

# HRS4R - The essentials



Gap Analysis



Action Plan



Publication



Process



Involvement



Implementation



Coherence

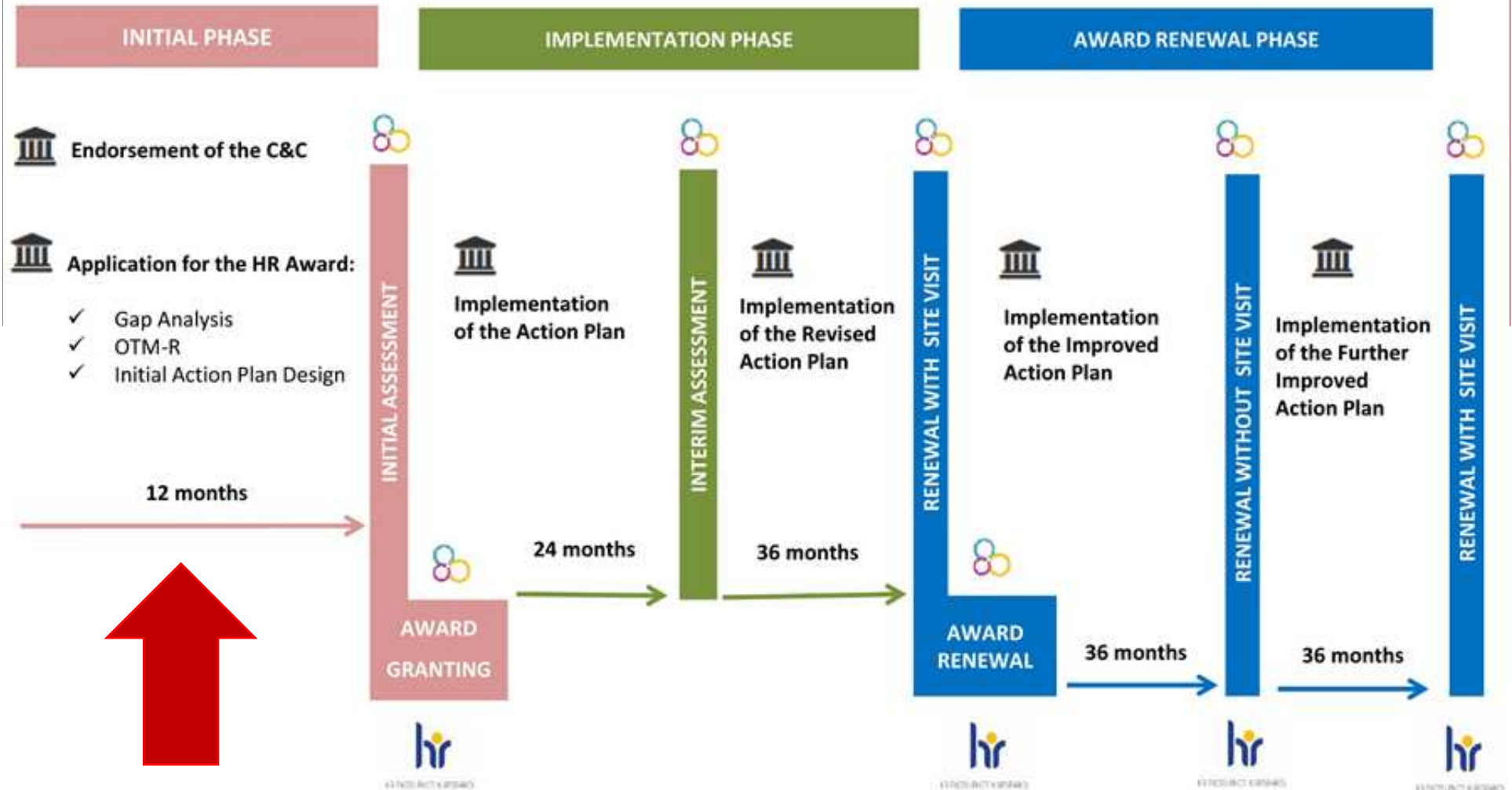


Evidence



Ambition

# HRS4R - The essentials



WWW.



Publication

UAB Universitat Autònoma de Barcelona **A50** Website search Q Directory Català | Castellano f t y u i n

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.

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

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.

HR EXCELLENCE IN RESEARCH

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**EURAXESS NEWS**

Guidelines 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**

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Google HRS4R UCC

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 ...



Publication

# is MANDATORY

When? **Before submission**

Where? Has to be **visible**

What? **HRS & AP** + important docs

## Not acceptable if...

- ... Not published on a visible page
- ... Not in English
- ... HRS & AP do not present the process and mandatory items
- ... GA process (strengths and weaknesses) is not described
- ... Divergence with application files

# 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 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 Template 2 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

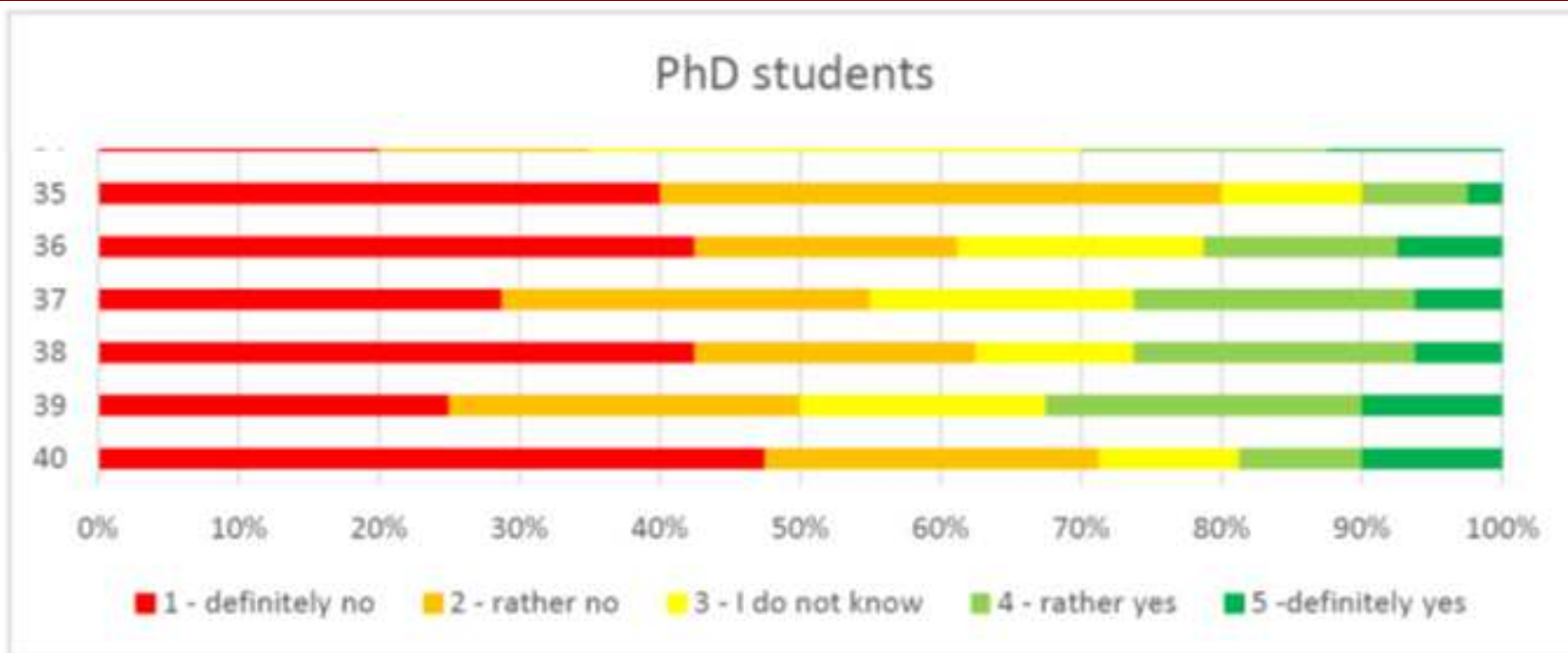


Quality

What is important is to do it adequately:

- Solicitate all researchers
- Pertinent questions are of importance
- Response rate has to be described regarding classes, gender, pertinent groups, ...
- Results are to be discussed
- Interpretation has to make sense

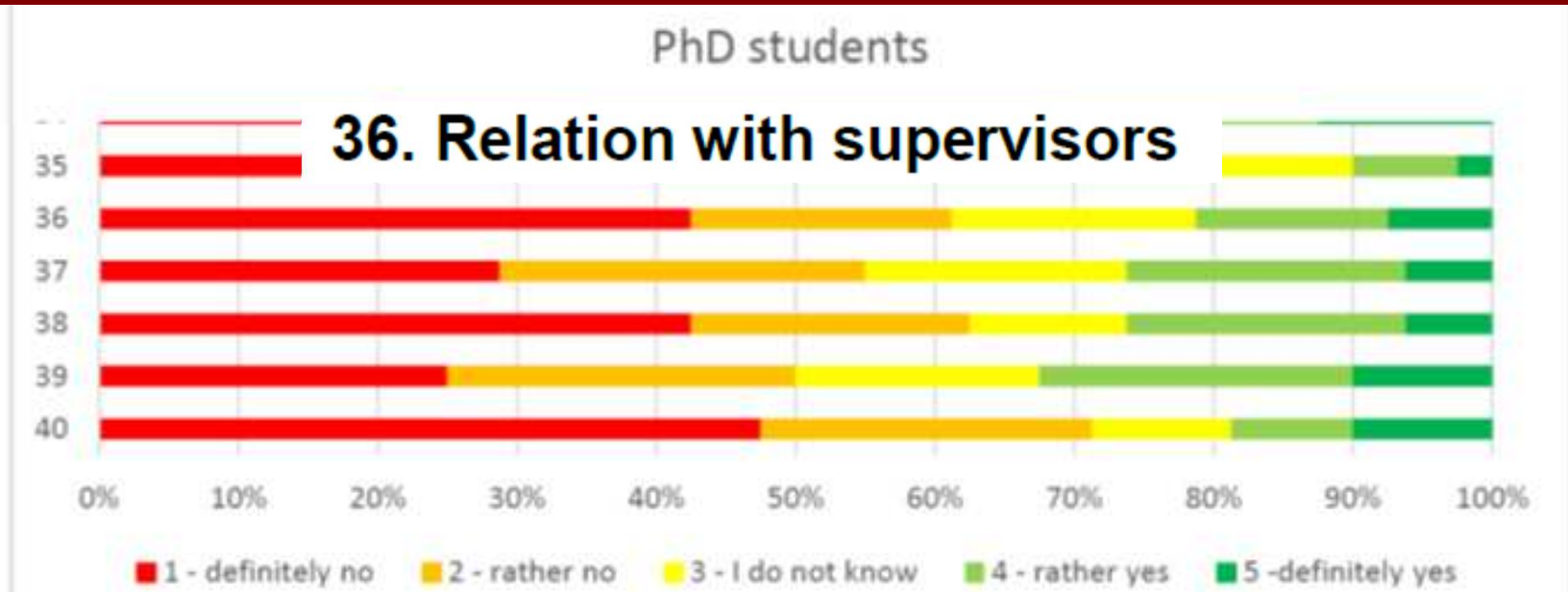
Survey recipients were asked for opinion on the 40 rules set out in Charter and the Code under 4 thematic headings. The respondents were asked to provide replies based on a five point scale, where 1 stood for “definitely no”, 2 for “rather no”, 3 for “I don’t know”, 4 for “rather yes”, 5 for “definitely yes”. Additionally, respondents had the opportunity to provide their comments and suggestions on the required actions regarding the Charter & Code principles.



What was the question?



# Question: Are we conform with Principle# X?



Among the doctoral students, most, meaning 49 of 80 (sum of "no" and "probably no" responses) stated that additional efforts to complete this task are not necessary at [redacted] 17 stated that changes are needed (sum of "yes" and "probably yes" responses). 14 not have an opinion.

Most respondents do not believe action is necessary in this matter. The respondents indicated a lack of legislation in the subject matter. There is however, no agreement (amongst respondents who saw need for change) as to the form of contact with the scientific advisor, which could be turned into the aforementioned legislation.

❖ **Proposed actions** None

**Question No 10: Are the researchers from [redacted] protected against discrimination based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition?**

The majority of the respondents selected *rather yes* (37.20%) and *definitely yes* (30.56%) answers. The *I do not know* option was indicated by 20.24% and *rather not* by 8.83% of those who were surveyed. The least popular response was *definitely not* (3.17%) (Fig. 20).

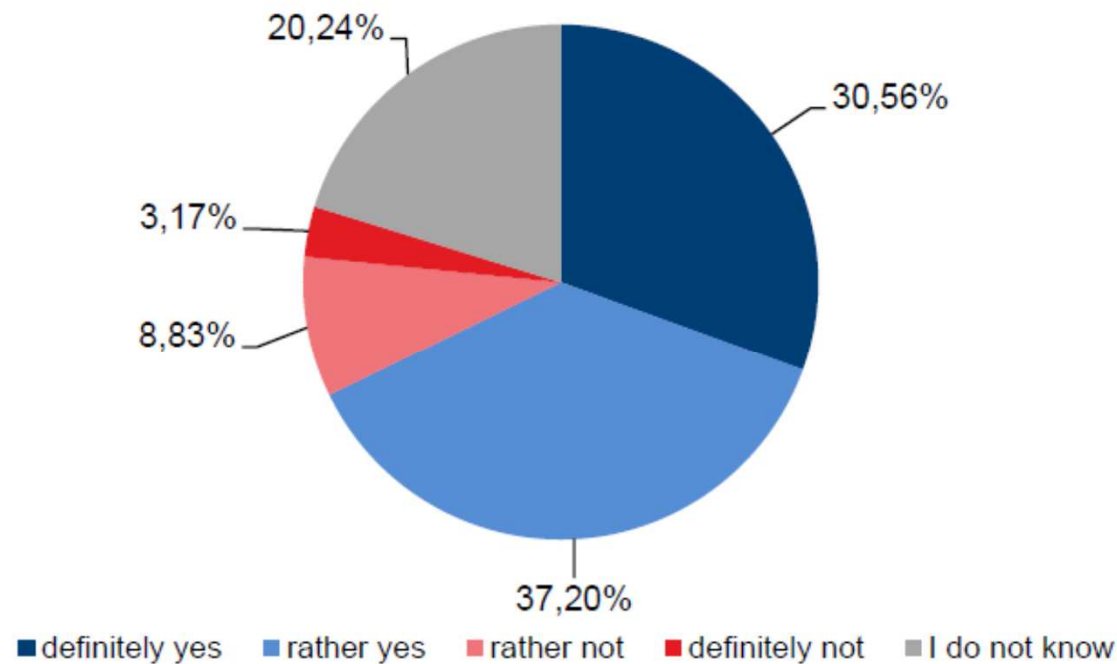


Figure 20. Distribution of respondents' answers to the tenth question

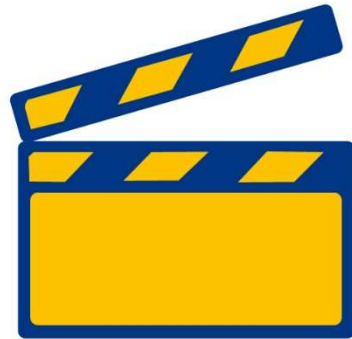
# Checklist & OTM-R policy



OTM-R

- Initial phase: Is the organisation establishing an OTM-R policy?
- Implementation phase: Has the organisation developed an OTM-R policy ?
- Renewal phase: Is the OTM-R policy in place and publicly available?

# CONTENT

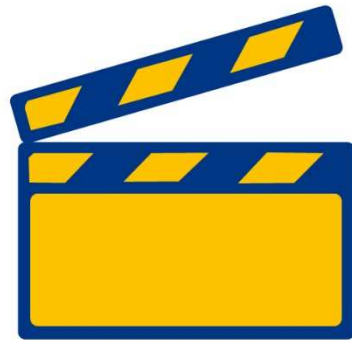


Action Plan



- Organisational information
- 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

# CONTENT



## Action Plan



### Action 12

To expand the advisory services in terms of career, to at least, R2 staff.

#### GAP Principle(s)

(-/+ 30. Access to career advice

#### Timing (at least by year's quarter/semester)

M12-18

#### Responsible Unit

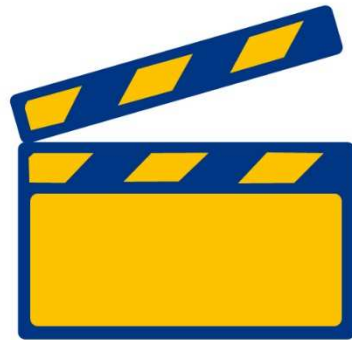
VR for Research and Knowledge Transfer

#### Indicator(s) / Target(s)

\*Nº of R2 supported

TARGET

\*Worldwide researchers at all stages of their careers.



Action Plan

# Weaknesses



Coherence



Ambition



Process



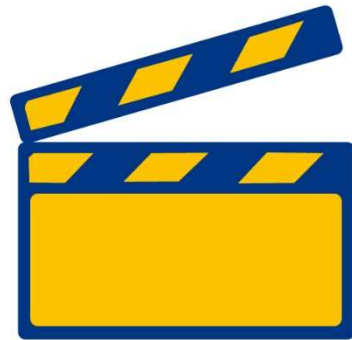
Implementation



Indicator

Weaknesses in applications are often related to:

- The description of the organisation (autonomy of faculties or not, multisite, ...)
- The fact that the process is cycling. 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)



Action Plan

# Weaknesses



Coherence



Ambition



Process



Implementation



Indicator

Weaknesses in applications 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



Report

# Individual Form

is a working document  
with your 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



# Individual form

## 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?	Yes 	
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? <ul style="list-style-type: none"><li>■ Gap Analysis</li><li>■ HR Strategy and Action plan<ul style="list-style-type: none"><li>○ Organisational information</li><li>○ Strengths and weaknesses of the current practice</li><li>○ Actions</li><li>○ Implementation</li></ul></li></ul>	Yes 	

# Individual form

## 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?	Partly	Many of the documents and links are not in English
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	It's not clear if there is enough representation of researchers at the working group. In the table there is not but in the text it's said that there is through the two trade union researchers representatives. It seems that not all R1, R2, R3 and R4 are represented
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?	Yes	
Is the organisation establishing an OTM-R policy?	Yes	They had a certain policy up to date and right now they are going to start the OTM-R policy
Are the goals and ambitions sufficiently ambitious considering the context of the organization?	Yes	

# Individual form

## General Assessment

Accepted



Pending minor modifications



Pending major revisions



## Explanation

- **Accepted:** This application meets the criteria and the HR award is granted. The assessors might have commented on your file asking for future focus on a particular aspect/criterion, so please refer to the comments given above.
- **Pending minor modifications:** This application broadly meets the criteria, but the assessors have some concerns/questions about specific areas/criteria. Please reflect about the feedback given above and update your file before **re-submitting within 2 months**.
- **Pending major revisions:** This application does not meet the criteria; please make the appropriate changes taking into account the comments of the assessors before **re-submitting within 12 months**.

# Individual form

## Recommendations \*

The low ratio of international researchers, about 4%, should address the

Recruitment and OTM-R issues are only referred to civil servants and some  
(Contratos de obra y servicio). Please consider the possibility to develop

Action 6 about data security could be the basis for consider a research c

If the organisation deserves to be commented on their ambition, their actions, evidence of good practice and/or their implementation process, please provide a commentary supporting this. (max. 2000 words)

Translation into English of documents is very welcome, as well as the Welcome package for newcomers and R2 career development support.



Report

# Individual Form

Is it?

I'm not  
sure...

- Write what is uncertain to you, what is questionable, seems « strange »
- If you cannot make recommendation, say it to the lead assessor



THE PRINCIPLE: « Your are the gardener »



Consensus

# Consensus Form



Coherence



Ambition



Evidence



Implementation



Involvement

- This is the feedback document sent to the EU then the institution
- 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

THE PRINCIPLE: « Your are the gardener »



HR EXCELLENCE IN RESEARCH

Award

# And then?

- You will stay in the team for further assessment(s)
- Keep track of your assessment
- Take lessons from your experience
- Stay connected with the website (news)
- Participate to webinars for assessors/organisations
- Disseminate about your experience