

HRS4R and Action Plan 2026 - 2029

The current HRS4R and Action Plan builds on the Institute's experience and the feedback gathered from researchers, staff and previous assessments. It focuses on a number of priority areas that will help strengthen the support we provide researchers throughout their careers and ensure that institutional practices continue to evolve in line with European standards.

Researcher support and career development

We are strengthening the support available to researchers at different career stages through improved career-development practices and dedicated training opportunities. Particular attention is being given to helping researchers identify development needs, access relevant resources and plan their professional growth within a supportive and collaborative environment.

Responsible and effective use of Artificial Intelligence

Artificial Intelligence is creating new opportunities to improve research support, administration and knowledge transfer. The Institute is developing guidelines, training activities and governance mechanisms to promote the responsible, ethical and transparent use of AI, while ensuring compliance with legal, confidentiality, data protection and intellectual property requirements.

The Institute is also implementing approved AI solutions for researchers to help maximise the potential of these technologies while ensuring alignment with research integrity principles, confidentiality, data protection and intellectual property requirements.

Improving services, processes and digital tools

We are continuously improving our digital tools, internal services and support processes to make them more accessible, efficient and user-friendly. These initiatives aim to reduce administrative burden, improve access to information and provide researchers with better support in their daily activities

Training and professional development

Continuous learning is essential in a research environment. The Institute will continue to expand training opportunities for researchers and support staff, covering both technical and transversal skills, while improving access to learning resources and enhancing the monitoring of training needs and outcomes.

Technology transfer and societal engagement

We are committed to increasing the visibility and impact of research by supporting technology transfer, innovation and science communication activities. Through collaborations with industry, proof-of-concept initiatives, outreach activities and communication programmes, we aim to strengthen the contribution of research to society and promote greater public engagement with science.

Recruitment transparency and candidate experience

The Institute will continue working to strengthen its Open, Transparent and Merit-Based Recruitment (OTM-R) practices. This includes improving candidate information, enhancing transparency throughout recruitment processes, reviewing recruitment policies in line with evolving European approaches to research assessment, and introducing additional mechanisms to gather feedback and improve candidate experience.

Supporting growth while maintaining a high-quality research environment

As the Institute continues to grow, we remain committed to ensuring that this growth is accompanied by appropriate levels of infrastructure, technical and administrative support, efficient services and an attractive working environment. Maintaining a balance between scientific ambition, researcher support and organisational sustainability is a key priority for the coming years.

CURRENT ACTION PLAN (2026-29)

No.	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status
33	Establish a mentoring program involving alumni (pilot) to promote professional development and reinforce collaboration with alumni.	28, 30, 38, 39	01/07/2027 – 30/06/2028	HR	Indicator: Number of alumni recruited as mentors. Target: 3. Indicator: number of R1 and R2 participating in the program. Target: 6.	Delayed to 2027.
40	Institutional use of Artificial Intelligence (AI) to speed up and increase technology transfer opportunities	2, 8, 31	01/04/2026 – 31/12/2028	Projects and Technology	Indicator: N° of reusable agents or GPTs for specific tasks running Target: 1-2 agents/GPTs per year running.	Started
41	Institutional use of Artificial Intelligence (AI) to speed up and increase the quality of proposal writing	4, 5, 6	01/04/2026 – 31/12/2028	Projects and Technology	Indicator: N° of reusable agents or GPTs for specific tasks running Target: 1-2 agents/GPTs per year running.	Started
42	Involve business professionals to transfer the Institutes research results successfully	8, 31	01/01/2027 – 31/12/2028	Projects and Technology	Indicator: Create and maintain a dedicated programme Target: To be defined	Planned
43	Strengthen the innovation talks. Showcase the work of innovative women	8, 9, 27	01/01/2026 – 31/12/2028	Projects and Technology	Indicator: N° of talks per year Target: 4 talks per year	Started

44	Create a plan for the implementation of artificial intelligence in the areas of pre-award and technology transfer	2, 4, 8	01/11/2025 – 01/02/2026	Projects and Technology	Indicator: Plan ready Target: 1 plan ready	Ongoing
45	Continue the proof of concept programme Materialise	8, 28, 31	01/01/2025 – 31/12/2028	Projects and Technology	Indicator: Nº of new spin-offs incorporated Target: To be defined Indicator: Nº of contracts or license agreements arising from funded projects Target: To be defined	Ongoing
46	Develop and implement a flexible compensation system aimed at improving staff perception of salary conditions.	22, 24, 26	01/03/2026 – 31/12/2029	HR	Indicator: Percentage of employees enrolled in the flexible compensation system. Target: 60% employee enrolment by 2029	Started
47	Establish a collaboration with <i>Fundación Muy Interesante</i> to broaden the reach of the institute's communication impact.	8, 9	01/07/2026 – 31/07/2028	Communication	Indicator: Nº of articles per year Target: 16 articles published (8 per year) between May 2026 and May 2028.	Started
48	Continue the institutes Science Explained video series highlighting relevant ongoing research projects	8, 9, 28, 38	01/07/2026 – 31/07/2028	Communication	Indicator: Nº of videos per year + views per video Target: 24 video series produced (8 per year) between May 2025 and May 2028 with an average of 1.500 views per video across relevant social media platforms.	Started
49	Organise the participation of the institute's researchers in at least 3 of the following 4 public scientific communication and dissemination events (or similar) per year: Falling Walls Lab, European Researchers Night, 3MT, Pint of Science.	8, 9, 28, 38	01/07/2026 – 31/07/2028	Communication	Indicator: Nº of participations per year Target: To communicate IMDEA Materials work and mission directly with members of the public through face-to-face interactions/events	Started

50	Migrate the Institute's ERP system (IDINET) to the new version that will improve platform performance and efficiency. The new version has integrated IA.	4, 5, 37	01/07/2027 – 31/12/2028	General Management	Indicator: IDINET migration completed and validated, including integrations with Bizneo and Golden Record. Target: New IDINET version fully implemented	Planned
51	Implement an AI-based tool for document analysis and data processing.	4, 5, 6, 24	01/07/2026 – 31/12/2027	Post-award	Indicator: AI-based tool deployed and trained. Target: 1 AI-based tool deployed and trained. Indicator: Number of routine tasks automated. Target: 2 routine tasks automated	Planned
52	Strengthen post-award professional development through specialised training on key Horizon Europe transversal topics.	6, 28, 38	01/01/2026 – 31/12/2027	HR / Post-award	Indicator: Number of specialised training courses completed by post-award staff. Target: 6 specialised training courses completed	Planned
53	Info-lab. Create a single source of truth integrated with the current systems (IDINET, Bizneo, Golden record) to obtain the key data required for the quarterly reporting to Comunidad de Madrid, covering HR, projects, finance, scientific results, transfer and other management data. The tool will provide real-time information.	5, 6	01/01/2026 – 31/12/2027	General Management	Indicator: Complete quarterly report generated from integrated source data Target: 1 report for Comunidad de Madrid available.	Planned
54	Simplify processes and tools by identifying which steps can be removed, what must remain for legal or compliance reasons, and what support researchers need to follow procedures	4, 5, 24	01/10/2026 – 31/12/2027	General Management	Indicator: Number of processes simplified Target: 2 processes simplified	Planned

	correctly. Include specific improvements to IDINET to reduce unnecessary clicks, duplicated entries and avoidable manual actions.					
55	Conduct a communication campaign to raise employee awareness about personal data protection	2, 5, 7	01/01/2026 – 31/12/2026	General Management	Indicator: Percentage of planned monthly personal data protection awareness pills sent to employees during the year. Calculation: number of pills sent / 12 planned pills x 100 Target: 100% of planned monthly pills sent in 2026. Equivalent to 12 awareness pills, one per month.	Started
56	Improve landing page with a dedicated AI agent to improve access to the relevant information and provide support with questions related to the Institute's internal processes	1, 4, 5	01/07/2027 – 31/12/2028	HR / IT	Indicator: AI agent deployed, trained and used to answer internal process queries Target: 1 AI agent active and trained Indicator: communication campaign Target: To be defined.	Planned
57	Reinforce infrastructure support	7, 23, 24	01/01/2025 – 01/06/2026	HR	Indicator: Number of additional people in the infrastructure department Target: 1 FTE	Completed
58	Develop and implement a Training and Development Plan for Administration and Technical Staff	6, 28, 38	01/03/2027 – 01/09/2027	HR	Indicator: Training Plan for Administration and Technical Staff approved and published Target: 1 training and development plan Indicator: Number of training activities organised per year Target: 2	Planned

59	Integration of training into Bizneo to support the systematic collection of training data, including participant satisfaction, enabling qualitative analysis and improving transparency and accessibility of training opportunities	22, 28, 38	01/09/2026 – 31/12/2028	HR	Indicator: Training integrated in Bizneo. Target: 50% of trainings launched from Bizneo Indicator: Training satisfaction data systematically collected and analysed. Target: Satisfaction feedback collected for at least 80% of training sessions.	Planned
60	Exit survey for all leaves on working conditions, recognition and development, ethical and professional aspects and overall experience	2, 11, 24, 36, 37, 40	01/01/2026 – 31/12/2026	HR	Indicator: Percentage of departing staff completing the exit survey. Target: Exit survey completed by at least 50% of departing staff. Indicator: Report analysing the collected data Target: 1 report per year	Planned
61	Review and implement a framework for regular career-development discussions and researcher follow-up in BIZNEO	11, 28, 30, 38	01/06/2027 – 31/12/2028	HR	Indicator: Framework for career-development discussions approved and implemented. Target: Framework approved and implemented by 2028. Indicator: Percentage of R1 and R2 researchers that complete the assessment. Target: At least 70% of R1 and R2 researchers complete the assessment every two years.	Planned
62	Evaluate and implement an institutional Artificial Intelligence (AI) solution that ensures compliance with confidentiality, data protection and	2, 3, 7, 31	01/01/2026 – 30/09/2026	Ethics and compliance committee	Indicator: Institutional AI solution evaluated and implemented. Target: AI solution provided to researchers. Initially 5 licenses per group.	Started

	intellectual property requirements.					
63	Guidelines on AI use, covering ethical, legal and operational aspects. Review and alignment with external regulatory and institutional frameworks, including: EU Regulation on Artificial Intelligence (AI Act), Existing policies and practices from peer institutions (e.g. IMDEA Energía, UC3M, UPM)	2, 3, 4, 7	01/01/2026 – 30/09/2026	Ethics and compliance committee	Indicator: AI use guidelines approved and aligned with regulatory and institutional frameworks. Target: 1 set of AI use guidelines approved and aligned with the AI Act and relevant institutional practices.	Started
64	Implementation of an internal communication campaign to raise awareness on appropriate AI use and a specific training course.	2, 3, 4, 6, 7, 38	01/10/2026 – 30/06/2027	Ethics and compliance committee / HR	Indicator: AI awareness campaign and training course integrated in LMS. Target: 1 internal communication campaign and 1 training course on appropriate AI use on LMS.	Planned
65	Adapt the Recruitment and Selection Policy to incorporate DORA-inspired broader merit-assessment principles	15, 16, 17, 18, 19, 20	01/02/2027 – 30/06/2027	HR	Indicator: Updated Recruitment and Selection Policy Target: 1 Policy and FAQ updated and implemented by 2027 and 1 set of guidelines for selection panels made available to supervisors	Planned
66	Prepare quality survey to send candidates once the selection process is finished	14, 15	01/09/2027 – 31/03/2028	HR	Indicator: Analyse results to set baseline that will allow to set future targets and inform new actions. Target: To be defined.	Planned