

Action nr	Action description	C&C principles			Department in charge	Timeframe	indicators	Target
Ethical and Professional aspects								
17	Popularization of research-STEM: Developing a website and visitors center 'VITOPOLIS' that brings the VITO research to the broad public. For specific research topics, chosen to cover all research themes at VITO, a module will be developed (movie, theoretical background and teacher material). The modules will be put available online and through a visit program in the VITOPOLIS center. Schools and their teachers are targeted as main users and visitors but the content will be open for the broad public.	8. Dissemination, exploitation of results	9. Public engagement		Communication	Q3/2021 -Q2/2025	new modules visitors in VITOPOLIS center website visitors	20 new modules over 4 years 1000 visitors/year
18	Pilot: Translation of SCI-paper in a communication for the broad public. Every quarter an SCI paper published in that quarter will be selected for translation into a popular article for broad dissemination. The article will be promoted through the VITO social media channels targeting at pick up by different press channels. After the trial it will be evaluated if the effort is worthwhile to continue.	8. Dissemination, exploitation of results	9. Public engagement		Research staff/ Communication	Q3/2021 -Q2/2023	number of SCI publications popularised press attention (print and online): number of articles	1 publication/Q
19	Data management 1: The development of a template for a Data Management Plan that will be integrated in an online tool to facilitate the setting up of a datamanagement plan for all research projects at VITO. The introduction of the mandatory definition of a project DMP as a first step at the start of a new project will be facilitated by an awareness campaign and training. Based on the DMP research data will be easier to find and to open for all researchers.	6. Accountability	8. Dissemination, exploitation of results		Research staff	Q2 2021- Q4 2022	% of projects with a DMP available	30% of new funded SBO projects in 2023 DMP template available in Q4 2021 awareness campaign in Q1 2022-Q4 2022
20	Data management 2: VITO wants to make all internal (research) data FAIR for its own researchers and gain experience for later opening up research data and results externally. Voogel (a search engine based on an internal knowledge graph), an approach which allows to make sets of structured and unstructured information stored in different places and in different formats searchable on the same platform, will be developed through a set of pilot projects. The findings in these projects will be the base for defining indicators to monitor if data are FAIR and defining the best way of working to make VITO data FAIR.	6. Accountability	8. Dissemination, exploitation of results		Research staff	Q1 2021-Q 4 2024	indicators to measure 'FAIR' to be developed and defined during the pilot projects	2 pilotprojects/year procedures and guidelines developed during the pilot projects
21	Data management 3: Development of a data management policy: a steering group 'Data management' will be established bringing together different stakeholders. They will start from the legal framework open data and based on the findings in the pilotprojects define a VITO data management policy, as open as possible as closed as necessary.	6. Accountability	8. Dissemination, exploitation of results		Research staff	Q3 2021-Q2 2023		Data management policy available on the intraweb
22	Set up a campaign to increase the number of open access SCI papers including awareness raising actions, defining easy procedures and guidelines to assist researchers in publishing open access, reallocating the budget for access to journals to open access publishing.	6. Accountability	8. Dissemination, exploitation of results		Research staff	Q1 2022-Q 4 2022	% of SCI papers that is open access	VITO procedure for open access publishing available on intraweb 80% open access SCI papers end 2023
Recruitment (OTM-R)								
23	Implementation of a new R&S tool that is more user-friendly and will support the ambition of giving timely feedback to all applicants.	13. Recruitment (code)	15. Transparency (Code)		HR-R&S	Q1 2021-Q3 2021	new R&S tool % of applicants that gets feedback	new tool in use for all vacancies Q3 2021 100% applicants get feedback
24	Implementation of the Postdoc policy into practical arrangements and raising awareness of the policy existence on the one hand to reach the VITO KPI PhD/Postdocs (keep level of PhD, increase in Postdoc) and on the other hand to ensure correct application of the policy.	21. Postdoctoral appointment (code)			Scientific Relations/ HR	Q3 2021-Q4 2022	VITO KPI PhD/postdocs	KPI4 VITO targets
25	For the newly developed onboarding app the broadening to all starters at VITO regardless of their statute will be evaluated per target group (PhD, Postdoc and guest researchers,...). Moreover hierarchy and mentors will get a dedicated role in using the app for supporting and guiding the starters.	22. Recognition of the profession			HR-L&D	Q1 2022-Q4 2022	employee onboarding experience (questionnaire in the tool)	Evaluation finished in 2022 App available for decided targetgroups 2023
26	Today only the managers have been certified for OTM-R recruitment. To reach all people involved in selection, the course will be set up as an e-learning allowing for flexible organization.	14. Selection (code)			HR-L&D	Q3 2021-Q4 2021	Launch of D/E version of the e-learning tool	e-learning tool available from January 2022

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Working conditions								
27	To continue our endeavor to integrate the Charter and Code survey in the existing regular surveys the FIT&VITO-wellbeing survey will be evaluated and changed to include all relevant HR related working conditions C&C items and to allow for separate evaluation of the 'researchers' input. The ultimate goal is that each C&C item is covered in one of the regular VITO surveys. Normally the surveys are organized in intervals of years. For the 'wellness'-related surveys, shorter and more regular questionnaires will be organized as pulse checks.	24. Working conditions	28. Career Development	39. Access to research training and continuous development	HR	Q2 2022-Q4 2022	external benchmark scores participation % researchers	all C&C working condition items monitored regularly in the FIT@VITO survey Results: for VITO research community = of > external benchmark
28	Based on the Covid 19 experience the organization of work/the VITO way of working will be reviewed and adapted to guarantee optimal productivity in balance with wellbeing and sustainability while guaranteeing an innovation and creativity stimulating environment. A workgroup with representation of all 'work related' stakeholders (including management and researcher representatives) will collaborate to formulate the vision on the future way of working and define the policy and the action plan to implement this vision. The following themes will be handled: Bricks (design and organization of the VITO buildings and workspace), Behavior (time and place independent work, the impact on performance evaluation, sustainable mobility, policy), Bytes (the digital supporting framework) and Business (performance and output of VITO).	23. Research environment	24. Working conditions		HR/SSO	Q3 2021-Q2 2022	Bricks: office space ready for activity based working Bites: 365 implemented, mobile applications Behavior: wellbeing survey results, training organized Business: VITO KPIs Number of people on site	action plan ready Q2 2022 VITO KPIs
29	Further elaborate the 'Diversity and inclusivity' policy with special attention to Gender equality as required for Horizon Europe participation. The action will focus on researchers and research. The first purpose is to identify and eliminate any stereotype, role, attitude and/or barrier that hinders researchers from accessing and developing themselves at any job post in conditions of equality. Typical research related activities such as authoring and project involvement and management will be analyzed. The second purpose is to adapt the process of project development to ensure awareness for the gender dimension.	27. Gender balance			HR/Research staff	Q3 2021-Q4 2022	indicators to be developed/decided in the action plan	gender equality in typical research activities (such as publishing, project management, ...)
Training and development								
30	Implementation of the 'Digital fit' program to bring all VITO employees up to an appropriate "digital savvy" level by: - organizing training related to digital competences for dedicated target (management, ICT, R&D, support) groups based on a detailed assessment of the digital development needs -stimulating all employees to further (self-)develop their digital competences In a yearly review of the program and new digital learning needs, new actions (training, awareness campaigns,...) will be defined. In 2021-2022 we will have a focus on management development, digital support (for management assistants) and the introduction of learning platforms (mainly for R&D & ICT).	38. Continuing Professional Development	39. Access to research training and continuous development		HR/ICT	Q1 2021- Q4 2024	the number of courses organized/offered related to digital competences	digital competences learning platform available for ICT Q3/2021 digital competences learning platform available for R&D Q1/2022 yearly review plan (+ actions)
31	Install specific formats and actions to support the career development of young researchers with short term contracts (including PhDs and Postdocs) to stimulate flow towards (Belgian) industry after their period as a VITO employee. The career guidance and development programs will be promoted and they will be invited to participate in specific Learning & Development programs to support this action.	28. Career Development	30. Access to career advice		HR-L&D	Q4 2022-Q2 2023	- Number of participants in (career) development initiatives - Number of employees leaving VITO who start in (Belgian) industry	Plan in place Q1 2023
32	Systematic identification of key researchers with critical experience and knowledge that should be transferred to other researchers to safeguard VITO's overall knowledgebase. Integration of the succession planning format that was developed as a former HR Excellence-action plan in the process of the Development and Performance management cycle of VITO.	37. Supervision and managerial duties	40. Supervision	23. Research environment	HR	Q3 2023-Q4 2023	Number of researchers with critical knowledge and experience identified. Yearly "succession" review by the VITO management.	all units have critical researchers identified end 2023
33	Establishing and implementing a process for off-boarding in case of temporary employment contracts aiming for timely and effective knowledge transfer from the leaving employee to other researchers and the organization.	37. Supervision and managerial duties	40. Supervision	23. Research environment	HR/Research staff	Q4 2022- Q1 2023	actions defined and implemented	30/03/2023