



HR EXCELLENCE IN RESEARCH



HRS4R ACTION PLAN

2020 - 2023

Valdecilla Biomedical Research
Institute (IDIVAL) HRS4R

October 2020

INDICE

1. DATE DETAILS	3
2. ORGANIZATIONAL INFORMATION	4
3. ACTIONS	4
3.1.Detailed Actions	5
3.2.Schedule	16
4. IMPLEMENTATION	18
5. ANNEXES	19
ANNEX I. Internal Review	20
ANNEX II. Checklist for Open, Transparent and Merit-Based Recruitment (OTM-R).	21
ANNEX III. Minute SC4. HRS4R_2020.07.23_Internal Audit	33
ANNEX IV. 4. Minute WG8. HRS4R_2020.10.06_Monitoring of actions	37

1 DATE DETAILS

The steps that have been followed in IDIVAL since the end of 2016 for the HRS4R Strategy implementation were:

1. **Initial phase:** Adherence to the Charter & Code and notification of commitment: The institution sent a letter to the European Commission in **October 2016** in which it expressed its adherence to the Charter and Code and its commitment to implement the HRS4R.
2. **Implementation Phase:** Development of a "Gap Analysis" and an Action Plan for Human Resources Management: The institution conducted an initial assessment based on an exercise that identified gaps in its current practices and/or policies compared to the 40 principles of the Charter and Code and described in the action plan what actions it committed to take to address these gaps.

The Technical Committee (TC) was created for this purpose, a multidisciplinary team made up of different area managers and researchers. This committee held several working sessions, the different principles were distributed by competence and analysed together with other components of the organization, in order to have the broadest possible view and the greatest possible points of view on the subject. In addition, surveys were carried out on the principles and focus groups with different levels of the organisation, which allowed the perception of the maximum number of professionals in the organisation to be incorporated. Both GAP Analysis and Action Plan were sent for evaluation in **September 2017**.

3. **Initial evaluation** by the European Commission through an external evaluation panel: The European Commission (through an external evaluation panel), reviewed the submitted Gap Analysis and Action Plan. Initially, a number of clarifications were requested. After due correction and response from IDIVAL, finally on **October 19, 2018** the European Commission granted IDIVAL the HRS4R recognition. Since then, IDIVAL has been able to publish the "HRS4R award" logo on its website and make use of it.

Once the Action Plan had been defined, the TC was transformed into two groups: the Steering Committee (SC) and the Working Group (WG), responsible for monitoring and advancing the committed strategy, respectively.

4. **Interim Evaluation** (deadline **October 2020**): This report sets out the result of the internal review, which has served to see how the proposed action plan is being implemented and to design a new, updated plan. It will be submitted for the External Evaluation by external experts hired by the European Commission.

This report contains the updated Action Plan, and the reports made to achieve it: the internal Review and the self-assessment checklist for Open, Transparent and Merit-Based Recruitment (OTM-R).

2 ORGANIZATIONAL INFORMATION

IDIVAL promotes and manages biomedical research performed at the Marqués de Valdecilla University Hospital. It is supported by the Government of Cantabria and the University of Cantabria.

IDIVAL is focused on the promotion of knowledge, promotes activities for the development of scientific production and currently has consolidated 19 high impact research groups in six research areas: Cancer, Neurosciences, Transplantation, Infection, Metabolism and Transversal Area. In addition, another 12 emerging groups are contributing to the scientific output. IDIVAL has been recognized by the Spanish National Institute of Health Carlos III (ISCIII) as one of the Reference Health Research Institutes of Spain.

3 ACTIONS

After reviewing the initial Action Plan and the principles of Open, Transparent, Merit-Based Recruitment, the WG has decided to differentiate between:

- **Closed Actions:** A total of 9 actions have been closed, either because they have been rejected or because they have been properly completed and are now part of the organisation's operations.
- **Follow up Actions:** A total of 6 actions have already been successfully carried out, for which IDIVAL considers it necessary to monitor and confirm that they have become a habit among professionals and have permeated the organisation's culture.
- **Maintained Actions:** There are a total of 40 actions that are in progress or require an extension of deadlines.
- **Extended Actions:** 8 actions have clearly been extended or reconsidered because of a change in strategy or a need for further progress.
- **New Actions:** 2 new actions are identified that were not in the previous plan.

In this document the actions are shown in a reduced form. All of them are justified and further detailed in the minutes of the WG and SC.

Annexes III and IV contain the latest minutes of the Steering Committee (dated July 23, 2020, which coincides with an internal audit) and the latest minute of the Working Group (dated October 6, 2020).

3.1 Detailed actions

	<i>Title action</i>	<i>Timing</i>	<i>Resp.</i>	<i>% of progress</i>	<i>Indicators</i>	<i>Comments</i>
WELCOME PACK						
Follow-up Action	A1. Launching New Welcome Pack	a. 2019 Q1 b. From 2019 Q1 onwards, in each incorporation.	RH	100%	a. New Welcome pack, edited. b. Delivery and explanation of the Manual to 100% of the new incorporated staff within 2 weeks after incorporation.	ACTION COMPLETED. It is maintained until it is confirmed that it is carried out systematically.
Extended Action	A1B. Welcome Pack-Affiliated Staff	From 2021 Q1 onwards, in each incorporation.	RH	80%	Delivery and explanation of the MANUAL DE INCOPORACIÓN DE GRUPOS to 100% of the new incorporated affiliated staff within 4 weeks after incorporation.	Extended Action: It is not always known at the time of joining the group. We must ensure that at the time of incorporation into the group the signed document "APPLICATION FOR INCORPORATION INTO THE RESEARCH GROUP" is handed in at IDIVAL. In this way the data is introduced in Fundanet and all the information would be updated at all times. Extended Action: It was decided that the HR Department would send the "Group Incorporation Manual" with each new incorporation and that the Department would formally welcome the new member.
POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES						
Maintained Action	A13. New Guía de Calidad, ética y Buenas Prácticas Científicas	a. 2022 b. 2023 e. HRS4R Survey of 2021	SD	60%	a. 100% of Idival staff trained in the contents of the guide in the next 2 years. b. 100% of Affiliated staff trained in the contents of the guide in the next 3 years. c. >3,5 in HRS4R Survey ("I know the Guide of Quality, Ethics and Good Scientific Practice in Research of IDIVAL")	See action A5. In process. requires action and further analysis. Pending re-survey. Postponed to 2021 Q4.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Extended Action	A57. Training in the principles of the OTM-r Policy	2020 Q4 onwards	MD	60%	<p>a. At least 1 OTM-r training sessions per year, in the next two years.</p> <p>c. 100% of the objective staff (with responsibility in the selection and hiring) trained in the principle of the Policy in the next 2 years.</p>	<p>It is planned to include the OTM-r policy as part of other training activities in the field of HR, in the block of courses in the field of work that are organized annually both online and in person. We must ensure that there is a trace of the OTM-R policy in the courses in 2020.</p> <p>In the publication of course announcements, attendance is recommended for team leaders and priority is given to professionals who have not taken related courses in the last 2 years.</p> <p>Extended Action: Specific session for IPS who can be part of a selection board. Send the selection protocol and OTM-R policy to the IP as a reminder for each selection process that is opened.</p>
	NON DISCRIMINATION					
Maintained Action	A27. Gender balance	<p>a. 2019 Q1 onwards</p> <p>b. 2022 Q4</p> <p>c. 2022 Q4</p> <p>d. HRS4R Survey of 2021</p>	MD	50%	<p>a. 1 dissemination session per year.</p> <p>b. Increase 10% women with managerial responsibility in the research groups/IPs.</p> <p>c. Gender balance in Internal Council</p> <p>d. >4 in the HRS4R Survey ("I believe that IDIVAL takes into account equal opportunities between women and men")</p>	<p>Courses: It is planned to keep the courses in the block of courses of <i>Ámbito Laboral</i>.</p> <p>This year, 2020, we are studying how to achieve the attendance of all people with team responsibilities (department heads, as well as researchers with personal responsibilities).</p> <p>Improve the gender balance in internal council.</p> <p>Pending re-survey. Due to the pandemic situation we are going through, the survey will be changed to 2021 Q4.</p>
Extended Action	A28. Workplace harassment	2020 Q4 onwards	MD	90%	Training of the profesionales que podrían formar parte de la Committee in workplace harassment and psychosocial risks	<p>Promote training in Workplace harassment.</p> <p>Extended Action: Pending the dissemination of the Plan and the elaboration of a triptych summary of it. A commitment to zero tolerance towards harassment will be published.</p>
LABOUR FRAMEWORK						

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A9. Labour framework of IDIVAL	Continuous, until consecution	MD	50%	At least one formal communication of this need to the Consejería each year, until its resolution.	Monitoring of the Public Employment Offer for Stabilization (it has 13 places)
Maintained Action	A37. European Directive of Fixed Work	2022	HR	50%	Implement the proposals	See note on the previous action.
COMMUNICATION						
Maintained Action	A2. Touch screen.	a. 2021 Q4 b. 2021 Q4 c. after installation, onwards	CTS	10%	a. Definition of contents, including format and responsible for updating. b. Acquisition and installation of the screen in the selected location. c. Maintenance of contents. Update content once a week.	Pending to know when the transfer to the new facilities will take place. Until then, it will start as a test run in the current facilities It is delayed by the incidence of COVID19 .
Maintained Action	A3. Organization chart of professionals and Research Groups.	2021 Q4	MD	50%	a. 2 Organization Charts installed in common areas.	It is delayed by the incidence of COVID19 . In addition, IDIVAL is in the process of reorganizing the areas and research groups.
Follow-up Action	A4. Annual meeting at the Hospital	2021 Q4, annual	MD/SD	100%	Year-end annual meetings held at the Hospital, every year.	ACTION COMPLETED. Remains open for follow-up.
Maintained Action	A4B. Annual meeting at IDIVAL	2021 Q1, annual	MD/SD	50%	Year-end annual meetings held at IDIVAL, every year. Attendance at least 50% of workers.	Attendance will be recorded at the next annual session of IDIVAL.
Maintained Action	A11b. Improve the communication and visibility	2021 Q1, onwards	HR	80%	At least 2 critical documents translate each year.	Translation of the information with the greatest external impact
Follow-up Action	A16. Dissemination of project management requirements	2021 Q2, onwards	MD	100%	Minimum 4 annual communications with this content.	ACTION COMPLETED. Remains open for follow-up.
RECRUITMENT						
Maintained Action	A30. Code of Good Practice for the Recruitment	2021 Q4	HR	80%	100% of the objective staff (with responsibility in the recruitment) trained in the principles of the Code in the next 2 years.	It is required to confirm that the 100% of the objective staff (with responsibility in the recruitment) is trained in the principles of the Code in the next 2 years.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A31. Human Resources Process certification	2021 Q4	HR	50%	None significant deviation in external audits carried out by the external certification company (ISO 9001)	The training procedure has yet to be completed. Certification approach has not been initiated, it is delayed to 2021.
Maintained Action	A32. Technological improvements	2021 Q2	HR	70%	100% of the job offers managed and evaluated through the platform	It is well advanced, to be deployed in September-October 2020 (pending administrative hiring of the Semicrol supplier).
Extended Action	A58. Publication of job offers	a. 2021 Q4 b. 2021 Q4 onwards	HR	20%	a. 100% of the job offers with specific reference to the OTM- R policy, professional development opportunities and career development prospects. b. Job offers deadline average	Extended Action A58: assess how to provide more information on the OTM- R policy, professional development opportunities and career development prospects (4.4.1 c. of OTM-r principles). Follow up on the application period.
Extended Action	A58b. Grants and Scholarships Portal in English	2021 Q2	MD	100%	Trend in the share of applicants from outside the organization. Trend in the share of applicants from abroad. Trend in the share of applicants among underrepresented groups (frequently women)	Extended Action A58b. The trend in the proportion of applicants from outside the organisation/abroad will be analysed. Depending on the outcome, different strategies will be analysed.
New Action	A58c. Quality of the candidates attracted by the job offers	HRS4R Survey of 2021	HR	0%	>3,5 in HRS4R Survey or in survey of each selection process.	It arises after completing the OTM-r checklit, question 10. "Do we have means to monitor whether the most suitable researchers apply?" Currently there is not a monitor system in place to check it, we consider it very difficult to implement. New action A58c. It is proposed to sample it in an indirect way, asking each PI in each selection process his or her perception of the quality of the candidates attracted by the job offer. It is possible to do this in the biannual survey instead of in each selection process.
Follow-up Action	A59. Traceability of decision	a. 2018 Q4 b. 2018 Q4, onwards	HR	100%	a. Modification of the Selection Report. b. Implementation the new Report in 100% of the new selection processes.	ACTION COMPLETED. Remains open for follow-up.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A60. Automatic feedback to the candidate	2021 Q4	HR	50%	a. Automatic feedback developed in Fundanet. b. 100% of the not selected candidates informed with this system. c. 100% of requests for personalized information answered in less than 15 days.	The possibility of automatic response through Fundanet is delayed, as it will not be possible for now due to technical difficulties.
New Action	A61. Specific Internal audit	2021 Q4	HR	0%	a. Specific OTMr- principles internal audits carried out. b. Non relevant deviations in these internal audits	In the internal audits of the R&D&I management system, a specific section is planned to be included for auditing, within the area of HR, that the hiring process complies with the Internal recruitment procedures. A sampling of different recruitment processes and for all types of positions will be carried out. The resulting report will serve as information for the improvement of the processes and for the training and awareness of everyone involved in the process.
SKILLS AND COMPETENCIES						
Extended Action	A5. Good Practice Courses	2021 Q3, onwards	HR	50%	a. Minimum 2 different courses per year. Get accreditation for at least one of the courses. c. At least one course of Good Practices each 2 years per professional.	HR starts collecting information from the attendees' workplace, which facilitates the analysis of the information. This information about the professionals who belong to the research groups will be analysed. Ampliación de Acción: HR does not know all the courses that are given, nor the people who attend them. It is considered necessary to review that in this circuit of planning and execution the HR Department is included.
Maintained Action	A7. Increase knowledge of sources of funding	2020 Q1, onwards	FM	50%	a. Minimum 1 talk of each type of fund per year. b. At least 5 IDIVAL researchers in each course.	Maintain the required information and training of each type of fund.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A17. Training in data protection and prevention of occupational hazards	a. 2020 Q1, onwards b. HRS4R Survey of 2021	CTS	80%	a. Minimum 1 course each year, with wide assistance of professionals. Inclusion in the Catalog of courses in transversal skills. b. >3,5 in HRS4R Survey ("IDIVAL complies with regulations, informs and adequately trains professionals in relation to the rules of protection of health and safety at work")	In-class/online training every two years for all staff.
Extended Action	A51. Training in Scientific Management	2020 Q4, onwards	MD/SD	40%	a. Minimum 1 course each year. b. At least 5 IDIVAL experienced researchers / 5 predocs in each course. c. Inclusion in the Catalog of courses in transversal skills.	Evaluate the obligatory attendance of this training by the people responsible and for those who are going to be PIs. The Progress Report format can be used. See notes on the following action A52.
Extended Action	A52. Training in duties in supervision tasks	2021 Q2, onwards	MD/SD	60%	Minimum 1 seminar/lecture each year. At least 5 IDIVAL experienced researchers in each seminar/lecture. >2,5 in HRS4R Survey ("The IDIVAL novel researchers maintain regular and organized contacts with their superior (specific supervisor) to discuss the progress and results of their research, guiding them in the development of their research career")	Analyze if there has been presence of professionals from different Groups and levels in each course, in order to see GAPS or need to encourage attendance. (possibility of making a matrix with the courses and attendees per Group).

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A54. Systematize the identification of the training needs of the staff.	a. 2020 Q4 b. 2021 Q1 c. Training Survey of 2021	HR	50%	a. 100% of middle managers report the training needs of their staff. b. First documented catalog of courses. c. >3 in HRS4R Survey (“IDIVAL promotes the continuous training of researchers during the different stages of their professional career”)	Re-launch the training needs survey in November 2020. Including affiliated staff. Redesign of the 2021-2023 training plan. Carry out a Team Management course in 2020 for all professionals with staff in charge
Follow-up Action	A55. Increase knowledge in de Selection process	2020 Q4 onwards	HR	100%	Minimum 1 talk about de Selection Procedure each year	ACTION COMPLETED. Remains open for follow-up. Minimum annual reminder or when there is a major change in the selection system
CAREER DEVELOPMENT						
Maintained Action	A38. Analysis of the progress of research professionals after leaving IDIVAL	2021	MD/SD	NP	First census and analysis carried out	It is postponed to 2021.
COUNSELOR						
Maintained Action	A39. Counselor	2021	MD/SD	NP	Counselor designed and trained in the needed skills. Communication of its implementation	Pending to formally incorporate this function in the figure of Area Manager. Take this into account in the review being carried out of the Research Groups.
MOBILITY						
Maintained Action	A40. Motivation to mobility	2020 Q2, onwards	MD/FM	90%	a. At least 2 programs/funds oriented to mobility. b. Number of professionals with this kind of aids. c. At least one specific communication about mobility per month.	Completed, but this year impacted by COVID. Maintain the same focus.
Follow-up Action	A41. Agreements with other Centers	2020, onwards	MD	100%	At least one agreement per year	ACTION COMPLETED. Remains open for follow-up
Maintained Action	A42. Real mobility of IDIVAL professionals	2020 Q1, onwards	HR	90%	Analysis of real mobility data	Advance in this action by analyzing the type and quality of the external stays.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A44. Increase mobility possibilities	a. 2020 Q1, onwards b. HRS4R Survey of 2021	MD	80%	a. At least 2 programs/funds including financing of mobility. b. >3,5 in HRS4R Survey ("When I needed it, IDIVAL has provided me with help to be able to make a research stay in another center (national or international)")	See action A40.
SUPERVISION AND MANAGEMENT						
Maintained Action	A50. Review of the Scientific Plan	a. 2021 Q1 b. anual	SD	60%	a. Reviewed Scientific Plan, approved and disseminated. b. Annual revision.	At this time, the current areas and group composition are being assessed and the need for updating area coordination is being analysed. A strategic review of the current research groups is also underway. Establishment of at least one annual review of the Science Plan (SWOT and objectives) by the Scientific Director and the group coordinators.
Maintained Action	A49. Research Groups Follow-up	a. 2021 Q2 b. annual	SD	50%	a. Follow-up strategy defined and implemented. b. At least 30% of the groups reviewed annually.	In the process of reviewing and confirming the current strategy for monitoring the Research Groups. The action includes assessing the possibility of having their objectives for the following year presented in the Support Program, so that they can serve as a basis for subsequent evaluation.
Maintained Action	A47. Supervision Good Practices (en los métodos de supervisión y gestión de equipos) for Principal Researchers	a. 2021 Q4 b. annual follow-up c. HRS4R Survey of 2021	SD	20%	a. Supervision Good Practices for Principal Researchers approved and disseminated. b. At least 5 evaluation of this Good Practices (audit) c. >3,5 in HRS4R Survey ("Experienced researchers know and fulfill their duty in the proper supervision and scientific training of novel researchers")	This action seeks to agree on some basic rules for the supervision of staff by the PI (some minimum rules). It is totally linked to the Decalogue (action A52), so it is vital to disseminate it in advance.
Maintained Action	A53. Supervision to the Principal Researchers (en estos métodos de supervisión y gestión de equipos)	a. 2021 Q4 b. annual follow-up	SD	20%	a. Strategic of evaluation defined and implemented. b. At least 5 of the Principal Researchers evaluated each year (audit)	There are no formal mechanisms yet in place to assess compliance. It is totally linked to the Decalogue (action A52), so it is vital to disseminate it in advance.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
Maintained Action	A14. Instructions for Research Projects	2021 Q4, annual follow-up	MD	50%	a. Instruction updated, disseminated and implemented b. At least 5 evaluation (audit)	Pending evaluation (audit)
Maintained Action	A29. Periodic evaluation of researchers	a. 2021 Q4 b. annual follow-up	SD	50%	a. Strategic of evaluation defined and disseminated b. At least 50% of the researchers evaluated.	The aim is to create a regular evaluation of the internal organisational system of researchers, based on interdisciplinary aspects (not only publications and results, but also aspects of organisational commitment, teaching activities, dissemination). It includes the possibility of defining incentives, within the possibilities of the organization.
DIFFUSION AND DISSEMINATION						
Maintained Action	A20. Recognition of dissemination activities	HRS4R Survey of 2021	MD	50%	a. Take into account the criteria of diffusion in the next edition Suport Program. b. >3 in HRS4R Survey ("IDIVAL adequately assesses the teaching and disseminating activity of researchers")	The aim is to consider the evaluation of dissemination activities as an additional scoring aspect in the recognition of the Suport Program (group production grants). Pending survey 2021.
Maintained Action	A21. Visibility	2020 Q2, onwards	MD	50%	At least a monthly public mention in web to professionals who strive in this field (teaching and dissemination)	Improve the public mention of IDIVAL professionals who make efforts in teaching and dissemination.
Maintained Action	A22. Scheduled visits to the Institute	2020 Q2, annual	MD	60%	a. At least one scheduled visit each group, over a three-year cycle. b. Increase 10% of students visits/year.	The aim is to encourage the participation of the general public through programmed visits to the Institute, in which the results are presented and the needs or observations of the participants are heard. Annual visits to the different units will be planned. It is decided that all the teams identified will have completed at least one scheduled visit during a three-year cycle, something that has not yet been achieved.
Maintained Action	A24. Promotion of dissemination activities	a. 2020 Q2, onwards b. HRS4R Survey of 2021	MD/SD	50%	a. At least 20% of the researches of IDIVAL participating in activities each year (not always the same professionals) b. >3,5 in HRS4R Survey ("I make an effort to publicize my research activity to society in general")	Related to the principle of public commitment. This action seeks to promote from the institution that researchers "go out into the street": encouraging researchers to participate in the Researchers' Night, participation in the Scientific Café; ... activities for the general public. Ask to analyse participants.

	Title action	Timing	Resp.	% of progress	Indicators	Comments
RECOGNITION AND MOTIVATION						
Maintained Action	A33. Institutional presence level actions	2020 Q2, onwards	MD	80%	At least 50% of the news (web, press, digital media, ...) must mention the complete professional team.	Improve the public mention of the complete professional team.
Maintained Action	A35. Motivation through training	2021 Q1, onwards	MD	10%	At least 2 group formative actions per year	The aim is to carry out group training actions aimed at improving the perception that professionals have of the Institute and their motivation (motivation, organisational capacity, teamwork, stress management, prioritisation of tasks, participation, initiative, ...). The aim is to include transversal training in the new Training Plan.
Maintained Action	A36. Benchmarking	2022 Q1, onwards	MD	50%	At least one improvement per year analyzed from the Benchmarking activity.	Benchmarking activities with organisations from different fields.
INNOVATION						
Maintained Action	A18. Promotion of the culture of innovation in the environment Valdecilla	2020 Q2, onwards	IU	80%	a. Innovation Forum organized each year. b. Increase in 5% of total ideas captured.	Maintain the same training and dissemination approach. In 2020, due to the pandemic situation, actions have been significantly reduced.
Maintained Action	A19. Visibility of the Innovation Unit	HRS4R Survey of 2021	MD/IU	80%	Improvement of 5 points in the assessment of the Innovation Unit survey, in question 1 (Visibility, performance, services and competences) and in question 2 (Do you know the composition and members of the area?) >3,5 in HRS4R Survey ("I know the Office of Transfer of Research Results (OTRI) of IDIVAL")	Greater promotion and visibility of the Innovation Unit in the official presentations of IDIVAL. In the present year 2020 the activities have been reduced significantly, but the forecasts for the second part of the year are maintained. The impact of the effort made by the Area will be analysed in the survey planned for 2021.
EXPLOITATION OF RESULTS						

	<i>Title action</i>	<i>Timing</i>	<i>Resp.</i>	<i>% of progress</i>	<i>Indicators</i>	<i>Comments</i>
Maintained Action	A8. Enhance collaboration with agents in the environment	2020 Q1	MD/IU	80%	a. Map of Industrial Network defined, categorized and maintained at Fundanet Innova. b. At least one clinical-company contact initiated per year.	Maintain at least one clinical-company contact initiated per year.
Maintained Action	A10. Regional regulatory framework for Transfer	Continuous, until consecution	MD	70%	At least one annual communications highlighting the need.	Follow-up of the draft Law on Research, Transfer and Innovation in Cantabria, which is expected to be passed by Parliament at the end of 2020.
Maintained Action	A45. Regulatory Framework of Transfer with UC	Continuous, until consecution	MD	50%	IDIVAL – UC Agreement closed	Follow-up.
Maintained Action	A48. Basic rules of Intellectual Property	HRS4R Survey of 2021	IU	90%	>3,5 in HRS4R Survey (“I know the basic rules of intellectual and industrial property applicable to my possible research results”)	Pending analysis of the impact of the dissemination effort to date.
OCCUPATIONAL HAZARDS						
Maintained Action	A6. Security Committee Review	2022 Q4	MD	0%	Security Committee with greater presence of professional researcher	The composition is revised every 4 years, the last one on 17/12/2018. It is currently composed of 3 women and 5 men. None of the components is a research professional. The deadline is updated towards the next review.

3.2 Schedule

Title action	Timing	Resp.	2020				2021				2022				2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WELCOME PACK																		
A1. Launching New Welcome Pack	2019 Q1, onwards	RH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A1B. Welcome Pack- Affiliated Staff	2021 Q1 onwards	RH					■	■	■	■	■	■	■	■	■	■	■	■
POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES																		
A13. New Guía de Calidad, ética y Buenas Prácticas Científicas	HRS4R Survey of 2021	SD								■				■				■
A57. Training in the principles of the OTM-r Policy	2020 Q4 onwards	MD				■				■				■				■
NON DISCRIMINATION																		
A27. Gender balance	2022 Q4	MD																■
A28. Workplace harassment	2019 Q4 onwards	MD				■				■				■				■
LABOUR FRAMEWORK																		
A9. Labour framework of IDIVAL	Continuous, until consecution	MD																
A37. European Directive of Fixed Work	2022 Q4	HR																■
COMMUNICATION																		
A2. Touch screen.	2021 Q4 / After moving to the new facilities	CTS								■				■				■
A3. Organization chart of professionals and Research Groups.	2021 Q4	MD								■				■				■
A4. Annual meeting at the Hospital	Annual, Q4	MD/SD				■				■				■				■
A4B. Annual meeting at IDIVAL	Annual, Q1	MD/SD	■				■				■				■			
A11b. Improve the communication and visibility	2019 Q1	HR	■				■				■				■			
A16. Dissemination of project management requirements	2021 Q2	MD		■				■				■				■		
RECRUITMENT																		
A30. Code of Good Practice for the Recruitment	2021 Q4	HR								■				■				■
A31. Human Resources Process certification	2021 Q4	HR								■				■				■
A32. Technological improvements	2021 Q2	HR							■					■				■
A58. Publication of job offers	2021 Q4	MD								■				■				■
A58b. Grants and Scholarships Portal in English	2021 Q2	MD							■					■				■
A58c. Quality of the candidates attracted by the job offers	HRS4R Survey of 2021	HR								■				■				■
A59. Traceability of decision	2018 Q4	HR																
A60. Automatic feedback to the candidate	2021 Q4	HR				■												■
A61. Specific Internal audit	2021 Q4	HR								■				■				■
SKILLS AND COMPETENCIES																		
A5. Good Practice Courses	2021 Q3, onwards	HR								■				■				■
A7. Increase knowledge of sources of funding	2020 Q1, onwards	FM	■				■				■				■			
A17. Training in data protection and prevention of occupational hazards	2020 Q1, onwards	CTS	■				■				■				■			
A51. Training in Scientific Management	2020 Q4, onwards	MD/SD				■				■				■				■
A52. Training in duties in supervision tasks	2021 Q2, onwards	MD/SD							■				■				■	
A54. Systematize the identification of the training needs of the staff.	2020 Q4, annually	HR				■	■			■				■	■			■
A55. Increase knowledge in de Selection process	2020 Q4, onwards	HR				■				■				■				■

4 IMPLEMENTATION

The WG (Working Group) is responsible for the development and progress of this Action Plan. Actually, is formed by:

- Responsible for Human Resources (Patricia Alvarez);
- Head of Administration (Julio Muela Carriles);
- Responsible for Technology Services (Maria José Marín Vilalled) ;
- European Projects Technician (Paloma González)
- Two postdoctoral researchers R3-R4 (Dr. Rosa Ayesa; Dra. Raquel López-Mejías)
- A R2 Research (Fernanda Genre)
- A R1 Research (Carmen Lage)

The WG has meet periodically to monitor the development of the actions and to conduct an evaluation of results (analysis data, monitoring indicators and targets of the Action Plan). It meets three times a year. This group is responsible for implementing corrections and for the internal evaluation of the HRS4R Strategy, y and has conducted this evaluation.

A system of meeting minutes has been established to facilitate the review of the different actions. During the pandemic period it has not been possible for the WG to carry out such monitoring. In the last revision in October, we have updated the timing of some of the actions (see Annex IV).

The SC (Steering Committee) is responsible for supervising and providing the necessary resources and has the highest decision power. Actually, is formed by

- Director of Management (Dr. Galo Peralta Fernández);
- Scientific Director (Dr. Marcos López Hoyos);

The SC is informed of all the meetings and actions and will make the necessary decisions to allow the correct advance, changes, ... of the Action Plans, always at the request of the WG.

During the last period, the SC has been formed almost exclusively by the Director of Management, being supported by the head of HR. The Scientific Director was appointed in March of this year, and he has participated in the last meeting of SC in July (see Annex III). It is his goal to move forward with actions most directly related with improvements in the organization of the scientific area and the management of research groups, with which he is fully aligned.

There is full alignment of IDIVAL's organizational policies with the different requirements of the HRS4R strategy.

The SC has carry out two annual internal audits of the Plan (see Annex III). In addition, IDIVAL is according to UNE 166002: 2014, R&D&i management system requirements, whose main objectives are the enhancement of the innovative culture and the promotion of the transfer, very present in this plan. Furthermore, some of the areas of IDIVAL are certified by ISO 9001: 2015 (Biobank, Clinical Trials, Innovation Unit), which means that actions related to safety at work, information protection and good scientific practices are well-worked.

When conducting internal audits and external audits by accredited bodies of both management systems, most of the actions contained in the HRS4R Action Plan are being reviewed.

Until the incorporation of the new Scientific Director there has been no need to create working groups for any of the actions. It is at this time that they are created ad hoc for the definition of the new Strategic Plan, Training Plan and review of the Scientific Plan and organization of the Research Groups. The planned surveys will be conducted to determine the perception of professionals in the progress of the HR strategy.

The SC indicates that it is necessary at this time to make an additional effort in advancing the actions most directly related with improvements in the organization of the scientific area and the management of research groups, as they have been the ones that have been actually most delayed by the absence of a scientific director.

The information on the progress of the actions and the associated indicators can be found in the minutes of the meetings, and the most relevant evidence are kept (see Annex III and IV). However, the HR strategy is fully integrated into the organization, so all the necessary evidence can be located, properly organized, in each of the relevant sections or areas.

5 ANNEXES

ANNEX I. Internal Review

ANNEX II. Checklist for Open, Transparent and Merit-Based Recruitment (OTM-R).

ANNEX III. Last minute of SC: “Minute SC4. HRS4R_2020.07.23_Internal Audit”.

ANNEX IV. Last Minute of WG: “Minute WG8. HRS4R_2020.10.06_Monitoring of actions”.

ANNEX I.

Internal Review

SEE IN HRS4R E-TOOL

ANEX II.

Checklist for Open, Transparent and Merit-Based Recruitment (OTM-R).

TEMPLATE 3 – OTM-R Checklist

Case number: **2020ES570394**

Name Organisation under review: **Valdecilla Biomedical Research Institute (IDIVAL)**

Organisation's contact details: **CALLE CARDENAL HERRERA ORIA, S/N, 39011 SANTANDER, CANTABRIA. SPAIN**

SUBMISSION DATE: **OCTOBER 2020**

DATE ENDORSEMENT CHARTER AND CODE: **october 2016**

OTM-R Checklist

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes, completely	Our OTM-R policy has been formally documented by the Management Director and has been endorsed by the Board of Governors. It has been published on the IDIVAL website (in both Spanish and English) and it is accessible to all interested parties. https://www.idival.org/es/Portals/0/Documentos/HRS4R/Pol%C3%ADtica%20OTM-R.pdf?ver=2020-08-18-080450-103

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	*Suggested indicators (or form of measurement)
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	X	x	++ Yes, completely	<p>Internal recruitment procedures (selection and hiring) have been developed which include OTM-R practices for all types of positions:</p> <p>The "IDIVAL Personnel Selection" procedure (PR-GNR-11) was drawn up on 21 August 2019. It will apply to all job offers from 1 February 2020. Point 2 sets out the principles behind the procedure and refers to the principles based on the IDIVAL Statute and the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers</p> <p>A summary of the selection process has been prepared for publication on the web, available to all staff. It discusses the merits and summarises the phases of the IDIVAL selection process and its estimated duration.</p> <p>The "IDIVAL Personnel Recruitment Procedure" (PR-GNR-16), approved by the Director of Management on 21 August 2019, has been drawn up, establishing the itinerary to be followed and the necessary documentation for the recruitment of a new worker as IDIVAL staff.</p>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-Yes, substantially	<p>This recruitment procedure must be known by the researchers who complete the selection board, together with the Director General and the head of HR. A conference was held on 30 January 2020 to explain the new criteria to be taken into account when drawing up the profile to be published for each</p>

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
					<p>job offer and for the selection process as a whole. Forty researchers attended.</p> <p>The previous week it was presented to the Internal Scientific Committee, which has 9 researchers with recruitment capacity.</p> <p><i>Extended Action A57: It is planned to include the principles of the OTM-R policy as part of other training activities in the field of HR, in the block of Labor Environment Courses that are organized annually both online and e-learning.</i></p> <p>Due to the situation caused by the COVID pandemic, they have not yet been planned. We are looking at proposals, as we were thinking of doing it in person and now, preventively, we are looking at proposals online. In any case, GP indicates that it will play an even greater role in the courses in this area planned for the second half of 2020.</p> <p>In 2019, both the HRS4R strategy and the OTM-R policy were mentioned in the face-to-face course "Harassment at work: discrimination and violence at work" on 6 November, and in the course "Conflict resolution" on 8 October.</p> <p>In the publication of course announcements, attendance is recommended for team leaders and priority is given to professionals who have not taken related courses in the last 2 years.</p> <p>The importance of encouraging attendance at these courses by researchers with teams in charge is agreed.</p> <p><i>Extended Action A57.: Extended Action A57.: hold a specific session for IPS who can be part of a selection panel.</i></p>

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
					Send the selection protocol and the OTM-R policy to the IP as a reminder in each selection process that is opened.
4. Do we make (sufficient) use of e-recruitment tools?	x	X		+/-Yes, <i>substantially</i>	Practically all the process is performed electronically (paper free). It is well advanced, to be deployed in September-October 2020 (pending administrative hiring of the Semicrol supplier). Postponed to 2021 Q2.
5. Do we have a quality control system for OTM-R in place?	x	X	x	+/-Yes, <i>substantially</i>	The Government of Cantabria audits the selection procedures (publicity, transparency, equality, merit and capacity) every year. The last audit was in March 2020, before confinement by COVID19, with good results, without any deviations. Additionally, IDIVAL is accredited according to UNE 166002:2014, R&D&i management: R&D&i management system requirements. New Action A61. In the internal audits of the R&D&i management system, it is planned to include a specific section for auditing, within the HR area, that the hiring process complies with the Internal recruitment procedures and follows the principles of the OTM-r policy.
6. Does our current OTM-R policy encourage external candidates to apply?	x	X	x	+/-Yes, <i>substantially</i>	IDIVAL is an open organisation and collaborates with many state and foreign organisations. Each offer is published on the IDIVAL website (portal of Grants and Scholarships are translated into English). Since June 2018 we make full use of EURAXESS to ensure our research vacancies reach a wider audience. More than 74 offers have been posted on Euraxess since then.

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	*Suggested indicators (or form of measurement)
					<p>Job offers are sent to the website of Itemas, through the IDIVAL Newsletter, professional colleges, to specific companies depending on the position,</p> <p>Many requests arrive from outside the institution. However, there are no specific proactive incentives for external candidates.</p> <p>Extended Action A58b. The trend in the share of applicants from outside the organization/abroad will be analysed. Depending on the outcome, different strategies will be analysed.</p>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+ Yes, partially	<p>IDIVAL is an open organisation and collaborates with many state and foreign organisations. Each offer is published on the IDIVAL website (portal of Grants and Scholarships are translated into English). Since June 2018 we make full use of EURAXESS to ensure our research vacancies reach a wider audience. More than 74 offers have been posted on Euraxess since then.</p> <p>Job offers are sent to the website of Itemas, through the IDIVAL Newsletter, professional colleges, to specific companies depending on the position,</p> <p>However, there are no specific proactive incentives for candidates from abroad.</p> <p>Extended Action A58b. The trend in the share of applicants from outside the organization/abroad will be analysed. Depending on the outcome, different strategies will be analysed.</p>

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/- Yes, substantially -/+ Yes, partially -- No	*Suggested indicators (or form of measurement)
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	X	x	++ Yes, completely	<p>IDIVAL's policy is fully in line with OTM-R's policies. In 2019 the Equality Plan has been drawn up and the Equality Committee has been created. Work has been done to disseminate the Plan and specific training has been initiated.</p> <p>Taking as a reference the data of research staff in global (R1, R2, R3 and R4), there are 55% of women compared to 45% of men. At the R1 level, 66% of the research staff are women.</p> <p>The gender balance has improved in the own consulting bodies, but not in the rest. The data indicate that true equilibrium has not yet been reached in governing bodies and areas of responsibility, but improvements are being made. There is no gender balance in the areas of responsibility of the research groups (16% are women), nor in the governing bodies (even getting worse in the last two years (31.2% in 2018 and 23% in 2019).</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	X	x	-/+ Yes, partially	<p>Recruitment is subject to existing general regulation and legislation, which leaves little margin for maneuver to improve contract conditions.</p> <p>The principles of the administrative procedural law are assumed in the recruitment of personnel for belonging to the Public Sector. Recently published in the BOC (nº 133, of 13 July 2020) the Agreement of the Board of Governors approving the Public Job Offer of Stabilization. There are 13 job positions, but the start dates for the selection processes are not yet available.</p>

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
					The working environment at IDIVAL promotes research and stimulates learning, thanks to several actions (internationalization assistance programs; commitment to European projects; Progress reports; language training; participation in networks...)
10. Do we have means to monitor whether the most suitable researchers apply?				-- No	Currently there is not a monitor system in place to check it, we consider it very difficult to implement. New action A58c. It is proposed to sample it in an indirect way, asking each PI in each selection process his or her perception of the quality of the candidates attracted by the job offer. It is possible to do this in the biannual survey instead of in each selection process.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	X		++ Yes, <i>completely</i>	Yes, there are internal guidelines as well as formats established by IDIVAL.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	X		-/+ Yes, <i>partially</i>	All elements described in section 4.4.1 are included by law in the advertisement of the vacancies, except for the specific reference to the OTM- R policy (we do refer to the HRS4R strategy), professional development opportunities and career development prospects. The application period is usually less than two months. Action extended A58: assess how to provide more information on the OTM- R policy, professional development opportunities and career development prospects (4.4.1 c. of OTM-r principles).

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
					The application period should be monitored.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	X		+/-Yes, <i>substantially</i>	Since June 2018 we make full use of EURAXESS to ensure our research vacancies reach a wider audience. More than 74 offers have been posted on Euraxess since then. The trend in the share of applicants recruited from outside the organization/abroad is not known. This information will be improved with the indicator of number and percentage of total external candidates applying for recruitment processes per year.
14. Do we make use of other job advertising tools?	x	X		+/-Yes, <i>substantially</i>	Each offer is published on the IDIVAL website. Job offers are sent to the website of Iteamas, through the IDIVAL Newsletter, professional colleges, to specific companies depending on the position, Social media channels and other specialized printed media could be used in the future.
15. Do we keep the administrative burden to a minimum for the candidate?	x			+/-Yes, <i>substantially</i>	Current regulations establish the need to provide accreditation on the fulfillment of the candidate's eligibility criteria. This imposes a higher administrative burden than desired. All official and legal documentation is requested posteriori, not being an obstacle to enter in the selection process.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes, <i>completely</i>	We have clear rules governing the appointment of selection committees. We find that the selection committees are independent and members do not have any conflict of interest.

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
					<p>Our OTM-R policy and internal procedures clearly specify the composition of the selection committee for project job offers and for general job offers.</p> <p>In the appointment of technical profiles for the development of a research project, the selection committee is composed of the Principal Researcher (who has the most technical knowledge of the requirements of the post), the HR Responsible, and the Managing Director of IDIVAL.</p> <p>For appointments to support profiles (administrative, facilities), the selection committee shall be composed of the HR Responsible, the Managing Director of IDIVAL, the Scientific Director, and the facilities coordinator and / or the IDIVAL management coordinator, according to the specific profile of the appointment.</p> <p>In the predoctoral and Post specialization contracts Wenceslao Albo, there are specific panels that provide a greater scientific knowledge of the subject. In the scholarships of managers there is also another specific panel.</p> <p>We do not normally include external experts in the selection committees.</p>
17. Do we have clear rules concerning the composition of selection committees?		X	x	++ Yes, <i>completely</i>	Idem as above.
18. Are the committees sufficiently gender-balanced?		X	x	++ Yes, <i>completely</i>	The selection committees are sufficiently gender-balanced. IDIVAL has a good gender equality policy.

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	++ Yes, <i>completely</i>	Selection criteria are established and announced at the time of publication of the vacancy. The evaluation of the merits of each of the criteria (scores and weights), including the interview where it exists, is clearly set out in these vacancy notices. https://www.idival.org/en/Employment
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		X		-/+ Yes, <i>partially</i>	Only the selected professional is informed at the end of the selection process. This makes the candidates call, although it is not problematic. The difficulty of doing it personally and individually is explained by the great volume that exists.
21. Do we provide adequate feedback to interviewees?		x		++ Yes, <i>completely</i>	All the necessary feedback is given to information applicants. We are aware of the impact we have on our candidates. They deserve a positive feedback with which, in case of discarding, they know why we have decided not to contemplate their candidacy for that position. This will motivate them, help them to set goals to work on, and to reflect on the orientation of their professional and research career. On the other hand, good feedback is not only favorable for the applicant. The experience of candidates in the selection process directly affects the perception they have about our organization and, therefore, the reputation of our "brand" and image.
22. Do we have an appropriate complaints mechanism in place?		X			IDIVAL assists all claimants in the different stages of selection. The selection and hiring of personnel is within the scope of the Foundation's management, within the labor regime, so it is not an administrative act that admits any official appeal.

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	*Suggested indicators (or form of measurement)
					To date, no complaints or grievances have been recorded in Human Resources, nor have they been communicated to the members of the selection committee.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?					See question 5. <i>Do we have a quality control system for OTM-R in place?</i>

ANEX III.

Last minute of SC:

“Minute SC4. HRS4R_2020.07.23_Internal Audit”

ATTENDEES

Managing Director: Galo Peralta
Scientific Director: Dr. Marcos L. Hoyos
Head of HR: Patricia Álvarez
Silvia Redondo (Quanun)

RELEVANT COMMENTS

Today Dr. Marcos L. Hoyos formally joins the Steering Committee.
The objective of this meeting is to review this strategy from the point of view of the new SD, and its support or reformulation when deemed necessary.
Special emphasis is placed on actions related to scientific areas (Actions 14, 29, 35, 47, 49, 51, 52, 53, 54).

PROPOSED IMPROVEMENTS AND OTHER COMMENTS:

A Power Point presentation is used that aims to summarize the strategy evaluation process, which has served to position the new Scientific Director in the current timing.
The presentation focuses on the actions most related to the research areas.

The Scientific Director shows total agreement of his approach with the presented strategy. To date, he prioritizes as basic aspects in relation to this issue:

- The review of the role of those responsible in the leadership of the Group: this has been discussed at today's Internal Scientific Council. The responsibilities in "macro" are identified, in a formal way, but they should be reinforced and clarified. One of the main responsibilities is to guide the professional itinerary and promote the development and promotion of the professionals in charge. (A51, A52)
- The need for professionals who are "below" the heads of the Group to acquire management skills, in order to generate a cultural change and replacement.
- The revision of the Areas and the distribution of the groups, within the necessary revision of the current Strategic Plan (SP), which ends in 2021. With the new SP, the new Training Plan will also be designed to provide an answer to the previous point.

To this end, he considers a good tool the Decalogue drawn up with the basic principles of good project management and the professional practices of Group Managers (A51). It is fully in line with the code of good practice that we have (obligation to tutor, ...).

The Decalogue, prepared by MLH and GP is pending approval by the Internal Scientific Council. Promoting and maintaining these principles is considered essential for group replacement and continuity.

GP indicates that a Team Management course for all professionals with staff in charge is planned for 2020.

GP indicates that IDIVAL has provided training in support matters and in technical and scientific skills, where there is an enormous dispersion of needs. The 9 training blocks are mentioned. The SP's follow-up includes this part. Each accredited course has follow-up surveys. They agree to re-launch the training needs survey (A54).



INTERNAL AUDIT HRS4R STRATEGY

Fecha: July 23, 2020

Hora: 10:00 h

SC4



STEERING COMMITTEE INTERNAL AUDIT

1. ORGANISATION AND COMPROMISE. COMUNICATION

The strategy has been adequately communicated to all research staff	There have been no further specific communications on the HRS4R strategy in this period. The health alert situation by COVID19, which still exists, has focused communication and organisational efforts in other directions.
The WG meets quarterly	The March WG meeting could not take place because of the state of health alert. The last meeting was on 2 December 2019, and the next will be held today (23 July 2020), following this SC meeting.
Attendance at meetings is adequate	The session on 2 December was attended by all the profiles planned. Rosa Ayesa and Carmen Lage joined as new members in that session.
The WG keeps minutes and conclusions of the meetings	Presentations and minutes of meetings are kept.
The WG informs the SC of the conclusions	The SC is composed of the Director of Management and the Scientific Director. Since the beginning of 2019, the Scientific Director had not yet been appointed, with the Director of Management taking over its functions. Today the Scientific Director is incorporated to the SC. IDIVAL's organisational structure facilitates internal communication. The Scientific Director will also systematically receive verbal and written feedback from the monitoring.
The WG informs in time of delayed or unexpected situations, deviations from the plan	Idem previous comment
The SC performs a minimum annual internal audit	This is the third internal audit carried out on the HRS4R strategy. The items to be evaluated have been defined. Two reviews of this type are planned for each year. This year the frequency will be recovered, despite the state of alert.
The SC meets at least twice a year	To date the Managing Director has covered the duties of the Scientific Director. Only the first review in January 2019 was attended by the previous Scientific Director. This frequency will be maintained once the new Scientific Director has been appointed today.
The SC maintains minutes and conclusions of the meetings	It has been decided that the minutes of the SC will be the report of the internal audit. In this way, both Directors ensure that the strategy is outlined in its entirety.
The SC provides the necessary support and resources to advance the actions of the plan	As indicated, both Directors are directly responsible for many of the actions. In addition, IDIVAL's organisational structure facilitates communication. The minutes of the WG show the moments when it is considered necessary to analyse with the Directors in order to make progress on some of the action plans.

2. AVANCE DEL PLAN

Acciones con avance adecuado:	To date, almost all actions are well advanced. The most complicated are those related to meeting the objectives of the gender balance and legal requirements that go beyond the scope of IDIVAL's decision.
Acciones con desviación respecto a lo planificado. Justificación para las más relevantes:	The absence of the appointment of the Scientific Director since the beginning of 2019 (formally since 1 April) has meant that actions related to scientific areas have progressed slower (14, 20, 29, 35, 47, 49, 51, 52, 53, 54) Today the main objective of the SC is the review of these actions by the Scientific Director (in addition to the planned internal audit)



AUDIT INTERNA ESTRATEGIA HRS4R

Fecha: 23 de julio de 2020

Hora: 10:00 h

SC4



STEERING COMMITTEE INTERNAL AUDIT

3. SAMPLING OF CONCRETE ACTIONS, EVIDENCE OF PROGRESS

A1	<p>A sampling of new hires from 2019 and 2020 is carried out:</p> <ul style="list-style-type: none"> o Patricia.A.I. June 12, 2019. Signature of delivery of welcome manual ok. o Jesús G.V. 01 March 2019. Signature of delivery of welcome manual ok. o Darío A.P. 07/01/2020. Signature of the handbook of welcome ok. o Ainara P.G. 20/01/2020. Signature for delivery of welcome manual ok.
A57	<p>Access to the HRS4R strategy documentation can be found in the news section. Both MLH and GP indicate the importance of giving it more prominence. It was decided to make a specific section for the strategy in the "About us/Documentation" section. Additionally, the OTM-R policy that is uploaded on the web is undated.</p> <p>The WG is recommended to take into account two different points of view:</p> <ul style="list-style-type: none"> - knowledge of the OTM-R policy and the selection process: vital for the PIs who make the selection. The selection process is always posted on the website. See if it makes sense to send the protocol and policy to each PI in each selection process, as a reminder. Possibility of giving a specific session for IPs in this matter. - Awareness of harassment, discrimination, conflict management: only 2 UCA coordinators (HR and technological services) attended. We must make an effort to encourage the attendance of researchers with staff in charge.
A11b	<p>A sample of the translated documents is made on the web: The 2018 Report; RE-GNR-01 Organisational and Operating Regulations (Dec 2016), MA-GNR-02 Code of Good Practice Research (March 2018). The statutes, the Protocol on Prevention and Action against Harassment and the Equality Plan have not yet been translated.</p>
A58	<p>The "Autocheck" (declaration of compliance with the job offer requirements) and the "Frequently Asked Questions" (about the selection procedure) are only in Spanish. Immediate action: translation.</p>
A59 y A60	<p>Two selection processes are traced, and it is checked that the report adequately traces the score and merits. It is checked that all the applicants are answered. Evidence: OFFER 2020.12, Research Technician; OFFER 2020.20, Research Technician</p>

Managing Director
Scientific Director

Dr. Galo Peralta
Dr. Marcos López Hoyos

ANEX IV.

Last minute of WG:

“Minute WG8. HRS4R_2020.10.06_Monitoring of actions”

HRS4R WORKING GROUP
2020 FOLLOW-UP MEETING 3Q
DATE: Tuesday 06 October 2020

Scheduled:	Attendees:
Responsible for Human Resources (Patricia Álvarez)	si
Head of Administration (Julio Muela Carriles)	si
Responsible for Technology Services (Maria José Marín)	si
European Projects Technician (Paloma González)	si
Postdoctoral research R3 (Dra. Rosa Ayesa)	si
Postdoctoral research R4 (Dra. Raquel López-Mejías)	si
R2 Reserach (Fernanda Genre)	si
R1 Research (Carmen Lage)	si
Scientific Director (Dr. Marcos López Hoyos)	si
Management Director (Galo Peralta)	si

OVERVIEW OF THE PROGRESS OF THE PLAN:

The objective of this meeting is to present the Internal Review, which must be submitted by 19 October.

Extensions to Action Plan 20 - 23 are accepted.

It is considered appropriate to identify the actions more clearly, differentiating them into 4 types:

1. actions completed which are maintained because of the need for supervision (Follow up Actions)/
2. actions which are postponed because they have not been completed in time (Maintained Actions)/
3. actions which are extended (Extended Actions)/
4. new actions (New Actions).

The OTM-r checklist is also validated.

It is agreed that, despite the difficulties of this year, important progress has been made. In this regard, the performance of the current Head of Human Resources, Patricia Álvarez, is highlighted.

NEXT: Unless additional information is required to the documentation sent, the next meeting will be convened for January 12, 2021.

Title action	Timing	Resp.	% of progress	Indicators	Comments on 6 October 2020
WELCOME PACK					
Follow-up Action	A1. Launching New Welcome Pack	a. 2019 Q1 b. From 2019 Q1 onwards, in each incorporation.	RH	100%	a. New Welcome pack, edited. b. Delivery and explanation of the Manual to 100% of the new incorporated staff within 2 weeks after incorporation.
Extended Action	A1B. Welcome Pack- Affiliated Staff	From 2021 Q1 onwards, in each incorporation.	RH	80%	Delivery and explanation of the MANUAL DE INCORPORACIÓN DE GRUPOS to 100% of the new incorporated affiliated staff within 4 weeks after incorporation.
POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES					
Maintained Action	A13. New Guía de Calidad, ética y Buenas Prácticas Científicas	a. 2022 b. 2023 e. HRS4R Survey of 2021	SD	60%	a. 100% of Idival staff trained in the contents of the guide in the next 2 years. b. 100% of Affiliated staff trained in the contents of the guide in the next 3 years. e. >3,5 in HRS4R Survey ("I know the Guide of Quality, Ethics and Good Scientific Practice in Research of IDIVAL")

Extended Action	A57. Training in the principles of the OTM-r Policy	2020 Q4 onwards	MD	60%	<p>a. At least 1 OTM-r training sessions per year, in the next two years.</p> <p>c. 100% of the objective staff (with responsibility in the selection and hiring) trained in the principle of the Policy in the next 2 years.</p>	<p>a. It is planned to include the OTM-R policy as part of other training activities in the field of HR, in the block of courses in the field of work that are organized annually both online and in person. Due to the situation caused by the pandemic, these courses have not yet been planned. We are looking at proposals, as we were thinking of doing it in person and now, preventively, we are looking at online proposals. In any case, GP indicates that it will play an even greater role in the courses in this area planned for the second half of 2020. We must make sure that the subject matter of the courses in 2020 will be the OTM-R policy.</p> <p>In 2019, both the HRS4R strategy and the OTM-R policy were mentioned in the face-to-face course "Harassment at work: discrimination and violence at work" on 6 November, and in the course "Conflict resolution" on 8 October.</p> <p>b. In the publication of course announcements, attendance is recommended for team leaders and priority is given to professionals who have not taken related courses in the last 2 years.</p> <p>Harassment: 7 assistants, of which 3 have direct responsibility in Personnel Selection, 1 coordinator. The rest are technical and administrative staff of the UCA.</p> <p>Conflicts: 2 coordinators and the rest technical and administrative staff of the UCA.</p> <p>The importance of encouraging attendance at these courses by researchers with teams in charge is agreed.</p> <p>Extended Action: The possibility of having a specific session for IPs who can be part of a selection board is discussed. The possibility of sending the selection protocol and the OTM-R policy to the IP, as a reminder, in each selection process that is opened, is also commented on.</p>
NON DISCRIMINATION						
Maintained Action	A27. Gender balance	<p>a. 2019 Q1 onwards</p> <p>b. 2022 Q4</p> <p>c. 2022 Q4</p> <p>d. HRS4R Survey of 2021</p>	MD	50%	<p>a. 1 dissemination session per year.</p> <p>b. Increase 10% women with managerial responsibility in the research groups/IPs.</p> <p>c. Gender balance in Internal Council</p> <p>d. >4 in the HRS4R Survey ("I believe that IDIVAL takes into account equal opportunities between women and men")</p>	<p>Equality Commission formed on 12 March 2019 by 6 people, 4 women and 2 men (Management Director, HR Manager, Technology Area Coordinator; Administration Technicians; Innovation Technician). A diagnosis of the situation was carried out after providing information through questionnaires addressed to the workers.</p> <p>Plan approved by IDIVAL's Equality Commission and ratified by the Board of Trustees on 28 June 2019.</p> <p>Dissemination:</p> <ul style="list-style-type: none"> - Mailing and news on the website. It is available to interested parties on the IDIVAL website. - Courses: It is planned to maintain the courses in the block of courses of the Labour Scope. The original idea was for this training to be voluntary for all staff, and recommended for HR, Workers' Legal Representatives, members of the Equality Committee, Management and Team Managers. <p>This year, 2020, we are looking at how to get all the people with team responsibilities (department heads, as well as researchers with personal responsibilities) to attend. It is possible to do this in two sessions so that there are more opportunities.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

						<p>The only change compared to December is the incorporation of MLH as Scientific Director. In general, it will not be possible to achieve the objective sought in 2020 Q4.</p> <p>c. Gender balance in the areas of responsibility of the research groups: No change, 16.2% in 2018 and 2019 - Area Coordinators: there are 1 woman and 5 men. - Head of research groups: there are 5 women compared to a total of 26 men.</p> <p>d. Gender balance in governing bodies: 31.2% in 2018 and 23% in 2019, it worsens by 8.2%. Board of Trustees: 3 women/12 men (data worsened compared to 2018: 2 women and 8 men) Delegate Commission: 2 women/4 men (worse than 2018: 3 women and 3 men, parity).</p> <p>Gender balance in own consultative bodies: positive changes have been achieved in this aspect: 22.7% in 2018 and 29% in 2019, an improvement of 6.3%. External Scientific Council: 4 women/8 men (improved compared to 2018: 3 women/9 men) Internal Scientific Council: 3 women/9 men (improved from 2018: 2 women and 8 men) (note: Cantabria has its own regulations to comply with, for example in management positions (> 40%))</p> <p>If the overall figure is taken excluding the research groups, it is worsened by 0.9%: 2018: 18 women/63 men (22.2%) 2019: 16 women/59 men (21.3%)</p> <p>e. Pending re-survey. Due to the pandemic situation, the survey is changed to 2021 Q4.</p>
Extended Action	A28. Workplace harassment	2020 Q4 onwards	MD	90%	Training of the profesionales que podrían formar parte de la Comité in workplace harassment and psychosocial risks	<p>In March 2017, the Protocol on "Prevention and Action against Discriminatory Harassment, Sexual Harassment and Harassment based on Sex" was adopted. It is available to interested parties on the IDIVAL website.</p> <p>The creation of the Technical Investigation Commission, created ad-hoc when the protocol is activated, is planned. Professionals from the HR area and members of the Works Council would be part of it.</p> <p>The professionals who could form part of the Commission are being trained in the area of violence in the workplace. Throughout 2019:</p> <ul style="list-style-type: none"> - a total of 7 professionals from the HR area and the Works Council have taken the online course on "Prevention of sexual and gender-based harassment". - A total of 4 professionals from the HR area and the Works Council have taken the classroom course on "Conflict resolution: handling difficult situations in the work environment". - A total of 6 professionals from the HR area and the Works Council attended the course on "Workplace harassment: discrimination and violence in the workplace". <p>We will see at the end of the year the impact this year of the 5th training cycle in these areas.</p> <p>Extended Action: Before the end of 2020, the Plan will be disseminated and a triptych will be drawn up to summarise it. A commitment to zero tolerance towards harassment will be published, at this time in draft form.</p>

LABOUR FRAMEWORK						
Maintained Action	A9. Labour framework of IDIVAL	Continuous, until consecution	MD	50%	At least one formal communication of this need to the Consejería each year, until its resolution.	<p>The company's own salary scales have been updated and are now standardised at national level. There have been considerable wage increases. Project contracts are no longer limited by duration or chained by national regulations.</p> <p>Six temporary positions have been closed, which has greatly improved the situation of professionals.</p> <p>Recently published in the BOC (BOC nº 133, of 13 July 2020) the Agreement of the Board of Trustees approving the Public Employment Offer for Stabilization. It has 13 places, the dates for the start of the selection processes are not yet known.</p>
Maintained Action	A37. European Directive of Fixed Work	2022	HR	50%	Implement the proposals	<p>Report is done. The Board of Trustees has approved the list of jobs, which includes this analysis, as a starting flag to call for interim measures and to move forward. The situations of temporary employment will be converted into permanent contracts.</p> <p>The normative scope has been identified, by which, according to the law of budgets we can regulate situations of temporariness. Adequate evolution.</p> <p>See note on the previous action.</p>
COMMUNICATION						
Maintained Action	A2. Touch screen.	a. 2021 Q4 b. 2021 Q4 c. after installation, onwards	CTS	10%	a. Definition of contents, including format and responsible for updating. b. Acquisition and installation of the screen in the selected location. c. Maintenance of contents. Update content once a week.	<p>It will be more directed to an informative and continuously updated screen, but not interactive. Pending to know when the transfer to the new facilities will take place.</p> <p>Until then, it will be started as a test run in the current facilities . It is planned to be temporarily installed in the new meeting room.</p> <p>It is delayed due to the incidence of COVID19 . Dates are modified.</p>
Maintained Action	A3. Organization chart of professionals and Research Groups.	2021 Q4	MD	50%	a. 2 Organization Charts installed in common areas.	<p>Designed the graphic with the current equipment. One has been installed in the main corridor of the 3rd floor, although there are already changes.</p> <p>The possibility of putting the second one in the entrance area, with illuminated vinyl (see CEuropean vinyl), has been considered.</p> <p>It is delayed by the incidence of COVID19. Moreover, according to MLH, the new Scientific Director, a reorganization of the areas and research groups is planned, so until this happens, the chart will not be made. Dates are changed.</p>
Follow-up Action	A4. Annual meeting at the Hospital	2021 Q4, annual	MD/SD	100%	Year-end annual meetings held at the Hospital, every year.	<p>2018: The last general session was on 31 November 2017, with the title "IDIVAL: PRESENT AND FUTURE PERSPECTIVES", carried out by GP and BC.</p> <p>2019: The annual meeting was held in HUMV, under the title "Activities of IDIVAL 2018 and future plans" on 17 January 2019. There was no news but an informative e-mail was sent and it is included in the 2019 report.</p> <p>2020: On 16 January, as part of the HUMV's general session programme, GP gave the session under the title "IDIVAL, five years after its accreditation". The main milestones of the Institute since 2015 were reviewed, as well as the evolution and future of clinical trials in Cantabria, IDIVAL's Bio-health Dynamisation Plan, the main results of the Institute and the opportunities and challenges of research in the coming years (https://www.idival.org/es/NOTICIAS/ID/2202/Sesion-Valdecilla-IDIVAL-cinco-anos-tras-su-acreditacion).</p> <p>ACTION COMPLETED. Maintained by monitoring.</p>
Maintained Action	A4B. Annual meeting at IDIVAL	2021 Q1, annual	MD/SD	50%	Year-end annual meetings held at IDIVAL, every year. Attendance at least 50% of workers.	<p>In 2019 this was not done.</p> <p>2020: Held on January 16. It was not possible to record the number of attendees.</p> <p>At the next annual session of IDIVAL, attendance will be recorded.</p>

Closed	A11. Public information	2018 Q3, onwards	HR	100%	100% Updated information of all researchers	The information is dumped directly from Fundanet, so it is always up to date.
Maintained Action	A11b. Improve the communication and visibility	2021 Q1, onwards	HR	80%	At least 2 critical documents translate each year.	The documents considered most important for this first step are being translated and published. The Guide to Good Research Practices, the Rules of Organization and Operation and the 2018 Report have been translated. It was decided not to translate the current Strategic Plan. At this time the Equality Plan is in the process of translation. It will be decided later, which has more impact outwards.
Closed	A15. Advertising of co-financed projects	2017 Q4	FM	100%	100% of the co-financed projects with the advertising posters installed in each laboratory.	This is a mandatory requirement. All project identification posters are kept in each laboratory.
Follow-up Action	A16. Dissemination of project management requirements	2021 Q2, onwards	MD	100%	Minimum 4 annual communications with this content.	<p>The Project Management Requirements are transmitted in all possible forums (in the courses of Research Methodology, Master in Health Management, Research Management,...). They are periodically updated, after which communication is sent by mailing. More than 4 communications have been made per year. Examples:</p> <ul style="list-style-type: none"> - IDIVAL funding programmes: continuous publication of the calls on the website and in the reports. - Main external financing programmes (with special emphasis on European funds): Information session "Horizon 2020 Programme and ERC (European Research Council), in December 2019. Since the beginning of the pandemic, we can highlight that a lot of communication has been maintained in terms of webinars and international calls for the financing of COVID-19 studies. - IDIVAL technological services: V and VI Edition of the Course on "Flow Cytometry. Techniques and Applications in Clinic and Research" (June 2018; May 2019; 8 p.m.); IV Edition of the Course of Fundamentals of Optical and Electronic Microscopy (November 2019, 20 hours) - Regulatory aspects of human research: Good Clinical Practice Standards course in September 2019. - Clinical trial requirements: Registration for the Good Clinical Practice Standards Course opens next week and is scheduled for October 2020. - Administrative requirements in project management: II and III Edition of the Research Methodology Course (November 2018 and May 2019. 28 hours of attendance and 14 hours online); I and II Edition of the Statistics and Methodology Course for Biosanitary Research (June and October 2019. 25 hours of attendance). III and IV Edition of the Course of Standards in Good Clinical Practice IDIVAL (June 2018 and September 2019. 10 hours attendance). I Edition of the Research Project Writing Course (November 2019 - February 2020. 20 hours of attendance and 30 hours of project preparation). <p>Due to the pandemic situation in the first half of 2020 some of the training courses that were planned have not been carried out. Specific communications have been made, such as changes in the industrial property policy during the life of the pandemic.</p> <p>ACTION COMPLETED. Follow-up continues.</p>

RECRUITMENT						
Maintained Action	A30. Code of Good Practice for the Recruitment	2021 Q4	HR	80%	100% of the objective staff (with responsibility in the recruitment) trained in the principles of the Code in the next 2 years.	<p>The action originally refers to drafting the IDIVAL Code of Good Contracting Practices.</p> <p>The "IDIVAL Personnel Selection" procedure (PR-GNR-11) was drawn up on 21 August 2019. It will apply to all job offers from 1 February 2020. Point 2 sets out the principles behind the procedure and refers to the principles based on the IDIVAL Statute and the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. For publication on the web, a summary of the selection process has been drawn up, which discusses the merits and summarises the phases of the IDIVAL selection processes and their estimated duration.</p> <p>The "IDIVAL Staff Recruitment Procedure" (PR-GNR-16) has been drawn up and approved by the Management Director on 21 August 2019, which establishes the itinerary to be followed and the necessary documentation for hiring a new worker as IDIVAL staff.</p> <p>The procedure must be known by the researchers who complete the selection board, together with the Director of Management and the head of HR. A conference was held on 30 January in which the new criteria to be taken into account in the preparation of the profile to be published in each job offer and in the selection process as a whole were explained. Forty researchers attended.</p> <p>The previous week it was presented to the Internal Scientific Committee, in which there are 9 researchers with recruitment capacity. It is required to confirm that 100% of the objective staff (with responsibility in the recruitment) trained in the principles of the Code in the next 2 years.</p> <p>No mention in external audits.</p>
Maintained Action	A31. Human Resources Process certification	2021 Q4	HR	50%	None significant deviation in external audits carried out by the external certification company (ISO 9001)	<p>The Selection Procedure and Contracting Procedure were drawn up and approved by the Director of Management in August 2019. See previous action.</p> <p>Pending elaboration of the Training procedure.</p> <p>Certification approach has not been initiated, it is delayed for 2021.</p>
Maintained Action	A32. Technological improvements	2021 Q2	HR	70%	100% of the job offers managed and evaluated through the platform	<p>It is well advanced, to be deployed in September-October 2020 (pending administrative hiring of the subcontractor Semicrol). It is postponed to 2021 Q2.</p>
Extended Action	A58. Publication of job offers	a. 2021 Q4 b. 2021 Q4 onwards	HR	20%	<p>a. 100% of the job offers with specific reference to the OTM- R policy, professional development opportunities and career development prospects.</p> <p>b. Job offers deadline average</p>	<p>All offers published on the website are written in a bilingual format and published on Euraxess.</p> <p>All elements described in section 4.4.1 are included by law in the advertisement of the vacancies, except for the specific reference to the OTM- R policy (we do refer to the HRS4R strategy), professional development opportunities and career development prospects.</p> <p>The application period is usually less than two months.</p> <p>Extended Action A58: We should consider how to provide more information in job offers about the OTM- R policy, professional development opportunities and career development prospects (4.4.1 c. of OTM-r principles).</p> <p>Monitor the application period.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Extended Action	A58b. Grants and Scholarships Portal in English	2021 Q2	MD	100%	Trend in the share of applicants from outside the organization. Trend in the share of applicants from abroad. Trend in the share of applicants among underrepresented groups (frequently women)	Currently: Scholarship Portal: it has been translated into English. Announcements of grants and scholarships: from September 2019 all of them are published in translation. Applications have arrived from abroad. Extended Action A58b. The trend in the proportion of applicants from outside the organisation/abroad/underrepresented groups will be analysed. Depending on the outcome, different strategies will be analysed.
New Action	A58c. Quality of the candidates attracted by the job offers	HRS4R Survey of 2021	HR	0%	>3,5 in HRS4R Survey or in survey of each selection process.	This action arises after completing the OTM-R checklist, question 10. Do we have means to monitor whether the most suitable researchers apply? Currently there is no monitoring system to verify this, we consider it very difficult to implement. It is proposed to sample it in an indirect way, asking each Principal Investigator, in each selection process, his or her perception of the quality of the candidates attracted by the job offer. It is possible to do this in the biannual survey instead of in each selection process.
Follow-up Action	A59. Traceability of decision	a. 2018 Q4 b. 2018 Q4, onwards	HR	100%	a. Modification of the Selection Report. b. Implementation the new Report in 100% of the new selection processes.	a. The report and the documentation supporting the decision are accessible. A score has also been defined to make the decision more objective. A merit score table is included when the profile is published, and when the researcher responsible for the selection submits an evaluation report, he or she must specify this. The model offer is filled in by the researcher and reviewed by the HR department to ensure that it meets all the criteria. It was explained on 30 January, open to all in-house and associated staff. b. It is fulfilled in all the selection processes since February 2020. ACTION COMPLETED, remains open for follow-up.
Maintained Action	A60. Automatic feedback to the candidate	2021 Q4	HR	50%	a. Automatic feedback developed in Fundanet. b. 100% of the not selected candidates informed with this system. c. 100% of requests for personalized information answered in less than 15 days.	a. The possibility of automatic response through Fundanet is delayed, as it will not be possible for now due to technical difficulties. The planned date has been changed. b. The new procedure provides for the communication of the result from HR to all candidates. We communicate by e-mail with all the discarded candidates and by telephone with the selected candidate. c. It is fulfilled.
New Action	A61. Specific Internal audit	2021 Q4	HR	0%	a. Specific OTM- principles internal audits llevadas a cabo. b. Non relevant deviations in these internal audits	In the internal audits of the R&D&I management system, a specific section is planned to be included for auditing, within the area of HR, that the hiring process complies with what is described in the Internal recruitment procedures. A sampling of different recruitment processes and for all types of positions will be carried out. The resulting report will serve as information for the improvement of the processes and for the training and awareness of everyone involved in the process .

SKILLS AND COMPETENCIES					
Extended Action	A5. Good Practice Courses	2021 Q3, onwards	HR	50%	<p>a. Minimum 2 different courses per year. Get accreditation for at least one of the courses. c. At least one course of Good Practices each 2 years per professional.</p> <p>A lot of training is done on Good Research Practices. The Central Support Unit is regularly asked to identify training opportunities. In some specific forums it is co-created with the programme researchers. This includes training in transversal tools (extending the offer in English) and which are in the hospital's co-financed programmes. a. Since 2018, the annual course of "NORMS OF GOOD CLINICAL PRACTICE IDIVAL" has been held, lasting 10 hours (over 5 days). Dates: June 2018 and September 2019. This year it is planned to be held online in September (https://www.idival.org/es/NOTICIAS/ID/2362/Curso-de-Normas-de-Buena-Practica-Clinica-IDIVAL). Courses with accreditation: accredited by the Continuing Education Commission. b. This information is not easily available. We do know the attendees (24 in 2018 and 30 in 2019). In 2019 we have started to collect information from their work centre, which facilitates the analysis of the information (5 professionals from IDIVAL; 17 from HUMV and 1 from UC). We should analyse this information about the professionals who belong to the research groups.</p> <p>Extended Action: The HR Department does not know all the courses that are given, nor the people who attend them. It is considered necessary to review that in this circuit of planning and execution the HR Department is included.</p>
Maintained Action	A7. Increase knowledge of sources of funding	2020 Q1, onwards	FM	50%	<p>a. Minimum 1 talk of each type of fund per year. b. At least 5 IDIVAL researchers in each course.</p> <p>All types of grants are continuously published in the news on the website and in the weekly Innovation newsletter. In addition, critical aspects of funding are included in clinical trial training and research management.</p> <p>Additional specific presentations: <u>2019:</u> - International: A visit was made to Brussels in September to learn first-hand about European programmes and the Europe Programme's approach. Very good expectations. Session on 4 December 2019, at the European Projects Day (https://www.idival.org/es/NOTICIAS/ID/2110/Sesion-informativa-Programa-Horizon-2020-y-ERC-European-Research-Council). - Nationals and own grants: no presentation was made. <u>2020:</u> - International: Since the beginning of the pandemic we can highlight that there has been a lot of communication regarding webinars and international calls for the funding of COVID-19 studies. - National and own grants: no presentation has been made.</p>
Maintained Action	A17. Training in data protection and prevention of occupational hazards	a. 2020 Q1, onwards b. HRS4R Survey of 2021	CTS	80%	<p>a. Minimum 1 course each year, with wide assistance of professionals. inclusion in the Catalog of courses in transversal skills. b. >.3,5 in HRS4R Survey ("IDIVAL complies with regulations, informs and adequately trains professionals in relation to the rules of protection of health and safety at work")</p> <p>a. 2019: First year that they are officially included in the course catalogue, in the Workplaces Courses Area: - "Specific risks of the job for management personnel", September 2019, 1.5 hours, attendance: 16 people. - "Specific risks of the workplace for laboratory personnel", September 2019, 1.5 hours, attendance: 11 people (laboratory technicians) - "Lifeguard and first aid", November 2019, 4 hours, face-to-face: 18 people, 6 of whom are research group technicians. - "Mindfulness & work: stress reduction", October 2019, 6 hours, attendance: 14 people (all from UCA). Those attending these courses have mainly been from the management area. For this reason, it is proposed that attendance training be compulsory every two years for all staff. The training courses in the working field have not been closed yet this year. b. Pending to carry out the survey again. Planned for 2021.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Extended Action	A51. Training in Scientific Management	2020 Q4, onwards	MD/SD	40%	<p>a. Minimum 1 course each year. b. At least 5 IDIVAL experienced researchers / 5 predocs in each course. c. Inclusion in the Catalog of courses in transversal skills.</p>	<p>It tries to cover the GAP identified in the monitoring work ("In some cases, the monitoring is not as good as it should be"; "The figure of the supervisor and his functions are defined in the regulations and procedures, although it is considered that there is room for improvement"). There are no formal mechanisms for assessing compliance. There is great diversity in the methods of supervision. There are improvements in supervisory skills.</p> <p>There is room for improvement in scientific management training, working group management tools...</p> <p>The action is aimed at the training of researchers in subjects such as: Scientific Management, tools for the management of working groups and Research Methodology.</p> <p>The focus is to increase the competences in Direction, Management, leadership, how a research group is organized, etc.</p> <p>A cultural change is sought in the management of research teams.</p> <p>It is aimed at experienced researchers, but also at health research staff and predocs (to encourage a cultural change in the medium term).</p> <p>a. and b. Training in harassment and conflict management has been provided. However, there is no assistance from professionals who really have responsibility for people. It is proposed that it be compulsory for the people responsible and for those who are to be Principal Investigators. This possibility should be assessed by the Management Director (GP) and the Scientific Director (MLH).</p> <p>MLH indicates that it is very important that young people understand and learn what leadership is, as they will be the future leaders. Internal talks by researchers can be organized to motivate research and group management. The need to create a team, a career for the people they have in the group. The progress report format can be used.</p> <p>See notes for the next action A52.</p>
Extended Action	A52. Training in duties in supervision tasks	2021 Q2, onwards	MD/SD	60%	<p>Minimum 1 seminar/lecture each year. At least 5 IDIVAL experienced researchers in each seminar/lecture.</p> <p>>2,5 in HRS4R Survey ("The IDIVAL novel researchers maintain regular and organized contacts with their superior (specific supervisor) to discuss the progress and results of their research, guiding them in the development of their research career")</p>	<p>There is a great diversity in monitoring methods. There are improvements in supervisory skills. Training in Scientific Management and working group management tools can be improved.</p> <p>The objective of this action is to disseminate among experienced researchers who are part of the staff of the institution their duties and obligations in relation to the tasks of supervision and management of professionals and projects (through conferences or information seminars). To create the 10 Basic Principles (Decalogue) in relation to good project management and professional practices that serve as a basis for these sessions.</p> <p>It is planned to include in 2020 a course on Team Management for all professionals with staff in charge. It is possible that this type of training will be delayed, since as of today, by Covid19, the Training Plan has not yet been developed. In addition, the change from classroom training to online training is planned.</p> <p>Decalogue: At the July 2020 Internal Council, the role of the managers in the leadership of the Group was discussed. They are identified in macro in a formal way, but it should reinforce and clarify them. One of his main responsibilities is to guide the professional path and encourage the development and promotion of the professionals in his charge. The decalogue drawn up with the basic principles of good project management and the professional practices of the Group Managers (A51) is totally related to the code of Good Practice that we have (obligation to tutor, ...).</p> <p>The Decalogue has been prepared by MLH and GP and is pending approval by the Internal Scientific Council. Promoting and maintaining these principles is considered fundamental for group replacement and continuity.</p> <p>Of course, training must be aimed at promoting these principles. It was decided to review, once the Decalogue was available, whether the 9 current training blocks covered all these principles.</p> <p>The Scientific Director MLH indicates that the professionals below must gradually acquire the skills to make the generational and cultural change sought by this action. It was decided to analyse whether professionals from different groups and levels were present on each course, in order to see GAPS or the need to encourage attendance (possibility of making a matrix with the courses and participants per group). The date is updated to 2021 Q2.</p> <p>It is likely that the survey will be conducted in 2021 Q1, and the information derived will serve as input to the new Strategic Plan.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Maintained Action	A54. Systematize the identification of the training needs of the staff.	a. 2020 Q4 b. 2021 Q1 c. Training Survey of 2021	HR	50%	a. 100% of middle managers report the training needs of their staff. b. First documented catalog of courses. c. >3 in HRS4R Survey ("IDIVAL promotes the continuous training of researchers during the different stages of their professional career")	<p>The aim of this specific action is to design and adapt IDIVAL's training offer to the needs of research professionals. The course catalogue should come from here, which should be reviewed annually with new needs.</p> <p>a. A survey was sent from HR to IDIVAL's own staff, closed in December 2019. The aim is to draw up a proposal for the 2020 Training Plan. It has not been extended to affiliated staff. It will be analysed by the MLH Scientific Director and will be extended to affiliated staff. It was agreed to re-launch the training needs survey in November 2020, due to the complexity of organising online courses.</p> <p>b. New Strategic Plan ending in 2021. The Training Plan will be redesigned. The MLH Scientific Director is carrying out a revision of the Areas and reorganization of Research Groups. GP indicates that it is planned to include in 2020 a course on Team Management for all professionals with staff in charge. GP indicates that at IDIVAL training has been done in support matters and in technical and scientific skills, where there is an enormous dispersion of needs. The 9 training blocks are discussed and the monitoring of the Strategic Plan includes this part. Each accredited course has follow-up surveys.</p> <p>c. Postponed to 2021.</p>
Follow-up Action	A55. Increase knowledge in de Selection process	2020 Q4 onwards	HR	100%	Minimum 1 talk about de Selection Procedure each year	<p>See action A30. The procedure must be known by the researchers who complete the selection board, together with the Director of Management and the HR manager. A conference was held on 30th January 2020 in which the new criteria to be taken into account in the preparation of the profile to be published in each job offer and in the selection process as a whole were explained. The entire selection procedure was discussed, including interviews.</p> <p>The previous week it was presented to the Internal Scientific Committee, in which there are 9 researchers with recruitment capacity. A minimum reminder will be made annually or when there is a major change in the selection system.</p>
CAREER DEVELOPMENT						
Maintained Action	A38. Analysis of the progress of research professionals after leaving IDIVAL	2021	MD/SD	NP	First census and analysis carried out	Not initiated. Postponed to 2021.
COUNSELOR						
Maintained Action	A39. Counselor	2021	MD/SD	NP	Counselor designed and trained in the needed skills. Communication of its implementation	Not initiated. Instead of identifying a specific professional, we will try to see if it is possible to incorporate this function in the figure of Area Manager. Take it into account in the review that the MLH Scientific Director of the Research Groups is carrying out. Dates are updated.

MOBILITY																									
Maintained Action	A40. Motivation to mobility	2020 Q2, onwards	MD/FM	90%	<p>a. At least 2 programs/funds oriented to mobility. b. Number of professionals with this kind of aids. c. At least one specific communication about mobility per month.</p> <p>a. 2018: In 2018 IDIVAL has called and resolved the pre-doctoral mobility grants, with a budget of 12,000 € (maximum funding per stay 3,000 €) and the Intensification Grants, with a budget of 120,000 €. 2019: As part of the Biomedical Dynamisation Plan, in 2019 IDIVAL increased these grants. It has called and resolved the pre-doctoral mobility aid, with a budget of 20,000 €, and the Int-Val aid (Call for Intensification), with a budget of 180,000 €. 2020: - Pre-doctoral mobility grants: Maximum funding per stay 5,000 €. - The INTVAL modality A call is specifically dedicated to COVID-19. The budget for the 2020 call is 240,000 €.</p> <p>b. 2018: Pre-doctoral mobility grants: 4 professionals; Intensification programme, 3 professionals. 2019: February 2019: Pre-doctoral mobility grants, 4 professionals. March 2019: Int-Val intensification programme, 3 professionals. 2020: February 2020: No pre-doctoral mobility grants, as it is dedicated to COVID-19. July 2020: Int-Val intensive programme, 5 professionals (confirmed this week).</p> <p>c. No grants in 2020, other than communications in web news and bulletins. They are included in the annual report. Aspect to improve or modify the indicator.</p>																				
Follow-up Action	A41. Agreements with other Centers	2020, onwards	MD	100%	<p>At least one agreement per year</p> <p>The aim is to encourage collaborative participation with other centres. Establishment of agreements with other entities to facilitate administrative procedures between organizations in relation to the mobility of researchers. (https://www.idival.org/es/NOSOTROS/portal-de-transparencia/convenios-y-subsenciones) Examples in the different years: 2018: Specific educational cooperation agreements with several universities. January 2019: New York-Idival University Educational Agreement December 2019: eValtec-Medstar Agreement 2019-2020_FE February 2020: University of Padua agreement. ACTION COMPLETED, remains open for follow-up.</p>																				
Maintained Action	A42. Real mobility of IDIVAL professionals	2020 Q1, onwards	HR	90%	<p>Analysis of real mobility data</p> <p>This action aims to create a specific register to find out the real mobility of research professionals, at any level. Specific register created and managed by HR. b. Mobility statistics: Logically this year mobility has fallen dramatically due to the global pandemic situation. It will be interesting to analyse the different type of stays.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020*</th> </tr> </thead> <tbody> <tr> <td>Promedio trabajadores</td> <td>118</td> <td>136</td> <td>143</td> </tr> <tr> <td>Nº de estancias total</td> <td>87</td> <td>121</td> <td>17</td> </tr> <tr> <td>Nº de trabajadores con estancia</td> <td>39</td> <td>61</td> <td>15</td> </tr> <tr> <td>% trabajadores con estancia</td> <td>33,05%</td> <td>44,85%</td> <td>10,49%</td> </tr> </tbody> </table>		2018	2019	2020*	Promedio trabajadores	118	136	143	Nº de estancias total	87	121	17	Nº de trabajadores con estancia	39	61	15	% trabajadores con estancia	33,05%	44,85%	10,49%
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Closed	A43. Regulation of workplaces	2019 Q3	MD	100%	Agreements with HUMV and UC defined and implemented	This action deals with the regulation of workplaces (permits, risk prevention, etc.). Regulation of the existence of several workplaces for the worker through agreements with the UC and HUMV. The Welcome Pack includes a section on the regulation of workplaces, including workers who come to IDIVAL.
Maintained Action	A44. Increase mobility possibilities	a. 2020 Q1, onwards b. HRS4R Survey of 2021	MD	80%	a. At least 2 programs/funds including financing of mobility. b. >3,5 in HRS4R Survey ("When I needed it, IDIVAL has provided me with help to be able to make a research stay in another center (national or international)")	a. See action A40 b. Pending re-survey. Planned for 2021.
SUPERVISION AND MANAGEMENT						
Maintained Action	A50. Review of the Scientific Plan	a. 2021 Q1 b. annual	SD	60%	a. Reviewed Scientific Plan, approved and disseminated. b. Annual revision.	The current Science Plan is in force for the period 2017 - 2021 (PL-GNR-003) (drawn up in 2016 by M. A. Piris, last updated in August 2018 with the research groups, their composition and lines of action). The new Scientific Director, MLH, indicates that at this moment the evaluation of the current Areas and Groups composition is in process, as well as the need of replacements of Area Coordination. A strategic review of the current Research Groups is also underway. MLH states its intention that an annual review of the Science Plan (SWOT and objectives) by the Science Director and Group Coordinators be maintained. In fact, it is intended to hold two meetings a year to review the SWOT. He considers this to be essential. He has begun to review the SWOT and objectives of the different current areas, holding meetings with the different Areas (to date, only the Neurosciences Area is pending).
Maintained Action	A49. Research Groups Follow-up	a. 2021 Q2 b. annual	SD	50%	a. Follow-up strategy defined and implemented. b. At least 30% of the groups reviewed annually.	In the process of reviewing and confirming the current strategy for monitoring the Research Groups. To date, the periodic monitoring and evaluation of the Researchers and Groups is defined in the Integration Plan and in the Rules of Organization and Regulations of the Organization (GROUPS: "the groups will be evaluated periodically, optimally every 5 years" "they may require a public presentation by the head of each group" "in the opinion of the Scientific Directorate and the ECC" "it is first presented to the DS and the latter presents it to the ECC") The aim is to design strategies that allow the institution to know that the specific objectives are being achieved in each Research Group (perhaps through personal interviews or evaluations). Somewhat in between the current 5-year evaluation conducted by the ECC. The action includes assessing the possibility of having their objectives for the following year presented in the Support Program, so that they can serve as a basis for the subsequent evaluation. The planned date is modified 2019 and 2020: EVIDENCES OF GROUP FOLLOW-UP BY THE ECC, INCLUDING DATES AND GROUPS Clearly documented in the BOC, agreed at the JRC. Traceable in the minutes of the ICC.

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Maintained Action	A47. Supervision Good Practices (en los métodos de supervisión y gestión de equipos) for Principal Researchers	a. 2021 Q4 b. annual follow-up c. HRS4R Survey of 2021	SD	20%	a. Supervision Good Practices for Principal Researchers approved and disseminated. b. At least 5 evaluation of this Good Practices (audit) c. >3,5 in HRS4R Survey ("Experienced researchers know and fulfill their duty in the proper supervision and scientific training of novel researchers")	<p>Not initiated.</p> <p>It tries to cover the GAP that the figure of the supervisor and his functions are defined in the regulations and procedures, but it is considered improvable. There is great diversity in the methods of supervision. In some of the interviews with junior researchers and technicians, it was verbalized that the objectives and work approach were not always shared.</p> <p>This action aims at setting concrete objectives by the institution to be met by all Research Groups in relation to supervision, and to be met by all experienced researchers (e.g. interview between tutor and mentee, support in the relationship if needed). It envisages agreeing on basic rules for each group at the level of supervision of staff within the groups by the Principal Investigator (minimum rules).</p> <p>It is totally linked to the Decalogue (action A52), so it is vital to disseminate it in advance. The deadline is delayed.</p>
Maintained Action	A53. Supervision to the Principal Researchers (en estos métodos de supervisión y gestión de equipos)	a. 2021 Q4 b. annual follow-up	SD	20%	a. Strategic of evaluation defined and implemented. b. At least 5 of the Principal Researchers evaluated each year (audit)	<p>The aim is to design strategies that allow the institution to know that experienced researchers achieve the specific objectives determined by the institution in the tasks of supervision and team management (through personal interviews, evaluations or anonymous satisfaction surveys of the research staff in charge, ...). Not advanced.</p> <p>There are still no formal mechanisms to evaluate their compliance. It is totally linked to the Decalogue (action A52), so it is vital to disseminate it in advance. The deadline is delayed.</p>
Maintained Action	A14. Instructions for Research Projects	2021 Q4, annual follow-up	MD	50%	a. Instruction updated, disseminated and implemented b. At least 5 evaluation (audit)	<p>The aim is to update document IN-GNR-02. "Management Instructions for IDIVAL Research Projects" (economic examples of auditing, compliance with the requirements of the call for proposals, law on subsidies, ...), clarification of critical concepts and dissemination through mailings and specific training on changes. And subsequent evaluation of their compliance. Last revision June 2019. In a continuous process of updating, the contracting system is currently being changed.</p> <p>Several courses are held each year:</p> <p>2019:</p> <ul style="list-style-type: none"> - I edition "Writing a research project" - I and II Edition of "Statistics and methodology for biomedical research" - III Edition of "Research Methodology". - IV Edition of the "Course of standards in Good Clinical Practice IDIVAL" <p>2020:</p> <p>The "Standards of Good Clinical Practice" course is already planned online and will start in September. No other training actions are planned for this year.</p> <p>b. The evaluation has not yet been carried out.</p>

Maintained Action	A29. Periodic evaluation of researchers	a. 2021 Q4 b. annual follow-up	SD	50%	a. Strategic of evaluation defined and disseminated b. At least 50% of the researchers evaluated.	<p>The GAP it tries to cover is "Complex labour framework. Insufficient monitoring of individual activity. The culture of excellence in research is not consolidated".</p> <p>The aim is to create a periodic evaluation of the internal organisational system of researchers, based on interdisciplinary aspects (not only publications and results, but also aspects of commitment to the organisation, teaching activities, dissemination). It includes the possibility of defining incentives, within the possibilities of the organization. No changes have been made to date.</p> <p>Currently, the periodic monitoring and evaluation of researchers and groups is defined in the INTEGRATION PLAN and ORGANISATION REGULATIONS: (for OWN STAFF RESEARCHERS: "the researcher's own staff will be periodically evaluated in aspects relating to their scientific performance") the ECC will participate and on certain aspects" "an evaluation must be made 3 years after the initial contract date" "and 5 years after that".</p> <p>EVIDENCE OF MONITORING AND EVALUATION AGAINST THE CURRENT CRITERIA FOR OWN STAFF RESEARCHERS...</p> <p>AFFILIATED STAFF: The evaluation is not done on an individual level. It is done through group evaluation, not on an individual level. Only those with suitable affiliated work are counted for production purposes in the support programme (it appears in the call).</p>
DIFFUSION AND DISSEMINATION						
Maintained Action	A20. Recognition of dissemination activities	HRS4R Survey of 2021	MD	50%	a. Take into account the criteria of diffusion in the next edition Support Program. b. >3 in HRS4R Survey ("IDIVAL adequately assesses the teaching and disseminating activity of researchers")	<p>Related to the principle of Dissemination and Exploitation of results. It arises from the question of whether IDIVAL adequately evaluates the researcher's teaching and dissemination activity.</p> <p>It is a question of considering the evaluation of dissemination activities as an additional scoring aspect in the recognition of the Support Program (group production grants). The problem is to quantify it. It makes sense that it should be recognised in one more way, but it is difficult to quantify it, because there are different activities with different involvement.</p> <p>It is taken into account as one more parameter within the evaluation of the ECC. Recent standards of affiliation.</p> <p>b. Pending survey 2021.</p>
Maintained Action	A21. Visibility	2020 Q2, onwards	MD	50%	At least a monthly public mention in web to professionals who strive in this field (teaching and dissemination)	<p>Most of the dissemination activities are mentioned on the website, however, there is not always a public mention of the IDIVAL professionals who make efforts in teaching and dissemination. They are mentioned in the annual report.</p> <p><u>Examples of mention:</u></p> <p>2018: SMALL WORLD INITIATIVE PROJECT (SWI) the participating IDIVAL researchers are mentioned (https://www.idival.org/es/NOTICIAS/ID/1652/Proyecto-Small-World-Initiative-SWI)</p> <p>2019: the news on the International Day of Women and Girls in Science, mentions the participating IDIVAL women researchers (https://www.idival.org/es/NOTICIAS/ID/1955/IDIVAL-participa-en-el-dia-Internacional-de-la-Mujer-y-la-Nina-en-la-Ciencia-celebrado-el-11F)</p> <p>2020: the news of the First Week of Women and Girls in Science mentions the participating IDIVAL researchers (https://www.idival.org/es/NOTICIAS/ID/2232/IDIVAL-celebra-el-dia-de-la-Mujer-y-la-Nina-en-la-Ciencia). It is also disseminated on social networks.</p> <p><u>Examples of not being mentioned:</u> Researchers' Night, Science Week, ...there is no mention of the professionals involved.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Maintained Action	A22. Scheduled visits to the Institute	2020 Q2, annual	MD	60%	<p>a. At least one scheduled visit each group, over a three-year cycle. b. Increase 10% of students visits/year.</p>	<p>The aim is to encourage the participation of the general public through programmed visits to the Institute, in which the results are presented and the needs or observations of the participants are heard. Annual visits to the different units will be planned. It is decided that all teams will have completed at least one scheduled visit during a three-year cycle.</p> <p>a. 2018: European Science Night, held on 28 September, 5 workshops. Science Week: from 5 to 16 November. Visits were made to: - IDIVAL's Microscopy Unit - HUMV Pathological Anatomy and Molecular Pathology Service - IDIVAL's Microbiology Laboratory - Photonic Engineering Department - Transplant and Autoimmunity Group</p> <p>2019: European Science Night, held on 27 September, 5 workshops. Science Week: from 4 to 17 November. The following IDIVAL laboratories and research groups were visited - The HUMV Immunology Laboratory - IDIVAL's Microbiology Laboratory. - The Photonic Engineering Group. - The Nanomedicine Group. - The technological services area (biobank, cytometry, microscopy). - The Pathological Anatomy and Molecular Pathology Service of the HUMV.</p> <p>2020: The eighth edition of the European Researchers' Night is postponed until 27 November, with new locations, adaptation of activities, etc. in order to be able to adjust everything to the new situation during the pandemic.</p> <p>b. In 2019, 10 centres participated with a total of 198 students. In 2020 (before the pandemic) 4 schools with a total of 123 students participated.</p>
dosed	A23. Interactive meetings with new researchers	2020, onwards	SD	100%	At least 2 per year	<p>They are being carried out through the Progress Reports. One way of encouraging attendance has been to accredit them, so that certificates of attendance will be issued if 80% of the sessions are attended throughout the academic period.</p> <p>Two sessions are held each month: the youngest researchers present the progress of their research, two researchers from different groups. Free attendance, usually around 40-50.</p> <p>2018: 17 lectures (67 different professionals, 9 attendance certificates, when attending 6 or more lectures) 2019: 16 lectures (78 different professionals, 7 attendance certificates, when attending 6 or more lectures) 2020: three in January (Biobank) and two in February (51 different professionals). Since then it has been stopped because of the pandemic.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Maintained Action	A24. Promotion of dissemination activities	a. 2020 Q2, onwards b. HRS4R Survey of 2021	MD/SD	50%	<p>a. At least 20% of the researches of IDIVAL participating in activities each year (not always the same professionals)</p> <p>b. >3,5 in HRS4R Survey ("I make an effort to publicize my research activity to society in general")</p>	<p>Related to the principle of public commitment. This action seeks to promote from the institution that researchers "go out into the street": encouraging researchers to participate in the researchers' night; participation in the Scientific Café; ... activities for the general public. Certificates of participation in events are given and for the last year courses organised by IDIVAL have been paid for systematically, with official fees.</p> <p>a. Outreach activities 2019: - Photographic exhibition (13 researchers); International Day of Women and Science (4 researchers); Science with Art (2 researchers); Pint o Science (4 researchers); Scientific coffee (3 researchers); European Night of the Researchers (6 researchers); Science Week (6 researchers). Total 24 different researchers (6 repeat once or several times). Although some of these 24 researchers are not from IDIVAL, it can be deduced that 20% are fulfilled. (Idival has 59 researchers, according to the 2019 accreditation). We will evaluate in the following activities if the participants vary.</p> <p>Dissemination activities 2020: The First Week of Women and Girls in Science was held in February (4 researchers); the deadline for the eighth edition of the researchers' night has been opened (scheduled for November 2020 instead of September)</p> <p>b. Pending survey 2021.</p>
Closed	A25. Presence in Media	2019 Q2 , onwards	SD	100%	<p>Presence in any written or oral press at least twice a month.</p>	<p>Change of action and indicator: presence in any written or oral media at least twice a month.</p> <p>The website refers to the news in which IDIVAL appears (https://www.idival.org/es/NOTICIAS/En-Prensa).</p> <p>2019: in total more than 68 mentions in various press and radio publications.</p> <p>2020: increased compared to last year. More than 68 mentions so far this year in various press and radio publications.</p>
Closed	A26. Weekly brochure	2019 Q2, onwards	MD	100%	<p>Weekly Newsletter</p>	<p>Se cambia de acción e indicador: es sustituido por el boletín electrónico emitido por la Unidad de Innovación. Se está realizando semanalmente (salvo en el mes de agosto y periodo de Navidad), con mucho éxito.</p>

RECOGNITION AND MOTIVATION						
Maintained Action	A33. Institutional presence level actions	2020 Q2, onwards	MD	80%	At least 50% of the news (web, press, digital media, ...) must mention the complete professional team.	<p>Due to the difficulty of its realization, we make sure to mention the most representative people of each team. In the media, where possible, the complete team will be mentioned. What has been done for some time now is, in the web news, to mention the main authors and link to the whole group:</p> <p>Recent examples: July 11: https://www.idival.org/es/NOTICIAS/ID/2359/Protocolo-optimo-de-aplicacion-de-la-ultrasonografia-intravascular 7 July: https://www.idival.org/es/NOTICIAS/ID/2356/La-molecula-GalINAC-MCI-agente-terapeutico-en-pacientes-con-higado-graso.</p> <p>Remains open for follow-up.</p>
Closed	A34. Somos Valdecilla	2018 Q2, onwards	MD	100%	At least one monthly entry	The "Somos Valdecilla" platform has stopped working. Our objective has been fulfilled until the platform has stopped working.
Maintained Action	A35. Motivation through training	2021 Q1, onwards	MD	10%	At least 2 group formative actions per year	<p>The aim is to carry out group training actions aimed at improving the perception that professionals have of the Institute and their motivation (motivation, organisational capacity, teamwork, stress management, prioritisation of tasks, participation, initiative, ...).</p> <p>Topics prioritized by research staff:</p> <ul style="list-style-type: none"> - Team management. Teamwork. - Prioritisation of tasks. Time management. <p>No training has been conducted with this approach in 2019. It is intended to include transversal training in the following Training Plan 2020-2021. The deadline is modified.</p>
Maintained Action	A36. Benchmarking	2022 Q1, onwards	MD	50%	At least one improvement per year analyzed from the Benchmarking activity.	<p>2019: An analysis has been made of what they do at the Instituto de Hidráulica de Cantabria. We had meetings with its Director, Íñigo Losada. Dr. Chema de la Torre was present on behalf of the HUMV. A collaboration was initiated which has not continued.</p> <p>2020: no action has been taken.</p>
Closed	A12. Launch Travel platform	2018 Q2	MD	NP	100% of the travels managed through the platform.	Due to the bad experience with the travel platform, it has been decided to stop working with it. There is no intention of looking for another platform for this issue. The action is cancelled.

INNOVATION						
Maintained Action	A18. Promotion of the culture of innovation in the environment Valdecilla	2020 Q2, onwards	IU	80%	<p>a. Innovation Forum organized each year. b. Increase in 5% of total ideas captured.</p>	<p>a. See Objectives of Innovation Area 2019. All the training and awareness actions planned have been carried out. In February 2019 the Fusion project was launched. Creativity workshops have been carried out with 200 professionals, SCS management team,...</p> <p>In 2020, due to the pandemic situation, actions have been significantly reduced.</p> <p>b. In 2019 a total of 12 ideas have been captured, while in 2018 there were 8, so there was a 15% increase. In 2019 compared to 2018, the number of ideas in the system is practically the same (52 compared to 49.6%). We will see evolution in 2020.</p>
Maintained Action	A19. Visibility of the Innovation Unit	HRS4R Survey of 2021	MD/IU	80%	<p>Improvement of 5 points in the assessment of the Innovation Unit survey, in question 1 (visibility, performance, services and competences) and in question 2 (Do you know the composition and members of the area?)</p> <p>>3,5 in HRS4R Survey ("I know the Office of Transfer of Research Results (OTRI) of IDIVAL")</p>	<p>Greater promotion and visibility of the Innovation Unit in IDIVAL's official presentations.</p> <p>Meetings programmed individually or with Services, with the aim of disseminating the area of personalised innovation.</p> <p>See all the activities carried out in the Objectives of the Innovation Area, closing 2019 (organisation of the Design thinking workshops; presentation on "Entrepreneurship and Innovation in the health field" at the 1st Nursing Conference; Patent conference "Protection and valuation of innovations in hospitals",...).</p> <p>In the current year 2020, activities have been reduced significantly, but the forecasts for the second part of the year have been maintained. The impact of the effort made by the Area will be analysed in the survey planned for 2021.</p>
EXPLOITATION OF RESULTS						
Maintained Action	A8. Enhance collaboration with agents in the environment	2020 Q1	MD/IU	80%	<p>a. Map of Industrial Network defined, categorized and maintained at Fundanet innova.</p> <p>b. At least one clinical-company contact initiated per year.</p>	<p>a. A map of biotechnology companies at national level has been made, in collaboration with Galicia, in ITEMAS.</p> <p>b. 2019: Participation of Clínica Gardoqui in INNVAL with Carmen Sarabia. Participation of SUMISAN in INNVAL with a Traumatology and Orthopaedics nursing group.</p> <p>2020: Twinning with the Dutch company "Medicine Men".</p>
Maintained Action	A10. Regional regulatory framework for Transfer	Continuous, until consecution	MD	70%	<p>At least one annual communications highlighting the need.</p>	<p>The Government of the Autonomous Community has developed a draft Law on Research, Transfer and Innovation in Cantabria, which is expected to be submitted to Parliament at the end of 2020.</p> <p>Meanwhile, IDIVAL has an Industrial Property Regulation which covers the general framework for the management and exploitation of intellectual and industrial property rights, as well as their transfer to the market, within the scope of the Health Administration of Cantabria. In this process, transfer agreements are being individualised on a case by case basis.</p>

ANEX IV. 4.
Minute WG8. HRS4R
2020.10.06_Monitoring of actions

Maintained Action	A45. Regulatory Framework of Transfer with UC	Continuous, until consecution	MD	50%	IDIVAL – UC Agreement closed	It is communicated by the Management Directorate in all the forums where it is convenient. The review of the applicable legal framework has not yet started and no Transfer Regulation has been proposed. IDIVAL has an Industrial Property Regulation that covers the general framework of the management and exploitation of intellectual and industrial property rights, as well as their transfer to the market, within the scope of the Health Administration of Cantabria. In this process, transfer agreements are being individualised on a case by case basis.
Closed	A46. Promotion of the culture of patentability	2018 Q1, onwards	IU	90%	a. Posters placed in each laboratory. b.No patent loss caused by prior disclosure.	A minimum of two patent-related events are held each year. Evidence 2019: - Participation in the MADGS in the lecture "Innovation and Industrial Protection - Patent Day "Protection and enhancement of innovations in hospitals", May 2019 - Course of Methodology, lecture "Industrial and Intellectual Property". -Nursing Day, lecture on "Entrepreneurship and Innovation in the health field", Nov 2019. 2020: Due to the pandemic situation, some of the training courses that were planned have not been carried out in the first half of 2020. Specific communications have been made, such as modifications to the industrial property policy during the life of the pandemic. (https://www.idival.org/es/NOTICIAS/ID/2322/Politica-de-propiedad-industrial-durante-el-COVID-19). It is decided to close this action as it is perfectly outlined by the UNE certification.
Maintained Action	A48. Basic rules of Intellectual Property	HRS4R Survey of 2021	IU	90%	>3,5 in HRS4R HRS4R Survey ("I know the basic rules of intellectual and industrial property applicable to my possible research results")	a. The triptych "Keys to the protection of innovation and research results" has been prepared and distributed to all the groups. In connection with this, a manual on scientific affiliation of IDIVAL researchers has been published (IN-GNR-03, approved in August 2019). It has been disseminated through the web (https://www.idival.org/es/Portals/0/Documentos/NormativaInterna/IN-GNR-03.%20INSTRUCCIONES%20PARA%20LA%20FIRMA%20DE%20PUBLICACIONES%20CIENT%3%8DFICAS.pdf?ver=2019-08-09-192306-680). It has been edited and distributed on paper and on social networks (twitter). b. Pending re-survey. Planned for 2021.
OCCUPATIONAL HAZARDS						
Maintained Action	A6. Security Committee Review	2022 Q4	MD	0%	Security Committee with greater presence of professional researcher	The composition of the Security Committee is reviewed every 4 years, most recently on December 17, 2018. It is currently composed of 3 women and 5 men. None of the components is a research professional. The deadline is updated towards the next review (December 2022).