HRS4R Workshop:
Workshop and Discussion with the HRS4R Experts – INITIAL phase

Action Plan

Trainer : Isabelle Halleux, ULiège, Belgium

Menu – Workshop Action Plan

Timing	Who	Task
11:15-11:30	All together Speaker IHA	Presentation of the AP Presentation of the work in breakout rooms
11:30-12:10	Group discussion	Design of actions - cases
12:10-12:45	Group discussion	About implementation
13:30-15:00	All together	Group outcomes and free discussion

PROCESS

Action Plan

Institution | Principles | Action | Implementation | Indicator

- Explain your context (organisation, autonomy, campuses, …)
- Define actions to be implemented within 2 years / 5 years
  - *Action title*
  - *Timing = when you start + duration*
  - *Responsible = operationals who pull and push the actions*
  - *Target = Objectives/Beneficiaries*
  - *Indicators = pertinent tool for measuring progress*
- Implementation process involving researchers

Challenges

Action Plan

Coherence | Ambition | Process | Implementation | Indicator

- Demonstrate coherence and ambition
- Long term involvement of researchers (cycling process)
- Distinguish between progress and objectives
- Use pertinent indicators to demonstrate progress
- Appoint effective responsible for the implementation
- (Update your AP and refer to the initial ideas to fill gaps)

Action Plan

Main Difficulties

Coherence

Process

Main Weaknesses

Implementation

Indicator

Look at templates on the Euraxess platform

https://euraxess.ec.europa.eu/euraxess/policy-library#group-collapsible-strengthened-hrs4r-process

STRENGTHENED HRS4R PROCESS —

+ **HRS4R Process Guidelines**

— **HRS4R templates for the initial phase**
Process Description Template (w) (18.49 KB)
GAP Analysis Template (w) (19.98 KB)
OTM-R Checklist Template (w) (22.73 KB)
Action Plan Template (w) (27.07 KB)

These templates are for guidance only and may not be exact copies of the online forms. It is advised to fill in the online forms directly.

— **HRS4R Templates for assessors**
Initial Assessment Individual report (w) (135 KB)
Initial Assessment Consensus report (w) (164 KB)
Interim assessment ec individual report (w) (256 KB)
Interim assessment ec consensus report (w) (255 KB)
Renewal with site visit assessment ec individual report (w)
(269.5 KB)
Renewal with site visit assessment ec consensus report (w)
(268.5 KB)
Renewal without site visit assessment ec individual report
(w) (258.5 KB)
Renewal without site visit assessment ec consensus
report (w) (256 KB)

These templates are for guidance only and they are not exact copies of the online forms. Please fill in the online forms directly.

Applicant template – Part 1

EURAXESS

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	
Of whom are international (i.e. foreign nationality) *	
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	
Of whom are women *	
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	
Of whom are stage R1 = in most organisations corresponding with doctoral level *	
Total number of students (if relevant) *	

Applicant template – Part 2

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*	⌄
Recruitment and selection*	⌄
Working conditions*	⌄
Training and development*	⌄

Applicant template – Part 3

EURAXESS

| ⌂ | JOBS & FUNDING | CAREER DEVELOPMENT | PARTNERING | INFORMATION & ASSISTANCE | NATIONAL PORTALS | EURAXESS WORLDWIDE | MY EURAXESS | EXTRANET | 🔍 |

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Responsible Unit	Indicator(s) / Target(s)

Applicant template – Part 4

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*	⌄
How do you intend to involve the research community, your main stakeholders, in the implementation process?*	⌄
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	* ⌄
How will you ensure that the proposed actions are implemented?*	⌄
How will you monitor progress (timeline)?*	⌄
How will you measure progress (indicators) in view of the next assessment?*	⌄

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

Assessor template

Eligibility assessment

Please rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Have the Strategy and Action Plan been published on the organisation's website?	Yes	
Have the Strategy and Action Plan been published in English?	Yes	
Have the Strategy and Action Plan been published in a visible place?	No	

Have the following elements of the templates for the Gap Analysis and the HR Strategy and Action Plan been completed with sufficient details and quality?

- Gap Analysis
- HR Strategy and Action plan
  - ○ Organisational information
  - ○ Strengths and weaknesses of the current practice
  - ○ Actions
  - ○ Implementation

Yes

Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation.
Rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Is the organisational information provided sufficient to understand the context in which the HR Strategy is designed?	Yes	
Is the Action Plan coherent with the Gap Analysis?	Yes	
Have a steering committee and working group been established to guarantee the implementation of the HRS4R-process?	Yes	
Has the research community been sufficiently involved in the process, with a representation of all levels of a research career?	Partly	
Are the relevant management departments sufficiently involved in the process so as to guarantee a solid implementation?	Yes	
Have adequate targets and indicators been provided in order to demonstrate when/how an action will be/has been completed?	Partly	
Is the organisation establishing an OTM-R policy?	Yes	
Are the goals and ambitions sufficiently ambitious considering the context of the organization?	Yes	

For the Group Works

In your group, please appoint a rapporteur and a time keeper
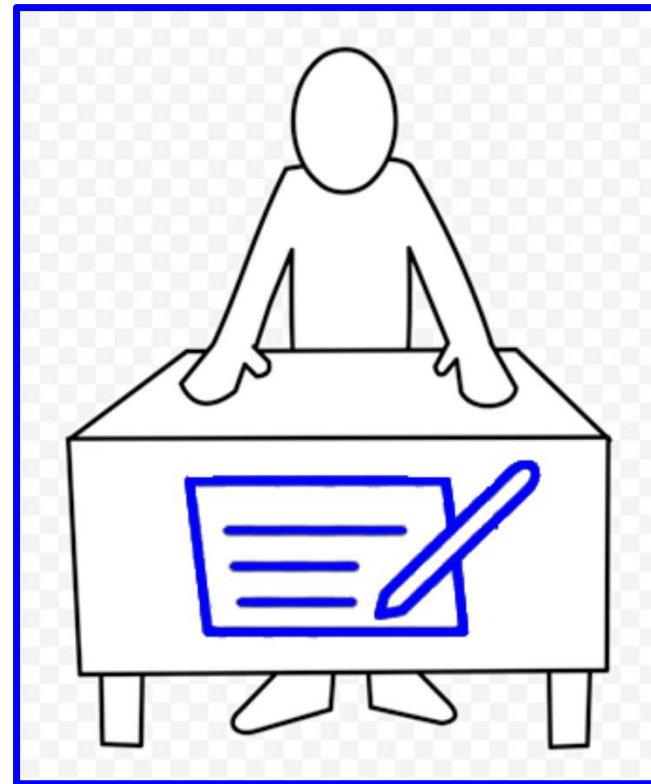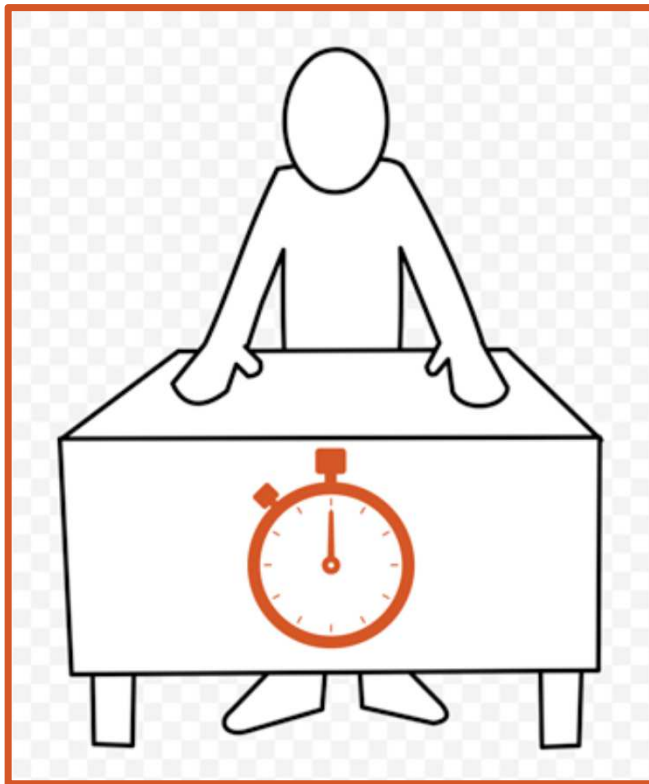
Analysis of cases (11:30-12:10)

- Read the cases

- Comment the different elements
  - Description of the gap, action, status
  - The coherence between gap, if any, and action
  - The pertinence of indicators/targets
  - Timing
  - Responsabible unit for implementation

- Share your finding with colleagues

- Make suggestions

Gap analysis

16. Judging merit (Code)

Implementation

+/- almost but not fully i... ▾

GAP / Implementation impediments

This and the following aspects are not written down in a code. In fact we even don't want to codify some of these aspects. Since each vacancy in a way is unique and the **my◯** institutes differ a lot (for instance brain research versus fresh water ecology) we don't believe in "one size fits all" solutions.

Initiatives undertaken/new proposals

Case 1

Related action

Action 4

In general the **my◯** doesn't believe in "one size fits all" solutions. Each recruitment procedure is in a way unique and asks for a custom made approach.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 16. Judging merit (Code)	

Responsible Unit	Indicator(s) / Target(s)
	Candidates are judged on their knowledge, experience and (potential) skills. The quality and quantity of their research is considered. Experience in teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities is taken in consideration too .For candidates from an industrial background, there is focus on any contributions to patents, development or inventions."

Gap analysis

27. Gender balance

Implementation

+/- almost but not fully i... ▼

GAP / Implementation impediments

Depending on the nature of the research, some workplaces require activity under specific working conditions (construction work, in situ measurements, etc.) that are not suitable for women. In this case, the proportion of women is about 30%. In other workplaces, the proportion of women is 55% on average and 45% on men. Over the last 10 years, the proportion of women has risen.

Initiatives undertaken/new proposals

We are not currently taking any direct steps to get more women into the research, but working conditions based on:
Directive No. 159/2017 Staff Regulations and the **my**◯ Collective Agreement provide for benefits (flexible working hours, work from home, reduced working time) which we consider to be a step-by-step approach to employing a larger percentage of women.

Case 2

Related action

(none)

Gap analysis

24. Working conditions

Implementation

-/+ partially implemented ▼

GAP / Implementation impediments

The University must strictly obey the clauses of the Act of Law No. 553/2003 on remuneration of certain employees performing work in the public interest available at https://www.slov-lex.sk/pravne-predpisy/SK/ZZ/2003/553/20180501. Under the law's real-world financial conditions, it is assumed that the financial reward of a researchers often fails to reach the starting level of the graduate's starting salary in the business environment.

Initiatives undertaken/new proposals

Case 3

Related action

Action 3

Creation of a brochure for new employees including information for foreigners

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 24. Working conditions	June 2019

Responsible Unit	Indicator(s) / Target(s)
HR Department	Published Brochure for new employees

Action

Action 4

A4. DEVELOP THE COMMITTEE ON ETHICS AND DEONTOLOGY AND CREATE THE COMMITTEE ON BIOSECURITY.
For the Biosecurity Committee.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Q1 2019 to Q3 2019	MSA/ML	• Committee on Ethics and Deontology in operation. • Committee on Biosecurity in operation. • Ethics and Deontology Guide defined and published. • Biosecurity Rule and Guide defined and published. • Active dissemination among community.

Case 4

Current status

Current Status	Remarks
IN PROGRESS	Remarks about status: • The Committee on Ethics and Deontology are in process to be redefined. • The IWG has decided to create the Research Ethics Committee. Activities, composition, and operating mechanisms have been defined. Rules and Guide for this Committee has been approved for the Government Council • Rules and Guide for the Committee on Biosecurity have been stablished and approved for the Government Council Other remarks: • Due to the Ethics and Deontology committee is linked to the Doctoral School, and it has not had direction for a period, there is now a commitment to develop it in 2020. • The Research Ethics Committee was created to attend researcher`s needs.

Action

Action 34

AS A RULE, FIXED-TERM CONTRACTS ARE MADE FOR THE ENTIRE DURATION OF THE TASK

Fixed-term employment relationships are typical for university based work, especially on the part of teaching and research personnel and especially at the beginning of their career. In addition, there are fixed-term positions particularly in projects due to the nature of project work. However, according to the guidelines and instructions of **myO** , a person in a fixed-term employment relationship is recruited for the whole duration of the fixed-term contract (e.g. for the duration of the whole substitution period, project or task).

In practice, deviations may occur, but with more information dissemination the situation is improving. However, the financial cuts to state budgeted research funding work against this aim, as scarce resources are spread in ways which enable a greater number of researchers to continue their work for shorter duration.

Although the share of complementary funding has increased by 40 %, so far the ratio of fixed-term and permanent staff has remained relatively stable.

Case 5

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code) 25. Stability and permanence of employment	an ongoing goal, continous monitoring	Personnel Policy 2018 Human Resources (instructions, monitoring) faculties, independent units, projects , doctoral programmes Research Collegia	ratio of permanent / fixed-term staff 2016: 48,2 % / 51,8 % 2017: 47,6 % / 52,4 % 2018: 47,6 % / 52,4 % 2019: 47,6 % / 52,4 % Although the share of complementary funding may yet increase, the target is to maintain the ratio of fixed-term and permanent staff relatively stable.

Discussion on implementation (12:10-12:45)

Here are the questions you will have to answer :

- How will the implementation committee and/or steering group regularly oversee progress?

- How do you intend to involve the research community, your main stakeholders, in the implementation process?

- How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

- How will you ensure that the proposed actions are implemented?

- How will you monitor progress (timeline)?

- How will you measure progress (indicators) in view of the next assessment?

Discussion on implementation (12:10-12:45)

- Share on what seems to you difficult/easy/challenging to do
- Share on your practices/ideas

- Are there actions that can be planned and are not related to gaps that are not connected to principles?
- How will you communicate on HRS4R to researchers?
- How will you keep them involved?

Groups outcomes and free discussion (13:30-15:00)

- Cases
- Implementation
- Other questions
- One word for the others