

I. Ethical and professional aspects

Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
Include the HRS4R vision within the new strategic plan and future VHIR regulations.	HR Excellence is included/14 Strategic lines aligned	None.	Technical Secretariat.	Q4 2015.	Number of HRS4R actions that are included in the new Strategic Plan	New Strategic Plan 2016-2020.
Develop a VHIR Code for Best Practices in Research, promote diffusion and compliance. (Redefined)	The VHIR will slightly redefine this action by not exactly developing a new Best Practices Code.	Adhesion to the European Integrity Code of Conduct and development of a Plan of adherence and monitoring, and if necessary write internal procedures and regulations for certain practical aspects, in accordance with the new requirements of the national accreditation for health research institutes that the Instituto de Salud Carlos III (ISCiii) grants.	Technical Secretariat Quality Unit	Q2 2017	Number of actions implemented	New Code for Best Practices in Research.
Provide training regarding data protection regulations for clinical research (within several activities promoted by the Institute: GCP training, VHIR Master, or	Data Protection research courses have been organized for the 21/03/2017 and the 04/04/2017.	Master VHIR is carried out annually. The need for Good Clinical Practice training will also be studied	Legal Unit, Teaching Unit and USIC. Data Protection outsourced consultancy,	Q1-Q2 2017 Q2-2018	Number of related Teaching activities	Course programme containing data protection issues related

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<p>research methodology course for residents, etc)</p>			<p>working together with the Legal Unit.</p>			<p>to clinical research. Contract and report from the consultancy.</p>
<p>Assure the implementation of the procedure for handling complaints and appeals (authorship, plagiarism) to the Scientific Ethical Supervisor and /or Internal Scientific Committee.</p>	<p>Quality procedure for dealing complaints, suggestions and appraisals has defined and distributed among all personnel. VHIR has the channels of communication available at the VHIR's website and mailboxes throughout its facilities.</p> <p>A New Procedure for fraud within Clinical Trials monitored by the Academic Research Organisation has also been defined.</p>	<p>VHIR is implementing a Corporate Compliance System, in which a more detailed Procedure for handling Scientific complaints in Research will be written.</p>	<p>Quality Unit with Human Resources Unit and Technical Secretariat.</p>	<p>Q2 2015 Corporate Compliance Q2 2017</p>	<p>Number of complaints/year.</p>	

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Promote diffusion, compliance and commitment of adherence to VHIR regulations, relating to research practices, confidentiality, intellectual property, data protection and health occupational safety.	<p>New improved intranet with a better distribution of VHIR regulations.</p> <p>New handbook summarizing the basic information regarding the Recruiting and Selection procedure, occupational health and general VHIR regulations has been issued.</p>	<p>New project not initially planned of Corporate Compliance Project is being implemented, in which all the aspects regarding compliance to regulations will be reinforced.</p> <p>Handbook delivery to each lab will have one of this handbook.</p>	Legal Unit and Human Resources Unit.	<p>Q3 2015</p> <p>New handbook written: Q1 2017</p> <p>Delivery to each lab: Q2018</p>	<p>% of Commitment of adherence by researchers/ number of contracts per year:</p>	<p>New intranet regulation compilation.</p> <p>Signed Commitment of adherence by researchers directly employed.</p>
II. Recruitment						
Definition and documentation of an improved Recruitment and selection procedure according to HRS4R, which:	<p>New version of the recruitment and selection procedure written and approved by CCI.</p> <p>3 meetings with representatives of all the professional groups to show and demo the new procedure and collect suggestions carried out.</p>	New support software being developed including the HRS4R recommendations in this field (Sharepoint).	Human Resources Unit and Quality Unit review.	<p>Q4 2015</p> <p>The full implementation of the new selection procedure is currently delayed until Q2 2017 due</p>	<p>% execution of the definition of the new procedure.</p> <p>Number of selection processes performed according to the new procedure.</p>	New version of the recruitment and selection procedure.
<ul style="list-style-type: none"> ✓ Provide institutional guidelines for normalisation of the process. ✓ Provide feedback to applicants. 						

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<ul style="list-style-type: none"> ✓ Assure diffusion of job advertising and job description appropriateness ✓ Assure adequate gender balance within the selection committee. 	<p>More diffusion of job offers is in place</p> <p>New job offer template implemented</p> <p>New talent recruitment call: VHIR Seniority Call 2016 according to HRS4R requirements</p>			<p>to software problems / requirements.</p>		
<p>Implement a new Welcome package with:</p> <ul style="list-style-type: none"> ✓ Definition of a tailored welcome plan for each professional profile. ✓ Organise monthly guided visits and talks with relevant institutional information. ✓ Create a new Institutional Handbook with comprehensive institutional and job placement information. ✓ Assure VHIR regulations knowledge within Institutional Handbook 	<p>Procedure approved.</p> <p>Handbook completed in 2 languages (Catalan and English). Full implementation is pending.</p>	<p>The Handbook delivery is pending.</p> <p>Monthly visits of the facilities will be implemented in April 2017.</p>	<p>Human Resources Unit, General Services Unit and Communication Unit.</p> <p>Quality Unit SOP review.</p>	<p>Q4 2015</p>	<p>Number of guided visits performed/year.</p> <p>Number of Welcome Plans recorded by each collective/year:</p>	<p>New Institutional Handbook.</p> <p>Welcome Plans defined according to each professional profile.</p>

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and easy accessibility through VHIR intranet.						
Increase outreach activities: ✓ Organise VHIR Doors Open Day. ✓ Promote international promotional activities.	Open doors day organised annually and also visits for specific donors to meet investigators they sponsor.	Continue with these annual activities.	Q4 2016 2017		Number of foreign personnel recruited per year. Number of foreign staff.	
Provide an international “friendly” institutional environment: ✓ VHIR Information accessible in English. ✓ Job placement assistance for foreigners.	English has been introduced in Job Offers and others at VHIR’s website.	Job placement assistance for foreigners will be implemented further on.		Ongoing Q1 2018		
III. Working conditions						
Define a Professional Career for Technical and Administrative Staff.	Institutional project currently in phase 4 according project schedule: the administrative career has been defined.	Administrative Career implementation Technical career is foreseen: Q4: 2018	Human Resources Unit.	a. Q 2017 b. Q4: 2018	% execution	Professional Career for Technical and Administrative Staff Policy.

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Update and improvement of the Equality Plan.	<p>New version of the Equality A Plan approved in April 2017</p> <p>Some principles implemented through new institutional procedures (p. ex selection process.</p> <p>Training to members of the Equality Committee has been provided in order to assign Equality agents.</p>	The Equality Plan is currently being validated by the Workforce	Human Resources Unit.	Q4 2015 Q1 2017	<p>Balance men / women in managerial positions or responsibility in decision making.</p> <p>Number of measures implemented in favour of the Equal Opportunities</p>	New version of the Equality Plan.
IV. Training and development						
Explore new tools for promoting occupational health at laboratories (online course, etc).		Laboratory and technician staff occupational health course designed and implemented at Hospital, could be extended to VHIR staff, this is under study.	Human Resources Unit and Health Prevention Occupational Service.	Q3 2017 Q4 2017	<p>Number of people undertaking the course.</p> <p>% improvement of the people trained in year of the logo award (2014) and</p>	New tool designed.

					people trained in X year	
Promote mobility programmes between VHIR investigators and national/international institutes.			Director.	Q2 2018	Number of personnel that have adhered to a mobility programme.	Mobility programme.
Implement a Mentoring System for: Define mentor figures which pre and post docs can address to and receive counsel. Redefined: this action has been redefined in order to carry out more specific action, and therefore a general program will not be implemented.	Tenure Track mentoring program is implemented annually since 2015. Mentoring for researchers at the tenure stage of their career is implemented also in 2016. New action regarding mentoring to research leaders provided by the Direction Board has been implemented (The So-called "reference project"). Mentoring for improving success rate in competitive calls has also been implemented.	Ongoing actions that will be carried out continuously.	Director /Technical Secretariat/Human Resources Unit.	Q1 2018	Number of people undertaking the tenure track mentoring program:	Mentoring Actions.

<p>Improve VHIR's Teaching Plan to develop career staff:</p> <ul style="list-style-type: none"> ✓ Identification of needs according to career development. ✓ Improve coordination of multidisciplinary scientific activities. ✓ Promote attendance by recognising assistance as an asset for career development merits. 	<p>Human Resources has a training Plan for technical and management competencies for support staff and also organises training activities for researchers such as Data Protection training and management abilities for research supervisors.</p>		<p>Teaching Unit, Communication Unit and Human Resources Unit.</p>	<p>Q1 2016</p>	<p>Number of attendees to VHIR courses.</p>	<p>New version of VHIR's Teaching Plan. Course's satisfaction questionnaires.</p>
<p>New Actions included in the Interim Analysis for extended Action Plan</p>						
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<p>Communication campaign Institutional Video</p>	<p>Not applicable</p>	<p>Define new communication actions and materials</p>	<p>Communication Unit</p>	<p>Q 4 2017</p>	<p>Number of communication actions carried out</p>	
<p>Face to face campaign to research groups</p>	<p>Not applicable</p>	<p>Define campaign and carry out the activities.</p>	<p>Human Resources</p>	<p>Q1 2018 Q4 2020</p>	<p>Number of visits performed</p>	