

ACTION PLAN

Action Plan 2023-2026

Vall d'Hebron Institute of Oncology

HR Excellence in Research | **2026**



Action Plan 2023-2026 with KPI

The VHIO Action Plan for the 2023–2026 period included **19 actions** aimed at further strengthening the implementation of the European Charter for Researchers and the principles of the Human Resources Strategy for Researchers (HRS4R), covering areas such as human resources, professional development, training, communication, equality, research support, and stakeholder engagement.

The Plan also **ensured continuity** with the previous HRS4R Action Plan (**2020–2023**). **Action 7** was carried forward as it could not be implemented during the previous period, while **Action 31**, for which only an initial proposal had been developed, was fully and stably implemented during the current cycle. **From Action 36 onwards**, all actions were newly defined for the 2023–2026 Plan, reflecting new institutional priorities and needs.

Overall, **18 of the 19 actions have been completed**, representing an implementation rate of **94.7%**. One action remains pending and will be carried forward to the 2027–2029 Action Plan, ensuring **continuity** of the improvement process.

The **19 actions** were distributed across **six work units**, reflecting the cross-cutting nature of the HRS4R strategy and the involvement of different areas of VHIO. The following sections present the actions implemented by each work unit, together with their objectives, results, and corresponding indicators and evidence.

Progress against the Action Plan is monitored periodically by the responsible units through the indicators and targets defined for each action. Progress and supporting evidence are reviewed by the HRS4R Working Group and Steering Committee according biannual. Delays, deviations or implementation difficulties identified during monitoring are reviewed with the responsible unit and, where necessary, corrective measures are agreed. Progress is periodically reported to the Steering Committee and reflected in the updated Action Plan and supporting documentation.

Pilar I - Ethical and professional aspects						
ACTION	ACTION Title	C&C Principles	Timeframe	KPI/Target	Results	Coordinator
39	Update the current knowledge transfer policy for patenting and creating new spin-offs	8, 31, 32	Q4, 2024	Knowledge transfer policy updated	Completed – Policy updated on <u>4 November 2025</u>	Business development
40	Hold the VHIO's first open day	3, 6, 8, 9	Q4, 2023	Number of Open Day participation	+600 participants over the last four editions; approximately 50 VHIO professionals involved per edition	Communication
41	Foster patients participation within VHIO's activities	9	Q1, 2025	Patient participation and engagement initiatives implemented	3 patient engagement initiatives implemented: VHIO Talks, Ciencia vs Cáncer and the First Patient Participation Day. VHIO Talks are held four times per year, with the audience doubling over the last two years.	Communication
42	Improve communication to patients and other non-scientific key stakeholders	3, 6, 8, 9	Q1, 2025	Communication channels and outreach initiatives targeting patients and non-scientific stakeholders.	Regular newsletters for patients and major donors, increased social media engagement and increased visibility through national media and 3Cat.	Communication
51	Implement mandatory training programs such as cyber security and data protection or inclusive language and gender equality training	10, 24, 27, 38	Q1, 2025	Employees participating in mandatory training programmes	400 participants in Gender training; 451 in Cybersecurity; 389 in PRL online version.	Business development

52	Implement and monitor the actions established in the new equality plan.	10, 27	Q3, 2026	Percentage of actions implemented under the Equality Plan and the LGTBIQA+ Plan.	Equality Plan: 62% of planned actions completed (18 out of 29 actions). LGTBIQA+ Plan: 62% of planned actions completed (8 out of 13 actions). Both plans are under implementation, together with related awareness-raising and training activities.	Management
Pilar II - Recruitment						
ACTION	ACTION Title	C&C Principles	Timeframe	KPI/Target	Results	Coordinator
44	Strengthen the HR Area with the incorporation of professionals experts in developing internal talent.	13, 16, 17, 28, 29	Q1, 2024	Creation of a Talent and Development unit within the people area and incorporation of a talent and development manager.	3 specialised professionals progressively incorporated into the Talent & Development function: 1 Talent Manager and 2 Talent Specialists.	Management

Pilar III - Working conditions and social security						
ACTION	ACTION Title	C&C Principles	Timeframe	KPI/Target	Results	Coordinator
7	Establishment of a welcome day for new incorporations in the already existing welcome package	4	<i>Carried forward from AP 2020-2023</i> Q3, 2020	Creation of welcome days specific for predoctoral researchers (Induction)	Coordination and delivery of annual events (composed of trainings and networking actions) to welcome early career researchers to vhio, create a space for them to know each other, as well as to introduce the different departments and	Vhio academy

					the research conducted at the centre (2023-2024: 3 days focused on communication and setting goals; 2025: 4 days focused on communication, setting goals and teamwork; 2026: 6 days focused on scientific thinking and responsible research)	
36	Set up new spaces that help to continue developing VHIO activities with guarantees (Marsillach 2).	24	Q4, 2023	Additional space created (m ²):	900.5 m ² of new space made available through the Saturnino Center.	Management
37	Creation of a scientific and technical support unit that provides services to all research groups	23, 24	Q1, 2024	Scientific and technical support units established:	1 High Technology Unit created and providing shared services to VHIO research groups	Management
38	Implement tools that help improve and facilitate internal communication.	7, 8, 23	Q1, 2025	Internal communication channels/tools implemented:	4 internal communication channels/tools implemented: intranet, corporate email/newsletters, physical communication boards and the monthly anniversary newsletter. The intranet and physical communication boards are available in Catalan, Spanish and English, ensuring accessibility for all VHIO staff.	Communication
43	Negotiate the professional development plan for the professional groups to which have not yet been developed.	26, 28	Q4, 2024	Professional groups with defined career pathways (%):	100% of VHIO staff groups have defined and deployed professional career pathways	Management

45	Implement an initial mandatory training plan for all VHIO workers that includes necessary aspects both at a legal and functional level.	2, 3, 4, 5, 40	Q3, 2024	Number of mandatory training and institutional information initiatives implemented; number of employees completing mandatory training.	2 institutional initiatives implemented: (1) VHIO Code of Conduct training, completed by 139 employees; and (2) Factorial employee portal, implemented to centralise and facilitate staff access to relevant employment-related information and documentation.	Vhio academy/ Human resources
46	Improve the current reception plan for new workers.	4, 5, 24, 40	Q3, 2024	Standardized onboarding process implemented:	1 standardized onboarding process established, including dedicated HR responsibility, welcome kit and digital onboarding through Moodle	Human resources

Pilar IV - Training And Development						
ACTION	ACTION Title	C&C Principles	Timeframe	KPI/Target	Results	Coordinator
31	Implementation the already established PhD Training Program	38, 39	<i>Carried forward from AP</i>	Number of PhD training courses delivered annually	Coordination (and delivery) of training modules relevant for the different years of a PhD journey, focused on transferable	Vhio academy

			2020–2023Q3, 2020	and alignment of the training offer with predoctoral researchers' needs based on participant feedback.	skills (number of trainings per calendar year distributed among the 4 years of PhD: 2023 : 5 courses; 2024: 7 courses; 2025: 9 courses; 2026: 14 courses)	
47	Consolidate the VHIO Academy as the vehicle for all the training actions in the scientific field	38, 39	Q4, 2023	Consolidated offer of scientific training activities coordinated by VHIO Academy for the entire scientific community:	Coordination of Advanced Scientific Training courses for all vhio researchers (2023: 7 courses; 2024: 10 courses; 2025: 5 courses; 2026: 6 courses)	Vhio academy
48	Consolidate the VHIO PhD Programme, coordinated by the VHIO Academy, as an advanced training program for the predoctoral community	38, 39	Q3, 2025	Average participant satisfaction score with the VHIO PhD Programme.	Average participant satisfaction increased from 3.4/5 in 2025 to 4.0/5 in 2026.	Vhio academy
50	Consolidate the VHIO Moodle e-learning platform as a single point for the management of the VHIO training offer	38, 39	Q2, 2025	Training activities managed through Moodle (%):	100% of VHIO training offer (approx. 144 courses) managed through Moodle, including registration, participation/completion and certification	Vhio academy
49	Launch mentoring program for Junior PIs	28, 36, 37, 39, 40	Q2,2024	Mentor-to-mentee ratio and coverage across scientific areas (biomedical, clinical, translational); Average satisfaction score for the	Not completed during the 2023–2026 cycle. Following the internal review and the identification of mentoring as an area requiring further development, the action will be redesigned and carried forward to the 2027–2029 Action Plan, with a defined	Vhio academy

				mentoring programme (end-of-cycle surveys):	implementation framework, ownership and SMART indicators.	
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