



How to best attract talented researchers?
REGIONAL WORKSHOP – OHRID
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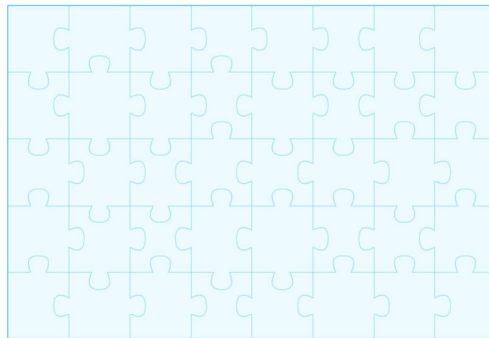
What are the HRS4R benefits/impact for institutions and researchers?

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Developing your HRS4R is just
like doing a jigsaw puzzle ...



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Before presenting the benefits of the HRS4R for the institution and the researchers, I would like to remind what is important in developing the HRS4R and how we can succeed in submitting the application to be awarded the logo (step 3 of the HRS4R process). I choose to do my presentation using something we all know about : it' just like doing a jigsaw puzzle.

References for this presentation are:

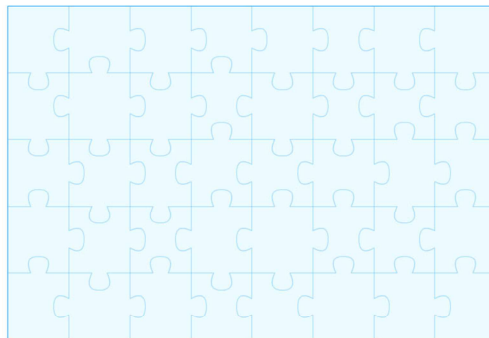
The European Charter and Code: <https://euraxess.ec.europa.eu/jobs/charter>

The HRS4R process: <https://euraxess.ec.europa.eu/jobs/hrs4r>

The policy library: <https://euraxess.ec.europa.eu/useful-information/policy-library#document-collapsible-research-careers-strengthened-hrs4r-process>

Select your work area
Empty the content of the box
Turn all the pieces face up

You can choose your picture
All the elements are in your box



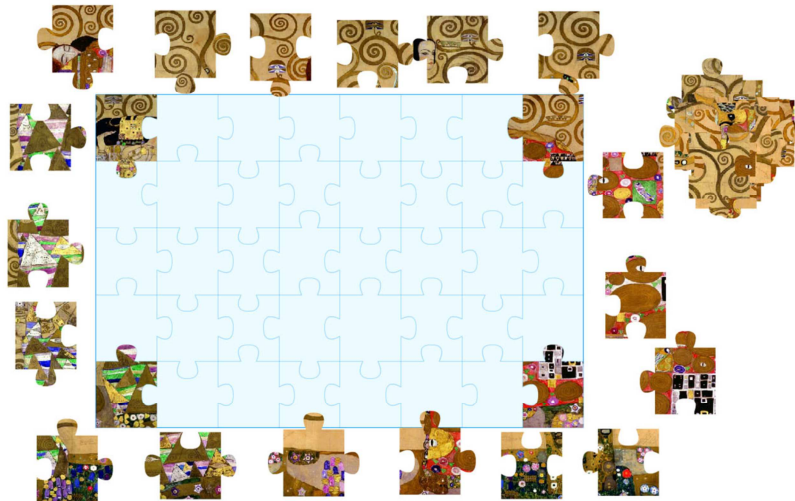
When you start doing a puzzle, you first select carefully your working area. You empty the content of the box and you turn all the pieces facing up.

*When you start developing your HR Strategy, you first proceed to the gap analysis and then you write the action plan, according to the EU recommendations (*the canvas*). You have to adapt the work to your own context (*“you can choose your picture”*). All of the 40 Charter & Code’s principles are understandable and are to be analyzed (*“the elements in your box”*): What does it mean? What are my strengths and weaknesses, opportunities and threats? What action makes sense?). These are the pieces you have to assemble.*

You have in hands all what is necessary for doing the job : the working area, the pieces, and the commitment for playing the game.

Select all the edge pieces
(*Easy to recognise, easy to assemble*)

Start by working on what is easy



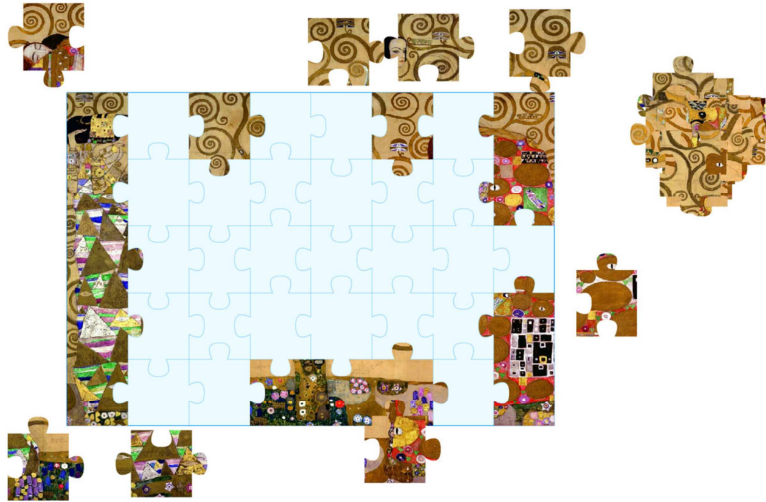
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This step is very important for developing your framework : select the pieces that are easy to recognize and to assemble : the edge points. Place the corners first.
At the beginning of the HR process, it is important focalize on what exists in your institution or what is still on track (good for starting, good for motivation). Delay what seems difficult till when you become more experienced.

(Easy for you to work inward)

(Faster and more efficient if you do it with colleagues)

Use internal driving forces, create a task force



If your puzzle is visible, at home you will see that some family members will spontaneously contribute. This is a pleasure, and you have more fun to do it. The EU recommendation is to create a steering group/ task force for doing the job. The process will be enforced and be ran faster. The HR has to become an/one of your institutional project, embedded in the institutional strategy. Manage it as such.

You have now shaped your framework!

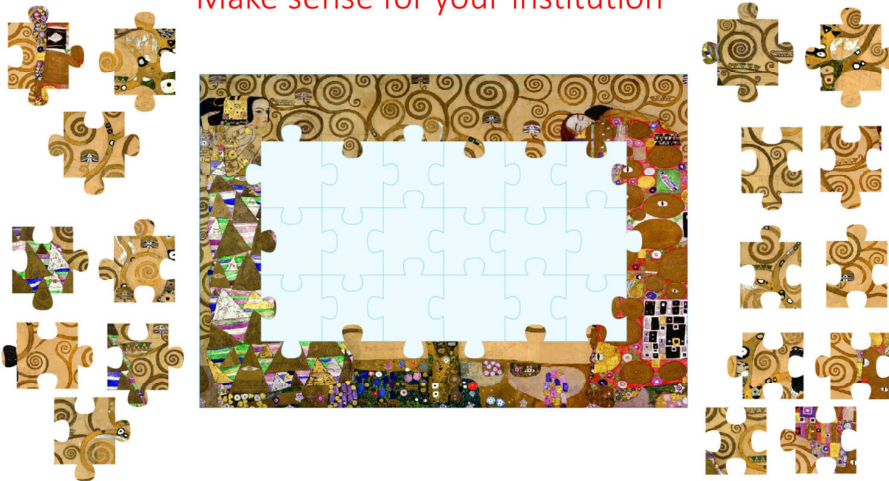
Once your framework well defined, go on!



When all the edge pieces are place, let's go to fill it!

Arrange all the pieces in color or shape groups
(knobs and holes) in separate areas

Make sense for your institution



With the steering group/task force, define your method and working groups. Shape packages of principles and actions you can address, depending of your context, structure, strategy or level of implementation. Make sense for the institution for being efficient and pertinent.



Organize surveys/consultations with all the pertinent stakeholders (board, researchers, administrative staff, ...).

Be ready to analyze the results by profiles (R1, R2, R3, R4*, others) in order to refine the analysis of the gaps and to identify pertinent actions

Rx are research profile descriptors : **R1 = First Stage Researcher** (Up to the point of PhD); **R2 = Recognised Researcher** (PhD holders or equivalent who are not yet fully independent); **R3 = Established Researcher** (Researchers who have developed a level of independence); **R4 = Leading Researcher** (Researchers leading their research area or field)

See : <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Complete objects or identified groups



*Some groups are easy to identify. This one seems to be watching something.
It is your HRS4R project manager, mandated by the board.*

Put completed sections in the rough location where they seem to go

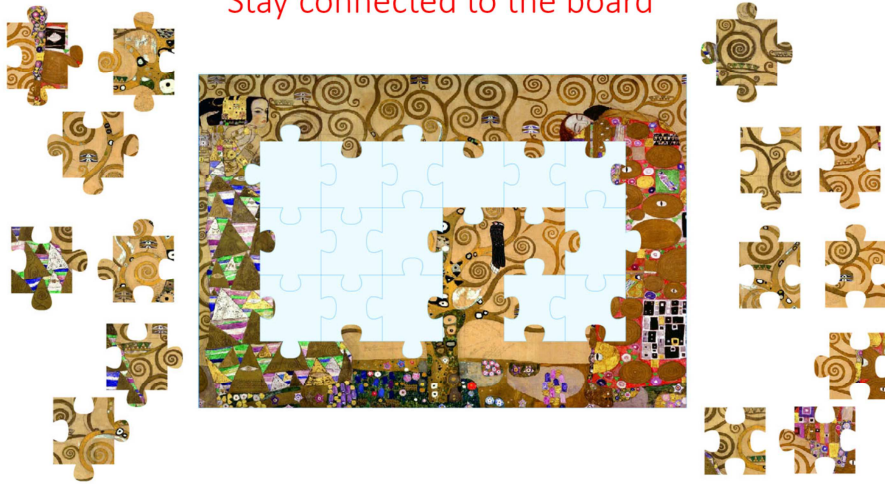
A project manager is essential



He/she will be the daily manager of the project, will push the process, facilitate the interactions, etc.

Continue by filling the gaps of the puzzle

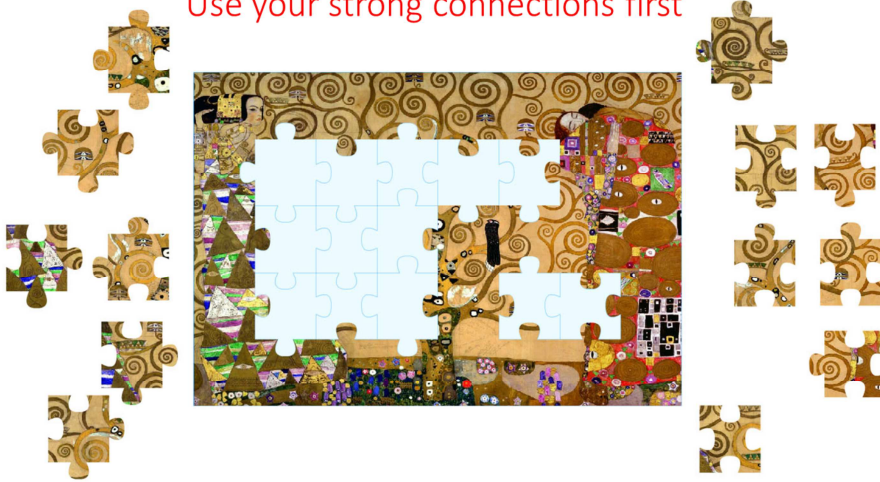
Stay connected to the board



What is important is to connect the pieces. The first strong connection is to be established with the board / the president of the steering committee. This will allow to root the project.

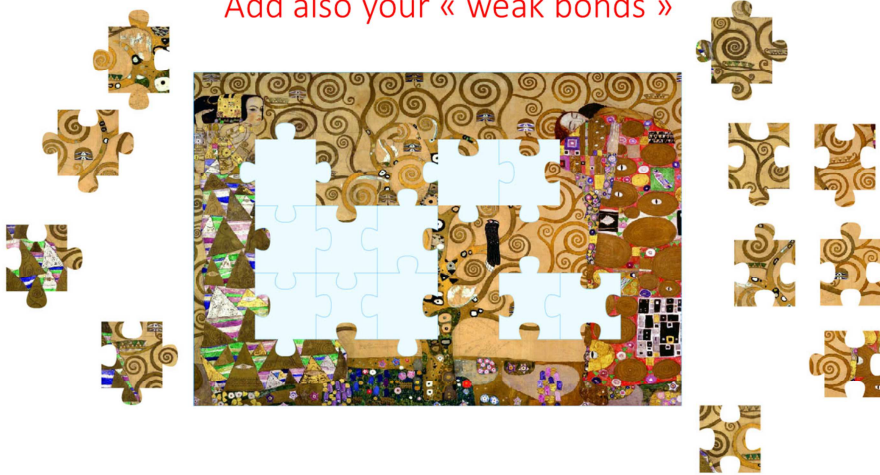
And by connecting identified sections

Use your strong connections first



Some elements are easy to collect and connect. Proceed with those one first.

Add also your « weak bonds »



Weak bonds exist, are to be placed in the framework and will be strengthened later.

Evolve in analyzing and developing



Some axes/groups of actions are easy to develop. Some others need more efforts.

Some sections are more difficult to identify

Be patient and confident



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Give yourself enough time to finish. Puzzles always take longer than you expect. If you're in a rush, consider getting an easier puzzle.

The process is stated by the EU as being developed within 12 months. In some cases, the starting phase is long to develop. In other cases, the end of the process becomes more difficult, mainly when all the work done has to be presented and accepted by the board. Be patient and confident. Simplify the task as much as possible, but stay ambitious ...

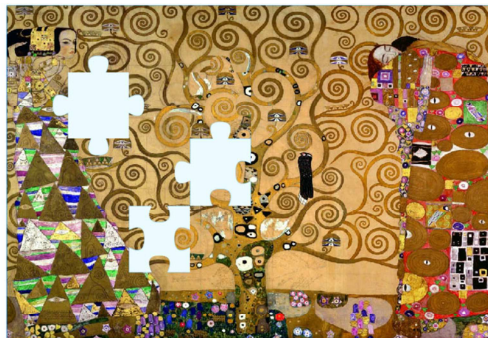
Committment of the board is
absolutely necessary



In case of difficulties, but also for finalizing, the committment of the board is absolutely necessary. The HR project manager has to rely on the board for unlocking some elements/actions/orientations

Until holes become single pieces ...

Completion is generally more easy



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Warnings :

- *While completing the puzzle, take care not to accidentally brush pieces off your working area with loose clothing. You may not realise what you did and they could be lost*
- *Keep the puzzle away from small children. They could swallow a piece. You'll be missing a piece*
- *Do not spill food or drink on to your work area*

Completion is generally easy, if :

- the commitment of the board is real,
- the partners and stakeholders well informed

If a piece do not fit easily, change it



Here, evidently, the last piece doesn't fit. Something goes wrong.

Move the wrong elements ...



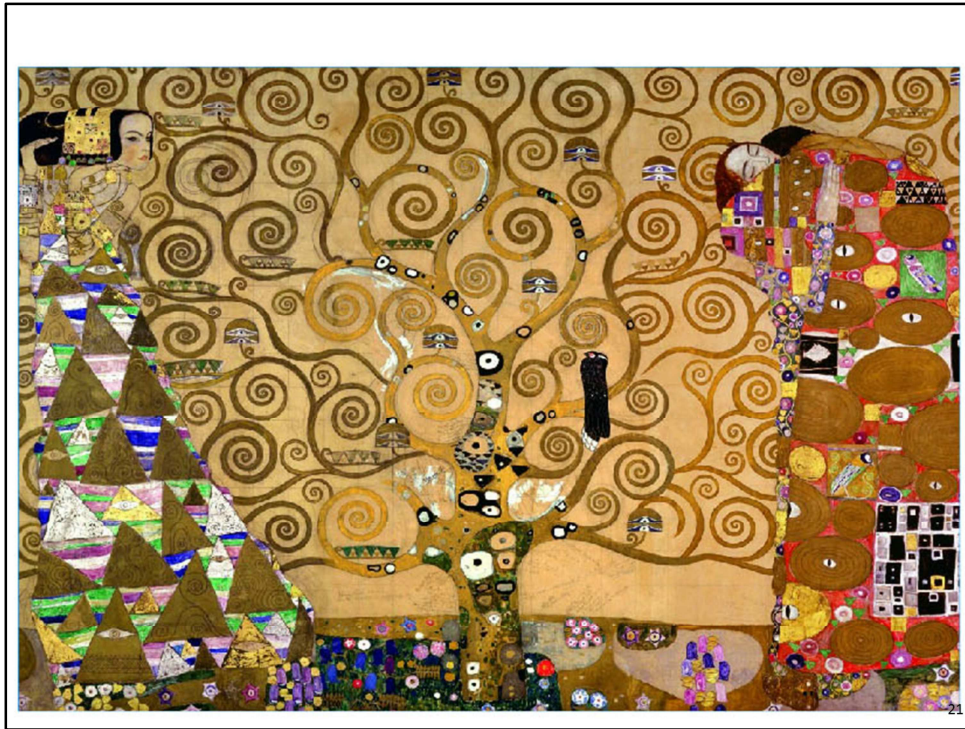
If you've really hit a dead end, turn the puzzle picture upside down or work from a different side of the puzzle. Walk around your table to view the puzzle from a different angle if you can.

By changing or refining some elements, by adding some new actors or by considering other perspectives, the solution becomes evident.

And your patience is rewarded!
Ask for recognition of your success!

Take a break and clear your mind!





Now I will explain you why I choose this picture as for our puzzle.

This painting is from Gustav Klimt, a Wiener painter from the beginning of the XXth Century. He was the leader of the Wiener Secession, an art movement formed by Austrian rebel artists who objected to the prevailing conservatism. In 1905, a Belgian banker called Soclet requested the group to build his palace in Brussels. This painting aimed to be reproduced as a frieze in the dining room.

On the left is a tall woman (Klimt glorificated women); this part is called « expectation » (« l'attente », in French). She weared a dress made of triangles that expands closer to the ground.

On the other side, you have an embracing couple; this part is called « fulfilment » (« l'accomplissement”). They are wrapped in clothes that becomes unified and echoes to the tree (circles)

In between, the connector : the tree of life, with deep roots, a strong trunk, complex branches that curl, twist, intertwist, have various types of fruits and flowers.

The 14th Secession exhibition was especially famous and dedicated to Beethoven and his 9th symphony. This painting was not part of the exhibition, but a similar couple (“the kiss”) was part of the frieze, to be admired when listening the Ode to Joy (the European anthem).

Many similarities exist between this painting and the HRS4R ...

What are the benefits ?



Researcher

Institution

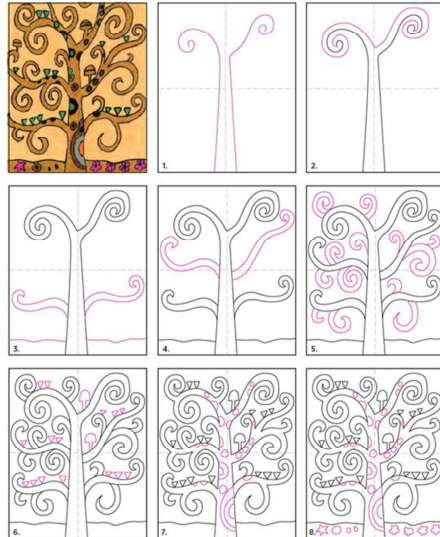


Career - Society

- Connect researchers to the society
- Develop an institutional HR-tree of life

Benefits for the institution

Draw Klimt's Tree of Life



- Meet researchers' needs
- Supportive network of experts and colleagues
- Support for internal coherence
- Contribution to the strategic goals
- Impetus for change
- Transparency, visibility
- International attractiveness and competitiveness

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- Attention is paid to the researchers needs; the objective is to meet their needs
- The tree is built with the colleagues and as such creates a team spirit
- Working on the HRS4R project helps to develop coherence internally (anchors actions done individually; communication)
- And thus contributes to reach the institutional strategic goals
- Working on the project gives visibility, not only because the HR is posted on the web, but internally through the consultation and work with the researchers, internal dissemination, external recognition, etc.
- Attractivity for the researchers but also for competitive research projects partnership (see art. 32 EU grant agreement) - http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf

Benefits for the researchers



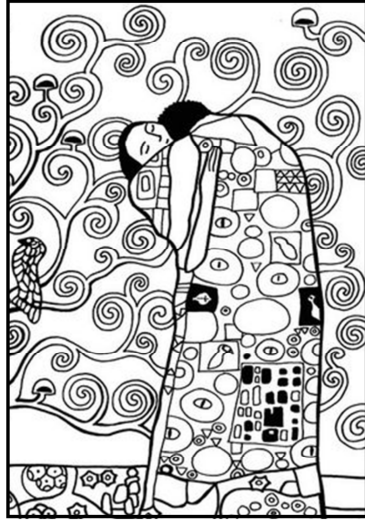
The expectation

- Recognition
- Working conditions
- Training offer for increased personal efficiency
- Impetus for institutional engagement and partnership
- Network with peers

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- Recognition of the researchers as professionals, but as important stakeholders and partners in the project
- Better working conditions (from the recruitment to the daily life as employees)
- Improvement of their personal efficiency, through training, because the development of their career is essential
- Impetus for institutional engagement is also fundamental, at all level. The researchers becomes partner in the governance of the institution
- Network with the peers involved in the process

Benefits for the career/the society



The fulfillment

- Matching of competences with the non academic world
- Market opened
- Contribution to the ERA
- Contribution to the societal concerns

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The HRS4R aims to have a direct impact on the researchers and the society. Wherever the researchers are working (in the academic or non academic world), the society has to benefit from their work.

By opening the job market and by developing better working conditions and competences, the HRS4R impacts directly the society and contributes to the ERA.

On the way to Brussels ...



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Just as the Klimt painting which objectives was to be a mosaic, part of an ensemble of Stoclet's building in Brussels.

After having completed the HR and the action plan, institutions can request to be acknowledged by the EU for the implementation of the charter and code. The files are sent to Brussels and analyzed by peers.

And then?

The Stoclet story stopped after Step 3 ...



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The analogy with Stoclet unfortunately stops here: Nobody (but the family and a few rare visitors) saw the result, even if the Unesco recognized the ensemble as part of the world heritage.

By publishing your HRS4R on the website, you agree to show what you are doing in a open, transparent and visible mode. This is an important aspect of this process, at each of the step.

