ACTION PLAN

2026 - 2028

		Proposed ACTIONS	Responsible Unit	Timing	Indicator(s) / Target(s)	Current Status	Remarks
1		**DEVELOPMENT OF AN ONBOARDING PLAN FOR NEW STAFF**. An onboarding plan will be developed for new staff, covering the main aspects to be taken into account in day-to-day management. References to the Institute's main documents and plans will be included: Strategic Plan, Cooperative Scientific Project, Guide to Ethics and Good Practice in Research, etc. Information on scientific and technical support platforms and services will also be included.	Human Resources Department and Management Directorate	Y1 (Q1–Q4) Y2 (Q1, Q2)	1. Induction plan drawn up and approved. 2. Induction plan disseminated to IdiSNA staff. 3. Dissemination to 100% of new staff joining the Institute.	COMPLETED	In relation to this action, IdiSNA has developed a **Welcome Manual** for new staff members, **which has been validated by the HRS4R Seal working group and by the Management Committee.** **Following this review, a series of modifications were introduced with the aim of strengthening the document.** Once the Manual has been approved, it will be distributed to all current IdiSNA staff. Likewise, whenever there is a new hire at IdiSNA, this document will be sent to them to facilitate their incorporation into the organisation. This manual includes the following information: ✓ **Introduction** to IdiSNA. ✓ **Mission, vision and values** of the organisation. ✓ **Organisational structure** of the Institute. ✓ Contact information for the organisation's **management staff**. ✓ Information regarding the internal functioning of the organisation. ✓ Supplementary documentation. ✓ Annex I. IdiSNA research areas and groups. The link to the Institute's **transparency portal** is also provided, where institutional information can be found, including **Activity reports**, **Annual Accounts, Complaints Channel, Strategic Plan, Open Science Plan, Guide to Ethics and Good Practice in Research, Equality Plan and Internal Information System.**

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2	**INTERNAL COMMUNICATION PLAN.** Actions will be carried out to disseminate the main documents and guides of IdiSNA. ✓ Work will be done to develop dissemination actions related to the Institute's main plans: Strategic Plan, Cooperative Scientific Project, Guide to Ethics and Good Practice in Research, Plan for the Transfer and Translation of Results, Training Plan, Open Science and RRI Plan, Communication Plan, etc. ✓ Work will be done to disseminate the portfolio of services offered by the IdiSNA management team. ✓ Dissemination of the institution's signature policy will be increased. ✓ The dissemination of the main measures on work-life balance established by IdiSNA will be increased.	Scientific Management and Management	Y1 (Q1, Q4) Y2, Y3, Y4, Y5 (Q4)	1. IdiSNA plans and documents disseminated to the institution's staff. 2. IdiSNA management team's portfolio of services disseminated. 3. Institution's signature policy disseminated. 4. Work-life balance measures disseminated. 5. Number of annual conferences at which these documents have been distributed. 6. Number of reviews of plans and guidelines carried out.	IN PROGRESS	On the one hand, the **Institute's main documents and plans** have been disseminated internally and are available on the transparency portal. These documents include: Institutional Declaration on Anti-Fraud, Strategic Plan 2023-2027 (executive version), Open Science Plan, Guide to Ethics and Good Practice in Research, Equality Plan, Protocol for the Prevention of Harassment in the Workplace, and Internal Information System. **https://www.idisna.es/el-instituto/portal-transparencia** The Institute's website shows the management team's portfolio of services with the different contacts for each of the services currently available: Management, Financial Management and Purchasing, HR Management, R&D&I Management, Institute Management, Legal Procedures Management and Commercial Clinical Studies Management: **https://www.idisna.es/el-instituto/unidad-de-gestion** The organisation's signature policy has been communicated internally to all staff assigned to the Institute and is also available on the website. This section states that all publications and communications resulting from research carried out by Institute staff must include their affiliation with IdiSNA in their signature. **https://www.idisna.es/recursos-y-servicios/normativa-para-publicaciones** Furthermore, with regard to the work-life balance measures communicated internally, it should be noted that in early 2025, all staff employed by IdiSNA were sent the **HR policy setting out** the **work-life balance measures and the criteria to be followed in terms of working hours and other** applicable **aspects**. In this regard, there are documents adapted to each IdiSNA centre regarding working hours, facility closing days, etc. Internal communication actions will continue to be developed over the coming months, with specific events being held to publicise specific aspects of the HRS4R Strategy and other strategic documents of the organisation, as well as other actions of interest.
3	**PREPARATION OF A DATA PROTECTION PLAN.** IdiSNA will prepare a Data Protection Plan. This Plan will update internal regulations based on new legislation (Organic Law on Data Protection and European Parliament Regulation on data protection) and will also include information relating to Law 2/2023 on the protection of information provided by persons reporting infringements of regulations and the fight against corruption, through the implementation of an anti-fraud measures plan and a reporting channel.	Economic Management Department, Scientific Management and Management Department	Y1 (Q1-Q4)	1. Data protection plan drawn up and disseminated. 2. Internal procedures and regulations updated in line with the new legislation.	EXTENDED	IdiSNA has made significant progress in developing its Data Protection Plan in recent months. In this regard, it has a specific data protection policy that contains general information on data protection in accordance with current state regulations, the data protection policy as data controller, and the data protection policy as data processor. This information is available on the IdiSNA website: **https://www.idisna.es/recursos-y-servicios/lopd**

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						There is also an Internal Information System, with the aim of complying with Law 2/2023, of 20 February, regulating the protection of persons who report regulatory infringements and the fight against corruption. https://www.idisna.es/docs/documents/2022/Ultima_version.Sistema_interno_informacion.pdf To this end, there is a specific reporting channel for informing the Complaints Assessment and Monitoring Team of any information in this regard. https://www.idisna.es/cuestionario/773c1f81/Canal-de-denuncias Finally, with the aim of advancing and defining the Global Data Protection Plan, it should be noted that meetings are being held with the Navarre Health Service and the University Hospital of Navarre to define the procedure to be followed in the IdiSNA centres under their authority. Once this procedure has been defined, work will be carried out with the other institutions that make up IdiSNA to adapt it to their characteristics and thus have the Global Plan approved and implemented. In the coming period, work will continue the development of this Plan, and efforts will be made to secure its approval and final implementation.
4	**PLAN TO PROMOTE ACTIVITIES RELATED TO THE DISSEMINATION AND TRANSFER OF RESULTS.** The following actions will be carried out with a view to increasing the dissemination and transfer of results, considering the IdiSNA Plan for the Transfer and Translation of Results: ✓ Holding conferences with companies to disseminate the portfolio of research results. ✓ Holding conferences between companies and researchers to identify potential partners in the exploitation and commercialisation of results. ✓ Holding meetings with IdiSNA groups to promote the identification and compilation of results of potential interest. Activities aimed at promoting publication in Open	Scientific Management and Management Directorate	Y2 (Q1-Q4) Y3(Q1,Q2,Q4) Y4, Y5 (Q4)	1. Number of conferences held annually with companies to publicise the portfolio of research results. 2. Number of annual meetings held between companies and researchers to identify potential partners. 3. Number of meetings held by the IdiSNA management area with research groups to promote the identification and compilation of results of potential interest. 4. Number of publications on open access. 5. Institutional repository launched.	IN PROGRESS	IdiSNA has participated in conferences and events organised by **Aditech** ("Promoting technology transfer") and the **Navarra Health Cluster**, as well as in various **working groups** within the **Cluster** (Talent, Innovation, Infrastructure) in which companies and research centres propose areas for improvement and identify potential collaborations. At these meetings, companies are informed about what IdiSNA is, what activities it carries out, what results it wants to transfer, etc. In collaboration with these entities, training activities are also organised, such as the one held on 23 October 2024 on the new regulatory framework of the European Health Data and Artificial Intelligence Space in the field of health and biomedical research. https://www.idisna.es/portal/seccion.aspx?N=7588 Furthermore, **meetings** have been held **between the different research areas of IdiSNA, and even between several of them jointly,** to explore collaborations and organise conferences with external speakers to address topics of common interest, including the transfer of results. It is also worth mentioning that IdiSNA has published **calls for intramural grants** for emerging and associated groups, as well as for established groups in 2024 and 2025. The call for emerging and associated groups allocates funding for research projects, publication of research results in open access journals, and mobility grants. https://www.idisna.es/convocatorias/intramural-2025-2026

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	Access media will also be carried out. Finally, an institutional repository will be launched to disseminate the institution's scientific output by joining the ISCIII health repository (Repisalud).					In the case of the call for established groups, three types of grants are available: mobility grants, cross-disciplinary research projects, and pilot projects in collaboration with one or more IdiSNA support structures. https://www.idisna.es/convocatorias/intramural-2025-grupos-consolidados Finally, with regard to progress made in the area of institutional repositories, it should be noted that the repository promoted at the national level by the Carlos III Health Institute (ISCIII), called Repisalud, has not progressed in its implementation as **an IIS repository** as planned by the ISCIII. In the coming years, work will be done to use other **open access platforms** or **publication systems** that are accepted as valid by the Carlos III Health Institute, the state body responsible for accrediting Health Research Institutes (IIS) in Spain.
5	**PLAN TO PROMOTE RELATIONS WITH SOCIETY.** Activities aimed at increasing citizen participation in IdiSNA will be carried out, considering the entity's Communication Plan and the guidelines established by the Communication Commission. A working group will be set up with representatives from different population groups. The following activities are planned: ✓ Meetings with patient associations to explore activities and collaboration agreements. ✓ Holding workshops between the Institute's research staff and patients. ✓ Holding informative talks aimed at certain groups of interest. ✓ Organising events as part of Science Week, Researchers' Night, Women and Girls in Science Day, etc.	Scientific Management and Management	Y1, Y2, Y3, Y4, Y5 (Q1-Q4)	1. Working group established. 2. Number of meetings held with patient associations. 3. Number of activities and collaboration agreements developed with patient associations. 4. Number of workshops held for patients. 5. Number of informative talks given to interest groups. 6. Number of scientific outreach events held.	IN PROGRESS	In this area, it is worth mentioning that IdiSNA has a **Citizen Participation Body**, whose composition is available on the organisation's transparency portal. Its operation will be promoted in the coming months. https://www.idisna.es/el-instituto/otras-comisiones In terms of citizen participation and scientific outreach, it is important to highlight that **two editions of the Outreach Lecture Series** aimed at the public have been held. These scientific outreach sessions are advertised in the media and held in a central "social" centre, with invitations extended to patient associations, especially those linked to the topic or pathology to be discussed. https://www.idisna.es/actualidad/ii-ciclo-de-charlas-divulgativas-del-idisna Talks have also been organised in secondary schools, school visits, open days, and participation in the European Researchers' Night, Science Week and Science Day, among others. https://www.idisna.es/rri Talks, workshops and outreach events are also held for the public and younger audiences. https://www.idisna.es/Actualidad/Dia-Internacional-de-la-Mujer-y-la-Nina-en-la-Ciencia Finally, it is also worth highlighting the conferences aimed at patient and family associations. https://www.idisna.es/Actualidad/Jornada-Terapia-genica-y-medicina-de-precision-en-enfermedades-raras In the coming period, these types of activities will continue to be developed, and the functioning of the IdiSNA Citizen Participation Body will be strengthened, taking as a reference a report published by the ISCIII Alliance of Health Research Institutes on "Patient Engagement". https://www.isciii.es/institutos-investigacion-sanitaria-alianza-iis

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6	**UPDATE OF THE EQUALITY PLAN.** Work will be carried out to update the current Equality Plan, in accordance with the guidelines established by the European Commission and the legally established requirements.	HR Department and Management Directorate	Y1(Q3,Q4) Y2(Q1,Q2,Q4) Y3, Y4, Y5 (Q4)	1. Equality Plan updated and disseminated. 2. Number of revisions made.	IN PROGRESS	IdiSNA has drawn up the **organisation's first Gender Equality Plan**, which was approved in March 2024 by the Equality Committee and ratified by the Institute's Executive Committee. The Plan will remain in force for five years, from **2024 to 2028.** It is available on the organisation's website: **https://www.idisna.es/docs/documents/2022/I_Plan_de_Igualdad_IDISNA_2024-2028.**pdf **The Equality Plan includes a total of 29 measures divided into 10 areas of intervention:** 1) Culture, communication and participation, 2) Selection and recruitment process, 3) Professional classification, 4) Training, 5) Professional promotion, 6) Working conditions, 7) Work-life balance and shared responsibility, 8) Under-representation of women, 9) Remuneration, 10) Prevention of sexual harassment and/or gender-based harassment. The Plan has been disseminated to IdiSNA staff and is available on the website. Related training has been provided. In October 2025, a new course on equality, respect and tolerance was held. There is also an **Anti-Harassment Plan**, and an **information leaflet** has been produced to provide simple instructions on how to proceed in such cases. This will be distributed to all IdiSNA staff and will be visible and accessible both on the website and in the IdiSNA management offices. The implementation of the Equality Plan will continue in the coming period.
7	**PROFESSIONAL DEVELOPMENT PLAN.** Work will be done on developing various actions aimed at increasing the professional development options for IdiSNA staff. ✓ A Human Resources Organisation Plan for the institution will be drawn up, which will include, among other aspects, the salary conditions of the entity's staff, as well as various work-life balance measures. ✓ Review and update of the Training Plan. Incorporation of training activities related to genomic data management, data protection, information loss, etc. Greater dissemination of planned training activities. ✓ The Support Plan for Emerging Groups will be reviewed and updated. A greater	Human Resources Department, Scientific Management and Management Department	Y1(Q4) Y2(Q4) Y3(Q2,Q3,Q4) Y4, Y5 (Q1-Q4)	1. Human resources organisation plan developed and implemented. 2. Training plan reviewed and updated. 3. Support plan for emerging groups revised and updated. 4. Professional evaluation system defined and approved. 5. Number of meetings held with the Regional Government of Navarre ( ) to develop measures for the stabilisation and professional career development of research	IN PROGRESS	Numerous advances have been made in this area in the first two years of implementation of the Action Plan. About **the Training Plan**, based on the results of a survey conducted among IdiSNA staff and in collaboration with the Training Committee, a series of training cycles were defined that were considered basic and were approved by the institute's governing bodies. In line with this, **various training activities** have been developed, **such as seminars and training days.** These activities are publicised on the IdiSNA website on the specific training portal and are also communicated internally. For example: Training Cycle: AI in Health and the European Health Data Space (13 June 2025). https://www.idisna.es/formacion In terms of support for emerging groups, various specific intramural grants have been announced for these groups. In 2025, a new **call for intramural grants for emerging and associated groups** was published, offering **three types of support: 1) Research Projects, 2) Grants to finance publications in open access journals, and 3) Mobility Grants**. These calls were presented at the annual meeting of the IdiSNA Emerging Groups Support Committee, where the projects that benefited from the previous call were also announced and other key aspects aimed at this type of group were discussed.https://www.idisna.es/actualidad/entrega-ayudas-convocatoria-intramural-2025

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	number of activities will be included to promote the development of these groups: mentoring actions, training actions, mobility aspects, etc. ✓ A system for evaluating the activity of IdiSNA's own staff will be established with the aim of measuring professional performance as far as possible. ✓ Collaboration with the Regional Government of Navarra in the development of elements for the stabilisation and professional development of research staff at public centres affiliated with IdiSNA. ✓ A system for evaluating the teaching activity carried out by IdiSNA professionals will be developed and implemented, considering the variability of clinical and teaching staff. ✓ The participation of representatives from the different categories of research staff (R1, R2, R3, R4) in the Internal Scientific Committee will be encouraged.			staff. 6. Teaching activity evaluation system defined and approved. 7. Internal Scientific Committee updated with the participation of different researcher profiles (R1, R2, R3, R4).		In addition, training sessions have been organised, sponsored by IdiSNA itself or the pharmaceutical industry, in line with the interest expressed by the various professionals at the institute. With regard to the composition of the Internal Scientific Committee, it currently has representation from the centre's different research areas, as well as from the different research staff profiles (R1, R2, R3, R4) and representatives from the different centres, among others, in compliance with the ISCIII guidelines in this regard. https://www.idisna.es/conocenos/equipo/comite-cientifico-interno It is also worth mentioning that the Equality Commission has representatives from all categories of researchers. Over the coming months and years, the various planned actions will continue to be developed, with IdiSNA staff being asked to identify their training needs so that the training offered can respond to these as far as possible.
8	**UPDATE OF THE STAFF RECRUITMENT AND SELECTION PROCESS TO THE OTM-R PRINCIPLES.** Firstly, an internal policy on staff recruitment will be defined, which will include how the selection process should be carried out, as well as the scoring scales for the different candidates. Furthermore, standardised templates will be developed for the publication of job offers in English through EURAXESS. The standardised templates for the preparation of offers will be modified to consider the OTM-R criteria. Work will be carried out on the development of a selection report template so that the results of the different selection processes can be published on the IdiSNA	Human Resources Department, Scientific Management and Management Department	Y1(Q4) Y2(Q1-Q4) Y3(Q1,Q2,Q3) Y4, Y5 (Q3)	1. Internal policy on recruitment and selection of personnel defined and approved. 2. Standardised job offer templates adapted to OTM-R criteria and implemented. 3. Standardised template for publishing job offers in English developed and implemented. 4. Number of offers published on Euraxess.	IN PROGRESS	About the **recruitment and selection process**, various changes are currently being made with the aim of adapting existing policies to OTM-R principles. These changes include: 1) Preparation of a selection report template for publishing the results of the various selection processes on the IdiSNA portal. 2) Carrying out a quality control of the current OTM-R Policy with the aim of verifying that the established principles are being complied with. In addition, there is a standard template for publishing the various job offers, which includes a description of the position, the required qualifications, the tasks to be performed, the working conditions of the offer, as well as details of the minimum requirements for the position (qualifications, minimum experience, specific knowledge, minimum requirements) and the knowledge and merits that are valuable for the position.

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	portal. Instructions will be drawn up for the Selection Committee so that they can assess the various OTM-R criteria, always considering the overall track record of the various candidates.					In addition, the dissemination of the various job offers through Euraxess will be promoted in the coming period.

The organisation also has an OTM-R Policy in place. https://www.idisna.es/rrhh/hrs4r |
| 9 | **MENTORING PLAN.** A Mentoring Plan will be drawn up under the supervision of the Scientific Management of IdiSNA, which will establish, on the one hand, guidelines and suggestions for professional career development and, on the other hand, the procedure to be followed for recording the mentoring activity carried out with research staff in training. | Internal Scientific Committee, Scientific Management and Management Directorate | Y3 (Q1, Q2, Q4) Y4, Y5 (Q4) | 1. Mentoring plan developed and implemented. 2. Annual reviews of the Mentoring Plan. | IN PROGRESS | In relation to this action, the **IdiSNA Emerging Groups Committee** has already begun work**.**

A **mentoring plan** has been designed whereby different members of the Committee will meet with the Emerging Groups to analyse their situation and define their needs and opportunities. The aim of this plan is to hold individual meetings with each group to learn about the work they do and the needs and limitations they express, with the goal of promoting the scientific growth of the groups and accompanying them in the process.

Its effective implementation will begin during the next period. |
| 10 | **HRS4R STRATEGY DISSEMINATION PLAN.** Specific activities will be carried out to disseminate the HRS4R Strategy so that it can be made known to all research staff.
 ✓ An annual review of the degree of compliance with the action plan presented will be carried out.
 ✓ Specific annual conferences will be held to report on the progress made in the action plan.
 ✓ An annual survey will be conducted to assess the knowledge and satisfaction of the Institute's staff about the progress made. | Human Resources Department, Scientific Management and Management Department | Y1, Y2, Y3, Y4, Y5 (Q4) | 1. Annual review of the HRS4R Action Plan. 2. Number of events to disseminate the progress of the action plan. 3. Annual satisfaction survey conducted. | IN PROGRESS | In this area, an annual review of the implementation of the HRS4R Action Plan for 2024 and 2025 has been carried out by the IdiSNA HRS4R Working Group and supervised by the Management Committee.

Prior to the internal evaluation for the interim assessment of the HR Excellence in Research Seal, an online survey was conducted among all IdiSNA staff with the aim of assessing the level of awareness of the progress made in the HRS4R Strategy and compiling improvement actions for the coming years. The results of the survey can be consulted in the application.

As a result of the survey, during the next period, actions to promote the seal will be increased through specific promotional events, the publication of informative leaflets and other activities of interest. |
| 11 | **PLAN FOR DISSEMINATING THE MAIN DECISIONS ADOPTED BY THE INTERNAL SCIENTIFIC COMMITTEE AND THE EXTERNAL SCIENTIFIC COMMITTEE.** Specific communication actions will be carried out on the main agreements and decisions made at the meetings held by the Internal Scientific Committee and the External Scientific Committee of IdiSNA. | Scientific Management and Management | Y2, Y3, Y4, Y5 (Q2, Q4) | 1. Preparation and approval of the procedure for disseminating the main issues dealt with by the CCI and the CCE. 2. Number of communication actions | IN PROGRESS | In this regard, work is underway on a **specific procedure for the internal dissemination** of the main agreements of the CCI and CCE.

This procedure has the following **objectives**:
 • To facilitate **internal communication** and promote greater involvement of research and management staff in decision-making processes.
 • To ensure that **strategically relevant information** derived from committee agreements is available to all IdiSNA members who may be affected. |

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				carried out on the agreements of the ICC and the ECC.		• To keep **track of the dissemination** carried out. Once this procedure has been agreed upon, communication actions will be enhanced with specific information on the most relevant CCE and CCI agreements.
12	**Plan to promote the registration of participation in R&D&I dissemination activities.** Work will be done to implement a specific procedure to collect, recognise and highlight the participation of research staff in training, dissemination, teaching, transfer and other scientific dissemination activities, both internal and external.	Scientific Management, Management Department	**Y3 (Q3,Q4) Y4 (Q1,Q2) Y5 (Q4)**	1. Design and approval of the procedure for registering and highlighting scientific dissemination activities. 2. Number of activities registered annually.	NEW	Work will be done to develop an internal system for registering R&D&I activities carried out by IdiSNA staff in order to evaluate scientific dissemination activity and also to incorporate this data into the entity's activity reports and other documents of interest, with the aim of strengthening the visibility and recognition of IdiSNA's commitment to scientific dissemination.
13	**Plan to promote mobility and scientific collaboration.** Work will be done to develop and promote initiatives that enhance and facilitate the mobility of research staff, especially in the early stages, by supporting the search for placements, disseminating opportunities and promoting external collaborations with leading centres at national and international level.	Human Resources Department, Management Directorate	**Y3, Y4, Y5 (Q1-Q4)**	1. Number of stays made annually by research staff. 2. Number of formalised external scientific collaborations (projects, joint activities, etc.). 3. Number of annual information sessions or workshops on mobility opportunities and research networks.	NEW	This plan seeks to strengthen scientific mobility on the one hand and external cooperation among IdiSNA staff on the other, facilitating participation in stays, research networks and joint projects with leading institutions at the national and international level. In this regard, priority will be given to supporting staff in the early stages of their research careers, creating mechanisms for advising and disseminating opportunities in this area, and formalising stable collaborations that promote excellence, knowledge exchange and the international projection of IdiSNA.
14	**Plan for internationalisation and institutional visibility.** IdiSNA's strategic documentation will be available in English with the aim of facilitating the incorporation of international staff and increasing the visibility and external projection of the entity. Priority documents include the Strategic Plan, the Equality Plan, the Welcome Manual, and other key documents related to the HRS4RR Strategy.	HR Department, Management Directorate	**Y3 (Q1-Q4) Y4, Y5 (Q4)**	1. Number of strategic documents translated and published. 2. Number of internal dissemination actions carried out (conferences, workshops, collaborations, research networks, etc.).	NEW	The aim is to strengthen the international profile and accessibility of IdiSNA, ensuring the availability in English of strategic documentation and key materials related to the HRS4R Strategy. The aim is to facilitate the incorporation of international research staff, promote the transparency and visibility of IdiSNA among European partners and scientific networks, and consolidate the entity's image as an open research environment, in line with the new European Charter for Researchers and other international best practices and standards.