TEMPLATE 4: ACTION PLAN

Case number: 2020ES518343

Name Organisation under review: FUNDACIÓN BIOMÉDICA GALICIA SUR (FBGS) - INSTITUTO DE INVESTIGACIÓN SANITARIA GALICIA SUR (IISGS)

Organisation's contact details: Hospital Alvaro Cunqueiro, Bloque Tecnico, Planta 2 – Carretera Clara Campoamor 341, 36213 Vigo (Spain) – Tel: +34 986 217 460 – fundacion.biomedica@iisgaliciasur.es

SUBMISSION DATE: 05/05/2022

DATE ENDORSEMENT CHARTER AND CODE: 28/04/2020

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation.

STAFF & STUDENTS	*FTE*
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	861
Of whom are international (i.e. foreign nationality)	23
Of whom are externally funded (i.e. for whom the organisation is host organisation)	11
Of whom are women	497
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	182
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	171
Of whom are stage R1 = in most organisations corresponding with doctoral level	152
Total number of students (if relevant)	-
Total number of staff (including management, administrative, teaching and research staff)	979
RESEARCH FUNDING (figures for most recent fiscal year: 2021)	*€*
Total annual organisational budget	7.461.093,26€
Annual organisational direct government funding (designated for research)	220.000,00€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.551.972,65€
Annual funding from private, non-government sources, designated for research	5.689.120,61€

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)
The IISGS has configured itself as a **space for multidisciplinary research in Biomedicine** based in the **Álvaro Cunqueiro Hospital in Vigo** which brings together the clinical research groups from the Health Areas in the South of Galicia and the biotech groups of the University of Vigo. Its primary objective is to **promote translational research and innovation**, and thus ensure the application of research results in order to improve the health of its citizens. The **Galicia Sur Biomedical Foundation** is the managing entity of the IISGS, and it is in charge of the management of research, development and technological innovation projects.

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 (MÁX 800 words/each)**
Ethical and professional aspects	**STRENGTHS** • IISGS research employees have the freedom to propose and carry out their own research projects, within the framework of the guidelines set forth in the Shared Scientific Project and in the Institute's Strategic Plan. • IISGS has a Best Practices in Research and Innovation Guide that includes the main standards of action and ethical principles. • It has the support of the Research Ethics Committee and the Animal Experimentation Ethics Committee of the University of Vigo (CEEA). • IISGS carries out searches for calls for competitive funding, both public and private, and these calls are disseminated to researchers on a weekly basis, through the Institute's newsletter and news bulletin. • IISGS has a specific collective agreement approved at the end of 2021, and is currently in the implementation phase. • There is a specific plan to promote innovation and specific regulations on patents and industrial and intellectual property rights have recently been created.

	• IISGS has a risk prevention plan, a work safety guide and has training actions related to this area, which include, among other activities, training in waste management. • There is a policy and an Open Science Plan with two main objectives, the opening of publications (open access) and the opening of research data (open data). **WEAKNESSES** • Currently there are no anti-plagiarism tools in the Institution. • The follow-up of the projects between the technical staff and the research staff should be improved, defining communication mechanisms to carry out a more exhaustive and controlled follow-up. • Dissemination of the IISGS authorship policy as well as the newly patent regulations, should be improved. • IISGS has a Training Plan that contains different training activities. It should be improved to include a greater number of activities and specific sessions by external teachers. • The communication of research to society should be encouraged, through the participation of researchers in outreach programs and activities. • Work must be done on the culmination of the Equality Plan that includes state and European guidelines in this area. • The evaluation systems of the IISGS research groups and staff should be improved.
Recruitment and selection	**STRENGTHS** • IISGS carries out recruitment processes through the publication of job offers in which information is indicated on the assessment of merits and the professional skills required for the offered position. • The entity has a Guide to Good Recruitment Practices (GBPC) which already includes some aspects mentioned with this principle. It must be improved, among other issues, in the monitoring of the selection committees, the evaluation scales of the candidates and the international dissemination of offers. • IISGS indicates in the recruitment processes the duration of the employment contracts, the information on the remuneration of the position, the tasks to be carried out, the purpose of the contract and the measurable merits **WEAKNESSES** • There is no dissemination of job offers on the Euraxess Portal.

	• In the job offers published by the IISGS, certain OTM-R criteria such as stay in private entities, stay in international centers and mobility, among others, are not sufficiently valued. • The Best Practice Recruitment Guide should be improved so that it includes guidelines on how to establish the recommended scales by profile and, on the other hand, to monitor the composition and functioning of the personnel selection committees. • There is no specific guide available for members of the Selection Committee that includes clear instructions in accordance with the OTM-R criteria. • There must be standardized forms for preparing offers so that the application of OTM-R criteria is enhanced.
Working conditions	**STRENGTHS** • IISGS employees have a specific collective agreement that establishes the different professional categories for researchers. • The Institute has different platforms to support research, as well as different spaces for the development of research activities. • The work environment at IISGS is suitable for carrying out research activities and it has the necessary facilities and equipment, although it is necessary to increase the number of spaces dedicated to R&D&i. • There are specific actions for reconciling work and family life for staff, such as teleworking policies and other actions related to work flexibility. • IISGS has a Human Resources Plan that includes specific actions on gender equality and diversity management, with aspects of equal opportunities and equity in the research career. • There is a Mentoring Plan for emerging groups that includes actions to support them. • There is an Innovation Promotion Plan that includes internal procedures related to the protection and transfer of results. Informative brochures on copyright, technological offer and patents are also available. • IISGS has a Training Plan that is implemented on an annual basis through different training actions taught by the Institute staff. **WEAKNESSES** • More spaces are needed for the development of research. • Little participation in research and collaboration networks by IISGS research staff. Actions must be developed in this sense. • It is necessary to work on the implementation of professional career actions and to contribute to the stabilization of the Institute's research staff.

	• The Institute's Equality Plan must be completed sand actions focused on gender balance and equal opportunities must be implemented. • There is little mobility on the part of IISGS research staff. Actions must be developed in order to promote mobility, such as carrying out stays in prestigious centres. • There is little knowledge on the part of the research staff regarding the regulations on intellectual property and patents. Dissemination of these internal regulations must be improved. • Little participation on the part of the IISGS research staff in master's and doctorate teaching activities. • The figure of the representative of the researchers is not available, so that there is an interlocutor on the part of the researchers with the IISGS for the resolution of certain specific conflicts about research.
Training and development	**STRENGTHS** • IISGS has a Mentoring Plan for emerging groups with specific actions to support them and which is reviewed periodically. • There is also a Training Plan with training activities for the Institute's research staff. • There is a Best Practice Recruitment Guide in which it is indicated that there is a person responsible at a functional level who accomplishes the necessary procedures so that the personnel in charge can carry out their task and acts as a supervisor to ensure that their work is performed. The procedure of this tutoting activities must be improved. • The Institute has a Training Commission that is in charge of ensuring training in the different levels of the IISGS and that annually carries out an analysis of the training needs of the research staff. **WEAKNESSES** • A more proactive follow-up of the supervision activities must be carried out, through a tutoring procedure that collects the evaluations and recommendations received by new researchers from their functional managers. • The dissemination of the Guide to Good Recruitment Practices should be improved. • Training actions taught by external professionals from the Institute should be encouraged to broaden the knowledge of the research staff.

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: http://www.iisgaliciasur.es/hr4sr/

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:

ID	Proposed Actions	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing																				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	**DISSEMINATION AND PROMOTION OF THE HUMAN RESOURCES STRATEGY FOR RESEARCH PERSONNEL (HRS4R) OF THE IISGS .** Knowledge by the personnel of the Human Resources Strategy Institute and the seal of excellence "HR Excellence in Research" will be promoted. The following activities will be carried out: ✓ Publication on the website of the documents related to the HRS4R Strategy. ✓ Carrying out annual dissemination events to explain the progress made in the action plan. ✓ Implementation of a specific annual survey to assess the knowledge and satisfaction of the IISGS staff with respect to the progress made. ✓ Annual review of the OTM-R policy prepared and implemented by the Institute.	Foundation Management Directorate IISGS Scientific Directorate Head of Communication Department	**C&C**: 8, 12, 23 **OTM-R:** 1, 5, 10																					1. Annual review of the HRS4R Action Plan. 2. Number of acts of dissemination of the progress made in the action plan. 3. Annual satisfaction survey carried out. 4. Annual review of the OTM-R policy.
2	**PLAN TO IMPROVE ACCESS TO CLINICAL DATA.** Actions will be developed in collaboration with the Board of Directors of the hospitals that are part of the IISGS and the Regional Health Service to facilitate access to clinical data by researchers so that they can be used in conducting observational studies, clinical trials and projects. pilot evaluation of new health products and technologies.	Foundation Management Directorate IISGS Scientific Directorate	**C&C:** 1																					1. Number of meetings held with the Regional Health Service. 2. Number of improvements made in access to clinical data.
3	**PLAN TO IMPROVE THE DISSEMINATION OF IISGS DOCUMENTS.** Dissemination of recently created documents and regulations, through different communication channels: Institute news bulletin, webinars, training sessions, etc.. ✓ Dissemination of IISGS patent regulations. ✓ Dissemination of the Innovation Plan. ✓ Dissemination of the policy of authorship of publications. ✓ Dissemination of the Guide to Good Practices in Research and Innovation. ✓ Dissemination of the Mentoring Plan for emerging groups.	Foundation Management Directorate Head of Communication Department	**C&C:** 1, 2, 3, 4, 5, 6, 7, 8, 23, 27, 31, 32, 33, 35, 37																					1. IISGS documents and regulations disseminated to all staff through different communication channels. 2. Number of reviews of the plans and documents carried out (at least one every two years).
4	**REVIEW OF THE TRAINING PLAN.** The IISGS Training Plan will be updated, and training activities will be included in different areas of interest: data management plans, open science, industrial property, ethical principles, management of liquids and biological samples, occupational risk prevention, etc. ✓ An annual survey of training needs will be carried out, which will serve as the basis for updating and annual planning of training activities. ✓ Training activities by external IISGS staff will be encouraged. ✓ A quarterly/six-monthly schedule of planned activities will be published on the Institute's website.	Foundation Management Directorate IISGS Scientific Directorate Training Manager	**C&C:** 2, 3, 5, 7, 12, 32, 33, 36, 38, 39																					1. Updated training plan. 2. Annual reviews carried out. 3. Number of training activities carried out by external professionals.
5	**UPDATING OF THE WELCOME GUIDE.** The Welcome Guide for new staff at the IISGS will be updated, expressly incorporating aspects related to the Institute's Guide to Good Practices in Research and Innovation and making reference to the different plans and regulations of the Institute.	IISGS Scientific Directorate Foundation Management Directorate HR Manager Quality Manager	**C&C:** 5, 7																					1. Welcome guide for new staff updated. 2. 100% dissemination of the new incorporations of the IISGS of the welcome guide.
6	**REVIEW AND UPDATE OF THE OPEN SCIENCE PLAN.** A regular review of the open science plan will be carried out to ensure its effectiveness. New calls for grants for the publication of Q1 articles in open access journals will be planned and implemented.	IISGS Scientific Directorate Head of Communication Department	**C&C:** 8																					1. Periodic review of the Open Science Plan carried out. 2. Number of calls for the publication of articles in open access journals made.
7	**PLAN TO PROMOTE RELATIONSHIP WITH SOCIETY.** Actions will be developed for promoting the dissemination activity carried out by the IISG research staff. ✓ Realization of a record of scientific dissemination actions carried out in the Institute. ✓ To Promote contacts with patient associations to carry out new initiatives such as the signing of collaboration agreements and the development of joint projects. ✓ Carrying out open days to show the different scientific advances to the general public. ✓ Participation in outreach programs and conferences held by FECYT and other entities of interest. ✓ Review and update of the Communication Plan of the Institute.	Foundation Management Directorate IISGS Scientific Directorate Head of Communication Department	**C&C**: 9																					1. Registration at the institutional level of the scientific dissemination actions implemented. 2. Number of collaboration agreements signed with patient associations. 3. Number of open days. 4. Number of scientific dissemination activities with the participation of IISGS personnel. 5. Revised and updated IISGS Communication Plan.

ID	Proposed Actions	Responsible Unit	GAP Principle(s) C&C / OTM-R	Timing																				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	
8	**IMPLEMENTATION OF THE EQUALITY PLAN.** Finalize the elaboration of the Equality Plan of the IISGS and carry out its implementation. Both the criteria at the state level and at the European level will be taken into account to promote gender equality and the development of equality plans.	Foundation Management Directorate HR Manager Equality Commission	**C&C**: 10, 27 **OTM-R:** 6, 7, 8, 9																					1. Approved and disseminated Equality Plan. 2. Annual evaluation of the degree of implementation of the equality plan.
9	**INTERNAL PROMOTION PLAN AND PROFESSIONAL CAREER DEVELOPMENT.** The recently approved Collective Agreement Will be fully implemented. Collaboration with the Regional Government in the implementation of professional career actions and stabilization of the research staff of the IISGS. The development of actions to promote mobility for IISGS research staff in prestigious national and foreign centers will be valued. The feasibility of setting up master's and doctoral programs in collaboration with the University of Vigo with the participation of IISGS staff will be assessed. The search and consolidation of alliances and participation in research networks will be encouraged.	Foundation Management Directorate IISGS Scientific Directorate HR Manager	**C&C**: 5, 22, 25, 26, 30 **OTM-R**: 9																					1. Number of meetings held with the Regional Government and the rest of the Galician IIS regarding professional careers and the stabilization of researchers. 2. Number of specific actions developed to promote mobility. 3. Number of specific actions developed for the implementation of teaching programs with the participation of IISGS personnel. 4. Number of alliances and research networks with the participation of IISGS personnel.
10	**UPDATING THE RECRUITMENT PROCEDURES TO THE OTM-R PRINCIPLES.** The current standardized forms for preparing job offers will be updated, promoting the application of OTM-R criteria (stays in private centers, stays in international centers, mobility by researchers, changes in sector, etc.). ✓ Updating and dissemination of the Best Practice Recruitment Guide with the necessary changes and taking into account the OTM-R policy. ✓ Preparation of a standardized template for the publication of job offers in English. ✓ Prepare instructions that offer guidelines for establishing scales by profile and on the composition and functioning of the selection committees. ✓ Prepare an instruction guide for the members of the Selection Committees.	Foundation Management Directorate HR Manager	**C&C**: 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 28, 29 30 **OTM-R**: 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20,21, 23																					1. Number of procedures updated to include OTM-R principles. 2. Number of reviews carried out to ensure its effectiveness (at least one overall annual review). 3. Standard template for the publication of offers in English. 4. Number of offers published in Euraxess.
11	**TUTORING PLAN.** A tutoring procedure will be designed and implemented that, once applied, allows the evaluations and recommendations received by the new researchers to be collected.	IISGS Scientific Directorate Training Manager	**C&C**: 28, 36, 37, 40																					1. Tutoring plan elaborated and implanted. 2. Number of reviews of the plan (at least one per year). 3. Number of tutoring reports made by those responsible for research groups.
12	**PLAN TO IMPROVE THE WORK ENVIRONMENT AND THE WORK ENVIRONMENT**. Different actions will be carried out aimed at having a greater number of spaces for research and improving the satisfaction of IISGS staff. ✓ Implement an anti-plagiarism tool and include a specific commitment related to plagiarism in the IISGS affiliation document. ✓ Establish a monitoring protocol for research projects so that regular meetings are held between the management staff and the research staff. ✓ Improve the evaluation process of research groups and research staff, providing evaluation reports that allow continuous improvement. ✓ Analyze through a survey the current situation of the work environment and working conditions. ✓ Propose to the management of health centers the need to have a greater number of spaces for research. ✓ Creation of the figure of representative of the researchers.	IISGS Scientific Directorate Foundation Management Directorate Quality Manager HR Manager	**C&C**: 3, 4, 11, 23, 24, 34																					1. Anti-plagiarism tool implemented. 2. Monitoring protocol for research projects defined and implemented. 3. Actions developed to improve the evaluation of IISGS personnel. 4. Work environment survey carried out. 5. Number of meetings held to have a greater number of spaces for research. 6. Figure of the representative of the researchers created and implanted.
13	**PARTICIPATION OF RESEARCH PERSONNEL IN DECISION-MAKING BODIES.** The presence in the Internal Scientific Committee of the different profiles of researchers (R1, R2, R3 and R4) will be promoted in order to have greater representativeness. The dissemination of the decisions made by the governing bodies of the Institute will be improved, including the most relevant aspects in the appropriate weekly bulletins.	IISGS Scientific Directorate	**C&C**: 35																					1. Scientific Committee updated and with representation of the different profiles. 2. Dissemination of the main agreements of the IISGS bodies carried out.

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.

The IISGS publishes job offers thorught its managing entity, the Galicia Sur Biomedical Foundation. The institution has a defined, public, transparent and accessible recruitment process to fill research and management staff positions at the IISGS.

Since August 2020, there has been a platform for managing job offers accessible through its website (http://www.fundacionbiomedica.org/empleo/) that provides information on all offers in a homogeneous manner and allows all candidates to register and send their documentation, guaranteeing confidentiality and data protection. This platform also allows the publication of offers in three languages (Spanish, Galician and English). The offers include information on the specific project to be carried out, the conditions of employment, essential requirements, functions to be performed, etc. The applications submitted are reviewed by a Selection Committee that evaluates all the candidates, analyzing whether they meet the requirements that are considered essential for each specific post as well as the merits put forward. It should be noted that the Euraxess portal is not yet used for the publication of offers, and this is one of the activities that will be promoted over the next few years so that offers are published on the portal and internationalization is promoted in the IISGS.

There is also a Best Practice Recruitment Guide (BPRG) which sets out the various guidelines for preparing and publishing a job offer. However, the current procedures need to be improved in order to take into account the different OTM-R principles and to align the current procedure with the C&C.

The IISGS has designed a first version of the OTM-R Policy which will be the basis for the adaptation of the different procedures related to the preparation and publication of job offers and which will be reviewed annually, including the different changes that are implemented in the IISGS in this area.

The different actions to be carried out in order to adapt the current contracting procedure to the requirements established by the C&C and the OTM-R policy are detailed below.

- Review and improvement of the BPRG and the recruitment procedure in aspects such as: establishing a minimum scale of scoring standards for the different posts; including OTM-R criteria in the assessment of candidates; adding non-discrimination criteria to the guide (age, sex, leave of absence, etc.); reviewing and improving the composition of the Selection Committees (interdisciplinary, parity, etc.); training the members of these Committees on selection procedures and accompanying them in the process; improving the composition of the Selection Committees (interdisciplinary, parity, etc.); improving the selection process; and improving the selection process.); reviewing and revising the composition of the selection committees (interdisciplinarity, parity, etc.); training the members of these committees on selection procedures and accompanying them in the process; improving the dissemination of the BPRG; broadening the national and international dissemination of research staff.

- Implementation of the recently approved Collective Agreement.
- Implementation of the Equality Plan.
- Dissemination of the HRS4R Strategy.

The activities proposed in the action plan that demonstrate the implementation of the IISGS OTM-R policy are in particular the following:

1. OTM-R (1, 5, 10). Action 1. Dissemination and promotion of the Human Resources Strategy for Research Staff (HRS4R) of the IISGS. The Institute's staff will be made aware of the Human Resources Strategy and the "HR Excellence in Research" seal of excellence.

2. OTM-R (6, 7, 8, 9). Action 8. Implementation of the Equality Plan. Finalize the elaboration of the Equality Plan of the IISGS and carry out its implementation.

3. OTM-R (9). Action 9. Internal promotion and career development plan. The recently approved Collective Agreement will be fully implemented and a series of actions aimed at promoting the professional development of IISGS researchers will be carried out.

4. OTM-R (2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23). Action 10. Updating the recruitment procedures to the OTM-R principles. The current standardized templates for preparing job offers will be updated , promoting the application of OTM-R criteria.

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: http://www.iisgaliciasur.es/wp-content/uploads/2022/04/PoliticaOTM-R_IISGS-ENG.pdf

4. IMPLEMENTATION

General overview of the expected implementation process [max 1000 words]:

The Human Resources Strategy for Researchers (HRS4R) of the IIS Galicia Sur is led by the organization's management and a steering committee and a working group have been established for the implementation and subsequent monitoring of the strategy. On the one hand, a steering committee has been set up with the main objective of ensuring adequate monitoring and regular supervision of the proposed Action Plan. On the other hand, a working group has been created whose main mission has been to carry out the process of analysis and definition of the actions included in the proposed action plan, and which will oversee supervising and implementing the proposed Action Plan, as well as carrying out the appropriate reviews of the Human Resources Strategy. This working group is made up of Beatriz Gil de Araújo - director of the FBGS (managing entity of the IISGS), Marta Susana Álvarez - Head of Research Management and Promotion, Gladys Rivero - Head of the HR Area and representatives of the researchers of the different categories established by Euraxess (R1, R2, R3 and R4), complying as far as possible with the criteria of gender parity and equality.

The monitoring of the Human Resources Strategy will be carried out through the working groups established and indicated above. The working group will meet every six months and will be responsible for measuring the indicators previously defined in the action plan and assessing the degree of implementation on the basis of the established timetable, drawing up a brief report on these contents which will be presented to the Steering Committee to review correct compliance with the strategy and make suggestions for improvement to correct any deviations detected.

Following approval by the Steering Committee of these six-monthly reports, the degree of implementation of the strategy will be disseminated to all research staff in the organization.

Likewise, an annual survey will be conducted to assess the degree of satisfaction with the HRS4R strategy by the staff whose scientific activity is managed by the IIS Galicia Sur.

The results of the survey will be evaluated by the established working group and a report will be sent to the Steering Committee for its assessment with a proposal for actions to be implemented.

Two years after the start of the Action Plan, the working group will carry out an assessment of the state of implementation of the strategy.

A questionnaire like the one used in the gap analysis phase will be developed for the organization's staff to assess the degree of knowledge in relation to the implementation of improvements and the progress achieved, a report on the results will be drawn up and the initial action plan will be revised, incorporating new actions if necessary and presenting this report to the Steering Committee and the organization's management.

Finally, the management area, in collaboration with the working group and the steering committee set up for the implementation of the strategy, will select the representatives who will be responsible for coordinating the appropriate tasks for the external review of the strategy, which will be carried out 5 years after the start of the Action Plan, compiling the information generated throughout the process and responding to the different requirements of the audit team.

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** *(free text 500 words maximum in each section)*
How will the implementation committee and/or steering group regularly oversee progress?	As mentioned in the previous section, the monitoring of the proposed action plan will be carried out every six months by the established Working Group. Monitoring reports will be drawn up by this group and sent to the Steering Committee and the Management of the IIS Galicia Sur. The working group will meet regularly twice a year in order to assess the degree of implementation of the strategy and measure the indicators established in the action plan. The Steering Committee will supervise the correct implementation of the planned actions and will approve any improvements and reformulations that may be necessary to comply with the principles of the Human Resources Strategy and the OTM-R Policy. Two years after the Action Plan has been implemented, an online questionnaire will be sent to all IISGS staff to assess the degree of knowledge in relation to the improvements and progress achieved in the action plan and to ask about possible improvement actions to be introduced.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The IIS Galicia Sur has taken into account in the development of the Human Resources Strategy for Researchers all the professionals of the organization (own staff and staff attached to the Health Area of Vigo and the University of Vigo), both through the Working Group and the Steering Committee, as well as the

	questionnaire distributed to all staff whose scientific activity is managed by the IIS Galicia Sur, in which the different opinions of the researchers and managers of the Institute have been collected. Both management and research staff are represented in the Working Group, with representatives of the different categories of researchers (R1, R2, R3 and R4). The organization has included in its new Strategic Plan and in the HRS4R Action Plan itself the obligation to draw up and implement an equality plan adapted to the "Horizon Europe Guidance on Gender Equality Plans (GEPs)", which will be drawn up, disseminated and implemented in the coming months. The Working Group will meet every six months and an online questionnaire will be carried out to gather the opinion of all the staff of the IIS Galicia Sur regarding the degree of progress of the action plan. On the other hand, it should also be noted that the proposed action plan involves the entire group of researchers of the IISGS (own staff and staff attached to the Vigo Health Area and the University of Vigo) in several of the proposed actions, such as, for example, the review of the Training Plan.
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.	Follow-up reports will be carried out in which the level of implementation of the HRS4R strategy will be recorded and suggestions for improvement will be put forward and validated by the Steering Committee and the Organization's Management. On the other hand, the IIS Galicia Sur has recently drawn up the organization's Strategic Plan for the coming years. This plan includes a specific action plan aimed at the HRS4R Strategy with the aim of improving the working conditions of IIS Galicia Sur employees and increasing the competitiveness of the institution to attract scientific talent, both nationally and in Europe.

How will you ensure that the proposed actions are implemented?	The Management of the IIS Galicia Sur has overseen promoting the implementation of the HRS4R Strategy and is directly involved in its implementation, together with the Steering Committee and the Working Group that brings together both management and research staff. Follow-up meetings will be held, and reports will be made assessing the correct fulfilment of the action plan. An annual questionnaire will also be carried out to report on the progress made within the framework of the strategy and to see the degree to which these are valued by the research staff. On the other hand, the IIS Galicia Sur is in the process of accreditation as a "Health Research Institute" by the Carlos III Health Institute (Ministry of Health) and in this accreditation process, one of the requirements established is to have the "HR Excellence in Research" seal. Consequently, the HRS4R strategy is part of the general strategy of the IIS Galicia Sur, and this has been included in its new Strategic Plan recently approved.
How will you monitor progress (timeline)?	The action plan includes the different actions to be carried out, with a specific timetable for each of them and monitoring and measurement indicators to evaluate their correct implementation. The working group will meet twice a year to measure the proposed indicators and evaluate the degree of implementation of the strategy. The degree of implementation of the strategy will be disseminated annually to all research staff and a questionnaire will be drawn up to collect the degree of assessment and possible suggestions for improvement.
How will you measure progress (indicators) in view of the next assessment?	As mentioned in the previous sections, annual monitoring reports will be carried out to assess the correct implementation of the action plan. Similarly, a mid-term evaluation of the HRS4R strategy is planned after two years of implementation of the action plan. The organization's management will be regularly informed by the Steering Committee and the Working Group on the progress of the action plan.

Additional remarks/comments about the proposed implementation process **(MÁX 1000 words)**:

The IISGS has configured itself as a space for multidisciplinary research in Biomedicine based in the Álvaro Cunqueiro Hospital in Vigo which brings together the clinical research groups from the Health Areas in the South of Galicia and the biotech groups of the University of Vigo. Its primary objective is to promote translational research and innovation, and thus ensure the effective application of research results in order to improve the health of its citizens.

The Galicia Sur Biomedical Foundation is the managing entity of the IISGS, and it is in charge of the comprehensive management of research, development and technological innovation projects being developed by the research groups that are part of the Institute.

At a strategic level, the mission and vision of the organization should be mentioned:

MISSION. To promote the development of scientific and innovative activities of a translational nature, establishing synergies with the entities of the environment, which allow to carry out R+D+i projects whose objectives are to improve the healthcare practice and the quality of life of the population in the short-medium term.

VISION. To be a reference centre in Galicia in clinical research and health innovation, acting as a dynamic agent of the environment, leading the development of projects in the field of biomedical engineering and ICT-health in the region, aligning with the needs of professionals and society.

VALUES:

- Innovation.
- Internationalisation.
- Commitment to society.
- Transparency.
- Scientific Quality.
- Traslational Research.

Among the strategic objectives set for the period 2022-2026, the following should be highlighted due to their relationship with HR policy - HRS4R:

- Improve the structure and internal functioning of the Institute, adapting them to the new requirements demanded by national and European institutions, introducing actions to improve management and internal communication, which will increase the researchers' sense of belonging.

- To promote the internationalisation of the R&D&I activity carried out at the Institute, establishing alliances with other entities and encouraging the development of projects in collaboration with agents in the surrounding area.

- To develop initiatives of an institutional nature that improve the levels of transparency, communication and participation of agents of the environment in R&D&I activity.

The HRS4R Strategy aims to be the main HR policy of the IIS Galicia Sur, through which the recommendations regarding the rights and responsibilities of researchers and their employers and/or funders, included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C), will be included.

This strategy has been prioritised in the new Strategic Plan of the IIS Galicia Sur, which includes a specific action plan to achieve the "HR Excellence in Research" award and the subsequent implementation of the action plan.

IIS Galicia Sur, in line with its strategy and vision of becoming a Health Research Institute accredited by the Spanish Ministry of Health, has therefore signed a commitment to comply with the principles set out in the C&C, committing itself to align its Human Resources policies and practices with the recommendations expressed in both documents.