

How to design the HR Excellence in Research strategy?

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Your playground: Charter&Code principles

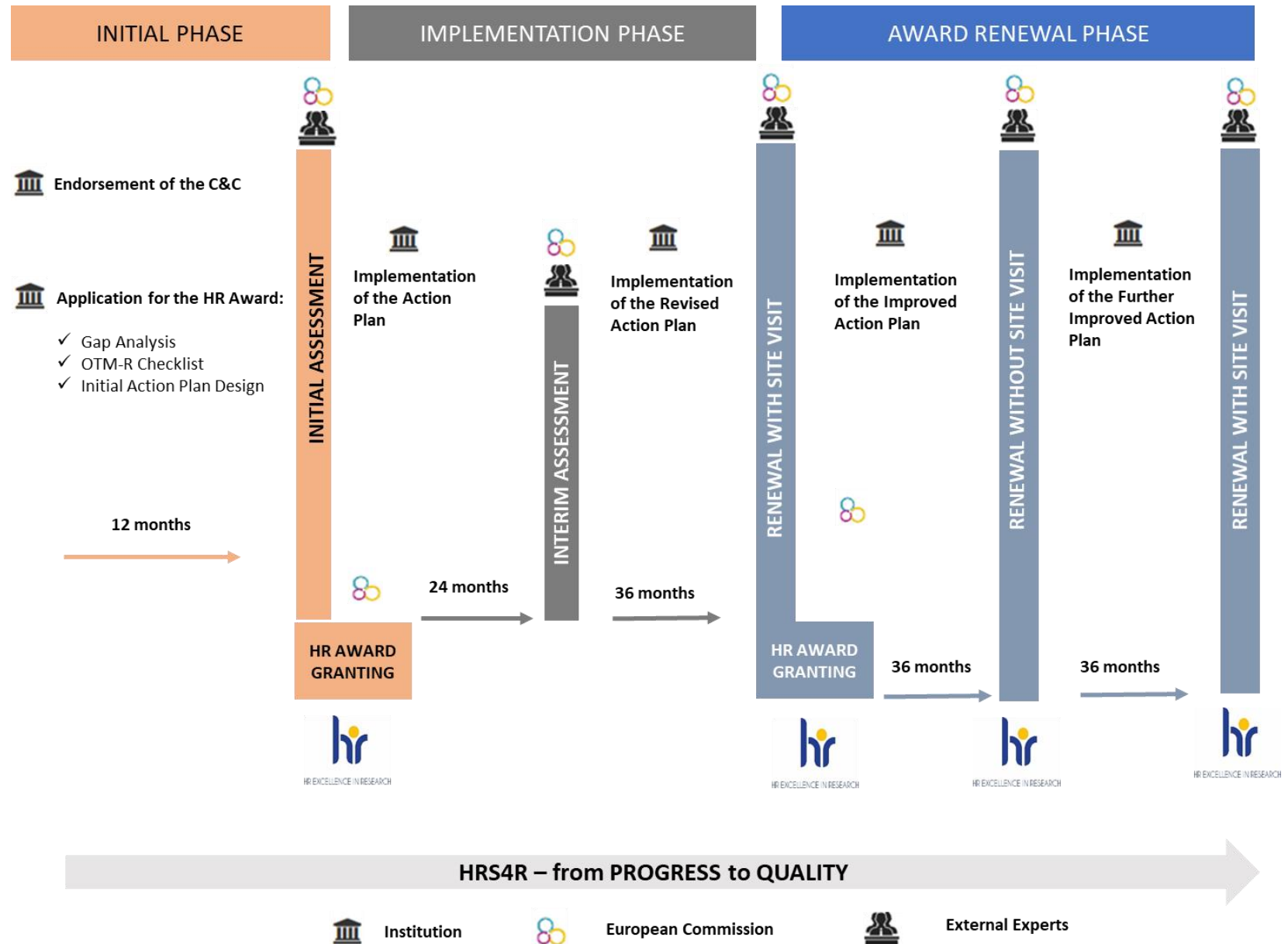
- Ethical and professional aspects of researchers' careers
 - Research freedom, ethical principles, professional responsibility and attitude, contractual and legal obligations, accountability, good practices in research, dissemination and exploitation of results, public engagement, non-discrimination, evaluation and appraisal systems
- Employment
 - Selection, transparency, evaluation, recognition of mobility, recognition of qualifications, seniority, post-doctoral positions
- Working conditions and social security
 - Working environment, funding and salaries, gender balance, career development, career counseling, IPR, co-authoring, teaching, complaints/appeal mechanisms, participation in decision making bodies
- Training
 - Supervision and mentoring, continuing professional development, access to training

New Charter for Researchers

- Pillar 1. Ethics, integrity, gender and open science
 - Ethics and research integrity, Freedom of scientific research, Open science, Gender equality, Embracing diversity, The researcher, Free circulation of researchers, Sustainability of research
- Pillar 2. Researchers' assessment, recruitment and progression
 - Researchers' assessment, Recruitment, Selection, Career progression
- Pillar 3. Working conditions and practices
 - Working conditions, funding and salaries, Stability of employment, Contractual and legal obligations, Dissemination and exploitation of results
- Pillar 4. Research careers and talent development
 - Valuing diverse research careers, Career development and advice, Continuous professional development, Supervision and mentoring

HR Excellence in Research process

- 12 months to submit application after endorsement
- 24 months to implement the action plan
 - Self-assessment, revision of the action plan
- 36 months to implement the revised action plan
 - Study visit – actual visit



Gap Analysis, OTM-R & Action Plan

GAP Analysis

Process Description

Steering Committee and Working Group + how it was appointed, how it worked

How researchers were involved in gap analysis (group, format, contributions)

GAP Analysis (Charter and Code Checklist)

For each of 40 principles:

implementation (fully, almost, partially insufficiently implemented),
gap description (if not fully) + legislation or regulation impeding implementation,

initiative undertaken + new proposals

OTM-R Checklist

Self-assessment tool/form


Action Plan

Organizational information

Strengths and weaknesses of current practices (4 main topics from CC)

For each of the actions:

Description of action
Addressed CC principles
Timing
Responsible unit
Indicators/targets



Problem you are
not aware of

Problem you
can solve

Problem
you cannot
solve

Gap Analysis

Your
“customers”
are ninjas..


JORGE CHAM © 2008

NINJAS vs PROFESSORS

A COMPARATIVE ANALYSIS



NINJAS

- Experts in methods of subterfuge
- Employs assortment of lethal weapons
- Can kill you without remorse
- Always shown wearing the same outfit
- Wears a hood
- Hurls Shurikens 
- People think they're pretty cool
- Shrouded in mystery



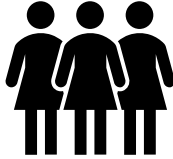
PROFESSORS

- Experts in methods no longer used
- Employs a bunch of lazy peons (you)
- Can kill your career or worse
- Always wears the same outfit
- Wears a hood at graduation
- Hurls when you present your research
- They think they're pretty cool
- Shrouds you in misery

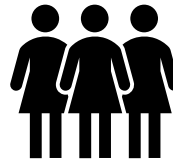
50% female, 50% male researchers



Only 10% female among R4s



Cascade model, maternity fund!



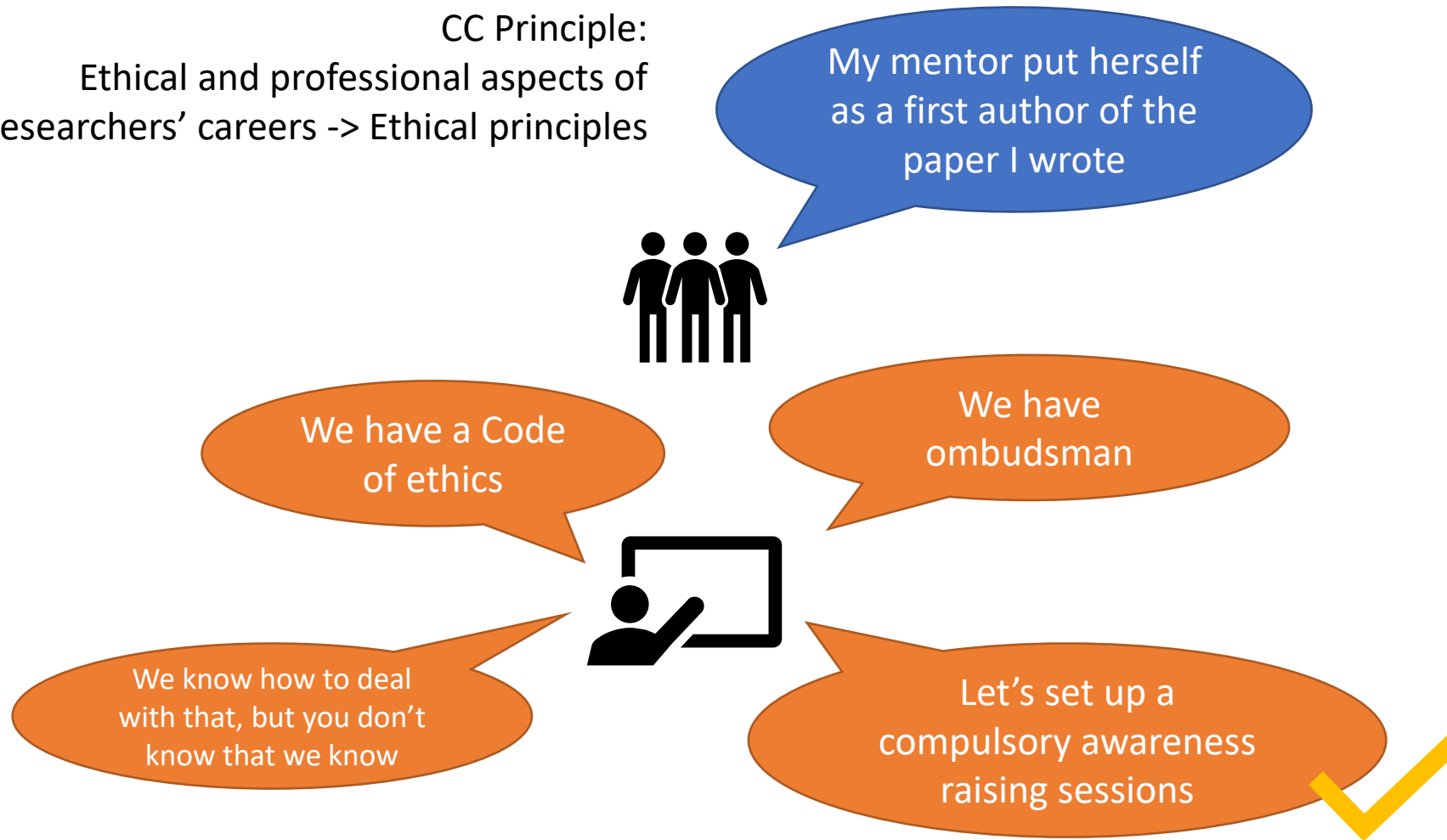
CC Principle:
Working conditions and social security ->
Gender Balance



Embrace the problem

Plan but act too.

CC Principle:
Ethical and professional aspects of
researchers' careers -> Ethical principles



Many times, its all about knowing stuff

Key values of the good strategy



COMMITMENT



AMBITION



OUTREACH



QUALITY

Maintain those values throughout the whole process, from initial submission to the second internal review

Think on your internal reviews from the very start!

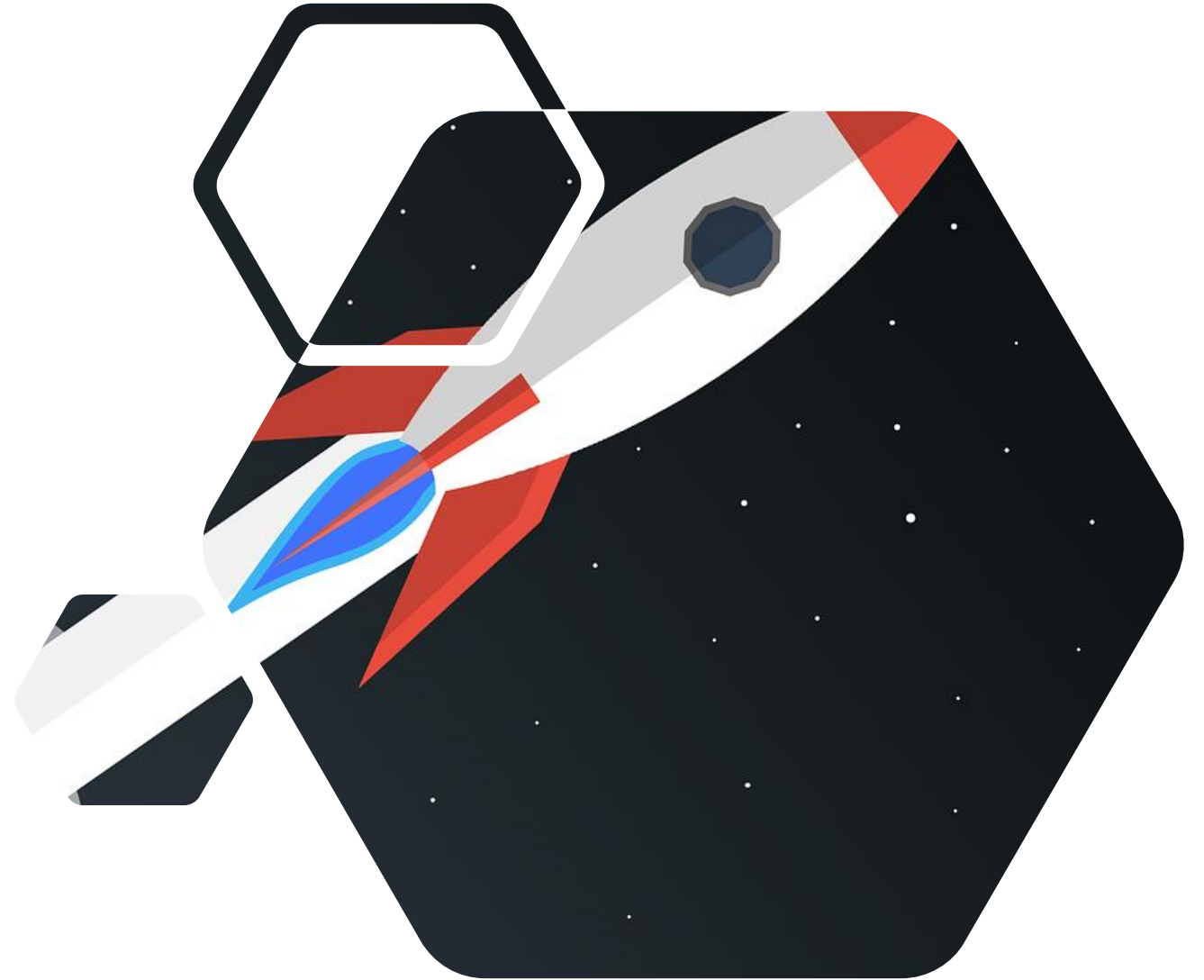


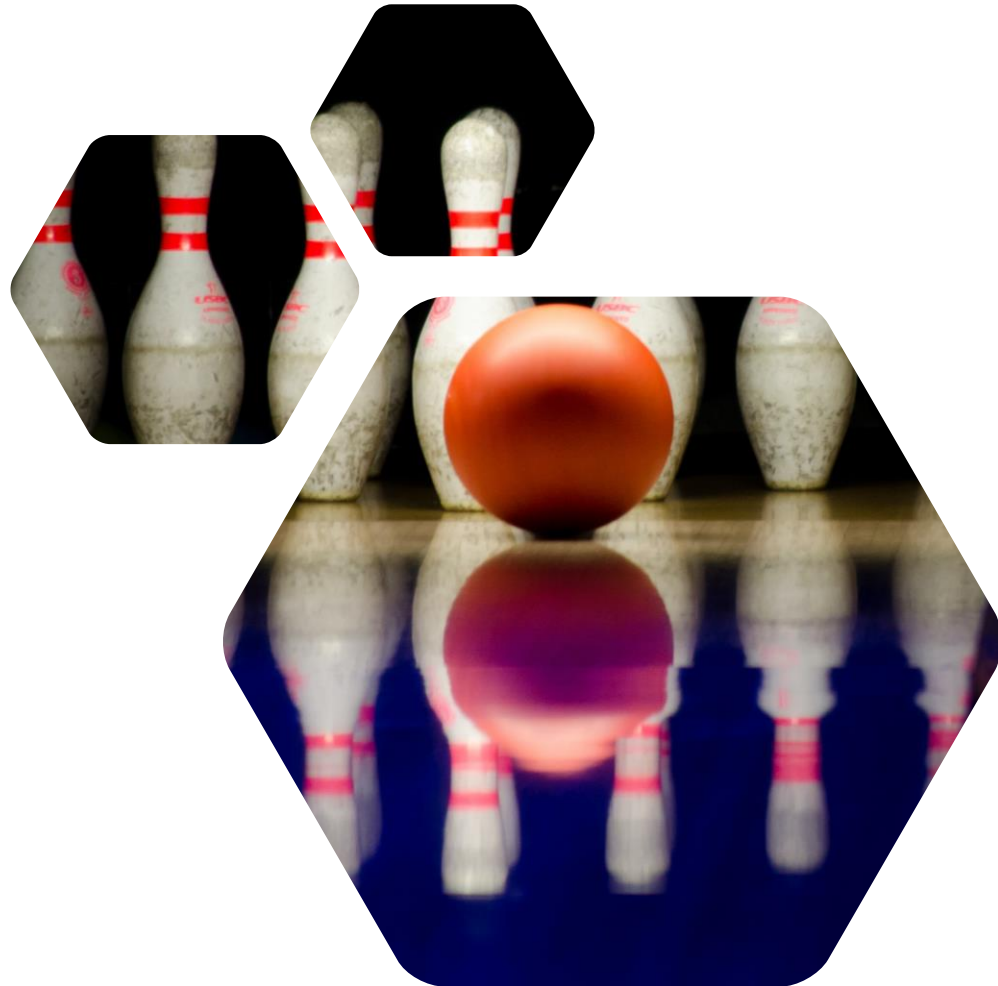
The commitment

- Top-management support
- Action plan is published in HIGHLY VISIBLE place
- Clear evidence on the embedment in the organizational policies
- On-time delivery
- Show earlier initiatives, demonstrate their impact. It will be especially appreciated
- Impact oriented indicators and reasonable targets, stick to them, show that they are not chosen to rationalize your failure
- Acceptance of failure is a sign of the strong commitment
- Show that it's your baby!

The ambition

- The context for the ambition assessment
 - gap width (what is your baseline)
 - your size (how many researchers, how many R1s, how many international researchers)
 - your playground size (to which extent the things you want to change depend on the external factors, e.g. government)
- The progress will be assessed, not the current state of play
- Will your ambition change over the implementation period?
- Feasibility





The outreach

- In terms of engagement and impact, both
- Goal-oriented vs. impact-oriented strategies
- Work culture is a factor (top-down vs. bottom-up approaches)
- Engagement of (early-stage) researchers in the process (dependent on the work culture)
- Short-term and long-term impact of the actions towards (early-stage) researchers
 - The indicators are introduced to facilitate checking the completeness status of the actions, but..
 - Evidence on the impact is much more appreciated

CC Principle:
Working conditions and social security ->
Working environment

Our research facility is old



We will buy a new one for you

We will make a 10-year purchase plan



We will do the research to find what's the best facility for you and put it in a plan

We will train you on how to write the research grant so you can buy it yourself

Do less, get more



The quality

- All gaps covered
- Relevance of the actions to the associated gaps
- Explicit definition of the actions
- Appropriateness of the indicators/targets
- Quality of the evidence that some initiatives/actions are completed

Typical issues - Highlights

(Separate) steering committee and working group

- Management, Administrative staff, Researchers at all stages, including R1
- WG does the actual implementation, SC oversees the process

Gap analysis **MUST** be based on the feedback from researchers, not desk research

- Survey, workshops, interviews – must demonstrate that sample of respondents is representative (gender, career stage)
- Doing survey is not sufficient; gaps must correspond to the identified issues
- Clearly and shortly highlight gaps for each of the principle

Actions must address the identified gaps

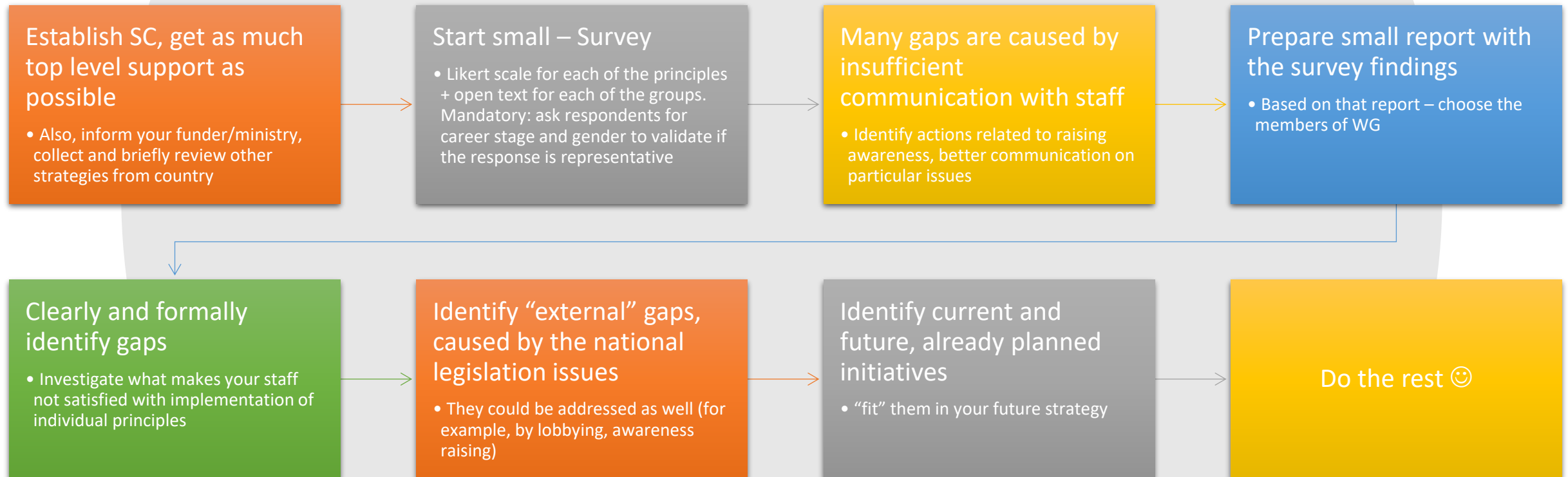
- Traceability and completeness (not by default supported by the template)
- Show commitment but don't be over ambitious
- Balanced distribution in time

Indicators/targets

- Features that you can measure, realistic quantitatively described (wherever possible) goals

Cheat-sheet for bootstrapping into HRS4R

(DISCLAIMER: not necessarily the best example for your org!)





HR Excellence in Research

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