

# HR Strategy for Researchers

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## Summary of the five steps and some hints for the implementation

*(prepared in January 2012 for the HR Strategy Group – Barcelona Seminar)*



# HR Strategy for Researchers

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## Before you start...

- ∅ Be clear about your motivation and objectives – why get involved??
- ∅ What concrete benefits do you expect – how do you define success in your institutional context?
- ∅ HR Strategy process is a tool, not an end in itself!
- ∅ Should help you to do what you should do anyway, just better:
  - ∅ more efficiently
  - ∅ more effectively
  - ∅ with more impact

**Logo is a recognition of your progress – should not be the main motivation!**

# HR Strategy for Researchers – reminder of the five steps (1/5)

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## 1) Internal gap analysis by the institution/organisation

- ∅ All **institutional stakeholders** should be involved (in particular the group of **researchers** employed/funded)
- ∅ Focus on institutional **practices** and **policies**.
- ∅ Analyze both **level of importance** (how serious is the issue?) and **groups affected** (keep in mind significant minorities!) => prioritization!
- ∅ Template available for internal use – should help structure work but **is not a tick-off list!**
- ∅ Analysis of legal framework **where it could impede** implementation of C&C or already **fully covers** some aspects
- ∅ Some principles may not apply to you; may need to reinterpret.
- ∅ **Regrouping** may be useful

# HR Strategy for Researchers – reminder of the five steps (2/5)

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## 2) Institutional HR Strategy for Researchers/Action Plan

- ∅ Should summarize the key outcomes of gap analysis (**strengths & weaknesses**)
- ∅ Short explanation of **approach** (who was involved, how have stakeholders been consulted?)
- ∅ Action plan should be reasonably **concrete** with clear **milestones** – must include **responsibilities** (lead department/function) and **target dates** (where applicable) => important for steps 4 & 5!
- ∅ Include both short term items (=> “**low hanging fruit**”) and longer term **strategic items** (timeframe 4-5 years)
- ∅ Establish clear **links to overall institutional strategy** and vision
- ∅ How will implementation be **monitored**? Setting up of Steering Group / Monitoring Group? Internal reporting?
- ∅ Think about **indicators!!**

# HR Strategy for Researchers – reminder of the five steps (3/5)

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## 3) Application for **Acknowledgement by the Commission**

- ∅ HR Strategy document / Action Plan must be published in **English** on institutional website in **visible/relevant location**
- ∅ Creation of **special page** advisable (links to related institutional / national initiatives, to C&C document, EURAXESS Rights website, etc.) => post there **regular updates / success notices / related press releases**
- ∅ **No need** to publish the full gap analysis!
- ∅ Inform Commission (PO in charge) that documents have been published (**provide link(s)**), or send them to the PO before publication
- ∅ Commission will assess **compliance with process** (panel of three assessors), provide feedback and award logo if assessment positive
- ∅ Resubmission is possible

# HR Strategy for Researchers – reminder of the five steps (4/5)

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## 4) Implementation phase and Self-assessment

- ∅ Based on **continuous improvement** (=> important role for your internal Steering Group / Monitoring Group!)
- ∅ Internal and external **communication** crucial (keep up dynamics)
- ∅ Regularly/at the latest 2 years after acknowledgement: Self-assessment of progress made (=> use **indicators** defined in step 2)
- ∅ Should preferably be embedded in internal, existing **Quality Assurance mechanisms**
- ∅ Update action plan (and overall approach if necessary) and **publish update** (=> on the special page if created in step 2)
- ∅ **Short notification** to Commission (1 page), longer only if major difficulties encountered or major adjustments

# HR Strategy for Researchers – reminder of the five steps (5/5)

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## 5) External assessment and renewal of acknowledgement

- ∅ At least every 4 years: preparation of a **short report**
- ∅ Demonstrate **progress made** towards the objectives of HR Strategy for Researchers developed and **fulfillment** of Action Plan
- ∅ Report evaluated either by panel of **external reviewers** or through national QA mechanisms, such as National Evaluation Agencies or peer review (*under development*)
- ∅ Within our project (cohorts 1 & 2): Group members sufficiently advanced will benefit from **external assessment organized by Deloitte** based on **peer review / site visits**.
- ∅ **Renewal or withdrawal** of acknowledgement / logo.

## Key success factors (1/2)

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- Firmly **integrate HR Strategy process** in overall institutional strategy and vision – not a separate process!
- Communication with all parties involved is essential, **support from top management** is indispensable.
- Although the process is as light as possible, it does require the allocation of **dedicated resources**.
- Institutional cross-cutting working group could be very helpful to get **buy-in from all departments** involved.
- Use staff survey, workshops / focus groups or similar to find out more about the **views of both junior and senior researchers**.



## Key success factors (2/2)

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- You are not alone! **Talk to your peers** to see how they do/did it.
- **Template available** on EURAXESS Rights – helpful to get initial overview and understand legal / institutional constraints.
- Think beyond your own institution; act as **ambassadors**
- Relevant umbrella organisations (Rectors Conferences etc.) can facilitate the **coordination of institutional efforts** at national or regional level (e.g. analysis of legal framework for all institutions governed by it)
- Remember that **small changes** (that do not cost the world) can have a **huge impact**.

## Special case: Funding bodies

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- HR Strategy process for funding bodies requires a slight **re-interpretation** (not directly acting as **employers**)
- Role of funding bodies: to integrate the C&C principles in their own **funding criteria**, requiring host institutions to apply them (multiplier role / greater impact!)
- Gap analysis to be carried out in this light (involvement of stakeholders **still essential**)
- Often role also at national level in policy making => can **impact national policy processes**
- Evaluation will be **flexible**, keeping in mind the broader aims of the process

# “HR Excellence in Research” logo

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HR EXCELLENCE IN RESEARCH

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**Description**

The research to be developed aims at analyzing the relationships between science and the society, with a particular focus on biology and biotechnologies. Through an exploration of the organization and social forms of scientific development, the researcher will investigate the trends in research practices and will perform a worldwide comparison of regulatory settings associated with research in biology and its applications for biotechnologies. The research could be based on experiments of debate design (focus groups, for instance), to be conducted in cooperation with working groups in research institutions.

Strong skills in sociology of science or in science and technology studies (anthropology, history or politics of science). Good command of survey design and abilities in qualitative and quantitative analysis of scientific publications or digital archives. The ability to interact with biologists, possibly based on past experiences, will be an additional asset.

PhD or equivalent. Training in sociology is strongly recommended.

Candidates should have a good command of English.

The successful candidates who have not yet acquired postdoctoral training will be required to do so, preferably abroad, after their probationary period (1st year) and before being eligible for promotion to an Experienced Research Scientist position (CR1).

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**Research Fields**

Sociology

**Career Stage**

Experienced researcher or 4-10 yrs (Post-Doc)

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33758833

**Type of Contract**  
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35

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**French National Institute for Agricultural Research (INRA)**  
1326 Sens Sciences en Société  
Other  
5 Boulevard Descartes  
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