



HR EXCELLENCE IN RESEARCH

**Award**

# HR Excellence in Research

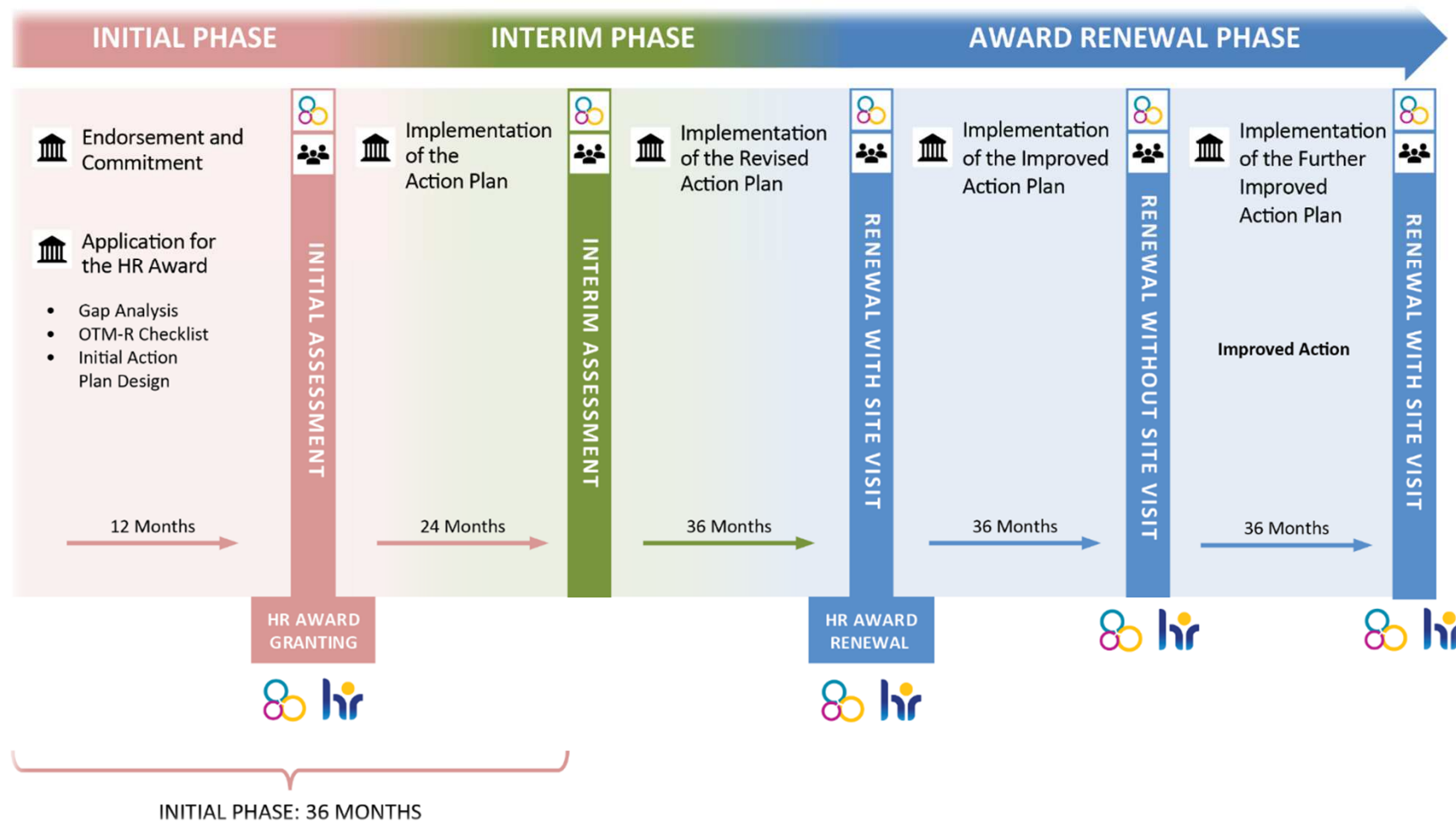
Comments and Advice  
from an Assessor

Belgian EURAXESS BHOs training for their service centers

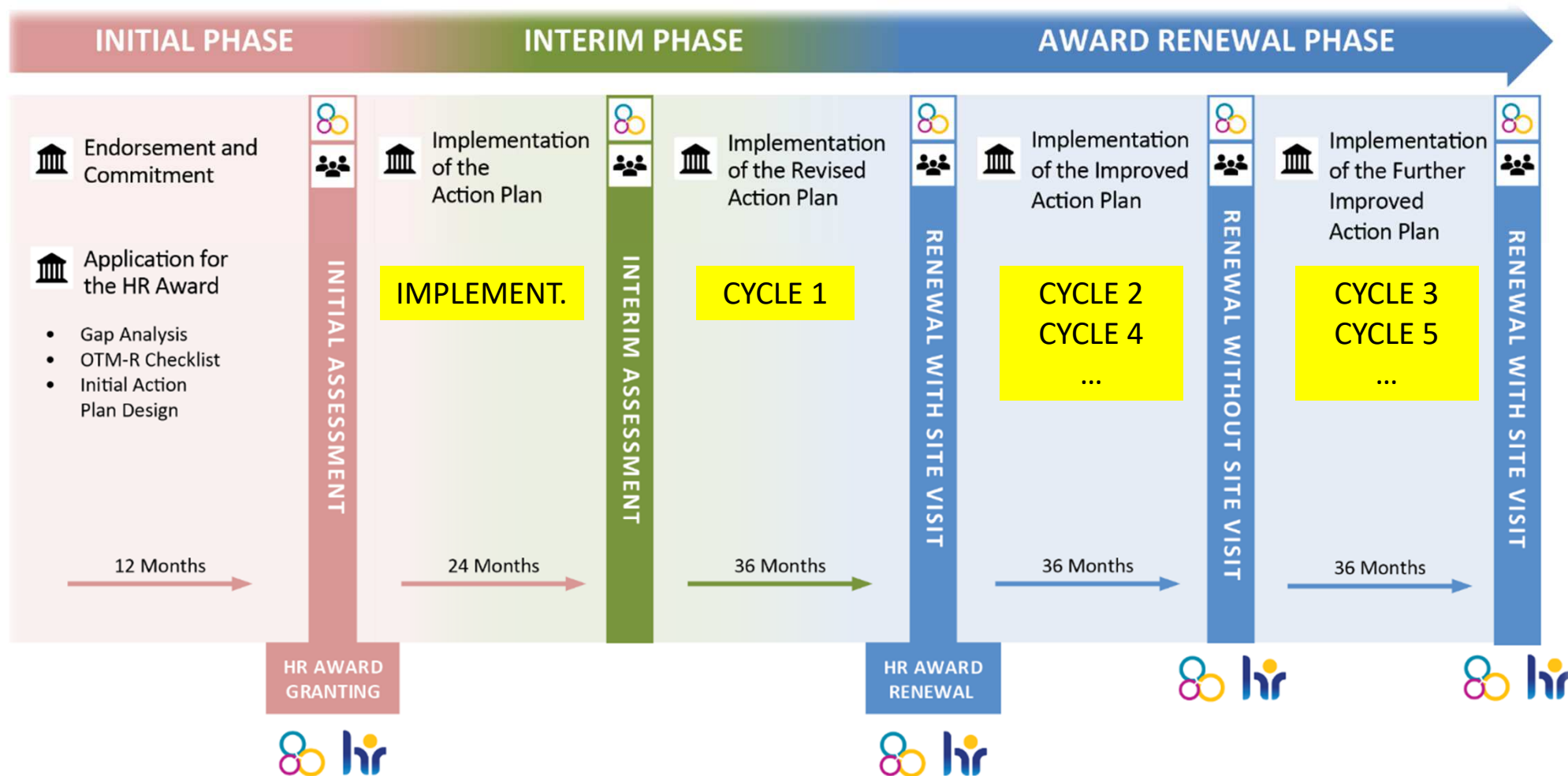
Brussels, October 3rd, 2025

Isabelle.Halleux@Timpesse.be

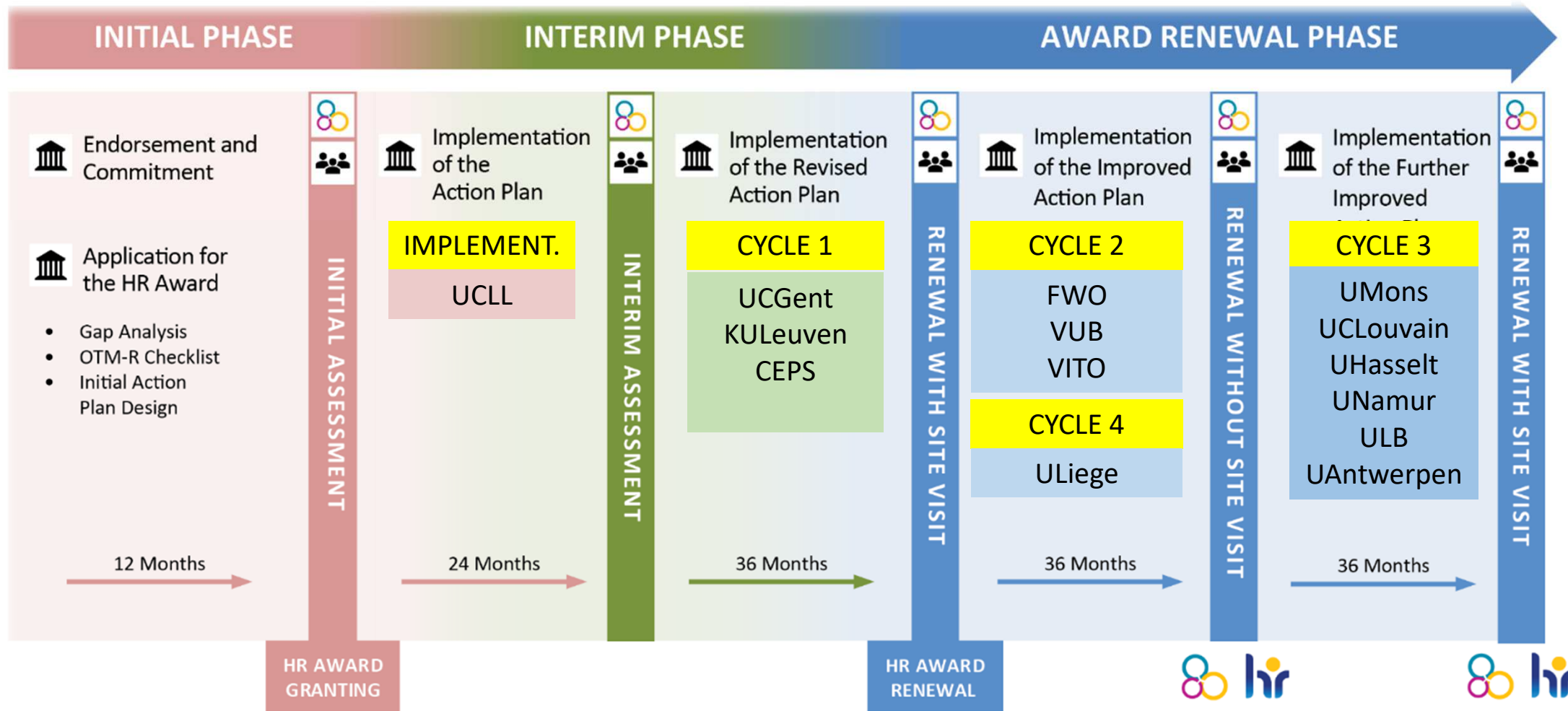
# Belgian Awarded Organisations



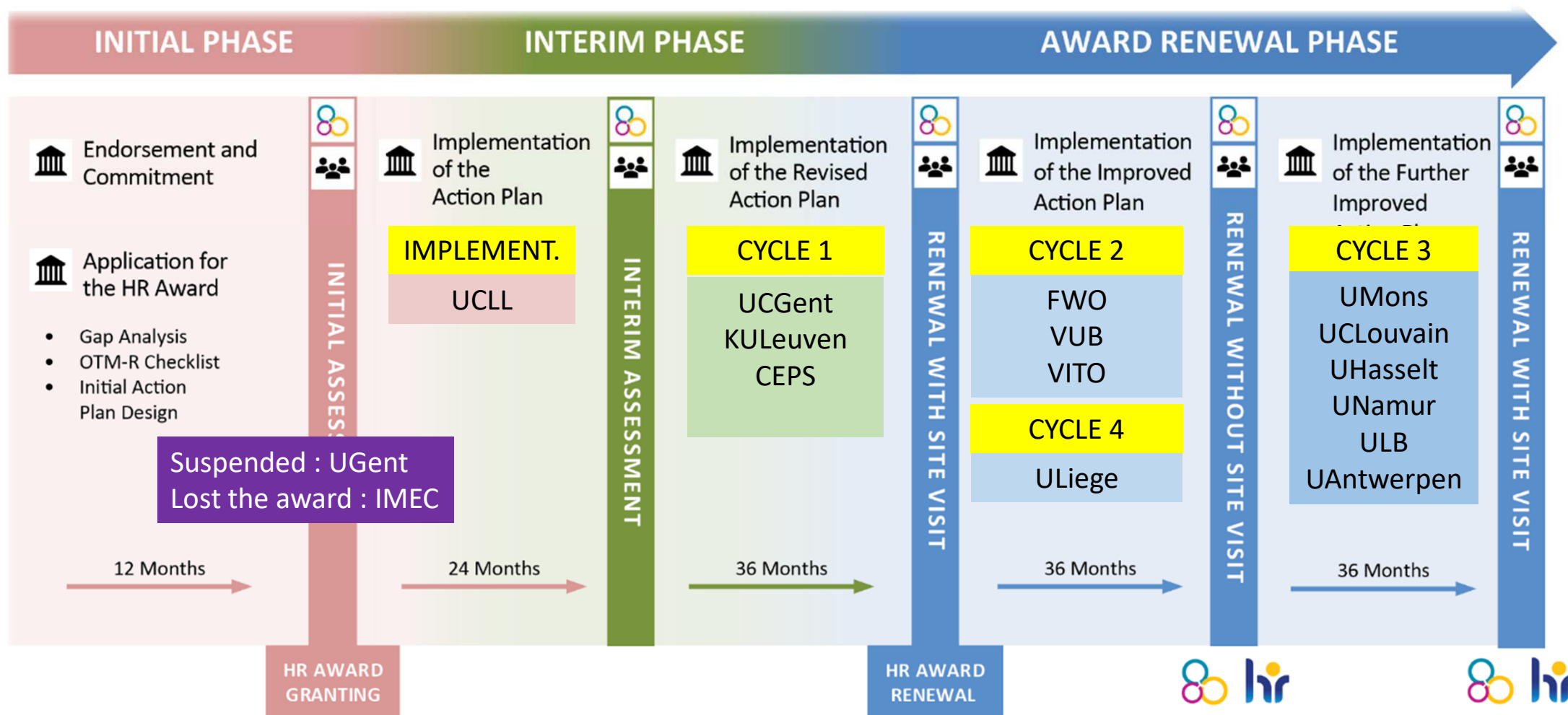
# Belgian Awarded Organisations



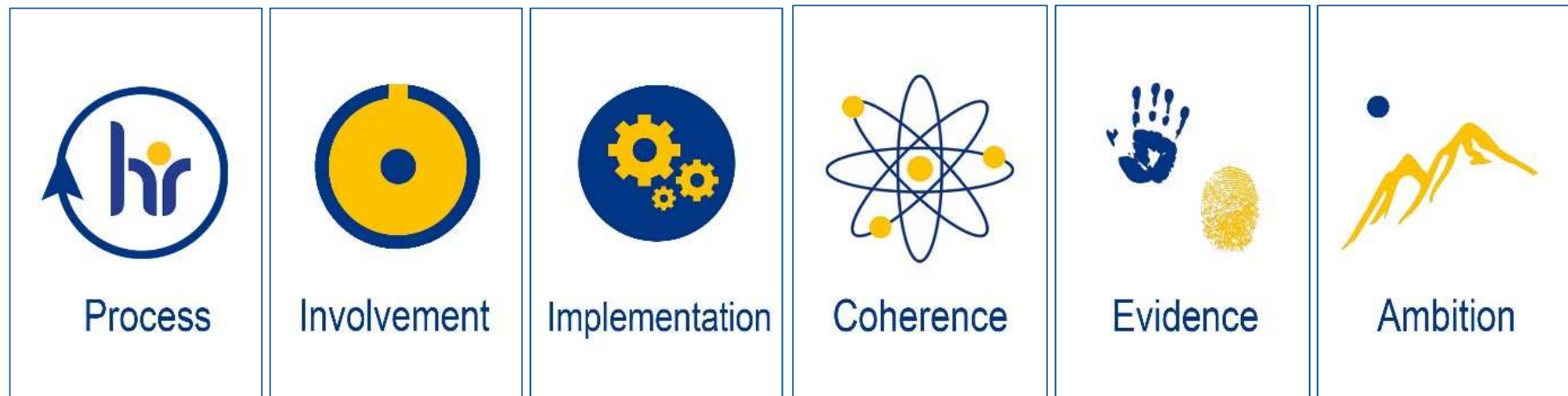
# Belgian Awarded Organisations



# Belgian awarded organisations



# Process essentials



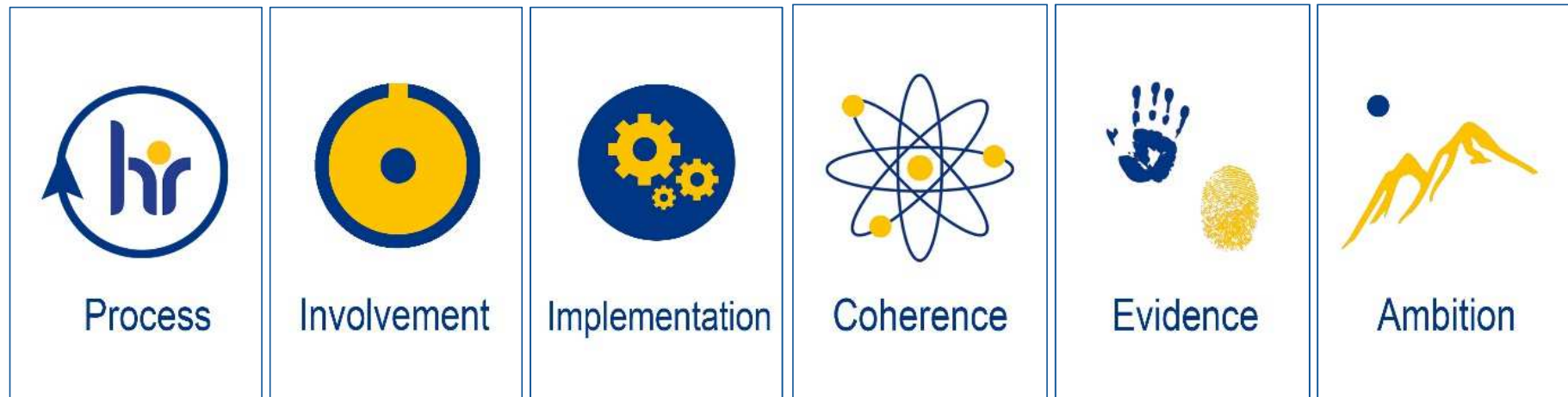
## (1) Assessment based on documentation

- For all awarded organisations, on a regular basis
- Documentation can be different depending of the running cycle

## (2) Assessment based on site visit

- At the end of odd-numbered cycles

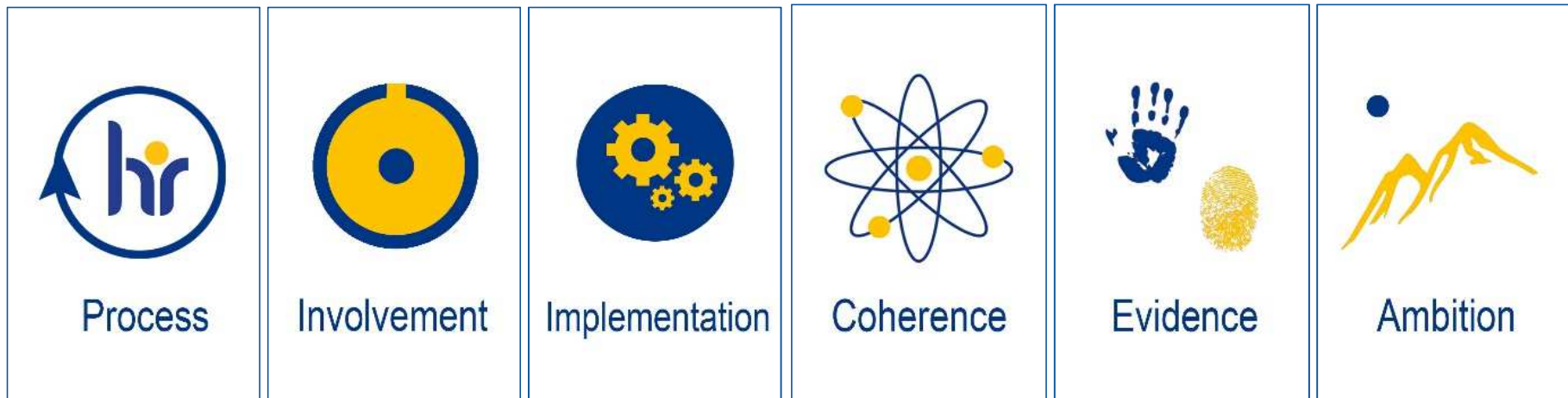
# Process essentials



How do you deal with mandatory items  
How do you answer the questions  
Is it clear - Is it coherent  
Is it ambitious enough



# Assessment essentials

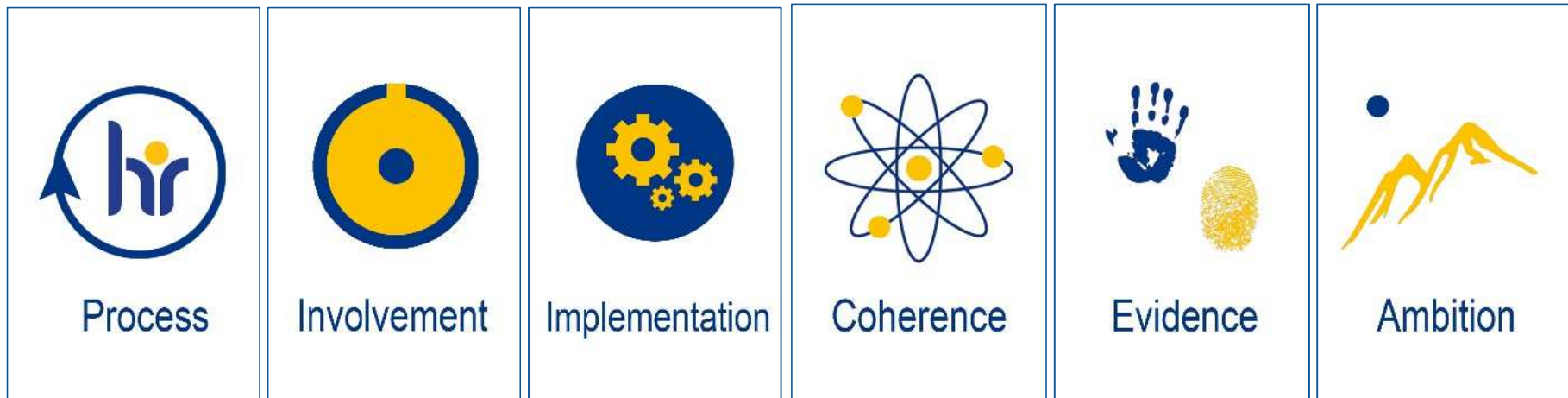


How do you serve the purpose





# Assessment essentials



## Which purpose

[https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=OJ:C\\_202301640](https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=OJ:C_202301640)



# Assessment essentials

assessment  
is to  
**INCREASE**  
quality.



evaluation  
is to  
**JUDGE**  
quality.



# Assessing documentation

## Major weaknesses :

- Information on the organisation (data, updates)
- Lack of evidence of progress (KPI, status of actions)
- Description of the implementation process (incl. involvement and surveys)
- Lack of reference to previous report / submission / assessment comments
- Inclusion of additional information (attachments) – Volume of attachments
- Poor translation
- Website issues



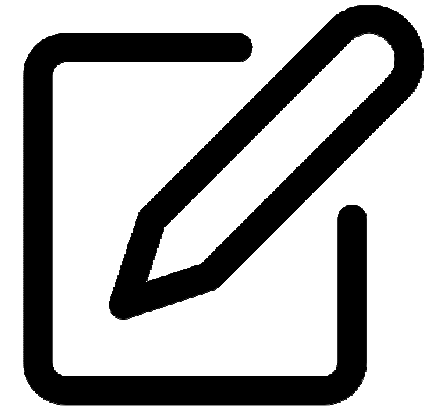
# Assessing documentation



## **Advices :**

- Be on time for submitting
- Provide evidence that it is useful for the EU purpose but first of all serves your organisation
- Speak about your experience, do not hide difficulties or problems
- Be precise and coherent, especially on essentials
- Make your AP realistic (nb of actions and well-defined KPI)
- Put yourself in the basket of the assessors, perhaps ask neutral persons to read your report before submitting

# Assessing documentation



## **What if you are requested to modify your report:**

- Organise a steering committee meeting
  - Respond to all the mandatory requirements of the assessors
  - Try to reflect on suggestions and comments (even minor ones)
  - Provide documentation of what you updated and why/how
- 
- Weaknesses are generally repetitive from cycle to cycle
  - Disagreement with assessors' comments is permitted

# Site visit

## **A wonderful opportunity for organisations and stakeholders**

- To present their achievements
- To inform stakeholders
- To involve researchers
- To benefit from assessors' experience



# Site visit

- A team of 3 assessors is allocated + Team leader (contact point)
- The agenda is negotiated with the organisation's HRS4R manager, based on the documentation provided and emerging questions
- The implementation/steering committee and groups of stakeholders are to be met



# Site visit

## Major comments on the site visits :

- A good opportunity to share good practices, and to speak about achievements but also about difficulties
- Really motivating for all, and especially for the HRS4R manager
- An opportunity to have a better understanding of the process and the internal reports

## Major weaknesses :

- AP and KPIs
- Internal concerns
- Communication
- Pass on the torch



Coherence



Ambition



Process



Implementation



Indicator





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