

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT THE UNIVERSITY OF CORDOBA

EURAXESS GROUP STUDY VISIT:

NETWORKING AS A REGIONAL EURAXESS COORDINATOR AND EUROPEAN ENTERPRISE NETWORK MEMBER

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IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO

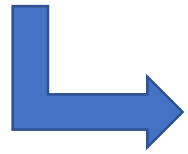


- **What is the HRS4R?**
- **Why is the HRS4R implementation interesting?**
- **Steps followed for its implementation at the UCO**
- **What's next?**

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- What is the HRS4R?



The Human Resources Strategy for Researchers

- The “HR Strategy for Researchers” supports research institutions and funding organizations in the implementation of the Charter & Code in their policies and practices.
- The HRS4R strategy is a **tool launched by the European Commission.**
- It is aim to **contribute to the development of a European labor market attractive for researchers.**
- Enrolment in the HRS4R is **voluntary and non-binding, but...**
- Submitting applications to HRS4R assessment will commit the institution to implementation under the rules of the strengthened procedure and assessment by international peer reviewers and....
- It implies a long-term commitment.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- **What is the HRS4R?**

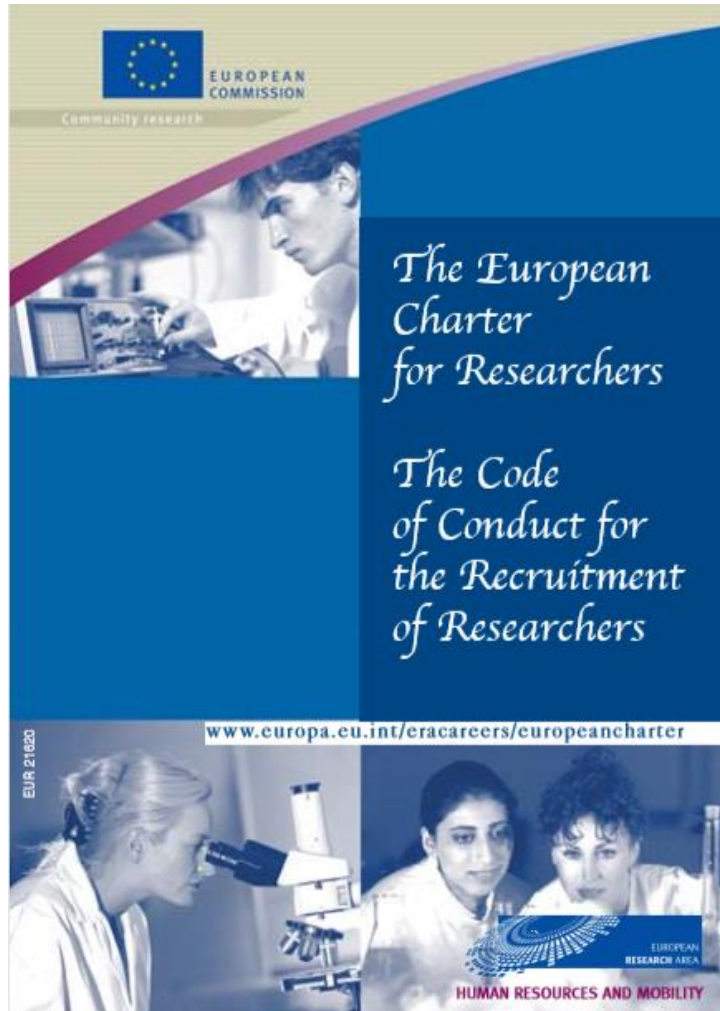
European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers

- Two documents adopted by the European Commission in 2005
- Addressed to researchers, research employers and funders in both the public and private sectors
- Key elements in the EU's policy to boost researchers' careers
- Research careers in Europe are fragmented at local, regional, national or sectoral level, not allowing Europe to make the most of its scientific potential. The Charter and Code ensures researchers can enjoy the same rights and obligations in any European country.
- As of 15 May 2018, institutions that are willing to endorse the Charter and Code are initiating the application for the "HR Excellence in Research Award", which implies a long-term commitment.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- What is the HRS4R?



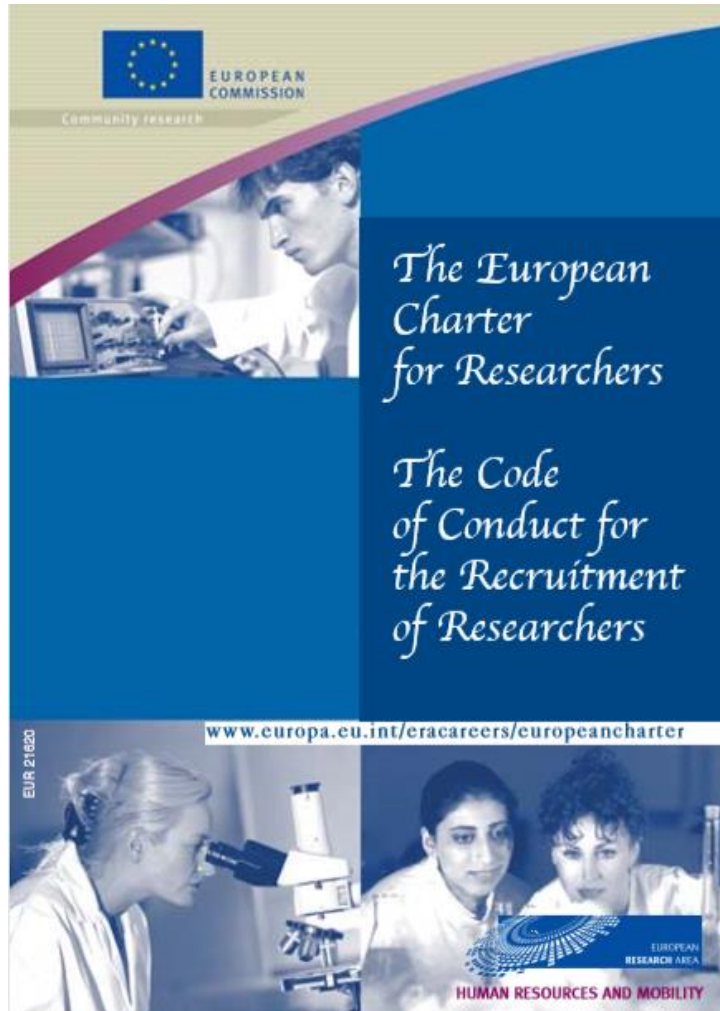
Recommendation to Member States on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers.

The European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers. It constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognize each other as such.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- What is the HRS4R?



Recommendation to Member States on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers.

The Code of Conduct for the Recruitment of Researchers consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers. These principles and requirements are complementary to those outlined in the European Charter for Researchers. Institutions and employers adhering to the Code of Conduct will openly demonstrate their commitment to act in a responsible and respectable way and to provide fair framework conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- **Why is the HRS4R implementation interesting?**

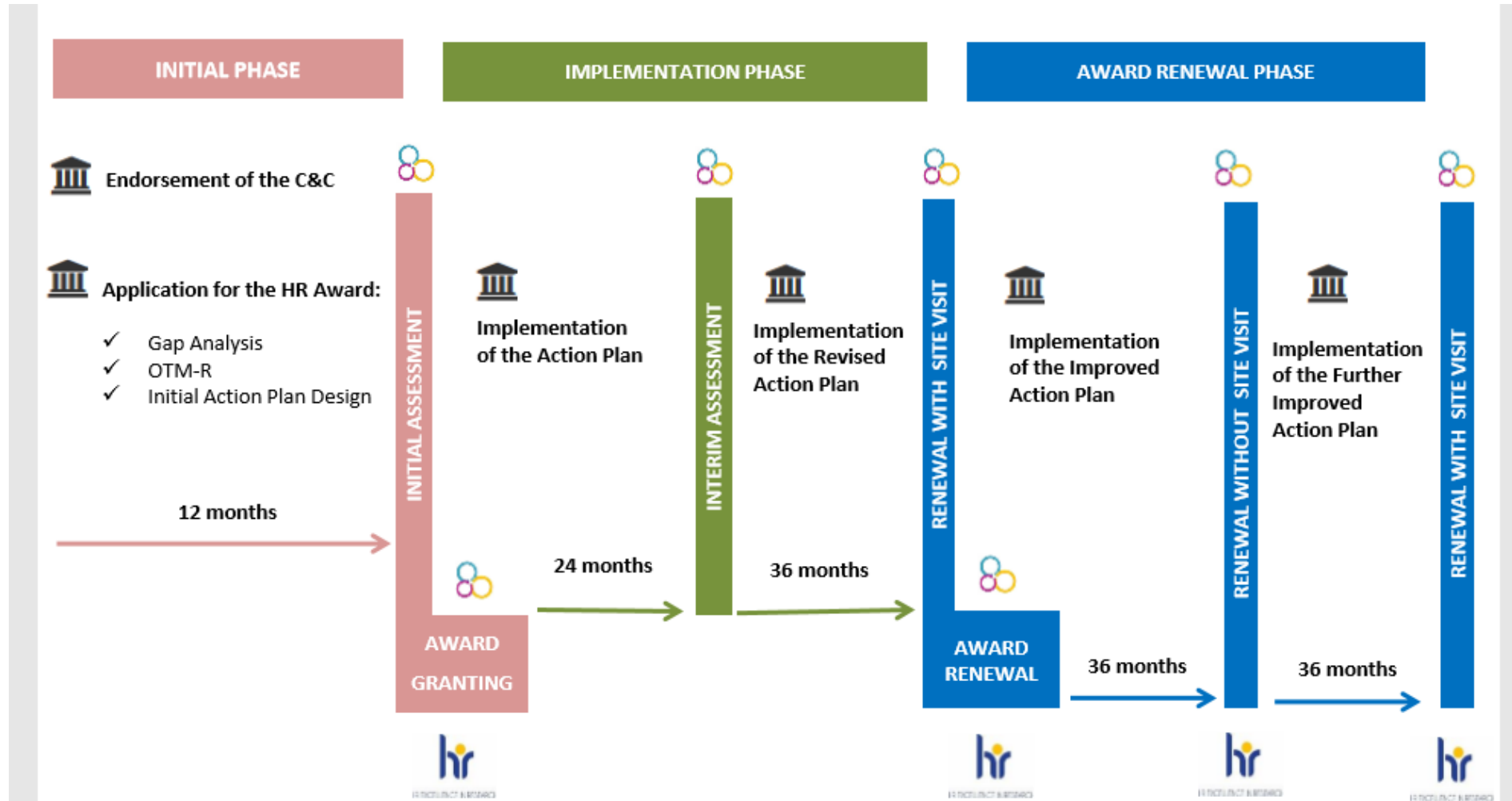
- The implementation of the Charter & Code principles by research institutions render them **more attractive** to researchers looking for a new employer or for a host for their research project.
- The European Commission recognizes with the '**HR Excellence in Research Award**' the institutions which make progress in **aligning their human resources policies to the 40 principles of the Charter & Code**, based on a customized action plan/HR strategy.

The award of the HRS4R identifies the research institutions and organizations supporting a favorable and boosted work environment.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



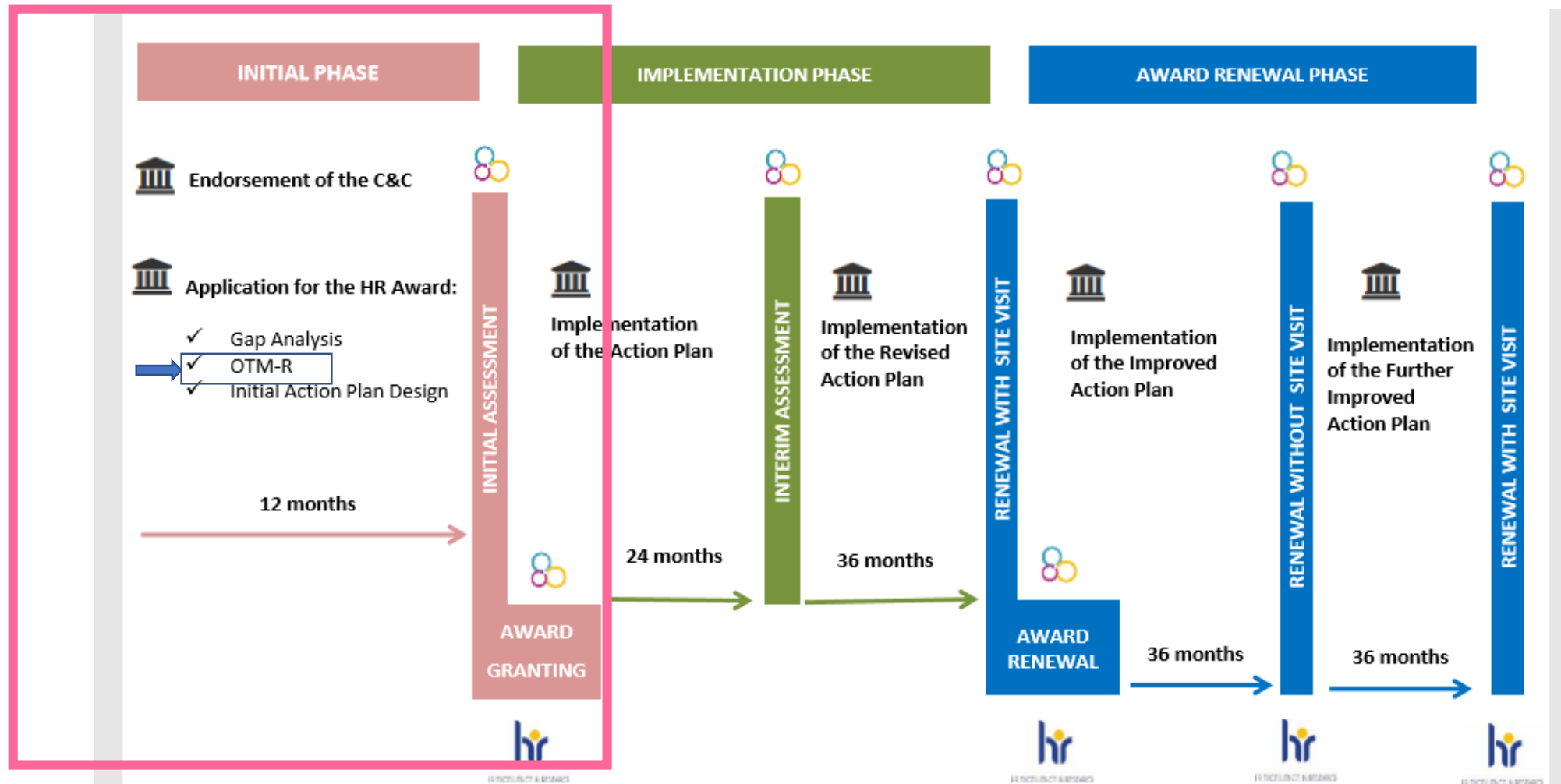
- Steps followed for its implementation at the UCO



IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO



IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

ENDORSEMENT OF THE C&C PRINCIPLES



1. On July 27, 2016, the University of Cordoba , signed the adherence to the C&C principles.



IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: GAP ANALYSIS PROCESS

In order to define its human resources strategy for research (HRS4R) and follow up on the process, a **WORKING GROUP** was created consisting of representatives of the main actors involved.



the working group also reports at all times to the **SUPERVISOR COMMITTEE**, made up of the rector team (Rector, Vice-rectors, General Secretary and Manager).

Teaching and research staff of the different Vice-chancellorships involved:

- ✓ Deputy Director of Research
- ✓ Director of the Knowledge Transfer Office
- ✓ Director of International Programs

Administrative staff:

- ✓ 2 representatives of the Research Management Service (heads of the administrative and economic sections)
- ✓ 1 representative of the Vice-Chancellorship for Human Resources
- ✓ 1 representative of the Knowledge Transfer Office

Researchers in different stages:

- ✓ 1 representative of the Central Research Service
- ✓ 1 representative of the pre-doctoral staff
- ✓ 2 representatives of the postdoctoral staff al scholars
- ✓ 1 representative of senior researchers

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: GAP ANALYSIS PROCESS

WORKING PROCEDURE

- To examine in detail the forty principles of the Charter and the Code in various meetings.
- To define the points for analysis.
- To identify available resources and assess strengths and weaknesses.
- To identify the types of initiatives to be undertaken and their level of priority.
- To oversee interactions with other Services/Units within the UCO and projects already underway.
- To write a strategy document HRS4R to be presented to the Rectoral Board for approval.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: GAP ANALYSIS PROCESS

- I. ETHICAL AND PROFESIONAL ASPECTS (1-11)
- II. RECRUITMENT (12-21)
- III. WORKING CONDITIONS AND SOCIAL SECURITY (22-35)
- IV. TRAINING (36-40)

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: GAP ANALYSIS: The survey.

- It was sent by email
- Anonymously answered
- Sample: representative selection of people involved in research
- Participation: ca. 22%
- Analysed by profesional category

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: GAP ANALYSIS: The survey.

A. FULL QUESTIONNAIRE

THANK YOU for filling out this questionnaire on the level of achievement by UCO of the principles of the European Charter and Code for Researchers. It is completely anonymous.

Instructions:

Please assess each of the following questions from 1 to 5 (or DK/DA) in terms of level of achievement or level of relevance. 5 denotes the highest degree.

I. ETHICAL AND PROFESSIONAL ASPECTS

I.1. Researchers at UCO enjoy the freedom of thought and expression, and the freedom to select methods to solve problems.

Level of achievement:

Level of relevance:

I.2. Researchers at UCO adhere to the recognized ethical practices and fundamental principles appropriate to their discipline (s) as well as to ethical standards as documented in the Codes of Ethics.

Level of achievement:

Level of relevance:

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: GAP ANALYSIS: Internal analysis

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

"A Human Resources Strategy for Researchers incorporating the Charter and Code"

Annex 2: Internal analysis

I. Ethical and professional aspects

1. Research freedom Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional rules and/or practices	Actions required	When/Who
<p>Spanish Constitution. Section 44. 2: The public authorities shall promote science and scientific and technical research for the benefit of the general interest.</p> <p>Section 20.1. The following rights are recognised and protected: a) the right to freely express and spread thoughts, ideas and opinions through words, in writing or by any other means of reproduction. B) the right to literacy, artistic, scientific and technical production and creation.</p> <p>Section 20.4. These freedoms are limited by respect for the rights recognised in this Part, by the legal provisions implementing it, and especially by the right to honour, to privacy, to the own image and to the protection of youth and childhood.</p> <p>Section 149. 15. The State shall have exclusive competence Over promotion and general coordination of scientific research.</p> <p>Spanish Law (14/2011) of Science, Technology and Innovation. Preliminary Title. General Provisions.</p> <p>Organic Law 6/2001, of December 21st, on Universities. Section 40 and following.</p> <p>Current Spanish Budget Act.</p> <p>Organic Law 2/2012, of April 27th, on Budgetary and Financial Stability</p>	<p>Statutes of the University of Cordoba (UCO)</p> <p>Code of Good Practices in Doctorate Schools and Programs (approved by Government Council on October 30th, 2012).</p> <p>UCO Code of Responsible Practice and Integrity in Research. (Approved by GC on 20/12/2013; Modified by GC on 18/12/2015).</p> <p>Committee of Good Practices and Integrity in Research (established on 04/10/2016)</p> <p>Regulation of recognition of teaching, research and management activities of University teachers (minimum of teaching hours)</p>	<p>Improvement actions: Dissemination</p> <p>Inclusion of the documents at the researcher's portal</p> <p>welcome kit for novel and/or visiting researchers pointing out the corresponding relevant legislation (document available both in English and Spanish)</p>	<p>Vice-Rectorate for International Relations, Vice-Rectorate for Research, Vice-Rectorate for Institutional Coordination and Infrastructure</p>

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: INITIAL ACTION PLAN

TOOLS: GAP (INTERNAL) ANALYSIS AND SURVEY

1. The gap (internal) analysis showed that most of the principles put forward in the Charter&Code have already been largely put into practice within the UCO. However, the UCO has also identified a number of aspects for which there is needed work for improvement
- The Survey allowed the identification of:
 - a) principles associated to the 15 questions for each personnel category obtaining the lowest score in terms of **achievement** and
 - b) Principles with the highest **relevance** and levels of **achievement** ≤ 3.5

ACTION PLAN TO REDUCE THE DETECTED GAPS

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- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: INITIAL ACTION PLAN

- Two years (November 2016-November 2018)
- Involved different Vice-rectorates, Units and Offices
- Easy tasks: actions involving dissemination of already existing procedures and protocols.
- Tasks requiring an extra effort:
 - The design of seminars on different aspects of research career, research funding sources, responsible research and innovation (principles 25, 28, 30, 31, 38, 39)
 - The elaboration of a central database of researchers' mobility (principles 22, 23)
 - The promotion of mentoring.

UCO commits itself to put into practice the action plan next two years and develop the required internal revision protocols to monitor its progress.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **INITIAL PHASE**

APPLICATION FOR THE AWARD: INITIAL ACTION PLAN



UNIVERSIDAD
DE
CORDOBA

ACTION PLAN
2016-2018



HR EXCELLENCE IN RESEARCH
HR-AP(v00)

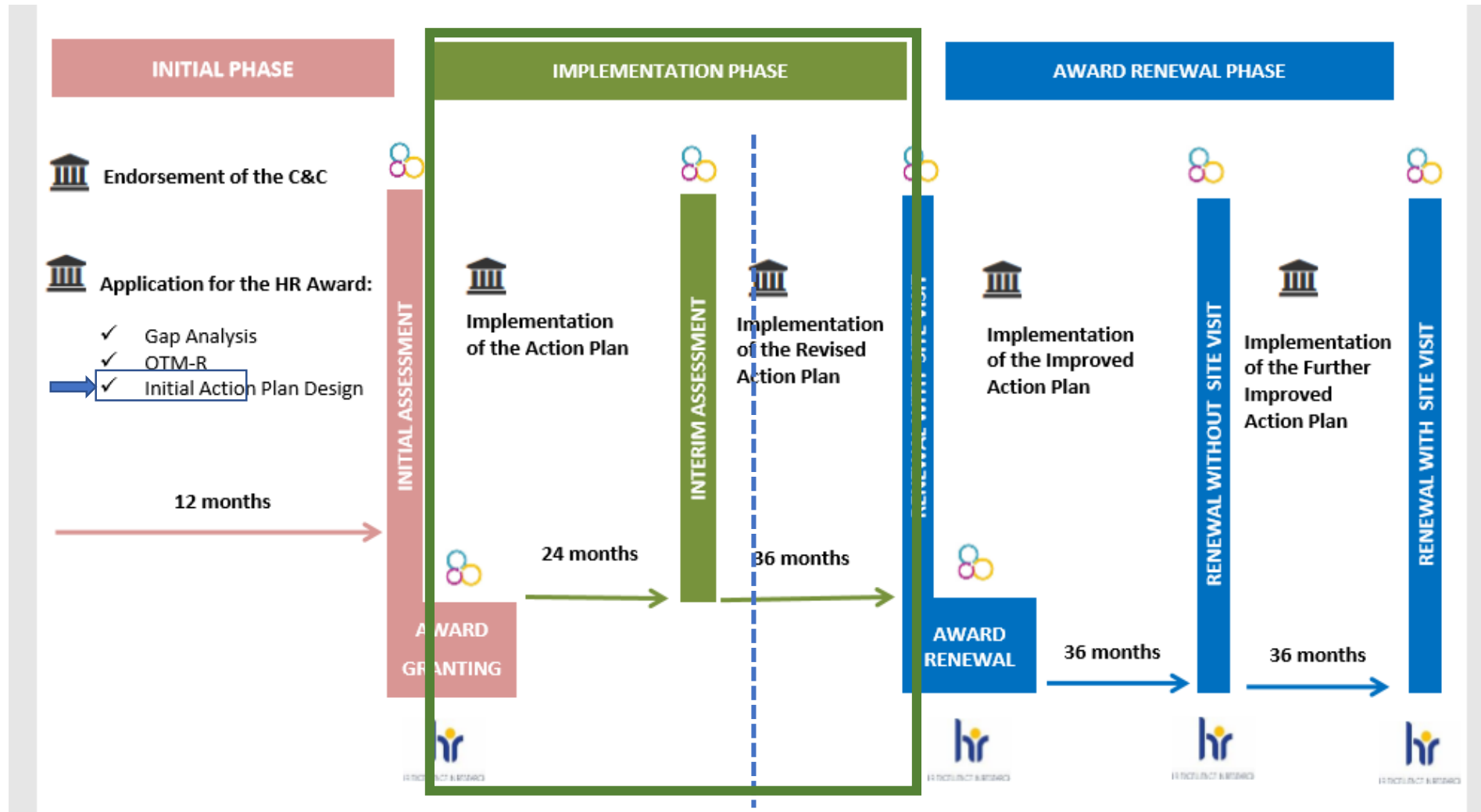
Area 1: Ethical and professional issues

Ref	Principles	Action	Responsible Party	Units in charge	Time Frame	Indicators
E1	1 to 11	Welcome protocol for novel/visiting researchers including aspects such as ethical issues, rights and obligations, accommodation, safety and other relevant information	Vice-Rectorate for International Relations (coordination)	ORI (International Relations Unit) Accommodation Office Legal Advice Office Occupational Risk Prevention Service	S2 2017	Documentation Dissemination
E2	7	Compulsory risk prevention courses before accessing labs	Vice-Rectorate for Institutional Coordination and Infrastructure	Occupational Risk Prevention Service	Q3 2017	Design and Implementacion of the Custom Courses
E3	8	Publication of a portfolio of patents and technologies available at UCO to be licensed	Vice-Rectorate for Innovation, Transfer and Campus of Excellence	KTO, Knowledge Transfer Office	Q3 2017	Documentation
E4	8	Comprehensive support for translation into English of all documents relevant to the HRS4R implementation process	As regards principle Nr 8, UCO-IDIOMAS will give support to dissemination of research results through UCONews Portal (translation into English).	UCO-IDIOMAS (University of Cordoba's language center). Coordination with UCCI (Scientific Culture and Innovation Unit)	Starting Q1 2017 and covering the whole period	Documentation in English
E5	9	UCO Annual Plan for Scientific Dissemination	Vice-Rectorate for Research	UCO Scientific and Innovative Culture Unit (UCCI)	Q3 2017 (and then yearly during Q1 once the annual plans have been approved)	Dissemination

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO



IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT

INTERNAL REVIEW

EXTERNAL ASSESMENT

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT

INTERNAL REVIEW

EXTERNAL ASSESMENT



24 months after the 'HR Award' acknowledgement
Report on their progress in the HRS4R E-tool
Dedicated Internal Review form, with a view to the Interim Assessment.

The institution is not in jeopardy of losing the "HR Award" but receives important recommendations on how to continue the implementation of the revised action plan for the **next 36 months**.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO

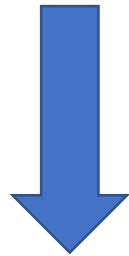


- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT

INTERNAL REVIEW

EXTERNAL ASSESMENT



FROM THE PAST

1. Organisational information and profile
2. Strength and weakness of the current practice
3. Current status of the proposed actions (including indicators/evidences)
4. Evaluation of the HRS4R implementation

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO

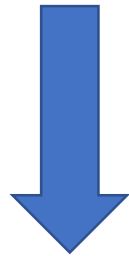


- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT

INTERNAL REVIEW

EXTERNAL ASSESMENT



FOR THE FUTURE

1. New 36 months action plan
Not fully implemented or transversal actions can be included
2. OTM-R policy and checklist
Actions can be included in the new action plan

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT: INTERNAL REVIEW

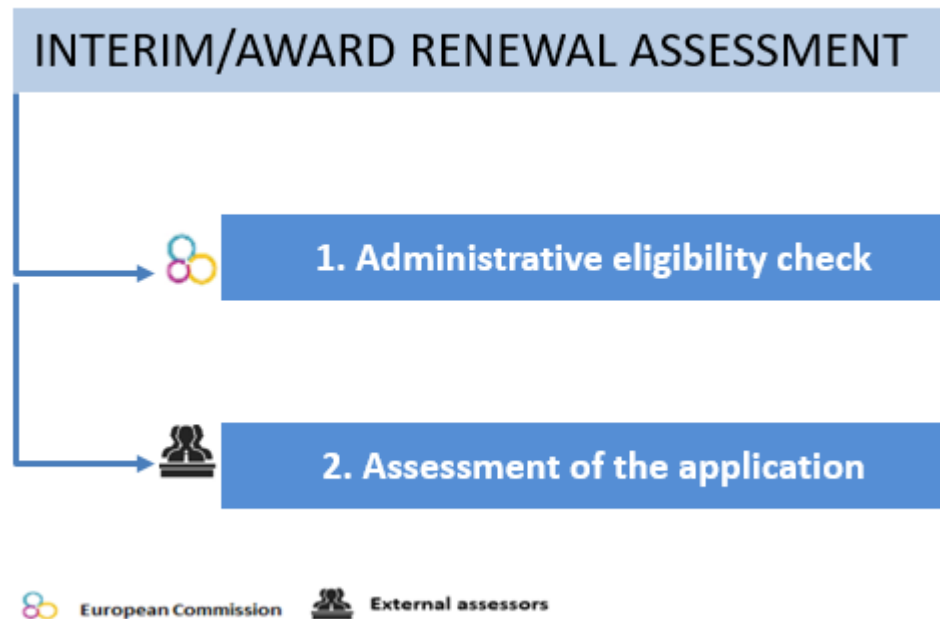
A screenshot of a web browser displaying the HRS4R website. The browser's address bar shows the URL 'uco.es/investigacion/portal/HRS4R/en/home-en'. The website header is dark blue with a search bar and 'ES EN' language options. The main content area features the UCO logo on the left, the title 'HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)' in large red letters in the center, and the 'hr' logo with 'HR EXCELLENCE IN RESEARCH' on the right. A vertical red line separates the UCO logo from the title. Below the main content is a white sidebar menu with a red hamburger icon on the right. The menu items are: MENÚ, HOME, PRESENTATION, MAIN STEPS, OTMR POLICY, LINKS, and SUGGESTIONS MAILBOX.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT: INTERNAL REVIEW



IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT

INTERNAL REVIEW

EXTERNAL ASSESMENT



Consensus outcome

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT. CONSENSUS REPORT

Quality assesment

Evaluates de level of ambition and the quality of the progress intended in the organization

YES/NO/PARTIALLY-RECOMMENDATIONS

Strenghts and weaknesses/Suggestions or recommendations

On the basis of the information submitted and taking into consideration the national research context

Recommendations

HRS4R EMBEDDED

HRS4R EMBEDDED, CORRECTIVE ACTIONS NEEDED

HRS4R EMBEDDED, STRONG CORRECTIVE ACTIONS NEEDED

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT. CONSENSUS REPORT

Quality assesment

	YES / NO / PARTLY	Recommendations
Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented?	Yes	
Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers?	Yes	
Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or modifications?	Yes	
Is the implementation of the HR strategy and Action Plan sufficiently embedded within the organisation's management structure (e.g. steering committee, operational responsibilities) so as to guarantee a solid implementation?	Yes	
Has the organisation developed an OTM-R policy?	Yes	The organisation has developed an OTM-R policy but it is not fully implemented. Recommend that UCO fully implement the OTM-R policy at the earliest opportunity which should include the advertisement of all research jobs on the Euraxess website.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT. CONSENSUS REPORT

Strenghts and weaknesses

Strengths

- Commitment of the Senior Management Team
- HRS4R logo on the UCO homepage and links to the HRS4R page. HRS4R documents are available in English and Spanish
- The Institution has set up a new Rector's Committee for International exposure
- A steering Committee and a Working Group are in place
- A good percentage of the the actions have been completed

Weaknesses

- The importance of internationalisation is recognised and prioritised but the number of international researchers at 21 is low.
- It does not appear that representatives of the research community (R1 - R4) are represented on the Steering Committee or the Working Group
- OTM-R is not fully implemented
- Not all research positions are advertised on the Euraxess website
- There does not appear to be many new actions.

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- Steps followed for its implementation at the UCO. **IMPLEMENTATION PHASE**

INTERIM ASSESMENT. CONSENSUS REPORT

Suggestions

UCO should examine strategies to increase the number of international researchers at the institution. Perhaps the new Committee for International Exposure should examine ways of increasing the number of international researchers.

It is important to continuously engage with the Research Community (R1 - R4) at all levels so they have a voice. It is also important that representatives of the research community are represented on committees and working groups focused on HRS4R matters.

Fully implement the OTM-R policy and ensure all research positions/vacancies are advertised on Euraxess and as widely as possible.

HRS4R is a continuous improvement process and it is expected that new actions are developed based on this continuous improvement process. Consider new actions based on feedback and the needs of the research community and management teams.

Consider incorporating OTM-R actions into the main action plan.

Recommendations

HRS4R embedded



HRS4R embedded, corrective actions needed



HRS4R embedded, strong corrective actions needed



IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT UCO



- **What's next?**

- **36-month framework**
- **Implementation of the revised action plan**
- **Correction of the weaknesses indicated in the consensus report**
- **Prepare the institution for the award renewal (with site visit)**

IMPLEMENTATION AND INTERIM REPORT OF THE HRS4R AT THE UNIVERSITY OF CORDOBA

THANK YOU FOR YOUR ATTENTION



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Universidad de Córdoba

