

# “HR excellence in research” award



## What to know about?

- Educ-Share WP5 Meeting  
June 18th, 2021

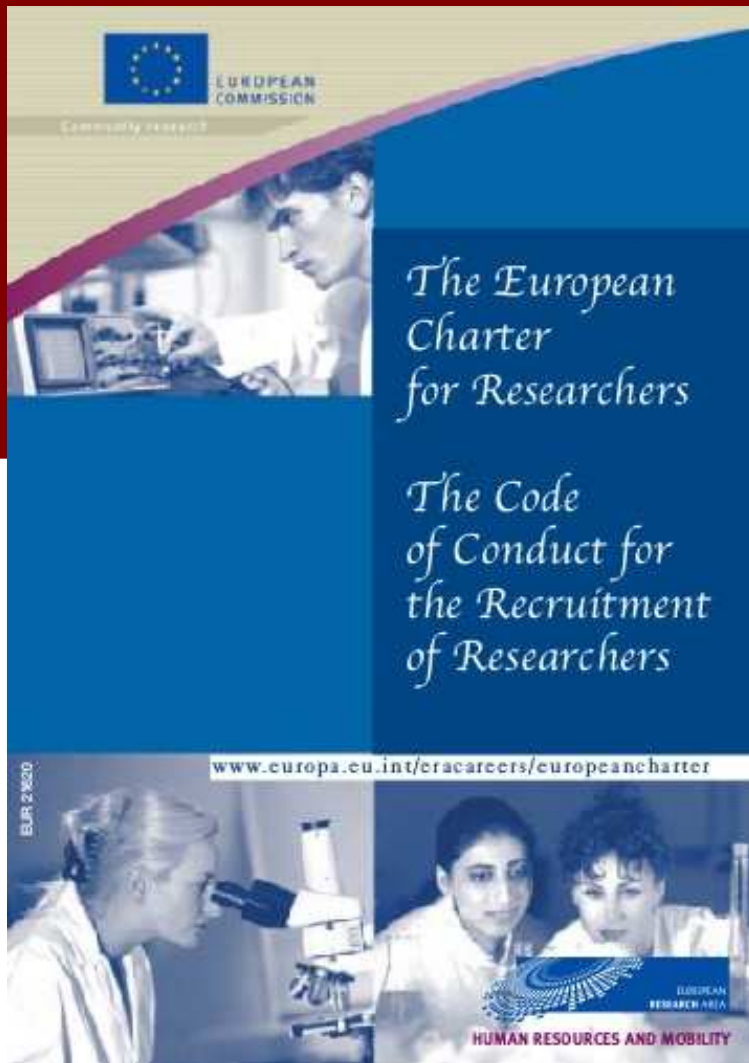
# The ERA objectives

« 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

# Good reasons for entering the process?



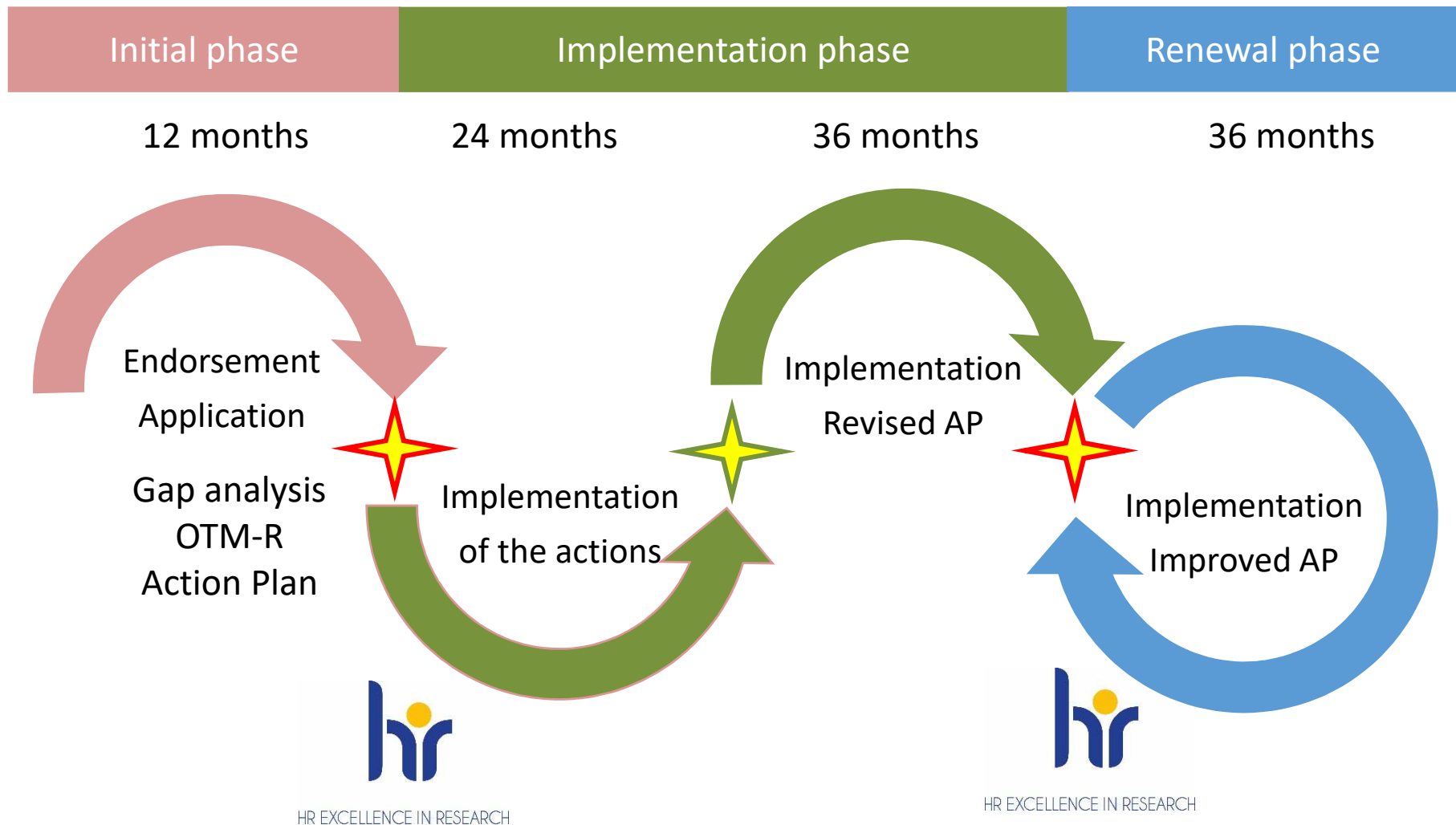
HR EXCELLENCE IN RESEARCH

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

# The HRS4R process

## HRS4R - From PROGRESS TO QUALITY



# 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



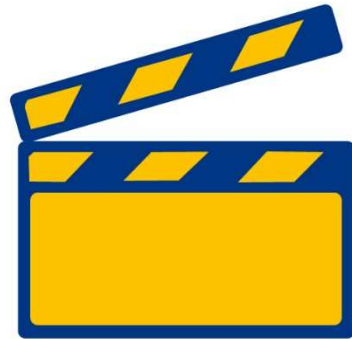
## Gap Analysis



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

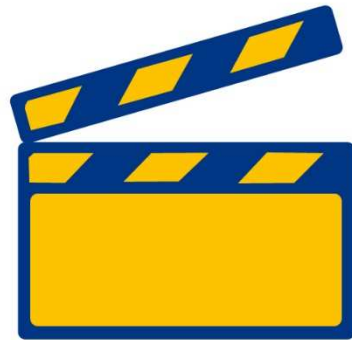


Action Plan



Weaknesses in AP are often related to:

- The description of the organisation
- The process is cycling so that not all the gaps are to be filled within 2 years! A 5y-perspective is also important
- The actions are not fully coherent with the gaps



Action Plan



Weaknesses in AP are often related to:

- The agenda is not realistic (duration, start-end, heavyness)
- 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 4 »

... Related docs are in local language

... GA Process not described

... No explanation on HRS4R

... Divergence with  
submission

... Award still used

# Be inspired by awarded institutions



**Publication**

MUNI Masaryk University Faculty of Arts

News For Applicants Research About us

About Us > HRS4R / HR Award


## HR Award

### HR Excellence in Research

Goals & Timelines | HR Strategy Commitment | Team members | Gap Analysis and Action Plan | Outputs | News | Contact

### We are a proud holder of the HR Award!

The European Commission grants the HR Award (HR Excellence in Research logo) to research institutions that implement the HRS4R (The Human Resources Strategy for Researchers). This strategy is based on the 40 principles set out in the European Charter for Researchers and the



Home Uni A-Z Sitemap English

Arbeiten an der UP

STUDYING RESEARCH UNIVERSITY ONLINE SERVICES

Arbeitgeberin UP Personalentwicklung Berufungen Bewerbung

Arbeiten an der UP / Personalentwicklung / Human Resources Strategy for Researchers

## Human Resources Strategy for Researchers (HRS4R)

Übersicht

Personalentwicklungskonzept

Human Resources Strategy for Researchers

Fort- und Weiterbildungsangebote

Nachwuchsförderung

Search ... Čeština

UNIVERSITÉ DE RENNES 1

Université Formation Recherche International Vie des campus

Accueil / HR Excellence in Research

### Découvrir l'université

- Gouvernance & fonctionnement
- Les grands projets
- Une université responsable
- La Fondation Rennes 1
- Entreprises
- Développement durable
- Travailler à l'université

Label "HR Excellence in Research" : démarche et stratégie RH pour les chercheurs

Recrutement des enseignants-chercheurs

Enseignants du second degré

### HR Excellence in Research

L'Université de Rennes 1 a obtenu le label « HR Excellence in Research ». Elle est ainsi reconnue pour sa participation à la construction de l'Espace européen de la recherche et pour la qualité de sa stratégie de ressources humaines à l'égard des chercheurs.



### Partagez

Twitter Facebook LinkedIn Email Print

### Contacts

**Sébastien Le Picard**  
Vice-président Programmes européens  
Envoyer un courriel

### Téléchargement

Plan d'action HRS4R de l'Université de Rennes 1



WWW.

Publication

Your communication channel



# 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

<https://euraxess.ec.europa.eu/node/5765/#hrs4r-tabs-tab-2-name>

# Last news...



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**Award**

- Site visits – online COVID
  - Updated guidelines
  - Online tutorial
- 
- Stronger link ERA-EEA
  - Horizon Europe:
    - Open Science incl. Ethics
    - Data Management Plan
    - Gender Equality Plan
    - Career Development Plan

# 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 works with 3 colleagues
- Who know about the ERA objectives
- Who commit with their « contract » (role, confidentiality, COI, agenda)

# They are requested to...



- Put themselves in the flower pot
- Give advices for growing in quality
- Discriminate between what must be done and what would 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 many 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)
- Accepted pending (major)

**MINOR**

(2 months)

**MAJOR**

(12 months)





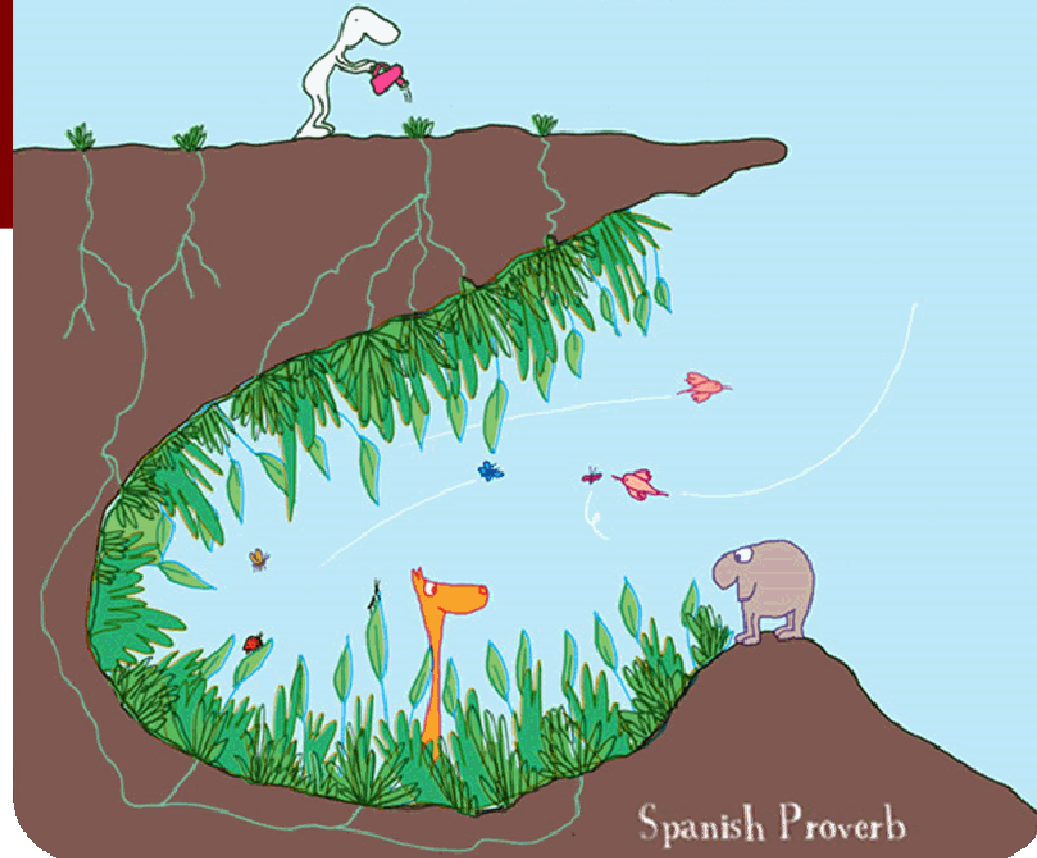


HR EXCELLENCE IN RESEARCH

Award

# And then?

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



Spanish Proverb

# Useful links

Have a look on awarded institutions' website

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>
- Exemple of endorsement letter :  
[https://cdn2.euraxess.org/sites/default/files/policy\\_library/new\\_versions\\_of\\_endorsement\\_letters\\_examples\\_for\\_the\\_policy\\_library.docx](https://cdn2.euraxess.org/sites/default/files/policy_library/new_versions_of_endorsement_letters_examples_for_the_policy_library.docx)