

¹TEMPLATE 4: ACTION PLAN

Case number:

Name Organisation under review: INSTITUT D'INVESTIGACIÓ I INNOVACIÓ PARC TAULÍ

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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	386
Of whom are international (i.e. foreign nationality)	17
Of whom are externally funded (i.e. for whom the organisation is host organisation)	19
Of whom are women	245
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	98
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	13
Of whom are stage R1 = in most organisations corresponding with doctoral level	6
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	90
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	8.654.743,94
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.149.420,22
Annual funding from private, non-government sources, designated for research	4.720.846,33
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Institut d'Investigació i Innovació Parc Taulí (I3PT) is the result of the integration of excellence in knowledge and innovative capacity from the research groups of five different entities, all of which are deemed to be essential elements in its formation.	
Its main objectives are to improve quality in patient care, the creation of social wellbeing by means	

of the improvement of the health and the quality of life of the population and economic return in the territory influenced and affected by its activity.

The I3PT is oriented to facilitate and enhance the research and innovation activity by means of a sustainable model aimed at translating and transferring results. This will promote public & private collaboration and national and international alliances that allow access to global market through actions aimed at fostering the generation and attraction of talent. This will be carried out via working policies and methodologies under quality criteria in response to the organisation's values of citizen orientation, excellence, cooperation and commitment to the environment.

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	WEAKNESSES
Ethical and professional aspects	<p>The institute has a strong governance structure and management committed and participative leadership</p> <p>The institution's R+D+I policy is made up of basic guidelines that are specified in 9 points and which include the principles of C&C.</p> <p>The I3PT has a Cooperative Scientific Plan that supports the scientific organization of the Institute into areas and research groups and allows the accreditation of groups and monitoring of their evolution.</p> <p>The i3PT has always worked with different strategic plans that they are aligned to challenges facing Europe, Spain and Catalonia, and they are oriented toward the Institute development. The strategy of these plans is participatory. It collects the opinions of different bodies of the institute and count on the participation of external agents.</p> <p>The main ethical aspects for R+D+I</p>	<p>The I3PT is not yet accredited as a CERCA Centre, or accredited by the Carlos III Health Institute (ISCIII), which means it has a smaller budget and limited access to some competitive calls, among other things.</p> <p>The I3PT does not have a well-defined strategy to access private funds, nor does it have the structure the structure to implement it. However, the I3PT has always worked with patronage actions.</p> <p>The internal communication of the institute is an aspect to be improved according to the surveys carried out among the staff. There is a Communication Plan in place but the Action Plan has yet to be implemented.</p> <p>There is no public involvement in research activities, and also there is insufficient participation</p>

	<p>projects are related to:</p> <ul style="list-style-type: none"> ➤ Good Clinical Practice guidelines: The guidelines for good scientific practices including the most important aspects for working in responsible and ethic research. These guidelines address the scientific excellence and transfer of scientific knowledge from public to private sector ➤ Research Staff Guide/handbook for Researchers: the purpose of the guide is to provide researchers and the research community with information about the culture of the institution. They are also intended to help understanding into how the health professionals contribute to and work on their research ➤ The Institute's commitment is to comply with the applicable privacy data politics. The Institute is subject to periodic external audits on this matter. The Ethics Committee accredits for Clinical Research and reviews and evaluates national and international projects carry out by the institute, so as to ensure the ethical standards and scientific merit of research involving human subjects. ➤ The specific good research and innovation practices training from 2012. These courses place special emphasis on ethical and legal standards related to research. ➤ The I3PT was audited and it has been certified to UNE166002:2016 standards since 2013 <p>The I3PT abides by its internal regulations on the protection and</p>	<p>of the research community in organized activities focused on their sector.</p> <p>The I3PT also lacks an established plan for the direct participation of society in matters related to research.</p> <p>The scientific and cooperative plan does not ensure that the research groups have the obligation to define a strategy as group, although it contemplates the proposal of objectives to be achieved in the short, medium and long term and sets forth clear lines of projection.</p> <p>There is no stimulus to the research by the new generations of health care personnel.</p>
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	<p>commercial exploitation of the results of the research and innovation activities, which grants researchers and innovators specific rights in terms of authorship and intellectual property and/or industrial, as well as the right royalties, if there are any. These regulations, together with the good clinical practices guidelines, form part of the Institution Welcome Manual.</p> <p>The I3PT is advised by external committees to guarantee the quality of the research and innovation</p> <ul style="list-style-type: none"> ➤ Institutional Committee for Research and Innovation ➤ External Scientific Advisory Committee ➤ Quality Committee ➤ Equality Committee ➤ Health and Safety Committee <p>The I3PT complies with the regulations established by the Law of Transparency and Good Governance (Law 19/2013) of December 9, 2013 of the Government of Spain that develops the Directive of the European Union 2013/50 / EU.</p> <p>The institute is committed to transferring research results and supports its researchers in their project protect and / or disseminate the results obtained in their research, favouring publications with a high impact factor with peer review.</p> <p>The institute draws up the process map and work procedure manuals available to professionals and the necessary structure to provide support to research and innovation activities.</p>	
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Recruitment and selection	<p>The Institute's recruitment processes are transparent, based on the competencies and merits of the candidates.</p> <p>The Fundació Parc Taulí (the Institute's management body) has been classified as SEC-95, a public sector company of the Generalitat, and is therefore governed by the principles of transparency, efficiency and equality.</p> <p>The I3PT has:</p> <ul style="list-style-type: none"> ➤ Selection Manual based on the OTM-R principles ➤ Welcome Manual accessible on the intranet. It is for a new employee ➤ Equality Plan ➤ Risk prevention and self-protection plan <p>Open advertisements for the recruitment of researchers were published on several national and international scientific employment websites.</p> <p>In recent years, the indicators of impact have improved significantly, and also there has been an improvement of the Institute's positioning.</p>	<p>Given the legal restrictions for applying variable remuneration, there is no possibility of having a competitive model for attracting talent.</p> <p>There is a difficulty in incorporating research personnel with training linked to the I3PT research groups.</p> <p>There is no attraction in the Institute for international investigators (R4), possibly due to there not being resources or infrastructure.</p> <p>There is no agreement that incorporates professional careers and which allows for their development in the Institute</p>
Working conditions	<p>The structure of the Institute includes the advisory committees and participatory groups of the research community which are necessary to safeguard the principles and commitments established in the C&C.</p> <p>The Institute provides researchers with Common Support Services to facilitate their research projects: Scientific and Technical Services, Biobank, Technological</p> <p>Laboratories and Support Units.</p> <p>There is a commitment by the governing committees of the institute to improve working conditions, which has</p>	<p>The I3PT does not have a labour agreement adapted to research activity. Its reference is the agreement of Offices and Firms. This means that the Institute does not have the economic capacity to offer very competitive salaries, nor can it provide adequate professional development for researchers. However, it is pending approval by the Department of Health (Generalitat de Catalunya)</p> <p>There is no definition of the professional career of the I3PT researchers: a professional career proposal has been worked on and it is pending</p>

	<p>materialized in the request of a new labour agreement taking in the Department of Health (Generalitat de Catalunya). The institute incorporates the development of the professional career for researchers.</p> <p>The institute has a Training Plan in R+D+i and all the training courses have official certifications.</p> <p>It also has a Plan of measures and practices to reconcile work and personal life.</p> <p>The institute has an internal intramural program that promotes research and innovation projects through Grants, co-financing of research staff in projects chosen through contest, aid for the recruitment of post-doctoral researchers and support in applying of coordinated European projects. This program also allows the clinical care staff of the Institute to dedicate part of their time to research.</p>	<p>negotiation and final validation subject to the approval of the agreement.</p> <p>The Institute's budget is very tight and It does, no offer immediate professional development as long as the CERCA and ISCIII accreditations are still not available and there is no fixed budget allocation.</p> <p>The intramural program does not have sufficient economic resources to finance national and international mobility of researchers</p> <p>There is no sufficient physical space for the growth of the institute.</p> <p>As seen in the result of the surveys conducted among researchers, there is a need for greater participation by researchers in the definition of the necessary infrastructure and platforms.</p>
Training and development	<p>The Institute has a Training Program in R+D+I, included in the Institutional Training Plan.</p> <p>The Institute organizes annual conferences and R+D+I sessions oriented for and aimed at professionals/researchers/staff</p> <p>In the innovation projects, we collaborate with start-up accelerators that provide mentoring and training in entrepreneurship.</p> <p>The institute is part of several networks that provide training to all staff across the board</p> <p>There is an Emerging Groups Mentoring Plan. It constitutes a clear element of cohesion and strengthens the integration of the entities and groups that make up the Institute, in line with the Institute's Integration Plan.</p> <p>It encourages among others things, the creation of synergies which contribute</p>	<p>Increasing pressure and the burden on health care over the crisis years can be a constraint on the growth of research activity.</p> <p>There is a difficulty in the incorporation of trained research staff linked to I3PT research groups.</p> <p>There is no funding for groups to hire post-doctoral staff.</p> <p>There is no a structural plan for accompanying R1 and R2 researchers.</p>

	<p>to promoting scientific and innovative activity developed and established in the Institution's Scientific Cooperation Plan.</p> <p>The I3PT has an Integration Plan to regulate the institute and promote its working with of other research groups, as well as to integrate the groups of all the professionals who carry out R&D&I activities. In the last year, the creation of 3 Mixed Units with research groups from the Autonomous University of Barcelona (UAB) has gone forward successfully</p>	
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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://www.tauli.cat/institut/recursos-humans/>

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:

I. Ethical and professional aspects (1-11)

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
A1_To Organize an annual I3PT Research Conference, open to citizens, to improve institutional visibility	<i>Retrieved from the GAP Analysis</i>	<i>Q4 2022 Every end of the year</i>	<i>Scientific Management Management Director Administration Unit</i>	<i>Proposal for the I3PT Annual Research Conference done (Yes/No)</i>
A2_To Submit the application to get the CERCA accreditation.	<i>Retrieved from the GAP Analysis</i>	<i>Q2 2020 Q1 2021</i>	<i>Scientific Management</i>	<i>The Consensus report with the General Assessment</i>
A3_To spread by mail the existence of the I3PT	<i>Retrieved</i>	<i>Q3 2020</i>	<i>Administration</i>	<i>Number of internal</i>

Regulations and documentation available to the entire I3PT Research Community.	<i>from the GAP Analysis</i>	<i>Q1 2021</i>	<i>Unit</i>	<i>communications by mails sending to spread per year.</i>
A4_ To develop and implement the RRI policy of the I3PT	<i>Retrieved from the GAP Analysis</i>	<i>Q4 2020 Q1 2021</i>	<i>Management Director</i>	<i>The RRI Policy document</i>
A 5_ To design a patronage strategy, to strengthen the institute and increase fundraising	<i>Retrieved from the GAP Analysis</i>	<i>Q1 2021 Q4 2021</i>	<i>Management Direction</i>	<i>The Patronage strategy document</i> <i>Number of campaigns</i> <i>% of increase of private funds to finance research.</i>
A6_ To offer RRI courses to all I3PT staff: - general RRI training - Training workshop for the staff of the institute, in each of the 6 aspects covered by the RRI	<i>Retrieved from the GAP Analysis</i>	<i>Q1 2021 Q1 2022</i>	<i>Administration Manager</i> <i>Management Direction</i>	<i>Number of RRI courses offered</i> <i>% of registrants</i>
A7_ To design online courses for researchers, to make them more accessible to everybody	<i>Retrieved from the GAP Analysis</i>	<i>Q1 2021 Q4 2021</i>	<i>Administration Manager</i> <i>Management Direction</i>	<i>Number of online courses offered</i> <i>% of registrants</i>
A8_ To establish a procedure for periodically sending emails (every 3 or 6 months) to the research community of our institution to remind them that whenever they make a publication, they must sign as members of the I3PT, among others if the case. a publication control and monitoring system.	<i>Retrieved from the GAP Analysis</i>	<i>Q4 2020</i>	<i>Scientific Management Library</i>	<i>Number of internal communication mails sending to spread per year.</i>

A9_ To review of the Communication Plan (scientific and non-specialist society) and improvement of the internal communication to increase its impact. Generate a concrete action plan for internal communication within the framework of the I3PT communication plan.	<i>Retrieved from the GAP Analysis</i>	Q1 2021	Scientific Management Innovation Unit Library	Number of announcements, publications, transfers, commercialisation Communication Plan Number of public brochures per year
A10_ To establish, within the sponsorship program, a policy of capturing funds for R+D+I projects Crowdfunding Program for the research and innovation projects of the Institution.	<i>Retrieved from the GAP Analysis</i>	Q42020 Q4 2021	Management Direction Innovation Unit	Publication in the I3PT website Having the Program published in the I3PT website Number of campaigns
A11_ To define the professional career of the I3PT, to be more competitive in attracting and retaining talent	<i>Retrieved from the GAP Analysis</i>	Q4 2022	Management Direction Scientific Management Specific Committee	The professional career of the I3PT Having a Professional career proposal according to the new agreement (currently pending approval), approved by the Governing Council
A12_ To redefine the CIRI, to improve the organization of the I3PT's research and innovation	<i>Retrieved from the GAP Analysis</i>	Q42020 Q2 2021	Management Direction Scientific Management Scientific Management Support Unit	Structure, Composition and functions of the CIRI Having a document with the new structure, composition and functions of the CIRI: Approval of Governing Council (Delegated Commission)
A13_ To review the Cooperative Scientific Plan (CSP) to bring closer independent researchers to groups to improve the organization of the institute's research and innovation	<i>Retrieved from the GAP Analysis</i>	Q1 2022	Management Direction Scientific Management Scientific Management Support Unit	Cooperative Scientific Plan reviewed Number of researchers integrated in groups % of publications not assigned to groups
A14_ To modify the System for publishing	<i>Retrieved from the GAP</i>	Q3 2020	Administration Unit	The I3PT website Offers published on the

offers on the I3PT website to be more attractive and visible to candidates	<i>Analysis</i>		<i>RH Department</i> <i>Communication Unit</i>	<i>web.</i>
A15_ To modify the I3PT "Job Offer" template so that it considers all relevant aspect, to make the evaluation of skills more transparent	<i>Retrieved from the GAP Analysis</i>	<i>Q3 2021</i>	<i>Administration Unit</i> <i>Quality Management</i>	<i>The I3PT "Job Offer" template</i>
A16_ To increase the number of national and international scientific job websites where to publish open calls for recruitment of researchers	<i>Retrieved from the GAP Analysis</i>	<i>Q3 2021</i>	<i>Administration Unit</i>	<i>Number of national and international scientific job websites where to publish open calls for recruitment</i>
A17_ To include in the selection procedure the sending of a personalized feedback by email after each selection process is made of, where the strengths and weaknesses of each candidate are collected. One mail per candidate.	<i>Retrieved from the GAP Analysis</i>	<i>Q3 2021</i>	<i>Administration Unit</i>	<i>Trend in the share of feedback sending by mail</i> <i>Number of emails sent regarding candidates submitted</i>
A18_ To create foreign qualification homologation procedure	<i>Retrieved from the GAP Analysis</i>	<i>Q2 2022</i>	<i>Administration Unit</i> <i>Management Direction</i>	<i>The foreign qualification homologation procedure</i>
A19_ to promote the recruitment of the postdoctoral profile in the I3PT research groups by reviewing the group's objectives and applying it to specific calls.	<i>Retrieved from the GAP Analysis</i>	<i>Q2 2021</i> <i>Q2 2022</i>	<i>Heads of Research Areas</i> <i>Head of Research Groups</i> <i>Scientific Management Support Unit</i> <i>Administration Unit</i>	<i>Trend in the share of postdoctoral profiles contracted.</i> <i>Number of postdoctoral applying to specific calls</i> <i>Number of postdoctoral contracted</i>
A20_ To Launch a specific job call to incorporate a disabled profile to the I3PT staff	<i>10. Non discrimination</i>	<i>Q1 2022</i> <i>Q4 2022</i>	<i>Administration Unit</i> <i>Management Direction</i>	<i>The specific job call publicized</i>

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.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Our Collective Labour Agreement is not suitable for our activity, so in December 2017 was approved by our government body ~~a new one that~~ considers all the contractual arrangements and defines the research career to include the principles of the Science Law and adapt them to the requirements of the research activity and thus reflect the new reality of the centre.

A proposal for an I3PT Collective Labour Agreement has been presented to the Health Department of the "Generalitat de Catalunya" (Government of the Autonomous Region of Catalonia) for approval and application by the I3PT and it is currently under review.

We are also defining the new professional career criteria of our institute according to the new Collective Labour Agreement for when it comes into force. Having a new professional career will allow us to improve the attraction and retention of talent, being more competitive in the recognition of the merits of the researchers, which has concerned the I3PT Management (A11).

Once the I3PT Collective Labour (or bargaining) Agreement is approved, the I3PT will commits to implementing a Career Assessment Procedure.

This new agreement will allow us create more attractive offers with improved working conditions (for example, more competitive salaries) and also to be more attractive for international talent.

Currently, we do not have workers with disabilities, although they are not excluded. We plan to made a specific job call to incorporate a disabled profile to the I3PT staff. (A20)

The I3PT plans to include in the Selection Procedure the sending of a personalized feedback by email after each selection process is made of in order to provide adequate feedback to interviewees, where the strengths and weaknesses of each candidate are collected. One mail per candidate. (A17) Currently the feedback information is provided in the interviews verbally.

In order to improve the transparency of the selection processes, the Institute also intend to modify the I3PT "Job Offer" template so that it considers all relevant aspect. (A15)

We have a complaints box but, in order to improve our complaints mechanism in place, we have improved the publicize of its existence to increase its use.

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: <http://www.tauli.cat/institut/recursos-humans/>

4. IMPLEMENTATION

General overview of the expected implementation process:

The HRS4R policy will be subject to continuous monitoring in a permanent Working Group, formed by the Scientific Direction and Management, the human resources department, the quality department and different people affected and get involved from other departments as the needed changes for the implementation of the proposed actions were incorporated (communication, infrastructures, training, etc...).

The Working Group will be in charge of preparing this new review and self- assessment phase internally in order to obtain a more precise identification of progress degree compared to the plan and with the vision of being able to incorporate new areas of the institute as the action plan requires.

As said in Template 1 (process), these people will be called to the meetings of the Working Group, where all the points of view will be gathered so as to be able to work together on the proposals, assigning the necessary tasks which will ~~to be enable to implement~~ the planned actions to be implemented.

The Steering Committee of the plan will continue to take care of the process. It will approve the execution of the corresponding actions to advance the plan.

The strategy will also be reviewed and continually improved by the researchers and professionals of the Institute through the Focus Group that meets periodically.

The HRS4R revision actions will be also highlighted in the process of preparing the new strategic plan with interviews and working meetings. The HR strategy is present in the actual Valid Strategic Plan 2016-2019 (extend to 2020) of the Institut d'Investigació i Innovació Parc Taulí and will be also fully present in the new one 2021-2024.

The progress of the action plan is being monitored through KPIs, group meetings and self-assessment. The R&D+I quality manager of the I3PT is in charge of periodically reviewing the KPIs. In addition, our quality committee, in which HRS4R team is included, meets 2 or 3 times per year and extraordinarily if necessary and there the progress of the improvement actions is reviewed. In these meetings, the HRS4R team will propose the new opportune and necessary actions that may arise for the progress of the implementation of the HRS4R Plan. In this regard, taking as starting point the initial schedule, at least 20 actions will be executed in this period.

In addition, at least once a year, the Management Director prepares a "Report of Review of the Management System", where the implementation of the proposed action is fully analyzed; as well as other relevant aspects where new improvement actions may arise. This Report is reviewed and approved by the Quality Committee, the Steering Group and the Governing Bodies.

Within the Institut d'Investigació i Innovació Parc Taulí, the implementation of the HRS4R plan is very internalized in the different professional categories and its objective is, with the help of the action plan, to continue to keep it alive.

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?	<p>The Steering Committee, the maximum responsible of the implementation of the process, (which corresponds to the delegated Commission of our organization) meets on a monthly basis (with a minimum of 9 times per year). The progress of the process is overseen at these meetings, among other topics.</p> <p>The calendar of meetings of this committee is established annually at the beginning of each annuality.</p> <p>Its mission is to approve the execution of the pertinent actions so that they can be carried out.</p> <p>The Implementation Working Group, will be composed of the members of the Working Group, chaired by the Scientific Director of the Institution, will meet four times per year and the calendar will be set once we receive the evaluation of the initial phase.</p> <p>It is the body responsible for the implementation of the process and will oversee the status and progress of the process on a regular basis, and make the necessary decisions and propose the appropriate actions for its correct progress.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>A representation of all categories of researchers is included in the Focus Group, where they collaborate closely in implementing the actions of the Action Plan, as it is described in Template 1 (process). In addition, surveys will be carried out, if necessary, to collect a greater number of opinions and meetings will be held in the CIRI (composed of Heads of Research Groups and key researchers) where the opinions will be collected and the suggested action plan will be discussed in order to solve the detected deficiencies.</p> <p>All categories of the Research community will be part of the Focus Group. It will coordinate the deployment of the HRS4R action plan and will also</p>

	<p>control quality and follow up on indicators.</p> <p>Members of this group will also give their opinion on the decisions made by the Implementation Working Group</p> <p>They will mainly participate in periodic surveys and the discussion of new actions to be proposed.</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>The HR strategy is fully present in the current Strategic Plan 2016-2019 (extend to 2020) of the Institut d'Investigació i Innovació Parc Taulí, through a series of objectives and strategic lines aligned with the HRS4R</p> <p>The HRS4R revision actions will also be highlighted in the process of preparing the new strategic plan with interviews and working meetings. So the HRS4R will also be fully present in the new one preview for 2021-2024.</p>
How will you ensure that the proposed actions are implemented?	<p>Our quality committee, in which HRS4R team is included, meets 2 or 3 times a year and extraordinarily if necessary and there the progress of the improvement actions is reviewed and it is supervised if they have been implemented or not. In these meetings, the HRS4R team proposes the new opportune and necessary actions that may arise for the progress of the implementation of the HRS4R Plan.</p> <p>The progress of the action plan is being monitored through KPIs which are reviewed by the R&D+I Quality Manager periodically.</p> <p>In addition, at least once a year, the Management Director prepares a "Report of Review Management System", where the implementation of the proposed action is fully analyzed; as well as other relevant aspects where new improvement actions may arise.</p> <p>This Report is reviewed and approved by the Quality Committee, the Steering Group and the Governing Bodies.</p>
How will you monitor progress (timeline)?	<p>The R&D+I Quality Manager and the Quality Committee of the Institute will periodically review compliance with the actions proposed in the HRS4R Action Plan within the planned period (from Q2</p>

	2020 to Q4 2022). In the event that any of the actions cannot be carried out on time, they will be properly rescheduled.
How will you measure progress (indicators) in view of the next assessment?	<p>The I3PT has an indicator management software (called Hipócrates) where the I3PT indicator chart is collected (all the indicators of the Institute to take into account for management issues, justification, audits, etc.) maintained by those responsible of each department. The R&D+I Quality Manager and the Quality Committee of the Institute will periodically review compliance with the actions proposed and their indicators.</p> <p>The institute has a duly audited quality management system.</p> <p>The indicators are analysed in:</p> <ul style="list-style-type: none"> - The monthly internal management meetings where the deviations occurred are observed. - The meetings of the Delegate Commission and the Govern Committee where the governing bodies of the Institute are kept informed. - The System Review Report by the immediate management carries out an exhaustive follow-up of the action plan. - The Annual Activity Report where it is presented includes the evolution of the strategic indicators.

Additional remarks/comments about the proposed implementation process:

We are aware that communication is a weak point of the I3PT, since one year ago, and we are working on it, the Communication Department has been reorganized and we are working on the elaboration of a new Communication Plan, approved in November 2018, in which we have started to carry out actions to improve the dissemination and the impact on society and the scientific community, and will include an Internal Communication Plan. such as newsletters. With respect to external communication, we have improved. Our OTM-R Policy is corresponded to Selection Manual (available in URL):

<http://www.tauli.cat/en/institut/presentacio/recursos-humans/manual-de-seleccio/>