

RESEARCH DEPARTMENT

TODAY'S CHALLENGES : OTM-R,
EMBEDDING HRS4R WITHIN INSTITUTION
INDICATORS, OPEN SCIENCE, GENDER &
ETHICS)

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WHO AM I?

Senior policy Advisor for Research

Focus:

- Link Human Resources & Research
(Researcher mobility, HR strategy, career development & open recruitment)
- Quality Assurance in Research (doctoral training, research evaluation, institutional monitoring, rankings)
- Number crunching, policy analyses



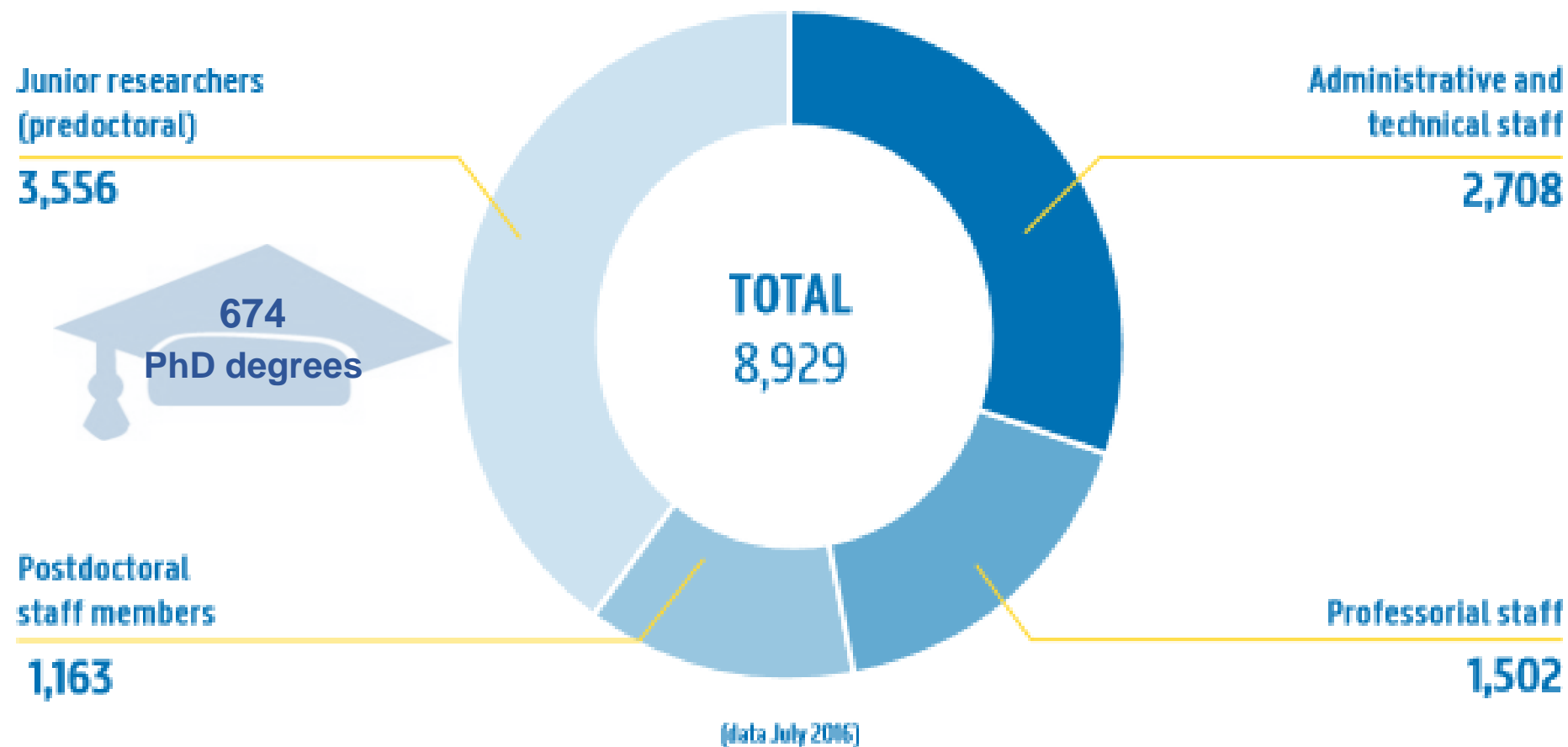
Activities:

Ghent University

ECOOM – Ghent University

European Commission – working groups

GHENT UNIVERSITY IN A NUTSHELL



Comprehensive university
11 faculties
> 100 departments
5 doctoral schools

- 6,000 WoS research publications per year
- > 30% in Open Access
- > 50 ERC grants
- 17 Highly Cited Researchers
- 300 M€ research expenditure
- #69 in Shanghai Ranking



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EUROPEAN POLICY

“An open labour market for researchers”

EC: “AN OPEN LABOUR MARKET FOR RESEARCHERS”



European Research Area

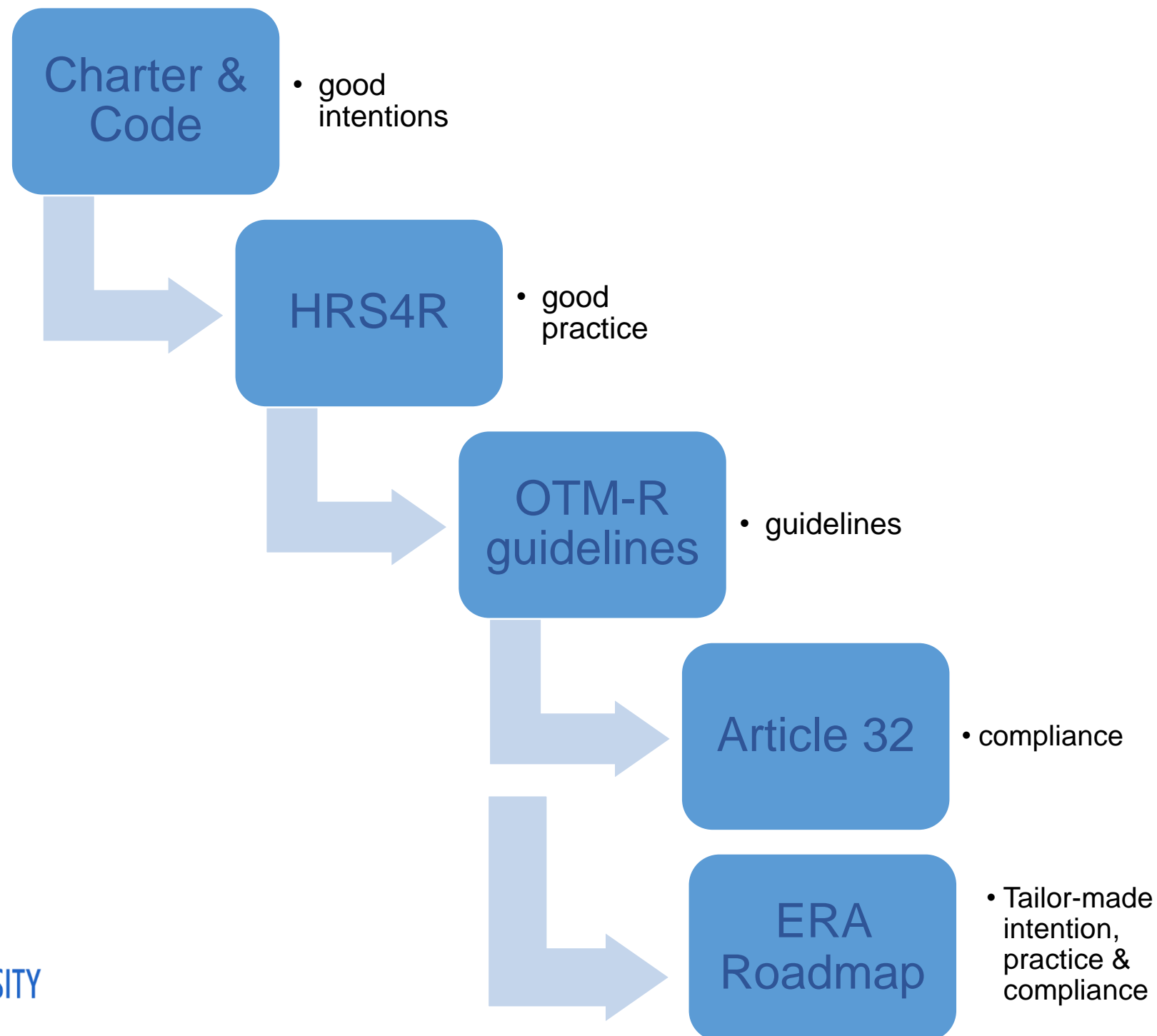
European
Research
Area (2000)

Strategic
agenda:
dynamic
knowledge
economy

Focus: Open
labour market
for researchers

EC: “AN OPEN LABOUR MARKET FOR RESEARCHERS”

From “soft” to “hard” measures



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“OTM-R”

Open, Transparent & Merit-Based
recruitment

EC: “AN OPEN LABOUR MARKET FOR RESEARCHERS”

Why this focus on open recruitment of researchers?



OTM-R PRINCIPLES

OTM-R report

= recommendations on implementing principles of Charter & Code regarding recruitment of researchers

OPEN = reach the widest possible range of candidates

TRANSPARENT = use clear criteria, use clear procedures

MERIT-BASED = judge candidates objectively and adequately:

fair criteria, fair selection committee, fair procedure

>< nepotism, obscure procedures, unfair treatment

- ☐ Checklist for institutions: “do we do what we say we do?”
- ☐ detailed recommendations on how to implement these principles
- ☐ good practices from across Europe

DID YOU KNOW? OTM-R = within 1 year after publication, it already featured in European Roadmap & revised HRS4R strategy!

OTM-R IN HRS4R

Compulsory OTM-R checklist for ALL applicants / renewal applicants = SIGNIFICANT!

For first-time applicants:

- Action(s) in line with gaps/opportunities identified in the OTM-R checklist
- OTM-R policy in preparation

For renewal applicants:

- In the current transition phase:
 - Action(s) in line with gaps/opportunities identified in the OTM-R checklist
 - OTM-R policy in preparation
- In future renewal cycles
 - OTM-R policy must be in place
 - OTM-R policy must be monitored & prove to be effective

OTM-R @ GHENT UNIVERSITY



Activities at Ghent University

European policy pressure helps to set the agenda

1. **Awareness raising:** internal recruitment traditions / quality culture / beneficial effects of good hiring practices
2. **Campaign** to promote OTM-R in H2020 & other projects
3. **New recruitment guidelines** for professorial staff approved & currently being implemented



STRENGTHENED HRS4R:

“EMBEDDING”

“INDICATORS”

STRENGTHENED HRS4R

“Embedding”?

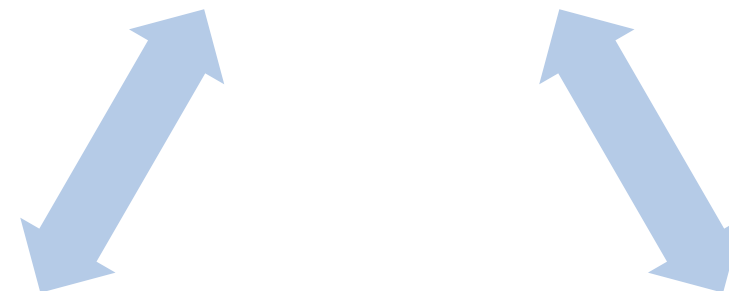
Get support from the top of your organisation

Demand a « mandate »
Hold people responsible



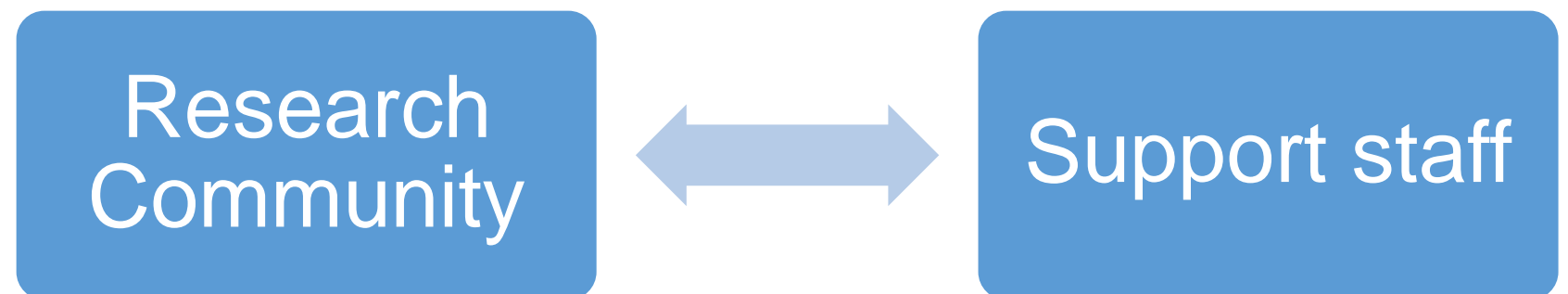
Involve your research community

Demonstrate you take this seriously
Listen, discuss, debate



Involve your colleagues in administrative / managerial units

Establish support
Find room to grow



STRENGTHENED HRS4R

How do I demonstrate “embeddedness” in my HRS4R application?

Don’t just ‘try your luck: be prepared!

- HRS4R information on the Euraxess website & use this information
- Webinars on the HRS4R by the EC
- Information sessions (such as this one)

Take the exercise seriously:

- You might start with an external driver
 - “my government wants me to do this”
 - “my rector would like the label”
- You must move towards internal drivers
 - “we want to improve”

Be transparent about the process:

- Give sufficient information to an outsider, so they can make an adequate judgment
- Involve a wide community of researchers & colleagues

STRENGTHENED HRS4R

“Indicators” and “evidence”:

The success of some actions can be **measured by numbers**, e.g.

- Increase the number of international postdocs
- Increase the gender balance at professorial level

The success of other actions can be **a tangible form of evidence**, e.g. a tool, a website, a document, a regulation, e.g.

- Compose new English-language webpages for international researchers
- Introduce institutional regulations on breach of scientific integrity

The success of many actions will have to be **tested by your stakeholders**

- Survey amongst researchers
- Focus groups with researchers & other stakeholders
- Transparency in activities, processes & results

STRENGTHENED HRS4R

“Indicators” and “evidence”:

How will YOU know whether your action is a success?

→ to your own benefit

How can you prove to others that your action is a success?

→ To the benefit of your stakeholders

→ To the benefit of your HRS4R assessment

Introduce a combination of

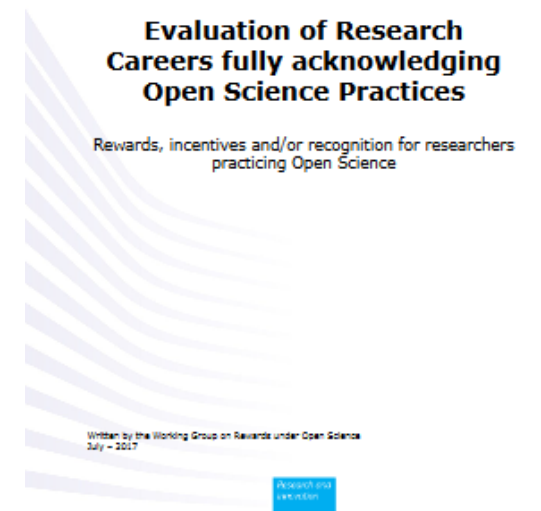
- NUMBERS
- TANGIBLE EVIDENCE
- COMMUNITY-SUPPORTED EVIDENCE

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WHAT ABOUT OPEN SCIENCE?

CAN WE EXPECT THE INTRODUCTION OF “OPEN SCIENCE” ELEMENTS IN HRS4R?



Yes ?

- high priority of Open Science in all EC policy developments
- https://ec.europa.eu/research/openscience/pdf/os_rewards_wgreport_final.pdf
- New working group to be set up, looking at integration of Open Science in HR-practices
- Sometimes, things move very quickly in Europe

CAN WE EXPECT THE INTRODUCTION OF “OPEN SCIENCE” ELEMENTS IN HRS4R?

No ?

- HRS4R has already undergone a significant number of changes in 2016-2018
- HRS4R is still a voluntary process
- HRS4R already places high demands on participants

= Maybe...

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WHAT ABOUT INTERSECTORAL MOBILITY?

WHAT ABOUT INTERSECTORAL MOBILITY IN HRS4R?

Broadly speaking, “intersectoral mobility” refers to **all possible bridges between university, industry and other sectors of employment.**

In its most narrow sense, “intersectoral mobility” is defined as the **physical mobility of researchers from one sector (academia) to another**

e.g. industrial PhD

e.g. internships for postdocs in companies

e.g. career switch towards non-academic careers after the PhD

e.g. re-entry into academia after a number of years’ work experience in other sectors

WHAT ABOUT INTERSECTORAL MOBILITY IN HRS4R?

It's not in the Charter & Code... but it's in many other documents

- Mobility of Researchers between Academia and Industry (2006)
- Innovative doctoral training principles (2011)
- Mutual Learning Seminar on Intersectoral Mobility, ERAC (2014)
- SGHRM Working Group Report: On the Intersectoral Mobility of Researchers, their Conditions and their Competences (2016)
- Fostering Industrial Talents in Research at European Level (2018)



Maybe this policy aspect will gain prominence in the years to come?



WHAT ABOUT “RRI”
(RESPONSIBLE RESEARCH &
INNOVATION):
GENDER, DIVERSITY, ETHICS?

WHAT ABOUT GENDER, DIVERSITY AND ETHICS IN HRS4R?

Remember the Charter & Code?

Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Professional responsibility

... relevant to society... does not duplicate research ...avoid plagiarism of any kind... principle of intellectual property and joint data... need to validate new observations...

Non-discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.



WHAT ABOUT GENDER, DIVERSITY AND ETHICS IN HRS4R?

If it's in the Charter & Code...

it should be in your HR Strategy!



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TAKE-HOME MESSAGES

TAKE ME HOME!

- Use the HRS4R process in the way that suits your institution best: a tool to identify your strengths, a leverage for change, a framework for your ambition
- Keep an eye on the new developments at the EC: nothing/no-one ever stands still
- Use the gap-analysis & OTM-R checklist to discover your growth potential
- Empower your colleagues. Limit control to where absolutely necessary
- Collect good practices
 - Especially within your own institution!
- Take time, give time



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www.ugent.be/en/research

www.ugent.be/hrs4r



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