



Instituto de Investigación Sanitaria Gregorio Marañón



FUNDACIÓN INVESTIGACIÓN BIOMÉDICA
HOSPITAL GREGORIO MARAÑÓN

ACTION PLAN HRS4R

*The FIBHGM (Foundation for Biomedical Research
of the Gregorio Marañón Hospital*

Madrid, November 2025

ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

<https://www.iisgm.com/gestion/la-fundacion/sello-europeo-excelencia-rh/>

Proposed ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)
<p>Action 1. LAUNCH THE BIOSECURITY COMMITTEE.</p> <p>For setting clear guidelines for the compliance of data protection and biosafety issues, taking into account the guide written by the Ministry of Health.</p> <p>The guide establishes guidelines for good practices to facilitate workers and employers full compliance with the purpose of Order ESS / 1451/2013 and to protect workers against the risks related to exposure to biological agents.</p>	7. Good practice in research	Q42019- Q12020	Scientific Director	<ul style="list-style-type: none"> • Write an SOP of the biosafety unit. • Appoint the Committee members. • Nº of annual meetings of the Biosecurity Committee
<p>Action 2. OTM-R Policy: UPDATE THE SELECTION AND RECRUITING PROCEDURE FOLLOWING C&C AND OTM-R CRITERIA. WRITE THE SELECTION AND RECRUITING MANUAL.</p> <p>To achieve this goal, FIBHGM proposes to:</p> <p>i) Update the recruitment procedure including all the OTM-R and C&C criteria not previously included. Advertise in Euraxess and other portals</p> <p>ii) Define more detailed scales, including those defined in the C&C which are not currently collected (e.g. creativity, independence, variations in the chronology of CV, intersectoral mobility).</p> <p>iii) Improve the advertisement of job offers: publish job offers in English on international scientific portals and journals.</p>	13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition	Q42019- Q42020 	Human Resources Department General Manager	<ul style="list-style-type: none"> • 100% of selection and contracting procedures follows new procedures. • 100% of offers posted on international portals. • 100% of lists of candidates with scores published. • All researchers, especially those responsible for research recruitment, and all human resources personnel are informed about relevant information.

<p>iv) Formalise the composition of Selection Committee, following OTM-R and C&C criteria, increasing diversity.</p> <p>v) Write the "Selection and recruiting manual," including templates if necessary.</p> <p>vi) Elaborate training material and organise training sessions.</p>	<p>of mobility experience (Code)</p>	<ul style="list-style-type: none"> Every newcomer researcher is provided with the Welcome Manual. 100% compliance with the OTMR guidelines for every recruiting process. At least 20 HR and research staff attend training sessions on OTMR.
<p>Action 3. DESIGN AN EVALUATION PROTOCOL FOR R1 AND R2 RESEARCHERS.</p> <p>Write a norm based on other existing evaluations in the Hospital, (e.g. evaluation of resident doctors) for the evaluation of non-evaluated R1 and R2 researchers regardless of their source of funding. The action is designed to R1 founded only 1 year by the Community of Madrid and R2 funded by research project. Condition the result of the evaluation to the renewal of the contract.</p>	<p>7. Good practice in research</p> <p>11. Evaluation/ appraisal systems</p> <p>36. Relation with supervisors</p> <p>37. Supervision and managerial duties</p> <p>40. Supervision</p>	<p>Q12020-Q22020</p> <p>Research Commission</p> <ul style="list-style-type: none"> 100% R1 and R2 are evaluated annually.

<p>Action 4. WRITE THE FIBHGM GENDER PLAN.</p> <p>Perform a self-assessment on gender equality to support: the promotion of equality and non-discrimination between women and men, conciliation between professional, family and personal life and maternity and paternity protection, strengthen the mechanisms of encouragement, recognition, accompaniment and divulgation of practices which promote the equality of women and men.</p> <p>Plan tailored initiatives aiming to stimulate gender equality and enact structural change, considering best European practices (e.g. LIBRA, EGERA, etc.) It also set the objectives and adequate measures, and performs a situation diagnosis. If necessary, appoint a Gender Committee to evaluate the deployment and impact of Gender Plan.</p>	<p>27. Gender balance</p>	<p>Q32020-Q42020</p>	<p>Human Resources Department</p>	<ul style="list-style-type: none"> Report of self-assessment on gender equality Gender plan published. Gender action plan follows its implementation calendar.
<p>Action 5. OPTIMISE SCIENTIFIC OUTREACH.</p> <p>Draft an Outreach Plan to bring the results of research to society, encourage communication with scientific associations and patient associations and increase the number of publications in open access journals. It will include:</p> <ul style="list-style-type: none"> Plan and implement the outreach programme. Perform specific training in research dissemination for making scientific milestones known to society. Establish communication with scientific societies and patients associations <p>Competitive financial calls will be relevant to define the</p>	<p>9. Public engagement</p>	<p>Q32021-Q42021</p>	<p>Training Commission</p>	<ul style="list-style-type: none"> Increase 10% in the number of outreach events (communications, activities with patient associations and scientific associations). At least 25% of scientific publications published in open access by 2024. At least 50 researchers trained in Outreach

scope of the plan.

FIBHGM is already working on the RRI policy. Additionally, will collate a list of institutions and funders from around the world who have Open Access funds or policies to allow researchers to expense publication fees directly from their grants.

Action 6. UPDATE TRAINING OFFER AND IMPROVE ITS VISIBILITY. Officially establish the Training Commission, its members, duties, processes, etc. Improve the visibility of the training offer and develop a training calendar accessible on the website, involving the researchers of the institute. Review annually, through surveys of researchers, training needs in transferable skills, scientific tools and techniques, health & safety, languages, etc. Include courses to enhance soft skills, e.g. in the first edition: <ul style="list-style-type: none">• Research environment• Continuing Professional Development• Access to research training and continuous development	23. Research environment 38. Continuing Professional Development 39. Access to research training and continuous development	Q12021-Q22021	Training Commission	<ul style="list-style-type: none">• Training appointed.• Training calendar available online.• At least 4 new courses on transferable skills, scientific tools and techniques, health & safety, and languages.• At least 20 attendees in each course.• At least 60% satisfaction.
Action 7. ESTABLISH A CAREER DEVELOPMENT FRAMEWORK. Collaborate with the Ministry of Health of the Community of Madrid in the definition of a professional career model for	11. Evaluation/appraisal systems	Q12022-Q22022	Management and Human Resources	<ul style="list-style-type: none">• At least 2 new courses on Career Development.• At least 20 attendees at

<p>researchers, framed in the collective agreement.</p> <p>Offer seminars related to career options within the weekly programme of seminars and include the presentations online. Consider topics such as:</p> <ul style="list-style-type: none"> • Continuing Professional Development • Access to career advice 	<p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p> <p>28. Career development</p> <p>30. Access to career advice</p>	<p>Department</p>	<p>each activity.</p> <ul style="list-style-type: none"> • At least 60% satisfaction.
<p>Action 8. WRITE AN INTEGRITY CODE</p> <p>Authorship confers credit and has important academic, social, and financial implications.</p> <p>FIBHGM will insist on the completion of the laboratory notebooks as a method to demonstrate the contributions of researchers to an industrial property process.</p> <p>Write a co-authorship recommendation guideline based on international standards. ICMJE recommends 4 criteria:</p> <ul style="list-style-type: none"> • Substantial contributions to the conception of the work, acquisition, analysis, or interpretation of data • Drafting the work or revising it critically for important intellectual content 	<p>32. Co-authorship</p>	<p>Q12021-Q22021</p>	<p>Research Commission</p> <ul style="list-style-type: none"> • 100% of researchers use laboratory notebooks. • Co-authorship recommendations published.

- Final approval to be published
- Agreement to be accountable for all aspects of the work

Include it in the Welcome Manual.

Action 9. CREATE A PILOT MENTORING PROGRAMME FOR R1 AND R2.

FIBHGM increasingly attracts trainees from very diverse backgrounds with equally diverse goals. It is important that FIBHGM as an institution continues to focus attention on training and mentoring responsibilities.

Design a one-year pilot mentoring programme for R1 and R2 in collaboration with mentors from the Gregorio Marañón University Hospital environment. Write a Mentorship Guide.

The programme and guide will be one step in a continual process of self-examination, adaptation, and improvement.

Analyse the results and evaluate the extension of this programme to the whole collective R1-R3 young people.

28. Career development Q32020-Q42020 Research Commission

30. Access to career advice Training Commission

- Mentorship Guide published online.

- Report of the evaluation of the Mentoring Programme

- Increase in 10% the number of R1, R2 and junior R3 participating in the Mentoring programme.

Action 10. STANDARISE SUPERVISION PROCEDURES.

The primary goal of research supervision in the higher education sector is the achievement of quality, relevance and completion rate.

36. Relation with supervisors Q12022-Q22022 Research Commission

37. Supervision Training Commission

- Supervision guideline published.

- 100% supervisors use the guideline recommendations.

<p>Prepare a guideline of good supervision habits and incorporate this information into the Welcome Manual.</p> <p>The guideline should provide information on:</p> <ul style="list-style-type: none"> • Effective supervision arrangements which provide young researchers with regular, high quality support, advice and guidance • All students being allocated to a supervisor 	<p>and managerial duties</p> <p>40. Supervision</p>
<p>Action 11. UPDATE THE FIBHGM WELCOME MANUAL.</p> <p>i) It will provide new researchers (and already employed researchers) with necessary information to facilitate a proper and quick integration regarding FIBHGM work environment, and main policies. It will update information on the innovation policy including IP rights and outreach resources.</p> <p>It will collect the most relevant aspects that new FIBHGM researchers should know:</p> <ul style="list-style-type: none"> • Contractual and legal obligations • Good practice in research • Dissemination, exploitation of results • Intellectual Property Rights • Mobility • Participation in decision-making bodies <p>It would also be disseminated among current FIBHGM researchers.</p> <p>ii) Present main contents during training courses for newcomers.</p>	<p>5. Contractual and legal obligations Q42019- Q12020 Scientific Management</p> <p>7. Good practice in research Q12021</p> <p>8. Dissemination, exploitation of results Q12023</p> <p>31. Intellectual Property Rights Q12024</p> <p>35. Participation in decision-making</p> <ul style="list-style-type: none"> • Online English and Spanish versions published. • Include its presentation in the welcome course for newcomers.

<p>iii) Online English and Spanish versions will be available.</p>	<p>bodies</p>
<p>Action 12. CREATE THE OMBUDSPERSON / COMMISSION OF THE RESEARCHER.</p> <p>Constitute a commission to mediate in the conflicts of the researchers, formed by a group of people who address the conflicts according to their area of knowledge.</p> <p>This body cannot replace the works council that already exists. Labour disputes are resolved in the works council.</p>	<p>34. Complaints/ appeals</p> <p>Q32022- Q42022</p> <p>Research Commission</p> <ul style="list-style-type: none"> • Ombudsperson / Commission available.
<p>Action 13. IMPROVE THE PARTICIPATION OF RESEARCHERS IN DECISION MAKING BODIES.</p> <p>Define mechanisms to allow the participation of R1 and R2 in the Research Commission of FIBHGM and develop a mechanism whereby the opinions of the researchers can reach the Governing Council.</p>	<p>35. Participation in decision-making bodies</p> <p>Q12023- Q22023</p> <p>Research Commission</p> <ul style="list-style-type: none"> • R1 and R2 researchers incorporated at the commission. • Number of meetings held with the participation of these researchers.
<p>Action 14. HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP.</p> <p>An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices by organising seminars, or briefings departments to influence</p>	<p>ALL</p> <p>Q42019- Q42024</p> <p>Management</p> <ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTMR constituted. • Number of attendees at seminars. • Report on surveys to address the awareness.

the dissemination of the C&C key lessons to research staff.

Training session on OTMR to HR personnel will be held.

Training session on C&C criteria for researchers and HR personnel will also be held.

Action 15. APPROACH THE GENERATIONAL REPLACEMENT OF SENIOR RESEARCHERS USING IISGM FUNDS.

Create a funding program for Research Projects in which an emergent researcher is a Co-PI.

28. Career development.

1Q2023-4Q2024

Management

- At least 5 projects co directed by emergent researcher were founded

38. Continuing Professional Development.

39. Access to research training and continuous development

Action 16. BUILD A NEW BUILDING FACILITY IN WHICH TRAINING AND INTERACTIONS BETWEEN GROUPS WILL BE FACILITATED.

23. Research environment.

4Q2025

Management

- New facility buildt.

24. Working conditions

Action 17. IMPROVE THE SUSTAINABILITY IN RESEARCH

Encourage the inclusion of environmental, social, and economic criteria in the drafting of research proposals.

Prioritize, where possible, projects that contribute to the Sustainable Development Goals (SDGs).

Training and awareness-raising for research staff

Offer training programs on sustainability applied to biomedical and clinical research.

Promote open access to research results to ensure transparency and the reuse of knowledge.

Participate in European networks and projects that promote sustainability in R&D&I.

4. Professional attitude	Q42025-Q42028	Steering committee	<ul style="list-style-type: none">• 70% of staff trained in sustainability-awareness programmes• 20 research projects aligned with specific United Nations Sustainable Development Goals (SDGs)• 50 % of publications in open-access journals (to promote transparency and reuse of knowledge)• 30% of projects involving multidisciplinary or community-engaged research addressing social issues• 10 European / international networks or projects joined that promote sustainability in R&D&I
7. Good practice in research			

Action 18. SET THE OPERATIONAL PROCEDURES OF THE COMMISSION FOR THE ASSESSMENT OF PROFESSIONAL CAREERS

Establish periodic review and individual counseling and recognition processes regarding the professional careers of research staff.

Design individual development plans in collaboration with researchers to identify training needs and growth opportunities.

Coordinate with the training unit to offer programs tailored to the different stages of a research **EARLY** career

Identify key competencies for each professional stage and design personalized training itineraries.

11. Evaluation/
appraisal
systems

Q42025-
Q42028

Professional
career
commission

IISGM Training
Commission

Training
Commission of
the Technical
Unit

- To have at least one annual meeting with tenured researchers to assess their professional careers
- 5 training programs offered per career stage (early-stage)
- Identify key competencies and plan specific training in the 100% of the foundation's staff
- Evaluation of staff with more than 5 years of experience for level 1 recognition 100% by 2026

Action 19. TRAINING PLAN FOR THE TECHNICAL OFFICE, NOT EXCLUDING STAFF HIRED BY THE FOUNDATION

Conduct a participatory assessment with technical staff to identify specific training needs in each unit

Establish a training itinerary with modules adapted to each technical profile (both generalist and specialized).

38. Continuing
Professional
Development

Q42025-
Q42028

39. Access to
research
training and
continuous
development

IISGM Training
Commission

Training
Commission of
the Technical
Unit

- 100% of technical units that have completed a training needs analysis
- 5 training modules designed and implemented (general and specialized)

<p>Promote key skills such as:</p> <ul style="list-style-type: none"> • Effective communication and attention to research staff • Organizational change management • Teamwork and conflict resolution • Technical leadership and time management 	<ul style="list-style-type: none"> • 80% of technical staff enrolled in at least one training module per year • 2 of workshops or courses focused on key skills (communication, time management, conflict resolution, etc.) per year 												
<p>ACTION 20. INCREASE COMMUNICATION BETWEEN DEPARTMENTS TO IMPROVE EFFICIENCY</p> <p>Informal scientific networking spaces (research breakfasts, science cafés, etc.).</p> <p>Annual conferences and seminars where groups present lines of research, ongoing projects and results.</p> <p>Organize periodic interdepartmental meetings of the Technical Unit</p> <p>Conduct meetings between the Institute's Management and the Foundation's Management with the Research Groups</p>	<table> <tr> <td>7. Good practice in research</td> <td>Q42025-Q42028</td> <td>Technical unit coordination committee</td> <td> <ul style="list-style-type: none"> • 20% increase in joint publications or grant applications involving multiple departments • 2 informal networking events organized (e.g., research breakfasts, science cafés) per year • To have at least 10 annual interdepartmental meetings of the Technical Unit. • The Institute and Foundation Management will meet with 100% of the research groups </td> </tr> <tr> <td>23. Research environment</td> <td></td> <td></td> <td></td> </tr> <tr> <td>24. Working conditions</td> <td></td> <td></td> <td></td> </tr> </table>	7. Good practice in research	Q42025-Q42028	Technical unit coordination committee	<ul style="list-style-type: none"> • 20% increase in joint publications or grant applications involving multiple departments • 2 informal networking events organized (e.g., research breakfasts, science cafés) per year • To have at least 10 annual interdepartmental meetings of the Technical Unit. • The Institute and Foundation Management will meet with 100% of the research groups 	23. Research environment				24. Working conditions			
7. Good practice in research	Q42025-Q42028	Technical unit coordination committee	<ul style="list-style-type: none"> • 20% increase in joint publications or grant applications involving multiple departments • 2 informal networking events organized (e.g., research breakfasts, science cafés) per year • To have at least 10 annual interdepartmental meetings of the Technical Unit. • The Institute and Foundation Management will meet with 100% of the research groups 										
23. Research environment													
24. Working conditions													

Action 21. PROVIDE TRAINING IN RESEARCH TO GREGORIO MARAÑON HOSPITAL RESIDENT PHYSICIANS

1. Training in research methodology. Compulsory methodology course for residents
2. Training in ethics and good scientific practices
3. Scientific and clinical communication workshops.
4. Training in cross-disciplinary skills.
5. Introduction to innovation and knowledge transfer.
6. Training in digital tools and technology applied to medicine.
7. Promotion of research during residency.
8. Training in public health and social determinants.
9. Training in sustainability and environmental health.

38. Continuing Professional Development Q42025-Q42028

39. Access to research training and continuous development

IISGM Training Commission

Teaching Commission of the Hospital

- 100% of residents are completing the compulsory research methodology course
- 40% of residents presenting results at scientific meetings or conferences
- 100% of residents completing ethics and integrity training
- 1 workshop held annually on scientific/clinical communication
- 60% of residents trained in cross-disciplinary skills (leadership, teamwork, etc.)
- 25% of residents participate in innovation processes

Action 22. PERFORM A NEW GAP ANALYSIS SURVEY ACCORDING WITH THE HR EXCELLENCE IN RESEARCH CRITERIA

ALL

Q42025-
Q42028Steering
committee

- The number of answers to the survey exceeds 40% of the whole research community.
- Identify the criteria whose implementation perception is lower
- Design actions for the implementation of these criteria
- Perform communication

Aligned with Actions A23 and A28, a new survey will be conducted among the research community to assess researchers' perceptions regarding the current status of the implementation of the 20 criteria of the HR Excellence in Research Award.

- Perform a new survey describing the current actions that were performed to implement the 20 criteria of HR excellence in research.
- Analyze the results of the survey to check the degree of knowledge, about the award, and the proposal of new actions to include in the present action plan.

community and in everyday research practices by organising seminars, or briefings departments to influence the dissemination of the C&C key lessons to research staff.

address the awareness.

Training session on OTMR to HR personnel will be held.

- Training session on C&C criteria for researchers and HR personnel will also be held.