



Report

D5.2 OLISSIPO management training plan

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Executive Summary

The area of Computational Biology at INESC-ID is still lagging in terms of general scientific indicators compared with other European partners. Thus, it is one of the main aims of the OLISSIPO project to sharpen the research profile of INESC-ID and focus on the competences that can generate income, prestige, and competitive advantages. In line with this, and with the expertise of the Twinning partners, OLISSIPO will support the Research Management Unit at INESC-ID by promoting several activities for training its scientific and administrative staff to increase the funding opportunities of the institution and improve its research profile. These activities will range from project management to proposal writing, as well as human resources (HR) management.

This Deliverable outlines the main planned management training, which will be regularly reviewed and updated during the duration of the project.

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1. Introduction

The lack of a well-trained management team, along with other problems that Portuguese institutions usually face, have had a negative impact on the success rate in international project calls, have hampered knowledge transfer for the national business and industry, and severely have decreased career opportunities for young and senior researchers in Computational Biology and Bioinformatics.

In order to strengthen the research management skills of INESC-ID, a dedicated work package with specific activities for helping the staff of INESC-ID to improve proposal preparation and submission was raised in this project (WP5). Its main goal is to build a stronger team that can support all the necessary steps for successful project management, not only in Computational Biology but also in the associated Thematic Lines at INESC-ID. In addition, the OLISSIPO project will support the Research Management Unit of INESC-ID by promoting several management training activities to strengthen the existing know-how of INESC-ID staff. Management training activities will range from project management to proposal writing, as well as human resources management. These initiatives are expected to increase the success in funding opportunities of the teams and improve their research profile.

1.1 Deliverable objective

This report describes the main planned management training, which will be regularly reviewed and updated during the duration of the project.

2. Management training plan

The present plan complements the ESR training (Deliverable 4.1). We will explore, as much as possible, the complementarities and synergies between the Management training of INESC-ID staff and the PI and the Training Activities for ESR, *i.e.*, provide training targeting the PI, her team, the ESRs, and all the OLISSIPO associated staff at the INESC-ID units. Additionally, this training will benefit from the effective staff exchange between the Twinning partners. These visits will be coordinated with other planned activities in order to optimize the travelling budget.

Table 1 summarises the expected training, participants involved, the primary goals and topics covered, further described in the following sections.

Table 1. Summary of the expected plan of management training. Participants involved, the major goals and topics covered. COO, *Communication and Outreach Office*; ER, Experienced Researchers; ESR, Early Stage Researchers; ETTO, *Entrepreneurship and Technology Transfer Office*; HRO, *Human Resources Office*; IMO, *Innovation Management Office*; PI, *Principal Investigator* (Prof. Susana Vinga); PM, *Project Manager* (Sara Tanqueiro).

Training	Target Audience	Goals
Project Management	ESR, PI, PM	Planning the work effectively towards successful projects
Communication	ESR, ER, PI, PM	Increase the impact of research activities and raise general public awareness of science and technology importance
Proposal Writing	ESR, ER, PI, PM	Increase the success rate of project submissions and improve writing skills
Human Resources	ESR, ER, HRO, PI	Managing teams and support researchers and staff
Data Management Plan (DMP)	ESR, ER, ETTO, IMO, HRO, PI, PM	Learn best practices in data management during and after a research project
Research Ethics	ESR, ER, IMO, COO, HRO, PI, PM	Learn how to manage and evaluate a research project from an ethical standpoint
Career Development	ESR, ER, PI, PM	Enhance academic and profession development through coaching, mentoring and tutoring practices

2.1 Project Management

This topic will include planning, self- and time-management, quality and risk assessment, stakeholder analysis, marketing and conflict management.

The ESR and the PM of the OLISSIPO Project will have the opportunity to enrol in a course on Project Management for Scientists, which is planned to occur during Year 1 (September 2021) (<https://lab-management.embo.org/dates/pm-2021-online>). Other courses and workshops are planned to be attended during the entire duration of the project (to be defined later depending on the pandemic situation). In addition, the PM of the project is in direct contact with the experienced PM of one of the partner institutions (Simone Bell, EMBL), taking advantage of her vast experience in project management.

2.2 Communication

The ESR, the PM and the PI of the OLISSIPO Project, members of INESC-ID, will participate in a two-day workshop on communication given by Raquel Bulha (*TIMBRE a voz - Sessões de Treino de Voz e Comunicação*). The main aim of this workshop is to improve this skill, increasing the impact of research activities, and raising general public awareness of science and technology importance. Other communication workshops are planned to occur

during the duration of the project, extended to more staff members of INESC-ID. During Year 2, a workshop will be given by Academia "*Fale Menos Comunique mais*" (<https://carlarocha.pt/>) to a group of 10-12 INESC-ID members (ESR, ER, PI, PM, COO, HRO, IMO) in the area of Public Speaking and Media Training.

Moreover, we will encourage the INESC-ID ESR to participate in workshops to improve scientific communication skills such as "*Communicating Research: Paper Writing & Short Presentations*" (<https://lab-management.embo.org/dates/comm-research>) or "*Applying Design Principles to Schematic Figures*" (<https://lab-management.embo.org/dates/design>).

2.3 Proposal Writing

This topic will improve skills on identifying calls, preparation workflow, strategy, Consortium Agreement, Excellence, Impact and Implementation, Eligibility, Ethics, Practical issues and Reporting. OLISSIPO will also support INESC-ID staff (ESR, ER, PI, PM) on professional training in proposal writing. The goal is to sharpen the research profile of INESC-ID and to focus on promising fields that could generate new revenue sources, prestige, and competitive advantages. These objectives will be accomplished with the guidance and mentoring of the OLISSIPO partners, particularly their research and administration units.

The INESC-ID ER staff are enrolling in the "*Instituto Superior Técnico (IST) European Research Council (ERC) Acceleration Programme*" (<https://dp.tecnico.ulisboa.pt/ist-erc-acceleration-programme/>), an internal monitoring mechanism for professors and researchers to support the preparation and submission of proposals for research projects within the scope of the ERC, the funding mechanism for Scientific Research of Excellence of the Horizon Europe Research and Innovation Framework Programme. Under this program, there will be a pre-evaluation stage where the candidates will submit their CV and scientific idea to an internal evaluation panel for feedback. After this step, the panel will support the writing and preparation of the proposal (including critical reading, and the verification of eligibility conditions). During the Call period, the formal writing of the proposal takes place, with the continued support of the IST Services made available for this purpose (GATPI - Gabinete de Apoio Técnico a Projetos e ao Investigador / Researcher and Project Technical Support Office) and possible participation of external consultants. In the Results stage, and after submitting the proposal and in case of a positive evaluation, support will be provided in preparation for the interview (by NDA - *Núcleo de Desenvolvimento Académico* / Academic Development Office). Results Indicators will be analyzed after the results of the applications.

The following OLISSIPO ER will participate in the program (in Year 2 and 3 of the project):

2022 - Rui Henriques, ERC Starting Grant (StG);

2023 - Susana Vinga, ERC Advanced Grant (AdG).

To further support ERC participation, the IMO is currently undertaking an ERC Excellence Programme Workshop (11 May - 6 July 2021), given by a consultancy company, to train research managers to effectively support researchers in ERC applications. This knowledge will be then transferred to the INESC-ID ER.

Ongoing meetings with potential partners are also being promoted by the IMO targeting the ESR and the ER to increase the participation in Horizon Europe calls. An additional effort is already being made to understand Horizon Europe and the INESC-ID IMO and OLISSIPO PI and PM attended some webinars/workshops, for which the ER and ESR are being invited to participate:

1. "Webinar: How to prepare a successful proposal in Horizon Europe "by European Commission (EC) (24 March 2021);
2. Training From Horizon 2020 to Horizon Europe (13 April 2021);
3. Horizon Europe: Practical tips and Q&A by INESC-HUB (18 May 2021);
4. Horizon Europe – Important Perspectives and Practical Tips (several days, future dates will be announced);
5. 2021 European Research and Innovation Days (23-24 June 2021).

2.4 Human Resources

The training activities will include principles of Human Resources Management, organizational behaviour: individuals, groups, structures, processes, labour law, social security and strategic planning for human resources in science. Taking advantage of short and long-term exchanges, administrative staff from partner institutions will visit INESC-ID, where the institution will benefit from their vast experience and expertise.

The PI of the project will also participate in a new edition of the Course of Laboratory Leadership for Group Leaders (<https://lab-management.embo.org/dates/gl-2021-online>) during Year 2 (2022). Additionally, members from the INESC-ID IMO participate in regular meetings with the Research Managers of IST R&D Units (2 meetings already scheduled: 16 June and 13 July 2021) with the main aim of establishing a stronger collaboration between research managers of R&D Units that are part of IST. Additionally, internal meetings to discuss the best practices of gender management in projects are currently ongoing to develop a Gender Equality Plan.

2.5 Data Management Plan (DMP)

This topic will cover how to collect, describe, store, preserve and share research data to produce high-quality DMP to generate robust data towards reproducible and reusable studies. Internal training for the INESC-ID ESR and staff will be promoted by OLISSIPO during Year 2.

2.6 Research Ethics

This topic will cover the fundamentals of ethics and bioethics, the history of research ethics, scientific misconduct, conflicts of interest, publishing biases, ethical planning and conduction of a research project. Internal training for the INESC-ID staff will be promoted by OLISSIPO during the Year 2 with the Data Protection Officer (DPO).

2.7 Career development

The Academic Development Office (NDA) at IST (<https://nda.tecnico.ulisboa.pt/en/>) is responsible for developing teaching and learning strategies and dynamics that enhance the academic development of students and the career development of professors and researchers, namely through the generalized implementation of coaching, mentoring and tutoring practices. OLISSIPO will join NDA to build specific training for INESC-ID staff and ESR in the areas mentioned above in which they have specialized towards the development of the Team's careers.

3. Conclusions

The present planned activities will be revised and updated during the duration of the entire project to cope with the primary goal of OLISSIPO, which is to enhance the competences in Computational Biology at INESC-ID. We have to mention that it is difficult, at this stage, to delineate a training programme with the required level of detail due to the uncertainty caused by the pandemic. We cannot predict when people will feel safe to travel. In line with this, more activities will be included in this plan in the next few months, taking advantage of exchanges of ideas and knowledge between Twinning partners. In addition to this plan, OLISSIPO will support the enrolment of INESC-ID ESR and staff in other external workshops or courses in the field. A report evaluating the impact and forecast of these measures will be submitted on M20 (Deliverable 5.3 - Midterm report on research management training activities, impact, and forecast).