**WHAT?**
- Charter & Code 2005
- OTM-R
- HR Award

**WHY?**
- Credibility
  - Stimulating work merit
  - Reputation & visibility
  - Recruitment of high calibre staff

**HRS4R MASTERCLASS**
**INTRO TO EU HR STRATEGY FOR NEWCOMERS #1**

**How?**
Gap analysis -> published online -> assessment by EU
- Short & long term actions

**Loading...**
- Initial phase (12 months)
- Implementation (24+36 months)
- Award renewal (36+36 months)
- 60% small modifications

**Who?**
- 480 awarded institutions
- 130 in process
- 40 involved countries
- 300 instlt. incl. IT lab - 2018
  - Monitoring
  - Progress tracking
  - Follower feedback from EC

**ANCA - ELENA TIRA, EU DG R&I Innovation**
What is the best for the research staff?

- 21,000 students
- 3,000 staff
- 1,000 research staff
- HR Award 2013
- 96 million € in R. income

For who?
- Researchers, all stages
- € academics

TALENTS & SKILLS
TRAINING FOR R & CAREER DEVELOPMENT

Post Doc Diversity Hub
- no funding
- intern resources
- high quality programming to R2 & R3
- work for employability
- 10-R2 on Friday - same place
- 10 sessions = certificate
- starts in mid. Nov.
- (planning/pont applicants)
- motivation, team building, CV, grant writing...

Prof. Skills for R. Leaders Programme
- for senior postdocs & R. fellows
- online + workshops (3 h)
- 60 graduates, 20 to go
- time table announced
- 20 participants = network & collaboration
- accreditation 70% online test, 80% wk.

CV Clinic
- one to one 3/4 hour
- R are bad at CV writing
- do? get a position?
- organise beyond academics?
- soft skills?

Odyssey Programme
- for R3 to R4
- adopt prepare for other career choices
- interview expectations → career
- current career ambitions vs facts... in R career trajectory
- impact, fears, changes
- of organisational culture
- skills, adapt, certificate, tracking
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

Try work will be more enjoyable if...
- more flexibility, autonomy, empathy, communication
- clearer objectives
- team work
- less resistance to change
- better relation with authority

You are the S... Why can't you improve the work conditions?
- financial issues
- governance/external pressure
- resistance to change
- incompatibility btw the demands & priorities

**GAP ANALYSIS**
- going through the C&C to see 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 GAPS WITHIN THE PRINCIPLES OF EUROPEAN CHARTER & CODE

What are your recommendations to your S's to improve the work conditions?
- work life balance
- stress mgmt
- work load
- 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 units
- training
- better working environment
IN INVOLVING RESEARCHERS & STAKEHOLDERS IN THE PROCESS #4

THE EVALUATION PROCESS

- Self analysis report
- Follow up
- Action plan for the next 5 years
- Every unit / Every 5 years

FOCUS GROUPS

+ Rare in-depth feedback
  + Active participation

- Expensive & time consuming
  - No quantitative data

- Retrosal studies & MD Report
  - 5 groups of 7 Stakeholders
  - Define objectives + set of 2
  - Conduct
  - Analyze results

ONLINE SURVEY

+ Collect B2C + Stakeholders in a cost-effective way
  + Quantitative data

- Limit of questions
  - Timing + to many survey
  - Validity: answering rate too low
  - Annual performance survey
  - Target audience
  - Online tools to collect data
  - Open 3 months, mail + email + reminders
  - Challenge: high answering rate

Catherine Vandeleene, Quality Management & Accompaniment Services

QUALITY MANAGER @ ULIEGE

SMAQ (2.5pens.)

- To solve 3 problems
  - Long-term strategy
  - Pressure on transparency
  - N of faculties + geop. spread
- Internal evaluation (teaching, research adm.)
- Support to ext. reviews + quality related initiatives
- Advisory board
- Disseminate quality culture
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/make
    reconstruct the project
  - take previous exp. into account
- PARTICIPATORY MANAGEMENT
  (find the balance btw project manager & local stakeholders interests)
  - common formulation of the problem to be solved

HOW TO MANAGE A CHANGE PROCESS?

STAKEHOLDERS ANALYSIS
- Stakeholders - who are they?
  - internal/external
  - directly impacted
  - may influence the project
- Their position/interest (+/-)
  - resistant - slow the process
  - positive - push the process
- Their resources < needed
- The potential alliances & oppositions

CONCEPTUALIZATION

CONTENT

CONTEXT

PROCESS

TO BE UPDATED... IN THE PROCESS
WARNING
- Work with the communication service
- actions can be included in the strategic plan of the institution
- measure the impact - have you reach the target?

COMMUNICATION, TRANSPARENCY #6
& PUBLICATION

FIND INSPIRATION
https://europa.eu/europaeu/jobs/hs4r

COMMUNICATION ACTION PLAN
- HRS4R days
- goodie in the lab - reminder
- videos
- using social networks with #
- provide communication material to spread the word / autonomy when presenting
- face to face communication with ambassadors
- ...

PUBLISH ONLINE
- action plan
- presentation of the dynamic
- survey & results
- members of steering committee
- HR strategy priorities
- nice example
- University of Barcelona
- other activities

+ PUBLISH ON OPEN ACCESS
1. Register
   - Create your account
     - 1 email address/organization account
     - Join or register
     - Partnership tool
     - EureXess dashboard
   - My HRS4R

2. Endorsement Letter
   - In English
   - Signed by the authorities
   - Max 12 months old
   - Ex. in the policy section on the EureXess website

3. Gap Analysis, OTMR & Action Plan
   - 40 principles
   - 12 months...
   - Actions to fill the gaps
   - OTMR Checklist
   - Action plan
     - All fields are mandatory
     - Details on implementation
   - Initial assessment
     1. Admin eligibility check
        - Within 1 month
     2. Assessment
        - Within 3 months
     3. Report to the institution
        - Consensus from

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

Discover the Online Submission

Submit

Confirmation by the EC within 10 days

Help desk:
- Support@eurexess.org
- RTD.CHARTER@eurexess.org

Procedure questions

Michaela COSTACHE
Policy officer, EU