



Report

D5.3 Midterm report on research management training activities, impact, and forecast

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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, one of the main aims of the OLISSIPO is to increase the management and administration skills of INESC-ID and improve the overall technical competences of its staff. In line with this, and with the expertise of the Twinning partners, the project promotes and supports specific training for the coordinator, her team and INESC-ID management staff (e.g., project management, communication, proposal writing, human resources, data management plan and research ethics). OLISSIPO explores, as much as possible, the complementarities and synergies between the management training of INESC-ID staff and PI (Task 5.3) and the Training Activities for ESR (Task 4.3).

This deliverable describes the research management training activities carried out during the first 19 months of the project.

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1. Introduction

Work package 5 was raised in the OLISSIPO project to strengthen the research management skills of INESC-ID and 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. This project promotes and supports the participation of INESC-ID staff in several management training activities such as general project management, administration and reporting, communication, proposal writing, human resource management, data management, ethical aspects and data privacy issues. These initiatives are expected to increase the success in funding opportunities of the teams and improve their research profile.

1.1. Deliverable objective

This deliverable outlines the midterm report on research management training activities, impact and forecast, corresponding to the first 19 months of the project.

2. Midterm report on research management training activities

2.1. Courses

2.1.1. [Project Management for Scientists](#) | December 14-16, 2021 | EMBO, Online

The OLISSIPO project manager, Sara Tanqueiro, enrolled in this 3-day course to accomplish the critical concepts in project management, both for planning and managing work and for working effectively with people. The following topics were addressed: Project Goals, Project Planning, Self-Management, Motivation, Assertiveness, Quality Management, Risk Management, Stakeholder Analysis & Management, Project Marketing, Project Controlling and Managing Conflict. The participant feedback was extremely positive:

“The EMBO course of Project Management for scientists was an incredible journey! A three-day course very well structured, with excellent trainers who packed all the important information to help us on planning and managing projects, and generous colleagues who shared their experience, ideas and thoughts in the several discussions in the breakout room sessions.” - Sara Tanqueiro, Project Manager (INESC-ID)

2.1.2. [Laboratory Leadership for Group Leaders](#) | January 19-21, 2022 |

EMBO, Online

OLISSIPO also supported the participation of the PI, Professor Susana Vinga, in this course to learn how to effectively manage teams, communicate, solve conflicts and manage workloads and responsibilities. The program included modules dedicated to key areas of Leadership: What is leadership; the leadership role; the impact of the working environment; Emotional intelligence; the impact of personality on leadership; Working with values; Motivation; Giving feedback and criticism; Communication; Conflict in the lab; Team dynamics; Delegation; Developing problem-solving skills and independence in teams. The course involved theoretical aspects as well as practical exercises that significantly improved the knowledge on Leadership. The feedback was also extremely positive:

“As a PI, the course was extremely helpful to identify the most important aspects of leadership, and also to analyze, both theoretically and in practical ways, what issues should be improved and changed when managing teams. I envisage that the knowledge gain will be beneficial in my career as a Group Leader” - Susana Vinga, Professor (INESC-ID)

2.2. Workshops

2.2.1. Voice and Communication Training Workshop | July 5-7, 2021 and February 4-5, 2022, INESC-ID and Palácio Pancas Palha, Lisbon

The INESC-ID ESR, Carolina Peixoto, together with Prof. Susana Vinga and the project manager Dra Sara Tanqueiro, participated in this intensive and practical 3-day workshop, organized by Raquel Bulha from TIMBRE (Figure 1). Participants had the opportunity to discover how to effectively communicate with others in both a professional and personal sense and become aware of their own voice, which undoubtedly has a high impact on divulging our scientific work and improving our managing skills.



Figure 1. Voice and Communication Training Workshop (1st Edition).

José Basílio and Mónica Silva, two of our ESRs participated in the second Training sessions on Voice and Communication with Raquel Bulha from TIMBRE (Figure 2).

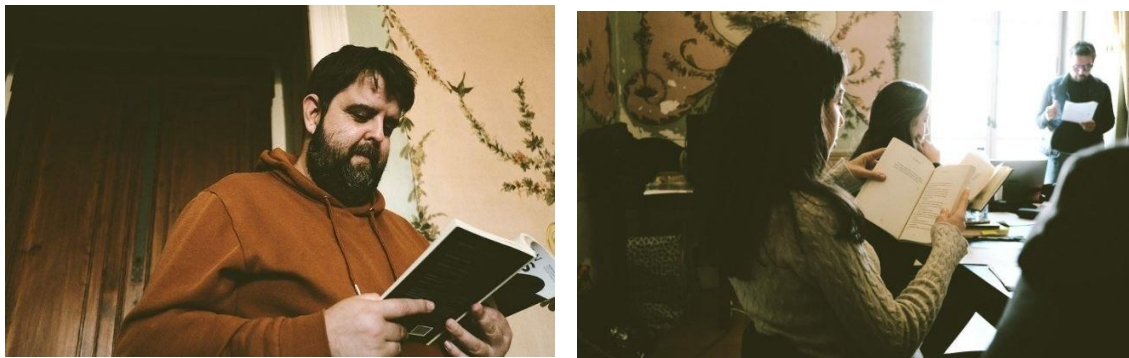


Figure 2. Voice and Communication Training Workshop (2nd Edition).

“Raquel was fantastic, and we were in an amiable and participatory group, which allowed us to exchange essential feedback with each other to improve!” - Mónica Silva, ESR.

“Raquel makes the course very light and funny, but at the same time, she helps us to improve our expression. The group was also very cohesive, and we were able to learn a lot from each other.” - José Basílio, ESR

2.2.2. Workshop with Malcolm Love: Communication Skills | October 13, 2021, [FIC.A Festival](#), Oeiras, Portugal

During four hours, Dra Sara Tanqueiro participated in a workshop given by Dr Malcolm Love, a senior producer at the BBC and now an independent producer, at the FIC.A - International Science Festival in Oeiras, Portugal. This workshop covered topics ranging from creating and delivering speeches or presentations, running meetings, giving effective radio, TV and press interviews, staging and delivering an event presentation, scripting and other writing skills for mass communication.

The Festival program presented various areas of science, technology, culture, and art, from health and medicine, through the environment, archaeology, to astronomy and artificial intelligence, or even areas such as sports and gastronomy. The schedule included activities for audiences of all ages and was free of charge. It was also an excellent opportunity to meet the organization and understand this initiative. Notably, the OLISSIPO project will be present in the second edition of the FIC.A Festival (October 12-13, 2022).

2.2.3. [Learn to Code](#) | October 18-28, 2021, European Commission, Online

Dra Sara Tanqueiro, the OLISSIPO project manager, participated in these workshops, promoted by Casa Europa, the joint initiative of the European Commission Representation and the European Parliament Office in Portugal, in the context of the 2021 [EU Code Week](#). This online training offered an opportunity to attend six introductory sessions on the basics of programming (HTML & CSS and JavaScript) to create a web page in an interactive and accessible way.

2.2.4. Horizon Europe: practical tips and Q&A | May 18, 2021 | INESC-HUB, Online

This workshop was focused on practical tips on how to participate in Horizon Europe, including: How to write a successful proposal, How to address impact criteria, Proposal development timeline, important links and templates. INESC-ID staff participated in this event.

2.2.5. How to Organize a Virtual Conference | July 4, 2022, NOVA FCSH, Hybrid

Dra Sara Tanqueiro, the OLISSIPO project manager, participated in this workshop, promoted by NOVA FCSH, given by Dra Johanna Roodt from EARMA, the community of Research Managers and Administrators.

2.2.6. Science Communication and Outreach | July 15, 2022 | Lisbon

OLISSIPO organised this workshop for the project ESRs and postdocs. However, all members of the consortium were invited to join this event (Table 1).

Table 1. Workshop in Science Communication and Outreach - list of participants.

Name	Institution	Name	Institution
Alexandra Carvalho, Alumni	INESC-ID	Marie-France Sagot, PI	Inria
Blerina Sinimeri, Postdoc	Inria	Mónica Silva, ESR	INESC-ID
David Dreifuss, ESR	ETH	Niko Beerenwinkel, PI	ETH
Emanuel Gonçalves, Researcher	INESC-ID	Pedro Ferreira, Comm. Officer	INESC-ID
Fritz Bayer, ESR	EMBL	Rita Baião, ESR	INESC-ID
Harald Vöhringer, Postdoc	EMBL	Rui Henriques, Researcher	INESC-ID
Hosna Baniadam, ESR	EMBL	Simone Bell, Project Manager	EMBL
Isabella Kim, ESR	INESC-ID	Susan Holmes	Stanford University
João Aparício, ESR	INESC-ID	Susana Vinga, PI	INESC-ID
José Basílio, ESR	INESC-ID	Thomas Naake	EMBL
Leonardo Alexandre, ESR	INESC-ID	Xiang Ge Luo, ESR	ETH
Mariana Galvão Ferrarini, Postdoc	Inria	Wolfgang Huber, PI	EMBL

“The Communication session by Professor Ana Sanchez was quite intriguing and undoubtedly useful. This session allowed us to get a peek into the complexity of the (science) communication world and its major challenges. We had a complementary group exercise that led us to directly realise the type of questions one should ask oneself before preparing any kind of communication, and how important it is to discuss these ideas beforehand with our peers, friends and diverse public to fine-tune our story-telling abilities.” - Mónica Silva, ESR

“This is an outstanding topic with an extreme importance. Prof. Ana explained, in a very dynamic way, the essential steps of the communication process, highlighting the major challenges and our main weaknesses and difficulties. By promoting work discussion with a simple exercise, Prof. Ana made it all even more captivating.” - Rita Baião, ESR

“This talk made me rethink science communication. It presented a useful framework to prepare scientific communication in different contexts. I quite liked the exercise where we had to not only dejargonize but also fully translate a particular paper for communication to a younger audience. I felt like it was a nice way to make us understand how hard it can be.” - João Aparício, ESR

“Ana Sanchez’ workshop asked participants a vital question: how are scientific stories communicated to different audiences? Through a short and sharp talk on the ins and outs of science communication and a practical exercise, Sanchez invited participants to explore the many ways through which the tale of a discovery can be told, and the expectations and aims of the multitude of communication practices one can implement. Such a fun morning! - Pedro Ferreira, Communications and Outreach Office Coordinator (INESC-ID)

2.3. Seminars

2.3.1. [How to prepare a successful proposal in Horizon Europe](#) | March 14, 2021 | EC, Online

Dra Sara Tanqueiro, the OLISSIPO project manager, attended this webinar, organised by the EC, about Horizon Europe and the new submission and evaluation processes.

2.3.2. [Building a successful career path for core facility and research infrastructure scientists](#) | April 28, 2021 | Core Technologies for Life Science, Online

Dra Sara Tanqueiro attended this seminar about two different EC-supported projects: ARISE and RltrainPlus, which tackle the problem of career-path for managers of national and international scientific facilities in Europe.

2.3.3. 2021 European Research and Innovation Days | June 23-24, 2021 | EC, Online

The OLISSIPO project manager participated in this two-day event, which was an excellent opportunity to debate how research and innovation deliver on the European Commission’s priorities, the new European Innovation Agenda, the European Year of Youth, the richness of European cultural creativity and the EU Missions.

2.3.4. ERA & Widening, Horizon Europe Info Days 2021 | July 9, 2021 | EC, Online

The info day was focused on two new kinds of new calls: Hop-On Facility and ERA Talents. Dra Sara Tanqueiro was particularly interested in the presentation of new calls in 2022 under the Widening part of the Work Programme.

2.3.5. How are institutions dealing with the early-stage project management workflows? | September 27, 2021 | EARMA, Online

Dra Sara Tanqueiro attended this webinar focused on the early project management workflows with an emphasis on system interoperability and metadata re-use.

2.3.6. Avoiding errors in declaring personnel costs in Horizon 2020 grants | September 30, 2021 | EC, Online

This webinar, organised by the EC, was designed for grant coordinators, project participants and other stakeholders. Dra Ilda Ribeiro and Sara Tanqueiro attended this online event.

2.3.7. Masterclass with Rogério Martins: Mathematics and Science Communication | October 13, 2021 | FIC.A Festival, Oeiras

Professor Rogério Martins is an assistant professor at FCT NOVA and the writer and presenter of the Portuguese TV show "*Isto é matemática*". The TV show he created was widely internationally awarded, and shows the connections of mathematics to almost everything. For one hour, he gave a masterclass in Mathematics and Science Communication at FIC.A Festival in Oeiras. Dra Sara Tanqueiro attended this event. Importantly, the project coordinator Professor Susana Vinga, had established a collaboration with Professor Rogério and the OLISSIPO project will finance one of the TV show episodes in Computational Biology to target the community and disseminate the area.

2.3.8. Open Science in Horizon Europe | October 28, 2021 | FCSH, Online

Dra Sara Tanqueiro joined this online event to hear from Alea López de San Román, Policy Officer in the EC, about the novelties of Open Science in Horizon Europe, what are the new practices evaluators will look for in their evaluation and what are the rules and obligations in the new model agreement.

2.3.9. Seminar on Mental Health | December 13, 2021 | INESC-ID, Lisbon

This seminar, given by Dra Isabel Gonçalves from the Academic Development Office of Instituto Superior Técnico, was focused on mental health and how the pandemic has been affecting people's daily life, thoughts and behaviours. Two ESR (Carolina Peixoto and Mónica Silva), the OLISSIPO coordinator, the project manager and the INESC-ID president, Professor Inês Lynce, participated in this seminar (Figure 3).



Figure 3. Mental Health Seminar.

“This seminar gave me the opportunity to discuss ways to identify potential problems within my team, as a first step to find supporting strategies to cope with mental problems and promote a healthy environment.” - Professor Susana Vinga, Professor (INESC-ID)

“In the last decade, we have been increasingly recognizing the importance of emotional and mental health and its impact on our daily life, thoughts and behaviours. The emergence of the pandemic has exacerbated poor mental health: uncertainty and the fear of the unknown can be determinants of anxiety and depression. In this seminar, I learned how to identify and distinguish between these two states, what we can do to help others in these situations and what tools we have to deal with stress. Overall, it was really worthwhile and valuable to reflect on this extremely important topic we unconsciously tend to neglect in the rush of the days.” - Sara Tanqueiro, Project Manager (INESC-ID)

2.3.10. [My data are your data - How FAIR and share can boost scientific discovery](#) | December 20, 2021 | BioData, Online

Data is the support of scientific researchers. Therefore, it is rather critical to properly manage it so that no data can be lost or manipulated. Good data management practices can also help achieve excellence in research by contributing to the FAIRness of data - making it findable, accessible, interoperable, and reusable. Dra Sara Tanqueiro joined this seminar from [BioData.pt](#), the Portuguese distributed infrastructure for biological data and the Portuguese ELIXIR node, to hear about how data management best practices can boost scientific discovery.

2.3.11. PERIN: Calendar of calls 2022 | December 21, 2021 | FCT, Online

Dra Sara Tanqueiro participated in this online seminar, organised by the Portuguese national funding agency for science (FCT), research and technology about the opportunities for people and institutions: Current status and next steps.

2.3.12. The essentials to have more effective and captivating remotes |

January 11, 2022 | [Fale menos, Comunique mais](#) (Carla Rocha), Online

This online seminar was an opportunity for Dra Sara Tanqueiro to learn how to have more productive meetings, captivate interest and attention of the audience and communicate with influence.

2.3.13. [Opportunities to develop the best ideas in research and innovation:](#)

[ERC and EIC](#) | January 27, 2022 | FCT, Online

Dra Sara Tanqueiro was present in the session, promoted by FCT and the National Innovation Agency (ANI), within the PERIN network, dedicated to presenting the European Research Council (ERC) and European Innovation Council (EIC) programs.

2.3.14. Creative careers in scientific writing and science visualization | March 11, 2022 | EMBL, Online

EMBL organised this webinar to discuss careers in scientific writing and science visualization. Dra Sara Tanqueiro participated in this online event.

2.4. Meetings

2.4.1. [Confidence in Science: the panorama in Portugal and around the world](#) | February 23, 2022 | Community of Science Communicators ULisboa

Dra Sara Tanqueiro attended this online meeting, promoted by the Community of Science Communicators ULisboa with Joana Lobo Antunes (IST-ULisboa), Marta Entradas (ISCTE-IUL) and Rosalia Vargas (Agência Ciência Viva), debating the panorama of Science in Portugal and around the world.

2.4.2. [SciComPt 2022](#) | May 11-13, 2022 | São Miguel, Azores

Dr Pedro Ferreira, the INESC-ID Communications and Outreach Office Coordinator, attended this conference with a short talk: *“Involving diverse publics with artificial intelligence and computational biology: challenges and opportunities”*. In this three-day event, Pedro had the opportunity to share his experience and learn more by interacting with other science communicators.

“SciComPT 2022 was a great chance to present some of the science communication and public engagement work we are planning for INESC-ID – including our work on computational biology – but also to discuss those ideas with peers. Throughout the three days of the meeting, the largest single gathering of science communicators working in Portugal, I got to discuss and explore the potential of engaging diverse audiences, including those with special educational needs, with advanced computational topics in a truly participatory manner. It felt great to discuss OLISSIPO’s and INESC-ID’s practices within the public understanding of science, especially as this level of discussion and networking is essential for future collaborations.” - Pedro Ferreira, Communications and Outreach Office Coordinator (INESC-ID)

2.4.3. [Research Managers & Administrators Capacity-building: Best practices for pre-award support in collaborative Projects](#) | May 23, 2022 | IGC,

Hybrid

Dra Ilda Ribeiro, the INESC-ID financial officer, and Dra Sara Tanqueiro participated in [SymbNET](#) event on “Research Managers & Administrators Capacity-building Meeting”. SymbNET is a Twinning project at Instituto Gulbenkian Ciência, funded by the European Union’s Horizon 2020 research and innovation programme, whose main aim is to create a European network in the use of Genomics and Metabolomics in Host-Microbe Symbiosis research.

3. Impact

The expected results, and the achieved Key Performance Indicators (KPIs) are entirely aligned with the work plan and with the predicted outcome of the activities of OLISSIPO described in WP5 (Table 2).

Table 2. Summary of management training and KPIs related to the OLISSIPO project WP5 - Strengthening the research management and administration skills of INESC-ID.

Training	# Different Activities	Description	Summary of the Activities per audience (# Participations)				Goals
			PI	Staff	ESR	TOTAL	
Project Management for Scientists	7	Laboratory Leadership for Group Leaders	1			1	Planning the work effectively towards successful projects
		Project Management for Scientists		1		1	
		How to Organize a Virtual Conference		1		1	
		Building a successful career path for core facility and research infrastructure scientists		1		1	
		Avoiding errors in declaring personnel costs in Horizon 2020 grants		1		1	
		The essentials to have more effective and captivating remotes		1		1	
Communication	7	Learn to Code		1		1	Increase the impact of research activities and raise general public awareness of science and technology importance
		Voice and Communication Training Workshop	1	1	3	5	
		Workshop with Malcolm Love: Communication Skills		1		1	
		Science Communication and Outreach	1	3	6	10	
		Masterclass with Rogério Martins: Mathematics and Science Communication		1		1	
		Creative careers in scientific writing and science visualization		1		1	
Proposal Writing	8	Confidence in Science: the panorama in Portugal and around the world		1		1	Increase the success rate of project submissions and improve writing skills
		SciComPt 2022		1		1	
		Horizon Europe: practical tips and Q&A		1		1	
		How to prepare a successful proposal in Horizon Europe		1		1	
		2021 European Research and Innovation Days		2		2	
		ERA & Widening, Horizon Europe Info Days 2021		1		1	
		Open Science in Horizon Europe		1		1	
		PERIN: Calendar of calls 2022		1		1	
Human Resources	2	How are institutions dealing with the early-stage project management workflows?		1		1	Managing teams and support researchers and staff
		Seminar on Mental Health	1	2	2	5	
Data Management Plan (DMP)	1	My data are your data - How FAIR and share can boost scientific discovery		3			Learn best practices in data management during and after a research project
Research Ethics		(to be scheduled)					Learn how to manage and evaluate a research project from an ethical standpoint
TOTAL # Participations			4	30	11	42	
TOTAL # Different Participants			1	6	7	14	

Regarding the Expected vs. Achieved KPIs for this WP5, it is noteworthy to mention that we are on track regarding research management training activities. Indeed, the expected KPIs in the proposal was 4+ activities (PIs and ESR) with 8+ participants, and we had 4 activities involving the PI and 6 ESR, for a total of 15 participations. For the management INESC-ID staff, we

expected 4+ activities with 4+ participants, and our activities in this regard were 24, involving 6 different participants in a total of 30 participations. However, the OLISSIPO project will continue to promote and support the participation of INESC-ID staff in specific courses, mainly in Human Resources, Data Management Plan and Research Ethics.

4. Forecast

The lack of a well-trained management team and other problems that Portuguese institutions usually face have negatively impacted the success rate in international project calls. In order to strengthen the research management skills of INESC-ID, WP5 was raised in the project 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. OLISSIPO helped define which research management areas will be first addressed by the Research Management Unit and identify the existing best practices that fit the INESC-ID case and the Portuguese reality. It is now difficult to predict how long will it take to further expand the Research Management Unit at INESC-ID and strengthen its activities. However, the OLISSIPO project will fully support this Unit by promoting different management training activities to reinforce the existing know-how of INESC-ID staff along the main axes (Table 2).

5. Conclusions

The OLISSIPO impact assessment and forecast will be reported in D6.6 - OLISSIPO impact assessment and forecast in M34.