

TEMPLATE 4: ACTION PLAN

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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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	237
Of whom are international (i.e. foreign nationality)	12
Of whom are externally funded (i.e. for whom the organisation is host organisation)	42
Of whom are women	170
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	14
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	48
Of whom are stage R1 = in most organisations corresponding with doctoral level	175
Total number of students (if relevant)	31
Total number of staff (including management, administrative, teaching and research staff)	81 (men) 201 (women) 282 (total staff)
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	14,752,888.7
Annual organisational direct government funding (designated for research)	1,196,737
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7,873,707.7
Annual funding from private, non-government sources, designated for research	5,682,444
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The Foundation for the Promotion of Health and Biomedical Research of Valencia Region, FISABIO, is a non-profit scientific and healthcare entity, whose primary purpose is to encourage, to promote and to develop scientific and technical health and biomedical research in Valencia Region.

FISABIO integrates and manages scientific activity of 17 Health Departments (H.D), FISABIO-Public Health and FISABIO-Medical Ophthalmology. FISABIO provides service to more than 1,500 healthcare professionals within the Valencia network, and also coordinates Valencian Biobank Network.



Mainly, FISABIO, manages clinical trials, research projects, patents, utility models in different areas, such as cardiovascular diseases, oncology, vaccines, genomics, infectious diseases, rare diseases, ophthalmology, etc.

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	<p>Strengths. The foundation has 1 MREC (Medical Research Ethics Committee) (ISABIAL) in addition to those provided by Health Departments (Hospital Arnau de Vilanova de Valencia, Hospital General de Castellón, Hospital General de Elda, Hospital General Universitario de Elche, and Hospital Universitario Dr. Peset) and Research Commissions in health departments ensuring the compliance with the principles and the good scientific practices. The Foundation has an Equality Plan and an Annual Action Plan which includes economical aspects, annual aims and specific lines of action to meet these objectives, and which is disseminated through FISABIO webpage.</p> <p>Weaknesses. 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. The development and implementation of a Strategic Plan and a Cooperative Scientific Plan is considered a priority by researchers.</p> <p>It is necessary to improve the state of FISABIO labour agreements, evaluating the unification possibility.</p> <p>FISABIO has no procedure for researchers and groups assessment, the</p>

	<p>implementation of an adequate performance evaluation system is one of the priorities identified.</p>
<p>Recruitment and selection</p>	<p>Strengths. FISABIO has a standard operation procedure which follows advertising and competition criteria. As a public entity has an open procedure for the selection and recruitment of research staff, management staff and collaborators in research tasks.</p> <p>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 to facilitate administrative and legal procedures and has collaborative agreements with different foreign universities that facilitate student mobility.</p> <p>Weaknesses. FISABIO has a procedure for the selection and recruitment of staff, however, following a detailed analysis of OTM-R policy in accordance with HRs4R strategy, the following weaknesses have been identified:</p> <ul style="list-style-type: none"> - FISABIO OTM-R policy needs to be further developed, by using different languages in job offers publication and specific training to staff responsible of developing this policy within the organisation. - Currently there is no quality management system enabling a proper monitoring and assessment of OTM-R policy results in FISABIO. - Job offers contents needs to be adequate to ensure a correct selection of candidates, establishing measures such as wider dissemination of vacancies in international media, having an adequate regulation of selection committees and adapting the planned aspects to European requirements. - The communication to candidates of the job denegation is not consistently carried out in all recruiting processes.
<p>Working conditions</p>	<p>Strengths. FISABIO recognises the category of the researcher to all the scientific profiles, independently of their career path or the categorization used internally.</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</p>

	<p>of the Autonomous Community of Valencia in the context of biomedical research and innovation.</p> <p>In addition, FISABIO has measures promoting and encouraging the staff work-life balance, according to the applicable collective agreement.</p> <p>FISABIO has an innovation area which have procedures to help researchers with innovative projects that need support on intellectual/industrial property.</p> <p>Weaknesses. It is considered necessary a better dissemination of existing research support structures and their associate using procedures.</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> <p>FISABIO does not have a specific job search or career counselling procedures for its researchers both internally and at other research institutions.</p>
Training and development	<p>Strengths. FISABIO has a training plan with activities such as seminars and courses related to health research and health innovation.</p> <p>Weaknesses. FISABIO does not have a formal tutoring and evaluation of results system. To establish a scientific hierarchy for tutoring and mentoring responsibilities is needed.</p> <p>It is necessary to improve the professional development opportunities offered.</p>

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://fisabio.san.gva.es/estrategia-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:

ID	C&C	OTM-R	PRIORITY	ACCIONES	RESPONSABLE	TIMING																				INDICADOR/OBJETIVO
						Y1				Y2				Y3				Y4				Y5				
						Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	
1	1;2;3;5; 8;23;32		Prioridad 2 (5;32) Prioridad 3 (1;2;3;8;23)	Code of Good Scientific Practice. Development and dissemination of Good Scientific Practices Code which includes regulations on publication practices and on results dissemination among others. Publications authoring policy. Include all the participants involved in the description of the research projects and the patents in annual reports. Requirements and conditions for sponsorship and donations management. To include a research support structures dossier and their use regulation.	PATRICIA FERNANDEZ / PACO GINER																				1. Code of Good Scientific Practice approved. 2. Regular reviews of Good Scientific Practice Code carried out. 3. Good Scientific Practice Code dissemination among 100% of the researchers.	
2	1;11;22; 23		Prioridad 1 (11) Prioridad 3 (1;22;23)	FISABIO Research groups and lines definition and categorization. Precise definition of research groups and lines, completing the current procedure of categorization (consolidated groups, emerging groups...). Introduce a regular system to assess its researchers, groups, lines and the definition of the assessment criteria. Develop a profiling (R1, R2, R3 y R4) to facilitate the assessment system.	PATRICIA FERNANDEZ / JUANA FERRUS																				1. Groups and lines categorisation done. 2. New research group creation. 3. 100% of research groups and lines defined and categorised.	

3	1;3;4		Prioridad 3 (1;3;4)	Strategic Plan and Cooperative Scientific Plan. Development and implementation of a Strategic Plan and a Cooperative Scientific Plan which incorporate a prioritisation of FISABIO research lines and which offers guidance to develop R+D+i. Although estimated priority based on level of compliance initially is not high, strategic plan implementation during the first year is planned because it is convenient to order all entity actions in it.	PATRICIA FERNANDEZ								<ol style="list-style-type: none"> 1. FISABIO Strategic Plan approval. 2. Strategic Plan fulfilment reviews done. 3. Cooperative Scientific Plan approved. 4. Cooperative Scientific Plan reviews carried out. 5. FISABO strategy disseminated and known by researchers.
4	3;5;31		Prioridad 2 (5) Prioridad 3 (3;31)	Dissemination of intellectual/industrial property regulation /industrial and of innovation area procedures. Improve the intellectual property regulation and Innovation Area procedures dissemination to promote the detection of innovative ideas, its transference and the technology-based companies' creation.	MARIA PRADA								<ol style="list-style-type: none"> 1. Intellectual/industrial property regulation approved. 2. Intellectual/industrial property regulation reviews done.
5	5;7;10;2 4;34;35; 40		Prioridad 1 (34) Prioridad 2 (5;40) Prioridad 3 (7;10;24;35)	Researcher Welcome guide. Include to the guide under preparation the following points: Organic Law of Personal Data Protection Regulation (LOPD); administrative and legal support tasks carried out by FISABIO; a dossier of support structures; support structures use regulation. To include the Code of Good Scientific Practice. To include the Intellectual/industrial property regulation. To include a suggestion box to put measures aimed, among others, at removing architectural barriers in place. Implementation of the researcher defender figure at FISABIO. Incorporate participation actions. Establishment of the guide role for new researchers to facilitate adaptation to the FISABIO installations. Incorporate in the Welcome guide the	KEVIN CIFUENTES								<ol style="list-style-type: none"> 1. Researcher Welcome Guide approved. 2. Researcher Welcome Guide disseminated. 3. Researcher Welcome Guide disseminated to 100% of new researchers.

				tasks related to legal and administrative support when required by researchers. Incorporate actions to participate in decision-making.																
6	5;7;33;38;39		Prioridad 2 (5;33;39) Prioridad 3 (7;38)	Training Plan implementation and dissemination. Include to training plan the following changes: Introduce a system to assess and update annually the training plan based on identified needs. Include specific training on Organic Law of Personal Data Protection Regulation (LODP).	PATRICIA FERNANDEZ / KEVIN CIFUENTES															1. Training plan approved. 2. Training plan disseminated. 3. Annual review carried out.
7	5;33;36;39		Prioridad 1 (36) Prioridad 2 (5;33;39)	Control panel implementation. Development of a control panel with various indicators enabling the FISABIO activities monitoring and follow-up. Include evaluation system and quantification of the training received and the teaching given	PATRICIA FERNANDEZ															1. Control Panel approved. 2. Annual review of Control Panel indicators carried out.
8	5;22;26;30	9	Prioridad 1 (26) Prioridad 2 (5;30) Prioridad 3 (22)	Professional career Plan. implementation of key components of professional career development. Work together with public administrations, as far as possible considering the current legal constraints, in the implementation of career development component to achieve greater stability. Development of proactive actions of internal and external placement within the current labour and budgetary legislation. Revision and unification, as much as possible, of the existing labour agreements. Development of return programs for researchers. Establishment of salary scales and planning of the implementation.	PATRICIA FERNANDEZ															1. Meetings held with public administrations. 2. Review of Labour Agreement done. 3. Salary Scales established.
9	9		Prioridad 3 (9)	Activities targeting patients and activity dissemination. To implement dissemination tasks, promoting activities with patients. Conduct surveys on population habits. Implementation of prevention and awareness campaigns on the general	PATRICIA FERNANDEZ / MARIA PRADA / ANA BENAVENT															1. Activities with patients carried out. 2. % of activities disseminated. 3. Number of activities with patients and activity dissemination

				public.	
10	10;24;27	Prioridad 3 (10;24;;27)	Equality Plan. To finish the implementation and dissemination of the current equality plan including, a periodic assessment system to enable the continuous measures implementation. 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. Implementation of equality measures related to management positions.	KEVIN CIFUENTES	
11	11	Prioridad 1 (11)	Scientific Committee. To modify the internal Scientific Committee responsibilities including regular review and assessment of the scientific activity conducted at FISABIO. Evaluate the creation of an External Scientific Committee to provide advice and to review FISABIO's overall activities.	PATRICIA FERNANDEZ	
12	12;13;14;15;16;17;18;19;20;21;22;25;26;28;29	Prioridad 1 (25;26;28) Prioridad 2 (13;14;15;21) Prioridad 3 (12;16;17;18;19;20;22;29)	Standard Operation Procedure for recruitment. Incorporate the following points: incorporation of a professional development section on the published offers. Publication of the job offers in English. Inclusion of guidelines regarding the composition of the evaluation commission members and merits assessment. Inclusion of guidelines related to the communication acceptances/denegation of job offers applications. Evaluation of researcher's qualitative aspects: experience within the private sector, changes in research	ESTHER ALMENAR	

					≥10 per year.
					1. Equality plan approved. 2. Equality Plan annually reviewed.
					1. Modifications of Internal Scientific Committee responsibilities approved. 2. Meetings in order to evaluate the External Scientific Committee creation. 3. 100% of claims analysed and resolved.
					1. Standard Operation Procedure for recruitment approved. 2. SOP for the recruitment of staff implemented 3. % of foreseen actions implemented. 4. Recruitment SOP reviews and evaluations carried out.

				lines, combination of research and clinical practice periods, etc. will be positively assessed. Special attention will be paid to mobility. Inclusion of recognition and experience criteria and non-official in Spain foreign qualifications. Including non-discrimination criteria due to the period when the qualifications were obtained and the consideration of experience above specific qualifications. Elaboration of a specific selection and recruitment procedure of post-doctoral researchers. 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. Establishment of a specialized commission to introduce elements of the career path. Annual audits of selection and recruitment procedure and assessment of C&C and OTM-R policy implementation.			
13	12;28;36;37;40	Prioridad 1 (28;36;37) Prioridad 2 (40) Prioridad 3 (12)	Mentoring Plan. Elaboration and deployment of a mentoring plan for emerging groups and young researchers. Include the recording and evaluation of the tutoring activities.	JUANA FERRUS / KEVIN CIFUENTES			<ol style="list-style-type: none"> 1. Mentoring plan approved. 2. Actions linked with the Mentoring Plan conducted. 3. Satisfaction level of Mentoring plan implemented. 4. Number of tutoring activities and intern calls conducted annually: ≥10.

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.

FISABIO has a standard operation procedure for the recruitment of staff following the advertising and competition criteria allowing an open, transparent and based in merits incorporation of new researchers. The internal regulations of the recruitment of staff contemplates a selection of candidates' formula through assessment commissions designed in each call, in addition, it indicates the content of the job advertisements. The announcement of the selected candidate is published, and a period of claims is opened. The designation of the selection Commission is performed by the PI, based on a SOP of internal designation.

Apart from the current SOPs description available in FISABIO, as part of its commitment with the Human Resources Strategy for Researchers, after the weaknesses analysis, the Recruitment procedure will be improved aligning it to the C&C and OTM-R policy requirements through the following actions:

- To stablish a career plan, through the incorporation of components to researching career path, always within its capabilities, under the current labour and budgetary legislation, creating attractive working conditions for researchers. Work on existing labour agreements revision, on returning programs for researchers' development and on the establishment of salary scales.
- Recruitment Standard Operation Procedure, that will include the publication of the job offers in English, guidelines regarding the composition of the evaluation commission members, guidelines related to the communication acceptances/denagation of job offers applications. Evaluation of researcher's qualitative aspects: experience within the private sector, changes in research lines, mobility specific evaluation. Annual audits of recruitment procedure will be established allowing the assessment and the implementation of C&C and OTM-R policy.

OTM-R (9) Action 8: Professional career Plan.

OTM-R (1;2;3;5;6;7;9;10;12;13;16;17;18;19;21;23) Action 12: Standard Operation Procedure for recruitment.

4. IMPLEMENTATION

General overview of the expected implementation process:

HRS4R strategy in FISABIO has been led by the Management of the organisation, a specific working group has been established for the strategy implementation and follow-up. Management area is participating through Mrs. Patricia Fernández as Management assistant, Quality department through Ana Benavent as Quality Responsible, Legal-Human Resources- Training department through Esther Almenar as the area responsible, training area represented by Kevin Cifuentes, Project management area through Juana Ferrús and finally Paco Giner as Documentalist.

The results obtained during the Strategy implementation will be presented annually to the Management of the organisation and will be validated by the Internal Scientific Committee.

The monitoring will be conducted after the implementation of annual audits procedures enabling the assessment of the strategy implementation. This internal audit procedure will be conducted in Standard Operation Procedure for recruitment. The responsible of the working group constituted will be in charge of evaluating the Strategy level of implementation according to principles related with their responsibility area.

They will be responsible of the previously defined indicators measurement, and the evaluation of the implementation grade according the established schedule in the action plan.

Quality area responsible will centralise suggestions and non-conformities of all deviations detected proposing specific improvement actions, from the different area responsible members of the working group.

The conduction of a survey, among FISABIO research staff to collect their opinion annually is suggested. The survey should include the level of implementation and satisfaction regarding the Human Resources Strategy for Researchers. Furthermore, HRS4R Strategy dissemination actions are planed during welcome meetings, institution presentation conferences, etc. All this initiatives will enable the correct dissemination of the alignment between the institution and the C&C principles and OTM-R policy.

Afterwards, two years after the Action plan beginning, the working group described above, in charge of the correct Strategy implementation, will conduct a revision of the strategy implementation state. A participatory process will be put in place again among all FISABIO staff allowing a global view of significance achieved. This report will be presented to FISABIO management and to Internal Scientific Committee.

Finally, from organisation management in collaboration with members of working groups selected to ensure the strategy implementation, representatives responsible to coordinate the needed tasks to perform an external review correctly will be named. They will be in charge of collecting all the information generated during the process and of facilitating the needed requirements of 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
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The monitoring of the actions proposed in the action plan will be carried out after the implementation of an annual audits process that will allow to evaluate the development of the strategy. This internal audit procedure will begin to be carried out at the time the action identified as a Standard Operation Procedure for recruitment (ID-12) begins. The audit will be carried out through the heads of each of the areas that make up the working group, the degree of implementation of the Strategy will be evaluated according to the principles related to their areas of responsibility. Internal audits will be carried out at least annually.</p> <p>In the internal audits proposed, the working group will be responsible for measuring the previously defined indicators in each of the actions of the action plan and evaluating the degree of implementation according to the calendar established in the action plan.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The organization has targeted the participation of all FISABIO personnel in the development of the Human Resources Strategy. For this, it is proposed to collect the opinion of the FISABIO research staff through an annual survey, in which the degree of implementation and satisfaction within FISABIO is identified in relation to the Human Resources Strategy for Researchers. In addition to the use of surveys, other dissemination actions are proposed, such as initial host meetings, presentation days for the organization, etc. All these actions will allow diffusion and show the commitment of FISABIO with the principles of the C & C and the development of an OTM-R policy.</p>
<p>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.</p>	<p>The actions and procedures that are developed according to what is established in the calendar of activities will be presented annually to the Direction of FISABIO and to the Internal Scientific Committee.</p> <p>The new procedures that arise from the actions outlined in the action plan will be integrated into the structure of FISABIO. The Human Resources Strategy will serve as a framework for the different policies developed in the</p>

	organization, especially in the Human Resources policy.
How will you ensure that the proposed actions are implemented?	<p>The working group established by the Management of the organization, is composed of the main responsible for each of the areas involved in the development of the Human Resources strategy of FISABIO, so they have sufficient capacity to execute the planning of activities proposals.</p> <p>A prioritization and a detailed calendar has been established in the action plan that will allow monitoring of the degree of implementation of all activities by the working group.</p>
How will you monitor progress (timeline)?	<p>The action plan developed shows a series of indicators and a detailed calendar with all the proposed actions. The Working Group will hold the meetings that are necessary to meet the objectives set in the proposed calendar. The audits carried out by the working group on an annual basis will allow an evaluation of the indicators and show their variation throughout the process.</p> <p>The person responsible for the Quality Area will centralize the suggestions and non-conformities of those responsible for the different areas that make up the work group, will be responsible for identifying deviations in the planning and will propose specific improvement actions.</p>
How will you measure progress (indicators) in view of the next assessment?	<p>In addition to the follow-up carried out in the internal audits, two years after the start of the Action plan, the assigned working group will review the status of implementation of the Strategy. A participatory process will be carried out once again among all the FISABIO personnel that will allow a global vision of the achieved scope. This report will be presented to the Directorate of FISABIO and to the Internal Scientific Committee.</p> <p>With the conclusions of the participatory process and the results of the measurement of the indicators of the proposed activities, a report will be available on the degree of development of the Human Resources Strategy available in the planned evaluation.</p>

Additional remarks/comments about the proposed implementation process:

After the analysis carried out internally in the organization through meetings of the working group created ad hoc for the project of the Human Resources Strategy for Researchers of FISABIO and a survey made to the researchers and staff of the organization, in relation to each of the thematic blocks of the C&C, a series of strengths and weaknesses have been identified that are indicated above.

Highlight previously the commitment of the institution with the principles of the C&C. FISABIO's mission is to be a reference for R+D+i within the Health System of the Generalitat Valenciana, generating synergies with its environment that allow it to face value-added projects whose results revert to the patient and society.

Among the strategic objectives of FISABIO for 2019 are:

- Energize and promote participation in competitive R+D+i programs in the fields of Biomedical Research and Public Health.
- Strengthen the research structure in centers attached to the Foundation.
- Promote innovation and transfer of R+D+i results.
- Strengthen structures of excellence in R+D+i: accreditation of the Health and Biomedical Research Institute of Alicante (ISABIAL) as a Health Research Institute (HRI).
- Certify and consolidate the integrated quality management system.
- Consolidate the foundation as a reference center for conducting clinical studies in the Health Departments attached to the FISABIO.
- Encourage and strengthen relations between all the Research Centers, Public Foundations and Universities of the Valencian Community with which the common objective of improving and promoting excellence research in the Valencian Community is shared.
- Establish communication mechanisms with public administrations, society and the scientific community to disseminate the results of the foundation.
- Strengthen the portfolio of scientific-technical services to support health and biomedical research.
- Strengthen the Valencian Biobank Network as a Research Support Platform.