TEMPLATE 4: ACTION PLAN

Case number: 2023ES81286

Name Organisation under review: Instituto de Investigación Sanitaria de Navarra (IdiSNA).

Organisation's contact details: Natalia Cal Purriños. Managing Director. C/Irunlarrea 3, Recinto Complejo Hospitalario de Navarra, Pamplona, Navarra, Spain.

SUBMISSION DATE: **09/06/2023**

DATE ENDORSEMENT CHARTER AND CODE: **27/03/2023**

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 *	1000
Of whom are international (i.e. foreign nationality)*	44
Of whom are externally funded (i.e. for whom the organisation is host organisation)*	957
Of whom are women*	612
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.*	427
Of whom are stage R2 = in most organisations corresponding with postdoctoral level*	296
Of whom are stage R1 = in most organisations corresponding with doctoral level*	277
Total number of students (if relevant)*	0
Total number of staff (including management, administrative, teaching and research staff)*	1148
RESEARCH FUNDING (figures for most recent fiscal year: 2022)	€
Total annual organisational budget*	8960191.75
Annual organisational direct government funding (designated for research)*	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)*	8470071.43
Annual funding from private, non-government sources, designated for research*	490120.32

ORGANISATIONAL PROFILE (a very brief description of your organisation)
The Navarra Institute for Health Research (IdiSNA) is made up of research groups belonging to the University Hospital of Navarra (HUN), the Clínica Universidad de Navarra (CUN), Primary Care, the Institute of Public and Labor Health of Navarra, Navarrabiomed - Miguel Servet Foundation, the Center for Applied Medical Research (CIMA), the University of Navarra (UN) and the Public University of Navarra (UPNA), thus establishing a collaboration model between public and private centers with an excellent research and teaching career. IdiSNA covers practically the entire existing biosanitary research fabric in the Foral Community of Navarra and, therefore, has a regional integrating nature. The main objective of IdiSNA is to promote research, favoring the development of existing research groups, as well as optimizing resources through common services and more efficient management structures, favoring the transfer of results to the health and industrial sector, and thus generating added value to the research.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	**STRENGTHS** ✓ IdiSNA has a Cooperative Scientific Project and a Strategic Plan including the strategic guidelines of the institution at a scientific level. The research staff is free to propose and develop their own research projects, as well as select the different procedures and processes to carry them out, according to these documents. ✓ Research activities are supervised and approved by the different Committees. On the one hand, at the scientific level, there is an Internal Scientific Committee and an External Scientific Committee, and, on the other hand, there are different Research Ethics Committees: the Ethics Committee for Research with Medicines (CEIm) of Navarra, the Ethics Committee of Research from the University of Navarra (CEI-UN) and the Ethics Committee for Animal Experimentation (CEEA) of the University of Navarra.

	✓ IdiSNA also has various work commissions that oversee managing the different areas of the organization: Management Commission, Training Commission, Quality and Good Practices Commission, Support Structures Commission, Commission for the Protection of Emerging Groups and Communication Commission.
	✓ IdiSNA has a Guide to Ethics and Good Research Practice with the main objective of promoting good research practices by the institution's staff.
	✓ IdiSNA has a Training Plan to favor the increase of research critical mass, promote the integration of the members of the Institute and improve professional skills.
	✓ There is also a Plan for the Transfer of Results that regulates the main aspects related to the activities of valorization and transfer of results arising from research projects.
	✓ IdiSNA has a Communication Plan that is managed through the Communication Commission. In this sense, information is disseminated through press releases, news, and other communication channels.
	WEAKNESSES
	✓ A Reception Plan for newly recruited staff must be prepare including references to the main plans and documents of the Institute, as well as information on the different practical aspects for daily management at the center.
	✓ Dissemination of the Institute's main documents must be improved: Strategic Plan, Cooperative Scientific Project, Guide to Ethics and Good Practice in Research, Training Plan, Transfer of Results Plan, and Communication Plan.
	✓ The Training Plan must be reviewed and updated to include a greater number of activities and increase their dissemination among the staff of the institution.
	✓ IdiSNA does not currently have a specific employment agreement for research staff. Each center linked to the institute has its own guidelines on labor law. In this sense, a Human Resources Plan will be developed with measures regarding salary conditions and work-life balance.
	✓ IdiSNA must update the different procedures related to data protection based on the new regulations.
	✓ Activities related to the dissemination and transfer of results should be promoted.

	✓ IdiSNA develop actions to increase citizen participation in the Institute.
	✓ The Equality Plan must be updated in accordance with current regulations.
	✓ Dissemination of the main issues discussed by the Internal Scientific Committee and the Scientific Committee External must be improved.
	✓ The evaluation systems for the activity of IdiSNA's own personnel must be improved to measure professional performance.
Recruitment and selection	**STRENGTHS** ✓ IdiSNA has an open, transparent, and merit-based recruitment policy (OTM-R), which defines the principles that govern the selection principles and the procedure. ✓ The different job offers published by IdiSNA include the following aspects: job name, job description, funding entity and project title, required degree, tasks to be carried out, working conditions and valuable knowledge and merits. ✓ The different job offers that are published, include aspects related to: curricular merits (publications, communications in congresses, languages, etc.), work experience with the offered position, use of computer tools, realization of stays in research centers at national and European level, etc. ✓ Job announcements establish no limits regarding the deadlines for obtaining the qualifications by the applying candidates, except in those cases that are required by the financing entities. **WEAKNESSES** ✓ The different job offers are published through the IdiSNA website and the institution's social networks, as well as other state-wide platforms, but EURAXESS has not yet been used. Work must be done on the development of standardized offer templates in English to carry out their dissemination through EURAXESS. ✓ An internal policy must be developed including the guidelines to be considered in the selection processes based on the OTM-R policy approved by the Institute. ✓ The OTM-R criteria must be included in the evaluation of the candidates for the different job offers. Among the different aspects that should be evaluated, the following stand out: management tasks and scientific dissemination, evaluation of global trajectory (changes of sector, stays in private centers, etc.), participation in commissions and scientific committees, etc.

	✓ Publication of the resolution of the different job offers on the IdiSNA portal should be improved. ✓ Instructions must be provided to the Selection Committee in charge of evaluating the different candidates, according the OTM-R principles.
Working conditions	**STRENGTHS** ✓ IdiSNA has 8 research areas in which Institute staff carry out different research projects, considering the guidelines established in the Cooperative Scientific Project. ✓ The Institute has scientific-technical platforms and structures with the general objective of adding value to biomedical research. There is a Commission for Research Support Services, which has defined the different procedures for accessing these platforms. ✓ IdiSNA has a Support Plan for emerging groups, with actions to promote the development of these research groups. ✓ The Institute has measures to foster and promote the staff work-life balance. ✓ IdiSNA encourages the participation of its research groups in cooperative networks at national and European level. ✓ There is a Training Plan with a series of training activities to improve the professional skills of the institution's staff and it is managed through the Training Committee. The Plan is reviewed on an annual basis. ✓ IdiSNA has a Results Transfer and Translation Plan that regulates the institute's results transfer procedure and includes information regarding the Research Results Transfer Offices (OTRIs) attached to the Institute (OTRI of the University of Navarra and OTRI of the Public University of Navarra). **WEAKNESSES** ✓ A Reception Plan for newly recruited staff must be developed, with references to the main documents and guides of the Institute. ✓ Actions must be carried out in collaboration with the Foral Government of Navarra for the introduction and development of elements of stabilization and professional career of the research personnel of the public centers attached to IdiSNA. ✓ The institution's Equality Plan must be updated.

	✓ A Mentoring Plan must be developed for the Institute's research staff in training.
	✓ The Support Plan for emerging groups must be reviewed and updated to promote the development of activities focused on these groups.
	✓ Currently there is no evaluation procedure for teaching activity carried out by IdiSNA professionals. Work must be done in this direction.
	✓ There are no specific procedures for conflict resolution.
Training and development	**STRENGTHS** ✓ IdiSNA has a Training Plan that contains a series of activities that are carried out on an annual basis. The Plan is managed through the Training Commission. ✓ There is also a Support Plan for Emerging Groups with series of actions to increase the development of these research groups. ✓ IdiSNA also has a Guide to Ethics and Good Practice in Research that includes a specific section on training, supervision, and mentoring, which indicates the commitments that the entity and research staff. ✓ IdiSNA has an External Scientific Committee in charge of supervising the scientific activity of the institute and, therefore, of the research groups, which are integrated into the different strategic research areas of IdiSNA. **WEAKNESSES** ✓ A Mentoring Plan, supported by the IdiSNA Scientific Department, must be developed including indications and suggestions on the professional career.

3. 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):

*URL: https://www.idisna.es/rrhh/hrs4r

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter / semester)																				Indicator(s) / Target(s)
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	**PREPARATION OF A RECEPTION PLAN FOR NEWLY HIRED STAFF.** A welcome plan will be drawn up for newly recruited staff that includes the main aspects to be considered in daily management. References to the main documents and plans of the Institute will be included: Strategic Plan, Cooperative Scientific Project, Guide to Ethics and Good Practice in Research, etc. On the other hand, information related to scientific-technical support platforms and services will also be included.	Human Resources Department and Managing Director	**C&C:** 1, 4, 5, 7, 22, 26, 32	X	X	X	X	X	X																1. Reception Plan prepared and approved. 2. Reception Plan disseminated to IdiSNA staff. 3. Dissemination to 100% of the newly incorporated staff to the Institute.
2	**INTERNAL COMMUNICATION PLAN.** ✓ Work will be done to disseminate the main IdiSNA strategic documents and guides to increase their knowledge among the Institute's staff: Strategic Plan, Cooperative Scientific Project, Guide to Ethics and Good Practice in Research, Transfer Plan and Translation of Results, Training, Open Science and RRI Plan, Communication Plan, etc.	Scientific Director and Managing Director	**C&C:** 1, 2, 3, 5, 6, 8, 9 **OTM-R:** 1	X			X		X				X				X				X			1. IdiSNA plans and documents disseminated to the institution's staff. 2.Dissemination of portfolio of services of the IdiSNA management team. 3. Dissemination of institution's signature policy. 4. Dissemination of work and family

Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter / semester)																				Indicator(s) / Target(s)
			Y1				Y2				Y3				Y4				Y5				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
✓ Work will be done to disseminate the portfolio of services of the IdiSNA management team. ✓ Dissemination of the institution's signature policy will be increased. ✓ Dissemination of the main measures on work and family reconciliation established by IdiSNA will be increased.			X				X																reconciliation measures. 5. Number of conferences held annually in which these documents have been disseminated. 6. Number of revisions carried out of the plans and guides.
3 PREPARATION OF A DATA PROTECTION PLAN. IdiSNA will prepare a Data Protection Plan. This Plan will update the internal regulations based on the new legislation (Organic Law on Data Protection and Regulation of the European Parliament on data protection) and will also include information related to Law 2/2023 on the protection of the information of people who report breaches of regulations and the fight against corruption, through the implementation of an anti-fraud measures plan and a whistleblowing channel.	Financial department, Scientific Director and Managing Director	**C&C:** 7	X	X	X	X																	1. Data protection plan prepared and disseminated. 2. Updated internal procedures and regulations based on the new legislation.
4 PLAN TO PROMOTE ACTIVITIES RELATED TO THE DISSEMINATION AND TRANSFER OF RESULTS. The following actions will be carried out to increase the dissemination and transfer of results, considering the IdiSNA Results Transfer and Translation Plan: ✓ Holding conferences with companies to disseminate the portfolio of research results. ✓ Organization of conferences between companies and researchers to identify potential partners in the exploitation and commercialization of results. ✓ Holding meetings with IdiSNA groups to enhance the identification and compilation of results of potential interest. Activities to promote publication in Open Access media will also be carried out.	Scientific Director and Managing Director	**C&C:** 8, 31					X	X	X	X	X	X	X	X				X				X	1. Number of conferences held annually with companies to disseminate the portfolio of research results. 2. Number of annual meetings held between companies and researchers to identify possible potential partners. 3. Number of meetings held by the IdiSNA management area with the research groups to promote the identification and compilation of results of potential interest. 4. Number of open access publications. 5. Institutional repository launched.

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter / semester)																				Indicator(s) / Target(s)
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Finally, an institutional repository will be launched to disseminate the scientific production of the institution, by joining the ISCIII health repository (Repisalud).			X				X	X										X				X	
5	**PLAN TO PROMOTE THE RELATIONSHIP 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 of the different groups of the population. The following activities are proposed: ✓ Holding meetings with patient associations to explore possible activities and collaboration agreements. ✓ Organization of workshops between the Institute's research staff and patients. ✓ Carrying out informative conferences focused on certain interest groups. ✓ Development of events within the framework of Science Week, Researchers' Night, Day of Women and Girls in Science, etc.	Scientific Director and Managing Director	**C&C:** 9	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	1. Working group constituted. 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 conferences for interest groups. 6. Number of scientific dissemination acts carried out.
6	**UPDATE OF THE EQUALITY PLAN.** The current Equality Plan will be updated, in accordance with the guidelines established by the European Commission, as well as the legal requirements.	Human Resources Department and Managing Director	**C&C:** 10, 27, **OTM-R**: 8, 18		X	X	X		X		X				X				X				X	1. Equality Plan updated and disseminated. 2. Number of carried out revisions.
7	**PROFESSIONAL DEVELOPMENT PLAN.** Different actions will be carried out in order to increase the professional development options of IdiSNA staff. ✓ A Human Resources Plan will be prepared, which will include, among other aspects, the salary conditions of the entity's personnel, as well as different work-life balance measures, and a procedure for internal conflict resolution. ✓ Review and update of the Training Plan. Incorporation of training activities related to genomic data management, data protection, loss of information, etc. Greater dissemination of training activities.	Human Resources Department, Scientific Director and Managing Director	**C&C:** 5, 11, 24, 25, 26, 28, 33, 34, 35 **OTM-R:** 5, 9									X	X	X	X	X	X	X	X	X	X	X	X	1. Human resources plan prepared and implemented. 2. Training Plan revised 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 Foral Government of Navarra to develop stabilization elements and the professional career of research staff. 4. Evaluation system of the teaching

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter / semester)																					Indicator(s) / Target(s)
				Y1				Y2				Y3				Y4				Y5					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	✓ The support plan for emerging groups will be reviewed and updated. A greater number of activities will be included to promote the development of these groups: mentoring and training actions, mobility aspects, etc. ✓ An evaluation system for the activity of IdiSNA's own staff will be established with the objective of measuring professional performance to the extent possible. ✓ Collaboration with the Foral Government of Navarra in the development of elements for the stabilization and professional development of the research staff of the public centers attached to IdiSNA. ✓ A system for evaluating the teaching activity carried out by IdiSNA professionals will be developed and implemented, taking into account the variability of clinical and teaching staff. ✓ Participation in the Internal Scientific Committee of representatives of the different categories of research personnel (R1, R2, R3, R4) will be encouraged.																								activity defined and approved. 5. Internal Scientific Committee updated with the participation of the different profiles of researchers (R1, R2, R3, R4).
8	**UPDATE ACCORDING OTM-R PRINCIPLES OF THE RECRUITMENT AND PERSONNEL SELECTION PROCESS.** An internal policy will be defined regarding the hiring of personnel, which will include how the selection process should be, as well as the scoring scales of the different candidacies. Also, standardized templates will be developed for the publication of job offers in English, through EURAXESS. The standard forms for the preparation of offers will be modified so that the OTM-R criteria are considered. Work will be carried out on the development of a template selection document so that they are published on the IdiSNA portal with the results of the different selection processes. Instructions will be drawn up for the Selection Committee so that they can assess the different OTM-R criteria, always taking into account candidates´ s global trajectory	Human Resources Department, Scientific Director, and Managing Director	**C&C**: 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 29 **OTM-R**: 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23																						1. Internal policy on recruitment and selection of personnel defined and approved. 2. Standard templates of job offers adapted to the OTM-R criteria and implemented. 3. Standard templates for the publication of offers in English prepared and implemented. 4. Number of offers published in Euraxess.

	Proposed ACTIONS	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing (at least by year's quarter / semester)																				Indicator(s) / Target(s)
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
9	**MENTORING PLAN**. A Mentoring Plan will be prepared under the supervision of the IdiSNA Scientific Director, including indications and suggestions on the development of the professional career and the procedure to be followed to register the mentoring activity carried out for research staff in training.	Internal Scientific Committee, Scientific Director, and Managing Director	**C&C**: 23, 30, 36, 37, 40 **OTM-R**: 9									█	█		█								█	1. Mentoring plan developed and implemented. 2. Annual reviews of the Mentoring Plan
10	**DISSEMINATION PLAN OF THE HRS4R STRATEGY.** Specific activities will be carried out to disseminate the HRS4R Strategy so that it can be known by all the research staff. ✓ Carrying out an annual review of the degree of compliance with the presented action plan. ✓ Carrying out specific annual conferences to indicate the progress achieved in the action plan. ✓ Carrying out an annual survey, to assess the knowledge and satisfaction of the Institute's staff regarding the progress achieved.	Human Resources Department, Scientific Director, and Managing Director	**C&C**: 8, 12, 23 **OTM-R:** 1, 5, 10				█				█				█				█				█	1. Annual review of the HRS4R Action Plan. 2. Number of events to disseminate the progress of the action plan. 3. Annual satisfaction survey carried out.
11	**DISSEMINATION PLAN OF THE MAIN DECISIONS ADOPTED BY THE INTERNAL SCIENTIFIC COMMITTEE AND THE EXTERNAL SCIENTIFIC COMMITTEE.** Specific communication actions will be carried out regarding the main agreements and decisions made in the meetings held by the Internal Scientific Committee and the External Scientific Committee.	Scientific Director and Managing Director	**C&C: 11**					█			█		█				█				█			1. Preparation and approval of the dissemination procedure of the main issues addressed by the CCI and the CCE. 2. Number of communication actions carried out on the CCI and CCE agreements.

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 the case, please make the link between the OTM-R checklist and the overall action plan.

IdISNA has a recruitment and selection procedure for research and management personnel that is characterized by being public, transparent, and based on merit, ensuring the selection of the most suitable person for each job position. The different job offers are published on the IdiSNA website, through filling out the registration form and attaching the corresponding documentation. Currently, no job offer has yet been published through EURAXESS, being one of the activities that will be improved in the next few years so that offers can be published through this portal, promoting the attraction of talent, and increasing the internationalization of the entity. The different candidates are evaluated by a Selection Committee (once it is analyzed if they meet the mandatory requirements, assessing the score of each one of them in the different merits for the specific position). Job announcements include the following information: name of the position, description of the position, entity financing the contract and title of the project, qualifications required for the position, tasks to be carried out, working conditions of the offer and valuable knowledge and merits. In this sense, during the next few years work will be done to update the current procedures to consider the different OTM-R principles.

IdiSNA has prepared a first version of the OTM-R Policy that will be reviewed annually and whose main objective is to contribute to the development of a work environment favorable to research, promoting and facilitating the mobility of research staff and guaranteeing the hiring of the people with the best profile for the different positions that are offered.

The different actions included in the action plan of the HRS4R Strategy and that are related to the implementation of the OTM-R principles and the OTM-R Policy of the institution are indicated below.

- **ACTION 2. PLAN FOR THE INTERNAL DISSEMINATION OF THE MAIN DOCUMENTS AND GUIDES OF THE INSTITUTE (OTM-R 1). Dissemination of** the main IdiSNA strategic documents and guides to increase their knowledge among the Institute's staff will be improved: Strategic Plan, Cooperative Scientific Project, Guide to Ethics and Good Practice in Research, Transfer Plan and Translation of Results, Training, Open Science Plan and RRI, etc.

- **ACTION 6. UPDATE OF THE EQUALITY PLAN (OTM-R: 8, 18).** The current Equality Plan will be updated, in accordance with the guidelines established by the European Commission, as well as the legal requirements.

- **ACTION 7. PROFESSIONAL DEVELOPMENT PLAN. (OTM-R: 5.9). T**his action plan is related to the OTM-R principles and policy in the following points:

- ✓ A Human Resources Plan will be prepared, including among other aspects, the salary conditions of the entity's staff, as well as different work-life balance measures.

- ✓ Collaboration with the Foral Government of Navarra in the development of elements for the stabilization and professional development of the research staff of the public centers attached to IdiSNA.

- **ACTION 8. UPDATE TO OTM-R PRINCIPLES THE RECRUITMENT AND PERSONNEL SELECTION PROCESS. (OTM-R: 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23).** An internal policy will be defined regarding the hiring and selection of personnel, which will include how the selection process should be, as well as the scoring scales of the different candidates. Also, standardized templates will be developed for the publication of job offers in English, through EURAXESS. The standard templates for the preparation of offers will be modified so that the OTM-R criteria are considered. Standard selection records will be published on the IdiSNA portal with the results of the different selection processes. Instructions will be drawn up for the Selection Committee so that they can assess the different OTM-R criteria, always considering the global trajectory of the different candidates.

- **ACTION 9. MENTORING PLAN (OTM-R: 9).** A Mentoring Plan will be prepared under the supervision of the IdiSNA Scientific Director with the indications and suggestions on the development of the professional career and the procedure to be followed to register the mentoring activity carried out for research staff in training.

- **ACTION 10. DISSEMINATION PLAN OF THE HRS4R STRATEGY (OTM-R: 1, 5, 10).** Specific actions will be carried out to disseminate the HRS4R Strategy to inform all the Institute's staff of the actions carried out.

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:

https://www.idisna.es/rrhh/hrs4r

4. IMPLEMENTATION

General overview of the expected implementation process:

IdiSNA Human Resources Strategy for Researchers (HRS4R) has been promoted and led by the institution's Management. In this sense, a Working group and a Steering committee have been created to carry out the implementation and monitoring of the proposed action plan within the framework of the HRS4R Strategy. The Steering Committee oversees supervising the correct implementation of the action plan and has coordinated the development of the different documents of the HRS4R Strategy. This Steering Committee is coordinated by the Managing Director, Natalia Cal and by the Scientific Director, Nicolás Martínez, and includes the participation of personnel from the human resources management area (Mª Carmen Soto) and from the management area (Jorge Marín). The Scientific Director also acts as a representative of the researchers. A specific Working Group has been established, in charge of the implementation of the HRS4R Strategy in IdiSNA. Its main mission will be to supervise the correct development of the actions included in the initial action plan. This working group in made up of the Managing Director (Natalia Cal), the HR technician (Mª Carmen Soto), the management technician (Jorge Marín) and a professional from the administrative area (Esther Echávarri), as well as representatives of the different categories of researchers established by EURAXESS (R1, R2, R3, R4), to be able to gather the different needs of the IdiSNA research staff.

The follow-up of the strategy will be carried out through the Steering Committee and the established Working group. The working group will meet at least twice a year and in extraordinary session when appropriate and will measure the indicators defined in the action plan, as well as the degree of implementation based on the established schedule. An execution report will be prepared that will contain a summary of these contents and that will be presented to the Steering Committee so that it can review the correct compliance with the strategy and formulate the appropriate suggestions and corrections.

To achieve a great participation on the part of the Institute's staff, an online survey will be carried out on an annual basis, in which the main actions carried out will be indicated and the degree of satisfaction on the part of the institution's staff with respect to the degree of implementation of the HRS4R Strategy will be assessed. Also on an annual basis, there will be a dissemination for all IdiSNA staff regarding the main developed actions through a conference with participation of members of the working group and the Steering committee.

After the first two years of the implementation of the Action Plan, the working group will oversee preparing a report on the degree of implementation of the strategy to prepare the intermediate evaluation of the HRS4R Seal. For this, a questionnaire like the one used in the gap analysis phase will be carried out, addressed to the institute's personnel with the aim of assessing the degree of knowledge in relation to the implementation of improvements and the achieved progress. With these results and the level of implementation of the action plan, the midterm evaluation report will be prepared, and the action plan will be updated.

Finally, the IdiSNA will select the representatives who will be responsible for coordinating the tasks for carrying out the review of the HRS4R Strategy 5 years after the approval of the action plan.

They will compile the information generated throughout the process and they will respond to the different questions that are required by the audit team. These activities will be coordinated and supervised by the Steering Committee of the HRS4R Strategy.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The implementation of the proposed action plan will be monitored every six months by the Working Group, which will prepare follow-up reports that will be sent to the Steering Committee in charge of global supervision of the IdiSNA HRS4R Strategy. The working group will normally meet twice a year (although it may meet extraordinarily on a few more occasions) to assess the degree of implementation of the action plan and to measure the indicators proposed in each of the actions. The Steering Committee will supervise the implementation of the planned actions and will approve the necessary changes to guarantee the correct development of the HRS4R Strategy. Two years after the implementation of the Action Plan, a questionnaire will be carried out and sent to all Institute staff, in which the main actions carried out will be indicated and the degree of satisfaction of the professionals with the Strategy will be measured, also identifying possible areas for improvement, so that they can be used to update the initial action plan.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The main objective of IdiSNA is to ensure that all Institute personnel participate in the HRS4R Strategy. In this sense, all the professionals of the organization have been considered in the elaboration of the HRS4R Strategy, with different members participating both in the working group and in the Steering Committee, as well as through the online questionnaire disseminated to all the staff. Both the management and the research staff are represented in the Working Group, with representatives of the different categories of researchers established by EURAXESS (R1, R2, R3 and R4). Meetings will be held every six months by the Working Group and an online questionnaire will be carried out annually to obtain the opinion of all staff on the different actions carried out in accordance with the initial action plan.

	The proposed action plan involves the IdiSNA research staff in several of the proposed actions, such as: professional development plan, preparation of the welcome manual for new recruits, updating of the recruitment procedures and dissemination of progress made within the framework of the HRS4R Strategy.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The different actions, reports and procedures that are carried out in the context of the IdiSNA HRS4R Strategy will be approved by the different management bodies of the Institute, such as the Managing Director, the Scientific Director, and the Internal Scientific Committee (when necessary). IdiSNA has a Strategic Plan for the period 2023-2027, as well as a Cooperative Scientific Project for the same period, which take special consideration of aspects related to research staff and professional development. The Strategic Plan includes a specific action plan aimed at achieving and maintaining the "HR Excellence in Research" Quality Seal.
How will you ensure that the proposed actions are implemented?	Follow-up meetings will be held, and reports will be made by the working group to evaluate the correct compliance with the action plan. An annual questionnaire will also be carried out and it will serve to disseminate the achieved progress to all IdiSNA staff and will allow knowing the degree of staff satisfaction. Also, IdiSNA currently has the distinction of Health Research Institute accredited by the Carlos III Health Institute, an entity that requires having the "HR Excellence in Research" Award. Consequently, the HRS4R Strategy will necessarily be the general policy of IdiSNA in the field of human resources.
How will you monitor progress (timeline)?	The action plan designed to implement the HRS4R Strategy in the IdiSNA contains a series of actions to be carried out over 5 years, with a specific schedule for each one of them and some monitoring indicators, to evaluate their correct implementation. The working group will meet every six months with the objective of measuring the proposed indicators and evaluating the degree of implementation of the strategy. A report will be sent annually via email to all IdiSNA staff including the degree of implementation of the strategy, and a dissemination event will be carried out for all institution's staff. Likewise, an online questionnaire will also be sent for the assessment of the institution's staff of the correct development of the strategy.

How will you measure progress (indicators) in view of the next assessment?	Annual monitoring reports will be made to assess the correct implementation of the action plan. Similarly, it is planned to carry out a mid-term evaluation of the HRS4R strategy after two years of implementation of the action plan.
	As mentioned, an online survey will be carried out annually to find out the degree of satisfaction of the entity's staff with respect to the action plan of the HRS4R Seal.
	Based on the report prepared by the Working Group and with the results obtained in the survey, the Steering Committee will carry out a report that will reflect the degree of compliance with the action plan and the improvement actions if they are considered appropriate.

Additional remarks/comments about the proposed implementation process:

The IdiSNA has some characteristics that make it unique in relation to the rest of the Health Research Institutes (IIS) accredited in Spain, such as the fact that it covers both public and private institutions, Hospitals, Research Centers, and Universities, as well as the presence of public-private companies for the exploitation of results. These aspects make the Institute a unique collaboration model with the capacity to optimize R&D resources and create synergies and added value to research.

At a strategic level, it should be mentioned the mission and vision of the organization established in the new Strategic Plan of the entity for the period 2023-2027:

MISSION: "Consolidate the integration at all levels at IdiSNA to develop a health R&D activity of the highest quality, in collaboration with its strategic partners and with great repercussions on the health and quality of life of its reference population by carrying out state-of-the-art diagnostic and therapeutic techniques and approaches".

VISION: "To position itself as a Research Center of excellence at the level of the Foral Community of Navarra, as well as at National and International level, with common objectives to those of its partners that allow the development of joint work areas to contribute significantly to the generation of new knowledge, its application to healthcare practice and the business environment and the training of new researchers in biomedicine".

The **main values of IdiSNA** are: integration and unity, orientation towards innovation and the search for excellence, leadership capacity, optimization in the use of resources, orientation towards the problems and interests of the health of the population and the capacity for dissemination and development.

The HRS4R Strategy is intended to be the main IdiSNA human resources policy, through which the recommendations regarding the rights and responsibilities of researchers and their employers and/or funders will be collected, included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

IdiSNA began working in 2020 to adapt its internal policies and strategies to the principles established in the European Charter for Researchers and the Code of Conduct for the Hiring of Researchers (Charter & Code), to obtain the seal "HR Excellence in Research" Award that reinforces the Health Research Institute in the field of human resources.