

| I. Ethics, Integrity, Gender and Open Science | | | | | | |
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| Action | Specific Action | Chapter & Code Principle | Responsible Departments | Deadline | Key Performance Indicators (KPI) | Deliverables |
| A1. Institutional Repository Development (Fundanet–Zenodo) | Consolidate the Fundanet–Zenodo integration as the institutional repository for publications, data and research outputs, ensuring compliance with Open Access and funder requirements. | Principles 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement. | Quality Area, IT Department and Scientific Area | Q3 2026 | Number of publications deposited. % of Open Access compliance. | Operational institutional repository. User guidelines. |
| A2. Strengthen the Gender Equality and Diversity Framework | Update the Gender Equality Plan 2027-2031. Update GEP actions to reflect intersectionality and harassment prevention. Increase the number of women IP of research groups. | Principles 10. Non discrimination; 24. Working conditions; 27. Gender balance. | Equality Committee, Scientific Direction, Human Resources. | Q1 2027 | % women in committees. % female Pis. harassment training coverage. | Updated GEP2027-2031 approved. Training material of the harassment courses. |
| A3.LGTBI Diversity+ Protocol | Design, approve and implement an institutional LGTBI+ Diversity Protocol to guarantee equal rights and opportunities for LGTBI+ individuals within the workplace. | Principles 10. Non discrimination 24. Working conditions | Director Team, Human Resources, and Bargaining Committee | Q3 2026 | Number of awareness activities implemented. Perception indicators related to inclusion. | Approved LGTBI Diversity + Protocol. |
| A4.Full Implementation of the IIS La Fe Compliance System and External Certification | Complete the implementation of the institutional Compliance System | Principles 2. Ethical principles; | Legal Department, General Director | Q2 2026 | Number of compliance. improvements implemented. | Updated institutional compliance procedures |
| | Obtain external certification in the following standards: -UNE 19601 (Criminal Compliance Management Systems) -ISO 37001 (Anti-Bribery Management Systems and conduct annual follow-up audits to maintain both certifications in force. | 3. Professional responsibility; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research. | Legal Department, General Director | Q2 2027 | Certification obtained. Number of audits successfully passed. | Certified Compliance System (UNE 19601 / ISO 37001). Annual surveillance audits and reports. |
| A5. Deployment of IIS La Fe’s Philanthropy Plan | Ensure ethical, transparent, and legally robust management of philanthropic and sponsorship activities aligned with institutional integrity principles. | Principles 2 – Ethical principles; 3 – Professional responsibility; 5 – Contractual and legal obligations; 6 – Accountability; 7 – Good practice in research; 9 – Public engagement | Legal Department, Communication Area and General Director | Q4 2026 | Annual number and value of donations and sponsorships processed. Processing time for new agreements. Compliance checks completed. | Updated procedures for philanthropic income. Internal guidance for safe and compliant fundraising. |
| A6. Consolidate and Develop the IIS La Fe Data Protection Governance Framework | Implement the institutional Data Protection Governance framework following the recent creation of the Data Protection Office. This includes updating procedures, ensuring systematic compliance with GDPR and national regulations, strengthening data-protection-by-design practices, providing targeted training for research and administrative personnel, and monitoring adherence to data management and privacy protocols across all research activities. | Principles Principles 2 – Ethical principles; 3 – Professional responsibility; 5 – Contractual and legal obligations; 6 – Accountability; 7 – Good practice in research; 11 – Evaluation/appraisal systems; 31 – Access to research training and continuous development | Data Protection Office, Legal Department, Director Team | Q2 2026 -2028 | Number of updated and approved data protection procedures. Percentage of staff trained in data protection practices. Number of compliance checks or audits performed annually. Number of data protection incidents reported and resolved. | Updated and operational Data Protection Governance documentation. Standard Operating Procedures (SOPs) for data protection in research. Annual compliance review and risk assessment report. Training materials and awareness campaigns on data protection. Integration of data protection requirements into project workflows and intranet resources. |
| A7. Strengthen Bilingual Communication and Institutional Documentation | Keep translating all the relevant institutional documents into English as well as all the internal communications and news. | Principle 10 – Non-discrimination; 23 – Research environment; 29 – Value of mobility | All Departments | 2026-2028 | Number of institutional documents translated | Institutional documents translated |

| II. Researcher's Assessment, Recruitment and Progression | | | | | | |
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| A8. Implement and Monitor the Research Activity Evaluation System (R1–R4) | Finalise institutional negotiations and approve a structured evaluation system for researchers that reflects the principles of the European Charter for Researchers, particularly: -recognition of diverse research outputs and practices, -value of mobility (international, intersectoral, inter-institutional, and virtual mobility), -consideration of non-linear and multi-career paths, -inclusion of teaching, supervision, leadership, entrepreneurship, knowledge valorisation, -recognition of Open Science practices (as part of good research conduct), -a transparent, gender-balanced and inclusive evaluation process. Pilot the evaluation system in a subset of research groups (one per scientific area) to validate indicators, procedures, and feedback mechanisms before institutional rollout. | Principle 7 – Good practice in research; 10 – Non-discrimination; 11 – Evaluation/appraisal systems; 16 – Judging merit; 17 – Variations in chronological order of CVs; 18 – Recognition of mobility experience; 20 – Seniority; 27 – Gender balance; 28 – Career development | Scientific Area, Quality Area, HR, Research Committee. | Q2 2027 | Number of evaluations performed | Approved system; First pilot report. |
| A9. Strengthen Welcome & Onboarding Programme | Update welcome package (EN/ES). Implement onboarding session in alignment with the Welcome Manual. | Principles 10 – Non-discrimination; 23 – Research environment; 30 – Access to career advice | Human Resources, Quality Department | 2026 - 2028 | Number onboarding sessions | Updated Welcome Manual |
| A10. Update the Human Resources Plan | Renew the Human Resources Plan for the period 2026-2028 in alignment with the existing laws. | Principles 11 – Evaluation/appraisal systems 12 – Recruitment 13 – Recruitment (Code) 14 – Selection (Code) 16 – Judging merit 20 – Seniority 22 – Recognition of the profession 23 – Research environment 24 – Working conditions 25 – Stability and permanence of employment 26 – Funding and salaries 27 – Gender balance 28 – Career development 38 – Continuing professional development 39 – Access to research training and continuous development | Human Resources | Q1 2028 | | Human Resources Plan 2026-2028 |
| A11. Attract high quality international researchers/retain talent | Increase of 15% the participation in international programs (ex. HE, ERC, Marie Skłodowska-Curie Actions). | Principles 12 – Recruitment 13 – Recruitment (Code) 14 – Selection (Code) 16 – Judging merit 18 – Recognition of mobility experience 20 – Seniority 23 – Research environment 28 – Career development 29 – Value of mobility 30 – Access to career advice | International Office | 2028 | Number of proposals submitted. Number of awards. | Funded projects |
| | Design and implementation of a Plan to attract and retain international talent. | | International Office, Human Resources | 2026 | | Plan to attract and retain talent |
| | Broaden the mobility scheme by designing and launching the "Landing Talent" Mobility Programme, aimed at funding incoming research stays at IIS La Fe to attract international researchers and strengthen scientific collaboration. | | International Office, Human Resources and Scientific Direction | 2026 | Number of applications received. Number of researchers hosted. Geographic and institutional diversity of participants. Satisfaction and scientific output reports from hosted researchers. | Programme guidelines and eligibility criteria. Annual call for incoming mobility grants. First cohort of "Landing Talent" awardees. |

| III. Working conditions and Practices | | | | | | |
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| Action | Specific Action | Chapter & Code Principle | Responsible Departments | Deadline | Key Performance Indicators (KPI) | Deliverables |
| Develop and Implement an Teleworking Plan | Design and implement an institutional Online Working Plan regulating teleworking arrangements for researchers and staff, in line with national legislation and the Sectoral Collective Agreement for Public Foundations and Health Research Institutes of the Valencian Community. The plan will define eligibility conditions, procedures for requesting teleworking, maximum of days per weeks that can be requested, expected availability and communication practices, digital working tools, and measures ensuring work-life balance and organisational efficiency. It will also establish monitoring mechanisms to assess the impact of teleworking on productivity, well-being, and institutional coordination. | Principles 10 – Non-discrimination, 24 – Working conditions 27 – Gender balance | Human Resources, IT Area, Quality Area | Q4 2027 | Percentage of staff benefiting from teleworking arrangements; Staff satisfaction with teleworking conditions. | Approved Online Working Plan |
| A13. Implement the Research Career Development Plan (R1–R4) | Approve and operationalise the Research Career Plan including evaluation, mobility, and training elements. | Principles 11 – Evaluation/appraisal systems 16 – Judging merit 17 – Variations in chronological order of CVs 18 – Recognition of mobility experience 20 – Seniority 22 – Recognition of the profession 23 – Research environment 24 – Working conditions 25 – Stability and permanence of employment 28 – Career development 30 – Access to career advice 36 – Relation with supervisors 37 – Supervision and managerial duties 38 – Continuing professional development 39 – Access to research training and continuous development | Scientific Area, Human Resources, Director Team, Quality Area | Q4 2028 | % researchers assigned to career stage. Number of development interviews. | Research Career. Development Plan. |
| A14. Comprehensive upgrade of research facilities and equipment plan | Develop a strategic plan to upgrade research infrastructures, equipment and digital tools, ensuring safe, modern and productive research environments. | Principles 23. Research environment; 24. Working conditions | Scientific Direction, Infrastructure, Scientific Area, Health & Safety. | Q3 2027 | infrastructure upgrades completed. Reduction in downtime / equipment failures. Researcher satisfaction with facilities. | Inventory of equipment needs. Prioritized investment plan Annual monitoring report. |
| A15. Digitalisation of administrative procedures for researchers | Implement digital workflows for project management, HR procedures, travel authorisations, purchases, training requests | Principles 23. Research environment; 24. Working conditions | IT Department, Human Resources, General Director | Q4 2027 | Reduction in processing time. % adoption rate. Researcher satisfaction. | Digital forms / automated workflows throughout the Intranet. Internal guidelines for use User support service. |
| A16. Institutional Programme on Innovation Public Procurement (IPP) | Design and implement an institutional programme to introduce Innovation Public Procurement (IPP) | Principles 3. Professional responsibility; 8. Dissemination, exploitation of results; 9. Public engagement; 31. Intellectual Property Rights | Innovation Area, Public Procurement Area, Legal Department | Q3 2028 | Number of innovation projects assessed for potential IPP routes. Number of IPP applications. Number of collaborations with public procurement bodies. | Institutional IPP Guidelines. Awareness sessions delivered. Integration of IPP pathways into innovation workflows. |
| A17. Promote the Creation of Spin-offs through an Institutional Strategy | Develop and deploy a structured strategy to promote spin-off creation. This will include predefined stages, evaluation criteria, support mechanisms, and access to mentoring, investment advice, and regulatory guidance. | Principles 3. Professional responsibility; 8. Dissemination, exploitation of results; 9. Public engagement; 31. Intellectual Property Rights | Innovation Area, Legal Department and Director Team | Q4 2027 | Number of spin-off proposals received. Number of spin-offs created or supported. Volume of IP-related exploitation agreements. | Spin-off Promotion Strategy. |

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| A18. Strengthen Knowledge Transfer and Co-Creation Initiatives with Industry from the Early Stages of Research Projects | Implement a structured co-creation framework to involve industry and external stakeholders from the earliest stages of research and innovation projects. | Principles 3. Professional responsibility; 8. Dissemination, exploitation of results; 9. Public engagement; 31. Intellectual Property Rights | Innovation Area and Legal Department | Q2 2026 - Q4 2028 | Number of co-creation sessions held. Number of industry partners engaged. Number of research projects integrating early market validation. | Co-creation and early engagement protocol. Annual co-creation workshops. Industry involvement guidelines for research groups. |
| A19. Consolidate the Institutional Programme to Generate Synergies between Universities, Technology Centres, Researchers, Clinicians and Industry | Strengthen and expand the existing programme that promotes synergies among universities, technology centres, clinicians, researchers, and industry, to generate new collaborations and developing innovation-driven multi-sector projects. | Principles 3. Professional responsibility; 8. Dissemination, exploitation of results; 9. Public engagement; 31. Intellectual Property Rights | Innovation Area, Scientific Director | Q2 2026 - Q4 2028 | Number of networking events organised. Number of new collaborations established. Number of joint innovation proposals submitted. | Annual synergy-building programme. Networking events with academic and industry partners. Collaboration agreements and joint project proposals. |
| A20. Conduct Practical Emergency Response Drills | Carry out practical emergency response exercises to ensure that all staff are familiar with institutional safety protocols and prepared to act effectively in case of an emergency. | Principles 23. Research environment; 24. Working conditions; | Heath & Safety Department | Q2 2026 - Q4 2028 | Number of emergency drills conducted per year | Updated emergency preparedness procedures, if applicable. |
| A21. Perform Evaluations of Exposure to Biological Agents in Research and Healthcare Settings | Complete all required assessments of exposure to biological agents for staff working in research laboratories and clinical environments, ensuring compliance with applicable biosafety regulations. | Principles 3. Professional responsibility; 5. Contractual and legal obligations; 23. Research environment; 24. Working conditions | Heath & Safety Department | Q2 2026 - Q4 2028 | Number of exposure assessments performed. | Annual report on biological agent exposure evaluations. Updated biosafety recommendations or corrective actions, where needed. |
| A22. Implement Health Promotion Campaigns | Organise and disseminate annual health promotion campaigns to support staff wellbeing, raise awareness on health-related risks, and foster a culture of prevention. | Principles 3. Professional responsibility; 23. Research environment; 24. Working conditions | Heath & Safety Department | Q3 2026 - Q4 2028 | Number of health promotion campaigns implemented per year. | Communication materials and campaign reports. Participation metrics and impact assessment. |
| A23. Strengthen IIS La Fe's Presence in National and International Research Networks | Enhance IIS La Fe's participation and visibility in national and international research networks by increasing membership, participation in strategic fora, contribution to thematic working groups, and collaboration initiatives that position the institute within key scientific and innovation ecosystems. | Principles 3. Professional responsibility 4. Professional attitude; 8. Dissemination, exploitation of results; 9. Public engagement; 18. Recognition of mobility experience (Code); 23. Research environment | Scientific Direction, Scientific Area, International Office, Research Group Leaders; Communication Unit | Q3 2026-Q4 2028 | Number of networks in which IIS La Fe actively participates. Number of events, working groups or committees attended. Number of collaborations, proposals or joint initiatives emerging from network participation. Increase in visibility indicators (invited talks, leadership roles, etc.). | Updated mapping of national and international networks relevant to IIS La Fe. Annual report on network participation and impact. |
| A24. Establishment of the IIS La Fe Technical Evaluation Committee for Intramural Grants | Create a Technical Evaluation Committee at IIS La Fe responsible for assessing and evaluating all intramural funding calls. The committee will ensure transparent, fair, and merit-based evaluation processes, applying clear criteria aligned with institutional priorities and the principles of responsible research assessment. | Principles 3. Professional responsibility 4. Professional attitude; 11. Evaluation/ appraisal systems; 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 20. Seniority (Code); 22. Recognition of the profession | Scientific Direction, Scientific Area, International Office, Innovation Area | Q1 2026 | Number of intramural calls evaluated annually. Time from call closure to evaluation results. Stakeholder satisfaction with transparency and clarity of evaluation processes. | Official constitution of the Technical Evaluation Committee & its Terms of Reference. |

IV. Research Careers and Talent Development

| Action | Specific Action | Chapter & Code Principle | Responsible Departments | Deadline | Key Performance Indicators (KPI) | Deliverables |
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| A25. Development of the Mentoring Plan | Launch a mentoring programme with trained mentors; prioritise R1–R2 researchers | Principle 4. Professional attitude; 28 – Career development; 30 – Access to career advice; 36 – Relation with supervisors; 37 – Supervision and managerial duties; 38 – Continuing professional development; 39 – Access to research training and continuous development | Human Resources, Scientific Area, Scientific Direction | Q2 2028 | No. of active mentor adhered to the Plan. % retention of mentors. | Approved and published Mentoring Plan |
| A26. Continuing Professional Development (CPD) Strategic Plan | Develop an IIS La Fe CPD strategy including GCP Strategic Plan, to guide researchers in all stages on how to progress in their career development considering all the relevant aspects (innovation, leadership, OS, data stewardship, etc). | Principles 3. Professional responsibility; 4. Professional attitude; 17. Variations in the chronological order of CVs (Code); 28. Career development; 30. Access to career advice 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development | Human Resources, Scientific Area, Scientific Direction | Q4 2028 | Number of training activities; attendance. Training impact score. | IIS La Fe CPD strategy Plan |
| A27. Researcher Career Development & Support Services | Strengthen researcher support services through training, guidance and resources on Open Science, Open Access publishing, research evaluation and career development. | Principles 3. Professional responsibility; 4. Professional attitude; 17. Variations in the chronological order of CVs (Code); 28. Career development; 30. Access to career advice 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development | Quality Area, Scientific Direction | Q4 2028 | Number of actions implemented. | Approved CoARA Action Plan. Internal roadmap. |
| A28. Strengthen Skills for Intersectoral Careers & Entrepreneurship | Introduce training in knowledge valorisation, IP, entrepreneurship and industry collaboration. Promote industry secondments. | Principles 8 – Dissemination and exploitation of results; 17 – Variations in the chronological order of CVs; 18 – Recognition of mobility experience; 28 – Career development; 30 – Access to career advice; 38 – Continuing professional development; 39 – Access to research training and continuous development | Innovation Area | Q4 2028 | Number of staff participating. Number of collaborations with industry. | Training courses materials |

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| A29. CoARA Action Plan Deployment | Develop and implement the institutional CoARA Action Plan, aligning research assessment practices with qualitative evaluation, narrative CVs and responsible metrics. | Principles 3 – Professional responsibility; 4 – Professional attitude; 11 – Evaluation/appraisal systems; 15 – Transparency; 16 – Judging merit; 17 – Variations in the chronological order of CVs; 20 – Seniority; 22 – Recognition of the profession; 28 – Career development; | Quality Area and Scientific Direction | Q4 2028 | Number of actions implemented | Approved CoARA Action Plan. Internal roadmap. |
| A30. Improve the Job Satisfaction Survey | Communicate the feedback obtained from each Job Satisfaction Survey to the participating researchers and to incorporate it into the institution usual practices. | Principles 23 – Research environment; 24 – Working conditions; 28 – Career development; 36 – Relation with supervisors; 37 – Supervision and managerial duties; 38 – Continuing professional development | Human Resources and Quality Area | Q4 2026 - Q4 2028 | No. of surveys answered. 80% satisfaction. | Survey and survey report |
| A31. Develop the IIS La Fe Stabilisation and Monitoring Plan for Miguel Servet and Ramón y Cajal Researchers | Prepare and implement a comprehensive Stabilisation and Monitoring Plan for Miguel Servet and Ramón y Cajal researchers, defining clear criteria for progression, institutional support measures, and structured follow-up mechanisms to strengthen career continuity and long-term integration within IIS La Fe. | Principles 22 – Recognition of the profession; 23 – Research environment; 25 – Stability and permanence of employment; 26 – Funding and salaries; 28 – Career development; 30 – Access to career advice; 36 – Relation with supervisors; 37 – Supervision and managerial duties; 38 – Continuing professional development | Scientific Area, Human Resources, Director Team, Quality Area | Q4 2026 | Number of researchers covered by the plan. Annual monitoring completed. Retention rate of Miguel Servet and Ramón y Cajal researchers. | Approved and published)Stabilisation and Monitoring Plan. Annual follow-up reports for Miguel Servet and Ramón y Cajal researchers. |
| A32. Implement Scientific Seminars Across Research Areas | Organise a recurring cycle of scientific seminars within each research area, consisting of one internal lecture, one external expert lecture, and one session involving a Scientific Technology Platform | Principles 8 – Dissemination and exploitation of results; 23 – Research environment; 38 – Continuing professional development | Scientific Area, Scientific Direction | Q3 2026 - Q4 2028 | Number of seminars delivered. Attendance and participation metrics. Number of collaborations and/or follow-up activities generated. | Annual seminar cycle implemented in all scientific areas. Participation of external experts and technology centres. Seminar materials. |
| A33. Implement the Integration Plan | Implement the institutional Integration Plan, which includes the reorganisation of research groups, scientific areas and mixed units to improve coherence, efficiency, critical mass and strategic alignment across IIS La Fe. The reorganisation aims to optimise structures, strengthen interdisciplinary collaboration and ensure that all units operate under harmonised governance and scientific coordination mechanisms. | Principles 3 – Professional responsibility; 4 – Professional attitude; 5 – Contractual and legal obligations; 7 – Good practice in research; 22 – Recognition of the profession; 23 – Research environment; 24 – Working conditions; 28 – Career development; 36 – Relation with supervisors; 37 – Supervision and managerial duties | Scientific Direction; Scientific Area; Research Area Coordinators; Human Resources and Legal Department. | Q4 2026 | Number of groups/areas reorganised or consolidated. Number of joint units with updated agreements. | Integration Plan formally approved and implemented. Updated organisational map of research groups, areas and mixed units. |