

ViA Action plan Human Resources Strategy for Researchers (HRS4R)

September 2024

Objective no. 1: Professional development

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>1. Implementing transversal skill development program</p> <p>ViA will implement transversal skill development program to foster professional development. This will include organizing comprehensive selection of professional development courses, as well as series of masterclasses and seminars. These offerings will cover a wide range of topics, including research competences (incl. data collection skills, data analysis skills, research design and methodology, research ethics, etc.), academic writing skills (incl. preparing publications, writing grant and project proposals, peer-reviewing skills, etc.), science communication (incl. preparing and delivering presentations, science popularization, principles of open science, etc.), teaching competences (incl. teaching methods, supervision of student work, mentoring and supervision, etc.), management and leadership skills (incl. project management, team leadership, strategic planning and management, human resource management, etc.), technological competences (incl. digital tools for data analysis and visualization, academic platforms, e-learning, artificial intelligence, etc.), personal development and emotional intelligence competences, innovation competences, collaboration and interdisciplinary competences (incl. interdisciplinary collaboration, international cooperation, networking, etc.), administrative and legal competences (incl. academic processes in higher education institutions, data protection, intellectual</p>	<p>1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 23. Research environment 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>Starting Q1 2025 (ongoing)</p>	<ul style="list-style-type: none"> Working Group Vice-Rectors Directors of Scientific institutes Communication group ViA Ethics Commission 	<p>Progress indicators /targets:</p> <ul style="list-style-type: none"> Annual professional development needs assessments done in the first quarter of the year. Professional development offering list developed and distributed by second quarter of the year. At least 80% of ViA's academic and research staff participate in at least one professional development course, seminar and/or workshop in two-year period (until Q1 2027) At least two courses, workshops and/ or seminars are organized for ViA academic and scientific staff annually. <p>Impact indicators/targets:</p> <ul style="list-style-type: none"> 80% of academic and research staff members who participate in professional development courses report increased competency in the area (e.g., project

<p>property, etc.) language skills, data protection competences, sessions on where to find information about research funding opportunities and how to utilize them and other critical competencies essential for research excellence and professional advancement. This action is associated with following <u>ViA Development Strategy 2023-2028</u> tasks:</p> <ul style="list-style-type: none"> • U.2.1.2. Enhancing the Support System for Researchers to Achieve High-Level Scientific Outcomes • U2.1.3: Enhancing Information Exchange Among Researchers for Project Proposal Preparation • U3.1.1. Provision of professional development opportunities, including the development of fundraising skills (training, seminars, discussions, experience exchange, etc.) in the areas of entrepreneurship and innovation for ViA staff. • U3.3.1: Developing and Implementing a Plan to Enhance the Scientific Impact of ViA Staff (including training, mentor involvement, skills development, support measures, compilation of best practices, and science commercialization activities) • U4.3.2: Improving Science Communication Between Various Stakeholders, Including Within ViA (internal communication initiatives for researchers) • U4.3.4: Improving Project Communication at ViA • U4.1.7 Strengthening the Research Ethics Competencies of Academic Staff, • U4.1.8. Advancing the Digital Skills of Staff. 				<p>management, ethics, scientific writing).</p> <ul style="list-style-type: none"> • Number of successfully submitted research proposals or projects linked to training topics.
<p>2. Enhancing Access to Professional Development Resources</p> <p>ViA will leverage existing resources and platforms such as Moodle and MS Teams to centralize and facilitate access to a wide range of professional development materials. This initiative will include storing and providing access to lectures, seminars, courses, e-books, and other learning resources. This activity will also entail a thorough analysis of existing free courses available both online and on-site,</p>	<p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>Starting Q4 2025 (ongoing)</p>	<ul style="list-style-type: none"> • IT group • Working group • Vice-Rectors • Study and Lifelong Learning Group 	<p>Progress indicators/targets:</p> <ul style="list-style-type: none"> • Creating storage place for professional development resources by Q4 2025 • Constantly supplement storage place of professional development resources with lectures, seminars, courses, e-

<p>including those provided through the Accelerate Future HEI project and various platforms such as Coursera and others.</p> <p>By doing so, academic and research staff can engage in training at their convenience, seamlessly integrating professional development into their busy schedules. The goal is to promote a culture of lifelong learning within the ViA community, supporting the ongoing academic, scientific and professional growth of its members through easy access to up-to-date information and tools.</p>				<p>books, and other learning resources (ongoing)</p> <ul style="list-style-type: none"> • Conducting a comprehensive analysis of existing free online and on-site courses for ViA academic and research staff by Q2 2026. <p>Impact indicators/ targets:</p> <ul style="list-style-type: none"> • % of staff accessing digital resources monthly. • % of staff satisfied with available resources
<p>3. Enhancing and Promoting International Mobility Opportunities for Academic Staff</p> <p>ViA is committed to expanding and enriching international mobility opportunities for its academic and research staff. This will be achieved by supporting and facilitating their participation in conferences, seminars, research mobilities, and professional development programs aimed at enhancing their skills and knowledge.</p> <p>To boost research mobility, ViA will forge and strengthen partnerships with leading international institutions. These collaborations will enable researcher exchange programs, thereby fostering professional growth and development.</p> <p>Additionally, ViA plans to organize a Staff Weeks specifically for researchers, utilizing Erasmus+ scholarships to both invite researchers to ViA and encourage others to host similar events. The increase in participation will be monitored through the collection and analysis of statistical data provided by the ViA International Office.</p> <p>This action aligns with the ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> • U4.2.1. Expanding existing international partnerships and establishing new ones to advance and sustain the ViA internationalization strategy and enhance ViA's global impact. 	<p>18. Recognition of mobility experience (Code)</p> <p>29. Value of mobility</p> <p>38. Continuing Professional Development</p>	<p>Q4 2025 (ongoing)</p>	<ul style="list-style-type: none"> • Working group • Vice-Rectors • Directors of scientific institutes • International office 	<p>Impact indicators/ targets:</p> <ul style="list-style-type: none"> • 20% increase in academic and research staff participation rate in mobility, including research mobility, programs by end of 2027 (compared to 2024). • Number of joint publications or projects resulting from mobility.

<ul style="list-style-type: none"> • U4.2.3. Increasing ViA's participation in international and national research organizations and associations to enhance its influence on science and innovation policy both in Latvia and internationally. • U4.2.8. Boosting ViA's international visibility through collaboration with Latvian institutions and foreign embassies. • U2.4.1. Promotion of international researcher mobility at ViA, development of short-term and long-term (at least one month) mobility/residency programs for foreign visiting researchers and postdoctoral fellows – establishment and implementation of a talent attraction program (including the diaspora). • U2.4.2. Developing partnerships with scientific institutions abroad to promote long-term (at least one month) mobility for ViA researchers. 				
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Objective no. 2: Academic and research environment

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>1. Regular assessment of research environment and infrastructure and suggestions for improvement.</p> <p>ViA will strengthen the research environment and infrastructure in alignment with the ViA Development Strategy 2023-2028. Key actions will include enhancing management policies for research-related human resources, streamlining project management, upgrading administrative support systems, developing modern, well-equipped workspaces and laboratories tailored to the needs of academic and research staff, etc. Furthermore, regular annual assessments will be conducted to identify emerging issues, ensuring that these are promptly communicated to upper management. This approach will foster continuous improvements to the work environment, infrastructure, and overall staff satisfaction.</p> <p>This action aligns with the ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> • U2.1.3. Enhancing information exchange between researchers for preparing project proposals. • U2.3.1. Enhancing the management policy for human resources involved in research, including defining the responsibilities and roles of institute directors and senior research staff in establishing scientific groups, maintaining positions created within projects, and employing bachelor's, master's, and doctoral students, as well as recruiting elected personnel. • U2.5.1. Maintenance and systematic upgrading of scientific laboratory equipment, establishment of new laboratories based on existing infrastructure, and expansion of laboratory space. • U2.5.3. Creation of a laboratory for demonstrating sustainable construction solutions on the basis of the Tērbatas 10a building, with the involvement of private and public funding. 	<p>3. Professional responsibility 6. Accountability 23. Research environment 24. Working conditions 27. Gender balance 35. Participation in decision-making bodies</p>	<p>Starting Q1 2026 (ongoing)</p>	<ul style="list-style-type: none"> • Working group • Vice-rectors • Directors of scientific institutes • Heads of Laboratories 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> • Research environment and infrastructure improvements will be implemented and assessed in alignment with the ViA Development Strategy 2023 –2028 and yearly institutional budget. • At least one assessment (survey/ interviews with staff) of research environment and infrastructure will be carried out annually. • Suggestions for improvements in ViA research environment and infrastructure will be developed and communicated to ViA management annually. <p>Impact indicator/ target:</p> <ul style="list-style-type: none"> • Percentage of researchers and academic staff reporting greater satisfaction with the research environment.

<ul style="list-style-type: none"> • U4.4.2. Development of a sustainable infrastructure development plan for science, research, and innovation promotion (including the creation of an Innovation Quarter at 4 Cēsu Street) • U4.4.5. Effective Project Management – Enhancing Project Monitoring Systems and Better Integrating Project Outcomes to Strengthen ViA’s Core Operations • U4.4.6. Enhancing the administrative support system for project management and increasing the capacity of specialists – project managers – to reduce the administrative burden on academic staff. 				
<p>2. Creating a welcome package for new ViA staff members</p> <p>ViA plans to improve the on-boarding process of new ViA staff members. The onboarding of new staff, including researchers, at ViA will be designed to facilitate a seamless and effective integration into the organization. This process aims to help new hires quickly understand their roles, the institutional environment, and ongoing projects. To achieve this, ViA will develop a comprehensive Employee Admission and Integration Plan, which also will involve education new staff members about national and institutional regulations governing training and working conditions, including Intellectual Property Management regulations, etc. Activities such as orientation events for new</p>	<p>24. Working conditions 25. Stability and permanence of employment 5. Contractual and legal obligations 31. Intellectual Property Rights</p>	<p>Starting Q4 2025 (ongoing)</p>	<p>Working group Rector Vice-rectors Heads of structural units/groups</p>	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> • Developing employee admission and integration plan at ViA by Q4 2026 • At least one orientation event for new employees will be held annually. • % of new hires receiving welcome package within first week.

<p>employees and the distribution of documentation packages will be conducted.</p> <p>The Rector, Vice Rectors, and unit/group leaders will be actively involved in this initiative to ensure a supportive and well-coordinated onboarding experience.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p> <p>U4.1.3. Determining and implementing general staff development and recruitment priorities, involving unit/group leaders.</p>				<p>Impact indicator/ target:</p> <ul style="list-style-type: none"> % of new employees reporting high onboarding satisfaction in follow-up survey.
<p>3. Developing and implementing Incentivization program</p> <p>This action focuses on creating a robust staff incentive program that incorporates both non-monetary and monetary rewards to recognize and motivate employees effectively. It includes a thorough review and enhancement of the remuneration system for all personnel groups to ensure it is competitive and equitable. Additionally, the program will feature the implementation of mutual evaluation processes to foster a culture of feedback and continuous improvement.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> U4.1.4. Creation and implementation of a staff incentive program that includes both non-monetary and monetary rewards, including a review and enhancement of the remuneration system for all personnel groups, and the introduction of mutual evaluation 	<p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p>	<p>Strating Q1 2025 (Ongoing)</p>	<ul style="list-style-type: none"> Working group Rector Vice-Rectors 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> Revising ViA remuneration policy in line with the university's budget capacity by Q4 2027. Reviewing the staff motivation/bonus system by Q4 2027. Evaluating the effectiveness of existing tools, and introducing new tools, all aligned with ViA's budget capabilities by Q4 2027. <p>Impact indicators/ targets:</p> <ul style="list-style-type: none"> Staff satisfaction pre- and post-incentivization. % of staff participating in system evaluation.
<p>4. Implementing activities outlined in ViA OTM-R Policy</p> <p>ViA's OTM-R policy, approved in May 2024, is set to be implemented through September 2026. During this period, ViA will undertake a series of activities to ensure that recruitment processes are open, merit-based, and transparent, in alignment with the OTM-R policy.</p>	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>16. Judging merit (Code)</p>	<p>Starting Q4 2024 (ongoing)</p>	<ul style="list-style-type: none"> Working group Vice-Rectors Selection Committees 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> By the September 2026, ViA OTM-R policy will be fully implemented in ViA.

<p>Activities such as development of OTM-R policy quality control system, updating and translating ViA internal documents relating to recruitment process, increasing the use of EURAXESS etc. will be carried out within this action.</p> <p>This action is a key component of the ViA Development Strategy 2023-2028, which includes the task (U4.1.2) of obtaining and maintaining the 'HR Excellence in Research Award' quality certification.</p>	<p>18. Recognition of mobility experience (Code)</p> <p>19. Recognition of qualifications (Code)</p> <p>20. Seniority (Code)</p> <p>21. Postdoctoral appointments (Code)</p> <p>27. Gender balance</p> <p>29. Value of mobility</p> <p>34. Complains/ appeals</p>			<ul style="list-style-type: none"> • OTM-R policy quality control system will be developed by Q4 2026. • ViA Internal regulations and planning documents, which are relevant in recruitment process, will be adjusted in accordance with ViA OTM-R policy, translated in English and published in ViA website by the Q4 2026. • All recruitment related forms (evaluation form, advertisement form, etc.) will be developed and published (also in English) by Q2 2026. • 100% of job postings will follow updated practices starting September 2026 (ongoing). • Number of job announcements published in EURAXESS portal. <p>Impact indicator/ target:</p> <ul style="list-style-type: none"> • Perceived transparency and fairness of recruitment process increases among academic and research staff.
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Objective no. 3: Academic career development

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>1. Developing and publishing a clear academic career development framework</p> <p>In line with upcoming changes in national legislation concerning academic career progression (new Academic Career Framework), and within the scope of the autonomy granted, ViA will develop and publish a comprehensive framework for academic career development. This framework will provide clear and structured information on the criteria for career progression at all academic levels. This framework will outline specific criteria for promotions, ensuring transparency and supporting professional growth.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> U2.3.1. Enhancing the management policy for human resources involved in research, including defining the responsibilities and roles of institute directors and senior research staff in establishing scientific groups, maintaining positions created within projects, and employing bachelor's, master's, and doctoral students, as well as recruiting elected personnel. U4.1.1. Updating the personnel management policy at ViA, defining career development opportunities for all staff groups, including academic staff, based on the academic career model. U4.1.3. Determining and implementing general staff development and recruitment priorities, involving unit/group leaders. 	<p>18. Recognition of mobility experience (Code)</p> <p>22. Recognition of the profession</p> <p>28. Career development</p> <p>33. Teaching</p>	Starting Q1 2026 (ongoing)	<ul style="list-style-type: none"> Working group Vice-Rectors Rector Scientific Board Faculty Boards 	<p>Progress indicator/ target:</p> <ul style="list-style-type: none"> Academic career development framework will be developed and published by end of Q4 2027. <p>Impact indicator/ target:</p> <ul style="list-style-type: none"> % of staff with increased clarity on promotion requirements (post-implementation survey).
<p>2. Forming tenure committees for R3 and R4 academic and research staff.</p> <p>Upcoming changes in national regulations regarding academic career progression highlight the importance of tenure committee support for leading and highly qualified academic and research staff. Due to that ViA plans to form tenure committees for R3 and R4 staff. National and international experts will take part in these committees. In</p>	<p>28. Career development</p> <p>30. Access to career advice</p> <p>36. Relation with supervisors</p>	Starting Q1 2026 (ongoing)	<ul style="list-style-type: none"> Working group Vice-Rectors 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> Tenure committees will be formed and operational by Q2 2027. 100% R3/R4 candidates will have access to tenure committees by Q4 2027.

<p>the formation of these committees, international networks will also be leveraged.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> U2.4.6. Development of an international scientific advisory panel (council). 				<p>Impact indicators/ targets:</p> <ul style="list-style-type: none"> % of tenure-track staff receiving guidance or mentorship from committees. Career satisfaction scores among R3/R4 staff post-committee implementation.
<p>3. Providing regular career guidance workshops.</p> <p>To support the professional development of ViA staff, the institution will provide regular career guidance workshops. These sessions will cover essential topics such as CV development, interview preparation, and career planning. By offering these resources, ViA aims to equip staff with the tools and insights needed to advance their careers effectively.</p>	<p>28. Career development</p> <p>30. Access to career advice</p>	<p>Starting Q2 2026 (ongoing)</p>	<ul style="list-style-type: none"> Working group Vice-Rector for Academic and Scientific Work 	<p>Progress indicator/ target:</p> <ul style="list-style-type: none"> Minimum of 2 career guidance workshops will be organized per semester. <p>Impact indicator/ target:</p> <ul style="list-style-type: none"> 80% of participants of career guidance workshops report increased clarity in career progression after attending guidance workshops.
<p>4. Implementing a Career Progression Appraisal System</p> <p>ViA plans to establish a comprehensive appraisal system to regularly evaluate the career development and satisfaction of academic and research staff. This system will feature structured regular assessments, allowing employees to provide insights on their career progression, challenges, and overall support needed, through career development discussions. The feedback collected will be used to identify areas for improvement, offer personalized professional development opportunities, personalized development plans and ensure that staff advancement aligns with both individual career goals and institutional objectives. This continuous evaluation process aims to foster a supportive and growth-oriented work environment.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> U.2.1.2. Enhancing the Support System for Researchers to Achieve High-Level Scientific Outcomes. U2.3.1. Enhancing the management policy for human resources involved in research, including defining the 	<p>11. Evaluation/ appraisal systems</p> <p>19. Recognition of qualifications (Code)</p> <p>28. Career development</p> <p>18. Recognition of mobility experience (Code)</p> <p>29. Value of mobility</p> <p>33. Teaching</p>	<p>Starting Q12026 (ongoing)</p>	<ul style="list-style-type: none"> Working group Vice-Rectors Structural Unites 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> Appraisal System will be developed by Q4 2026. ViA will conduct at least one appraisal of ViA academic and research staff by Q4 2027. <p>Impact indicators/ targets:</p> <ul style="list-style-type: none"> % of staff with individual development plans post-appraisal. % of appraised staff achieving at least one development milestone within 12 months.

responsibilities and roles of institute directors and senior research staff in establishing scientific groups, maintaining positions created within projects, and employing bachelor's, master's, and doctoral students, as well as recruiting elected personnel.				
5. Initiating the operation of the ViA Doctoral School This initiative entails the launch of the ViA Doctoral School to strengthen doctoral education through strategic partnerships with scientific institutions in Latvia and abroad (utilizing also EUDRES network). Its primary objective is to create a solid foundation for doctoral studies, enhancing research and training opportunities. The Doctoral School aims to foster the integration of early-career researchers, doctoral students (R1), into the global scientific community. This action is associated with ViA Development Strategy 2023-2028: <ul style="list-style-type: none"> U2.2.2. Development of collaboration for enhancing doctoral education at ViA with scientific institutions in Latvia and abroad within the framework of doctoral schools, including an analysis of the potential for initiating new doctoral programs at ViA 	28. Career development 30. Access to career advice	Starting Q3 2024 (Ongoing)	<ul style="list-style-type: none"> Working group Vice-Rectors Scientific Institute Directors 	Progress indicator/ target: <ul style="list-style-type: none"> Doctoral School officially established, and governance structure formalized by Q4 2024 (achieved) Impact indicators/ targets: <ul style="list-style-type: none"> Number of agreements signed for joint activities within the framework of the Doctoral School. Doctoral candidate satisfaction with school support and integration.

Objective no. 4: Academic leadership and mentoring

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Developing and implementing Leadership and Mentoring Training Program for R3 and R4 staff. ViA will establish a Leadership and Mentoring Training Program for R3 and R4 staff, covering topics like mentoring, strategic planning, team management, and communication. The program will include recruitment and assessment training to prepare Selection Committees for fair, merit-based evaluations, emphasizing diversity and inclusivity. Practical simulations and role-playing exercises will provide hands-on leadership experience. Also, external and international experts and mentors (including industry representatives) will be involved as instructors, enhancing the program's effectiveness. Regular assessments and feedback will help refine the training and	11. Evaluation/ appraisal systems 13. Recruitment (Code) 14. Selection (Code) 32. Co-authorship 36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	Starting Q1 2025 (ongoing)	<ul style="list-style-type: none"> Working group Faculty Boards Vice-Rector for Academic and Scientific Work 	Progress indicators/ targets: <ul style="list-style-type: none"> 75% of R3/R4 staff participate in the program within the first year of Leadership and Mentoring Training Program. At least 2 leadership and mentoring workshops conducted per semester. 100% of selection committees trained by Q4 2026. At least 1 advanced workshop offered by Q4 2026 (based on the Leadership and Mentoring

<p>offer advanced workshops to further develop leadership and mentoring skills for R3 and R4 staff.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p> <ul style="list-style-type: none"> • U3.3.1. Developing and Implementing a Plan to Enhance the Scientific Impact of ViA Staff (including training, mentor involvement, skills development, support measures, compilation of best practices, and science commercialization activities) • U4.1.6. Development of strategic management and human resources management skills at the leadership and unit manager levels 				<p>Training Program participant feedback).</p> <p>Impact indicators/ targets:</p> <ul style="list-style-type: none"> • 75% of participants report improved leadership and mentoring skills after participating in Leadership and Mentoring Training Program. • 90% of selection committee members who participated in the trainings report improved understanding on OTM-R. • 75% of participants of advanced workshop report valuable skill and knowledge enhancement.
<p>2. Establishing and implementing a structured Mentoring Program for R1 and R2 academic and research staff</p> <p>ViA will develop and implement a structured mentoring program in which ViA R3 and R4 staff, along with external and international experts and mentors—including industry representatives—will provide support to R1 and R2 academic and research staff members.</p> <p>International networks such as E³UDRES² will be leveraged to identify and recruit mentors. Additionally, free mentoring schemes and programs, such as REBECA, will also be utilized to enhance the mentoring opportunities available.</p> <p>This program aims to provide tailored support and guidance, enhancing the professional development of R1 and R2 staff through regular, scheduled meetings and feedback sessions. Mentors will offer insights on research practices and academic growth, creating a supportive environment for mentees. It is planned that mentors will play a significant role in the effective flow of research information.</p> <p>This action is associated with ViA Development Strategy 2023-2028:</p>	<p>25. Stability and permanence of employment</p> <p>28. Career development</p> <p>30. Access to career advice</p> <p>32. Co-authorship</p> <p>34. Complains/ appeals</p> <p>36. Relation with supervisors</p> <p>37. Supervision and managerial duties</p> <p>40. Supervision</p>	<p>Starting from Q1 2026 (ongoing)</p>	<ul style="list-style-type: none"> • Working group • Vice-Rectos 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> • An analysis of existing free mentoring schemes and programs will be conducted and integrated into the mentoring program by Q4 2025. • Mentoring guidelines will be developed and published by Q3 2026. • Mentoring program will be established by Q4 2026. 100% of R1/R2 staff assigned a mentor within 3 months of joining. <p>Impact indicator/ target:</p> <ul style="list-style-type: none"> • Mentee satisfaction and self-reported professional growth.

<ul style="list-style-type: none"> U2.4.6. Development of an international scientific advisory panel (council). U3.3.1. Developing and Implementing a Plan to Enhance the Scientific Impact of ViA Staff (including training, mentor involvement, skills development, support measures, compilation of best practices, and science commercialization activities) 				
3. Creating a mentors' network Develop a dedicated mentors' network to facilitate the exchange of experiences and provide mutual support among mentors. Also, external members will be included in this network (Alumni, E ³ UDRES ² project). This network will create opportunities for mentors to connect, share best practices, and discuss challenges they face in their mentoring roles. By fostering a collaborative environment, the network aims to enhance the effectiveness of mentoring practices, offer guidance, and support, and build a strong community of mentors committed to professional growth and development.	36. Relation with supervisors 37. Supervision and managerial duties	Starting Q1 2027 (ongoing)	<ul style="list-style-type: none"> Working group Vice-Rectors 	Progress indicator/ target: <ul style="list-style-type: none"> A minimum of two mentor network meetings will be held each year. Impact indicator/ target: <ul style="list-style-type: none"> Mentor engagement rate in network activities.

An additional action that should be considered across all the activities mentioned above.

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Creating and implementing feedback system for activities connected to HR development aspects. ViA will implement a robust feedback system to gather insights from academic and researcher staff on activities connected to HR development aspects, including their professional development experiences, overall job satisfaction and well-being, effectiveness of mentoring and leadership training programs, mentoring program etc. This will include regular online surveys and open discussions. The collected feedback will be used to assess the effectiveness of HR activities, identify strengths and areas for improvement, and make actionable recommendations. This action is a key component of the ViA Development Strategy 2023-2028, which includes the task (U4.1.2) of obtaining and maintaining the 'HR Excellence in Research Award' quality certification.	23. Research environment 24. Working conditions 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Starting Q1 2025 (ongoing)	<ul style="list-style-type: none"> Working group Vice-Rector for Academic and Scientific Work 	Progress indicators/ targets: <ul style="list-style-type: none"> Feedback system will be established by Q4 2025. At least one Feedback survey on different themes connected with HR development activities at ViA will be conducted annually. Impact indicator/ target: <ul style="list-style-type: none"> Annual improvement score in internal survey results tied to HR practices.

<p>2. Dissemination of the European Charter for Researchers, Code of Conduct for Recruitment, and HRS4R</p> <p>To enhance the overall knowledge and understanding of the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers, and the HRS4R among ViA's academic and research staff, ViA will implement a comprehensive dissemination activity. These activities will encompass regular informative events, distribution of essential information on the ViA homepage, and utilization of various communication channels. The goal is to ensure that staff are well-informed and actively engaged in the activities outlined in this action plan. This action is a key component of the ViA Development Strategy 2023-2028, which includes the task (U4.1.2) of obtaining and maintaining the 'HR Excellence in Research Award' quality certification.</p>	<p>All principles outlined in Charter and Code,</p>	<p>Starting Q4 2024 (ongoing)</p>	<ul style="list-style-type: none"> • Working group • Vice-Rectors • Communication group 	<p>Progress indicators/ targets:</p> <ul style="list-style-type: none"> • At least two informative events will be held per year to enhance knowledge about Charter & Code principles and HRS4R. • Posting and regular updating of information on the VIA website will be carried out (ongoing). <p>Impact indicator/ target:</p> <ul style="list-style-type: none"> • At least 80% of academic and research staff demonstrate basic understanding of Charter, Code, and HRS4R principles in annual staff survey by Q4 2026.