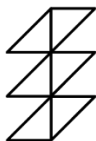
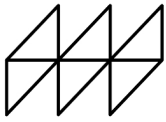


INTERNAL TRAINING PLAN  
CENTRE D'ESTUDIS DEMOGRÀFICS

**Bellaterra, 6 June 2019**





## **TRAINING PLAN. EXECUTIVE SUMMARY.**

The Training Plan of the Centre for Demographic Studies sets out the objectives, field of application, offer and forms of training and the process of preparing the Plan, which begins with the detection of needs and ends with its evaluation. The document also sets out the financing and includes annexes corresponding to indicators and the evidence of implementation of the training plan.

### **FIELD OF APPLICATION**

- A. Doctorate research staff.
- B. Research staff in training.
- C. Research support staff (technical, administrative and management).

### **FORMS OF TRAINING**

1. Internal training (generic): this training is designed by the centre itself
2. External training (specific): activities relating to specific requirements

### **CALENDAR AND ANNUAL SCHEDULING OF TRAINING ACTIVITIES**

- October-December. Diagnosis of training needs
- January-February. Dissemination of generic training.
- June-July. CED staff survey on:
  - A. Proposed training activities
  - B. Evaluation of training activities

### **PROCESS OF PREPARING THE TRAINING OFFER**

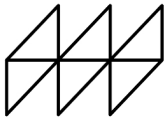
- Identification of training needs
- Approval of the CED annual training plan by the executive team
- Implementation of the training plan
- Collection, analysis and evaluation of the results

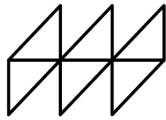
### **FINANCING**

Research projects financed externally can have specific items to finance the organisation expenses and/or to participate in training and/or dissemination activities.

### **INFORMATION AND APPROVAL BY THE GOVERNING BOARD**

The executive team of the CED is responsible for reporting on the training activities of the CED staff to the Governing Board of the CED. The executive team of the CED assesses the results and, if appropriate, approves the proposals for improvement arising from the analysis of the results.





## **CONTENTS**

<b>1. INTRODUCTION .....</b>	<b>5</b>
<b>2. OBJECTIVE .....</b>	<b>5</b>
<b>3. AMBIT OF APPLICATION OF TRAINING OFFER .....</b>	<b>6</b>
<b>4. CONTINUOUS TRAINING PLAN .....</b>	<b>6</b>
<b>4.1. Forms of training .....</b>	<b>6</b>
<b>4.2. Prepration process. Diagnosis (identification) of training needs.....</b>	<b>6</b>
<b>4.3. Approval of the Centre's annual training plan .....</b>	<b>7</b>
<b>4.4. Implementation of training plan .....</b>	<b>7</b>
<b>4.5. Collection, analysis and evaluation of results .....</b>	<b>7</b>
<b>4.6. Financing .....</b>	<b>8</b>
<b>4.7. Information and approval by the Governing Council .....</b>	<b>8</b>
<b>5. ANNEXES .....</b>	<b>9</b>
<b>5.1. Questionnaire for detection of training needs .....</b>	<b>9</b>
<b>5.3. Questionnaire of evaluation of training activities .....</b>	<b>10</b>
<b>5.4. File on evaluation of degree of compliance with training actions .....</b>	<b>12</b>



## 1. INTRODUCTION

The Centre d'Estudis Demogràfics (CED) has an internal training programme integrated into its Quality System (P05. Management of internal training) accessible to all research staff, those in management and the research support personnel since 2002.

Besides the training activities organised annually by the CED and its own research staff, there are also those arranged by the CERCA institution or other institutions promoting training actions, such as the UAB and organisations abroad.

The Centre d'Estudis Demogràfics training plan sets out the objectives, the ambit of application, the offer and forms of training and the preparation process for the Plan, starting with the detection of needs and ending with its evaluation. The document also includes the financing and annexes corresponding to indicators and evidence showing the implementation of the training plan.

## 2. OBJECTIVE

Establishing a system for the detection of needs in matters of staff training at the CED, defining the tools to cover those needs and evaluate them. The purpose of the training is to contribute to improving professional and personal competence for all members of the centre and improving the services offered, following the directives in the CED strategic plan as a road to excellence.

The objectives of training for the CED staff are:

- To establish a culture of permanent training in order to improve quality in research, its management, its dissemination and its transfer.
- To develop internal talent.
- To acquire abilities of leadership in carrying out research projects.
- The continuous development of abilities and transferable competences in order to improve professional and occupational capacities (researchers in training). Support for professional careers.

### 3. AMBIT OF APPLICATION OF TRAINING OFFER

The offer is applicable to all CED staff related with the activities specified in the Quality System:

1. Doctorate research staff.
2. Research staff in training.
3. Research support staff (technical, administrative and management).

### 4. CONTINUOUS TRAINING PLAN

#### 4.1. Forms of training

The CED staff training plan is developed along two lines, to give a response to the different needs:

- Internal training (generic): training designed by the centre itself. This includes annual activities for permanent training, such as courses, workshops, working seminars, etc.
- External training (specific): activities relating to specific requirements emerging from each researcher's career plan and the needs of the research support staff.

The management team at CED will decide, based on the diagnosis of training activities, on the activities and aids to be allocated to internal and external training for the staff in each annual period.

#### 4.2. Preparation process. Diagnosis (identification) of training needs

Detection of training needs:

Involved: executives, management and those in charge of the research and training areas of the CED.

Means: training needs are identified on the basis of questionnaires to researchers, career plans, interviews with administrative and support staff and the management team of the centre.

Calendar:

- October-December. Diagnosis of training needs
- January-February. Dissemination of generic training.
- June-July. Questionnaire to the CED personnel on:
  1. Proposed training activities
  2. Evaluation of training activities

An email address will be made available to receive suggestions for training activities.



### **4.3. Approval of the centre's annual training plan**

An analysis of the information collected in point 4.2 is used to prepare the annual training plan. Subsequently the Training Plan is approved by the management team.

### **4.4. Implementation of the training plan**

Following approval of the annual training plan, the internal training programme is communicated to the staff of the centre. In parallel, external training approved by the management team is communicated individually.

The approved training plan includes the following information:

- Titles of training actions planned
- Personnel who can attend the various training activities planned
- Form of training (internal or external)
- Envisaged duration
- Planned scheduling
- Requirements for access to training (registration, places assigned, attendance and assessment, etc.)
- Communication of training actions: webpage, institutional mail (internal); notice boards

### **4.5. Collection, analysis and evaluation of results**

- Evaluation of participant satisfaction through a questionnaire evaluating the training.
- Assessment of learning through mechanisms established in each training activity (examination, certificate of achievement of knowledge, etc.). In the case of research personnel also mechanisms established in the professional career plan (publications, transfer, etc.).
- Evaluation of the degree of implementation of the training plan: checking on the planned activities taking place, with the number of participants and degree of satisfaction, in order to take up, where appropriate, proposals for improvement.

### **4.6. Financing**

Research projects with external finance can have specific allocations for the financing of organisational expenses and/or taking part in training and/or dissemination activities. In each case this financing will depend on the clauses of the relevant selection process and the expenses will be authorised by the IP of the project.

Annually a section of the budget will be allocated to covering the expenses of training actions that cannot be financed by research projects and/or pre- or postdoctoral support.

#### **4.7. Information and approval by the Governing Council**

The executive team of the CED is responsible for reporting on the training activities for CED personnel to the Governing Council of the CED. The executive team of the CED evaluates the results and approves, as appropriate, the proposals of improvement emerging from analysis of the results.