

# HRS4R, “HR excellence in research”



## What you need to know about

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Horizon 2020

NATIONAL  
DEVELOPMENT  
PLAN 2020



EUROPEAN UNION  
European Regional  
Development Fund

INVESTING IN YOUR FUTURE



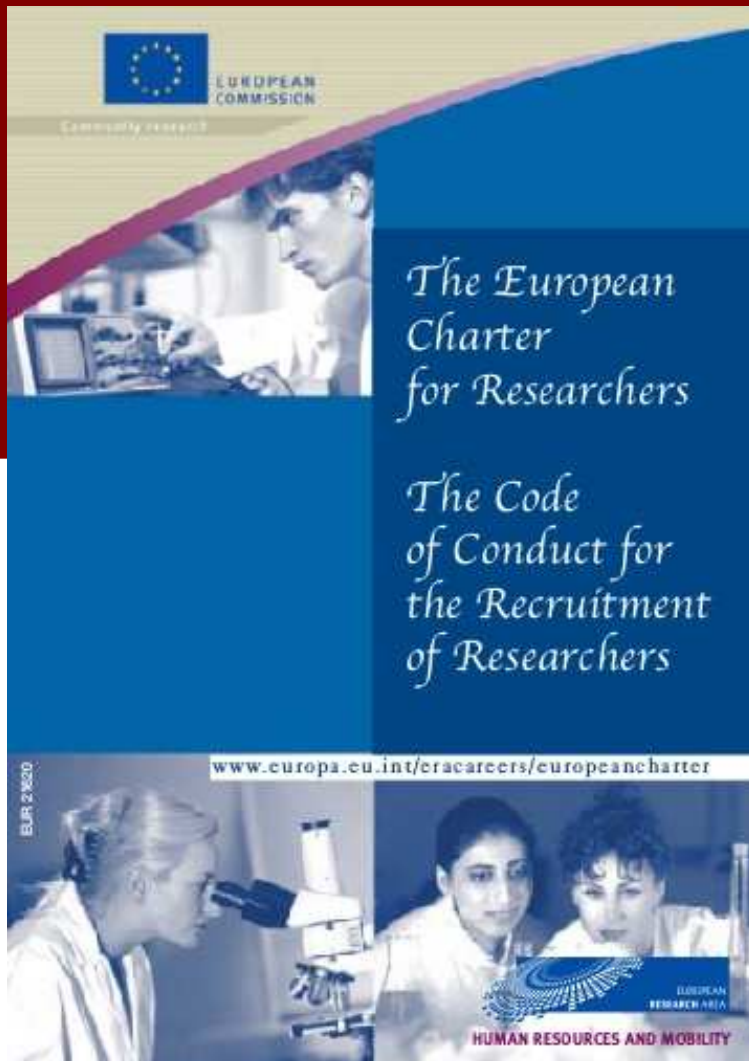
# The ERA objectives

« 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 »

# Operationalisation

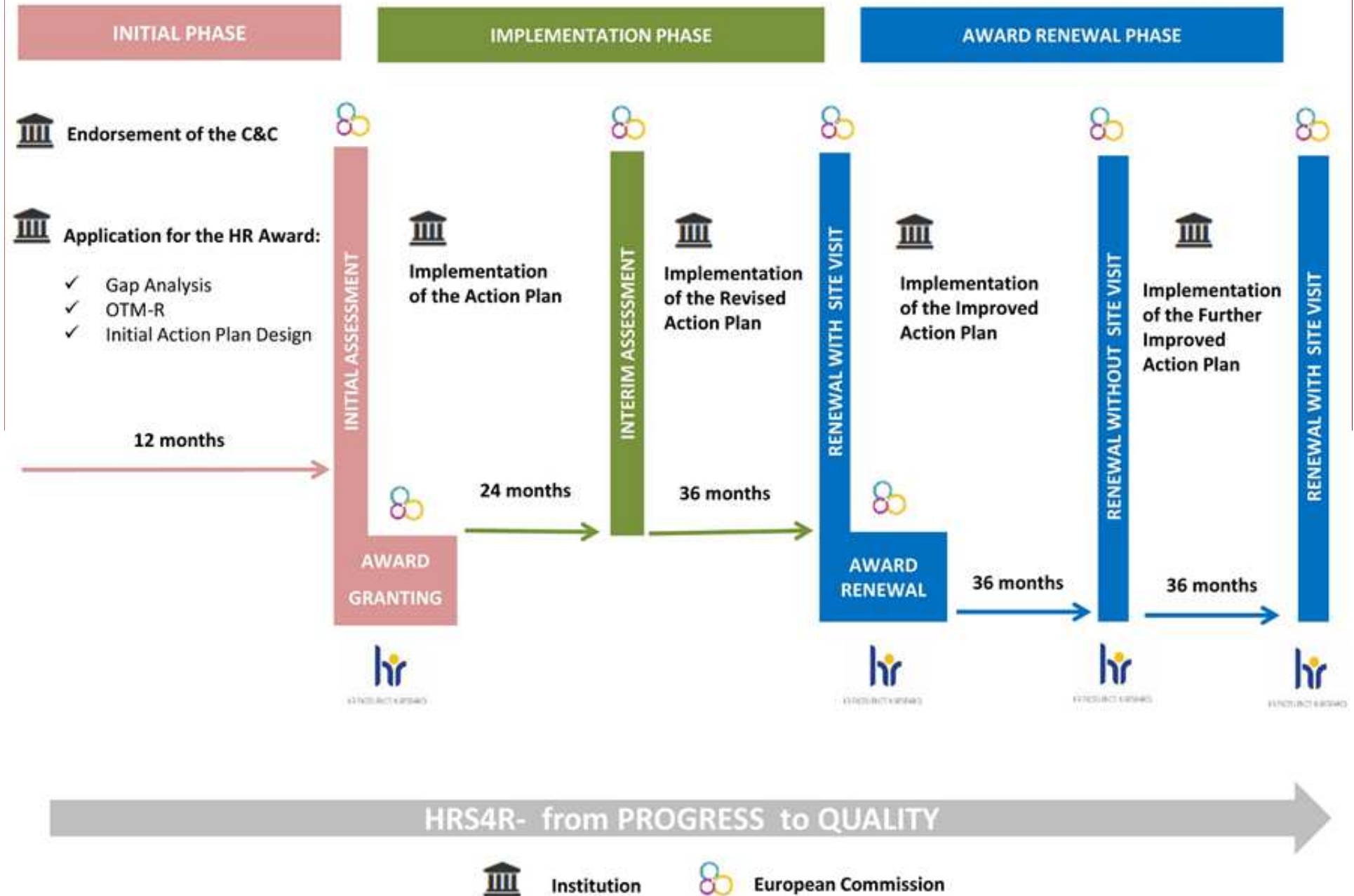


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## ARTICLE 32 AMGA

- Obligation to take measures to implement the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers
- Consequences of non-compliance

# HRS4R – The process



# About Baltic States participation



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Award

- 1133 institutions have endorsed the Charter and Code principles
  - 479 organisations have received the HRS4R award
  - Many are in the pipe
- 
- Endorsement: 6 Estonia, 1 Latvia, 18 Lithuania
  - Award : 1, Lithuania

# Good reasons for entering the process?



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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

# Experience the process



Gap Analysis

- Participative session
- Collective intelligence
- Thiago's framegame "Envelopes"



Involvement



Researchers



Stakeholders

- 4 open questions will be answered individually
- Synthesis will be performed by the 4 groups
- Restitution to all participants



# Experience the process



## Gap Analysis



LIÈGE université R.D. | recherche

Work in projects without gaps in between

How could the institution improve your working conditions?

More teambuilding events to improve contacts, relations, attitude and motivation of employees

LIÈGE université R.D. | recherche

- Support needed

↓ ↓  
people technical

Your daily work would be more enjoyable if...

- personal factors

LIÈGE université R.D. | recherche

Important communication

What obstacles do you identify to improve your working conditions?

Minimise national bureaucracy

LIÈGE université R.D. | recherche

Law of Latvia

Imagine you are the Rector/ President of your organisation...

What are the things you cannot change? *easily*

Culture of work

# 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

# Experience the process



Action Plan

- Participative session
- Collective intelligence
- Home made card game



Process



Implementation

- What seems important/easy/difficult/challenging to deal with?
- Synthesis will be performed by the 4 groups
- Restitution to all participants



# Experience the process



Action Plan



# Experience the process



Action Plan



Important  
versus  
Challenging





# Experience the process



Action Plan



Easy  
versus  
Difficult



# 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

# Main weaknesses



Action Plan



Coherence



Ambition



Process



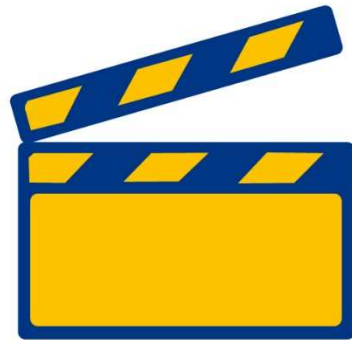
Implementation



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)



## Action Plan

# Main weaknesses



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

# HRS4R – The essentials



Gap Analysis



Action Plan



Publication



Process



Involvement



Implementation



Coherence



Evidence



Ambition

# 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 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

# Consensus Form



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)
- Declined



(2 months)



(12 months)



# News...

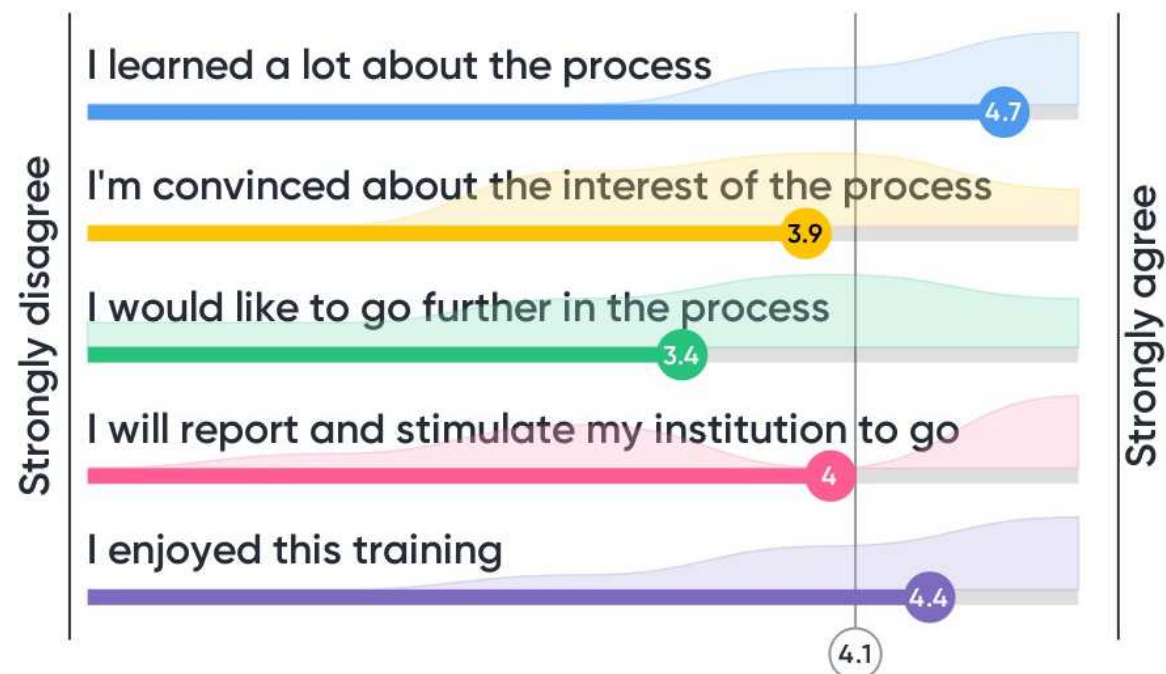


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## Award

- Site visits are reinitiated
  - Updates guidelines
  - Explanation videos
- 
- Master class for new comers  
@ULiège, 12-14 June 2019  
[recherche.uliege.be/hrs4r2019](https://recherche.uliege.be/hrs4r2019)

# Please share your point of view...



# Your arguments for entering the process

It should improve the HR strategy and processes at institution

Improvement of the research Quality

It was most structuring project I had with my colleagues

Article 32, increase attractiveness of institute

Selfmotivation to work better

Researchers would like to have a more transparent human research strategy which would allow to see how to climb the career steps. It would also allow to attract foreign researchers (hopefully).

Introducing with HR strategy and process,





# Useful links

Awarded institutions' websites are inspiring

On the website of the Commission :

- <https://euraxess.ec.europa.eu/jobs/charter>
- <https://euraxess.ec.europa.eu/jobs/hrs4r>
- <https://euraxess.ec.europa.eu/useful-information/policy-library#document-collapsible-research-careers-strengthened-hrs4r-process>
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