

WHAT? Ref. framework to improve work conditions for researchers

- Charter & Code 2005
- OTM-R
- HR Award



Art 32 → productivity of institut^o

⚡ → grants

- 1 Working Condition
- 2 Recruitment
- 3 Career developmt
- 4 Ethics



HRS4R MASTERCLASS

INTRO TO EU HR STRATEGY FOR

NEWCOMERS #1

WHY?

benefit

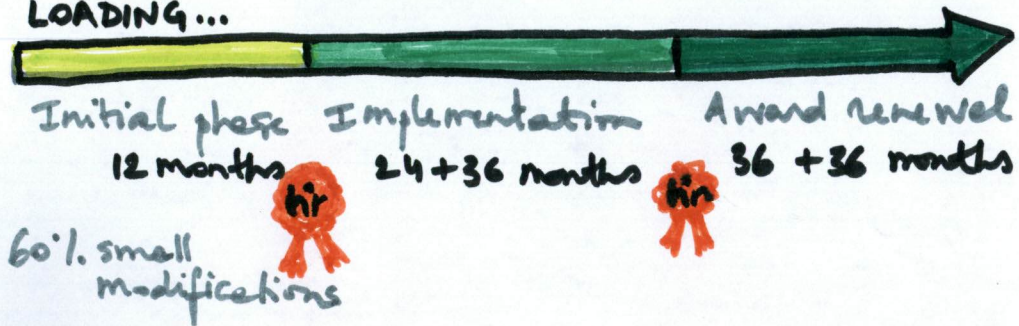
- credibility
- stimulating work envt
- reputation & visibility
- recruitment of high calibre R. staff

How?

gap analysis } published online
action plan } → assessment by EU
↳ short & long term actions!

→ site visits - 5 years after award
guideline online

LOADING...



WHO?

- 480 Awarded institutions
- 130 in process
- 40 involved countries
- 300 institut^o into IT bol - 2018
 - monitoring the process
 - progress tracking
 - foster feedback from EC

ANCA-ELENA TIRA, EU DG R&Innovation

What is the best for
the research staff?

- | 21 000 students
- | 3 000 staff
- U 1000 research staff
- U HR Award 2013
- U 96 million € in R. income

For who?

Researchers, all stages
€ academics

TALENTS & SKILLS TRAINING FOR R' #2 CAREER DEVELOPMENT



MARY KATE O'REGAN
HR Research manager
Univ. College Cork

CV Clinic

- one to one 3/4 hour
- R are bad at CV writing
↳ ? put a position!
- organisat' beyond academic?
- soft skills?



Odyssey Programme

- for R1 → R4
- adapt / prepare for other career choices
- interview → expectations
→ ? career
- current career ambitions
VS facts... on R career trajectory
- Impact, fears, changes
- ≠ organisat' & cultures
- skills 2 days
- certificate tracking

CONTENT

Post Doc Dipmt Hub

- no funding
- intern resources
- high quality programme
to R2 & R3
- ↑ employability
- 10-12 on Friday - same place
- 10 sessions → certificate
- starts in mid. Nov.
(planning / post applicat')
- Motivation, team building, CV, post writing...

Prof. Skills for R. leaders Programme

- for senior postdocs & R. follow R3 R4
- online + workshops (3h)
- 60 graduates - 20 to go
- timetable announced
- 20 participants → network & collaboration
- accreditat' 70% online test
80% WK.

- CONSULTATION -

1. DO A SURVEY OR ... other actions

- to involve the R. in the process
 - feedback regarding the C&C
- to explain the process, the purpose

My work will be more enjoyable if...



- more flexibility, autonomy, empathy, communication
- clearer objectives
- team work
- less resistance to change
- better relation with authority

? GAP ANALYSIS
going through the C&C
seeing what's done or not

Which competences would you like to improve?

- project mgmt: risk, pricing, IT
- legal skills
- Soft skills: languages, comm., time mgmt, coping with change...

IDENTIFYING POTENTIAL #3 GAPS WITHIN THE PRINCIPLES OF EUROPEAN CHARTER & CODE

You are the Son...
Why can't you improve the work conditions?

- Financial issues
- Governance / internal pressure
- Resistance to change
- Incompatibility btw the demands
→ priorities

What are your recommendations to your Son to improve the work conditions?

- work life balance
 - stress mgmt
 - workload
- Communication
 - clear role/responsibilities
 - Feedback
 - clear info/comm. channels
 - attention to the needs
- career dept
 - training
 - team building
- Management
 - permanent contracts
 - more action - speaking
 - transparent working conditions.
 - team spirit

- better communication within the services
- training
- better working environment



SMAQ (2,5 pers.)

To solve 3 problems

- no long term strategy
- pressure on transparency
- ↑ n° of faculties + geogr. spread

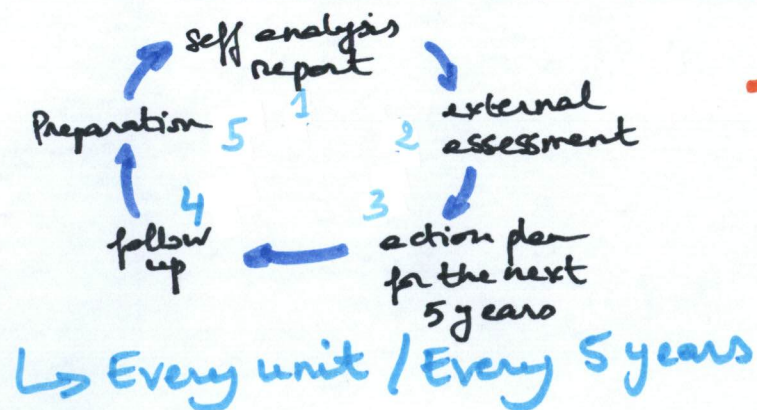


- internal evaluation (teaching, research, adm.)
- support to ext. reviews + quality related initiatives
- advisory board
- disseminate quality culture

CATHERINE VANDELEENE
ULiege, Quality management
& accompaniment services

INVOLVING RESEARCHERS & STAKE HOLDERS IN THE PROCESS #4

THE EVALUATION PROCESS



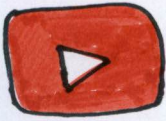
- TO COLLECT DATA

FOCUS GROUPS

- + [None in depth feedback
Active participation]
- [Costly + time consuming
No quantitative data]
- Doctoral studies & PhD Ngmt
 - 5 groups of ≠ stakeholders
 - Define objectives + set of ?
 - Conduct
 - analyze result 

ONLINE SURVEY

- + [Collect FB ≠ stakeholders
in a cost effective way
quantitative data 
- [limit of questions
tiring → to many survey
Validity: answering rate too low]
- Annual postmaster survey
 - target audience
 - online tool to collect data
 - open 3 months → mail + email + reminders
 - challenge: ↑ answering rate



Want to help someone?
Shut up and listen!
— ERNEST SIROLLI
TED TALK

✗ REASONS OF FAILING

- bad communication
- imposed solution without
 - addressing the local needs/context
 - involving the local stakeholders

↳ TOP DOWN MANAGEMENT

✓ KEYS OF SUCCESS

- stakeholders:
 - who are they?
 - what are their needs/context?
 - involve them
 - give them a responsibility/role
 - coconstruct the project

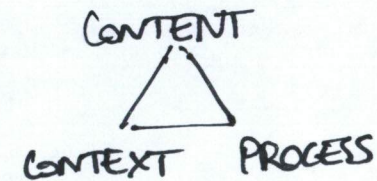
- take previous exp. into account

↳ PARTICIPATIVE MANAGEMENT
(find the balance btw project manager & local stakeholders interests)

- common formulation of the problem to be solved

HOW TO MANAGE A CHANGE PROCESS?

#5



STAKEHOLDERS ANALYSIS

- STAKEHOLDERS → who are they?
 - ↳ internal/external
 - ↳ directly impacted
 - ↳ may influence the project
- THEIR POSITION/INTEREST (+/-)
 - ↳ resistant → slow the process
 - ↳ positif → push the process
- THEIR RESSOURCES ← available
← needed
- THE POTENTIAL ALLIANCES & OPPOSITIONS

TO BE UPDATED... IN THE PROCESS

CONTEXTUALIZATION

WARNING

- work with the communication service
- actions can be included in the strategic plan of the institution
- measure the impact → have you reached the target?

FIND INSPIRATION

<https://europe.ec.europa.eu/jobs/hrs4r>

COMMUNICATION, TRANSPARENCY #6 & PUBLICATION

COMMUNICATION ACTION PLAN

- HRS4R days ^{or}
- badge in the L&S reminder
- videos
- using social networks with #
- provide ^{documentation} communication material to spread the word / autonomy when presenting
- face to face communication
↳ ambassadors
- ...

PUBLISH ONLINE

- action plan
 - presentation of the dynamic
 - survey & results
 - mbers of steering committee
 - HR strategy: priorities
 - other activities
- easy to find for the evaluators!
structured info
- nice example
→ University of Barcelona

+ PUBLISH ON OPEN ACCESS ☺

1 REGISTER

- create your account
! 1 email address / institution
- organisation account
JOIN OR REGISTER
 - partnering tool.
 - Eureka dashboard.
- MY HR4R

2. ENDORSEMENT LETTER —

- in English
- signed by the authorities
- max 12 months old
- Ex. in the policy section on the Eureka website

SUBMIT

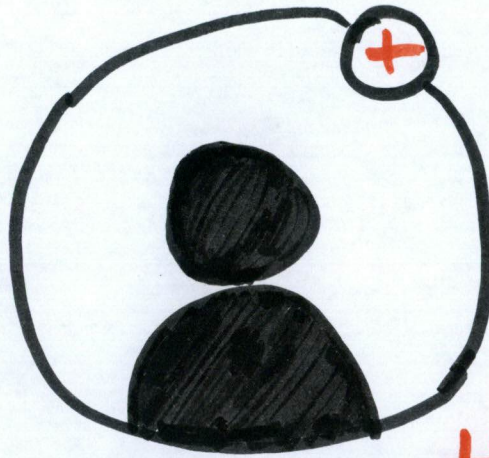


Confirmation by the EC
within 10 days



help desk:

- support@euraxess.org
- RTD-CHARTER@euraxess.org
- procedure questions



#7

DISCOVER THE ONLINE SUBMISSION

3. GAP ANALYSIS¹, OTMR² & ACTION PLAN³ —

40 principles — 12 months...
→ actions to fill the gaps

→ OTMR Checklist

→ Action plan

! all fields are mandatory
details on implementation

3
documents
to submit

Initial assessment

1. Admin eligibility check → within 1 month
2. Assessment → within 3 months
3. Report to the institution
Consensus form



4. ANSWER OF THE EC

- awarded.
- awarded by with minor modifications asked 2 months to resubmit
- declined with general / major modifications 12 months to resubmit.



Mihaela GOSTACHE,
Policy officer, EU