

## AMC Action Plan Human Resources Strategy for Researchers

*Proposed actions for achieving the HR Excellence in Research logo based on the gap analysis: updated list following the first two years self-assessment (November 2017).*

Based on the outcome of the gap analysis, the interviews with stakeholders and deliberations during the dedicated session, the Action Plan will focus on the following subjects:

Nr	Action	Participants	Planning	Alignment with JCI?
1	Increase rate of basis educational skills training certificate (BKO) registration to 80%.  Perform a yearly self-assessment to monitor the constant rate of the BKO registration.	AMC Educational Institute	2015 – 2017  Completed November 2017	yes
2	Increase rate of annual appraisal interviews ( <i>Jaargesprekken</i> ) to 90%  Perform a yearly self-assessment to monitor the constant rate of the annual appraisal interviews.	Dept. Human Resources	2015 – 2017  2017 – 2019	yes
3	Implement peer-to-peer support plan for the supervision of PhD trajectories.  Mapping of the peer-to-peer support plan for the supervision of PhD trajectories.  Output indicator: number of interviews conducted per year.	Graduate School	February – September 2015  2017 – 2019	no
4	Set up mentoring programme for midcareer laureates.  Mapping of the mentoring programme for midcareer laureates and network for post docs.	Research Office	September – December 2015  2017 – 2019	no

5	<p>Establish network for post docs and other early career researchers</p> <p>Report on the yearly activity of the network for post docs.</p>	Post doc network	<p>January 2015 – December 2017</p> <p>2017 – 2019</p>	no
6	<p>Develop, test and establish Standard Operation Procedures (SOP) for Research Data Management.</p> <p>Further deployment.</p> <p>\</p>	Working group Research Data Management	<p>2015 – 2017</p> <p>2017 – 2019</p>	yes
7	<p>Create an overview of the number of male and female researchers per level of staff and strive for a 50-50 distribution at each level, in particular in the higher echelon.</p> <p>Monitoring</p>	Project group HR logo	<p>December 2015</p> <p>2017 – 2019</p>	no
8	<p>NEW action from November 2017:</p> <p>Support Guide for PhD candidates</p>	AMC Graduate School	2017 – 2019	no
9	<p>NEW action from November 2017:</p> <p>Analysis of the 2017 AMC employees survey in relation to the HR Logo for researchers.</p>	<p>AMC HR</p> <p>AMC Graduate School</p> <p>AMC Research Support</p>	2017 – 2019	no

Ad 1. This action follows from item 33 'Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers'. From the interview

with the sounding board member of the AMC Educational Institute for the practice analysis it was concluded that raising this rate is considered key.

Ad 2. This action follows from item 11 'Employers should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee'. It is also relevant for item 19 (Recognition of qualifications), 20 (Seniority) and 38 (Continuing professional development) and thereby plays a central role in researchers' successful performance in the generation, transfer and sharing of knowledge, and to the career development of researchers.

Ad 3. This action follows from item 36. 'Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them'. From the interview with the Graduate School and with the association of AMC PhD students, AMC PROMovendi VEreniging for the practice analysis, it was concluded that a standardized monitoring and evaluation procedure will further strengthen the AMC PhD programme.

Ad 4 This action follows from item 28 on career development '(...) should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future'. As part of the Action Plan, AMC wishes to enhance its support to the professional and personal development of highly promising researchers who might become the future research leaders by setting up a monitoring programme.

Ad 5. This action follows from item 28 on Career development as well. Following the interviews held for the practice analysis, the initiative to establish a network by and for post docs and other early career researchers to exchange knowledge and experiences on professional development and career choices will be supported.

Ad 6. This action follows from item 7 on Good practice in research, in particular data protection. Standard Operating Procedures for research data management, including data archiving, will be developed, tested and established.

Ad 7. Item 27 on Gender balance states that 'Employers should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level'. The Project group HR logo will explore if an overview of the current gender balance is available and if not, create one.

Ad 8: The PhD experience can be difficult and procedures may seem daunting. The PhD guide will offer help and guidance to PhD candidates. Depending on the kind of question or problem, PhD candidates have a choice of who to turn to and they get guidance to make appropriate decisions.

Ad 9: In 2017, the department AMC Human Resources released an internal staff survey for the whole AMC (respondents included all professionals of the academic medical centre). The goal of the survey is to provide answers to the following general questions: what you think of the AMC as an organization to work. Is the AMC an attractive employer? What things can still be improved and what is really appreciated? How safe do you feel at work.