TEMPLATE 4: ACTION PLAN

Case number: 2021ES611920

Name Organisation under review: Fundación Canaria Instituto de Investigación Sanitaria de Canarias (FIISC)

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DATE ENDORSEMENT CHARTER AND CODE: 05/03/2021

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	46
Of whom are international (i.e. foreign nationality)	10
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	35
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	18
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	6
Of whom are stage R1 = in most organisations corresponding with doctoral level	22
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	108
RESEARCH FUNDING (figures for most recent fiscal year: 2021)	*€*
Total annual organisational budget	5.925.384,51 €
Annual organisational direct government funding (designated for research)	1.999.277,00 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.544.249,66 €
Annual funding from private, non-government sources, designated for research	2.381.857,85€

ORGANISATIONAL PROFILE (a very brief description of your organisation)
Canary Islands Health Research Institute Foundation (FIISC) aims to promote and support research in the field of health sciences to contribute to the prevention of disease, the promotion and protection of health, the treatment and rehabilitation of the disease and raising the level of knowledge about the health of the population, as well as managing the research of the entities that comprise it, being in charge of offering the necessary support in the economic, administrative and technical areas and acting as research results transfer office.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	**STRENGTHS and WEAKNESSES**
Ethical and professional aspects	**STRENGTHS** • FIISC research staff have freedom to develop their own lines of research and propose their research projects, always within the framework of the FIISC Strategic Plan (recently drawn up) and aligned with the main research calls of the Canary Government as well as calls from national and European research agencies. • There are provincial Research Ethics Committees and Drug Research Ethics Committees (CEI/CEIm), in charge of reviewing their ethical aspects. • FIISC has recently developed a Guide of Good Scientific Practices that contains the guidelines for conducting ethical and responsible research. This guide also includes an authorship policy that defines how FIISC researchers publish scientific articles. • There is a regulation on industrial and intellectual property including the recently drawn up procedure for the transfer of results. • A specific Training Plan for FIISC research and management staff has been designed and approved. • FIISC carries out specific training courses in the field of occupational risk prevention. • FIISC has a recently prepared Open Science Plan. • There is an Equality Plan at FIISC, with a series of measures in different fields of action and which will be evaluated periodically.

	WEAKNESSES • Greater dissemination of the different strategic and organizational documents recently prepared by FIISC is required: Strategic Plan, Guide of Good Scientific Practices, Authorship Policy, Industrial and Intellectual Property Regulations, Equality Plan, Training Plan and Open Science Plan. • FIISC does not have a Cooperative Scientific Project. It will be prepared in such a way that the research groups collect both horizontal and transversal scientific priorities including objectives to achieve in the coming years in terms of research. • There is no Welcome Manual for newly recruited staff. It will be drawn up and will be soon adopted. • Currently FIISC staff is governed by different collective agreements and work will be done in collaboration with the Regional Government to unify them and to approve a single collective agreement for FIISC staff. • FIISC must improve communication and dissemination of scientific activity. Profiles will be created on social networks and annual scientific reports will be prepared detailing the main indicators of the Institute's scientific activity. • Meetings and conferences with patient associations and other non-scientific key actors should be improved. • FIISC does not currently have a system for periodic evaluation of researchers.
Recruitment and selection	**STRENGTHS** • FIISC carries out the publication of job advertisements through its own online platform in which open and closed calls are detailed. The date of opening and closing of applications, the offered position and the working conditions are provided in each offer. The recruitment process is performed taking into account the principles of equality, merit and transparency. A provisional admission record, a final admission record, a provisional assessment act, a definitive assessment act are published and, in applicable cases, the result of the interview phase is also published. A series of general and specific requirements are evaluated based on the position to be filled. • In the job offers published by the FIISC, both scientific merits and other skills and knowledge acquired by the candidates and that are consistent with the job offered are evaluated. • There is a guide of standard questions that is offered to the Selection Committee in every recruitment process. • No limits are set on the deadlines for obtaining the qualifications by the candidates. **WEAKNESSES** • No dissemination of job offers advertisements is made on the Euraxess Portal.

	• In the published offers, certain OTM-R criteria such as stays in private entities, international centers, and changes in sector, among others, are not sufficiently valued. • The existing guide for the Selection Committee does not include the assessment of qualitative aspects such as participation in teaching activities, R&D&i dissemination activities, staff supervision, etc. • It is necessary to develop standardized templates to be used for job offers in English, where information is included on the aspects to be assessed, the tasks of the position, the composition of the Selection Committee and other elements considered of interest.
Working conditions	**STRENGTHS** • FIISC professionals are recognized regardless of their career and responsibility. • Different research support structures are available to researchers at FIISC. An explanatory document is currently being prepared with information on the different platforms and support services. • FIISC has a Mentoring Plan for Emerging Groups that allows groups led by young researchers to be tutored by principal investigators with greater experience. • FIISC carries out intramural calls for grants for research, development and innovation projects focused on the health needs of the population of the Canary Islands as well as specific calls for nursing research projects. • FIISC has an Equality Plan and different actions to promote the reconciliation of work and family life of research staff. • Mobility of FIISC professionals is positively valued. • There is a regulation on industrial and intellectual property that includes the procedure for transferring results. **WEAKNESSES** • It is necessary to advance in the equalization and stabilization of FIISC research staff. • The Mentoring Plan for Emerging Groups is recently implemented and should be more widely disseminated as well as beginning its implementation. • It is necessary to disseminate the most relevant information of the different support structures and resources among FIISC researchers. • It is necessary to work on expanding the spaces available for research, as well as common areas for holding meetings and research seminars. • It is necessary to incorporate professional career elements aligned with European policies and national legislation. • The Guide of Good Scientific Practices must be disseminated to all research staff. • There is no researcher defender figure at FIISC in order to manage the different complaints of the researchers.

	• There is currently no Internal Scientific Committee where researchers of the different categories (R1, R2, R3 and R4) are represented.
Training and development	**STRENGTHS** • FIISC has a Mentoring Plan for Emerging Groups that has recently been drawn up and includes tutoring actions and evaluation of research staff's results. • A specific Training Plan has been recently prepared including activities for research and management staff. • FIISC has different young researchers starting out in research activity. **WEAKNESSES** • Despite having researchers with wide experience, a structured mentoring procedure is not conducted. The different actions included in the Mentoring Plan will be developed. • The Training Plan must be disseminated. • There is neither Internal Scientific Committee nor External Scientific Committee to generate recommendations for improvement at the scientific and management level. • There is no Welcome Manual for newly recruited FIISC 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: https://fciisc.org/index.php/acreditacion

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

	Proposed ACTIONS	*Responsible Unit*	*GAP Principle(s) C&C / OTM-R*	*Timing (at least by year's quarter/semester)*																				*Indicator(s) / Target(s)*
				Y1				Y2				Y3				Y4				Y5				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	**DEVELOPMENT AND IMPLEMENTATION OF A COOPERATIVE SCIENCE PROJECT**. The research groups of the FIISC will collect their scientific priorities, both horizontal and transversal, so that there is an orientation with respect to the scientific objectives to be prioritized in the coming years. It will be reviewed and reformulated, if necessary, every two years.	General Coordinator (María Gómez) & HR Division (Carlos Santana)	**C&C**: 1, 3, 4, 22 **OTM-R**: 6, 7																					1. Cooperative Science Project developed and disseminated. 2. Number of revisions carried out (at least one revision every two years).
2	**IMPLEMENTATION AND MONITORING OF THE STRATEGIC PLAN.** The implementation of the recently developed FIISC Strategic Plan will be carried out and reviewed annually to ensure its alignment with the interests of researchers.	Research Unit (Carlos Flores) & Evaluation Service (Yolanda Ramallo)	**C&C:** 4, 9, 23, 24, 35 **OTM-R**: 9																					1. Strategic Plan implemented and disseminated. 2. Number of reviews carried out and monitoring of the Plan (at least 1 per year).
3	**DISSEMINATION PLAN OF THE MAIN DOCUMENTS AND GUIDES OF THE FIISC.** Work will be carried out on the dissemination of the main documents recently drawn up by the Institute: manual of good scientific practices, signature policy, regulations drawn up on the transfer of results, open science plan, emerging groups mentoring plan and equality plan. This dissemination will be carried out on a biannual basis through the appropriate communication channels: webinars, specific conferences, etc.	General Coordinator (María Gómez) & Management Division (Imma López and Noemí Lorenzo)	**C&C:** 1, 2, 3, 5, 6 8, 23, 27, 31, 32																					1. FIISC plans and documents disseminated biannually to all staff through various communication channels. 2. Number of plan reviews carried out (at least once every two years).
4	**IMPLEMENTATION AND MONITORING OF THE TRAINING PLAN.** The Institute's Training Plan will be implemented. An annual training needs survey will be carried out, which will serve as a basis for the annual updating and planning of training activities.	Research Unit (Carlos Flores) & HR Division (Isabel González)	**C&C:** 5, 7, 33, 38, 39																					1. Training plan implemented and disseminated to all staff. 2. Annual reviews carried out.
5	**DEVELOPMENT OF A WELCOME MANUAL FOR NEW RECRUITS.** A welcome manual will be developed that will cover the main aspects to be considered in the day-to-day work of the FIISC staff. It will include information on research support structures and services. Reference will be made to the different documents and plans of the FIISC, such as the manual of good scientific practices and the open science plan, among others. Information will also be included on the administrative procedures to be carried out and the communication channels available to them. Information will be included on the FIISC environment for the better adaptation of international research staff. The researcher defender figure will be implemented at FIISC.	HR Division (Carlos Santana)	**C&C:** 5, 7, 10, 23, 24, 34, 35, 40																					1. Welcome manual prepared and approved. 2. Welcome manual disseminated. 3. Dissemination of the welcome manual to 100% of new researchers.
6	**PLAN FOR THE DISSEMINATION OF SCIENTIFIC ACTIVITY.** Scientific reports will be produced annually with the main indicators of the Institute's R&D&I activity. A new website will be developed that will include more information on the Institute's activities and results. In addition, a profile will be created in the main widely used social networks, in which the main research results, the most important scientific publications and job offers for researchers, among other things, will be disseminated.	General Coordinator (María Gómez) & Evaluation Service (Mar Trujillo)	**C&C:** 5, 7, 8, 11, 23, 28, 29, 30, 31, 34, 38, 39, 40 **OTM-R**: 1, 2																					1. Annual scientific report. 2. Updated web page 3. Social media profiles created. 4. Number of annual publications made on social media profiles.
7	**IMPLEMENTATION AND MONITORING OF THE COMMUNICATION PLAN.** A specific working group will be developed for the Institute's Communication Area. Meetings with patient associations and other key non-scientific actors will be promoted. Visits will be made by researchers to schools and educational centres to promote scientific dissemination and the communication of scientific results in regional and national media will be promoted.	General Coordinator (María Gómez), Research Unit (Carlos Flores) & Evaluation Service (Yolanda Ramallo and Mar Trujillo)	**C&C**: 9																					1. Communication Group set up. 2. Number of meetings held with patient associations and other stakeholders. 3. Number of articles published in the media. 4. Number of visits made to educational centres.
8	**DEVELOPMENT OF A SYSTEM OF REGULAR EVALUATION OF RESEARCHERS.** A periodic evaluation system will be developed on the basis of evaluation criteria and mechanisms to evaluate the FIISC research groups as well as all the Institute's staff.	HR Division (Carlos Santana and Isabel González)	**C&C**: 1, 11, 22, 23																					1. Evaluation system defined and approved. 2. Annual evaluation of the research groups carried out. 3. Periodic evaluation of the performance of researchers.
9	**INTERNAL PROMOTION AND CAREER DEVELOPMENT PLAN.** Work will be done on the development and approval of a single collective agreement for all FIISC staff. On the other hand, meetings will be held with the Autonomous Government with the aim of establishing agreements on the stabilization of R&D&I research personnel.	General Coordinator (María Goméz) & HR Division (Carlos Santana)	**C&C**: 5, 22, 25, 26, 30 **OTM-R**: 5, 9																					1. Collective agreement approved and implemented. 2. Number of meetings held with the Regional Government on the stabilization of R&D&I personnel.

10	**UPDATING PROCUREMENT PROCEDURES TO OTM-R PRINCIPLES.** The current FIISC templates for the preparation of job offers will be updated, expressly indicating that the criteria established in the OTM-R policy (stays in private centres, stays in international centres, mobility on the part of researchers, changes of sector, etc.) must be positively valued. A standardized model will also be developed for the publication of job offers in English, through the Euraxess portal, with the aim of increasing internationalization.	HR Division (Isabel González) & Evaluation Service (Mar Trujillo)	**C&C**: 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 28, 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 conducted to ensure their effectiveness (at least one comprehensive annual review). 3. Standardized template for the publication of tenders in English. 4. Number of tenders published in Euraxess.
11	**MENTORING PLAN.** A mentoring programme for young researchers will be implemented in which senior researchers will act as mentors. A procedure will be developed to formally record this mentoring process.	Research Unit (Carlos Flores)	**C&C**: 30, 33, 36, 37																				1. Mentoring plan plan drawn up and implemented. 2. Number of reviews of the plan (at least once a year). 3. Number of mentoring reports drawn up by the heads of research groups.
12	**CREATION OF THE INTERNAL SCIENTIFIC COMMITTEE AND EXTERNAL SCIENTIFIC COMMITTEE.** The Internal Scientific Committee of the FIISC will be constituted on the basis of the criteria established by the main funding agency for health research at state level, guaranteeing the participation of the different categories of research personnel. An External Scientific Committee will be set up to advise the FIISC and review scientific activity.	General Coordinator (María Gómez)	**C&C**: 11																				1. Internal Scientific Committee established. 2. Number of meetings per year (Internal Scientific Committee). 3. External Scientific Committee established. 4. Number of meetings per year (External Scientific Committee).
13	**DISSEMINATION PLAN OF THE HUMAN RESOURCES STRATEGY FOR THE FIISC RESEARCH STAFF.** Specific actions will be carried out to disseminate the human resources strategy. To this end, specific annual conferences will be held to indicate the progress achieved in the action plan. A specific annual survey will also be carried out to assess the knowledge and satisfaction of FIISC staff with regard to the progress achieved. There will also be an annual review of the OTM-R policy developed.	HR Division (Carlos Santana)	**C&C**: 8, 12, 23 **OTM-R:** 1, 5, 10																				1. Annual review of the HRS4R Action Plan. 2. Number of events to disseminate the progress of the action plan. 3. Annual satisfaction survey carried out. 4. Annual review of OTM-R policy.

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 FIISC has a defined, public, transparent and accessible recruitment procedure. It has its own online application for the publication of the different offers and for uploading documentation to the different applicants for the posts on offer. Euraxess is not yet used for the publication of offers, and this is one of the actions that will be worked on in the coming years so that offers can be published and internationalization can be boosted. Researchers are selected through a Selection Committee which is responsible for evaluating all the candidates admitted (once it has been analyzed whether they meet the essential requirements), assessing the score of each one of them in the different merits that can be assessed for the post in question. An interview phase is also carried out in those cases in which it is deemed necessary by the Selection Committee. The calls for applications published include information on the functions to be performed, the conditions of recruitment and the requirements and merits to be assessed. However, the current procedures must be improved so that all the OTM-R principles are considered and the procedure is adapted to the C&C.

In line with this, the FIISC has designed a first version of the OTM-R Policy that will be reviewed annually and will be complemented by the changes that are developed in the contracting procedures and in other actions included in the action plan.

The different actions that will be carried out with the aim of adapting the contracting procedure to the requirements established by the C&C and the OTM-R policy are detailed below.

- **DEVELOPMENT AND IMPLEMENTATION OF A COOPERATIVE SCIENTIFIC PROJECT (OTM-R: 6,7).** In order to ensure that researchers have a defined framework for carrying out their research projects, the various horizontal and cross-cutting scientific priorities will be identified, and specific objectives will be prioritized for the coming years.

- **IMPLEMENTATION AND MONITORING OF THE STRATEGIC PLAN (OTM-R: 9).** The FIISC Strategic Plan will be implemented, incorporating the objectives of the HRS4R strategy, and its fulfilment will be reviewed annually, also considering the suggestions of the research staff. Work will be carried out on the development of new workspaces for researchers and common areas for meetings.

- **PLAN FOR THE DISSEMINATION OF SCIENTIFIC ACTIVITY (OTM-R: 1.2).** Scientific reports will be produced annually on the main indicators of the Institute's R&D&I activity. A new website will be developed, and profiles will be created on social networks with the aim of publicizing the scientific activity carried out and having a greater dissemination of the job offers published.

- **INTERNAL PROMOTION AND CAREER DEVELOPMENT PLAN (OTM-R: 5.9).** Work will be done on the development and approval of a collective agreement for all FIISC staff. Meetings will also be held with the Regional Government with the aim of establishing agreements on the stabilization of research staff, so that professional career elements can be included in the offers that are published.

- **UPDATING RECRUITMENT PROCEDURES TO OTM-R PRINCIPLES (OTM-R: 1, 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23).** Work will be done on the development of a standardized offer template for publication in Euraxess, including where possible career development possibilities. Work will be done on updating the aspects to be assessed in job offers as transversal competences.

- **DISSEMINATION PLAN OF THE HUMAN RESOURCES STRATEGY (OTM-R: 1, 5, 10).** Specific actions will be carried out to disseminate the human resources strategy for research. Specific annual workshops will be held, and an annual survey of all research staff will be carried out.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: https://fciisc.org/images/Sello_Europeo/Pol%C3%ADticaOTM-R_FIISC_V1.0_ENGLISH.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

The FIISC Human Resources Strategy for Researchers (HRS4R) has been led by the organization's Management, and a working group and a management group have been established for the implementation and subsequent monitoring of the strategy. On the one hand, a Steering Committee has been established. This committee aims to ensure proper follow-up and regular supervision of the proposed Action Plan. On the other hand, a Working Group has been formed in charge of carrying out the process of analysis and definition of the activities included in the proposed action plan and in charge of implementing the proposed Action Plan and carrying out the appropriate revisions of the Human Resources Strategy. This working group is made up of Carlos Santana Ahumada, head of the HR department, Juana Isabel González Dauta, HR administrator, and representatives of researchers from the different categories established by Euraxess (R1, R2, R3 and R4), complying with gender parity and equality criteria.

The monitoring of the human resources strategy will be carried out by the aforementioned working groups. The working group will meet twice a year and will oversee measuring the indicators previously defined in the action plan and will evaluate the degree of implementation based on the established schedule, preparing a brief report in relation to these contents that will be presented to the Steering Committee to review the correct fulfillment of the strategy and make suggestions for improvement to correct the detected deviations.

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

In addition, to achieve the correct involvement of all staff, an official presentation of the FIISC HRSR Strategy Action Plan will be held for all research staff.

Additionally, an annual survey will be conducted to assess the degree of satisfaction with the HRS4R strategy by FIISC staff. 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.

After two years since the beginning of the Action Plan, the working group will be in charge of carrying out the state of implementation of the strategy.

A questionnaire like the one used in the gap analysis phase will be drawn up for the organization's staff to assess the degree of knowledge in relation to the implementation of improvements and the progress made, a results report will be drawn up and the initial action plan will be reviewed, proceeding to incorporate new actions if necessary and submitting the report to the Steering Committee and the organization's management body.

Finally, from the organization´s Management and in collaboration with the working group and the steering committee set up for the implementation of the strategy, the representatives who will be responsible for coordinating the appropriate tasks to carry out the external review of the strategy will be selected. This review will be carried out 5 years after the beginning of the Action Plan, compiling the information generated throughout the process and corresponding to the different requirements by 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**
How will the implementation committee and/or steering group regularly oversee progress?	As described, the monitoring of the actions indicated in the proposed action plan will be carried out every six months by the established Working Group and follow-up reports will be prepared to be sent to the Steering Committee and the FIISC Management. The working group will meet regularly twice a year to assess the degree of implementation of the strategy and measure the indicators established in the action plan. A report will be prepared, and it will be sent to the Steering Committee so that it can supervise the correct implementation of the planned actions and approve the necessary improvements and reformulations to comply with the principles of the Human Resources Strategy and the OTM-R Policy. After two years of starting the Action Plan, a questionnaire will be sent to all FIISC staff, to assess knowledge about the achieved improvements with the proposed action plan and will ask for possible improvement actions to introduce.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	FIISC has involved all the professionals of the organization in the preparation of the Human Resources Strategy for Researchers, both through the working group and the Steering Committee, as well as with the questionnaire distributed to all the staff in which the different opinions of the employees have been collected. Both the management staff and the research staff are represented in the Working Group, with representatives of the different categories of researchers (R1, R2, R3 and R4).

	The organization has a recently prepared Equality Plan that will also be disseminated with the implementation of the action plan of the Human Resources Strategy. As stated in the former section, meetings will be held every six months by the Working Group and an online questionnaire will be carried out to collect the opinion of all FIISC staff. In addition, it should also be noted that the proposed action plan involves the entire group of FIISC researchers in several of the proposed actions, such as the implementation of the Training Plan and the Strategic Plan, as well as the preparation of the Scientific Plan where the different priorities and needs of the different researchers in the organization will be considered.
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 to collect the level of implementation of the HRS4R strategy and to propose suggestions for improvement. These suggestions will be validated by the Steering Committee and the Organization's Management. Besides, FIISC has recently drawn up the organization's Strategic Plan for the coming years. This plan contemplates a specific action plan aimed at the HRS4R Strategy to improve the conditions of FIISC employees in the workplace and increasing the competitiveness of the institution to attract scientific talent, both from a national and European level.
How will you ensure that the proposed actions are implemented?	FIISC Management body oversees promoting the implementation of the HRS4R Strategy and is directly engaged in its implementation, together with the Steering Committee and the Working Group that involves both management and research staff. Follow-up meetings will be held, and reports will be made evaluating the correct fulfillment of the action plan. An annual questionnaire will be carried out to publicize the progress made within the framework of the strategy and to assess the satisfaction level of the research staff in this matter.

	In addition, FIISC has among its short-term objectives to be accredited as a Health Research Institute by the Carlos III Health Institute and in this accreditation process, one of the established requirements is to have the "HR Excellence in Research" Award. Consequently, the HRS4R strategy will necessarily be the general policy of FIISC in the field of human resources.
How will you monitor progress (timeline)?	The action plan includes the different actions to be carried out, with a specific schedule for each of them and some monitoring and indicators to assess their correct implementation. The working group will meet twice a year with the aim of measuring the proposed indicators and evaluating the degree of implementation of the strategy. An annual report will be sent via email to all the research staff informing of the degree of implementation of the strategy 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 former sections, annual monitoring reports will be carried out to assess the correct implementation of the action plan. Similarly, it is planned to carry out a mid-term evaluation of the HRS4R strategy after two years of implementation of the action plan. The organization management body will be periodically informed of the progress made by the Steering Committee and the Working Group.

Additional remarks/comments about the proposed implementation process:

FIISC aims to promote and support research of the highest quality in health sciences to contribute to the prevention of disease, the promotion and protection of health, the treatment and rehabilitation of disease and to raise the degree of knowledge about the health of the population, as well as managing the research of the entities that comprise it, being in charge of offering the necessary support in the economic, administrative and technical areas and acting as a research results transfer office .

At a strategic level, it is worth mentioning the mission and vision of the organization:

MISSION: "To develop a biomedical R&D activity of the highest quality, responding, jointly, to the needs of the Canary Islands population, promoting the development and implementation of innovative solutions that improve the health and quality of life of general population.

VISION: "To become the core around all R&D&I in health is structured at Canary Islands, constituted as an accredited Health Research Institute and maintaining active collaborations with all the agents involved in its development, which allow generating avant-garde techniques and technologies based on multidisciplinary development".

The main values that govern the activity of FIISC and that are linked to the HRS4R are:

- **Integration.** It is configured as a single structure that encompasses all the agents involved in the development of R&D&i in health.
- **Excellence.** All actions carried out by its professionals are based on parameters of quality and excellence, with a clear focus on improvement.
- **Cooperation.** The different units and centers that are part of the organization maintain stable relationships to form multidisciplinary research teams and promote the development of joint actions.
- **Orientation to society.** FIISC professionals develop their scientific activity with a clear vocation towards the population and healthcare practice.
- **Internationalization.** The activity carried out by FIISC professionals aims to improve their positioning and visibility on the international scene.
- **Innovation.** The activity of the FIISC presents a strong innovative character, with an orientation towards the development of pioneering and innovative initiatives in its fields of activity.

The HRS4R Strategy intends to be the main HR policy of FIISC, through which the recommendations regarding the rights and responsibilities of researchers and their employers and/or funding entities included in the European Charter of the Researcher and the Code of Conduct for the Recruitment of Researchers (C&C) will be collected.

This strategy is reflected in the FIISC Strategic Plan, which includes a specific action plan to achieve the "HR Excellence in Research" Award and the subsequent implementation of the action plan.

Therefore, FIISC in line with its strategy and vision of becoming a Health Research Institute accredited by the ISCIII, has signed in 2021 the principles related to the C&C, thus committing to align policies and practices in Human Resources with the recommendations expressed in both documents.