Areas	Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
Communication & internal feedback	Improvement of BCAM Outreach Plan	oct-16	GM & CM	*Improvements on the website and presence in social networks (LinkedIn, Twitter and YouTube).*	*Completed.* *January 2018.* *Indicated in the website.*
	Internal Communication Systems mapping and improvement	jun-17	GM & CM	*Development of new internal communication systems.*	*Completed* *New specific email accounts ha been created for specific functions, such as:* *1) communication@bcamath.org, to send information that may be of interest for the website of BCAM, to include in the televisions of the center, to send by a circular to all the employees, etc.* *2) facilities@bcamath.org, to communicate any needs (materials, furniture, …) or problems that employees may have in the workplace.* *3) recruitment@bcamath.org, to manage all the recruitment processes.* *BCAM already has other specific email accounts (trips@bcamath.org, support@bcamath.org, …) that are very useful, so the aim of these new ones is to improve even more the internal communication.*
	BCAM Survey improvement (aligned to HRS4R)	dic-16	MA	*Survey improved (with the 40 principles of the C&C).*	*Completed*
	BCAM survey execution	march-17	MA	*Survey executed.*	*Ongoing.* *Due to the nature of the centre and the number of employees, it has been considered that it is better to do the survey biannually. Therefore, it will be done in June-July 2018.*
	BCAM survey evaluation and revision of action plan	oct-17	GM & MA	*Survey evaluated and revised.*	*Ongoing.* *The survey evaluation and the elaboration of the new action plan will be done in June-July 2018, after the survey execution.*

	BCAM (anonymous) suggestion box process definition	july-16	MA	*Suggestion box process defined and documented.*	*Completed* *Suggestion box Procedure defined in a document (May 2016).*
	BCAM (anonymous) suggestion box system implementation	sept-16	MA	*Suggestion box placed in the centre and communicated to all the employees.*	*Completed* *Photo of the suggestion box.*
	BCAM suggestions evaluation	Quarterly	MA	*Monthly revision, evaluation and documentation of the suggestions received.*	*Completed*
Research environment	Assessment on research facilities needs: working spaces and resources	Yearly	GM & internal support	*1) New spaces (offices) provided for the researchers.* *2) Cluster upgrade through nodes acquisition.*	*Completed.* *1) New offices rented since September 2017 (Alameda Mazarredo 16, 48009, Bilbao).* *2) Cluster upgrade, December 2017. Photo.*
Career development	Personal Process improvement in relation to the combination of family and work	apr-17	PM	*Survey about work and family combination.*	*Ongoing.* *The survey has been done and it must be evaluated.* *It will be evaluated done in June-July 2018*
	Define and approve the professional career development plan	apr-16	GM & GB	*Preparation of a document which defines the professional career development plan.*	*Completed.* *The career development plan was approved by the General Board in April 2016 and communicated to all BCAM members.*

	Improve the communication of the professional career development	nov-16	GM	*Communicate and explain this plan to the employees in a general meeting.*	*Completed.* *Summer meeting 2016.*
	Review and update the professional career development plan	sept-18	SD & GM	*Review the document of the professional career development plan.*	*Ongoing.* *The career development plan will be adapted to new available potential positions. As planned, this will be done for September 2018.*
	Strengthen the link with the University of the Basque Country and other universities so as to provide additional teaching opportunities in Master courses	oct-17	SD & GB	*New Agreements with the Universities.*	*Completed.* *Agreement signed with the MORE master of the UPV/EHU. Published in the website.*
Team building & Leadership	Organize a leisure activity for all BCAM members for team building	Yearly	MA	*Leisure activity for all the team.*	*Ongoing.* *Every year, together with the BCAM SAC meeting a lunch open for all BCAM members is organized for team building and experience sharing.* *Additionally, every year a Christmas cocktail is also organized so as to share the ending year achievements and develop plans for the next one. BCAM yearly Christmas card is also a team building activity since it is handmade by BCAM researchers in all BCAM languages.* *In 2016 and additional leisure activity during summer was organized. Photo*

	Define an explicit Mentorship Programme	feb-17	SD	*Preparation of a document which defines the Mentorship Programme.*	***Delayed*** *Delayed to January 2019 due to lack of resources.* *However, it may be mentioned that we already have a mentor for the PhD students (prof. Arghir Zarnescu).*
	Implement the Mentorship Program (define mentors, responsibilities)	sept-17	GM & PM	*Selection of mentors and definition of their responsibilities.*	
	Evaluate the Mentorship Programme	dec-18	PM	*Annual evaluation document.*	
	Recommendations/guidelines to PIs about supervision duties	apr-17	PM	*Preparation of a document for the PIs, which defines the recommendations and guidelines about supervision duties.*	***Delayed*** *Delayed to January 2019 due to lack of resources.*
	Training and evaluation on Psychosocial risks	sept-16	External experts	*1) Training session and the attendance sheets.* *2) The final report of the evaluation on Psychosocial risks, prepared by the external experts.* *3) Preventive Action Plan.*	***Completed.*** *1) Training done on November 2018.* *2) We have the report of the Evaluation prepared on February 2018 by the external experts.* *3) BCAM has defined a [Preventive Action Plan](#) on May 2018, with two aims: Improvement of the work load and organisation and improvement of the participation and supervision.*

	Training plan definition (including training on languages and other skills):				
Training	* Training needs assessment	jul-16	GM	Survey.	**Completed** *Survey done in May 2016, July 2017 and August 2017.*
	* Development and periodic update of Training Plan	sept-16		*Yearly update of the survey and Training plan (June and December of each year).*	**Completed**
	* Management of training actions	all the period		*Yearly management of the training activities (June and December of each year).*	**Completed** *Trainings carried out: *Basque and Spanish courses: September 2017 - June 2018 *Psychosocial risk training: November 2017 *Effective Communication and team work training: November and December 2017 *Time Management Training: November 2018 *Specific training for researchers: BCAM has an annual course program and also organizes Summer Schools. All the information is available on the website. *Technical training for the IT department: "Despligue de aplicaciones con Docker" in 2017.*
	* Training Plan Monitoring	Twice a year		*Biannual evaluation (taking into account the level of attendance and the assessment of the participants about each course/training session).*	**Completed** *(June and December of each year)*