

HRS4R PROCESS

ACTIVITY 1: IDENTIFICATION OF GAPS AND SOLUTIONS

This first collective intelligence activity is designed to enable participants to understand how to develop the HRS4R process as required for the award. It focuses on the description of gaps, recommendations for filling gaps, current context and constraints, and setting priorities.

This activity can be used when consulting stakeholders or for addressing questions of concern in the focus groups.

Individual then Collective intelligence exercise in small groups

Duration: 1 hour

Educational tool: Thiagi framegames “The envelopes” -
<http://www.thiagi.com/games/2016/11/26/envelopes-lecture?rq=envelope>

Material:

- 4 Groups of 6 persons
- Square paper sheets (500)
- 4 questions written on 4 large envelopes (1 question per envelope) :
 - o *My work would be more enjoyable if ...*
 - o *What would you recommend to your boss to improve your working conditions?*
 - o *What are the things your boss CAN change to improve your working conditions?*
 - o *You are the boss. Why can't you improve the working conditions of your employees?*
 - o *(Other questions can be added if needed. i.e. Which competences would you like to improve and make more efficient?)*

Activity:

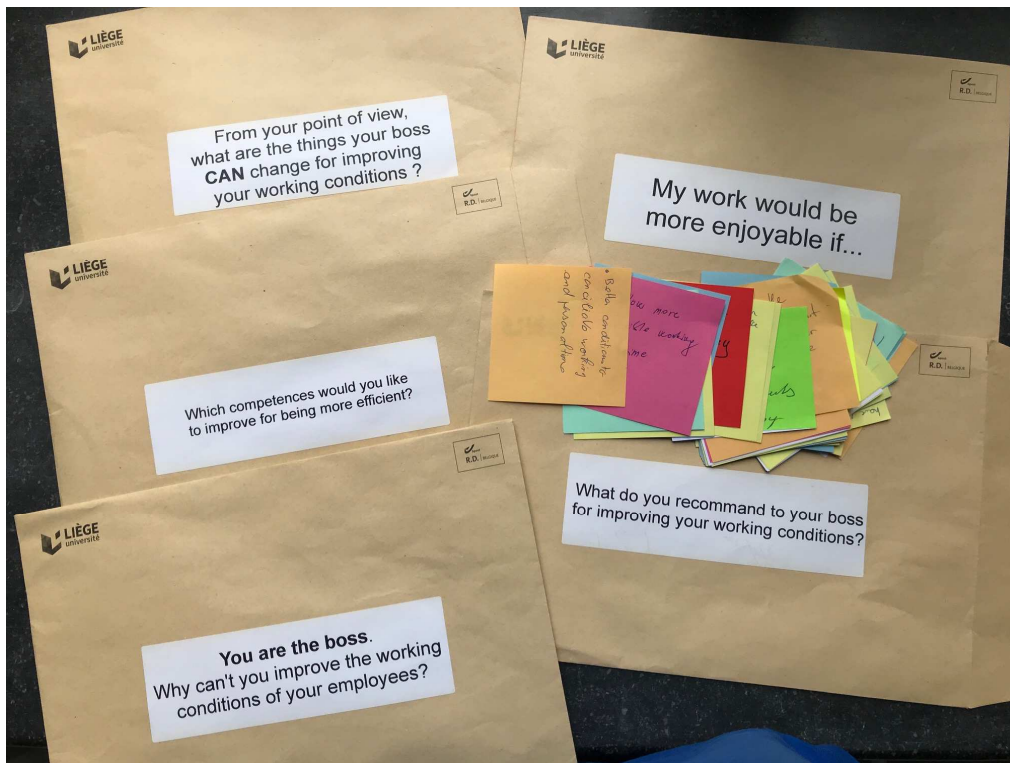
- The facilitator gives one envelope to each group.
- Individual work: Participants are given 3 minutes to write ideas and responses. This in an individual exercise and only **one idea should be written on each sheet**. After 3 minutes, all the responses are placed in the envelope. The envelope is then passed to the next group (clockwise). Participants then respond

to the new question in the same manner until the groups receive their first envelope a second time.

- Collective work: Once each group has their original envelope, they should open it and categorize the responses, draw conclusions and identify the 3 most significant items or top 3 ideas or ... Note the ideas on post its and present them to the rest of the groups.

Recommendations to facilitators:

- Ensure that each person understands the task (1 sheet per idea, individual work)
- Observe the group dynamics (sharing of tasks, collaboration, ...)
- Reduce rotation time if all groups have finished answering the question.
- Draw conclusions in the large group: link the questions, answers and observations on the questions, comment on the responses, highlight comparisons with the “real” process.



HRS4R Master Class for Newcomers - Liège, 12-14/6/2019

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ACTIVITY 2: ITEMS TO BE ADDRESSED

Through this activity, participants will discover HRS4R key ideas that they will have to address as they move through the application process.

Some of items refer to the 40 principles, others to key issues identified by the EU (ie gender, ethics, OTM-R, Open Science) or to assessment criteria presented in the guidelines for applicants.

Institutions have to pay attention to the important and difficult items and to define strategies to be efficient and successful in the implementation process.

Collective intelligence exercise in small groups

Duration: 1.5 hour

Educational tool: Card game designed by Isabelle Halleux, ULiège

Material:

- Groups of 6 persons
- 1 set/group:
 - o 50 cards with the HRS4R keywords.
 - o 1 game board with 4 squares identifying a different priority level
 - o Each game board is assigned 1 key question:
 - How important is the HRS4R keyword to address?
 - How challenging is the HRS4R keyword to address?
 - How difficult is the HRS4R keyword to address?
 - How easy is the HRS4R keyword to address?
 - o 3 card stands to highlight the top priority in each area.

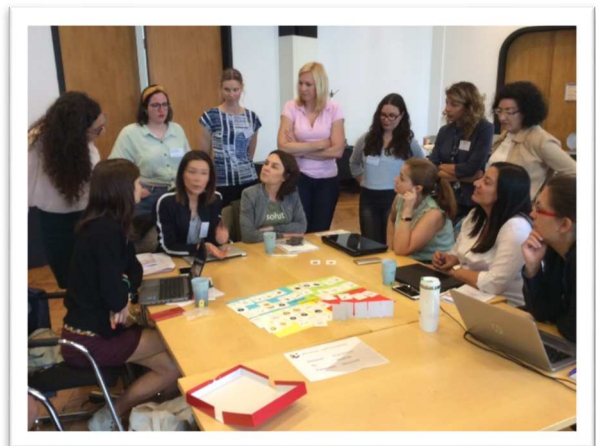
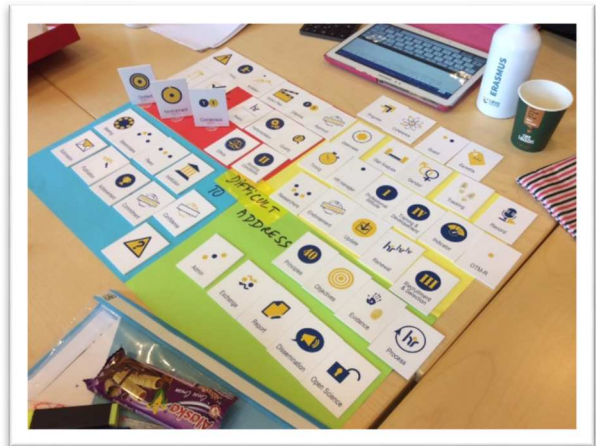
Activity:

- The facilitator gives one key question to each group: How _____ is the HRS4R keyword to address? (the blank refers to the key question written on the board game- important, challenging, difficult, easy)
- Participants are asked to discuss each of the 50 HRS4R keywords and to place them on one of the 4 corners of the game board. Each square refers to a classification level: ++ *Yes, completely*; +/- *Yes, substantially* ; -/+ *Yes, partially*; -- *No*

- When all the cards are on the board, the group should identify the 3 most important keywords from the square (++) and put them on individual card stands.
- Invite participants to visit other groups to receive feedback. (NB : Limit the visits to 1-2 groups and facilitate the tour as needed)

Recommendations to facilitators:

- Ensure that each person understands the task.
- Observe the group dynamics (sharing of tasks, collaboration, ...)
- Draw conclusions: comparisons, generalisations, summary, group dynamics, etc.
- Invite participants to comment or ask questions.





Endorsement



Commitment



Gap Analysis



Principles



Professional
Attitude



Working
Conditions



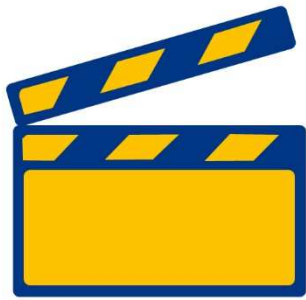
Recruitment
& Selection



Training &
Development



Policy



Action Plan



Context



Objectives



Ethics



Gender



Open Science



Implementation



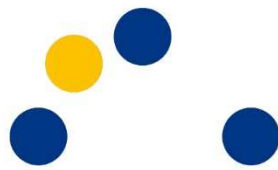
OTM-R



Indicator



Involvement



Stakeholders



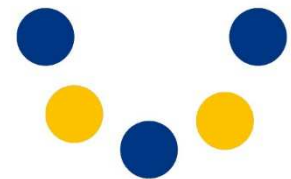
HR manager



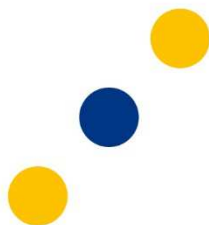
Board



Peers



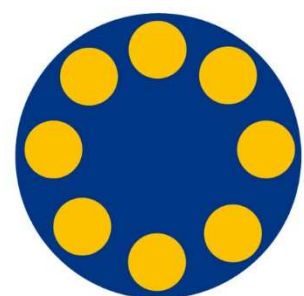
Researchers



Admin



Institution



Meeting



Tracking



Record



Timing



Achievement



Progress



Dissemination



Report



Update



Publication



Submission



Consensus



HR EXCELLENCE IN RESEARCH

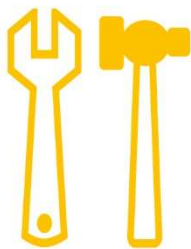
Award



Dilemma



Accepted



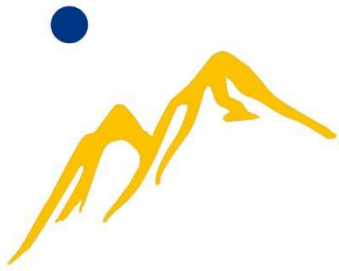
Declined



Process



Renewal



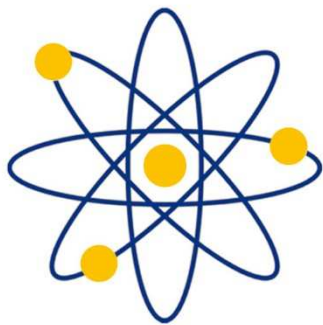
Ambition



Quality



Benefits



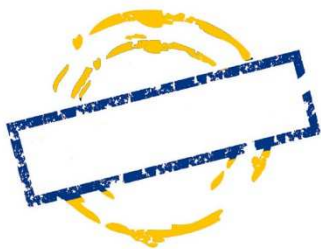
Coherence



Evidence



Openness



Confidence



Contact @ ULiège:
Isabelle Halleux, HRS4R
Brigitte Ernst, Service Centre
recherche@ULiège.be



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HRS4R PROCESS

ACTIVITY 3: INVOLVEMENT OF STAKEHOLDERS

The aim of this activity is to help participants understand how different stakeholders can be actively involved in the implementation of HRS4R action items.

Stakeholders can contribute in several ways as team leaders or as team members, regardless of their level or internal status. They can bring other colleagues into the process as well.

Institutions are to be creative and think outside the box in order to maximize opportunities for collaboration.

Collective intelligence exercise in small groups

Duration: 1 hour

Educational tool: Card game designed by Isabelle Halleux, ULiège

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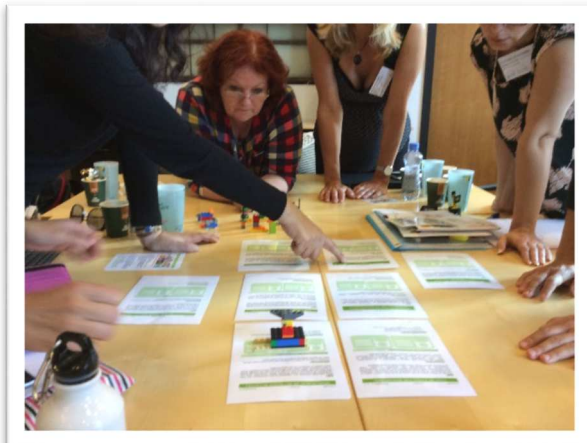
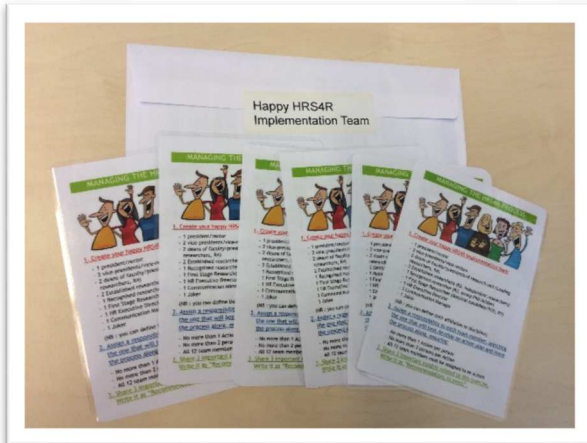
- Groups of 4-6 persons
- 1 set/group:
 - o Envelope 1 with 6 copies of instruction cards (p.3-4 below, double sided print)
 - o Envelope 2 with 8 actions (p.5-12 below, single sided print)
 - o 1 set of Lego blocks = 2 Lego® Serious Play® Window Exploration Bags (2000409) from which the 2 minifigure parts (2 heads, 2 chests, 2 legs) are removed.

Activity:

- Participants are requested to open Envelope 1 and to create their ideal “Happy HRS4R team” (Task 1 on instruction card). **All the Lego blocks are to be used.**
- Once the team is created, open Envelope 2 and assign responsibilities to each team member (Task 2 on instruction card). **Place Lego Figurines on the actions cards (see example instruction card).**
- Write recommendations for peers, based on your insights (Task 3 on instruction card). **Use a large sheet and number recommendations.**
- Invite participants to visit other groups and share feedback. **(NB : Limit the visits to 1-2 groups and facilitate the tour as needed).**

Recommendations to facilitators:

- Ensure that each group understands the tasks.
- Observe the group dynamics (sharing of tasks, collaboration, ...)
- Invite participants who finish the activity early to have a coffee while waiting for the others to finish.
- If you run out of time, do not call on groups to read their recommendations, but rather collect their posters and stick them on the wall to be viewed later.
- Draw conclusions: summary of findings, generalisations, group dynamics, etc.



MANAGING THE HRS4R PROCESS



1. Create your happy HRS4R implementation team

- 1 president/rector
- 2 vice-presidents/vice-rectors
- 2 deans of faculty/presidents of research unit (Leading researchers, R4)
- 2 Established researchers (R3, independent researchers)
- 1 Recognised researcher (R2, young PhD Holder)
- 1 First Stage Researcher (doctoral candidate/PhD, R1)
- 1 HR Executive Director
- 1 Communication Manager
- 1 Joker

(NB : you can define their affiliation or discipline)

2. Assign a responsibility to each team member, selecting the one that will best develop an action plan and move the process along, ensuring:

- No more than 1 Action per person
- No more than 2 persons per Action
- All 12 team members must be assigned to an Action

3. Share 3 important insights related to this exercise. Write it as "Recommendations to peers".

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MASTER CLASS ON HRS4R

GAP:

One of the essential missions of the university is to disseminate knowledge and expertise. Administrative staff can do so. The organisation of a Master Class on HRS4R is an incentive for keeping the community engaged, giving visibility to process and progress and having peer recognition.

DESCRIPTION:

Organize a 3-days Master Class for new comers, based on team building and collective intelligence tools. Invite international HRS4R future managers to attend. Invite colleagues to participate as facilitators or lecturers.

RESPONSIBLE FOR IMPLEMENTATION:

	HRS4R Manager		Joker R&D Event Officer
	_____		_____
	_____		_____

INDICATOR/TARGET:

- Number of administrative staff members involved
- Real-time Satisfaction Survey completed by participants

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CODE OF ETHICS FOR RESEARCHERS

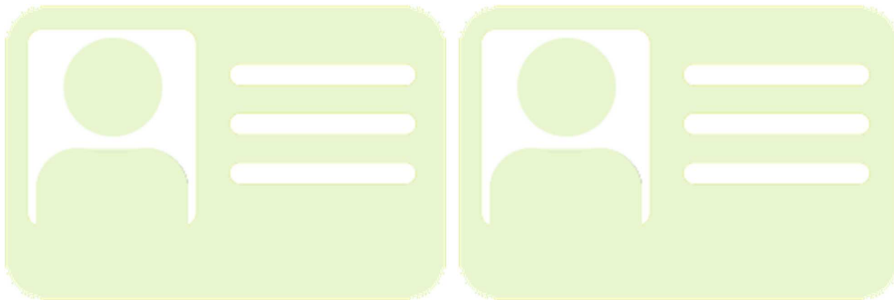
GAP:

A code of ethics exists at the national level that doesn't apply to all researchers. It has thus to be adapted to all categories, including PhDs. Some ethical aspects are moreover not clear when at the boundary of commercial and scientific activities. This leads to a needs to lay down clear procedures and to whom it applies.

DESCRIPTION:

Update the ethical code for being applicable to all researchers, incl. PhDs. Clarify challenges/dilemma/issues in activities such as expertise, research, patenting and boundary issues. Communicate on the update (news on the website).

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Existence of the revised version
- Nb of researchers impacted
- Nb of researchers who read the news

EVALUATION OF SENIOR RESEARCHERS

GAP:

No formal evaluation of permanent researchers is organised once they reach the upper level of their career (ie full professor, R4). Seniors (R3, R4, PI) researchers recommended (see survey) periodic performance and career development meeting with peers.

DESCRIPTION:

Define a pertinent scheme for a periodic evaluation of senior researchers that fulfils the objectives of performance and career development and get the commitment of the faculties. Practical aspects for implementation has to be considered.

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Formalised scheme and procedure
- Formal commitment (faculty reports)

Action#3

Group II

Principles 13, 14, 15

OTM-R POLICY

GAP:

We miss external or international applications to researcher's positions. The reason could be attractiveness, lack of openness and/or bad channels for advertising positions. Before working on attractiveness (ie visibility of research), a first step could be to write proceed to a SWOT analysis of our practices and to write an internal report setting out clear common Open, Transparent and Merit-based procedures (OTM-R). The second step will be to writing our OTM-R policy, considering the EU OTM-R objectives.

DESCRIPTION:

Collect practices and analyse gaps, considering the OTM-R checklist and recommendations from the report of the ERA-SGHRM working group (EU). Write recommendations for action for improving practices. Write the OTM-R policy and submit it to the board.

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Report on practices and recommendations for improvement
- OTM-R policy text, Date of commitment and publication

Action#4

Group Other

Principle None

ANNUAL HRS4R DAY

GAP:

The scientific community is not really aware of efforts made by the institution for improving the working conditions of the researchers. Action is necessary for sensitise the researchers to the charter and code and let them know about the HRS4R process and progress. Through this action we expect getting them consulted and involved in the process.

DESCRIPTION:

Organisation of an annual event for disseminating results and collecting comments/requests/ideas from researchers.

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Nb of participants to the HRS4R day
- Report of the event

Action#5

Group III, IV

Principles 31, 39

TRAINING ON INTELLECTUAL PROPERTY, INNOVATION AND ENTREPRENEURSHIP

GAP:

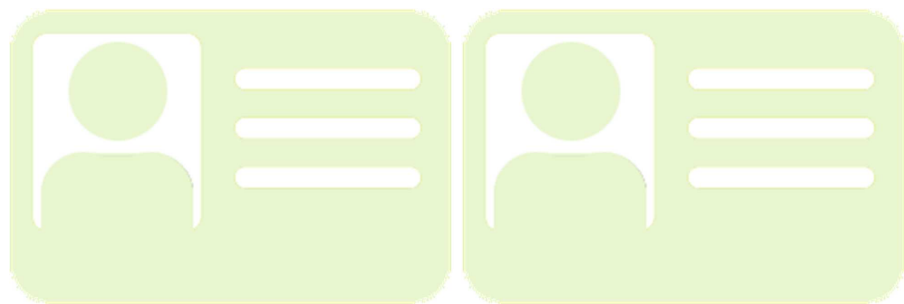
Training is already organised on Intellectual Property (IP), Innovation and Entrepreneurship for all researchers. Unfortunately, only 5% of researchers are trained and all of them would be.

Modules are missing on Open Innovation and Sustainable Innovation.

DESCRIPTION:

Develop training on “new schemes of innovation”. Better communicate on the impact of IP-Innovation-Entrepreneurship training on the career. Recognise participation (credits).

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Evolution of the nb of participants (objective: +10%)
- New training and agenda

Action#6

Group I, IV

Principles 25, 37

INDUCTION SEMINAR FOR NEW STAFF MEMBERS

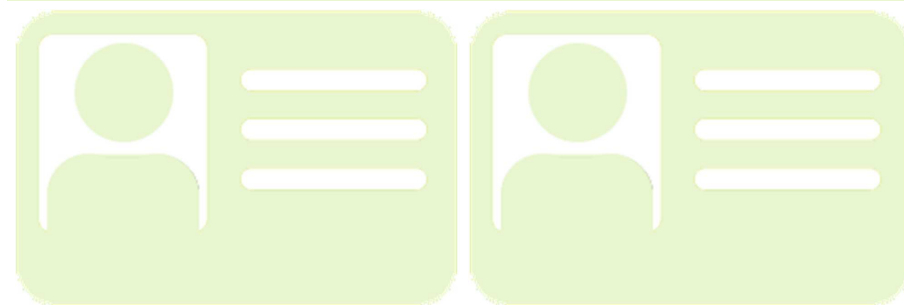
GAP:

New staff members (R3 and executive managers) are missing information on the institution (structure, organisation, procedures, support) for being quickly efficient in their new job. This is stated by all categories of personal (board, researchers and administrative staff). An induction seminar has to be developed and accessible within the first 3 months of their contract.

DESCRIPTION:

Develop a 2-days induction seminar for new comers and organise it 3 times a year.

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Nb of seminars
- Nb of participants + categories
- Satisfaction report

“RESEARCHER CAREER DEVELOPMENT” WEBPAGES

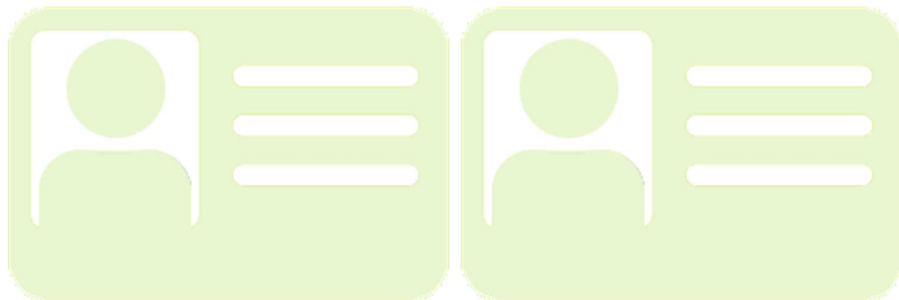
GAP:

Researchers are not really aware of internal opportunities they have for their career development. This is probably due to dispersed initiatives with lack of coordination or visibility. Coordination is under development through the creation of a new Career Development Centre, responsible: HR Director. Visibility can however be given immediately through dedicated webpages.

DESCRIPTION:

Develop webpages for giving visibility to researcher career development support (the Centre), issues and opportunities.

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Existence of webpages

DEVELOPMENT OF OUTREACH ACTIVITIES

GAP:

Many outreach activities are organised by the institution, but PhDs (R1) are not really involved. When consulted, they say that they haven't yet valuable results and are not experienced enough; their supervisor discourage them to engage. Even first steps in research can be disseminated.

DESCRIPTION:

Develop a contest for duos (PhD and supervisor) that will be held during the Opening Academic Day Celebration.

RESPONSIBLE FOR IMPLEMENTATION:



INDICATOR/TARGET:

- Nb of PhDs and Supervisors engaged
- Nb of voters