The "Human Resources Strategy" as a driver for Excellence

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Overview of the presentation

- Introduction – where did it all start? Mobility Strategy, Charter & Code and Human Resources Strategy

- What are the Charter and the Code? Connection to research excellence?

- How is the implementation monitored? How does the HR Strategy mechanism work?

- How can YOUR institution participate in the process? Who is already participating?

From the Mobility Strategy…

- Commission Communication (2001) **"A Mobility Strategy for the European Research Area"**
  - to create favourable environment for mobility of researchers in the ERA to **develop, attract and retain appropriate** human resources in research and promote innovation, and
  - to build up **research competence and excellence** within the ERA.

…to the "Careers Communication"…

- Commission Communication (2003)
"Researchers in the European Research Area: one profession, multiple careers", proposing to

  - launch "European Researcher's Charter" as a framework for **career management** for human resources in R&D on voluntary basis, and to

  - outline a "Code of conduct for the recruitment of researchers" based on best practise to **improve recruitment methods**.

…and the Charter & Code…

- Recommendation from the Commission to the Member States (2005) on a "European Charter for Researchers and Code of Conduct for their Recruitment"

  - Charter: specifies **roles, responsibilities and entitlements** of researchers (at all stages of their career), of employers and research funders.

  - Code: set of general principles employers and funders should follow when appointing or recruiting researchers, to ensure **transparency and equal treatment**

- Aim: develop an **attractive, open and sustainable** European labour market for researchers

...and on to the HR Strategy for Researchers

- **Growing support** of Charter and Code in theory (almost 1000 signatories from 28 countries), but practical implementation slow...

- New tool to support the **implementation of the Charter & Code**: HR Strategy for Researchers.

- **Completely voluntary**, but growing awareness among funders of the value of the principles of Charter & Code.

- **Commission supports** process via an Institutional HR Strategy Working Group (first group running, second group planned to start in late 2010).

…to support the European Partnership for Researchers

• Commission Communication "Better careers and more mobility: a European partnership for researchers" (2008) to develop a **partnership with Member States** to ensure the availability of the necessary researchers.

Four main themes:

- **Open Recruitment** and **portability of grants**
- Meeting the **social security** and **supplementary pension** needs of mobile researchers
- Providing **attractive employment and working conditions**
- Enhancing **training, skills and experience** of researchers

Key topics covered by Charter & Code

- **Ethical & professional aspects**, incl. research freedom, professional attitude, accountability, exploitation of results, non-discrimination, evaluation/appraisal

- **Recruitment**, incl. transparency of the process, judging merit, recognition of mobility and qualifications

- **Working conditions & social security**, incl. research environment & working conditions, stability of employment, salaries, gender issues, career development, value of mobility, IPR, representation in governance

- **Training**, incl. supervision, continued professional development, access to training

What does this have to do with excellence?

- Researchers will choose the **institutions offering the best conditions**, if they have a choice – and the best people do!

- Excellence will thrive where researchers can **develop their full potential** – i.e. where they

  - can enjoy a supportive environment,

  - receive good training and

  - are recognized as professionals.

How does the HR Strategy work?

HR Strategy implemented via a 5-step programme:

- **Internal gap analysis** by the institution, involving key institutional stakeholders, in particular also researchers

- Development and **publication of institutional HR strategy** in response to gaps identified

- **Acknowledgement** by Commission (Logo "HR Excellence in Research")

- **Self-assessment** of progress after two years

- **External analysis** after four years

How can YOUR institution participate in the process?

- By **raising awareness** for the Charter and Code at all institutional levels;

- by supporting the **implementation** of at least the main principles, depending on institutional priorities and resources;

- by **signing the Charter and Code** on behalf of your institution to document your support;

- by **engaging in the HR Strategy mechanism** to make your institution attractive to excellent researchers internally and externally.

Examples of institutions working on the HR Strategy

University of Cambridge

University of Heidelberg

University Pierre et Marie Curie

ETH Zurich

Academy of Science of the Czech Republic

University of Reykjavik

University of Camerino

Medical University Graz

University of Rijeka

Eőtvős University Budapest

University of Maribor

University of Primorska

Centre for Research and Technology Hellas (CERTH)

More information:

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European Research Area

Thank you for your attention!

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