organized</p> <p>Indicator 13.3: Number of attendees to training courses</p>

OTM-R ACTIONS

The establishment of an Open, Transparent and Merit-based Recruitment of Researcher (OTM-R) policy is one of the key elements in the HRS4R Strategy. FIBHULP-IdiPAZ have used the OTM-R Package for Research Performing Organizations (RPOs) as a reference tool to implement OTM-R recommendations in the institution. The first step for an adequate implementation of OTM-R practices is carrying out an initial review of the current practices. The working group used the specific self-assessment OTM-R checklist to report the status of achievement of the current practices in the

institution, identifying the indicators and form of measurement method. The self-assessment provided the basis for establishing specific actions to OTM-R implementation. There is some overlap with several actions described in the Action Plan, but new actions were defined. All the actions defined for ensuring the OTM-R implementation in the institution are compiled as follow.

ACTIONS	GAP Principle(s) and OTM-R Checklist scope	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s) M (Milestone) I (Indicator)
<p>OTM-R 1. To define a standard Open, Transparent and Merit-based recruitment procedure for researcher selection (corresponding with action 5):</p> <ul style="list-style-type: none"> - To appoint an internal working group responsible of the development of the new procedure. - To publish a version of the procedure online, both in Spanish and English. - To organize specific training on OTM-R policies to the staff involved in the recruitment and selection process. 	<p>14. Selection (-/+)</p> <p>15. Transparency (-/+)</p> <p>16. Judging merit (-/+)</p> <p>20. Seniority (-/+)</p> <p>OTM-R check list principles: 1 (-/-), 2, 3, 6, 19 (-/+) and 8 (+/-)</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>
<p>OTM-R 2. To define internal rules for an expert Selection Committee assignment (corresponding to action 6):</p> <ul style="list-style-type: none"> - To include a balanced representation of profiles, competences and gender equality in the Committee. 	<p>14. Selection (-/+)</p> <p>15. Transparency (-/+)</p> <p>OTM-R check list principles: 16, 17, 18 and 19 (-/+)</p>	<p>From Q5 to Q20</p> <p>Milestone: Q5</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p>	<p>Milestone 6.1. Internal rules for the assignment of the Selection Committee</p>
<p>OTM-R 3. To implement a standard procedure for handling suggestion from researchers (corresponding to part of action 11):</p> <ul style="list-style-type: none"> - To define a standard procedure for handling suggestions. 	<p>34. Complains/ appeals (-/+)</p> <p>OTM-R check list principles: 22 (-/+)</p>	<p>From Q6 to Q290</p> <p>Milestone: Q6</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p>	<p>Milestone 11.1. Standard procedure for handling suggestions</p>

<p>OTM-R 4. To develop a quality control system to monitor the OTM-R process:</p> <ul style="list-style-type: none"> - To develop mechanisms to monitor the value of applicants, implementing frequent checks of candidatures. - To develop a command tool for annual assessment of the overall process. 	<p>OTM-R check list principles: 5, 10 and 23 (-/-)</p>	<p>From Q13 to Q20</p> <p>Milestone: Q13</p> <p>Annual indicator measure</p>	<p>Technical Assistant Director</p> <p>Human Resources Manager</p>	<p>Milestone OTM-R 4.1: OTM-R Quality Control System</p> <p>Indicator OTM-R 4.2: Annual measure of OTM-R process on the command tool</p>
<p>OTM-R 5. To promote an international research environment to attract researchers from abroad:</p> <ul style="list-style-type: none"> - To compile the relevant information about the institution in English. - To promote the recruitment of foreign researchers and their applications to FIBHULP job offers within the frame of the new OTM-R policy developed. 	<p>OTM-R check list principles: 7 (-/+)</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 OTM-R 5.1: English versions of relevant documentation</p> <p>Indicator OTM-R 5.2: Number of visiting international researchers</p> <p>Indicator OTM-R 5.3: Number of foreign candidates for FIBHULP-IdiPAZ job offers</p>
<p>OTM-R 6. To promote internal actions to provide optimal working conditions to researchers, supporting the OTM-R policy in progress:</p> <ul style="list-style-type: none"> - To establish standard and optimal working conditions for all employees and professional categories - To establish specific technical resources for spaces, equipment and infrastructure. 	<p>OTM-R check list principles: 9 (-/+)</p>	<p>From Q5 to Q20</p> <p>Milestone: Q5</p>	<p>Technical Assistant Director</p>	<p>Milestone OTM-R 6.1: Specific budget for spaces, equipment and infrastructure</p> <p>Milestone OTM-R 6.2: New spaces, equipment and / or infrastructure enabled for research</p>
<p>OTM-R 7. To provide complete information about OTM-R policies and tools in job offers:</p>	<p>OTM-R check list principles: 12 (-/+)</p>	<p>From Q15 to Q20</p> <p>Annual indicator measure</p>	<p>Human Resources Manager</p>	<p>Indicator OTM-R 7.1: Number of published offers providing</p>

- To include references/links to the OTM-R guidelines or policy in the job offers.				references/links to the 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: - To establish a frequent dialogue with the EURAXESS contact points to update about policies and strategies for recruitment on European frame. - To publish the FIBHULP-IdiPAZ job offers on the EURAXESS platform.	OTM-R check list principles: 13 (-/+)	From Q2 to Q20 Annual indicator measure	Human Resources Manager	Indicator OTM-R 8.1 Number of FIBHULP-IdiPAZ job offers published in EURAXESS
OTM-R 9. To provide an adequate feedback to interviewees: - To establish a procedure by email or phone to provide feedback to interviewees during the appointment phase.	OTM-R check list principles: 21 (-/+)	From Q15 to Q20 Annual indicator measure	Human Resources Manager	Indicator OTM-R 9.1: Number of interviewees contacted by email or phone

IMPLEMENTATION

The Working Group involved in HRS4R process has been promoted by the Management and Scientific Direction of FIBHULP-IdiPAZ and appointed by the Steering Committee. The Working Group was constituted to conduct a proper implementation of the HRS4R process, involving key representatives with an active position in FIBHULP-IdiPAZ. Working Group members belong to the different areas of the institution, including representatives from different research categories and management areas. The members of the Steering Committee are also represented in the Working Group.

The implementation of the Action Plan requires a self-assessment to measure the annual indicators defined. The proper annual measurement of the indicators and the timely definition and development of the deliverables guarantee an optimal self-assessment of the Action Plan. Thus, a Technical Team has been created to carry out and monitoring the HRS4R Action Plan. This team is formed by the following profiles:

- Technical Assistant Director
- Human Resources Manager
- Representatives of each of the research categories: R4, R3, R2 and R1

The Technical Team will be involved in all phases derived from the implementation and monitoring of the HRS4R strategy in the institution. To implement the Action Plan, the following tools will be used:

- Periodic meetings
- Analytical techniques
- Benchmarking
- Networking
- Approaching to research community

To ensure the proper monitoring and the regular overseeing of the Action Plan a HRS4R Steering Committee has been created. The results of the monitoring will be reported annually to the HRS4R Steering Committee to analyse possible deviations and propose corrective improvement actions. The Steering Committee is formed by the following members:

- Management Director
- Technical Assistant Director
- Human Resources Manager
- Representing R4 researchers
- Institutional Project Manager

Two years after the establishment of the Action Plan, the Technical Team, supervised by the Steering Committee, will carry out a self-assessment of the HRS4R implementation following the European Commission recommendations. The Technical Team will review the results of the action plan and the OTM-R policy conducted in the institution, considering possible adjustment in case of some deviations from the objectives.