



# ACTION PLAN HRS4R

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

*Madrid, July 2019*



# 1. Organisational Information

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<b>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</b>	149
<b>Of whom are international (i.e. foreign nationality)</b>	11
<b>Of whom are externally funded (i.e. for whom the organisation is host organisation)</b>	2
<b>Of whom are women</b>	100
<b>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</b>	18
<b>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</b>	28
<b>Of whom are stage R1 = in most organisations corresponding with doctoral level</b>	95
<b>Total number of students (if relevant)</b>	
<b>Total number of staff (including management, administrative, teaching and research staff)</b>	166
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	€
<b>Total annual organisational budget</b>	16.174.795
<b>Annual organisational direct government funding (designated for research)</b>	0
<b>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</b>	7.350.492
<b>Annual funding from private, non-government sources, designated for research</b>	8.468.877
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>The FIBHGM (Foundation for Biomedical Research of the Gregorio Marañón Hospital ) is a legal entity with its own board of trustees that performs the research of the Hospital (Gregorio Marañón Hospital's Medical doctors are affiliated as researchers to FIBHGM) in addition to its own scientific Programme. The Spanish Health authorities, ISCIII, recognises both together the Hospital and FIBHGM as IISGM, a Spanish label of excellence.</p> <p>FIBHGM as a non-profit organization, dedicates all its income to fund research support activities and increase infrastructures.</p> <p>For the purpose of the HRS4R award application this poposal considers as a priority the staff contracted by the FIBHGM (n=166) that constitute the target for this action plan. This provides a realistic approach of the actions.</p>	

## 2. ACTIONS

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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):

<http://www.iisgm.com/hrs4r/>

Proposed ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)
<p><b>Action 1. LAUNCH THE BIOSECURITY COMMITTEE.</b></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"> <li>• Write an SOP of the biosafety unit.</li> <li>• Appoint the Committee members.</li> <li>• N° of annual meetings of the Biosecurity Committee</li> </ul>
<p><b>Action 2. OTM-R Policy: UPDATE THE SELECTION AND RECRUITING PROCEDURE FOLLOWING C&amp;C AND OTM-R CRITERIA. WRITE THE SELECTION AND RECRUITING MANUAL.</b></p> <p>To achieve this goal, FIBHGM proposes to:</p> <p>i) Update the recruitment procedure including all the OTM-R and C&amp;C criteria not previously included. Advertise in Euraxess and other portals</p> <p>ii) Define more detailed scales, including those defined in the C&amp;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>	<p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p> <p>18. Recognition</p>	Q42019-Q42020	<p>Human Resources Department</p> <p>General Manager</p>	<ul style="list-style-type: none"> <li>• 100% of selection and contracting procedures follows new procedures.</li> <li>• 100% of offers posted on international portals.</li> <li>• 100% of lists of candidates with scores published.</li> <li>• All researchers, especially those responsible for research recruitment, and all human resources personnel are informed about relevant information.</li> </ul>

<p>iv) Formalise the composition of Selection Committee, following OTM-R and C&amp;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"> <li>• Every newcomer researcher is provided with the Welcome Manual.</li> <li>• 100% compliance with the OTMR guidelines for every recruiting process.</li> <li>• At least 20 HR and research staff attend training sessions on OTMR.</li> </ul>
<p><b>Action 3. DESIGN AN EVALUATION PROTOCOL FOR R1 AND R2 RESEARCHERS.</b></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 Research Commission</p>	<ul style="list-style-type: none"> <li>• 100% R1 and R2 are evaluated annually.</li> </ul>

<p><b>Action 4. WRITE THE FIBHGM GENDER PLAN.</b></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"> <li>• Report of self-assessment on gender equality</li> <li>• Gender plan published.</li> <li>• Gender action plan follows its implementation calendar.</li> </ul>
<p><b>Action 5. OPTIMISE SCIENTIFIC OUTREACH.</b></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"> <li>• Plan and implement the outreach programme.</li> <li>• Perform specific training in research dissemination for making scientific milestones known to society.</li> <li>• Establish communication with scientific societies and patients associations</li> </ul> <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"> <li>• Increase 10% in the number of outreach events (communications, activities with patient associations and scientific associations).</li> <li>• At least 25% of scientific publications published in open access by 2024.</li> <li>• At least 50 researchers trained in Outreach</li> </ul>

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



<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"> <li>• Continuing Professional Development</li> <li>• Access to career advice</li> </ul>	<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"> <li>• At least 60% satisfaction.</li> </ul>
<p><b>Action 8. WRITE AN INTEGRITY CODE</b></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"> <li>• Substantial contributions to the conception of the work, acquisition, analysis, or interpretation of data</li> <li>• Drafting the work or revising it critically for important intellectual content</li> </ul>	<p>32. Co-authorship</p>	<p>Q12021- Q22021</p> <p>Research Commission</p>	<ul style="list-style-type: none"> <li>• 100% of researchers use laboratory notebooks.</li> <li>• Co-authorship recommendations published.</li> </ul>

- 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, R2 and junior R3 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

- Mentorship Guide published online.

30. Access to career advice

Training Commission

- 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. STANDARDISE 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

- Supervision guideline published.

37. Supervision

Training Commission

- 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"> <li>• Effective supervision arrangements which provide young researchers with regular, high quality support, advice and guidance</li> <li>• All students being allocated to a supervisor</li> </ul>	<p>and managerial duties</p> <p>40. Supervision</p>
<p><b>Action 11. UPDATE THE FIBHGM WELCOME MANUAL.</b></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"> <li>• Contractual and legal obligations</li> <li>• Good practice in research</li> <li>• Dissemination, exploitation of results</li> <li>• Intellectual Property Rights</li> <li>• Mobility</li> <li>• Participation in decision-making bodies</li> </ul> <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</p> <p>7. Good practice in research</p> <p>8. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p> <p>35. Participation in decision-making</p> <p>Q42019-Q12020</p> <p>Q12021</p> <p>Q12022</p> <p>Q12023</p> <p>Q12024</p> <p>Scientific Management</p> <ul style="list-style-type: none"> <li>• Online English and Spanish versions published.</li> <li>• Include its presentation in the welcome course for newcomers.</li> </ul>

<p>iii) Online English and Spanish versions will be available.</p>	bodies			
<p><b>Action 12. CREATE THE OMBUDSPERSON / COMMISSION OF THE RESEARCHER.</b></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"> <li>• Ombudsperson / Commission available.</li> </ul>
<p><b>Action 13. IMPROVE THE PARTICIPATION OF RESEARCHERS IN DECISION MAKING BODIES.</b></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"> <li>• R1 and R2 researchers incorporated at the commission.</li> <li>• Number of meetings held with the participation of these researchers.</li> </ul>
<p><b>Action 14. HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP.</b></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&amp;C criteria in the research</p>	<p>ALL</p>	<p>Q42019- Q42024</p>	<p>Scientific Management</p>	<ul style="list-style-type: none"> <li>• WG HRS4R constituted.</li> <li>• WG OTMR constituted.</li> <li>• Number of attendees at seminars.</li> <li>• Report on surveys to</li> </ul>

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.

FIBHGM 's goal is to develop and fulfil actions that will enable the institution to follow an OTM-R recruitment policy before the mid term evaluation.

The OTM-R checklist shows some criteria are not fully implemented:

- OTM-R policy is not completely in line with OTM-R UE Guideline, is not published online, neither in English version.
- Training in the area of OTM-R is needed
- Job advertisement has no links to all the elements foreseen in the toolkit and are not published in Euraxess.
- Rules governing the appointment of selection committees are incomplete, etc.

FIBHGM will use the\_OTMR Toolkit for:

**Action 2. OTM-R Policy UPDATE THE SELECTION AND CONTRACTING PROCEDURE AND ITS MANUAL.**

**FOLLOW THE OTM-R GUIDELINE TO:**

- Review current OTM-R policy, practices and procedures:
- Update the Advertising and application phase
- Check the Evaluation and selection phase
- Review the Appointment phase

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: no web.

### 3. Implementation

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General overview of the expected implementation process:

The design of this plan has enabled the development of a model of governance, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research which, in turn, will enable FIBHGM to be in line with its European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q4 2019.

The implementation process will be performed through four different levels of responsibility:

1. Steering Committee on HRS4R (SC), lead by the President of the Foundation FIBHGM, will be the maximum office and will oversee the implementation process on a regular basis. It will be responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures, being diverse in gender, area of research and professional profile. It will also communicate the advances to FIBHGM 's Consejo Rector.
2. Implementation Working Group (IWG), lead by the Scientific Director at FIBHGM will be composed of 4-6 members of the Working Group and will invite other research and administrative staff members to participate. It will coordinate the deployment of the HRS4R Action Plan and will also control quality and follow up on indicators.
3. Implementation OTM-R Working Group (OTM-R IWG), lead by the Director at FIBHGM will be composed of Human Resources staff members responsible. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.
4. Technical Secretariat (TS), lead by the Scientific Manager at FIBHGM reporting to the Steering Committee will give support to the IWT and OTM-R IWG for the preparation of deliverables, and will support the SC to follow up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

The commitment of FIBHGM includes a budgetary allocation, aimed at hiring/designating specialised personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

Checklist	*Detailed description and duly justification
<p><b>How will the implementation committee and/or steering group regularly oversee progress?</b></p>	<p>free text 500 words maximum</p> <p>Once the different IWG and OTM-RIWG, members are chosen, a kick-off meeting will be held with the TS to assess the different tasks needed for the fulfilment of the action plan.</p> <p>The IWGs will meet on a bi-monthly basis with the TS to report about the progress in the tasks defined and problems encountered.</p> <p>The TS will report and hold bi-monthly meetings with the Steering Committee.</p> <p>The SC will Report to the Board of Directors on a quarterly basis.</p>
<p><b>How do you intend to involve the research community, your main stakeholders, in the implementation process?</b></p>	<p>free text 500 words maximum</p> <p>The research community (R1-R4) will be a part of the IWG. They will be involved in the design of the actions, the pilot deployment testing and the periodical surveys developed by the TS.</p> <p>Additionally, surveys (surveys to increase the awareness of the HRS4R criteria, to identify training needs, etc.) will be launched to the research community included in the current quality policy.</p> <p>Communication actions will be designed with the objective of raising awareness in the FIBHGM community about the C&amp;C and OTM-R criteria and, also, to report on progress in implementation.</p> <p>The communication actions will include updating of the web contents, creation of content for FIBHGM 's regular communications, etc.</p>
<p><b>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.</b></p>	<p>free text 500 words maximum</p> <p>FIBHGM has already added a specific action on the current strategic plan to include the HRS4R and OTM-R commitment.</p> <p>The IWG will also be responsible for verifying that FIBHGM policies regarding different areas are coherent with the HRS4R and the actions developed within the Action Plan.</p>
<p><b>How will you ensure that the proposed actions are implemented?</b></p>	<p>free text 500 words maximum</p> <p>The SC will alert from deviations of the timeline to the Director at FIBHGM, that will take the corresponding actions to add more resources to control the deviations of the original plan.</p> <p>Additionally, a quality control will be performed every two years by an external reviewer and international expert on HRS4R issues.</p>
<p><b>How will you monitor progress (timeline)?</b></p>	<p>free text 500 words maximum</p> <p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. IWG will hold bi-monthly meetings with the TS to review the development of the implementation of the tasks defined for the actions currently in progress.</p>
<p><b>How will you measure progress (indicators) in view of the next assessment?</b></p>	<p>free text 500 words maximum</p> <p>The previously detailed indicators will be included in FIBHGM 's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organisational policies.</p>



Additional remarks/comments about the proposed implementation process:

This is a new version of the Gap Analysis and Action Plan, that was performed using an improved and more participatory methodology, which includes a survey addressed to all personnel recruited by the FIBHGM foundation, and which also includes all the improvements proposed in the previous evaluation.

The FIBHGM (Foundation for Biomedical Research of the Gregorio Marañón Hospital ) is a legal entity with its own board of trustees that performs the research of the Hospital (The Gregorio Marañón Hospital's Medical doctors are affiliated as researchers to the FIBHGM) in addition to its own scientific Programme. The Spanish Health authorities, ISCIII, recognises both together the Hospital and FIBHGM as IISGM, a Spanish label of excellence.

FIBHGM funds come from research grants, donations, clinical trials and royalties. As a non-profit organization, dedicates all its income to fund research support activities and increase infrastructures. It is endowed with its own legal personality and is audited. For the purpose of the HRS4R award application this proposal considers as a priority the staff contracted by the FIBHGM (n=166) that constitute the target of the actions described in the action plan. This provides a realistic approach of the actions. In the next few years affiliated researchers might also be considered as a target, after the evolution of the first action plan (2019-2021).

It is important to remember that the Foundation is the beneficiary entity of all R & D projects. The FIBHGM is the Hospital's instrument for the promotion, management and development of research. Its governing body (Board of Trustees), which approves and controls the lines of action of the FIBHGM, is made up of managers of the Hospital, a representative of the Directorate General for Research, Training and Health Infrastructures of the Regional Ministry of Health of the Community of Madrid (Spain).

The FIBHGM has no budget for the Hospital or any other body. Funds come from research grants, agreements, donations, clinical trials and royalties from patents and registrations. As a non-profit organisation, it dedicates all its income - including those of indirect expenses (overheads) - to finance research support activities, to increase its infrastructures and to perform the operation of the FIBHGM itself.

It is endowed with its own legal personality, so it is a very agile management tool. It is audited, deposits its accounts in the Protectorate and the Registry of Foundations.