

“HR excellence in research” award



What to know about?

- Minerva, Liege, 21-25/10/2019

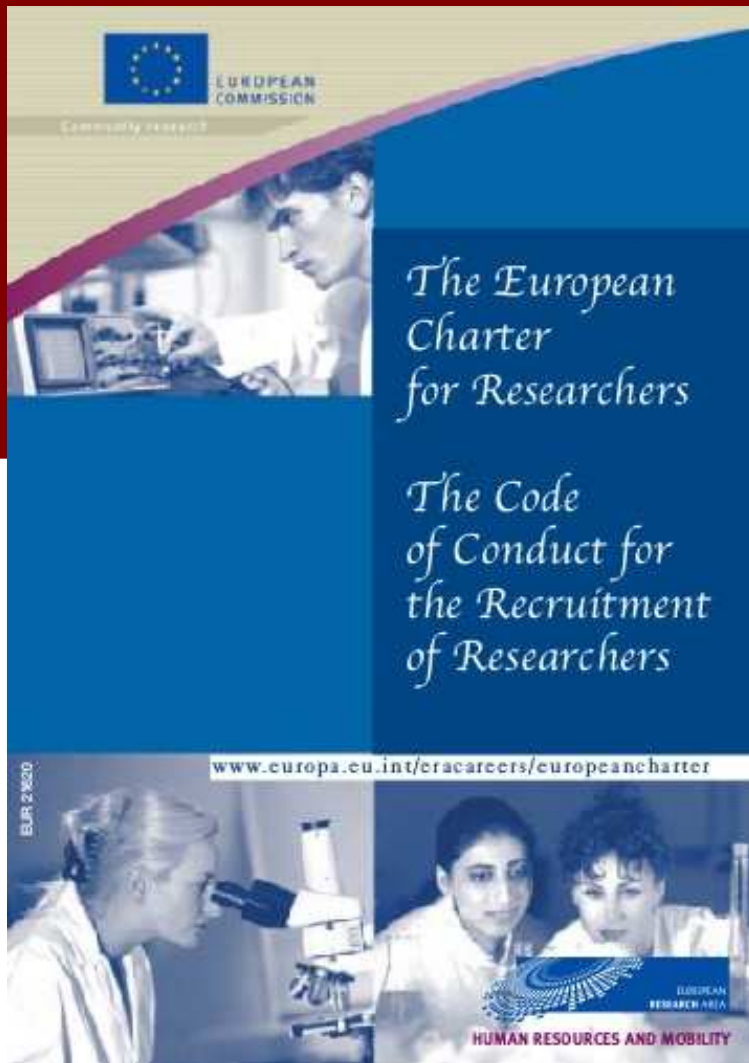
The ERA objectives

« The ultimate political goal is to contribute to the development of an **attractive, open and sustainable European labour market** for researchers, where the framework conditions allow for **recruiting and retaining** high quality researchers in **environments conducive** of effective performance and productivity »

« ... Europe must dramatically improve its attractiveness to researchers and strengthen the participation of **women researchers** by helping to create the necessary conditions for more sustainable and appealing careers for them in R&D »

« Member states should endeavour to offer researchers sustainable **career development** systems at **all career stage**, regardless of their contractual situation and of the chosen R&D career path, and they should endeavour to ensure that researchers are treated as professional and as an **integral part of the institution** in which they work »

Operationalisation

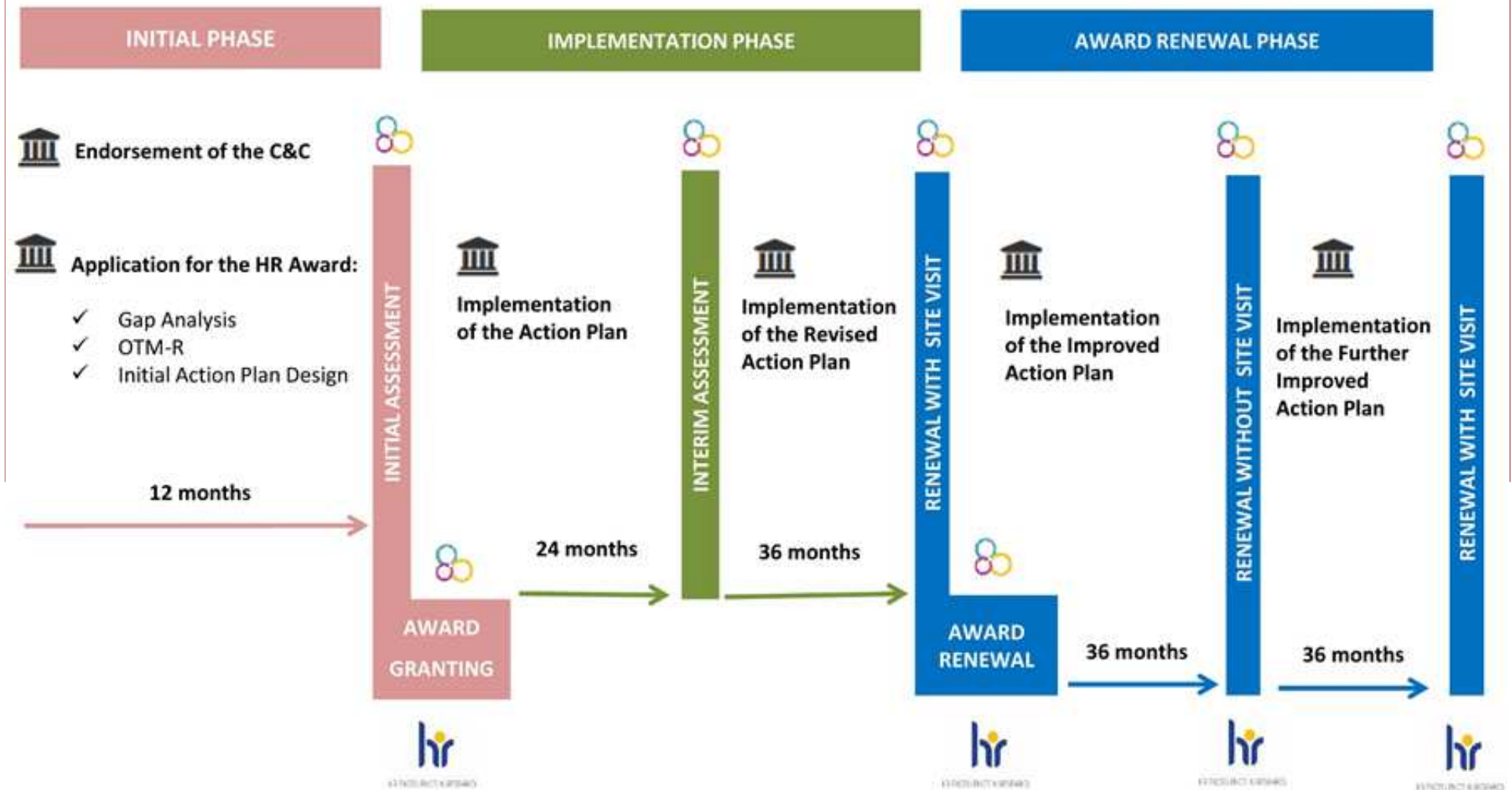


HR EXCELLENCE IN RESEARCH

ARTICLE 32 AMGA

- Obligation to take measures to implement the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers
- Consequences of non-compliance

HRS4R – The process



HRS4R- from PROGRESS to QUALITY



Institution



European Commission

Good reasons for entering the process?



HR EXCELLENCE IN RESEARCH

Award

- We are aware that performance and well-being are correlated, and that we are all working on the improvement of the researchers working conditions
- We agree to do it efficiently and officially and we agree to integrate the HRS4R into our institutional strategy
- We accept to involve researchers in the process and to take into account their opinion
- We would like to provide an institutional tool to the researchers for answering the requirements of Article 32 of MGA-H2020 and to apply for MSCA and ERC grants
- We would like to better recruit and to let know about

HRS4R – The essentials



Gap Analysis



Action Plan



Publication



Process



Involvement



Implementation



Coherence



Evidence



Ambition

Content



Gap Analysis



Involvement



Evidence



Gender



Ethics



OTM-R



Open Science

- Involvement of all levels of researchers is **MANDATORY**
- The description of the process has to be clear and documented
- Each C&C principle has to be analysed regarding the actual gap and initiatives undertaken + suggestions for improvement
 - Focus on some principles: gender, ethics, OTM-R, OS
 - Narrative of the Action Plan will give a summary by groups)
- (Gap Analysis is kept confidential)

Involvement



Gap Analysis



Involvement



Evidence



Gender



Ethics



OTM-R



Open Science

- Different schemes exist:
 - Steering committee
 - Focus groups
 - Large meetings
 - Surveys
- Stakeholders should be included during the whole process: listing the gaps, the actual initiatives, ideas for improvement
- Researchers are supposed to validate the gap analysis

Surveys



Gap Analysis



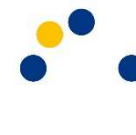
Objectives



Context



Researchers



Stakeholders



Quality

It is important is to do it adequately:

- Question all researchers & pertinent stakeholders
- Pertinence of question is crucial
- Response rate has to be described regarding classes, gender, pertinent groups, ...
- Results are to be discussed
- Interpretation has to make sense

Main weaknesses



Gap Analysis



Objectives



Context



Researchers



Stakeholders

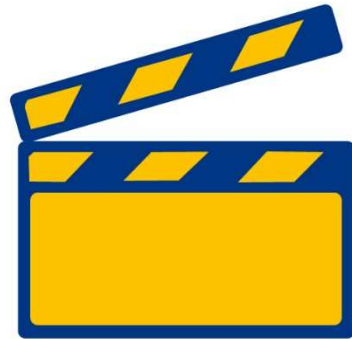


Quality

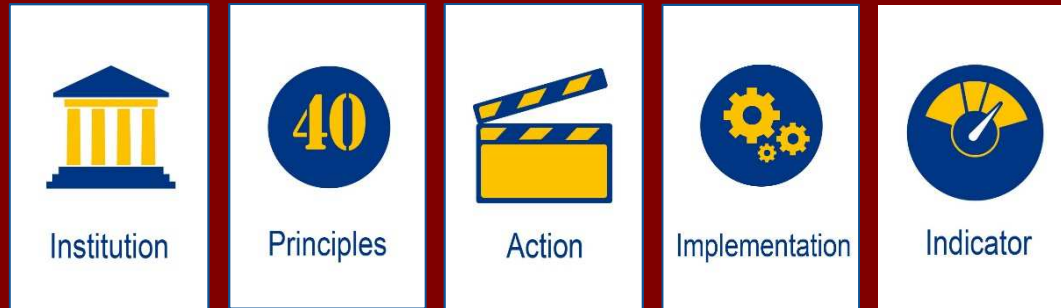
Weaknesses in gap analysis are often related to:

- Top down input
- Involvement of researchers
- Quality, reporting and interpretation of surveys
- Balance between what is done and what has to be done
- Readability of the text for externals

Content

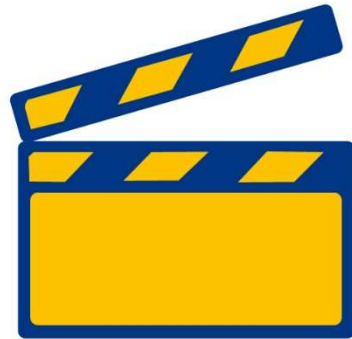


Action Plan



- Organisational information for a good understanding of priorities
- Narrative regarding the 4 groups of principles
- Actions to be implemented within 2 years / 5 years
 - *Action title – Timing – Responsible Unit – Indicator(s) / Target(s).*
- Implementation process involving researchers

Main weaknesses



Action Plan



Coherence



Ambition



Process



Implementation

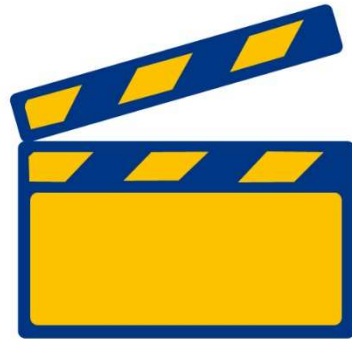


Indicator

Weaknesses in AP are often related to:

- The description of the organisation (autonomy of faculties or not, multisite, ...)
- The process is cycling so that not all the gaps are to be filled within 2 years!
Priorities given are not explained. A 5y-perspective is also important
- The actions are not fully coherent with the gaps (+ institutional problems if any)

Main weaknesses



Action Plan



Coherence



Ambition



Process



Implementation



Indicator

Weaknesses in AP are often related to:

- The agenda is not realistic (duration, start-end, eavyness)
- Progress evaluation is not clear (targets, indicators)
- Communication and dissemination is not considered
- Implementation doesn't involve researchers
- Researchers did not commit with the Action Plan



Publication

Content

When? Before submission

Where? Has to be visible

What? HR & AP + related docs

Not acceptable if...

- ... Not published
- ... pdf on invisible page
- ... Not in English
- ... HR & AP are not « Template 2 »
- ... Related docs are in local language
- ... GA Process not described
- ... No explanation on HRS4R
- ... Divergence with submission
- ... Award still used

Web: useful and well documented

WWW.



Publication

UAB Universitat Autònoma de Barcelona **A50**

Website search | Directory | Català | Castellano | f | t | y | s | in

Study | Research | Life on campus | About the UAB

HR Excellence in Research UAB

The HR Excellence accreditation identifies institutions with favourable working conditions for their researchers

Universitat Autònoma de Barcelona > Research > Itineraries > UAB Research > EURAXESS-UAB > HRS4R

- HR Excellence in Research
- HR Excellent in Research
- The Charter&Code for researchers and funders
- HRS4R
- UAB initiatives related to the Charter & Code

OTM-R (Open, Transparent and Merit-based Recruitment)

- OTM-R
- OTM-R working group UAB
- UAB check List
- Euraxess Jobs

HRS4R

In 2008, the *EURAXESS Human Resources Strategy for Researchers (HRS4R)* was launched to support institutions in the process of implementation of the Charter and Code principles in their practices and policies.

The UAB is committed to improve its Human Resources policies in line with the European Charter for Researchers and the Code of Conduct of the Recruitment of Researchers.

In January 2012, the UAB [endorsed the C&C](#). In October 2012, the Universitat Autònoma de Barcelona joined the 4th Cohort of the HRS4R.

During 2013 and 2014, the Internal Analysis of the UAB was conducted by an interdisciplinary team, including meetings with members of the Governing Board, the Management Board, and researchers from all fields of knowledge.

EURAXESS NEWS
 Guide for publishing on Euraxess Jobs
 The guide for publishing offers on Euraxess Jobs is already available for users. [Read more](#)

Article 32 and Chapter&Code
 What is Article 32 of the Horizon 2020 Model Grant Agreement
[Read more](#)

Euraxess Jobs

Marie Skłodowska-Curie Actions

P-Sphere
 Resaver
 Voice of researchers

Contact
 Edifici A – Rectorat (A/1081)
 08193 Bellaterra
 (Cerdanyola del Vallès)
 Barcelona, Spain

Google **HRS4R UCC** **Search engines**

Tous | Images | Actualités | Maps | Shopping | Plus | Paramètres | Outils

Environ 2 550 résultats (0,41 secondes)

HRS4R | University College Cork - UCC
<https://www.ucc.ie/en/hr/research/devhub/hrs4r/> | Traduire cette page
 Department of Human Resources - HR Research. Ground Floor, Block E, Food Science Building, UCC. marykate.oregan@ucc.ie · +353 (0)21 490 2099 ...

HR Research Policy UCC | University College Cork
<https://www.ucc.ie/en/hr/.../uccresearchhrpolicy/hrresearchpolicy/> | Traduire cette page
 UCC is committed to attracting the very best researchers and helping them to ... our EC HRS4R action plan thus working to maintain UCC's HR Excellence in ...

ult of this task was the "[UAB Gap Analysis and Action Plan](#)". In December 2014, the UAB was acknowledged with the distinction "HR Excellence in Research". This logo reflects our commitment to continuously improve our human resources strategies in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and our commitment to guarantee a supportive research environment implementing these principles into policies.

During the implementation of the Action Plan (2015-2016) as reflected in the [Report on the Interim Assessment \(2 years\)](#), new challenges and actions have been identified. As the UAB is currently facing some major organizational changes, these

HRS4R E-tool

Mandatory since
May 15th, 2018



Gap Analysis



Action Plan



Report



Consensus

- Easy for the management and the follow-up
- Integrates all the documents
- Visible track of the process
- Clear and well documented procedure

What about evaluation?

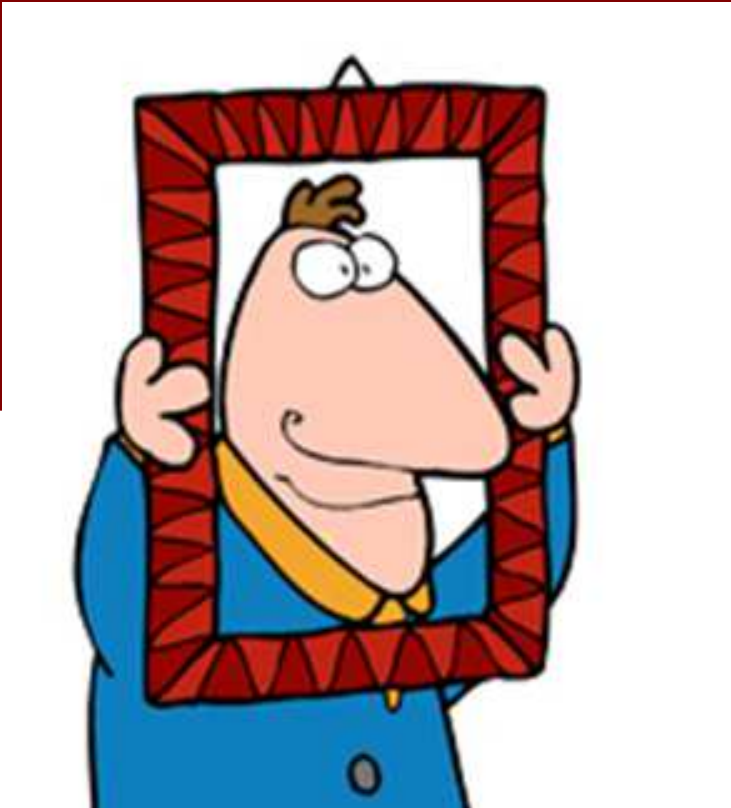
assessment
is to
INCREASE
quality.



evaluation
is to
JUDGE
quality.



The assessors are experts ...



- Who know about the assessment and about HRS4R from the inside
- Who are trained and work with 3 colleagues
- Who know about the ERA objectives
- Who commit to their « contract » (role, confidentiality, COI, agenda)

They are requested to...



- Put themselves in the flower pot
- Give advice for growing in quality
- Distinguish between what must be done and what should be done
- Use short and clear sentences

And also :

- Not to imagine what is not written
- Be as precise as possible
- Respect the agenda



Report

Individual Form

is a working document
used by the assessors for
their personal analysis

- Give strengths and weaknesses
- Discriminate between what is major or what is minor
- Provide recommendation for improvement
- Be clear on what is mandatory, optional but of added value, just a comment or just a typing error
- Try to estimate how much time it will take to correct
- Mention what is questionable and would be discussed with peers

Consensus Form



Consensus



Coherence



Ambition



Evidence



Implementation



Involvement

- This is the feedback document sent to the EU
- The lead assessor is responsible for aggregating the IFs into the CF
- Clarification and discussion is often necessary
- A good skype can sometimes help
- If a consensus cannot be reached, the lead interacts with the EU

Possible decisions

- Accepted
- Accepted pending (minor)
- Declined

MINOR

(2 months)

MAJOR

(12 months)





HR EXCELLENCE IN RESEARCH

Award

And then?

More grows in the garden than the gardener
knows he has sown...



Spanish Proverb

News...



HR EXCELLENCE IN RESEARCH

Award

- Site visits are reinitiated
 - Updates guidelines
 - Explanation videos
-
- Master classes organised annually @ULiège
recherche.uliege.be/hrs4r

Useful links

Awarded institutions' websites are inspiring

On the website of the Commission :

- HRS4R: <https://euraxess.ec.europa.eu/jobs/hrs4r>
- Initial phase: <https://euraxess.ec.europa.eu/node/5765/#hrs4r-tabs-tab-2-name>
- Technical guides for the initial phase :
https://cdn4.euraxess.org/sites/default/files/technical_guidelines_hrs4r_initial_phase.pdf
- Register your institution and Administrator on the platform :
<https://euraxess.ec.europa.eu/node/5765/#hrs4r-tabs-tab-2-name>
- Exemple of endorsement letter :
https://cdn2.euraxess.org/sites/default/files/policy_library/new_versions_of_endorsement_letters_examples_for_the_policy_library.docx

For going deeper ...

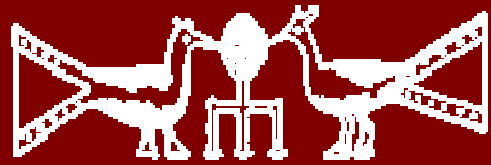
- ULiege master class for new comers 2019 – documents:
https://www.recherche.uliege.be/cms/c_10783386/en/master-class-on-hrs4r-for-newcomers
- Online submission, M. Costache, EU-RTD:
https://www.recherche.uliege.be/upload/docs/application/pdf/2019-06/20190612_hrs4r_masterclass_-_mihaela_costache.pdf
- If you want to use the materials and games we used during the seminar, you can download the description, instructions and card/plates/envelopes from: <http://hdl.handle.net/2268/237114>
- Our guides for researchers:
 - 10 questions about Open Science:
https://www.recherche.uliege.be/upload/docs/application/pdf/2019-06/201905_-_open_science_en_-_20190522.pdf
 - A PhD ... Is it for me ? : <http://hdl.handle.net/2268/240370>

Improvement of working conditions ...



Difficult to address – Difficult to implement ...





Como En Casa



Engage your researchers in your actions ...

