

A. AWARENESS AND ACCESS TO INFORMATION

Principle(s)	Action title & Objective	Detailed Actions	Short description	Indicators	Targets	Responsible	Expected Timeline
All (1-40)	A1. Dissemination of C&C OBJECTIVE: To strengthen the researchers' awareness of the C&C in line with INLs strategy.	A1.1	· Organize an annual workshop dedicated to the C&C and its impact on strategic decisions.	Number of initiatives and outcomes in line with INL strategy	Disseminate the C&C through INL community via appropriate internal channels	HR/LO	Q4 2023
		A1.2	· Disseminate regular updates on the HRS4R certification process through appropriate internal channels on the weekly "Friday Chats" or similar.	Number of regular updates provided on the HRS4R certification process per year	Keep the information regularly updated	HR/CCM	Q4 2023
		A1.3	· Monitor the awareness of the C&C among researchers.	Survey responses measuring employee awareness with of the HRS4R progress	Improve results based on yearly surveys	HR/LO	Q4 2024
5, 21, 26	A2. Availability of information over the Recruitment & Selection (R&S) Process OBJECTIVE: To make available key information about INL main rules over the R&S process.	A2.1	· Give access to the INL rules stated in the contract of employment (e.g. Staff Rules and Intellectual Property Rights Regulations) to each selected candidate, before taking-up appointment.	Percentage of selected candidates who receive a copy of the INL rules stated in the contract of employment.	INL rules stated in the contract of employment available to all selected candidates	HR	Q3 2023
		A2.2	· Raise full awareness about the transitional nature of fellows (Postdoc) positions with the primary purpose of providing development opportunities for a research career.	Number of communication channels used to raise awareness about the transitional nature of fellows (Postdoc) - (e.g. website, job advertisement, job description, social media, etc.)	Full acknowledgement of the transitional nature of fellows by the INL community All job advertisements for fellow positions including information	HR	Q1 2024
		A2.3	· Provide information to candidates that may not be entitled to social benefits from the Portuguese Social Security (PT SS) before taking-up appointment	Percentage of selected candidates who receive comprehensive information regarding their entitlement to social benefits from the PT SS	Secure that all affected candidates have information regarding the entitlement to social benefits from the PT SS	HR/Legal/R&S board	Q3 2023
5, 6, 31, 34	A3. Development and dissemination of guidelines and training in specific areas OBJECTIVE: To provide guidelines and training within the areas identified	A3.1	· Improve information and support to cost centre owners related to budget management method and tools.	Number of budgets correctly submitted by cost centre owners at first stage (validated by Finance Unit)	Decrease the number of budget rejected by the Finance Unit.	Finance	Q4 2023
		A3.2	· Provide information/clarifications on INL Staff Rules and Intellectual Property Rights Regulations for all employees.	Number of training sessions or other initiatives (e.g., onboarding, guidelines, FAQ's) conducted to educate employees about the INL Staff Rules and Intellectual Property Rights Regulations	Secure access to Staff Rules including updates and IP&KT regulation to all employees	IP&KT/Legal/HR	Q4 2023
		A3.3	· Disseminate guidelines to increase the awareness of the procedures about how to proceed in case of complaints and appeals.	Percentage of employees who have access to the guidelines on complaints and appeals procedures.	Secure access to guidelines on complaints and appeals following the established procedures to all employees	Legal	Q4 2023

B. CAREER DESIGN AND DEVELOPMENT

Principle(s)	Action title & Objective	Detailed Actions	Short description	Indicators	Targets	Responsible	Expected Timeline
15, 21, 25, 28, 30, 33, 36, 40	B1. Support actions to strengthen the individual's career development OBJECTIVE: To strengthen the individual support for researchers (R1-R4) in their pursuit of a career within science – inside or outside INL.	B1.1	· Disseminate information about career prospects at INL and provide feedback to shortlisted candidates about strengths and weaknesses of their application	Ratio number of feedback provided/ number of shortlisted candidates	Provide feedback to shortlisted candidates	HR/R&S board	Q1 2024
		B1.2	· Establish an active network of stakeholders from diverse backgrounds, to assist researcher to acquire the skills and experience necessary to advance in their career path and/or explore professional alternatives.	Number of researchers using career advice. (Yearly survey)	Yearly increase of the number of researchers using career advice and positive assessment of the activity	LO/RTIO/HR	Q3 2024
		B1.3	· Follow up on MPEs Personal Development Plans (PDP), including PhD students, where applicable.	Number of completed PDP/PD each year	Yearly increase of completed PDP/PD. Increase the positive assessment of the activity	HR	Q3 2024
		B1.4	· Disseminate information on how to gain access to e.g. teaching and/or professional and commercial national/international activities and how to use the possibility of "Professional and commercial activities outside INL" in this context.	Percentage of employees who have access to the guidelines on "Professional and Commercial Activities Outside INL".	Secure access to "Professional and Commercial Activities Outside INL" to all employees Yearly increase of "Professional and Commercial Activities Outside INL"	HR/RTIO	Q3 2024
	B2. Promote gender balance in leadership	B2.1	· Encourage the appointment and promotion of leaders and supervisors of underrepresented gender, following established procedures and the reference of 40/60.	Ratio of gender balance for leadership and supervisory positions	Improve yearly gender balance trend	GEC/HR/LO	Q2 2024

27, 40	OBJECTIVE: To improve gender balance in leadership and supervisory positions	B2.2	· use of role models of underrepresented gender, with a focus on leadership and supervisory positions.	Number of activities addressed to promote gender balance good practices	Program two activities per year Introduce the gender balance days	GEC/HR/LO	Q2 2024
20, 21, 22, 29	B3.Develop a professional career model OBJECTIVE: To increase researchers' awareness of their career path – from recruitment and onwards.	B3.1	· Establish a career model for researchers in line with international standards, clearly defining their career path.	Career Model in place, including career path and advancement opportunities	Career Model in place	HR	Q4 2023
		B3.2	· Promote life-long learning perspectives and international mobility from recruitment and through employment.	Percentage of hired researchers with academic and professional experience outside their home country	Increase the number of researchers with relevant international experience	HR	Q4 2023
				Percentage of employees engaged in mobility activities (e.g. secondments).	Yearly increase of employees engaged in mobility activities		Q2 2024

C. DESIGN OF EVALUATION SCHEMES FOR BENCHMARKING, RECRUITMENT AND PERFORMANCE

Principle(s)	Action title & Objective	Detailed Actions	Short description	Indicators	Target	Responsible	Expected Timeline
11, 14	C1.Increased international benchmarking OBJECTIVE: To strength INL's benchmarking and evaluation activities through increased involvement of international experts	C1.1	· Appoint independent, international well-reputed individuals and/or establish permanent advisory body(ies) to evaluate and benchmark on a regular basis the INL's research production at international level.	International experts/advisory bodies evaluating and benchmarking research related activities with international standards	Appointment of experts/advisory bodies	DG/RTIO	Q1 2025
		C1.2	· Promote the participation of well-reputed international experts for R&S of senior positions	Number of reports from external experts/advisory bodies related to INL's research production providing valuable insights into its global research performance	Issuance of qualified and independent reports about the INL's overall research activity and trend		
16, 17, 18, 29, 37, 40	C2.From quantity to quality OBJECTIVE: To improve assessment on hard and soft skills through a comprehensive qualitative and quantitative evaluation schemes – in R&S	C2.1	· In addition to quantitative evaluation, include qualitative reports in each R&S process	R&S reports including quantitative and qualitative evaluation	Secure balanced R&S reports including quantitative and qualitative evaluation		Q1 2024
		C2.2	· Update the quantitative scheme for evaluation in R&S (e.g mobility experience, career breaks and chronological variations in CVs).	Updated R&S quantitative scheme for evaluation	Have an updated R&S evaluation scheme	HR/R&S Selection Committees and Boards	Q2 2024
		C2.3	· Develop a competency-based interview process to assess soft skills and the fit with the organisational competencies	Competency-based interview process in place	Secure a competency-based interview process for all researchers		Q3 2023
12, 21, 27	C3.Improving balance OBJECTIVE: To strength the career possibilities for disadvantaged and underrepresented groups of employees	C3.1	· Develop R&S standards to disclosure access for disadvantaged groups to INL, by disseminating, among others, information in job advertisements	R&S standards for disadvantaged groups in place	Broad dissemination of R&S standards for disadvantaged groups (e.g. R&S procedure, job advertisements)	HR/R&S Boards	Q3 2024
		C3.2	· Establish updated eligibility conditions for the R&S of underrepresented group - postdoctoral researchers	Guidelines with updated eligibility conditions for underrepresented group - Postdoctoral researchers	Secure internal and external access to the guidelines through various means (e.g. R&S procedure, job advertisements)	HR/R&S Boards	Q3 2024
		C3.3	· Develop and implement specific actions to attract international postdoctoral talents	Number of international postdocs Ratio Postdoc/Staff Members Ratio Iberian/Not Iberian PostDocs	Yearly improve of the ratios referred to hired international Postdocs	HR/RTIO	Q1 2025

D. TRAINING

Principle	Action title & Objective	Detailed Actions	Short description	Indicators	Target	Responsible	Expected Timeline
39	D1.Planning, coordination and evaluation of trainings	D1.1	· Implementation of the Joint Training Board (JTB) and dissemination of responsibilities set out in Chapter II/Section 3 of the INL Staff Rules	JTB appointed with terms of reference	JTB in force	DG/HR	Q4 2023
		D1.2	· Create a process/platform to track internal training opportunities for researchers	Training tracking platform	Training Platform in place	JTB/HR/QMS	Q4 2023

	OBJECTIVE: To define training needs, develop, implement and follow-up training programmes for researchers for professional development and strengthening of employability	D1.3	<ul style="list-style-type: none"> Establish training offers for researchers from recruitment and through employment and measure its effectiveness 	Catalogue with trainings available to all researchers Training effectiveness survey	Catalogue of trainings available to all researchers Survey about training impact and effectiveness	JTB/HR/LO	Q2 2024
37, 38, 40	OBJECTIVE: To support supervisors in the development of leadership skills and encourage the continuous professional development	D2.1	<ul style="list-style-type: none"> Develop and implement INL's institutional leadership training programme 	Institutional leadership training programme	Institutional leadership training programme available to employees	JTB/HR/LO	Q2 2024
		D2.2	<ul style="list-style-type: none"> Organize training sessions to improve supervisory skills 	Training Catalogue available to all supervisors Percentage of supervisors who attend the training sessions Training effectiveness survey	Training catalogue in place Yearly increase of supervisors attending training sessions Survey about training impact and effectiveness	LO	Q2 2024
		D2.3	<ul style="list-style-type: none"> Establish a ratio supervisee/supervisor ensuring that researchers performing supervision activities have time and dedication enough for each team member 	Ratio for supervisor/supervisee in place	Compliance with the established ratio for supervisor/supervisee	HR/LO	Q4 2023
		D2.4	<ul style="list-style-type: none"> Strengthen cooperation with PhD supervisors at universities through collaboration and exchange of supervisory experiences 	Number of collaboration agreements with Universities for PhD Students Number of PhD students at INL Number of international PhD students	Yearly increase of collaboration agreements with national/international Universities for PhD Students	RTIO/Legal/LO HR/LO	 Q4 2024

E. GUIDELINES FOR GOOD RESEARCH PRACTICE

Principle	Action title & Objective	Detailed Actions	Short description	Indicators	Target	Responsible	Expected Timeline
1	E1.Addressing Research Freedom OBJECTIVE: To increase flexibility for exploring new ideas, in particular the cutting-edge research that may go beyond INL Research Clusters' Missions.	E1.1	<ul style="list-style-type: none"> Develop a Code of Conduct which, on matters related to Research freedom, includes a set of standards of conduct – aligned with International Guidelines – expected from INL researchers. 	Code of Conduct Number of funded <i>blue-sky</i> research projects.	Code of Conduct in force Yearly increasing number.	RTIO/Legal/DG	Q2 2024
		E1.2	<ul style="list-style-type: none"> Create and/or revise internal procedures/processes in line with the action above. 	Number of updated procedures/processes	Updated and new procedures/processes		
2, 3, 32	E2.Code of Ethics OBJECTIVE: To develop and adopt a Code of Ethics for researchers at INL	E2.1	<ul style="list-style-type: none"> Develop documentation specifically addressing Bioethics 	Number of new procedures	A complete set of ethics procedures	Ethics Committee	Q2 2025
		E2.2	<ul style="list-style-type: none"> Organize training/informative sessions for all researchers on Publishing Ethics, including e.g. tools for detecting plagiarism. 	Number of training/informative sessions or other initiatives	Yearly Increase of participants	Ethics Committee/RTIO/LO	Q2 2024
7, 8	E3.Good practice in research OBJECTIVE: To ensure safe working practices specifically in the areas of data back-up strategies, project dissemination and exploitation, and Nanosafety.	E3.1	<ul style="list-style-type: none"> Implement a standardized system for Lab notebooks, including development of guidelines, and a template for project data storage. 	New guidelines and templates	0% lost data.	RTIO/ICS	Q2 2024
		E3.2	<ul style="list-style-type: none"> Raise awareness about FAIR data principles through e.g. workshops and video tutorials. 	Number of initiatives about FAIR data principles	Yearly increasing numbers	RTIO/CCM	Q2 2025
		E3.3	<ul style="list-style-type: none"> Develop templates for project dissemination and exploitation 	Template(s) for project dissemination & exploitation	Template for project dissemination & exploitation in place	BSR/RTIO	Q1 2024
		E3.4	<ul style="list-style-type: none"> Develop of specific Nanosafety Guidelines 	New Nanosafety guidelines	New Nanosafety guidelines in place	HES/RG	Q1 2024
8, 9	E4. Addressing the public OBJECTIVE: To promote the engagement of researchers in outreach activities at group-level to enlarge the pool of participants. It shall also increase the diversity of outreach activities in order to attract a wider group of public.	E4.1	<ul style="list-style-type: none"> Definition and dissemination of an annual outreach activity calendar 	Annual Outreach Calendar	Dissemination of the Annual Outreach Calendar	RTIO/CCM	Q1 2024
		E4.2	<ul style="list-style-type: none"> Engage researchers in the development of a wide range of outreach activities based on their respective interests, skills and talents, e.g. through a hackathon. 	Percentage of researchers involved in the development of outreach activities Percentage of activities initiated by researchers	Increasing numbers of participants and activities	RTIO	Q1 2024
		E4.3	<ul style="list-style-type: none"> Implement quick evaluations after all activities to receive immediate feedback from the public. 	Evaluations template Percentage of activities that include quick evaluations	Evaluations being used after all activities as support for new development.	RTIO	Q3 2024