## TEMPLATE 2: HR STRATEGY - ACTION PLAN

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

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

Web link to published version of organisation's HR Strategy and Action Plan:
**https://www.idival.org/es/Nosotros/Documentacion**

**SUBMISSION DATE: SEPTEMBER 26, 2017**

## 1. ORGANISATIONAL INFORMATION

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

| STAFF & STUDENTS | FTE |
|---|---|
| *Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research* | **550\*** |
| *Of whom are international (i.e. foreign nationality)* | **9\*** |
| *Of whom are externally funded (i.e. for whom the organisation is host organisation)* | **76\*** |
| *Of whom are women* | **84\*** |
| *Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.* | **62\*** |
| *Of whom are stage R2 = in most organisations corresponding with postdoctoral level* | **197\*** |
| *Of whom are stage R1 = in most organisations corresponding with doctoral level* | **16\*** |
| *Total number of students (if relevant)* | |
| *Total number of staff (including management, administrative, teaching and research staff)* | **635\*** |
| **RESEARCH FUNDING (figures for most recent fiscal year)** | € |
| *Total annual organisational budget* | **6.97M€** |
| *Annual organisational direct government funding (designated for research)* | **2.18M€** |
| *Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)* | **2.46M€** |
| *Annual funding from private, non-government sources, designated for research* | **2.33M€** |
| **ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)** | |
| *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.*<br>*IDIVAL is focused on the promotion of knowledge, promotes activities for the development of scientific production and has consolidated 15 high impact research groups in six research areas: Cancer, Neurosciences, Transplantation, Infection, Metabolism and Transversal Area. In addition, another 13 emerging groups are contributing to the scientific output. IDIVAL has been recognized by the Spanish National Instituto de Salud Carlos III as one of the Reference Health Research Institutes of Spain.* | |

## 2. NARRATIVE (MAX. 2 PAGES)

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

| ETHICAL AND PROFESSIONAL ASPECTS |
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| Research Freedom (1)/ Ethical Principles (2) / Professional Responsibility (3):<br>In IDIVAL, as an institute of Biosanitary Research, the approach to patient by the professionals is never lost.<br>The Lines of Research are defined and justified in the Scientific Plan of IDIVAL. The Strategic Plan prioritizes the Lines of Research. The Institute has a clear methodology for the definition and opening of new lines of research. Within that framework no one influences what each researcher wants to do. There is freedom of investigation, limited only by economic and structural issues.<br>Ethical principles and organization, operation and safety aspects are documented (Guide of Quality, Ethics and Good Scientific research practice, Organizational and Operational Regulation, Biosafety Manual in laboratories, Management Instructions for research projects, etc.)<br>All of this information is available on the IDIVAL website, but it does not seem to reach the research staff.<br>With all, we can conclude that we can improve in the internal communication of the ethical and legal aspects.<br>There are no formal mechanisms to resolve conflicts of plagiarism.<br>Additionally, there is no procedure to ensure that all researchers understand their responsibilities when they start their research at the HUMV or IDIVAL.<br><br>Professional attitude (4): There are qualified and easily accessible support staff in the area of Project Management. The institution encourages the raising of funding through production aid to research groups. There is support for young researchers through INNVAL.<br>There is a clearly established circuit for requesting external stays. This is reported in new hires. Agreements are made between institutions in the training rooms.<br>However, there is a lack of knowledge of sources and financing mechanisms, mainly international.<br>In addition, there is a lack of communication with the industry (as a source of funding) in some research groups.<br><br>Contractual and legal obligations (5): Legal, labor and budgetary framework of Cantabria very restrictive.<br>Lack of legislative development in Cantabria of the Law of Science. The framework for transfer and intellectual property at the level of the Autonomous Community has not been achieved.<br>Lack of development of a "Researcher Statute" (legal area of the researcher)<br>Labor context: absence of a collective agreement of its own. A recent institutional regulation has been made that has improved the contractual relationship with researchers, the trial contract. It is necessary to advance in the development of a specific labor framework of IDIVAL.<br><br>Accountability (6); Good practice in research (7) Evaluation/ appraisal systems (11):  IDIVAL is accredited according to UNE 166002:2014. It has a consolidated Central Support Unit, beginning the certification according to ISO 9001:2015. A Biobank is available as a guarantor of compliance with sample handling regulations.<br>There are well-established standards of functioning and safety at work, and they are met.<br>The External Council is active and prestigious. The Internal Council is actively informed.<br>There is a record and quantification of the research activity. Public information on the scientific activity of the groups and individual is available (web).<br>Periodic project and account audits are carried out. There is transparency in account performance.<br>We apply with the principles of merit equality and ability in hiring.<br>Compliance with Data Protection regulations.<br>However, it is considered that there is insufficient individual activity monitoring.<br>The Culture of Research Excellence is not consolidated.<br>Periodic evaluation of researchers could be improved.<br><br>Dissemination, exploitation of results (8); Public engagement (9):<br>The Transfer Office has a high professionalism. The obligation to include a dissemination section in projects helps.<br>There is a high awareness of the researchers to publish their results, in dissemination.<br>Although there are services, processes and procedures of exploitation and dissemination of research results, these mechanisms are not sufficiently known by researchers. |

Although activities of dissemination and training are carried out, it is necessary to improve the information and training of researchers in the field of exploitation of results.

Existence of programs to bring students closer to the Research Institute. However, it is considered necessary to make a greater effort in dissemination and divulgation.

Non discrimination (10): There is no discrimination in this regard. In the process of implementing the Equality Plan and Harassment Protocol.

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## RECRUITMENT AND SELECTION

In matters related to contracting there is a GAP, but very limited solutions due to legal regulation that greatly limits the possibilities. Salary scales are limited.

The IDIVAL regulations of recruitment meet the requirements of transparency regarding the selection. Personnel selection processes with public offers. Co-funded research teams with competitive selection. Mixed teams of researchers and managers are involved in the selection procedures. Solid External Scientific Council that supports the selections.

The processes are conducted in accordance with the rules and including the merits cited in the C&C. Maybe they are not formally documented in all their aspects.

Recent institutional regulation have improved the contractual relationship with researchers.

There is evidence of gender disbalance in the positions of responsibility of the Institute

There are difficulties in attracting new talent.

*There are no clear and explicit rules for the recruitment of postdocs. A policy of attraction needed. The postdoctoral role is not clear*

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## WORKING CONDITIONS AND SOCIAL SECURITY

Recognition of the profession is based on a set of principles that are already in the Law of Science. However, the lack of strategies to let the institution know that all researchers involved in a research career are treated as researchers and recognized as such in each research group.

IDIVAL follows the state professional career. It is not possible to create a professional development plan because of the type of hiring and the projects dependent on funds.

There is no formally a counselor / mentor figure in the Research career. At this point the orientation depends on the group and, above all, the principal investigator and their degree of involvement.

Infrastructure and equipment: IDIVAL provides to the researchers with the spaces and scientific facilities more suitable for the development of their work. There is a good Risk Prevention Service.

The Industrial property distribution framework is established in the IDIVAL Regulation. There is a specific objective of improving the regional regulatory framework for transfer. Pending the definition and dissemination of the basic rules of intellectual property to the research community.

The Guide of Quality, Ethics and Good Practices sets clear standards in co-authorship. Starting from them, each research group operates autonomously with respect to practices of signature. There are no formal mechanisms to evaluate their compliance and to resolve conflicts of co-authorship.

There are mechanisms for the participation of researchers in the decision-making bodies. Maybe they do not know properly.

IDIVAL has already many groups of students visiting the Institute learning about the research developped. We have an own procedure for this activities.

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## TRAINING AND DEVELOPMENT

The figure of supervisor and his / hers functions are defined in regulations and procedures, although it is considered improvable. There are no formal mechanisms to evaluate their compliance. There is a great diversity in the methods of supervision. There are improvements in competencies of supervision.

Greater involvement of the Scientific Director in supervision issues is necessary.

The Training Program for researchers is improved. It is necessary to encourage participation and attendance at seminars and courses from IDIVAL. It is important to systematize the identification of the training needs of the research staff.

## 3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

Notes:
- HUMV: Hospital Universitario Marqués de Valdecilla.
- UC: Universidad de Cantabia
- HvV: Hospital Virtual Valdecilla
- FUNDANET INNOVA: software de gestión de la (control de procesos, gestión de patentes y explotación de la información).

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| WELCOME PACK | | | |
| A1. New Welcome Pack | 2019 Q1 | Human Resources Department (Management Director; Scientific Director) | New Welcome pack, edited, in use |
| A1B. Welcome Pack- Afiliated Staff | 2019 Q1 | Human Resources Department (Management Director; Scientific Director) | New Welcome pack for Afiliated Staff, edited, in use |
| POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES | | | |
| A13. New Guide of Quality, Ethics and Good Scientific research practice | 2019 Q1 | Scientific Director | New Guide of Quality, Ethics and Good Scientific research practice, edited, diseminated |
| A57. Human Resources Policy | 2018 Q2 | Management Director | New Human Resources Policy, edited, diseminated |
| NON DISCRIMINATION | | | |
| A27. Gender balance | 2019 Q1 | Management Director | Plan of Gender Balance edited, implemented and diseminated |
| A28. Workplace harassment | 2018 Q2 | Management Director | Protocol of workplace harassment edited, implemented and diseminated |
| LABOUR FRAMEWORK | | | |
| A9. Labour framework of IDIVAL | Continuous, undated | Management Director | IDIVAL Labour framework approved |
| A37. European Directive of Fixed Work | 2019 Q1 | Human Resources Department | Proposals to address uncovered requirements. |
| COMMUNICATION | | | |
| A2. Touch screen. | 2019 Q2 (after moving to the new facilities) | Coordinator of Technological Services | Touch screen installed, with relevant up-to-date information. |
| A3. Organization chart of professionals and Research Groups. | 2017 Q4 | Management Director | Organization Charts installed in common area. |
| A4. Annual meeting at the Hospital | 2017 Q4, annual | Management Director / Scientific Director | Year-end annual meetings held at the Hospital, every year. |
| A4B. Annual meeting at IDIVAL | 2017 Q4, annual | Management Director / Scientific Director | Year-end annual meetings held at IDIVAL, every year. |
| A11. Public information | 2018 Q3 | Human Resources Department | Updated information of all researchers |

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| A15. Advertising of co-financed projects | 2017 Q4 | National and International Fund Managers | Advertising posters installed in each laboratory. |
| A16. Dissemination of project management requirements | 2018 Q2 | Management Director | Minimum 4 annual communications with this content. |
| RECRUITMENT | | | |
| A30. Code of Good Practice for the Recruitment | 2019 Q1 | Human Resources Department | Code of Good Practice for the Recruitment approved and disseminated. |
| A31. Human Resources Process | 2019 Q1 | Human Resources Department | Processes approved and implemented. |
| A32. Technological improvements | 2018 Q3 | Human Resources Department | Improvements implemented. |
| A58. Publication of job offers in Euraxess | 2018 Q3 | Management Director | Decision taken. |
| A59. Traceability of decision | 2018 Q3 | Human Resources Department | Modification of the Selection Report. Implementation in the new selection processes. |
| A60. Automatic feedback to the candidate | 2018 Q3 | Human Resources Department | Feedback implemented in Fundanet. |
| SKILLS AND COMPETENCIES | | | |
| A5. Good Practice Courses | 2018 Q3 | Human Resources Manager | Minimum 2 different courses, with wide assistance of proffesionals. |
| A7. Increase knowledge of sources of funding | 2018 Q4 | National and International Fund Managers | Minimum 1 talk of each type of fund. |
| A17. Training in data protection and prevention of occupational hazards | 2019 Q1 | Coordinator of Technological Services / Administration | Minimum 1 course each year, with wide assistance of proffesionals. Inclusion in the Catalog of courses in transversal skills. |
| A51. Training in Scientific Management | 2019 Q1 | Management Director / Scientific Director | Minimum 1 course each year, with wide assistance of proffesionals. Inclusion in the Catalog of courses in transversal skills. |
| A52. Training in duties in supervision tasks | 2019 Q1 | Management Director / Scientific Director | Minimum 1 course each year, with wide assistance of experienced researchers. Inclusion in the Catalog of courses in transversal skills. |
| A54. Systematize the identification of the training needs of the staff. | 2018 Q3 | Human Resources Manager | Consultation with professionals and first documented catalog of courses. |
| A55. Increase knowledge in de Selection process | 2018 Q3 | Human Resources Manager | Minimum 1 talk about de Selection Procedure |
| CAREER DEVELOPMENT | | | |
| A38. Analysis of the progress of research professionals after leaving IDIVAL | 2020 | Management Director / Scientific Director | First census and analysis carried out |
| COUNSELOR | | | |
| A39. Counselor | 2020 | Management Director / Scientific Director | Profile Defined. Designed and trained professionals. |
| MOVILITY | | | |
| A40. Motivation to mobility | 2018 Q2 | Management Director / National and International Fund Managers | At least one specific communication per month |
| A41. Agreements with other Centers | 2018 Q2 | Management Director | At least one agreement per year |
| A42. Real mobility of IDIVAL professionals | 2019 Q3 | Human Resources Manager | To have the actual mobility data and a system defined for its up-to-date maintenance |
| A43. Regulation of | 2019 Q3 | Management | Agreements between entities |

| workplaces | | Director | defined and implemented |
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| A40. Increase mobility possibilities | 2019 Q3 | Management Director | At least one aid wich finances mobility. |
| SUPERVISION AND MANAGEMENT | | | |
| A50. Review of the Scientific Plan | 2019 Q1, annual | Scientific Director | Reviewed Scientific Plan, approved and disseminated. Annual revision. |
| A49. Research Groups Follow-up | 2019 Q2 | Scientific Director | Follow-up strategy defined and implemented. |
| A47. Supervision Good Practices for Principal Researchers | 2019 Q2 | Scientific Director | Supervision Good Practices for Principal Researchers approved and disseminated. |
| A53. Supervision to the Principal Researchers | 2020 | Scientific Director | Strategic of evaluation defined and impemented. At least 50% of the Principal Researchers evaluated. |
| A14. Instructions for Research Projects Management | 2019 Q2 | Management Director | Instruction updated, disseminated and implemented |
| A29. Periodic evaluation of researchers | 2020 | Scientific Director | Strategic of evaluation defined and impemented. At least 50% of the researchers evaluated. |
| DIFFUSION AND DISSEMINATION | | | |
| A20. Recognition of dissemination activities | 2019 Q2 | Management Director | Take into account the criteria of diffusion in the next edition Suport Program. |
| A21. Visibility | 2018 Q2 | Management Director | At least a monthly public mention to professionals who strive in this field |
| A22. Scheduled visits to the Institute | 2018 Q2 | Management Director | At least one visit by group of those who are in the building, each year |
| A23. Interactive meetings with new researchers | 2020 | Scientific Director | At least 4 per year |
| A24. Promotion of dissemination activities | 2018 Q2 | Management Director / Scientific Director | At least 20% of the researches of IDIVAL participating in activities each year (not always the same professionals) |
| A25. Presence in Media | 2019 Q2 | Scientific Director | Get weekly presence in Radio |
| A26. Weekly brochure | 2019 Q2 | Management Director | Weekly brochure for general public |
| RECOGNITION AND MOTIVATION | | | |
| A33. Institutional presence level actions | 2018 Q2 | Management Director | At least 50% of the news (web, press, digital media, ...) must mention the complete professional team |
| A34. Somos Valdecilla | 2018 Q2 | Management Director | At least one monthly entry |
| A35. Motivation through training | 2018 Q2 | Management Director | At least 2 group formative actions per year |
| A36. Benchmarking | 2018 Q2 | Management Director | At least one improvement per year analyzed from the Benchmarking activity |
| A12. Travel platform | 2018 Q2 | Management Director | Platform installed and in use |
| INNOVATION | | | |
| A18. Promotion of the culture of innovation in the environment Valdecilla | 2018 Q2 | Innovation Unit | Innovation Forum organized each year. Increase in 5% of total ideas captured. |
| A19. Visibility of the Innovation Unit | 2018 Q2 | Management Director / Innovation Unit | Improvement of 5 points in the assessment of the survey, in question 1 (Visibility, performance, |

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|---|---|---|---|
| | | | services and competences) and in question 2 (Do you know the composition and members of the area?) |
| **EXPLOITATION OF RESULTS** | | | |
| A8. Enhance collaboration with agents in the environment | 2018 Q2 | Management Director / Innovation Unit | Map of Industrial Network defined, categorized and maintained at Fundanet Innova. At least one clinical-company contact initiated per year. |
| A10. Regional regulatory framework for Transfer | Continuous | Management Director | Annual communications highlighting the need. |
| A45. Regulatory Framework of Transfer with UC | Continuous | Management Director | Agreement closed |
| A46. Promotion of the culture of patentability | 2019 Q1 | Innovation Unit | Posters placed in each laboratory. No patent loss caused by prior disclosure. |
| A48. Basic rules of Intellectual Property | 2019 Q1 | Innovation Unit | Basic rules edited (triptych type or similar) and communicated to the Research professionals. |
| **OCCUPATIONAL HAZARDS** | | | |
| A6. Security Committee Review | 2019 Q1 | Management Director | Security Committee with greater presence of professional researcher |

**Extended version of the actions:**

| Title action | Detail |
|---|---|
| WELCOME PACK | |
| A1. New Welcome Pack | Re-design of the Welcome Manual, which specifies to the research staff that is incorporated to the institution the information related to the following aspects and where to look it on the website, in the most practical and visual way possible:<br>    a.   Code of Good Practices, principles and ethical standards.<br>    b.   Committees and their functioning (Ethics Committee).<br>    c.   Basic aspects of project management.<br>    d.   Information about the research career.<br>Reading acceptance and understanding basic concepts may be included. |
| A1B. Welcome Pack- Afiliated Staff | Elaborate a similar Welcome Manual for the research staff of the working groups that are not IDIVAL staff, in order to group together many necessary issues that are currently dispersed (discharges and reductions in group, access to aid, project management, economic management, ... ). The most possible online, based on the intranet.<br>Reading acceptance and understanding basic concepts may be included. |
| POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES | |
| A13. New Guía de Calidad, ética y Buenas Prácticas Científicas | Update of document MA-GNR-02. Guide of Quality, Ethics and Good Scientific research practice in IDIVAL, consulting with the main participants.<br>Dissemination and training to the entire Scientific Community. |
| A57. Política de Recursos Humanos | Formally define the Human Resources Policy of IDIVAL, clearly based on the principles of OTM-R.<br>Dissemination and training to the entire Scientific Community. |
| NON DISCRIMINATION | |
| A27. Gender balance | The Gender Balance Plan will set out the concrete objectives of equality to be achieved, the strategies and practices to be adopted for their achievement, as well as the establishment of effective monitoring and evaluation systems for the objectives set.<br>It takes into account, among others, matters of access to employment, professional classification, promotion and training, remuneration, working time arrangements to promote, in terms of equality between women and men, work, personal and family reconciliation. |
| A28. Workplace harassment | Dissemination and monitoring of the Workplace Harassment Protocol. Establish formally the procedure of action in situations that could constitute workplace harassment, with a focus on prevention, detection and solution of those situations. |
| LABOUR FRAMEWORK | |
| A9. Labour framework of IDIVAL | Advance in the development of an specific labour framework of IDIVAL, elevating systematically this need to the Consejería. |
| A37. European directive of Fixed Work | Study the EU Fixed Work Directive (Council Directive 1999/70/EC of 28 June 1999 concerning the framework agreement on fixed-term work concluded by ETUC, UNICE and CEEP) in order to discern any requirements not sufficiently covered. |
| COMMUNICATION | |
| A2. Touch screen | Installation and maintenance of a touch screen in the reception area for consultation related to relevant up-to-date information from IDIVAL. |
| A3. Organization chart | Have an organization chart (poster type) with photos, positions and functions, in order to visualize IDIVAL professionals.<br>Make a similar organization chart with the Research Groups.<br>Exhibition of both posters in common area. |
| A4. Annual meeting at the Hospital | Year-end annual meetings held at IDIVAL, every year. Specific session for IDIVAL professionals.<br>The objective is to present results, conclusions and strategies to all Hospital professionals, whether or not they are research personnel.<br>The purpose is to strengthen the sense of belonging, linking the professionals of the HUMV to IDIVAL. Transparency. |
| A4B. Annual meeting at IDIVAL | Holding of informative lectures or seminars about the fundamental practices and principles, as well as the ethical standards to be complied for the research staff who are part of the staff of the institution.<br>A minimum meeting can be made once a year for new additions during that year and as refreshment for the rest. The objective is to talk about how the Institution is growing, who are the new incorporations, etc. |
| A11. Public | Maintain individualized information of the production and projects of each researcher on the web |

| information | of IDIVAL. |
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| A15. Advertising of co-financed projects | Placement of advertising posters in each laboratory in relation to the National Plan projects developed for projects co-financed by Europe (in compliance with the communication and publicity measures of the projects). <br> It generates motivation and pride in professionals. It is a way of spreading what is being investigated. <br> Poster A3 minimum size, in a place visible to the public, with information about the project, which should mention the financial assistance of the European Union. |
| A16. Dissemination of project management requirements | Dissemination of the requirements of project management taking advantage of the various training events developed by the UC (Master of Health Management, Presentation of Strategic Health Action, Methodology Course, etc.). And annual periodic reporting of results (according to action A4). |
| RECRUITMENT | |
| A30. Code of Good Practice for the Recruitment | Draft the IDIVAL Code of Good Practice for the Recruitment, which defines the principles when recruiting or hosting researchers. Follow up of the principles incorporated in this guide and update if necessary. |
| A31. Human Resources Process | Documentation of Human Resources processes, from the detection of needs, recruitment and selection, integration and development, clearly based on the principles of OTM-R. |
| A32. Technological improvements | Implement the requested improvements in the web platform and the FundaNet application. |
| A58. Publication of job offers | Evaluate the possibility of publishing job offers in Euraxess. |
| A59. Traceability of decision | Make the decision traceable in aspects of candidate requirements and merits to be assessed, in the Selection Report. |
| A60. Feedback to the candidate | It is possible to generate automatic answers in Fundanet to communicate the result of the selection to the candidates. |
| SKILLS AND COMPETENCIES | |
| A5. Good Practice Courses | Implementation of good practice courses (eg. in clinical trials, animal testing, ...). Research training that includes aspects of management and related to the ethics of research. <br> Possibility of support in UC and HUMV for accredited courses. |
| A7. Increase knowledge of sources of funding | Organization of annual talks by the Institution of the different sources of funding that can be accessed by the research staff: <br> - Annual talk of own funds. <br> - Annual talk of national funds. <br> - Annual talk of European funds. <br> (Private funds: through specific news and IDIVAL newsletter) |
| A17. Training in data protection and prevention of occupational hazards | Systematize the necessary basic training to all personnel related to the Data Protection Law and additional aspects of Occupational Hazard Prevention. <br> Inclusion of thid training in the Catalog of courses in transversal skills. |
| A51. Training in Scientific Management | Training in Scientific Management, working groups management tools, Research methodology. <br> It has to have aspects of management, leadership, what a research group is and how it is organized, ... <br> Aimed at experienced researchers, but also at health research staff and predocs (to foster a medium-term cultural change). |
| A52. Training in duties in supervision tasks | Disseminate among the experienced researchers who are part of the staff of the institution of their duties and obligations in relation to the tasks of supervision and management of professionals and projects (through lectures or informative seminars). |
| A54. Systematize the identification of the training needs of the staff. | The objective is to design and adapt the training offer of IDIVAL to the needs of the research professionals. <br> The catalog of courses should come from here, which must be reviewed periodically. |
| A55. Increase knowledge in de Selection process | Specific dissemination of the Selection Procedure to the Principal Investigators, emphasizing the importance of the OTM Policy. |
| CAREER DEVELOPMENT | |
| A38. Analysis of the progress of research professionals after leaving IDIVAL | Possibility of creating a census or follow-up each graduate to see the ability of each Principal Investigator to generate valid scientists. <br> It can be a start with the predoctoral: Analyze and evaluate what has happened to the predoctoral that leave IDIVAL (taking into account that it is a resource in which IDIVAL invests a lot for 4 years) |
| COUNSELOR | |

| A39. Counselor | Analyze the creation of the figure of the professional advisor in the research career (analogy to the figure of mentoring with clinical professionals), which facilitates orientation in a research career. Maybe IDIVAL could have 2 or 3 persons in the organization that may be available to be able to advise the professionals who need it. To those who can address when they have a problem or a doubt. They should be people with skills to resolve conflicts and avoid frictions. |
|---|---|
| **MOVILITY** | |
| A40. Motivation to mobility | Encourage motivation, through more proactive and specific information on possible aids to the exchange, in addition to the dissemination that is already done through the IDIVAL weekly Newsletter. |
| A41. Agreements with other Centers | Continue to encourage collaborative participation with other Centers. Establishment of agreements with other Entities to facilitate administrative procedures between organizations. |
| A42. Real mobility of IDIVAL professionals | Follow-up to know the real mobility of the professionals of the organization. |
| A43. Regulation of workplaces | Regulation of workplaces (permits, risk prevention, etc.). Regulation of the existence of several workplaces for the worker through agreements with the UC and HUMV. A section on the regulation of workplaces, including the workers coming to IDIVAL, will be included in the HR Management Procedure. |
| A44. Increase mobility possibilities | Analyze the possibility of IDIVAL scholarships and predoctoral programs include mobility, and this mobility be financed. |
| **SUPERVISION AND MANAGEMENT** | |
| A50. Review of the Scientific Plan | Strategic review of current research groups. Annual revision of the Scientific Plan by the Scientific Director and the group coordinators. |
| A49. Follow-up of the Research Groups | 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). Something intermediate to the actual 5 years evaluation. Assess the possibility that their objectives for the following year should be presented in the Support Program, in such a way to serve as a basis for the further evaluation. |
| A47. Supervision Good Practices for Principal Researchers | Establish concrete objectives by the institution that must be fulfilled in all research groups in relation to Supervision, and that must be met by all experienced researchers. (Eg,. interview between tutor and tutored, support in the relationship if necessary). |
| A53. Supervision to the Principal Researchers | Design strategies that allow the Institution to know that the experienced researchers achieve the specific objectives determined by the Institution (through personal interviews, evaluations or anonymous surveys of satisfaction to the new research staff, ...). |
| A14. Instructions for Research Projects Management | Update of document IN-GNR-02. Management Instructions for IDIVAL research projects (economic examples of auditing, fulfillment of call requirements, grant law, ...), clarifying critical concepts, and dissemination through mailing and specific formation of changes. Deliver it to each new project. |
| A29. Periodic evaluation of researchers | Improve the execution of a periodic evaluation program for researchers. Clarify the consequences according to the evaluation. The final part of the cycle is not defined. (For example: one more point in the application evaluation submitted, etc.). This evaluation should be public. |
| **DIFFUSION AND DISSEMINATION** | |
| A20. Recognition of dissemination activities | Consider the evaluation of dissemination activities as an additional scoring aspect in the recognition of the Suport Program (aids to groups production). |
| A21. Visibility | Give more visibility of who is who in IDIVAL, and what each one does at the level of teaching and dissemination. (Impact at social level). |
| A22. Scheduled visits to the Institute | Encourage the participation of the general public through scheduled visits to the Institute, in which results are presented and the needs or observations of the participants are heard. |
| A23. Interactive meetings with new researchers | Interactive meetings with new researchers through short presentations (10 minutes, type CIBER), making it compatible with the Progress Report, to improve the convening power. |
| A24. Promotion of dissemination activities | Promote from the Institution that researchers "go out to the street": encourage researchers to participate in the Evening of the Researchers; the participation in the Scientific Café; ... activities for the general public. |
| A25. Presence in Media | Get weekly presence on radio to talk about Research. |
| A26. Weekly brochure | Weekly edition (one page, quick reading) with news and information about IDIVAL and Research, appealing to the general public, distributed in the HUMV cafeteria. |
| **RECOGNITION AND MOTIVATION** | |

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| A33. Institutional presence level actions | Make the people involved more visible, so they feel valued. Give the team visibility.<br>When a news item is cited in IDIVAL, highlight who has done it, who is involved. The team, not just the main actor. Assess at what level this can be done. |
| A34. Somos Valdecilla | Recover the presence in "Somos Valdecilla", the communication platform that brings together information from HUMV, HvV and IDIVAL.<br>Systematize our presence, through videos of work groups and interviews to laboratory technicians, to predoctoral, etc., giving them more visibility and protagonism to their important work. |
| A35. Motivation through training | Carry out formative group actions aimed to improve the perception that the professionals have of the Institute and its motivation (motivation, capacity of organization, work in team, stress management, prioritization of tasks, participation, initiative, ...) |
| A36. Benchmarking | Benchmarking by analyzing organizations of the type "BEST PLACES TO WORK" published by The Scientist, in order to get ideas for improvement in in the field of motivation and recognition. |
| A12. Travel platform | Implementation the travel purchasing platform that allows to streamline the process without excessive costs, and avoid money advances by the professional. Training in its use to all the professionals of the Institute. |
| INNOVATION | |
| A18. Promotion of the culture of innovation in the environment Valdecilla | It is a specific objective of the Innovation Unit.<br>Constitute an Innovation Forum as one of the epicenters of Health Innovation in our environment.<br>Maintaining motivational activities (Workshops for the promotion of scientific vocations, patent workshop, IDIVAL sessions dedicated to the field of innovation, lectures in different courses such as the Master of Administration and Health Management of the UC. |
| A19. Visibility of the Innovation Unit | Increased promotion and visibility of the Innovation Unit in the official presentations of IDIVAL.<br>Meetings scheduled individually or with services, with the aim of disseminating the area of personalized innovation. |
| EXPLOITATION OF RESULTS | |
| A8. Enhance collaboration with agents in the environment | It is a specific objective of the Innovation Unit.<br>Develop strategies that encourage the contact of Research Groups with Industry.<br>Elaborate the Map of Industrial Network, identifying the potential collaborating agents in Innovation of our environment. Plan specific actions.<br>Intermediation of clinicians with companies: Contact companies with the corresponding researcher proposing collaboration. |
| A10. Regional regulatory framework for Transfer | Improvement of the Regional regulatory framework of Transfer. To promote the development of the Transfer regulations at the level of the Autonomous Community of Cantabria. |
| A45. Regulatory Framework of Transfer with UC | Advance in the Regulatory Framework of Transfer with the University of Cantabria. |
| A46. Promotion of the culture of patentability | It is a specific objective of the Innovation Area. It tries to change the culture of professionals, highlighting the importance of "non-disclosure of results" before asking if there is something patentable or not.<br>Placing posters in each laboratory to remember that it is necessary to patent. |
| A48. Basic rules of Intellectual Property | Policy of approach to the Researcher, defining the basic rules of Intellectual Property (eg,: continually question: is this patentable?; inform that a patent is a direct income for the group; time to study it is short compared to what is usually thought; no cost for the group, ... etc).<br>Clarify what benefits has for the researcher (for most of the call applications are asking for the summarized curriculum vitae and one of the key sections is patents.) Curricular return, possibly valuable. |
| OCCUPATIONAL HAZARDS | |
| A6. Security Committee Review | Improve the presence of researchers in the Security Committee.<br>Enhance its surveillance function |

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

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Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

**A. OTM-R system:**
There is not OTM-R policy yet at IDIVAL
There is not a documented guide as such setting out clear OTM-R procedures and practices, but there are agreed principles, a procedure with the Management Direction, both administrative and procedural.
The principles of the administrative procedural law are assumed in the recruitment of personnel for belonging to the Public Sector. The Government of Cantabria audits the selection procedures (publicity, transparency, equality, merit and capacity).
The Selection Reports are signed by the Principal Investigator, the Management Director and the HR Manager. There is currently no specific training in OTM-R.
Candidates register for job offers through the IDIVAL platform, on our website. It is downloaded automatically and structurally in Fundanet, our management tool. The selection board can access the CVs through the intranet.
The Government of Cantabria audits the selection procedures (publicity, transparency, equality, merit and capacity).
IDIVAL is accredited according to UNE 166002:2014, R&D&i management: R&D&i management system requirements.
Our website is open to all candidates. Job offers are sent to the website of Itemas, through the IDIVAL Newsletter, professional colleges, to specific companies depending on the position, ... There is not always an active diffusion of the offers, for example through Euraxess.
Within the legal framework and budget clearances, every effort is made to make this recruitment as attractive as possible.
The recruitment policy includes all groups without distinction. As of the date of the present analysis, there are 84 women and 30 men in the Institution.

Actions:
**- A57. Human Resources Policy**: Formally define the Human Resources Policy of IDIVAL, clearly based on the principles of OTM-R. Dissemination and training to the entire Scientific Community.
**- A31. Human Resources Process:** Include in the procedure the obligation to be proactive when externally posting job offers.
**- A55. Increase knowledge in de Selection process**: Specific dissemination of the Selection Procedure to the Principal Investigators, emphasizing the importance of the OTM Policy.
**- A9. Labour framework of IDIVAL:** Advance in the development of an specific labour framework of IDIVAL, elevating systematically this need to the Consejería.

**B. Advertising and application phase:**
IDIVAL has templates for publishing job offers.
We do not make full use of EURAXESS to ensure our research vacancies reach a wider audience.
For specific positions, networks are used, etc.

All official and legal documentation is requested a posteriori, not being an obstacle to enter in the selection process.

Actions:
**- A31. Human Resources Process:** Clarify in the annex to the procedure how a job offer should be written. The job offer may have links to the most informative aspects of the organization, the position, the Research group, etc.
**- A58. Publication of job offers**: Evaluate the possibility of publishing job offers in Euraxess.

**C. Selection and evaluation phase:**
In the selection committee are: the Principal Researcher (who has the most technical knowledge of the requirements of the post), the HR Technician and the Management Department. In general, there is no one else. In the processes of structure there are the Responsible of Area. In the predoctoral and 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.
The committees are sufficiently gender-balanced.
The selection report gives three reasons for selection. It is make a list of those who meet, and then a merit evaluation, but it is not traceable.

Actions:
**- A31. Human Resources Process:** Explain briefly in the procedure who usually compose the panel.
**- A59. Traceability of decision:** Make the decision traceable in aspects of candidate requirements and merits to be assessed, in the Selection Report.

**D. Appointment phase:**
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.
All the necessary feedback is given to information applicants. IDIVAL assists all claimants in the different stages of selection, but these channels are not adequately formalized.

Actions:
**- A60. Feedback to the candidate:** It is possible to generate automatic answers in Fundanet to communicate the result of the selection to the candidates.
**- A39. Counselor:** IDIVAL could have 2 or 3 persons in the organization that may be available to be able to advise the professionals who need it. To those who can address when they have a problem or a doubt. They should be people with skills to resolve conflicts and avoid frictions.

**E. Overall assessment**
As we have indicated, the Government of Cantabria audits the selection procedures (publicity, transparency, equality, merit and capacity).

## 4. IMPLEMENTATION (MAX. 1 PAGE)

Please provide an overview of the expected implementation process.

Once the European Commission grants HRS4R Recognition to IDIVAL, a period of implementation of the proposed Action Plan will begin, which will include a series of internal and external process compliance verifications.

The development and progress of this Action Plan will be overseen by the Technical Committee headed by:
- Manager Director;
- Scientific Director;
- Administration Responsible;
- Technological Services Coordinator;
- HR Responsible;
- European Projects Technician and
- Postdoctoral researchers (2 professionals)

The Technical Committee will hold periodic meetings every 6 months to monitor the development of the actions and for the purpose of conducting an evaluation of results. This group will be responsible for the internal evaluation of the HRS4R Strategy.

A formal communication of this first Action Plan will be made in October 2017 to all research staff.

The Action Plan identifies the principals responsible for each action, who are the maximum responsible for justifying their progress on the agreed dates.

Voluntary staff working groups will be created to collaborate in the execution of some of the actions that by their typology may be open to participation. Other actions will involve coordination with other entities in the environment (Ministry of Health, industrial sector, training centers, etc.).
In any case, it is everyone's job to implement the processes that lead to the improvement of HR policies, and ultimately to the improvement of IDIVAL.
At the end of each year, the Technical Committee will carry out an internal audit of the Plan, of each of its actions. This status report will update the plan.

In the second year of implementation (two years after receiving HRS4R Recognition), an interim evaluation will be carried out, consisting of:
- an internal review to see compliance with the proposed action plan, and for ist updating ,and
- an external review by external experts contracted by the European Commission.

It is important to note that all the actions of this plan are fully aligned with the IDIVAL Strategy, so that many of them also have a follow-up in the action plans of the 2017-2021 Strategic Plan.

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.
In addition, 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.