

TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2018ES358512

Name Organisation under review: **The Foundation for the Promotion of Health and Biomedical Research of Valencia Region (FISABIO)**

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GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented</p>	<p>In case of --, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
<h3>Ethical and Professional Aspects</h3>			
<p>1. Research freedom</p>	<p>+/-</p>	<p>FISABIO is adhered to the Good Governance Code of the Comunitat Valenciana (CV), which establishes that any person subject to the Code has to govern his actions by the equality and freedom principles. In addition, the Foundation has 1 Medical Research Ethics Committee - MREC- (ISABIAL) and with the commissions of inquiry in the appointed health departments (Hospital Arnau de Vilanova de Valencia, Hospital General de Castellón, Hospital General de Elda, Hospital General Universitario de Elche, Hospital Universitario Dr. Peset). FISABIO also has an innovation area and agreements with the Office of Research Results Transference (OTRIS) from other Universities (Miguel Hernández de Elche, Universidad Politécnica de Valencia y Universidad de</p>	<ol style="list-style-type: none"> 1. Review the Code of Good Scientific Practice (there are two with no dissemination). 2. Complete the development of the definition procedures of the characteristics of the groups and the research lines, in cases where no proceeding is available. 3. Development and implementation of a Strategic Plan and a Cooperative Scientific Plan.

		<p>Alicante) for the transference and protection of results. Additionally, the Foundation has services for researchers with available procedures to facilitate the research activity. It also has an internal aid plan (their own calls) for different research groups to facilitate research and results dissemination. FISABIO has an Annual Action Plan with scientific and strategic guidelines with the main goals and objectives set that has been published on their website. Nevertheless, FISABIO has neither a procedure for the definition of all its groups and lines of research, nor a defined strategy for the prioritization of research. Additionally, 83,33% of the respondents consider that the researchers have freedom to formulate their projects and research lines. Lastly, 83,67% of the researchers accords priority the implementation and dissemination of the manual of good scientific practices.</p>	
2. Ethical principles	+/-	<p>FISABIO is adhered to the Good Governance Code of the Comunitat Valenciana (CV), which includes the compliance of ethical principles. Moreover, the Foundation has 1 MREC (ISABIAL) and commissions of inquiry in the appointed health departments that guarantee the compliance with the ethical principles. Furthermore, FISABIO has two Good Scientific Practice manuals (CSISIP -which no longer exists, now it is FISABIO-SP and FISABIO), that are outdated.</p>	<ol style="list-style-type: none"> 1. Review the Code of Good Scientific Practice (implement a unify)

3. Professional responsibility	+/-	<p>FISABIO has an innovation area for results transference and protection. The information regarding services delivered to researchers and the procedures to follow are published and public. The Foundation has an Annual Action Plan, which includes, besides the economic issues, the annual aims and specific lines of action to achieve those aims. The Action Plan is published on their website, however, the scientific prioritization is not well defined. FISABIO has two Good Scientific Practice manuals (CSISIP -which no longer exists, now it is FISABIO-SP and FISABIO), that are outdated. Lastly, 26,42% of the respondents consider a greater dissemination of the intellectual/industrial property procedures necessary.</p>	<ol style="list-style-type: none"> 1. Work on and implement a unified Good Scientific Practice manual/code for the FISABIO components. 2. Development and implementation of a Strategic Plan and a Cooperative Scientific Plan. 3. Further dissemination of the intellectual property regulations.
4. Professional attitude	+/-	<p>FISABIO has an Annual Action Plan which includes its annual aims and lines of action, besides providing its foreseen economic activity. The Foundation actively launches the internal and external public funding calls and it provides management services for the preparation of applications, allegations, appeals and all the relevant arrangements with the financing entities. It also provides a review service for reports of the most prominent calls (ISCIII, MINECO, Consellería de Educación) and has Standard Operating Procedures (SOPs) for the internal assessment of applications by the internal scientific committee (in cases where</p>	<ol style="list-style-type: none"> 1. Development and implementation of a Strategic Plan and a Cooperative Scientific Plan.

		<p>restrictions on the number of requests by the entity are applied) and for the voluntary projects review. As for the project follow-up, FISABIO has a computer alarm system (FUNDANET) used by the managers for the economic monitoring, deliverables control, and foreseen of implementation deadlines. The survey showed that 79,17% of the researchers see as a priority the development and implementation of a cooperative Scientific Plan.</p>	
5. Contractual and legal obligations	-/+	<p>The applicable labour agreement of each case is indicated on all the employment contracts of FISABIO. There are also three enterprise committees: (1) FISABIO-Valencia (FISABIO-Public Health, Central Services and Health Department); (2) FISABIO-Medical Ophthalmology, (3) The Health Department in Elche (South FISABIO) and (4) ISABIAL. However, a need to unify and reduce the applicable labour agreements has been detected. Besides, FISABIO has a training program that is periodically disseminated and evaluated according to the detected needs (biannual survey of training needs), despite it is necessary to establish SOPs and a better dissemination of the program. The innovation area of FISABIO has regulations on the intellectual/industrial property rights sharing. The innovation area has established procedures to help researchers with innovative</p>	<ol style="list-style-type: none"> 1. Development of a Welcome manual/guide of FISABIO for researchers, including a list of reference documents (data protection, confidentiality and etc). 2. Evaluation and improvement of the annual training program. 3. Development of a control panel with well-defined indicators (e.g. accreditation of institutes) and enactment of group assessment procedures based on this control panel. 4. Revision and unification, as much as possible, of the existing labour agreements. 5. Establish the requirements and conditions for sponsorship and donations management.

		<p>projects that need support on intellectual/industrial property. The survey showed that 22,22% of respondents think it is necessary to reduce and unify the labour conventions currently applied and 83,33% of the respondents considers it a priority the implementation of a welcome manual. On the other hand, 85,71% of the respondents consider it is necessary to assess and improve the Training Plan.</p>	
6. Accountability	+	<p>FISABIO has a computerized system (FUNDANET) used by the managers for the economic monitoring, deliverables control and foreseen of implementation deadlines. Moreover, FISABIO is subjected to random audits according to the competition notice of each project. Concurrently, FISABIO internally audit and publish its annual accounts.</p>	
7. Good practice in research	+/-	<p>FISABIO has procedures and initiatives to guarantee knowledge of rights and obligations on work safety and risk prevention, and a Security Plan for compliance with the Spanish legislation on Data Protection (LOPD). There is an external occupational risks prevention service that performs an independent assessment. The Foundation also conducts IT safety audits.</p> <p>On the other hand, FISABIO is subscribed to confidentiality and ethical agreements in the development of research through the</p>	<ol style="list-style-type: none"> 1. Include the prevention courses and training on the LOPD that have been carried out, as part of the FISABIO training program. Mention the training on the Welcome guide for researchers of FISABIO.

		<p>corresponding MREC (when appropriate). According to the survey, 29,41% of the respondents think it is necessary a greater dissemination of the applicable regulations to good practices in research.</p>	
8. Dissemination, exploitation of results	+/-	<p>FISABIO has a policy related to publications authoring approved by the Internal Scientific Committee that it's disseminated by its researchers. The policy refers only to how the organizations to which researchers belong should be written. The Foundation has procedures that guarantee compliance with the dissemination and exploitation of results principle, such as the publication on their website of their researcher's publications and the annual scientific report.</p> <p>On the other hand, besides the Innovation Area, FISABIO establishes transfer mechanisms of the results of the activity to the productive sector, collaborating with the Patent Poll of the Comunitat Valenciana, promoting the transfer of knowledge generated by society, facilitating ideas to reach the marketplace, transforming scientific, medical and care knowledge in the interest of health and society, and generating business opportunities.</p>	<ol style="list-style-type: none"> 1. Elaborate and disseminate a document of Good Scientific practices that includes regulations on publication practices and on results dissemination. 2. Improve the detail of participation of the researchers on the results included on the scientific report. 3. Include in the SOP of publications authoring references to the researchers, and promote the inclusion of all the participants.

9. Public engagement	+/-	<p>FISABIO carries out a broad range of activities targeting patients and society that are disseminated through news, newsletters, social networks, and press releases.</p> <p>It develops periodical activities focused on education for citizenship regarding the value of the scientific activity that takes place at FISABIO.</p> <p>Outreach activities are conducted through non-specialised press, social networks, activities with patients, educational science conferences, and invitation to non-specialised media, among others. Fifty-eight percent of the respondents consider the outreach activities aimed at wider society by FISABIO to be sufficient. Moreover, 77,55% of these respondents consider these activities as priority.</p>	<ol style="list-style-type: none"> 1. At a public health level, conduct surveys on the living conditions and habits of the population. 2. Conduct activities with the patients (e.g. Hackaton between computer technicians, patients and physicians). 3. Implementation of prevention and awareness campaigns on the general public. 4. Boost the patients' participation in scientific planning.
10. Non discrimination	+/-	<p>FISABIO is adhered to the Good Governance Code of the Comunitat Valenciana (CV), which establishes that any person subject to it must adjust his behaviour to the principles of equality and freedom, among others.</p> <p>The SOP for the recruitment of staff includes tie-break criteria in accordance with: 1) disability, 2) female gender, 3) victim of gender violence/terrorism/number of kids. Moreover, support activities for foreign researchers are carried out from FISABIO to facilitate the</p>	<ol style="list-style-type: none"> 1. Incorporate equality between men and women at the organization, together with non-discrimination based on age, ethnic group, and nationality to the Plan for Equal Opportunities. 2. Implementation of the periodical evaluation compliance with the suggested aims on the Equality Plan. 3. Incorporate in the Welcome guide the tasks related to legal and administrative support when required by researchers.

		<p>necessary legal transactions and paperwork, such as procedures with the Aliens Office.</p> <p>FISABIO has collaboration agreements with different foreign universities that facilitate students' mobility.</p> <p>The Foundation has an Equality Plan and their own system assessment on its degree of application.</p> <p>The survey showed that 84,31% of the respondents consider that the entity is governed by principles of equality and non-discrimination when incorporating researchers, and 79,59% regards it as a priority to finish the implementation of the equality plan and to successfully disseminate it.</p>	
11. Evaluation/ appraisal systems	-	<p>FISABIO has no procedure for researchers and groups assessment. The survey showed that 80,39% of the respondents considers having a performance evaluation system necessary. In addition, 68.75% of respondents consider it a priority to adapt the functions of the Internal Scientific Committee to carry out a periodic evaluation of FISABIO as a whole, as well as to value the creation of an External Scientific Committee as an independent advisory body.</p>	<ol style="list-style-type: none"> 1. Introduce a regular system to assess its researchers, groups, lines and the definition of the assessment criteria. 2. Include the regular review and assessment of the scientific activity conducted at FISABIO as part of the responsibilities of the Internal Scientific Committee. 3. Include an external Scientific Committee to review FISABIO's overall of activities. 4. Develop a profiling (R1, R2, R3 y R4) to facilitate the assessment system.
Recruitment and Selection			

12. Recruitment	+/-	<p>The SOP for the recruitment of staff follows the advertising and competition criteria when new researchers are incorporated. FISABIO facilitates the access to certain profiles, it has dual vocational training programs, internal contracts for predoctoral researchers, and youth guarantee contracts. The survey showed that 71.43% of the respondents consider it as priority to modify the recruitment SOPs to align them to the C&C recommendations and OTM-R.</p>	<ol style="list-style-type: none"> 1. Adaptation of the selection and recruitment procedure of FISABIO to the C&C and OTM-R recommendations (e.g. incorporation of a professional development section on the published offers). 2. Development and implementation of a Mentoring Plan. Co-location of mentors such as heads of departments or emerit researchers.
13. Recruitment (Code)	-/+	<p>As a public-private entity, FISABIO has an open procedure (internal regulation) for the selection and recruitment of research staff, management staff and collaborators in research tasks. However, the procedure only contemplates recruitment of temporary staff, and personnel funded by scholarships or research projects, but not employees with indefinite contracts.</p>	<ol style="list-style-type: none"> 1. Adaptation of the selection and recruitment procedure of FISABIO to the C&C and OTM-R recommendations (e.g. publication of the job offers in English). 2. Work together with the rest of Health Research Institutes in Valencia and the Valencian Government in the implementation of key components of career development.
14. Selection (Code)	-/+	<p>The internal regulations of the recruitment of staff contemplates a selection of candidates' formula through assessment commissions. The designation of the selection Commission is performed by the PI, based on a SOP of internal designation. Nevertheless, there are no regulations to establish the components of the</p>	<ol style="list-style-type: none"> 1. Modification of the selection and recruitment procedure of FISABIO to the C&C and OTM-R recommendations, and inclusion of guideline regarding the composition of the evaluation commission members and merits assessment.

		evaluation committee and its training in OTM-R.	
15. Transparency (Code)	-/+	FISABIO includes in its internal staff recruitment regulations a procedure that indicates the content of the job advertisements. The announcement of the selected candidate is published, and a period of claims is open. However, not all the recommended sections in OTM-R are covered, since the communication of the job denegation is not consistently carried out.	1. Adaptation of the selection and recruitment procedure of FISABIO to the C&C y OTM-R recommendations and inclusion of guidelines related to the communication of acceptances/denegations (e.g. publication of scores).
16. Judging merit (Code)	+/-	FISABIO has parameters for merits evaluation in the calls for proposals published. It is for the promoter/PI to incorporate those relevant merits to be valued and the evaluation system.	1. Modification of the selection and recruitment procedure of FISABIO, including guidelines related to the evaluation of merits adapted to the C&C and OTM-R recommendations (e.g. evaluation of qualitative aspects).
17. Variations in the chronological order of CVs (Code)	+/-	FISABIO has procedures for the selection of managers that guarantee and assess the application of this standard (e.g. experience in the private sector, other fields, etc.). In scientific profiles, it is for the promoter/PI to set those merits for each call that should be considered and the evaluation system. To apply for the calls of proposals published, candidates are required to present their CV in a free format, and to complete a request form and a cover letter.	1. Modification of the selection and recruitment procedure of FISABIO to adapt it to the C&C and OTM-R recommendations. Experience within the private sector, changes in research lines, combination of research and clinical practice periods, and so on, will be positively assessed.

18. Recognition of mobility experience (Code)	+/-	It is for the promoter/PI to set those merits for each call that should be considered. The instruction of positively assess mobility in all the cases is not currently included in the recruitment procedure.	<ol style="list-style-type: none"> 1. Modification of the selection and recruitment procedure of FISABIO to adapt it to the C&C and OTM-R recommendations through the extension of the evaluation criteria. Special attention will be paid to mobility. 2. Development of return programs for researchers.
19. Recognition of qualifications (Code)	+/-	FISABIO actively supports international researchers who ask for help with administrative tasks relative to equivalences of diplomas and labour issues. FISABIO provides support to foreign researchers managing their administrative and legal procedures, such as those required by the Aliens Office. FISABIO has collaborative agreements with different foreign universities that facilitate student mobility. It is for the promoter/PI to set those merits for each call that should be considered and the evaluation system.	<ol style="list-style-type: none"> 1. Modification of the selection and recruitment procedure of FISABIO to adapt it to the C&C and OTM-R recommendations through the extension of the evaluation criteria. (Including recognition and experience criteria and non-official foreign qualifications, etc.).
20. Seniority (Code)	+/-	It is for the promoter/PI to set those merits for each call that should be considered and the evaluation system.	<ol style="list-style-type: none"> 1. Modification of the selection and recruitment procedure of FISABIO to adapt it to the C&C and OTM-R recommendations through the extension of the evaluation criteria (including non-discrimination criteria due to the period when the qualifications were obtained and the consideration of experience above specific qualifications.

21. Postdoctoral appointments (Code)	-/+	FISABIO does not have a specific post-doctoral researcher contracting process, which would enable the possibility of acquiring career development opportunities in the long-term. A 79.59% of respondents consider it necessary to strengthen the stabilization of postdoctoral researchers, indicating the need to implement a career model. For this, agreements between different Institutions and autonomous organisms are necessary.	<ol style="list-style-type: none"> 1. Elaboration of a specific selection and recruitment procedure of post-doctoral researchers adapted to the C&C and OTM-R recommendations. 2. Work closely with other Valencian Health Research Institutes and with the Valencian Government in the implementation of components of the professional career, promoting job stability in post-doctoral researchers.
Working Conditions and Social Security			
22. Recognition of the profession	+/-	FISABIO recognises the category of the researcher to all the scientific profiles, independently of their career path or the categorization used internally. A 46.94% of respondents do not consider that an adequate categorization is available. 87.76% of respondents consider it a priority to define and categorize all the groups and lines of FISABIO. 95.92% of respondents consider the implementation of professional career elements a priority. 46.94% of respondents do not consider that an adequate categorization is available. 87.76% of respondents consider it a priority to define and categorize all the groups and lines of FISABIO. 95.92% of respondents consider it a priority the introduction of professional career elements a priority.	<ol style="list-style-type: none"> 1. Establishment of a specialized commission to introduce elements of the career path. 2. Establishment and accreditation of research groups and research lines. 3. Establishment of internal salary scales that are independent of the funding source.
23. Research environment	+/-	FISABIO has a scientific structure with clearly defined structure of some of its areas (e.g.	<ol style="list-style-type: none"> 1. Elaboration of a dossier of support structures.

		<p>Public Health), and it also has extent services of research support.</p> <p>The Foundation encourages the participation of researchers in platforms and national and international networks, supporting grant application and strengthening the integration of research groups.</p> <p>Nowadays, the membership of different research networks, platforms and clusters (FISABIO belongs to 3 Biomedical Research networks, Cooperative Health Research Thematic Networks -RETICS- and biobank platforms). Additionally, receives financial support from the Conselleria de Sanitat aimed at funding actions to promote and manage the participation in international research programs in biomedicine, healthcare and public health.</p> <p>FISABIO has actively participated in the creation, together with the other foundations assigned to the Conselleria de Sanitat, of the Promotion and Management Office of European Healthcare Projects in the Autonomous Community of Valencia (OPESVAL), for the internationalization of research, development and innovation activities, and for increasing the visibility of the institutions and research groups of the Autonomous Community of Valencia in the</p>	<ol style="list-style-type: none"> 2. Elaboration of a procedure / regulations for the use of support units. 3. Development of the accreditation of research groups/lines. 4. Promotion of the new support services.
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		context of biomedical research and innovation. 76% of the respondents consider necessary a greater diffusion of the support structures and associated procedures for their correct use, as well as the creation of new services	
24. Working conditions	+/-	FISABIO has measures promoting and encouraging work-life balance, according to the applicable collective agreement. All FISABIO work centres are adapted for people with limited mobility. 74% of respondents consider the measures of flexibility and work-related reconciliation that are available in FISABIO.	<ol style="list-style-type: none"> 1. Include references in relation to this principle in the Plan for Equal Opportunities. 2. Include a suggestion box to put measures aimed at removing architectural barriers in place.
25. Stability and permanence of employment	-	<p>As a public entity, regulations for the public deficit control are subject to FISABIO as employer. These regulations include limiting salary costs and generating permanent contracts. In line with other sector entities, most part of its own human resources for research, development and innovation activities must be funded through public calls for proposals. In practice, calls for proposals at the state level limit funding to new contracts within the scope of the project. On the other hand, those contracts can neither be indefinitely renewable nor linked.</p> <p>FISABIO currently has neither procedures for the stabilization of researchers nor components of career development that allow planning career development at the institution.</p>	<ol style="list-style-type: none"> 1. Work together with public administrations in the implementation of career development component aligned with the European Directive, mainly in stabilizing senior researchers.

		38% of the respondents do not consider this principle fulfilled.	
26. Funding and salaries	-	FISABIO is under the current national and autonomous legislation on social security. It has salary scales dependent on the external funding received. It has a pay scale fixed by the collective agreement of Public Health, office buildings and private offices in Alicante, and public administration staff. The institution does not have components of career path (with the exception of the career path decided by funding entities). 38.78% of the respondents do not consider this principle fulfilled.	<ol style="list-style-type: none"> 1. Establish salary scales and plan its implementation (salaries and allowances to extinguish when applicable). 2. Establish a commission to implement components of the research career.
27. Gender balance	+/-	FISABIO has an Equality Plan, and the women staff ratio exceeds 70% at the Foundation. It has specific measures for the promotion of equal opportunities, such as elimination of sexist language and writing of job application templates with no personal information. 62.5% of respondents considered the entity's equality plan adequate.	<ol style="list-style-type: none"> 1. Implementation of equality measures related to management positions.
28. Career development	-	FISABIO does not have any established components of career path or researchers mentoring on its own. 38% of researchers consider that the entity does not provide stability or have elements of a research career. On the other hand, 79.59% of respondents consider the development of a mentoring plan	<ol style="list-style-type: none"> 1. Creation of a commission to implement components of the research career. 2. Elaboration and deployment of a mentoring plan for emerging groups and young researchers.

		for emerging groups and young researchers very important.	
29. Value of mobility	+/-	FISABIO finances and support researchers with stays or professional national and international practices (modality belonging to the announcement for intramural aids). FISABIO participates with private entities in the development of international stays for young researchers and it has support schemes for research stays at European centers. Moreover, it provides administrative support in the procedures required by foreign researchers. FISABIO has a professional chair with the University of Valencia for the promotion of stays at European countries.	<ol style="list-style-type: none"> 1. Modification of the evaluation procedures of FISABIO adapted to the recommendations of the C&C with increasing the number of the evaluation criteria (including mobility criteria).
30. Access to career advice	-/+	FISABIO does not have a specific job search or career counselling procedure for its researchers both internally and at other institutions.	<ol style="list-style-type: none"> 1. Development of external and internal placement plans (e.g. publication of links with job offers from other institutions).
31. Intellectual Property Rights	+/-	FISABIO has an innovation area for the protection and transfer of results. The innovation area of FISABIO has innovative procedures established to help researchers with innovative projects who need support regarding intellectual and industrial property, while respecting regulations relative to intellectual property rights. The Foundation has an intellectual property regulation that is disseminated. 58.33% of the respondents	<ol style="list-style-type: none"> 1. Establish procedures and internal regulations relative to intellectual property rights. 2. Develop a system to detect innovative ideas. 3. Implementation of regulations related to the creation of technology-based companies.

		considered the procedures of the Innovation Area to be adequate in relation to the support on industrial and intellectual property. 72.34% of respondents consider it necessary to improve the dissemination of intellectual / industrial property regulations and procedures in the area of innovation.	
32. Co-authorship	-/+	FISABIO has a policy related to the authorship of the publications among its researchers. The Foundation yearly publishes the annual report of its activities where co-authorships of publications from FISABIO are acknowledged. However, this is not the case for projects and patents, where co-authors are not included. 36.73% of the respondents considered the authoring policy made in FISABIO adequate, however, 22.45% considered it necessary to include new procedures and improve existing ones.	<ol style="list-style-type: none"> 1. Greater development and implementation of the authoring policy and periodic assessment of its compliance. 2. Develop a new procedure for the elaboration of the annual report of activities, by including the all the participants involved in the description of the project and the patents.
33. Teaching	-/+	FISABIO has a training Plan for 2017 that was developed based on the specific needs of the research community, including both researchers and research management staff at FISABIO. The staff at FISABIO actively participates in teaching activities. 48.83% of the respondents considered necessary a greater dissemination of the training plan. 23.40% consider that participation in teaching activities is not properly valued.	<ol style="list-style-type: none"> 1. Implant an evaluation and quantification system of teaching (e.g. balanced scorecard) 2. Develop and promote actions to combine teaching and research activities.

34. Complains/ appeals	-	ISABIAL (integral entity of FISABIO), has a suggestions and complaints box in the scientific domains. This figure is not present at the rest of the entities of FISABIO. 33.33% of respondents consider the current channels of communication of complaints and suggestions insufficient.	<ol style="list-style-type: none"> 1. Procedure for the implementation of the defender of the researchers figure at FISABIO/suggestions box. 2. Inclusion of the previous actions in the Welcome guide.
35. Participation in decision-making bodies	+/-	FISABIO has four work councils, allowing and favoring researchers grouping for the promotion of collective and individual interests. Only 8.16% of respondents consider representation in the relevant information, consultation and decision-making bodies to be insufficient.	<ol style="list-style-type: none"> 1. Incorporate participation and dissemination actions of procedures in force, and include them in the Welcome guide.
Training and Development			
36. Relation with supervisors	-	FISABIO does not have a formal tutoring and evaluation of results system. 68% of respondents consider it necessary to implement guardianship plans aimed at emerging groups and young research personnel.	<ol style="list-style-type: none"> 1. Elaboration and deployment of a tutoring program aimed at groups and research staff. 2. Consider that the balanced scorecard establishes indicators in this regard.
37. Supervision and managerial duties	-	FISABIO does not have a formal tutoring and evaluation of results system. The Foundation does not formally assesses the performance of the tutoring activities.	<ol style="list-style-type: none"> 1. Elaboration and deployment of a tutoring Plan aimed at groups and research staff (include the recording and positive evaluation of the tutoring).
38. Continuing Professional Development	+/-	FISABIO includes, as part of its in-house training, seminars and courses related to research and biomedical and health innovation	<ol style="list-style-type: none"> 1. Formulation and deployment of a training Plan that includes additional seminars,

		addressed to all personnel of the hospitals and centers attached to FISABIO.	conferences, congresses, online channels, etc.
39. Access to research training and continuous development	-/+	FISABIO has a training plan that was elaborated based on the research community perceived needs, including both researchers and management of research staff of FISABIO and external researchers. 24% of respondents consider it necessary to improve the professional development opportunities offered by FISABIO.	<ol style="list-style-type: none"> 1. Formulation and deployment of a training Plan (assessed and updated annually), that includes a description of minimal training for each research profile and classifies training activities according to these profiles. 2. Include indicators of received training and delivered teaching in the balanced scorecard.
40. Supervision	-/+	FISABIO has a well-defined scientific hierarchy for mentoring and tutoring activities at FISABIO-SP and ISABIAL, but it is yet to be implemented in other fields of action. 78% of respondents consider it necessary to establish a scientific hierarchy for mentoring and better developed mentoring tasks.	<ol style="list-style-type: none"> 1. Elaboration of the researcher Welcome guide. 2. Elaboration and deployment of a tutoring Plan. 3. Establishment of the guide role to facilitate adaptation to the installations and procedures of FISABIO.