

# “HR excellence in research” award



## What to know about?

- Austria, Belgium, Czech Republic and Slovakia, in lockdown, 27-28 May, 2020

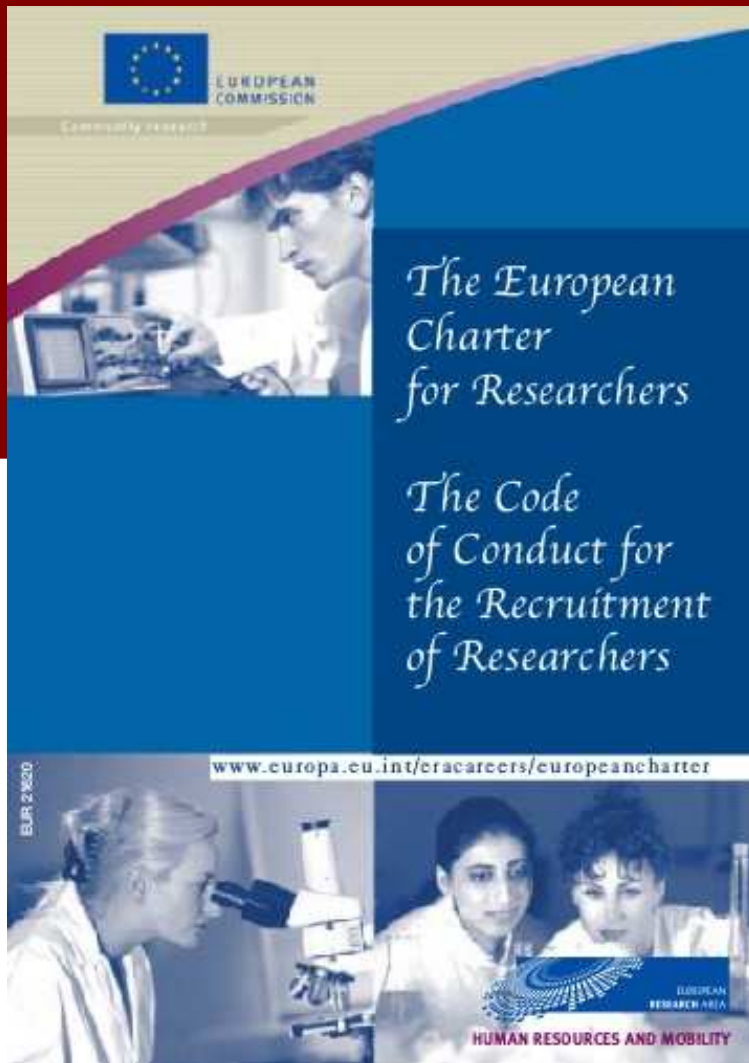
# The ERA objectives

« 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 »

# Implementation

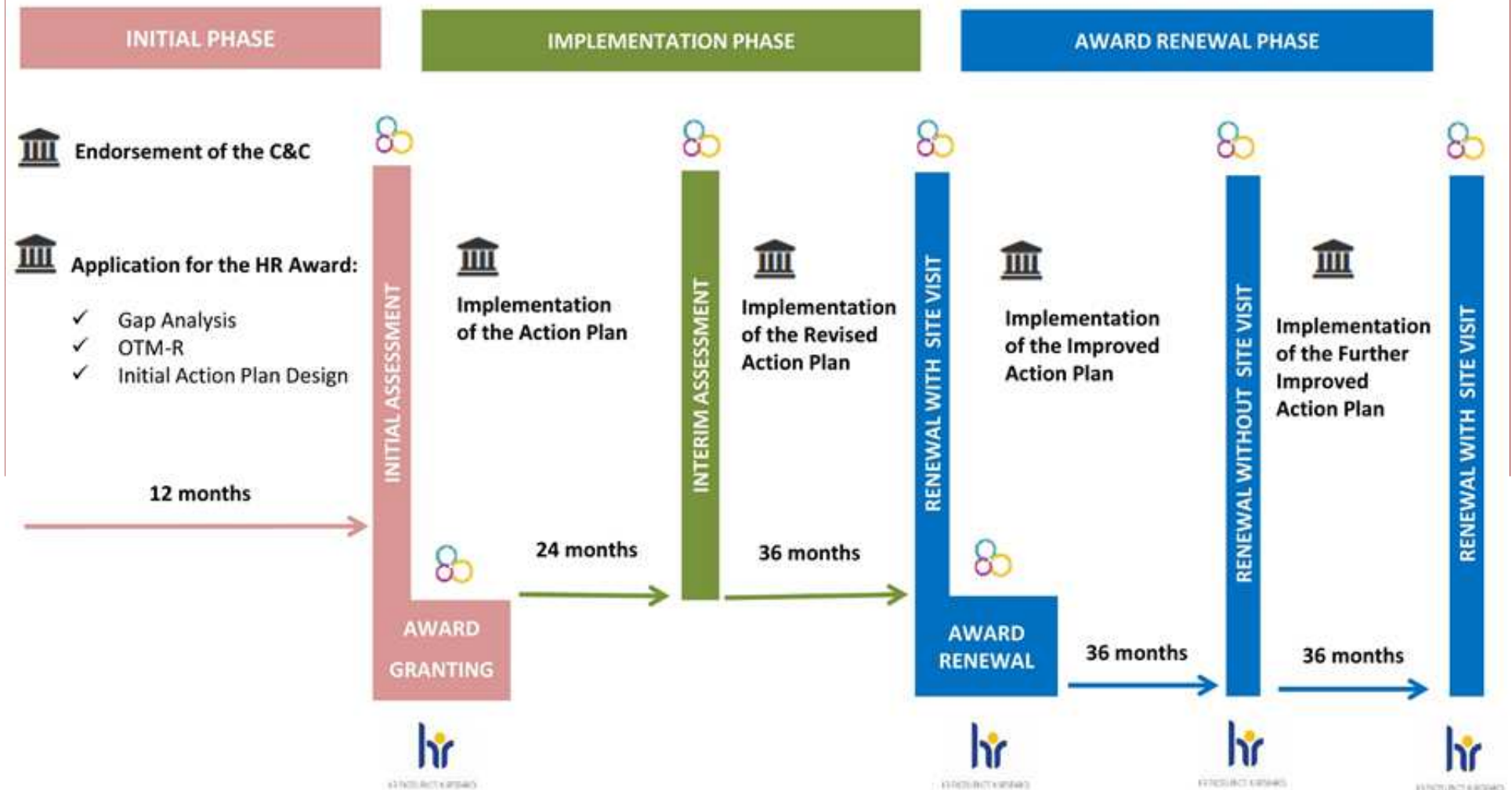


HR EXCELLENCE IN RESEARCH

## 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

# The HRS4R 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



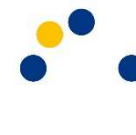
Objectives



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



Institution



Principles



Action



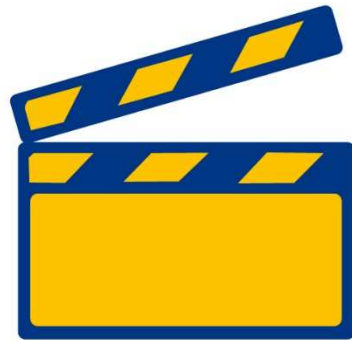
Implementation



Indicator

- 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

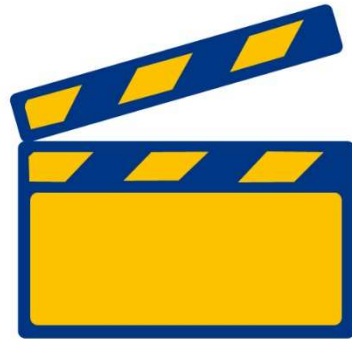


Indicator

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

# 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?

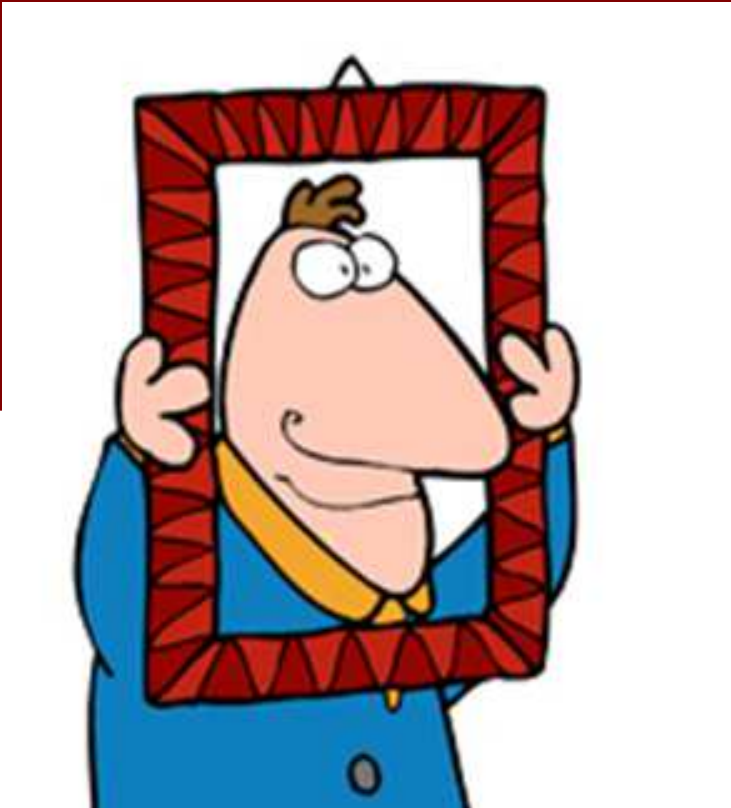
assessment  
is to  
**INCREASE**  
quality.



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

# Possible decisions

- Accepted
- Accepted pending (minor)
- Declined

**MINOR**

(2 months)

**MAJOR**

(12 months)





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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
  - Updated guidelines
  - Online tutorial
- 
- Horizon Europe
  - Focus on Open Science

# 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](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>
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