

Governmental declaration 2009	Organisational strategy	Communication on strategy	CEO with communication manager, continuously (included in communication plan 2010)	New Performance contract 2011-2013 + Cityhall meeting with strategic points discuss. We have also a new electronic Newsletter launched by Communication department: Relevant strategy and goals are communicate within this newsletter to all our scientific contact.	Should keep on with communication on strategy. HR department will also report with a new flyer on HR Politics and Strategy for Researcher including the implementation of the C&C	The results of the last Performance Contract has been presented by the CEO in city all meeting on May 05th, 2014. The new performance contract as well. The communication unit has improved the scientific letter and the mailing list which is composed of more than 5,500 contacts (including European commission members), Staff meetings are organized 3 times a year	We can present to the peer reviewer our new PC if needed. The scientific newsletter has very relevant and positive statistics: more than 23 % of receivers open this newsletter, Staff meetings are always gathering the main part of CRP-Santé. Communication on strategy Unit within the new Appraisal system (first step of the process).
Law on FNR Law on Data Protection Law on Biomedical Research	Project management procedure	Communication on funding regulations and opportunities Updating of project approval procedure Communication on project approval procedure	Project manager, continuously Project manager, Q1 2010	Visit of the FNR (June 25th, 2012): about new Mobility funding. PMO informs regularly researchers on national and international funding opportunities and communicates amendments in funding rules and guidelines. Internal project management rules follow PMI methodology and are outlined in internal approval procedures.		The information channels are going to be reviewed in 2014 in order to better spread information on new funding opportunities and submission guidelines. A new PM tool is implemented in 2014-15 in order to harmonize PM methodology in all CRP-Santé (overall goal : ISO 21500)	PM tool can be showed by the responsible of the PMO
	Project management implementation	Implementation of semestrial meetings of project management and principal investigators/head of units	Project manager, implementation process ongoing	PMO organizes meetings with project investigators on a regular basis (several times a year) in order to follow-up project progression.		Semestrial meetings are not necessary because personalized contact is more efficient. The new PM software allows a closer follow-up of project and a complete sharing of project information and documentation between R&D units and administrative support.	Face to face discussion possible with PMO Manager

5. Contractual and legal obligations

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
Labour law	Application of law (internal RH procedures)	No further actions required		Foreign Researcher's guide to Luxembourg: available on our website + flyers on request		Still available on our website, we take part in the Euraxess Tour : visibility on our websites and distribution of flyers about research opportunities at CRP-Santé	Statistics on the website
Law on AFR* (Aides à la Formation-Recherche : www.afr.lu)	Work contracts for AFR grants					Dr Simone Niclou is our dedicated Researcher to negotiate with the FNR and to discuss about FNR rules and our needs	ref website: www.fnr.lu to see all the measures for Researchers and PhD Students in Luxembourg
Law on FNR *(Fonds National de la Recherche Luxembourg : www.fnr.lu)	Contracts for FNR grants					New PC signed May 27th, 2014 by our Board of Directors and the Government	Performance Contract available on request (during the peer reviewers visit, highly confidential)
Performance contract (PC) with government	Implementation process of PC	Communication on PC obligations	CEO/CFO	done new one for 2011/2013th signed. Working group on it : link between PC and quality process.			
Law on IP rights	Internal Intellectual Property Policy defining: - Ownership of IP; - Rules for disclosures and detection; - Protection of IP (SOP for CDA and MTA); - Valorisation of IP and right to remuneration for Inventors Signature of a partnership with VIB (Vlaams Interuniversitair Instituut Voor Biotechnologie - Flanders Interuniversity Institute for Biotechnology) allowing to benefit from VIB expertise for efficient IP protection and commercialisation and reconciling researchers with a smooth patenting process not seen as a bottleneck for their dissemination activities	Revision of procedure Ongoing: no further action required	TTO/CEO 2011 TTO/CEO 2011	YES. This policy is referred in all work contracts and in hosting contracts of visiting scientists from other institutions; Both Internal IP policy and VIB agreement allows TTO to build IP culture with researchers and within the researcher community of CRP-Santé, whose impact is measured according to several indicators, among which (a) number of meeting with researchers for IP protection, (b) the number of invention disclosures received by TTO, (c) number of patent filing, (d) number of scientistst participating in scouting activities for IP valorisation	Fostering participation of researchers to IP seminars such as those organised yearly by Luxinnovation, the National Agency for the Promotion of Innovation and Research in Luxembourg, or those organised in the Greater Region area.	During the period 2011-2013, the TTO team has analysed the content of the IP seminars proposed by Luxinnovation in light of the needs of CRP-Santé's researchers. As those seminars are dedicated to a broad audience, questions related to the specificity of biomedical research are not specifically addressed, the TTO team has therefore proposed organising internally two specific training seminars for CRP-Santé researchers (open to external researchers) entitled "Introduction to Intellectual Property Management Tools" and Intellectual Property Rights (IPR). Implementation: on the 18th and 25th November 2014, respectively. To be done every year.	Face to Face discussion possible with TTO. Seminars are available on our web site on training and workshop section : www.crp-sante.lu. We have also increased the TTO Team with 1 new member in 2014.
	Project management procedures	Providing online access to project management database	Project manager, to be fully implemented by end of 2009	PM Team has been reinforced with 1 ETP and work in close collaboration with TTO.		A new management tool is being implemented. This tool allows to provide online access to all major project stakeholders.	Recruitment of 1 new member for the PMO Team in order to reinforce the Unit and works on the new management tool (PM Talk)

6. Accountability

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
Performance contract (PC) with government	Implementation process of PC	Communication campaign on funding and accountable use of taxpayer's money	CEO, CFO and communication manager, Q3 2010	Done new one for 2011/2013th signed. All our Press release give information on return on investment about the taxpayer money. We also give presentation of our financial results during cityhall meetings. In our activity report, each year a budget section is included, this report is presented with a Press Conference. More than 70% of our expenses goes on our research projects.		All our Press releases give information on return on investment about the taxpayer money. We also give presentation of our financial results during cityhall meetings. In our activity report, each year a budget section is included, this report is presented with a Press Conference.	Statistics with the number of press releases published in the newspapers, statistics related to the website and to the social networks
Annual state budget	Financial rules and accounting principles	Update of procedures including full cost budgeting and depreciation procedures	CFO 2010	A work plan schedule has been established to ensure that nothing will be forgotten and that all the deadlines are met. As of budget 2013, a new approach of ABC (Activity Based Costing) costing will be introduced allowing the proper allocation of indirect (Overhead) cost and defining the potential cost saving actions.		Reinforcement of ABC methodology since 2014. For the budget of 2015, we will have 40% of overhead attribution	Explanation and discussion of the methodology during the peer reviewers visit if necessary
		Procedures for internal communication of relevant figures to interested parties	CFO and communication manager, Q3 2010	We have a new web site divided in 2 parts : 1) In our new professionnel internet website, there is a section dedicated to key figures. 2) In the new public internet website, there is also a section with results. So financial results are well communicate.	Procedure is not necessary	Both websites have a relevant activity, and visibility, financial results are updated regularly	Statistics via Googla Analytics for the scientific website & the second website dedicated to the public at large

New action in 2013-2014 : implementation of an Open ERP (ODOO)	Implementation will start in June 2014 with the visit of the external consultant of ODOO	Technical specification of the Open ERP available on request.
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7. Good practice in research

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
Health & Safety laws	Internal H&S policies	Update policies on a regular basis	H&S managers, continuously	Organisation of the first Safety and Health Day (04/05/2012). Procedures TESS has been reviewed with ISO 9001. We have a Safety Audit each year. Internal Health, Environment and Safety Comite (COSE) has been lauched with regular meetings and periodic reports on incidents and progress. Tracking and set up concrete action plan for each accident/incident		Setting up of the Quality Safety Environment Unit in 2013. More effective involvement of safety correspondents in analysis of accidents. Regulatory audit. Start of the risk analysis project.	Training "Analysis of accidents" for QSE Unit + safety Correspondents. Safety day (june 2014). Safety rules. Training "Risk analysis". Regulatory audit report
Law on data protection	Internal data protection policies within project management	Update policies on a regular basis	Project management & legal	Data protection policy exist. A new policy regarding Access to Personal Data will be soon approved	Guillaume	no changes	
	Internal IT policies	Update policies based on IT audit from 2009	CIO, CFO, to be finished by end 2009	We had an external Security IT audit in December 2011 and have reinforced our IT security, new IT Process. We have also implemented electronic lab books with a policy on the use of the lab books.		We have drop out of electronics lab books for technical reasons. Instead, we have set internal double protected safety environment for all registres managed by CRP-Santé. In our PC we have the objectif to be certified ISO 27001 (IT Security system)	New audit IT with Deloitte in 2013 on IT Software regarding HIV data stored at CRP-Santé.

8. Dissemination, exploitation of results

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
Law on innovation 2009	Collaboration contract with Luxinnovation signed in 2009	Define precisely user needs	TTO, CEO, Q1 2010	NOT YET. This is mainly related to the specificity of the economic landscape of Luxembourg, where only a few private actors (SMEs) active in the pharma-biotech sector exist. Private actors for joint product development and/or commercialisation of research results have therefore to be found abroad. Together with the reseacher community of CRP-Santé, TTO therefore acts to increase the visibility of the expertises present in CRP-Santé towards private actors.	Fostering participation of researchers to networking events such as those organised by Luxinnovation in the context of the BioHealth Cluster or the Business Meets Research event, and/or to similar events organised in the Greater Region area. A new responsible for Biotech development has been hired in July 2012 by Luxinnovation, TTO should built contact with him by the end of the year.	Despite contacts established on a regular basis between BioHealth Cluster Manager and TTO team, the specificities of the Luxembourg economic landscape remains a bottleneck in the process of establishing a strong innovation culture in CRP-Santé. Supportive measures have been put in place in 2013 to favor the path towards innovation:	(1)reinforcement of the TTO team by 1 ETP in Dec 2013; (2) development of a portfolio of internal financial incentives (last update 2014) to stimulate Patent Protection and Public-Private Partnerships, two key elements favoring the translation of research results into innovations.
	Collaboration contract with Vesalius *(private venture capitalist) signed in 2009	Training of TTO (Technology Transfer Officer) Annual scouting activities organised by TTO in partnership with Vesalius to identify in an early stage projects/discoveries with a potential of commercial application	Vesalius, CEO, CFO, HR, Q4 2009 TTO/CEO 2011	Successfull participation of researchers (mainly head of Units and Senior Researchers) to scouting activities (on a voluntary basis); implementation of Vesalius recommendations to orientate the research activities for efficient value creation Signature of a partnership with VIB (Vlaams Interuniversitair Instituut Voor Biotechnologie -Flanders Interuniversity Institute for Biotechnology) allowing to benefit from VIB expertise for efficient IP protection and commercialisation and reconciling researchers with a smooth patenting process not seen as a bottleneck for their dissemination activities (publication and conferences).		Once a year : scouting days by Vesalius for increasing "economic value creation" of our research projects. All researchers are welcome All projects with possible patent or economic valorization are always reviewed and evaluated by VIB or/and Vesalius before introducing the process	Face to face interview with TTO possible to explain the principle We increasingly create economic value from our discoveries and inventions, as witnessed by the number of patent applications and private public partnerships with industry. In 2013, CRP-Santé has developed a unique strategy to foster value creation: a genuine mix of internal and external competences. Internally, we have created a tech transfer unit specialized in biomedicine that helps researchers from CRP-Santé and other national research institutions to identify and protect potential economic value, externally we rely on the exceptional competences of academic (i.e. VIB in Ghent) and private (i.e. Vesalius BioCapital) partners. With this in place we have now to show that the investment in public research brings at the end a satisfying return for the tax payer: first results are promising
	Collaboration with Ministry of Economical Affairs and Foreign Trade	Maintain ad hoc interactions	CEO, CFO, as appropriate heads of units, continuously	At least yearly participation of researchers (Head of Units) in Economic Missions in foreign countries to highlight their expetise and increase their international visibility with the aim to develop scientific collaborations or PPP at the international level (ex Canada in May 2012).	Fostering also the participation of scientists with a Junior profile in the Economic Missions to increase their awareness of biotech business development and opportunities	still on going	
			CEO, TTO and Heads of Units	Collaboration starting in 2012 with Advent Life Science Fund (ALSFI) in which the Luxembourg Gouvernement, through SNCI, will invest €20M for the creation of young enterprises and funding of seed projects			
	Performance contract with government	Yearly reporting on KPI** requesting a certain level of output (i.e. publications, reports).	Management, yearly	On going		Presentation of the results of our last PC to the Government and to the Boards of Directors on march 05, 2014. Statistics and figures available.	ppt presentation during the peer reviewer visit possible, on request. Reporting and figures available. For example, in 2013, CRP-Santé published 99 papers in peer-reviewed journal articles with an impact factor above two. Of special interest is that the high quality papers with in impact factor above 5 increased steadily over the last years, and CRP-Santé researchers were even able to publish 6 articles in outstanding journals with an impact factor higher than 10 in 2013.

9. Public engagement

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
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	Selection committee for senior positions	- Training of selection committee	HR 2010	Yes, HR has give training on the recruitment process with the collaboration of an external trainer	We plan to set up our own internal training based on our experiences, needs and knowledge. HR Unit has hire a new HR member specialised in recruitment field. Training session is planned for starting 2013.	Mutual Learning internal sessions are implemented in order to cross-pollinate ideas and help enhance an interdisciplinary recruitment approach between very high experient manager and junior recruiters. It's an on-going process on day to day recruitment. Tools and advises are also given by HR department during the all recruitment process.	Statistics on recruitment available. New specialist in recruitment has been hired in the HR Team in August 2012.
		- Extension to other research positions			New training will be plan for researcher who has to perform in recruitment interview. Rules and "mode d'emploi" has to be set up. HR in charge, target date: end 2013.	Rules and tools are available for every recruiters. The selection committee has been extended for all open position at CRP-Santé. We always make interviews with a selection panel, even for administrative support position.	discussion with HR team + recruitment process and rules available
		- Include external members when appropriate	Management 2012	to be done We have recruit 3 very senior position with always an external evaluator in the selection committee (USA expert). Rule is already applied but written specific procedure for recruitment of Senior level has to be implemented and validate by our Board of Administrators (Performance contract).	to set up procedure for Senior recruitment + validation by our Board of Administrators by mid 2013.	still on going, no changes	

15. Transparency (Code)

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
	Job vacancies are internally and externally published	No action required, procedure implemented		done			
	Rules established but no document handed to candidates	Establish document for candidates explaining recruitment process	HR 2010	Partly done on our new web site with the Action Plan. In all pages in the new job web section, there is information on the recruitment process applied at the CRP-Santé --> transparency	Rules and process will be explain in a new document posted on our internet job section. HR in 2013.	Transparent job description for each open position published on our website: job section. Clear information regarding work contract and conditions + career level (bachelor, Master degree, post-doc level,...)	New Procedure regarding recruitment process published on ENNOV (intranet) + visit our website: www.crp-sante.lu

16. Judging merit (Code)

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
	Recruitment process	Include information in document to be distributed to candidates	HR 2010	Cfr point 15		no changes, already applied before	New Procedure regarding recruitment process published on ENNOV

III. Working conditions and social security

23. Research environment

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
		New building	Starting 2010	On going, submission has been lauched, we should start the construction of our new Building is Jan-feb. 2013	The new building is under the Ministry of Public Building responsibility. CRP-Santé can not interfere on delays	We have a new Government since beginning of 2014 and the construction of a new CRP-santé has been postponed again. Nevertheless, new solutions are in discussion: extension of our current buildings with BAM 3, extension in Edison. We have also other opportunities to be discuss in June 27th, 2014 during our next Boards of Directors meeting: House of Biohealth, Old or new LNS, new modular building.	Bam 3, extension Edison
	National collaborations with other institutions in place	Develop research network	Head of units, researchers	BIOLUX network, LISA : for student	keep on development of Research Network	A new MOU (Memorandum of Understanding) will be signed on June 27th, 2014 with CEPS (another Public Research Center in Luxembourg) for a join collaboration on all administratives tasks. CRP-Santé collaborated with all the different hospitals in Luxembourg and other key players in Luxembourg, such as the "Fondation Cancer"	Excellence in science is also the result of the quality of research networks. A single institution, especially in a small country, cannot possess all the needed competences. We actively develop collaborations with outstanding partners, nationally but also internationally. With this in mind, we are looking forward to mature a national strategy plan in biomedicine, as requested by the new Government, and to the novel opportunities in the starting Horizon 2020 program from the European Union.
	International collaborations with other institutions in place		continuously	Conférence healthEconomics with USA New EU project focus on networking : COST programm			The Norlux Neuro-Oncology Laboratory signed a framework agreement with the biggest North American Center expert in the treatment of brain tumors: the Arthur and Sonia Labatt Brain Research Centre. This new initiative is an international recognition of the scientific expertise of CRP-Santé and its longstanding partner: The University of Bergen. The Department of Immunology signed a collaboration agreement with the University of Vienna
						still on going	

24. Working conditions

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
	Part-time jobs available	None, already implemented					
	Flexible working hours	None, already implemented		done, on our working contract		We have made a satisfaction survey in 2013 : flexible working hours and working conditions are well noted at CRP-santé	Results of the Satisfaction survey available
	Sabbatical leave possible	Procedure to be written	HR 2011	not yet, no need	will be integrated in the Collective Agreement (target date: end 2013 depending negotiations?)	We accept sabbatical leave under conditions but we did not received any demand. We have a lot of more demands regarding part time solution taht we usually accept.	

Tele-working	Procedure drafted, to be approved by management		done, publish on our intranet + e-timix		Work at home possible for Researchers to write reports, publication or projects	Reporting available on this topic
				Part time position increase, specialy for women in order to take care of the children	Part time positions are possible, even at a top management level (Head of Lab or Head of Unit)	Reporting available on number of part time position

25. Stability and permanence of employment

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
Labour law	Maximum 5 years of determinate contract	None, implemented		done		No change

26. Funding and salaries

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
Tax agreements with neighbouring countries			Ministry of countries	National legislation, no impact. An agreement has been signed end 2012 by Luxemburg and Germany about Tax agreements. Other agreement with cross boarder countries should follow.	Following National legislation. We don't have any impact on this matter.	No impact on National legislation

27. Gender balance

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	Currently more women than men at CRP-Santé	None		Statistics stay unchanging (62 % Women/ 38 % Men).	A chapter will be integrated in the Collective Agreement (target date: end 2013 depending negotiations?). We should keep records in mind	Statistics available
	Senior level: predominance of men	Equal rights for progression		Statistics stay unchanging : Large Management Board 3 Women / 4 Men).		Executive Board: 1 woman/2 men. Board of Directors has changed in 2014, we have now 2 women in our Board of Administrators (8 men). Statistics available for Senior position (head of laboratory/unit) 4 women and 9 men. With our new law on CRP, we have to reach 40% of women in our Board of Directors (it in the law, probably voted by the end of this year.)

28. Career development

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	None	Competence analysis	Benchmarking 2010, HR	Career development is part of our new Performance contract. Within the framework of the HR Unit, we have already start : Pilot Project in some Research Units (personnal development plan for researchers and technicians, coaching of the Technical Unit, ...)	Target date is end 2013.	We can show requirement for efficient development of Research career: 1) well-designed job positions for PhD, Post doc, Researcher, Senior Researcher, Associate Head of Lab, Head of Lab, 2) well structured career perspectives with clear process for applying for performance bonus to access to Senior position 3) career development support for individual (discussion with Researchers possible during the peer reviewer visit) 4) advice and support for diverse career pathways inside each research unit.
			Implementation 2011, HR	Politiques RH have been discussed (Trainees, recruitment, development, procedures, ...)	Action plan regarding the actual situation and progress is due by the end of 2012 (HR and Management Board)	We are open to share good practices. We have participated to the HR Conference 2014 in Delf and interested by the RWTH Aachen University model. Our main concern is to define exactly wich programs do we really need?
	None	Mentor system	Performance contract 2011-2013	The mentoring system is not yet implemented due to other targets. Nevertheless, several FNR Junior Call are with external mentorship. Reflexions are on going with a working group dedicated to this implementation.	Target date is end 2013. A working group has to be set.	The implementation of a mentoring system has been postponed and will be discuss with our career development plan.

29. Value of mobility

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
FNR regulations	Currently, ad hoc	"Open lab" programme	Performance contract 2011-2013	Between 2011 and 2012, 18 persons has moved from a Research Unit or an administratif fonction to another one inside the CRP-santé -> Internal Mobility		on going process
		External exchange programme		New Mobility Program of FNR : grants and financial support rules. Between 2010 and 2012, 54 persons have visited our labs in the frame of a mobility exchange (Visiting fellowship, Visiting researcher with an AM2C mobility). With our collaborations in China, USA, Norway, Laos, some of our Researchers have also the opportunities for professionnall development to move for several months. National legislation supports mobility with "detachment law"	Still limited experience : need to be encourage within our career development strategy.	Mobility is still applicable and encouraged. Participation to EURAXESS on Tour and mobility programm. Mobility program of FNR : some of our Researchers had the opportunity to get some grants (Dr O. Collignon, Dr V.Fievez, Dr X.Yang...)

30. Access to career advice

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	Currently, ad hoc	National strategy to be defined	Euraxess, FNR	Not Yet	Meeting will be plan with all National Institution involved in the C&C, due end 2012. The Euraxess responsible for Luxemburg has to set the meeting	A meeting with ABG, FNR, University and CRP on the topic "career advice in the Grant Region" is planned for September 2014 Could be discuss during the visit but this is a National Strategy to be defined by the new Government
		Internally: development plan		PhD Students have create the Biolux network in Luxemburg. CRP-Santé has help us with financial support		PhD Day has been organised by CRP-Santé this year in CHL Internal strategy. PhD students' figures available

	PhD student network				PhD thesis Committee will be soon reinforced by the recruitment of 1 supervisor for our PhD students	
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31. Intellectual Property Rights

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
Intellectual property rights in Luxembourg are covered by the following regulations: <ul style="list-style-type: none"> the Patent Law of 20 July 2000, amended to align with EU law; the Luxembourg patent allowing for patent registration only (no patentability check of the invention, greater speed and simplicity in registering); Uniform Benelux Law regulates trademarks; law of 18 April 2001 covers copyright, related rights and databases; EPO rules apply for biotechnological inventions. 	Internal Intellectual Property Policy defining: <ul style="list-style-type: none"> Ownership of IP; Rules for disclosures and detection; Protection of IP (SOP for CDA and MTA); Valorisation of IP and right to remuneration for inventors 	Revision of procedure	TTO/CEO 2011	YES. This policy is referred in all work contracts and in hosting contracts of visiting scientists from other institutions; Internal IP policy acts as a tool for TTO to build IP culture with researchers and within the researcher community of CRP-Santé, whose impact is measured according to several indicators, among which (a) number of meeting with researchers for IP protection, (b) the number of invention disclosures received by TTO, (c) number of patent filing, (d) number of scientistst participating in scouting activities for IP valorisation	Fostering participation of researchers to IP seminars such as those organised yearly by Luxinnovation, the National Agency for the Promotion of Innovation and Research in Luxembourg; or those organised in the Greater Region area. TTO is in charge	Same comment as under point 5 Contractual and legal obligations; Law on IP rights

32. Co-authorship

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
Professional rules	Ad hoc	Internal procedure to be developed	Working group	The European Code of Conduct for Research Integrity is distributed to all new employee with the welcome pack	Internal procedure to be reinforced. To be done with the Ethic Committee on Bioethic and scientific Research Integrity. TTO and Board of Direction is in charge.	on going process, we follow the European Code of Conduct for Research Integrity

33. Teaching

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	Salary rules : external teaching possible Internal teaching (PhD trainings)	Collaboration agreement on teaching with university	CEO, 2011	Yes clearly in our new salary rules 2012 : 100 hours Active collaborations with the University of Luxembourg for the Doctoral School	To set up more clear procedure and rules for external teaching (who, how many hours, conflicts of interest). HR in charge, procedure and follow up by mid-2013	On going process: our researchers have also some teaching activities, it is well encouraged and accepted by our Executive Board We have reinforced collaborations with Doctoral school at the University of Luxembourg, Reims, Trier, Bergen and Strasbourg. Some of our Head of Lab are also Professors and have the HDR. With these collaborations, PhD student do not need a tutorial at the University anymore, they just need to complete their inscription but the main supervisor is our personnel.

34. Complain / appeals

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	No procedures	Procedure to be defined	2012	Some report has been made by the HR department when necessary action has to be taken	To set up procedure and rules for a Internal Mediator implementation who will receive complains and appeals. Benchmark with other Institutions will be realise by HR department within our Synapse network. There is already some idea within the "evaluation group". Individual appraisal system will be implemented by HR department by end 2013.	Social climate survey questionnaire & results + follow up actions in 2013 and 2014. Number of Exit interview process Reporting on turnover

35. Participation in decision-making bodies

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	Internal committees for consulting and decision making (various)	Improve communication on opinions and decisions (outcome of working groups)	2012 Communication Manager	Working group : communication to Crp-all (minute of the meeting) Cityhall meeting --> Official presentation --> direct feed-back	CRP-Santé staff meeting are still the occasion to discuss and to improve communication opinion and decisions as well as specific mailing lists	

IV. Training

36. Relation with supervisors

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined	
	Ad hoc	Implement mentor systems		not yet	New target date: end 2013	

		PhD student training procedure to be defined	Performance contract 2011-2013	Active collaborations with the University of Luxembourg for the Doctoral School --> 4 of our Senior Researchers and Head of Laboratory are fully involved . Active collaborations with Summer University.	we received a very positive feedback concerning our application to become a full member of the Doctoral School des Sciences de la Vie et de la Santé of the University of Strasbourg. The formal decision on our application will be taken by the relevant academic bodies in September 2012.	New: Trainings and workshop organised internal for PhD Student and young researchers. Close participation in the doctoral schools of the University of Luxembourg and the University of Strasbourg	Planning of training available on our website. Nbr of trainees and Phd students available. Beyond its missions in the field of Biomedical Research, CRP-Santé strengthened its role in as a training center for Bachelor students, Masters, Doctoral and Post-Doctoral students in the field of life sciences. The students of today are the research work force of tomorrow, and education is an investment in our country's future. CRP-Santé has a good track record in training of master and doctoral students, together with the University of Luxembourg and many universities abroad. In the coming years, we will even pay more attention to the quality of training of our students, and we will further extend the processes needed to guarantee successful training in an efficient manner. Our close participation in the doctoral schools of the University of Luxembourg and the University of Strasbourg are essential assets in that regard
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37. Supervision and managerial duties

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
	Management training for senior researchers	Continuing training (Generic and transferable research skills programme)	2011-2013	Still on going : 3 groups has been trained, one in English.	A new group will be planned for starting Management courses in 2013. Candidates will be selected by Head of Laboratory and HR will organized new sessions.	English training and Management & Coaching for new manager are still running.	Nbr of participants, satisfaction surveys, program available on request

38. Continuing Professional Development

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
FNR funding for training	Budget for training available	Training offers on intranet	HR & IT	Done, Training courses are available on intranet for registration.		on going process: each PhD student received 3000 euros by the FNR for trainings during their PhD.	Discussion possible with PhD and researchers. Figures at the accounting unit

39. Access to research training and continuous development

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
	Internal training	- Advertise internal trainings - Training "log book"		Done, Training courses are available on intranet for registration. Yes, HR department keep all individual participation to training in personnal file.	Procedure has to be follow by all!	on going process NEW : E-training (IT application) available	Figures, reporting and e-training available during the peer reviewer visit

40. Supervision

Relevant legislation (permitting or impeding the implementation of tis principle)	Existing Institutional rules and/or practices	Actions required	When/Who	Did we achieve our target? If no why	New action to be defined		
		Mentor programme	2011-2013	The mentoring system is not yet implemented due to other targets. Nevertheless, several FNR Junior Call are with external mentorship. Reflexions are on going with a working group dedicated to this implementation.	To set up our "mentors process" with a working group, starting the process in 2013	The implementation of a mentoring system has been posponed and will be discuss with our career development plan.	