

# Staff development and involvement

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National Institute for  
Agrarian and Veterinary  
Research

**10<sup>th</sup> CAF Users' Event under the Polish Presidency of the Council of the EU**

**10<sup>th</sup> April 2025, Warsaw**

INIAV is a Research Institute, with State Laboratory status, which, within the scope of its mission and attributions, develops activities in the areas of animal and plant production, environment and natural resources, forestry, agroindustry's, genetic resources, food safety, plant and animal health, in line with public policies defined for the respective sectors.



- At the moment we have 525 employees, distributed around the country.
- Due to this deconcentration the network of information and communication is very complex process.
- «Many stories» arising from various merger processes over the years and «particular cultures» in their different poles and deconcentrated units.
- The increasingly greater load of information available, enhances the dispersion and strategic, tactical and operational misalignment of organizations.
- the self-assessment highlighted the importance of moving towards a redesign and transformation of internal and external communication.





**POLAND25.EU**

**INIAV**

(Background of the case)



With the application of the CAF self-assessment, it became aware of the identification of anomalies in the organizational culture and communicative processes during the self-assessment process of CAF application revealed the need to develop:

- ☆☆ collaborative practices,
- ☆☆ agile communication,
- ☆☆ leadership processes.

With the identification and implementation of this improvement action we intend:

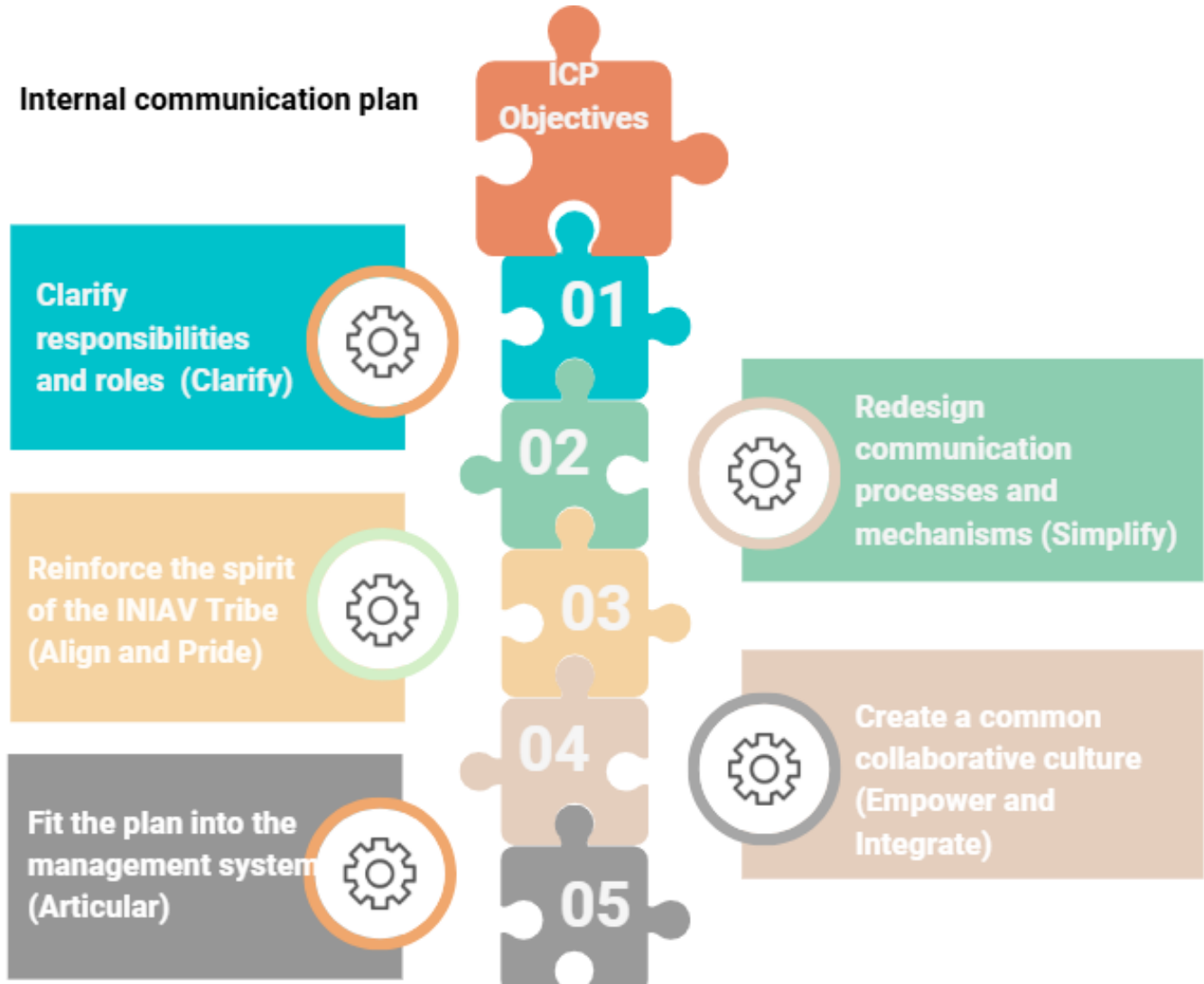
- ☆☆ a **unique culture** and **the same processes**,
- ☆☆ improve the **communicational interaction** of different units,
- ☆☆ improve the **leadership practices**,
- ☆☆ contributing to the **good performance** of the institution.



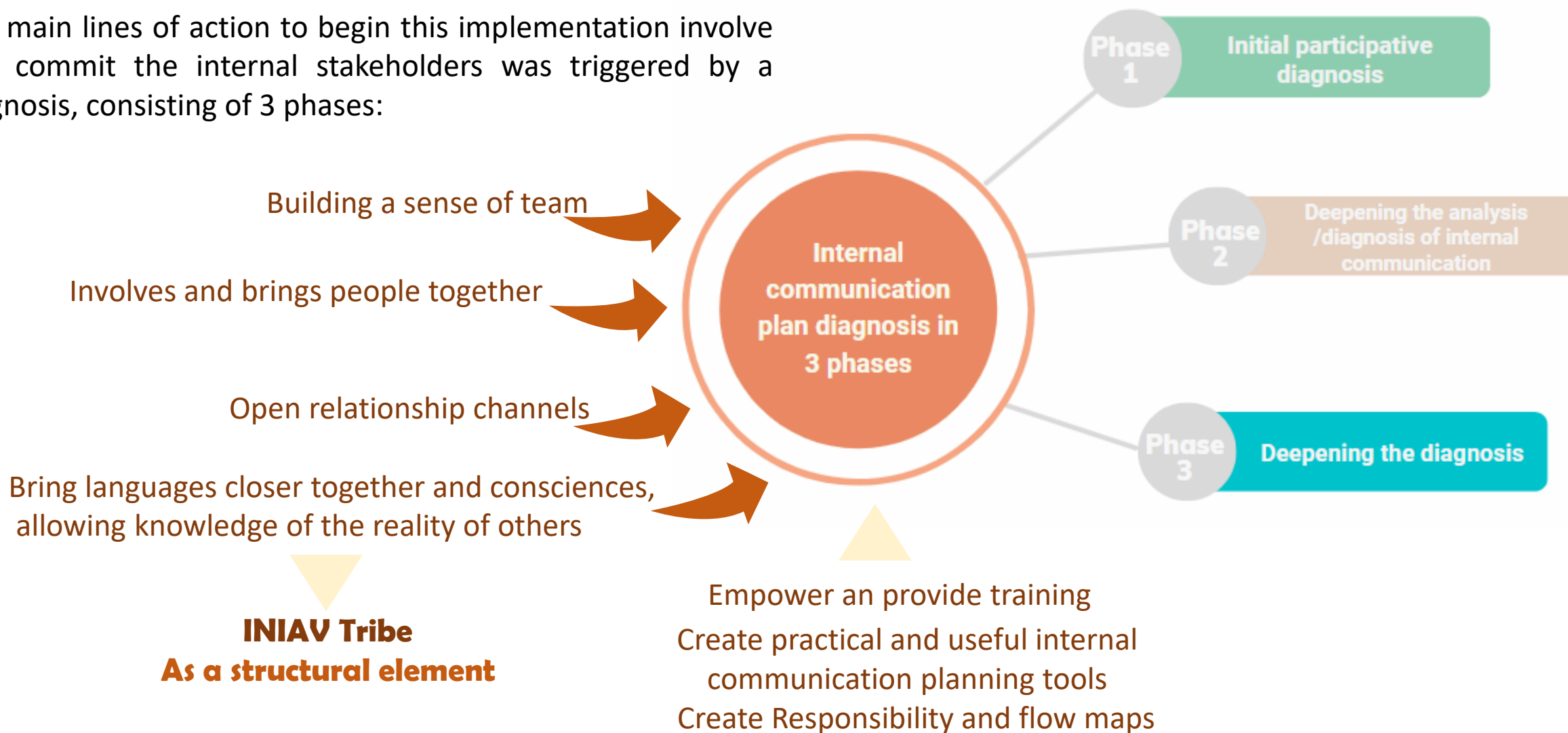


As part of its development strategy, it was decided to invest effort improving internal communication:

- ✱✱ beginning with the elaboration and implementation of an Internal Communication Plan.
- ✱✱ involve and commit the internal stakeholders in the elaboration and implementation of the communication plan.

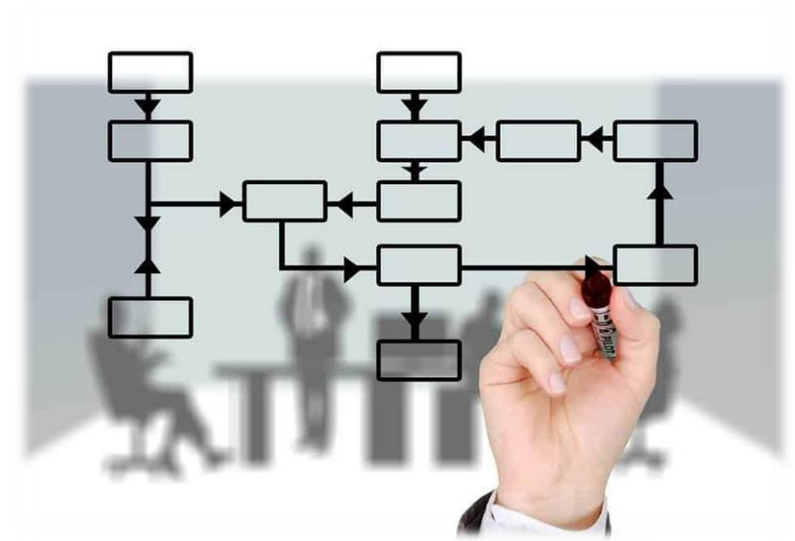


The main lines of action to begin this implementation involve and commit the internal stakeholders was triggered by a diagnosis, consisting of 3 phases:



The Internal Communication Plan defines priorities and structures its intervention into 2 major axes of an integrated process organizational development:

- ★★ **1.srt axe program** - Development of the cultural organization:
  - INIAV DAY (it is expected to advance in 2025),
  - Teambuilding events (harvesting grapes, apples and figs in different poles to get to know the pole activities and colleagues,
  - WebINIAV internal seminars, to know colleagues, technical and investigation activities and projects in each unit,
  - Artistic creation contests, to promote teambuilder activities and interaction between teams,
  - INIAV Academy of development and innovation, to develop communication leader skills. (it is expected to advance in 2025).
- ★★ **2.nd axe program** - Increment and participate, improvement of communication flows: (began in 2025)
  - Reflection and analysis of communication blocks and difficulties,
  - Work around of the flow questionnaire,
  - Improve “Document Management”.



★ ★ 1.srt axe program:

- Teambuilding events



Floração de diferentes variedades de  
maceiras e pereiras e observação dos  
insetos polinizadores  
ALCOBAÇA, 4 DE MAIO



*Coleção Ampelográfica Nacional*  
VISITA AO POLO DE INOVAÇÃO DE DOIS PORTOS  
30 de Agosto

- Artistic creation contests

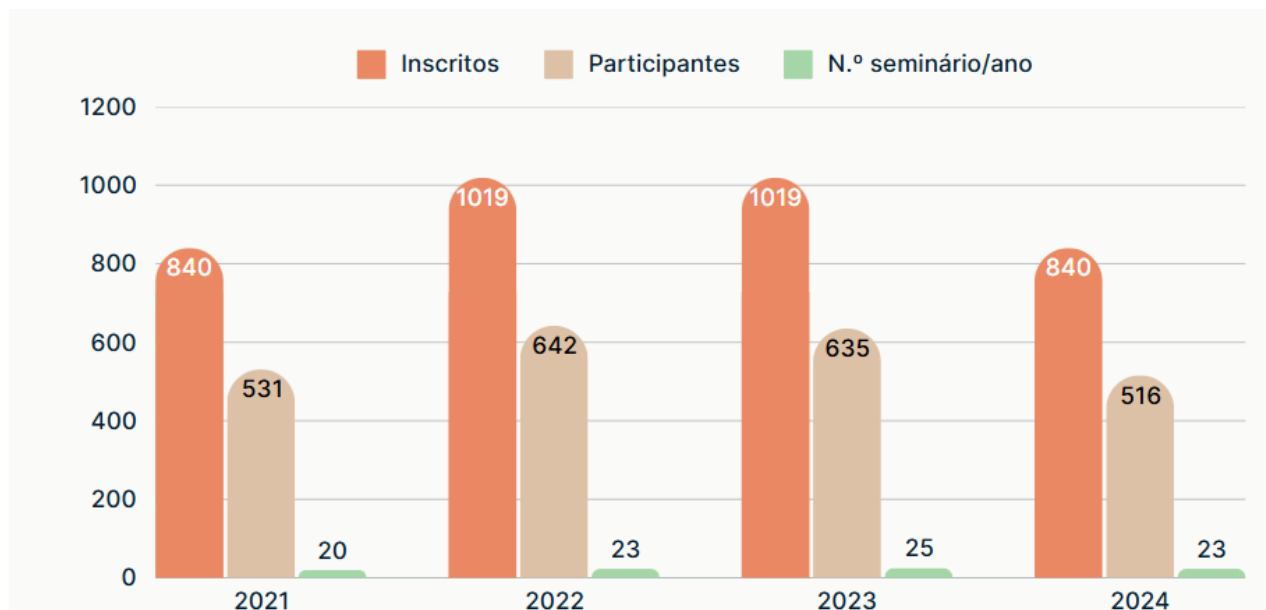




## ★ 1.srt axe program:

### • WebINIAV internal seminars

An area for internal communication was created on the intranet that brings together all activities related to the implementation of the Internal Communication Plan. In this area, all videos resulting from internal seminars are available for consultation.



INIAV

FORMAÇÃO

SST

COMUNICAÇÃO INTERNA

ACREDITAÇÃO

RH

QUEM É QUEM

ULTIMOS VIDEOS

Ver todos

Atitudes e práticas dos proprietários florestais. Um estudo socioeconómico na região Oeste

02-10-2024 Gravação da Reunião

Metabolómica na interação planta / parasita: a importância da análise de voláteis na fitossanidade dos sistemas agrícolas e florestais

25-09-2024 Gravação da Reunião

SEMINÁRIOS INTERNOS

Nota: Quem não tiver conta criada no Office 365, poderá visualizar os vídeos com as seguintes credenciais:

Utilizador: webiniav@iniav.pt

Password: colaborador@2021

webiniav

4<sup>as</sup> 15 horas

ciclos de webinars internos

Queremos dar-nos a conhecer, quem somos, o que fazemos e os resultados do que fazemos!

CALENDÁRIO DE WEBINÁRIOS

OUTUBRO 2024

2ª	3ª	4ª	5ª	6ª	Sb	D
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Próximos eventos

16 Out. 2024

15:00 -

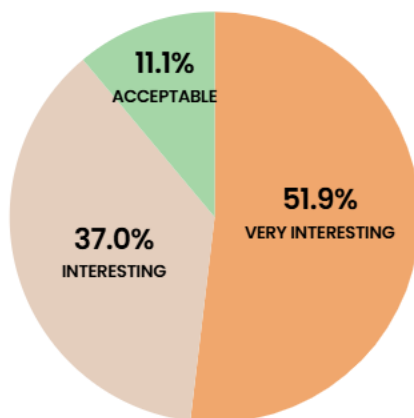
Valores de Referência para interpretação da Análise Foliar

★★ 1.srt axe program:

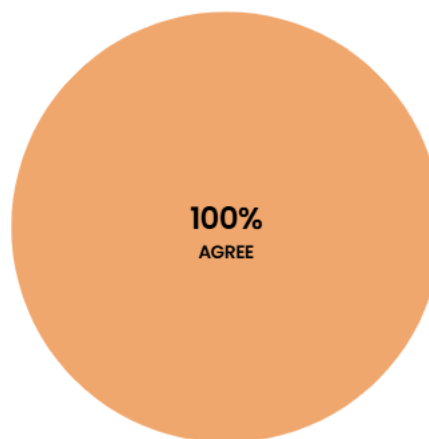
- **Monitorization**

The monitoring of the internal seminars resulting from the Plan were assessed through **questionnaire of events:**

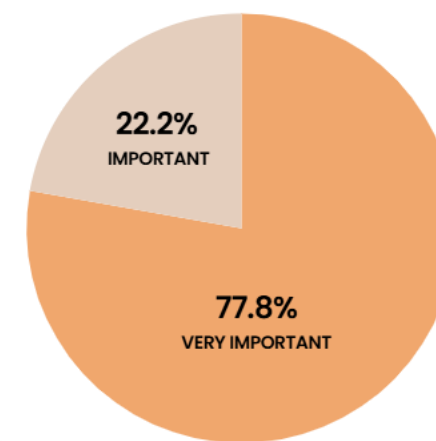
COLLABORATORS RESPONDENT CLASSIFY THE WEBINIAV  
EVENT AS:



THESE ACTIVITIES HELP FOSTER DEEPER KNOWLEDGE ABOUT  
THE ACTIVITIES IN THE POLES AND UNITS AND THEIR TEAMS.



LEVEL OF ACTIVITY IMPORTANCE TO IMPROVE THE  
MOTIVATION LEVEL AND INTEREST OF THE EMPLOYEES

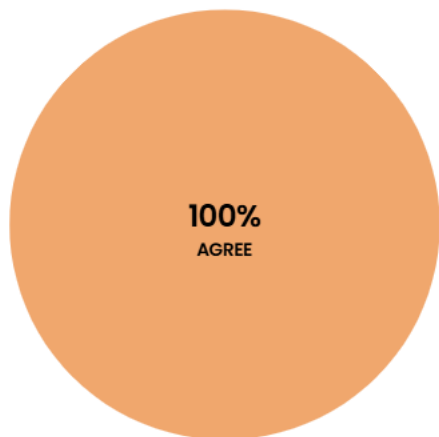


★★ 1.srt axe program:

- **Monitorization**

- The monitoring of the teambuilding and creative activities resulting from the Plan were assessed through **questionnaire of events:**

THESE ACTIVITIES HAVE THE POTENTIAL TO AGREGATE AND  
REINFORCE THE INSTITUTION'S ORGANIZATIONAL CULTURE



➤ because:

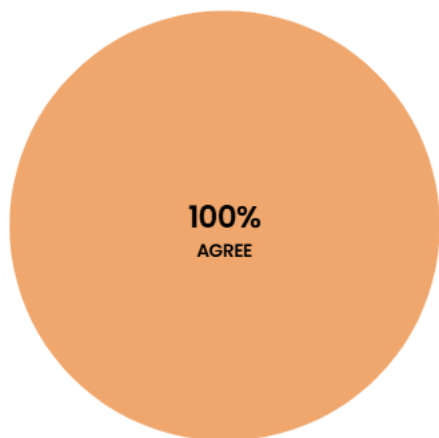
- ✓ Improve knowledge of activity of each center as well as their colleagues,
- ✓ understand INIAV mission and assignments,
- ✓ enables the dissemination of inter-knowledge,
- ✓ understand the role each one have in the institution (create share values for a good corporate culture),

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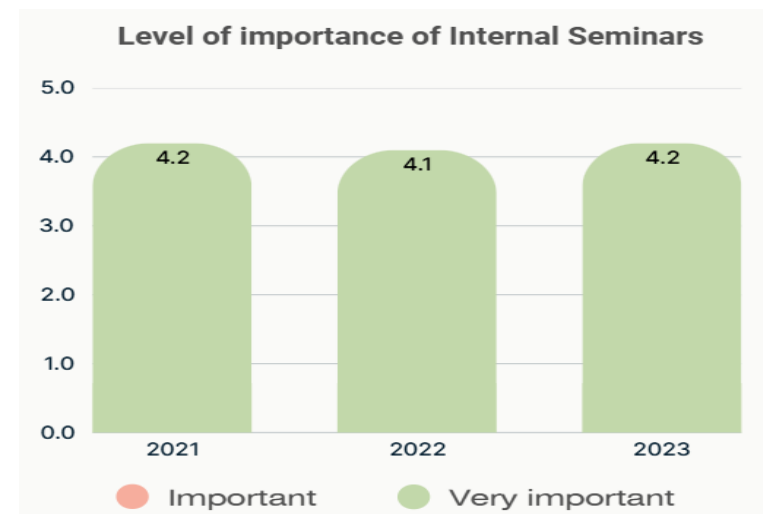
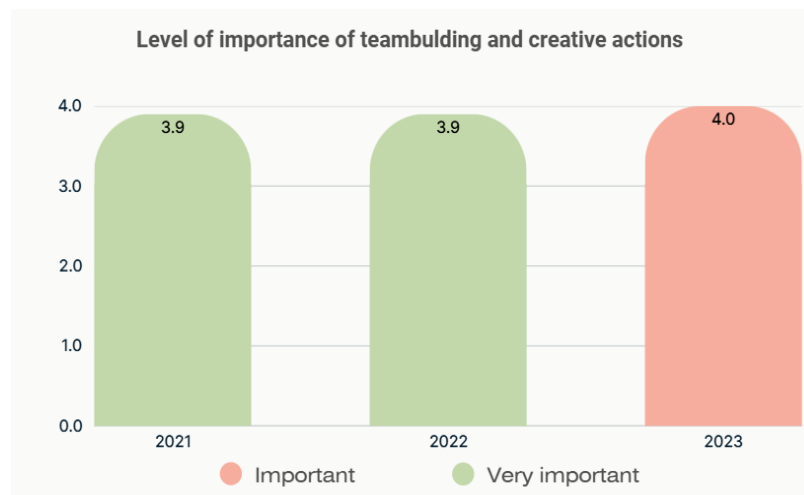
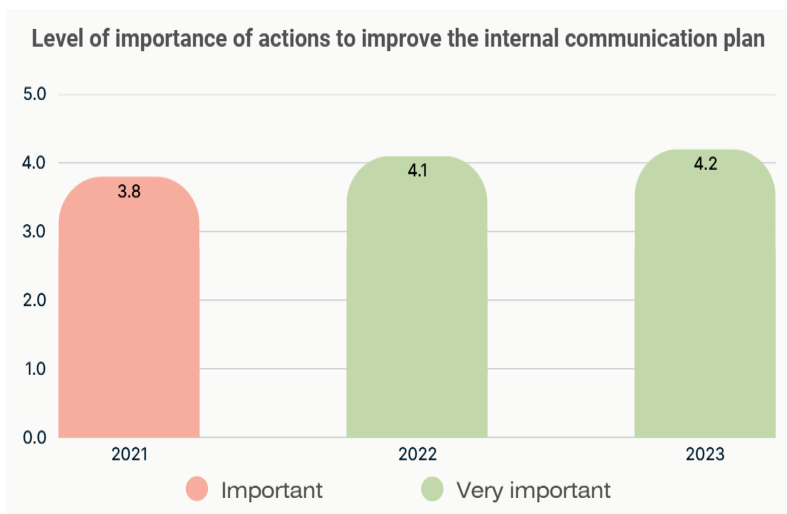
➤ because:

- ✓ better environment that brings better results to the organization,
- ✓ promote communication and empathy between colleagues,
- ✓ involve challenges that require everyone's collaboration to successful overcome and everyone feels motivated to achieve common goals.



★ ★ 1.srt axe program:

The monitoring of the activities resulting from the Plan were assessed through **annual satisfaction questionnaire**:



For self-assessment and improvement actions to have an impact on the organization, it is necessary to have:

- Leaders and workers involved,
- Use the PDCA cycle in the process,
- Use monitoring tools to adjust the strategy and facilitate the decision,
- Prepare the monitoring tools to respond to the next self-assessment,
- Flexibility in action,
- Have a strategy to communicate the process.





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