# 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**
**SECOND SUBMISSION DATE (REV.1):** **MAY 19, 2018**

## 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 |
|---|
| **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> IDIVAL has launched a training program in relation to occupational risk prevention, health protection and safety in order to improve these issues. <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, labour and budgetary framework of Cantabria is 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> Labour 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 labour 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> A Good Clinical Practices training program is ongoing with at least two courses per year. |

Dissemination, exploitation of results (8); Public engagement (9):
The Transfer Office has a high professionalism. The obligation to include a dissemination section in projects helps.
There is a high awareness of the researchers to publish their results, in dissemination.
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.

---

## 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 has 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.
IDIVAL promotes the attraction of postdoctoral researchers offering cofound for competitive national programs (as Sara Borrell and Juan de la Cierva Spanish programs).

---

## 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 counsellor / 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.
IDIVAL also has an External Risk Prevention Service; Biosecurity manuals and Emergency plans, but a periodic biosafety and occupational risk prevention training calendar will be established for IDIVAL staff
Infrastructure and equipment: IDIVAL provides researchers with the necessary laboratories and offices according to specific rules of allocation of space. In addition, IDIVAL have technological core facilities available to all researchers such us a Biobank, Microscopy Unit, Flow Cytometry Unit, Neuroimaging Unit, etc, which allows them to have high quality services with cutting-edge technology at very low costs. IDIVAL Researchers also have access to the support platforms of the Universidad de Cantabria, In this case, the action will be based on ensuring disclosure and accessibility of all researchers to these services by Updating information on the web, creating service alerts and sending information to users via email, etc.
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 them properly.

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

| 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. <br><br> Greater involvement of the Scientific Director in supervision issues is necessary. <br><br> 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. <br><br> The training program for researchers is improved but it is necessary to encourage the participation and attendance to seminars and IDIVAL courses. For this purpose the dissemination of these events will be reinforced and a calendar of seminars and courses will be created. In order to systematize the identification of the training needs of the research staff, a survey will be conducted to IDIVAL staff at the beginning of each year. |

## 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: University Hospital Marqués de Valdecilla.
- UC: University of Cantabria
- HvV: Valdecilla Virtual Hospital
- FUNDANET INNOVA: software management (process control, patent management and information exploitation).

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| **WELCOME PACK** | | | |
| A1. New Welcome Pack | a. 2019 Q1<br>b. From 2019 Q1 onwards, in each incorporation. | Human Resources Department (Management Director; Scientific Director) | a. New Welcome pack, edited.<br>b. Delivery and explanation of the Manual to 100% of the new incorporated staff within 2 weeks after incorporation. |
| A1B. Welcome Pack-Afiliated Staff | a. 2019 Q1<br>b. From 2019 Q1 onwards, in each incorporation. | Human Resources Department (Management Director; Scientific Director) | a. New Welcome pack for Afiliated Staff, edited.<br>b. Delivery and explanation of the Manual to 100% of the new incorporated afiliated staff within 4 weeks after incorporation. |
| **POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES** | | | |
| A13. New Guide of Quality, Ethics and Good Scientific research practice | a. 2019 Q1<br>b. From 2019 Q4, each year<br>c. 2020<br>d. 2021<br>e. HRS4R Survey of 2020 | Scientific Director | a. New Guide of Quality, Ethics and Good Scientific research practice, edited.<br>b. At least 1 training sessions per year.<br>c. 100% of Idival staff trained in the contents of the guide in the next 2 years.<br>d. 100% of Affiliated staff trained in the contents of the guide in the next 3 years.<br>e. >3,5 in HRS4R Survey ("I know the Guide of Quality, Ethics and Good Scientific Practice in Research of IDIVAL") |
| A57. Human Resources Policy | a. 2018 Q2<br>b. 2018 Q4 – 2019 Q4<br>c. 2019 Q4 | Management Director | a. New Human Resources Policy, edited.<br>b. 1 training sessions per year, in the next two years.<br>c. 100% of the objetive staff (with responsibility in the selection and hiring) trained in the principle of the Policy in the next 2 years. |
| **NON DISCRIMINATION** | | | |
| A27. Gender balance | a. 2019 Q1<br>b. 2019 Q4, each year<br>c. 2020 Q4<br>d. 2020 Q4<br>e. HRS4R Survey of 2020 | Management Director | a. Plan of Gender Balance edited.<br>b. Dissemination of the Gender Balance Plan and its results. 1 dissemination session per year.<br>c. Increase 10% women with managerial responsibility in the research groups/IPs.<br>d. Gender balance in Internal Council<br>e. >4 in the HRS4R Survey ("I believe that IDIVAL takes into account equal opportunities between women and men") |
| A28. Workplace | a. 2019 Q3 | Management | a. Protocol of workplace harassment |

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| harassment | b. 2019 Q4<br>c. 2019 Q4 | Director | edited.<br>b. Specific Comittee stablished.<br>c. Training of the Comittee in workplace harassment and psychosocial risks |
| **LABOUR FRAMEWORK** | | | |
| A9. Labour framework of IDIVAL | From 2018, continuous, until its resolution | Management Director | At least one formal communication of this need to the Consejería each year, until its resolution. |
| A37. European Directive of Fixed Work | a. 2019 Q1<br>b. 2019 Q4<br>c. 2020 – 2021 | Human Resources Department | a. Report with strong points and GAPs.<br>b. Identification at least 2 feasibles proposal to address uncovered requirements.<br>c. Implement the 2 selected proposals |
| **COMMUNICATION** | | | |
| A2. Touch screen. | a. 2019 Q2<br>b. 2019 Q2<br>(after moving to the new facilities)<br>c. after installation, onwards | Coordinator of Technological Services | a. Definition of contents, including format and responsible for updating.<br>b. Acquisition and installation of the screen in the selected location.<br>c. Maintenance of contents. Update content once a week. |
| A3. Organization chart of professionals and Research Groups. | a. 2017 Q4<br>b. 2018 Q3 | Management Director | a. Design organization chart content and structure.<br>b. 2 Organization Charts installed in common areas. |
| 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 | 2018 Q1, annual | Management Director / Scientific Director | Year-end annual meetings held at IDIVAL, every year.<br>Attendance at least 50% of workers. |
| A11. Public information | 2018 Q3, onwards | Human Resources Department | 100% Updated information of all researchers |
| A11b. Improve the communication and visibility | a. 2019 Q1<br>b. 2019 Q1, onwards | Human Resources Department | a. 100% of priorized documents translated (Comittees, Guide, Scientific Plan and Strategic Plan)<br>b. At least 2 critical documents translate each year. |
| A15. Advertising of co-financed projects | 2017 Q4 | National and International Fund Managers | 100% of the co-financed projects with the advertising posters installed in each laboratory. |
| A16. Dissemination of project management requirements | 2018 Q2, onwards | Management Director | Minimum 4 annual communications with this content. |
| **RECRUITMENT** | | | |
| A30. Code of Good Practice for the Recruitment | a. 2019 Q1<br>b. 2019 Q1 – 2020 Q1<br>c. Each year | Human Resources Department | a. Code of Good Practice for the Recruitment approved and diseminated.<br>b. 100% of the objetive staff (with responsibility in the recruitment) trained in the principles of the Code in the next 2 years.<br>c. None significant deviation in external audits carried out by the Regional Government. |
| A31. Human Resources Process | a. 2019 Q2<br>b. Each year | Human Resources Department | a. Processes approved and implemented.<br>b. None significant deviation in external audits carried out by the external certification company (ISO 9001) |
| A32. Technological improvements | 2018 Q3 | Human Resources Department | 100% of the job offers managed and evaluated through the platform |

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| A58. Publication of job offers | a. 2018 Q3<br>b. 2018 Q4, onwards | Human Resources Department | a. 100% de las ofertas publicadas en la web en bilingue.<br>b. 100 % de las ofertas publicadas en Euraxess |
| A58b. Grants and Scholarships Portal in English | a. 2019 Q1<br>b. 2019 Q1, on wards | Management Director | a. Portal of Grants and Scholarships translated into English.<br>b. 100% of the calls for grants and scholarships in English. |
| A59. Traceability of decision | a. 2018 Q4<br>b. 2018 Q4, onwards | Human Resources Department | a. Modification of the Selection Report.<br>b. Implementation the new Report in 100% of the new selection processes. |
| A60. Automatic feedback to the candidate | a. 2019 Q1<br>b. 2019 Q1, onwards | Human Resources Department | a. Automatic feedback developed in Fundanet.<br>b. 100% of the not selected candidates informed with this system.<br>100% of requests for personalized information answered in less than 15 days. |
| SKILLS AND COMPETENCIES | | | |
| A5. Good Practice Courses | a. 2018 Q3, onwards<br>b. 2019 Q4<br>c. 2018 Q3, onwards | Human Resources Manager | a. Minimum 2 different courses per year.<br>b. Get accreditation for at least one of the courses.<br>c. At least one course of Good Practices each 2 years per professional. |
| A7. Increase knowledge of sources of funding | 2019 Q1, onwards | National and International Fund Managers | Minimum 1 talk of each type of fund per year.<br>At least 5 IDIVAL researchers in each course. |
| A17. Training in data protection and prevention of occupational hazards | a. 2019 Q1, onwards<br>b. HRS4R Survey of 2020 | Coordinator of Technological Services / Administration | a. Minimum 1 course each year, with wide assistance of proffesionals.<br>Inclusion in the Catalog of courses in transversal skills.<br>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") |
| A51. Training in Scientific Management | 2019 Q1, onwards | Management Director / Scientific Director | Minimum 1 course each year.<br>At least 5 IDIVAL experienced researchers / 5 predocs in each course.<br>Inclusion in the Catalog of courses in transversal skills. |
| A52. Training in duties in supervision tasks | a. 2019 Q1<br>b. 2019 Q1, onwards<br>c. HRS4R Survey of 2020 | Management Director / Scientific Director | a. Principles declared.<br>b. Minimum 1 seminar/lecture each year.<br>At least 5 IDIVAL experienced researchers in each seminar/lecture.<br>c. >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") |
| A54. Systematize the identification of the training needs of the staff. | a. 2018 Q4<br>b. 2019 Q1<br>c. HRS4R Survey of 2020 | Human Resources Manager | a. 100% of middle managers report the training needs of their staff.<br>b. First documented catalog of courses.<br>c. >3 in HRS4R Survey ("IDIVAL promotes the continuous training of researchers during the different stages of their |

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| | | | professional career") |
| A55. Increase knowledge in de Selection process | 2018 Q4 | Human Resources Manager | Minimum 1 talk about de Selection Procedure each year |
| **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 | a. 2020 Q2<br>b. 2020 Q4<br>c. 2121 Q1 | Management Director / Scientific Director | a. Profile Defined.<br>b. Counselor designed and trained in the needed skills. Communication of its implementation<br>c. Official start |
| **MOVILITY** | | | |
| A40. Motivation to mobility | 2018 Q2, onwards | Management Director / National and International Fund Managers | At least 2 programs/funds oriented to mobility.<br>Number of professionals with this kind of aids.<br>At least one specific communication about mobility 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<br>2020 Q1, onwards | Human Resources Manager | a. Record created.<br>b. Analysis of real mobility data |
| A43. Regulation of workplaces | 2019 Q3 | Management Director | Agreements with HUMV and UC defined and implemented |
| A44. Increase mobility possibilities | a. 2019 Q3<br>b. HRS4R Survey of 2020 | Management Director | a. At least 2 programs/funds including financing of mobility.<br>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)") |
| **SUPERVISION AND MANAGEMENT** | | | |
| A50. Review of the Scientific Plan | a. 2019 Q1<br>b. annual | Scientific Director | a.Reviewed Scientific Plan, approved and diseminated.<br>b. Annual revision. |
| A49. Research Groups Follow-up | a. 2019 Q2<br>b. annual | Scientific Director | a. Follow-up strategy defined and implemented.<br>b. At least 30% of the groups reviewed annually. |
| A47. Supervision Good Practices for Principal Researchers | a. 2019 Q2<br>b. annual follow-up<br>c. HRS4R Survey of 2020 | Scientific Director | a. Supervision Good Practices for Principal Researchers approved and diseminated.<br>b. At least 5 evaluation of this Good Practices (audit)<br>c. >3,5 in HRS4R Survey ("Experienced researchers know and fulfill their duty in the proper supervision and scientific training of novel researchers") |
| A53. Supervision to the Principal Researchers | a. 2020 Q1<br>b. annual follow-up | Scientific Director | a. Strategic of evaluation defined and impemented.<br>b. At least 5 of the Principal Researchers evaluated each year (audit) |
| A14. Instructions for Research Projects | a. 2019 Q2<br>b. annual follow-up | Management Director | a. Instruction updated, diseminated and implemented |

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| Management | | | b. At least 5 evaluation (audit) |
| A29. Periodic evaluation of researchers | a. 2020 Q1<br>b. annual follow-up | Scientific Director | a. Strategic of evaluation defined and disseminated<br>b. At least 50% of the researchers evaluated. |
| DIFFUSION AND DISSEMINATION | | | |
| A20. Recognition of dissemination activities | a. 2019 Q2<br>b. HRS4R Survey of 2020 | Management Director | a. Take into account the criteria of diffusion in the next edition Suport Program.<br>b. >3 in HRS4R Survey ("IDIVAL adequately assesses the teaching and disseminating activity of researchers") |
| A21. Visibility | 2018 Q2, onwards | Management Director | At least a monthly public mention in web to professionals who strive in this field (teaching and dissemination) |
| A22. Scheduled visits to the Institute | 2018 Q2, onwards | Management Director | At least one scheduled visit each group, over a three-year cycle.<br>Increase 10% of students visits/year. |
| A23. Interactive meetings with new researchers | 2020, onwards | Scientific Director | At least 2 per year |
| A24. Promotion of dissemination activities | a. 2018 Q2, onwards<br>b. HRS4R Survey of 2020 | Management Director / Scientific Director | a. At least 20% of the researches of IDIVAL participating in activities each year (not always the same professionals)<br>b. >3,5 in HRS4R Survey ("I make an effort to publicize my research activity to society in general") |
| A25. Presence in Media | 2019 Q2 , onwards | Scientific Director | Get weekly presence in Radio |
| A26. Weekly brochure | 2019 Q2, onwards | Management Director | Weekly brochure for general public |
| RECOGNITION AND MOTIVATION | | | |
| A33. Institutional presence level actions | 2018 Q2, onwards | Management Director | At least 50% of the news (web, press, digital media, ...) must mention the complete professional team. |
| A34. Somos Valdecilla | 2018 Q2, onwards | Management Director | At least one monthly entry |
| A35. Motivation through training | 2019 Q1, onwards | Management Director | At least 2 group formative actions per year |
| A36. Benchmarking | 2019 Q1, onwards | Management Director | At least one improvement per year analyzed from the Benchmarking activity. |
| A12. Travel platform | 2018 Q2 | Management Director | 100% of the travles managed through the platform. |
| INNOVATION | | | |
| A18. Promotion of the culture of innovation in the environment Valdecilla | 2018 Q2, onwards | Innovation Unit | Innovation Forum organized each year.<br>Increase in 5% of total ideas captured. |
| A19. Visibility of the Innovation Unit | a. 2018 Q2, onwards<br>b. HRS4R Survey of 2020 | Management Director / Innovation Unit | a. 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?)<br>>3,5 in HRS4R Survey ("I know the Office of Transfer of Research Results (OTRI) of IDIVAL") |
| EXPLOITATION OF | | | |

| Title action | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|---|---|
| RESULTS | | | |
| A8. Enhance collaboration with agents in the environment | 2019 Q1 | 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, until consecution | Management Director | At least one annual communications highlighting the need. |
| A45. Regulatory Framework of Transfer with UC | 2019 Q1 | Management Director | IDIVAL – UC Agreement closed |
| A46. Promotion of the culture of patentability | 2018 Q1; Q4, bianual | Innovation Unit | Posters placed in each laboratory. No patent loss caused by prior disclosure. |
| A48. Basic rules of Intellectual Property | a. 2019 Q1 b. HRS4R Survey of 2020 | Innovation Unit | a. Basic rules edited (triptych type or similar) and communicated to the Research professionals. b. >3,5 in HRS4R HRS4R Survey ("I know the basic rules of intellectual and industrial property applicable to my possible research results") |
| 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><ul><li>a. Code of Good Practices, principles and ethical standards.</li><li>b. Committees and their functioning (Ethics Committee).</li><li>c. Basic aspects of project management.</li><li>d. Information about the research career.</li></ul>Reading acceptance and understanding basic concepts may be included.<br>The Human Resources Department and the person in charge of the corresponding Department of Idival will be responsible for delivering and explaining the Manual, its content, and the places where he/she can deepen in the marked topics.<br>The Welcome Manual and the related information will be delivered and explained in detail before concluding the 2 weeks since joining the job. |
| 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.<br>The Welcome Manual will be delivered and explained jointly by the HR Department together with the head of the Working Group, in order to ensure that the information is made in order and in the logical time established.<br>The Welcome Manual and the related information will be delivered and explained in detail before concluding the 4 weeks since joining the job. |
| **POLICY, ETHIC AND GOOD SCIENTIFIC PRACTICES** | |
| A13. New Guide of Quality, Ethics and Good Scientific Research Practice | Update of document MA-GNR-02. Guide of Quality, Ethics and Good Scientific research practice in IDIVAL, consulting with the Internal Council.<br>Dissemination and training to the entire Scientific Community.<br>Specific training sessions will be held by the Scientific Director and Principal Researchers, in order to highlight the critical points and most relevant aspects to be taken into account in the day-to-day of the scientific activity and the principles that IDIVAL wishes to maintain and enhance.<br>This training will be duly formalized and registered by the Human Resources Department. |
| A57. Human Resources Policy | Formally establish the Human Resources Policy of IDIVAL, clearly based on the principles of OTM-R.<br>Advertising it on the web site: Dissemination to all interested parties and the entire Scientific Community through the web.<br>Specific training to the IDIVAL professionals and associated staff involved directly in the selection processes of personnel. They are, basically: the Human Resources Department staff, Scientific Director, Scientific Areas Coordinators (6), Responsible of Research Groups (28) and Principal Researches. |
| **NON DISCRIMINATION** | |
| A27. Gender balance | IDIVAL will work on the I Gender Balance Plan.<br>The specific activities to develop within this plan, in short and long-term, are the following:<br><ul><li>Raising the awareness on equal opportunities.</li><li>Offer equal opportunities to both sexes.</li><li>Applying positive discrimination to the underrepresented gender.</li><li>Offer a specific formation targeting women</li><li>Providing adequate infrastructure for mothers, for instance by offering facilities such as flexible hours and childcare.</li><li>Action plan for handling sexual harassment.</li><li>Analysing wage disparities.</li><li>Offer special activities directed at young girls to motivate for later studies and work within science and research.</li></ul> |
| A28. Workplace harassment | Dissemination and monitoring of the Workplace Harassment Protocol. Establish formally the Specific Committee and perform the renewal of the procedure of action in situations that could constitute workplace harassment, with a focus on prevention, detection and solution of those situations.<br>The Comittee will receive specialized training on the treatment and organizational intervention in |

| | matters of workplace harassment and psychosocial risks. |
|---|---|
| **LABOUR FRAMEWORK** | |
| A9. Labour framework of IDIVAL | It is considered necessary to advance in the development of a specific labor framework of IDIVAL, something that is not in the hands of any of its professionals. The only action that the Management Director can carry out is to raise systematically this need to the Counseling. |
| A37. European Directive of Fixed Work | IDIVAL will conduct a study of 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. A report will be elaborated with the strengths and the GAPs to cover, prioritized by importance (impact on the organization and the capacity to attract talent) The finalist objective would be to achieve Agreements of the Governing Council and other research career policies for the purpose of stabilization of researchers. |
| **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. The touch screen will reflect the place of work, hiring institution, contact (email and phone) and research fields of interest. It will also contain IDIVAL organization chart, groups and lines of research, training courses and promotional activities of IDIVAL, etc. This information will be accessible in reference to all the people that belongs to the research groups of IDIVAL. |
| A3. Organization chart | Have an organization chart (poster type) with photos, positions and functions, in order to visualize IDIVAL professionals. Make a similar organization chart with the Research Groups. Exhibition of both posters in common areas. |
| A4. Annual meeting at the Hospital | Carry out a Year-end Annual Meeting held at the Hospital, every year. The objective is to present results, conclusions and strategies to all Hospital professionals, whether or not they are research personnel. The purpose is to strengthen the sense of belonging, linking the professionals of the HUMV to IDIVAL. Transparency. This meeting will be leader by the Scientific director and the management director of IDIVAL and will account with the presence of the general manager of the Hospital. |
| A4B. Annual meeting at IDIVAL | Carry out a Year-end Annual Meeting held at IDIVAL, every year. Specific session for IDIVAL professionals. 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. A minimum meeting will be done 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. This meeting will be leader by the Scientific director and the management director of IDIVAL and will account with the presence of the general manager of the Hospital. |
| A11. Public information | Maintain individualized information of the production and projects of each researcher on the web of IDIVAL. The information of the projects will include the title, type (contract, clinical trial, competitive funds) funding origin, and dates of beginning and end. |
| A11b. Improve the communication and visibility | Translate in English key important topics for the implementation of the C&C and put it accessible in the website. Information to translate: <br> - Advisory bodies (Internal and External Scientific Council; Clinical Research Ethics Committee) <br> - Good Practice Guide <br> - Scientific Plan <br> - Strategic Plan <br> The Working Group will decide, in the revisions of the progress of this Plan, other critical documentation that will be translated. |
| 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). It generates motivation and pride in professionals. It is a way of spreading what is being investigated. 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.<br>Project information include: main researcher identification, title, funding agency, amount of funding and year of beginning and end. |
|---|---|
| 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).<br>The disseminated information in these events will include: IDIVAL funding programs, main external funding programs (with special emphasis in European funds), IDIVAL technological services, human research regulatory issues, clinical trials requirements, and administrative requirements in the management of projects. |
| 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.<br>Regional government yearly external audits include supervision of recruitment processes and checking of fulfillment of the principles of equity, transparency and merit based. |
| 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.<br>This implementation will include easier access for the evaluators to the candidate's documentation, improvements in the document identification and improvement in the usability to the job offer web platform. |
| A58. Publication of job offers | The job offer format will be updated and it will be created bilingual.<br>Any of the job offers issued from IDIVAL will be published on the web in a bilingual format.<br>Any of the job offers issued from IDIVAL will be published in Euraxess from Q4 2018 onwards. |
| A58b. Portal de ayudas en inglés en la web | Las convocatorias de ayudas y becas (funding program) de IDIVAL se publican en la web de IDIVAL, en el apartado de noticias y apartado específicos de "Portal de ayudas".<br>Dicho cuadro de Portal de Ayudas se traducirá a inglés. |
| A59. Traceability of decision | Make the decision traceable in aspects of candidate requirements and merits to be assessed, in the Selection Report.<br>The system will permit trace the identification of the evaluator, and its accesses to all the documents. |
| A60. Feedback to the candidate | Develop, through our ERP (Fundanet), the ability to generate automatic answers to communicate the result of the selection to the candidates, especially those who were not selected.<br>The communication would include a general information of the causes (valid for all applicants) and a contact person in IDIVAL in case the candidate requires more detailed information about the process.<br><br>The aim is to have a message automation tool, such as the ATS (applicant tracking systems), which facilitates such communication, especially when the number of applicants is high. |
| SKILLS AND COMPETENCIES | |
| A5. Good Practice Courses | Analyze with the Research Groups their training needs in Good Practices (e.g. in clinical trials, animal testing, ...).<br>Implementation of Good Practice Courses, related to the proposed topics.<br>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 this training in the Catalog of courses in transversal skills. |
| A51. Training in Scientific Management | Training in this three topics:<br>- Scientific Management,<br>- Working groups management tools,<br>- Research methodology.<br>Each of the session must 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).<br>Create the 10 Basic Principles (Decalogue) in relation to good project management and professionals practices that serve as the basis for these sessions. |
| A54. Systematize the identification of the training needs of the staff. | A round of detection of personnel training needs will be carried out systematically, in an organized way.<br>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 annually with the new needs. |
| A55. Increase knowledge in de Selection process | Specific dissemination of the Selection Procedure to the Principal Researchers, emphasizing the importance of the OTMR Policy. |
| CAREER DEVELOPMENT | |
| A38. Analysis of the progress of research professionals after leaving IDIVAL | Create a census or follow-up each graduate to see the ability of each Principal Researcher 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 | Formalize in IDIVAL the figure of the counselor in the research career (analogy to the figure of mentoring with clinical professionals), to provide orientation in the research career to those who need it.<br>It will be necessary to define his/her profile and competence needs, education, objectives and contact form.<br>It is very important to clearly communicate IDIVAL researcher staff and associate researcher staff the existence of this figure of Counselor, for which the annual sessions of IDIVAL and Hospital will be used. |
| MOVILITY | |
| A40. Motivation to mobility | IDIVAL has launched an intensification program that funds the substitution of professionals with clinical activity for research and external stays.<br>IDIVAL also funds a mobility program for predoctoral students.<br>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.<br>Establishment of agreements with other Entities to facilitate administrative procedures between organizations. |
| A42. Real mobility of IDIVAL professionals | A specific record will be created to know the real mobility of the research professionals, of any level.<br>The results will be monitored annually. |
| A43. Regulation of workplaces | Regulation of workplaces (permits, risk prevention, etc.).<br>Regulation of the existence of several workplaces for the worker through agreements with the UC and HUMV.<br>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.<br>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.<br>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 | 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. (E.g., interview |

| | |
|---|---|
| Principal Researchers | 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.<br>Deliver it to each new project. |
| A29. Periodic evaluation of researchers | Create a periodic internal system evaluation of researchers, based on interdisciplinary aspects (not only publications and results, but aspects of commitment with the organization, teaching, diffusion and dissemination activities).<br>Define incentives, within the possibilities of the organization.<br>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 Support Program (aids to group's 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).<br>Find the best way to make a public mention to professionals who strive in this field |
| 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.<br>Annual visits to the different units will be planned:<br>• Biobank; Flow cytometry unit; Microscopy unit<br>• Molecular Microbiology laboratory (Room for pathogen cultivation)<br>• Immunology laboratory (Marcos Lopez Hoyos)<br>• Genetic Epidemiology laboratory (Glez. Gay)<br>• Laboratory of nanovaccines and cellular vaccines. (Carmen Alvarez)<br>• Nanomedicine laboratory (Mónica López Fanarraga)<br>It is decided that all identified teams have completed at least one scheduled visit over a three-year cycle. |
| 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.<br>Maintain the Annual Plan of Promotion and Dissemination activities. |
| 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 | |
| A33. Institutional presence level actions | The objective is 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.<br>Specifically give visibility to research teams in web, news, brochures and social media. |
| 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 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, ...).<br>Topics prioritized by the research staff:<br>- Team management. Group work.<br>- Prioritization of tasks. Time Management. |
| 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 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 | This is a specific objective of the Innovation Unit. Constitute an Innovation Forum as one of the epicenters of Health Innovation in our environment. Maintaining motivational activities:<br>• Workshops for the promotion of scientific vocations, participating in the European researchers' night, pint of science…<br>• Biannual patents workshop,<br>• IDIVAL sessions dedicated to the field of innovation,<br>• Yearly 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. 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 | This is a specific objective of the Innovation Unit. Develop strategies that encourage the contact of Research Groups with Industry. Elaborate the Map of Industrial Network, identifying the potential collaborating agents in Innovation of our environment. Plan specific actions. 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 | This 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. 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 (e.g., 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.). 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 (SC). Once the duration of the mandate of the members of the Health and Safety Committee will end, at least two members who are investigators will be appointed. Enhance its surveillance function: This action will be based on improving the biosafety training of IDIVAL staff and identifying a reference person within each research group who, in turn, will control compliance with the risk prevention and biosafety measures of each laboratory. |

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.

---

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 Researcher, 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 Researchers, emphasizing the importance of the OTM Policy.
- A9. Labour framework of IDIVAL: Advance in the development of a 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.

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 favourable 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.

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. Counsellor:** 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.

Once the Strategy and Action Plan have been defined, the TC is transformed into two groups, the **Steering Committee (ST)** and the **Working Group (WG).**

The **WG** is responsible for the development and progress of this Action Plan. Formed by:
- Responsible for Human Resources (Marta Abelleira Álvarez);
- 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. José Ramos Vivas; Dra. Raquel López-Mejías)
- A R2 Research (Fernanda Genre)
- A R1 Research (Fidel Madrazo Toca)

The **SG** is responsible for supervising and providing the necessary resources and has the highest decision power. Formed by:
- Director of Management (Dr. Galo Peralta Fernández);
- Scientific Director (Dr. Benedicto Crespo Facorro);

The **WG** will hold periodic meetings every 3 months to monitor the development of the actions and to conduct an evaluation of results (analysis data, monitoring indicators and targets of the Action Plan). This group will be responsible for implementing corrections and for the internal evaluation of the HRS4R Strategy.

The **SG** will be 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.

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 Steering 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 its 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.