

	<b>HUMAN RESOURCES STRATEGY FOR RESEARCHES</b> <b>ACTION PLAN 2017-2020</b> <i>(POST INTERIM ANALYSIS) JAN 2020 UPDATE AND FOLLOW UP</i>	Date: <b>01/01/2020</b>	Version: <b>10</b>
		Page: <b>1 of 24</b>	

## **INTRODUCTION**

In October 2017 the Vall d'Hebron University Hospital Foundation - Research Institute (VHIR) received feedback from the EURAXESS Rights Team regarding the implementation of HR4R. In general, the comments were positive, highlighting the strengths of VHIR:

*“A comprehensive internal evaluation of the original action plan (2014) that covers a great part of the assessment criteria.”*

*“The development of the HR Excellence in Research has been included in the new strategic Plan for 2017-2020”.*

*“HR strategy is easy to find in the website”.*

They also pointed out certain weaknesses that needed to be corrected (publication of the updated plan, need to extend it to 2020, communication campaign).

In order to incorporate the feedback received from EURAXESS Rights Teams, VHIR's Management proceeded to (i) correct the above-mentioned aspects and (ii) update the ACTION PLAN at the end of each exercise, incorporating new objectives and proposals related to the 40 dimensions of the HRS4R. Each of the VHIR units has considered these dimensions when planning their annual unit objectives, which are then incorporated into the revised Action Plan (when applicable).

In addition, as part of the process of creating a new VHIR Strategic Plan 2021-2025, a new HRS4R work plan 2021-2025 will be generated.

**Below is the ACTION PLAN IMPROVED AND INTERNALLY REVISED AS OF DATE 1/1/2020.**

*Note: DONE are printed in green. New Actions are printed in red*

I. Ethical and professional aspects						
Actions required	Finished activities (1/1/2020)	New planned activities 2020	Who	When	Indicators	Deliverables
Include the HRS4R vision within the Strategic Plan and future VHIR regulations.	HR Excellence is included/14 Strategic lines (Strategic Plan 2016-2020)	---	TEC SEC Unit	DONE	Number of HRS4R actions that are included in the new Strategic Plan	Strategic Plan 2016-2020.
		A new HRS4R Action Plan 21-24 will be defined. Moreover, the new VHIR Strategic Plan 2021-2024 will include the "HR Excellence in Research" vision.	TEC SEC Unit	Q4 2020	New HRS4R Action Plan 21-24  Number of HRS4R actions that are included in the new Strategic Plan	Strategic Plan 2021-2024.
Develop a VHIR Code for Best Practices in Research, promote diffusion and compliance. (Redefined in 2017)	<p>1. Instead of developing a new Code, VHIR applied CERCA's code (VHIR is member of CERCA institution): <a href="http://cerca.cat/wp-content/uploads/2018/11/Code-of-Conduct-CERCA_nov2018.pdf">http://cerca.cat/wp-content/uploads/2018/11/Code-of-Conduct-CERCA_nov2018.pdf</a>:</p> <p>In November 2018, the Board of Trustees of the CERCA Institution approved the Code of Conduct for CERCA centres with a broad consensus and after many contributions from the different institutions represented.</p> <p>This document fills an important gap that our system of centres had and provides stimulus and guarantees of well-done work in aspects of transparency, open access to data and results,</p>		TEC SEC Unit	DONE	VHIR's Governing body agreement  Document of CERCA's Code of Conduct signed	CERCA Code of Conduct (document)  ICS guidelines of best practices in Health science research

Note: DONE are printed in green. New Actions are printed in red

	<p>management of industrial property, scientific integrity, and relationship with the media, among others.</p> <p>The Code of Conduct was approved by the highest governing body of VHIR in December 2018 and, subsequently, the Director and Manager signed its adhesion.</p> <p>Moreover, VHIR compiled, reviewed and developed all the documents regarding Best Practices in Research and VHIR's internal regulation and delivered such document to all the PI's.</p>					
	<p>2. Authorship internal guidelines based on the Recommendations for the Conduct, Reporting, Editing, and Publication of Schoolary Work in Medical Journals by ICMJE (International Comitee of Medical Journal Editors)</p>		TEC SEC Unit	DONE	% execution	Guide (document)
	<p>3. Recommendations draft for author signature and affiliation</p>		TEC SEC Unit	DONE	% execution	Recommendati ons draft (document)
		<p>Recommendations for author signature and affiliation</p>	TEC SEC Unit	In the course of 2020	% execution	<p>Recommendati ons (document)</p> <p>Dissemination (newsletters, website, intranet)</p>

Note: DONE are printed in green. New Actions are printed in red

BCP course	A Good Clinical Practice Course has been given since 2018 with the objective to provide training with in clinical research regulations, in order to promote compliance and good practices.		USIC Unit	DONE	Number of attendees/Pupil satisfaction	Course program, certifications
Provide training regarding data protection regulations for clinical research (within several activities promoted by the Institute: GCP training, VHIR Master, or research methodology course for residents, etc.)	<p>2 data protection in research courses have been carried out in 2017.</p> <p>Moreover, in 2019 VHIR hired a legal expert in data protection to enhance and promote data protection in clinical research + coordination with our DPD</p> <p>Our commitment to data protection is ratified by the Governing bodies, who approved in 2019 VHIR's data protection plan and internal regulations.</p> <p>Master VHIR is carried out annually. Some of the modules deal specifically with data protection issues.</p>			DONE	Number of related Teaching activities	<p>Course programme containing data protection issues related to clinical research.</p> <p>Contract and report from the consultancy.</p> <p>Data protection EXTERNAL due diligence</p> <p>Data protection Plan and rules approved by</p>

Note: DONE are printed in green. New Actions are printed in red

						VHIR's Governing bodies.
		New: Data protection on-line training to all VHIR staff + investigators	LEGAL Unit and PROFESSIONAL DEVELOPMENT Unit (HR Direction)	Q2 2019	Number of VHIR staff that has done the training	Data Protection new training course (on line)
Assure the implementation of the procedure for handling complaints and appeals (authorship, plagiarism) to the Scientific Ethical Supervisor and /or Internal Scientific Committee.	<p>The first version of the 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>In 2018 VHIR implemented a Corporate Compliance System, in which a more detailed Procedure for handling Scientific complaints in Research was written.</p>		ARO, QUALITY and LEGAL Units	DONE	Number of complaints/year.	<p>Corporate Compliance documents</p> <p>Procedure of complaints, suggestions and appraisals (VHIR-Q-PGR-006)</p> <p>VHIR-ARO-PGR-19 Management of Fraud in Clinical Research</p>

Note: DONE are printed in green. New Actions are printed in red

<p>Promote diffusion, compliance and commitment of adherence to VHIR regulations, relating to research practices, confidentiality, intellectual property, data protection and health occupational safety.</p>	<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>Handbook delivery to each group leader was been done during 2017</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>New activities 2018 WERE:</p> <ul style="list-style-type: none"> <li>▪ Send the handbook to each PI.</li> <li>▪ Make Handbook available at the internet.</li> <li>▪ Update contents periodically.</li> </ul>			<p>DONE</p>	<p>% of Commitment of adherence by researchers/ number of contracts per year:</p>	<p>New intranet regulation compilation.</p> <p>Handbook with internal regulations.</p>
<p>Create an Innovation Projects Evaluation Commition (CAPI) to incorporate knowledge, experience, competitive intelligence, and innovation projects' prioritization from</p>	<p>The CAPI has been introduced into the new VHIR's Strategic Plan of Knowledge Transfer and Valorization and its creation was aproved by the Board of Trustees (november 2019)</p> <p>CAPI's rules and regulations aproved (nov'19)</p>		<p>INNOVATION Unit</p>	<p>DONE</p>	<p>% execution</p>	<p>CAPI's rules</p> <p>Approval by the Board of Trustees</p>

external professionals to the institution		<ul style="list-style-type: none"> <li>• Selection of professionals of several expertise (Venture capital; business models; industry, entrepreneurs, bigdata..)</li> <li>• Sign the contract (confidentiality)</li> <li>• Constitution of the CAPI (presential meeting)</li> <li>• Activation: planning and ordinary online evaluations</li> </ul>	INNOVATION Unit	1Q 2020	Number of members  Number of meetings  Number of projects' evaluations done	CAPI described in the VHIR's Innovation Strategic Plan 2020-2025 +  CAPI's Rules and regulations  Evaluation's forms Meetings minutes
Dissemination and Accountability of research results	1. Agreement with Generalitat de Catalunya Department of Health to deposit publications in Scientia Open Access repository (which in turn 1) deposits at OpenAire European repository aggregator and 2) which in turn will deposit in Recercat).		TEC SEC Unit	DONE	% agreement progress	Agreement (document)  Publications in Scientia (website)  Workflow from publication indexation to deposit (document)
		Open Data Respository: Generalitat de Catalunya Department of Health will develop a new repository for data or define a suitable existint one, and VHIR will deposit research data.	TEC SEC Unit	In the course of 2020 or later (depending on Generalitat de Catalunya)		Datasets in the new open data repository (website)

	2. Agreement with CSUC to deposit in Recercat Open Access repository		TEC SEC Unit	DONE	Number of VHIR's and Vall d'Hebron Hospital publications in Scientia	Agreement between CSUC and VHIR.  Agreement between Department of Health of Generalitat of Catalunya and Vall d'Hebron Hospital Campus
	3. Open Access Policy (not validated by the board of Trustees and not disseminated)		TEC SEC Unit	DONE	% execution	Policy (document)
		Open Access Policy, revised, updated, validated and disseminated to the community.	TEC SEC Unit	In the course of 2020	% execution	Policy (document)  Dissemination (newsletters, website, intranet)
Implement RRI at VHIR	1. Identification of a RRI Roadmap with potential activities to develop in each RRI pillar (gender, open science, ethics, public engagement, outreach, governance).  2. Identification of potential funding to implement RRI activities and submission of two national calls (FECYT and Premios ORION RRI).		STRATEGY Unit	DONE	% execution	Road Map (document)  Proposals submitted  Working group

Note: DONE are printed in green. New Actions are printed in red



	3. Establishment of a EUHA Working Group to promote RRI					
		1. Preparation of two European grants under the funding programme 'Science with and for Society' (SwafS) for the promotion of public/patient engagement and gender equality plan  2. Define an Action Plan for the promotion of Patient Engagement in Health Research at institutional level.	STRATEGY Unit	21 April 2020  Q3 2020	Full Proposal submitted to the EC  Agreement on Action Plan and internal meetings for approval	2 Full Proposals for SwafS programme  Action Plan and internal meetings for approval
Publication of academic clinical trial results	RRI-EUHA project to benchmark the current situation of the publications of academic clinical trial results. Recommendation and a plan of action for improvement.		STRATEGY Unit	ON GOING	% execution	Benchmark analysis report
		1. Review past clinical trials and update/publish their results in the CT platform 2. Work a model to guarantee the publishing of results of new clinical trials	STRATEGY, USIC, and ARO Units	Q3 – Q4 2020	% of clinical trials results published	Report from <a href="http://www.eu.trialstracker.net">www.eu.trialstracker.net</a>
Participate in a patient engagement project	Kick off of EU-PEARL (IMI2), a Project coordinated by VHIR with aim to design patient centric clinical trials platform.  Representative from Patients association as member to the Scientific Advisory Board (SAB)			Nov 2019 (Kick off meeting in Barcelona)	Kick off organization  Name of the Patients association	Agenda  List of participants

		<p>1. Define an Action Plan for the promotion of Patient Engagement in Health Research at institutional level</p> <p>2. Scout for funding to implement the Action Plan</p>	STRATEGY Unit	Q2 - Q3	Agreement on Action Plan and internal meetings	Action Plan (document)
Implement an order management of laboratory equipment purchased through the CSUC Framework Agreement.		<p>Creation of a new intranet module (CSUC) Design together with IT Unit a new tool for registering each order request, through the catalog products of the different approved companies.</p> <p>Adapting the new Intranet (CSUC) system with our ERP (without making modifications) "To carry automatically the requests orders through the Intranet".</p> <p>Design a solid and complete circuit of the vendor's cycle Tracking sent orders with offers received from suppliers, and linking them to invoices.</p> <p>Make adaptations This is a new and pioneering process at VHIR, which means that adjustments will need to be made during the implementation and adaptation phase.</p> <p>Make information sessions (Infodays) It will be necessary to have an informative session to all the VHIR collective explaining the purchasing procedure and</p>	BIDDINGS AND PURCHASINGS Unit	In the course of 2020	To manage all petitions	New module CSUC

Note: DONE are printed in green. New Actions are printed in red

		how to place the orders of laboratory material from its launch in march				
Analysis of the viability of implementing an Institutional Laboratory Notebooks		Analysis of the viability of implementation of Institutional Laboratory Notebooks	DOCUMENT AND MANAGEMENT Unit	2020-2021	Document of analysis submitted by the Document Management Unit to VHIR's Direction	Document of analysis.

II. Recruitment						
Actions required	Finished activities (1/1/2020)	New planned activities 2020	Who	When	Indicators	Deliverables
Definition and documentation of an improved Recruitment and selection procedure according to HRS4R, which: <ul style="list-style-type: none"> <li>✓ Provide institutional guidelines for normalisation of the process.</li> <li>✓ Provide feedback to applicants.</li> <li>✓ Assure diffusion of job advertising and job description appropriateness</li> </ul>	New version of the recruitment and selection procedure written and approved by CCI.  New support software based in the HRS4R recommendations in recruitment and selection has been developed (Sharepoint). During the software development process, the main activities related has been: <ul style="list-style-type: none"> <li>- Meetings with representatives of all the professional groups to show the software and collect suggestions to implement.</li> <li>- New job offer template implemented (with HRS4R information)</li> </ul>		HR Direction (UDP + RRLL)	Q4 2017 The full implementation of the new selection procedure is currently delayed until Q1 2020 due to software problems/requirements.	% execution of the definition of the new procedure.  Number of selection processes performed according to the new procedure.	New version of the recruitment and selection procedure.

Note: DONE are printed in green. New Actions are printed in red

<p>✓ Assure adequate gender balance within the selection committee.</p>		<p>Final implementation of the new selection procedure is planned for the 1st of March. Despite this the main changes in the procedure have already been implemented (OTM-R principles). It's only pending the support software implementation but it is now on the point of resolution.</p> <p>Training sessions about the new procedure and software scheduled:</p> <ul style="list-style-type: none"> <li>- 2 sessions for the HHRR team</li> <li>- 10 sessions for the IPs community</li> </ul>	<p>Human Resources Direction (UDP + RRLL)</p>	<p>Q1 2020</p>	<p>SharePoint 100% implemented</p>	<p>New version of the recruitment and selection procedure disseminated and implemented.</p>
<p>Implement a new Welcome package with:</p> <ul style="list-style-type: none"> <li>✓ Definition of a tailored welcome plan for each professional profile.</li> <li>✓ Organise monthly guided visits and talks with relevant institutional information.</li> <li>✓ Create a new Institutional Handbook with comprehensive institutional and job placement information.</li> <li>✓ Assure VHIR regulations knowledge within Institutional Handbook and easy</li> </ul>	<p>The "New staff welcome Procedure" was formally approved and distributed through the Institution in August 2019. Despite this, the first version of the procedure was created in June 2017 and its main points have been implementing since then. The most relevant contribution in this 2 years has been the "welcome plan" document.</p> <p>Weekly visits of the facilities will be implemented in April 2017.</p> <p>Institutional Handbook completed in 2 languages (Catalan and English). The Handbook delivery is implemented.</p>	<p>Update the Welcome Package. Review the information and include more information about the HRS4R at VHIR.</p>	<p>PROFESSIONAL DEVELOPMENT Unit (HR Direction)</p> <p>Human Resources Direction (with all the staff units collaboration)</p>	<p>DONE</p> <p>Q2 2020</p>	<p>Number of guided visits performed/year:</p> <ul style="list-style-type: none"> <li>- 2017: 20</li> <li>- 2018: 23</li> <li>- 2019: 26</li> </ul> <p>Number of Welcome Plans recorded:</p> <ul style="list-style-type: none"> <li>- 2017: 73</li> <li>- 2018: 125</li> <li>- 2019: 180</li> </ul> <p>New welcome package designed</p>	<p>New Institutional Handbook.</p> <p>Welcome Plans defined according to each professional profile.</p> <p>New welcome package</p>

Note: DONE are printed in green. New Actions are printed in red

accessibility through VHIR intranet.						
Increase outreach activities, such as: ✓ Organise VHIR Doors Open Day. ✓ Promote international promotional activities. ✓ Participation in scientific events	1) Open doors day organised annually and also visits for specific donors to meet investigators they sponsor. 2) High school students visits 3) Visits from other hospitals, the EUHA and pharma industries 4) Participation in: YoMO, Explora, Nit de la Recerca, BCN Ciència Festival, Mobile Week, Setmana de la Ciència, Expo Recerca Jove, Saló de l'Ensenyament, Helathio, 48h Open House Barcelona, Fira Recerca en directe.		COMMUNICATION Unit	DONE	Number of visitants  Number of actions carried out	News Tweets Photographs Online leaflets or programmes
		Already organized: 24/02 Taula rodona Mobile Week 03/03 Exporecerca winner 2019 visits Dr.Miguel Segura lab 03/03 Rare diseases patients associations visit the labs with research in rare diseases 12/03 La Marató Visits (Stroke Dra. Anna Rosell) 19/03 Talk during the Brain Week	Communication Unit	Ongoing 2020	Number of actions carried out	News Tweets Photographs Online leaflets or programmes

<p>Provide an international “friendly” institutional environment:</p> <ul style="list-style-type: none"> <li>✓ VHIR Information accessible in English.</li> <li>✓ Job placement assistance for foreigners.</li> </ul>	<p>English has been introduced in Job Offers, in VHIR’s website and also in the official internal communications.</p> <p>Welcome visits are carried out in English</p> <p>Job placement assistance for foreigners: In May 2017 VHIR joined the “Emparejados Programme”, a project that supports the work placement for partners of researchers that wants to live and work in Barcelona and are hired by Barcelona Global research centre members. This project requires the active involvement of Barcelona Global members to help the researcher’s partners in creating opportunities, networking and employability for which a directory of mentors and <i>talentists</i> will be created.</p>		<p>PROFESSIONAL DEVELOPMENT Unit (HR Direction)</p>	<p>ONGOING</p>	<p>N/A</p>	<p>Job Offer template i</p> <p>“Emparejados Programme” affiliation document.</p>
<p>PhD4MD “Collaborative Research Training Programme for Medical Doctors”</p>	<p>Between 2015 and 2018, four calls of the PhD4MD programme were organized (one per year) which aims to train physician-scientist capable of translating research results into clinical practice.</p> <p>During the editions carried out until 2018, 35 collaborative research projects were presented and 45 national and international candidates applied for a PhD fellowship. Since 2015, 12 fellows have joined the program (3 for each call), 9 of them continue developing their doctoral thesis, and 1 participant has already defended the doctoral thesis.</p>		<p>TEACHING Unit</p>	<p>2017-2018</p>	<p>Number of new PhD4MD contracts signed</p>	<p>Signed agreement between the promoting institutions.</p> <p>Call text</p> <p>Evaluation reports of project proposals and candidates</p> <p>Call results</p>

	After the success of the first four editions financed by the promoting centres (CRG, IRB, IDIBAPS and VHIR) in 2018 the programme was consolidated as part of the PERIS call, promoted by the Health Department of the Catalan Government.					
Create the "Alumni VHIR". Design the action plan (tasks, resources, timeline and preliminary definition of the activities).	Design of the action plan 2020-2021 for the implementation of the Alumni VHIR including task, resources and timeline.  Preliminary definition of the activities that will be included as Alumni services upon 2020.		TEACHING AND COMMUNICATION Units	2019	% execution of the Action Plan	Action Plan (document)
		<ol style="list-style-type: none"> <li>1. Create an alumni committee to define the project and the activities and services that should be included.</li> <li>2. Define the Alumni corporate image</li> <li>3. Create a new Alumni section at VHIR's website.</li> <li>4. Record users in CRM</li> <li>5. Start the first Alumni free activities.</li> </ol>	TEACHING AND COMMUNICATION Units  COM Unit  COM Unit  TEACHING Unit  TEACHING Unit	2020	Number of meetings done  % execution  % execution  % execution  % activities done	Meeting notes  New corporate image  New alumni section at VHIR's website  CRM  Promotional and marketing materials. Communications by email, social media, etc.

III. Working conditions						
Actions required	Finished activities	New planned activities 2020	Who	When	Indicators	Deliverables
Define a Professional Career for Technical and Administrative Staff.	<p>ADMINISTRATIVE CAREER: the administrative career has been defined and implemented (Pending review by workforce committee). This process consisted in:</p> <ul style="list-style-type: none"> <li>- Definition of all the administrative job descriptions based on 89 Job placement interviews (bottom-up process)</li> <li>- Definition of the administrative roles and allocate all the staff</li> <li>- Definition of a method to evaluate the individual professional development (Feedback interviews)</li> <li>- Internal Scientific Committee approval</li> </ul> <p>TECHNICAL CAREER: mapping Initiated</p>		PROFESSIONAL DEVELOPMENT Unit (HR Direction)	DONE	% execution: 100%	Integrated HR management model
		Develop the Technical career	PROFESSIONAL DEVELOPMENT Unit (HR Direction)	Q4: 2020	% execution	Technical career development staff policy.
Update and improvement of the Equality Plan.	<p>New version of the Equality Plan 2017-2020. Institutional communication and dissemination: Nov 2017.</p> <p>Some principles regarding gender equality are already implemented through new institutional procedures (recruitment and selection procedure)</p>		PROFESSIONAL DEVELOPMENT Unit (HR Direction) + Equality Commission	Q4 2015 Q1 2017	Number of measures implemented in favour of the equal opportunities (previous Equality Plan balance)	New version of the Equality Plan.

Note: DONE are printed in green. New Actions are printed in red



III. Working conditions						
Actions required	Finished activities	New planned activities 2020	Who	When	Indicators	Deliverables
	Training to members of the Equality Committee has been provided in order to assign Equality agents.					
		Create a new version of the Equality Plan	PROFESSIONAL DEVELOPMENT Unit (HR Direction) + Equality Commission	Q4 2020	% execution	New version of the Equality Plan.
Collective bargaining agreement	In 2014, the first collective bargaining agreement of VHIR was officially published. This agreement regulates the labour relations of personnel with an employment contract at our institution and among others, flexible working hours, occupational groups and minimum salaries by group, parental and other paid leaves, etc. The negotiation is scheduled to finish in Q1 2020. This first agreement was in force from 2014 January 1st, to 31th December 2017.  The negotiations of the II collective agreement were initiated in 2018.		LABOUR RELATIONS Unit (HR Direction) + Workforce representatives	Q1 2014	% negotiated	Collective bargaining agreement
		Finish the negotiations of the II collective bargaining agreement	LABOUR RELATIONS Unit (HR Direction) + Workforce representatives	Q1 2020	% negotiated	II collective bargaining agreement

Note: DONE are printed in green. New Actions are printed in red

III. Working conditions						
Actions required	Finished activities	New planned activities 2020	Who	When	Indicators	Deliverables
Promote women in scientific responsibility positions	<p>Constitution of the Women in science committee. This working group was specifically created with the aim to promote initiatives to boost female scientific leadership in VHIR and the scientific community.</p> <p>Member of the "Glimmer project" proposal (H2020). The aim of the proposal is "Promoting gender equality and gendered science in large Research University Hospitals". The proposal was not founded in the first submission (April 2019) but was scored "very good". In October 2019 the consortium started to improve the proposal which will be submitted again on April 2020.</p> <p>Commitment to gender equality in health research centers.</p>		VHIR's Direction and PROFESSIONAL DEVELOPMENT Unit	DONE	<p>% program execution</p> <p>number of activities promoted related to gender equality and women in science</p> <p>Glimmer Proposal submission</p>	<p>Women in Science program (document)</p> <p>Glimmer proposal</p> <p>Commitment to gender equality in health research centers</p>
		<p>Continue developing and planning activities around Women in Science topic</p> <p>Submit the reviewed Glimmer proposal</p>	<p>VHIR's Direction</p> <p>STRATEGY Unit</p>	<p>2020</p> <p>April 2020</p>		<p>Women in Science program (document)</p> <p>Glimmer Proposal</p>

Note: DONE are printed in green. New Actions are printed in red

IV. Training and development						
Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
Explore new tools for promoting occupational health at laboratories (online course, etc).	Meetings with software providers to explore the feasibility to develop an online course addressed to all the new staff.		LABOUR RELATIONS Unit (HR Direction) and Health Prevention Occupational Service.	Q3 2017 Q4 2017	Number of people undertaking the course.  % improvement of the people trained in year of the logo award (2014) and people trained in X year	New tool designed.
		Finish the feasibility analysis and implement the new tool.	LABOUR RELATIONS Unit (HR Direction) and Health Prevention Occupational Service.	Q4 2020	Number of people undertaking the course.	New tool designed
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 specificaction, and therefore a general	Tenure Track mentoring program is implemented annually since 2015.  Coaching for researchers at the tenure stage of their career is implemented also in 2016, and is been extended to some post-docs since year 2019.  New action regarding mentoring to research leaders provided by the Direction Board has		DIRECTOR / TEC SEC Unit	Q1 2018	Number of people undertaking the tenure track mentoring program: 30	Mentoring actions (document)

*Note: DONE are printed in green. New Actions are printed in red*

IV. Training and development						
Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
program will not be implemented.	been implemented (The So-called "reference project").  Mentoring for improving success rate in competitive calls has also been implemented.					
		The coaching program will continue to be extended to more investigators in the following years.	DIRECTOR / TEC SEC Unit	2020	Number of people undertaking the tenure track mentoring program:	Mentoring Actions.  30 investigators received mentoring
Leadership training	EMPODERA IPS: It program consists in designing a training itinerary addressed to VHIR PIs, regardless of whether or not their contract is financed by VHIR, with the aim of training basic leadership skills that will allow them to achieve the levels of excellence in the management of their teams		PROFESSIONAL DEVELOPMENT Unit (HR Direction)	Q1 2019	Satisfaction survey	Training Program
		Organize a new training edition in leadership management addressed to PIs	PROFESSIONAL DEVELOPMENT Unit (HR Direction)	Q1 2020	Satisfaction survey	Training Program
Improve VHIR's Teaching Plan to develop career staff: ✓ Identification of needs according to career development.	From 2014 to date, the general training activities at VHIR are classified in 3 levels:  1) Regulated Academic Training: VHIR's MSc. (Organized by Teaching unit)		TEACHING UNIT, COMMUNICATION UNIT AND PROFESSIONAL	Q1 2016 Q1 2017 Q1 2018 Q1 2019	Number of students enrolled since the 1st edition in 2014	Master's degree in Translational and biomedical research program

Note: DONE are printed in green. New Actions are printed in red

IV. Training and development						
Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
<ul style="list-style-type: none"> <li>✓ Improve coordination of multidisciplinary scientific activities.</li> <li>✓ Promote attendance by recognising assistance as an asset for career development merits.</li> </ul>	<p>2) Continuous training in R+D+i: Specialized seminars, conferences...(Organized by the -- Communication unit and specially addressed to all the scientific community).</p> <p>3) Training activities addressed to VHIRs staff (Organized by professional Development Unit – HR Direction). This training Plan for technical and management competencies for support staff and also organizes training activities for researchers such as Data Protection training and management abilities for research supervisors.</p>		DEVELOPMENT Unit (HR Direction).		<p>Number of activities in Continuous training level</p> <p>Number of activities in Training activities level</p>	<p>History of seminars and conferences announced on the VHIR's website</p> <p>VHIR's annual teaching Plan (Professional Development Unit)</p>
		<p>2020 Annual Training Plan organized by the Human Resources in this topics:</p> <ul style="list-style-type: none"> <li>- Technical skills for different groups (PIs, Technical and administrative Staff)</li> <li>- Transversal competences (languages, policy issues, institutional interests like Gender Equality...)</li> </ul>	TEACHING UNIT, COMMUNICATION UNIT AND PROFESSIONAL DEVELOPMENT Unit (HR Direction).	Q1 2020	Number of attendees to VHIR courses.	<p>New version of VHIR's Teaching Plan.</p> <p>Course's satisfaction questionnaires.</p>
ERC/HORIZON training/consulting services for PI's	<p>ERC training/consulting services for PI's contacted to "Inspire Consulting":</p> <ul style="list-style-type: none"> <li>- Go/no go service</li> <li>- Deep Dive review service</li> </ul>		RESEARCH GRANTS OFFICE (PROJECTS Unit)	DONE	<p>Number of training sessions</p> <p>Number of requests received (and attended)</p>	Training materials

Note: DONE are printed in green. New Actions are printed in red

IV. Training and development						
Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
		<p>1. In house ERC Training Workshop: Achieving a Highly Competitive ERC Grant Proposal.</p> <p>2. In house Horizon Europe training for IP's:</p> <p>3. ERC training/consulting services for PI's: (Go/no go service and Deep Dive review service)</p>	RESEARCH GRANTS OFFICE (PROJECTS Unit)	During 2020	Number of attendees to in House training VHIR courses.	Course's satisfaction questionnaires.

New actions (GENERAL) AS RECOMMENDED IN THE INTERIM EXTERNAL ASSESMENT 2017						
Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
<p>Communication campaign 2018-2019</p> <p>- Institutional Video</p>	-Institutional Video introducing the main information and main objectives of HRS4R		COMMUNICATION Unit	Q1 2018 2018 - 2019	Number of communication actions carried out	Video in youtube, website, tweets and

Note: DONE are printed in green. New Actions are printed in red

**New actions (GENERAL) AS RECOMMENDED IN THE INTERIM EXTERNAL ASSESMENT 2017**

Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
<ul style="list-style-type: none"> <li>- Social Media</li> <li>- Web Content</li> <li>- Leaflets</li> </ul>	<ul style="list-style-type: none"> <li>- Social Media: posts dissemination web content and institutional video</li> <li>- Web content: new section with information, the video and the documents related (action plan, charter and code, Human Resources Strategy for Researchers and Statement of recruitment and selection policy...)</li> <li>- Leaflets. Delivered during Annual Scientific Session</li> </ul>			<ul style="list-style-type: none"> <li>Q1 2018</li> <li>permanent content</li> <li>Q4 2019</li> </ul>		<ul style="list-style-type: none"> <li>posts in social media channels.</li> <li>Leaflets</li> </ul>
		<ul style="list-style-type: none"> <li>Definition of a new Communication Campaign</li> <li>- News in the web</li> <li>- Video capsules for Social Media</li> <li>- Intranet Banner /Pop Up/ Wallpaper</li> <li>- Newsletters</li> <li>- Social Media Plan VHIR/CAMPUS</li> <li>- Final Video</li> <li>- Online Request</li> <li>- Leaflets (continuing 2019)</li> <li>- Participative Action Posters</li> </ul>	COMMUNICATION Unit	<ul style="list-style-type: none"> <li>Q2-Q3-Q4 2020</li> <li>2020</li> <li>2020</li> <li>2020</li> <li>2020</li> <li>Q3-Q4 Q4</li> <li>2020</li> <li>Q2-Q3-Q4 2020</li> <li>Q2-Q3-Q4 2020</li> </ul>	Number of communication actions carried out	<ul style="list-style-type: none"> <li>Leaflets</li> <li>Posters</li> <li>Videos</li> <li>Social media content plan</li> <li>Online questionnaire</li> </ul>

Note: DONE are printed in green. New Actions are printed in red

**New actions (GENERAL) AS RECOMMENDED IN THE INTERIM EXTERNAL ASSESMENT 2017**

Actions required	Finished activities	New planned activities	Who	When	Indicators	Deliverables
		<p>- Informative Session</p> <p>- Key messages in the screens</p> <p>- Relevant presence in the new web of the VHIR</p>		<p>Q2-Q3-Q4 2020</p> <p>Q4</p>		
NEW HRS4R ACTION PLAN 2021-2024		Create a new action plan 21-24 within the process of definition of the new VHIR's strategic Plan 21-24	VHIR's Direction – working groups	Q4 2020	% execution	New Action Plan 21-24