"HR excellence in research" award

What to know about?

SHARING EXPERIENCE

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

LIÈGE université

Isabelle Halleux
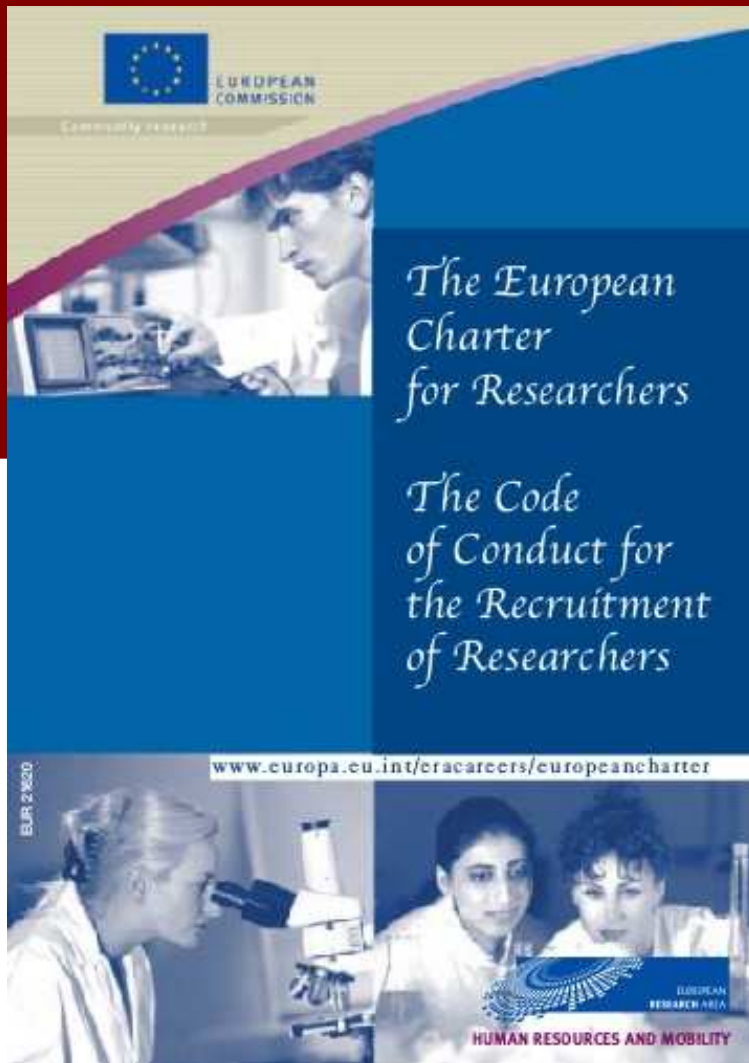ULiège | Research Office

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 fot them in R&D »

« Member states should endeavour to offer researchers sustainable **career development** systems at **all career stag**e, 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

The European Charter for Researchers

The Code of Conduct for the Recruitment of Researchers

www.europa.eu.int/eracareers/europeancharter

HUMAN RESOURCES AND MOBILITY

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
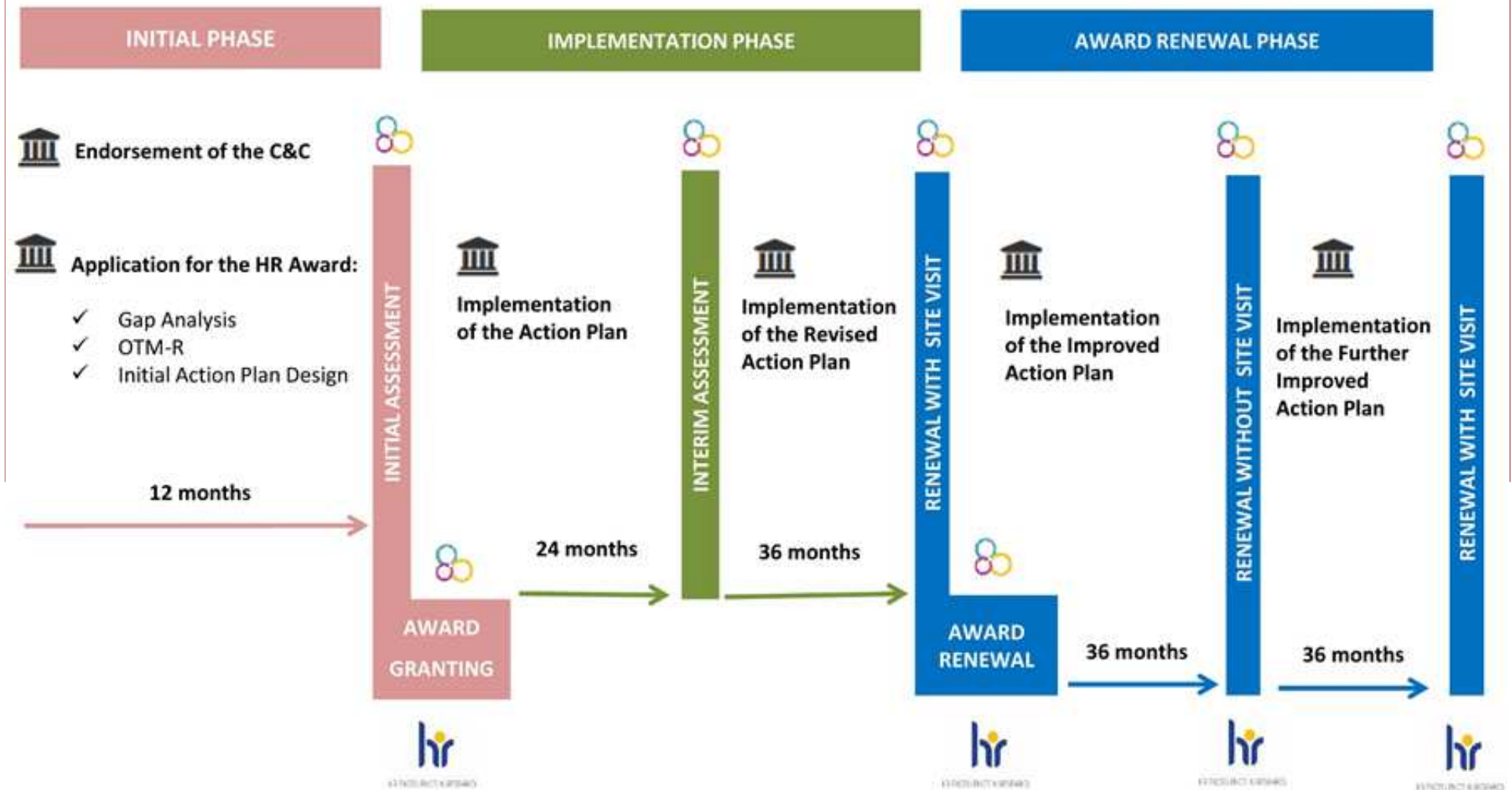
Good reasons for entering the process?

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
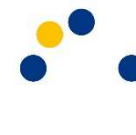
Objectives | Context | Researchers | Stakeholders | Quality

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

Institution	Principles	Action	Implementation	Indicator
	40			
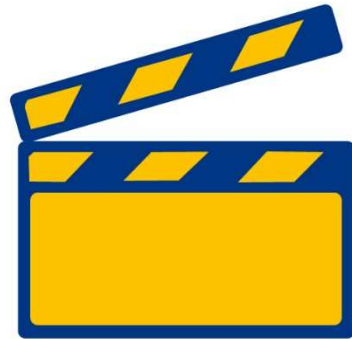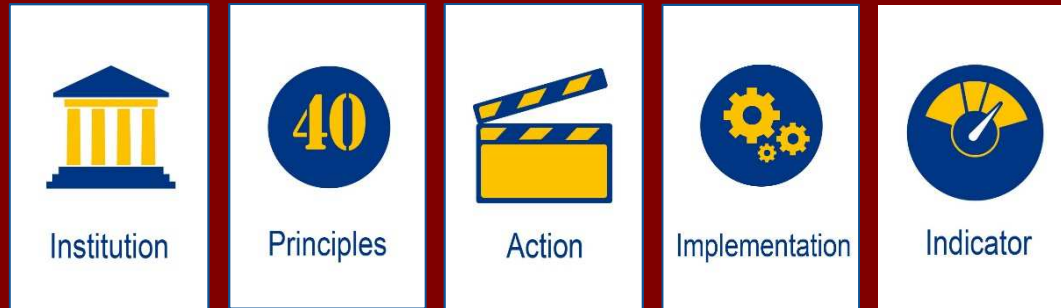
- Organisational information for a good understanding of priorities
- Narrative regarding the 4 groups of principles
- Actions to be implemented within 2 years / 5 years
  - *Action title – Timing – Responsible Unit – Indicator(s) / Target(s).*
- Implementation process involving researchers

Main weaknesses

Coherence Ambition Process Implementation Indicator

Action Plan

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
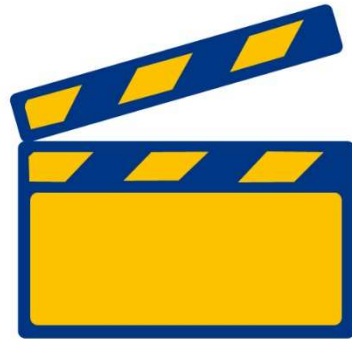
Action Plan

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

Content

WWW. Publication

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

Publication

Search engines

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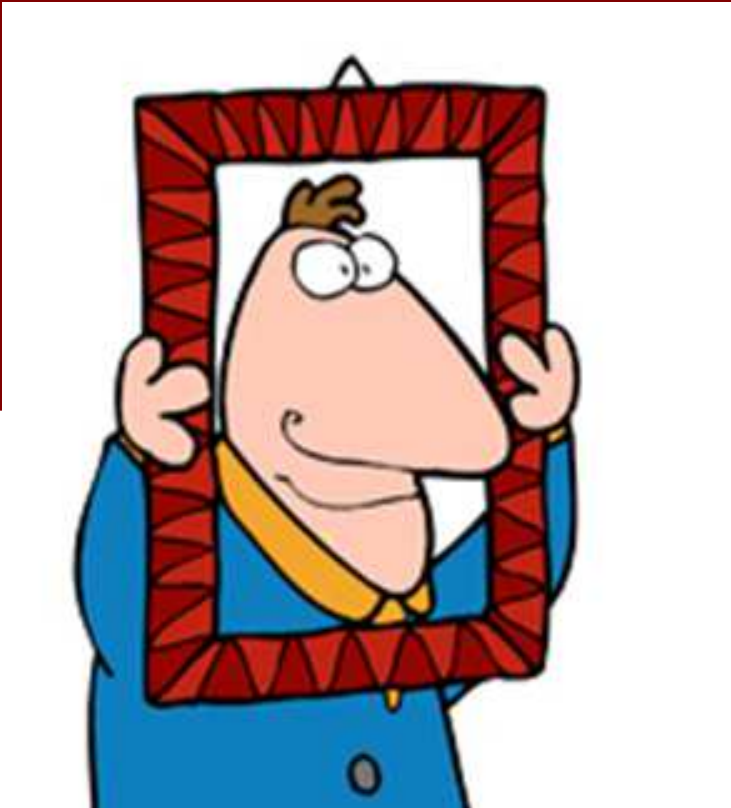
- Who know about the assessment and about HRS4R from the inside
- Who are trained and work with 3 colleagues
- Who know about the ERA objectives
- Who commit to their « contract » (role, confidentiality, COI, agenda)

They are requested to…

Be Kind

Be Specific

Be Helpful

- 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

Individual Form

Report

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

Coherence Ambition Evidence Implementation Involvement

Consensus

- 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)

RECOMMENDATION

And then?

HR EXCELLENCE IN RESEARCH

Award

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 …
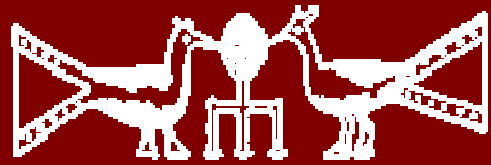
Como En Casa

Engage your researchers in your actions ...