

ENHANCERIA	Work package	WP2 Exploration, identification and mapping of different practices and approaches
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D2.4 REPORT ON CURRENT STATE-OF-THE-PRACTICE ON HR

//ABSTRACT

One of the main focus of ENHANCERIA is to strengthen human capital and increase attractiveness to recruit, retain and develop top talents. For this purpose, the work of WP5: Joint human resources development of ENHANCERIA has been initiated. This report is encompassed on WP2 task 2.4, but it is closely related to the work of WP5. This report on the current state-of-the-practice on HR is a preliminary sampling and analysis activity of the HR ecosystem of the ENHANCE alliance. It contains a selection of the main Researchers Career Development (RCD) web resources as well as Human Resources Strategies for Researchers (HRS4R) web resources and plans of the ENHANCERIA partners. It also contains a selection of Good Practices in HRS4R that universities from ENHANCERIA have implemented successfully, improving their HR conditions for researchers and research employers. The methodology and work process of all the actions and discussions conducted by the WP5 working group has been also described, along with the conclusions reached.

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// PART I INTRODUCTION

1. AIMS, OBJECTIVES AND TASKS
1.1 ENHANCERIA

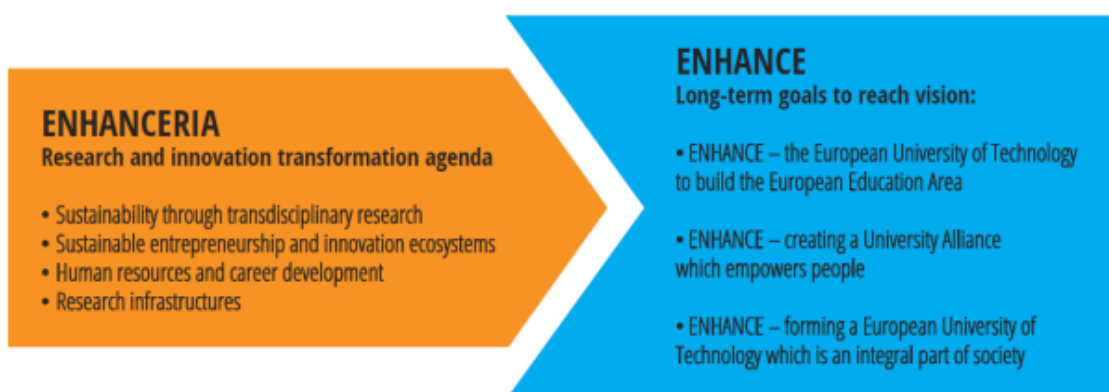
The main objective of ENHANCERIA is to support and strengthen the research and innovation dimensions of ENHANCE, the European Universities of Technology Alliance, through developing a transformation agenda for the alliance focusing on the role of universities as drivers and enablers of sustainable development. ENHANCERIA will enable ENHANCE to include all core activities of modern universities – education, research, and innovation (including service to society) – in the activities of the alliance. In developing an institutional transformation agenda, the partners will explore, exchange, and develop measures towards the long-term vision of ENHANCE. We will drive responsible societal transformation by enhancing a strong alliance of European Universities of Technology, empowering people to develop and use science and technology for the benefit of society and turn global challenges into opportunities.

Sub-objectives of ENHANCERIA are to:

- Explore practices, ways of working and structures across the alliance
- Establish and widen international networks of employees within research and innovation
- Develop models for collaboration and recommendations for implementation
- Disseminate and exchange models and practices
- Increase the internationalization of research and innovation activities
- Identify challenges and barriers at institutional, national and European level
- Develop new initiatives to be funded through internal, national and international sources

ENHANCERIA will contribute to the aim of the European Universities: bringing together creative citizens to cooperate across languages, borders and disciplines to address societal challenges, and contribute towards the modernization of universities and the revised European Research Area (ERA).

ENHANCERIA will support and strengthen the research and innovation dimensions of ENHANCE, the European Universities of Technology Alliance, through developing a transformation agenda for the alliance focusing on the role of universities as drivers and enablers of sustainable development. Focus will be on four areas: sustainable development through transdisciplinary research, sustainable entrepreneurship and innovation ecosystems, human resource development, and research infrastructures.



Starting with the four focus areas, a broad exploration activity will be conducted to obtain better knowledge about the institutions. This will reveal **common aspects** of their profiles as leading European Technology Universities, but also lead to an understanding of **diversity**, which is important for creating synergies among them. In order to develop a transformation agenda and joint action plans, it is essential to identify which practices within the different focus areas are most relevant and successful in the different institutions, which

measures contribute to a sustainable impact, which models reflect individual institutional culture, and which could possibly be mainstreamed across the alliance.

The focus areas are linked to the Transformation Modules, see graphic below. Through this project, ENHANCE will contribute significantly to the EU's proposed 2030 vision and objective on the future of universities in Europe. ENHANCERIA will focus mainly on TMs 2,3,4 and 6, but will also contribute to the other TMs.

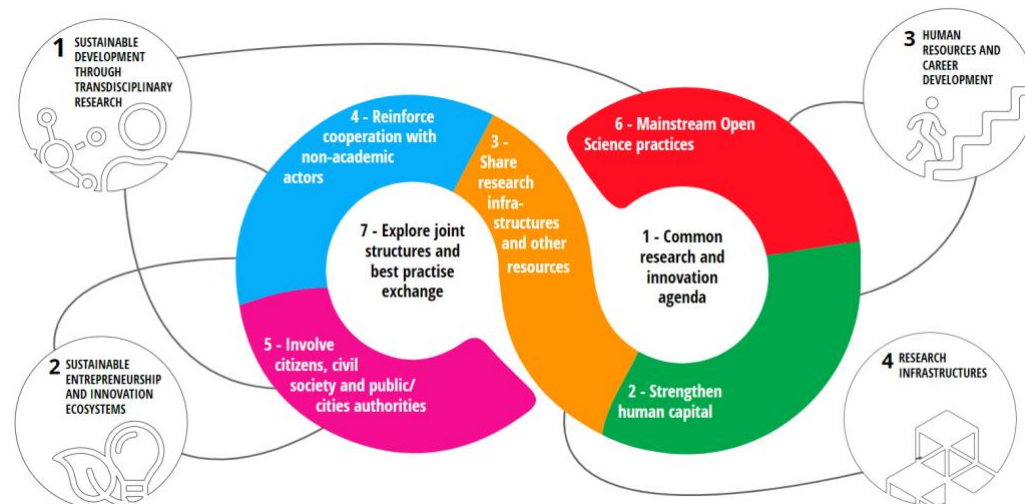


Figure 01. How focus areas addresses transformation modules. Reference to EC Policy report Towards a 2030 Vision on the Future of Universities in the field of R&I in Europe.

This document will be focused mainly around Transformation Module 2: Strengthen human capital (TM2), which is directly addressed in the focus area on Human resources and researcher career development (Focus area 3 (FA3)) that will result in an exchange of and report on best practices in the design and implementation of the Human Resources Strategy for Researchers (HRS4R) and the Open, Transparent and Merit-based Recruitment practices including possible approaches to sharing and comparing practices. Good practice examples and pilots are contextual and, in most cases, not directly transferable from one setting to another. The mapping and analyses will uncover common and generic elements and distinguish them from what is contextual, identifying simultaneously what can be applied generally and which elements depend on local/regional/national conditions.

1.2 Focus area 3, Work Package 2 & Work package 5

Human resources and researcher career development (Focus area 3 (FA3))

Disruptive societal changes, open science, increased global competition and a broader mission scope for universities requires new approaches to strengthen existing human capital and increase attractiveness to recruit, retain and further develop top talents. The common starting point will be the frameworks provided by the EC's European Charter for Researchers and Code of Conduct for the Recruitment of Researchers including the Human Resources Strategy for Researchers (HRS4R) that aims at better employment and working conditions for researchers throughout Europe. In ENHANCERIA we will explore the strategies, best-practices, and lessons-learned from the different universities in improving and boosting researchers career development, and promote open, transparent, and merit-based recruitment policies. A mapping of current researcher career development practices among partner universities will be conducted. An exchange of approaches and policies between the partners will be performed with tools and recommendations developed for establishing joint and appropriate frameworks regarding researcher career development (HRS4R definition and implementation), recruitment (promoting and consolidating openness, transparency, and merit-based recruitment procedures) and mobility (fostering exchange mechanisms among institutions and developing a toolbox).

The expected impacts from Focus Area 3 are:

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- Better working conditions for researchers through enhanced implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
 - Increased attractiveness of universities as workplaces.
 - Boosting mobility of researchers among institutions.

Exploration, identification and mapping of different practices and approaches (Work Package 2 (WP2))

Objectives. The main aim of this WP is to increase the sustainability of research infrastructures (RI), including the main aim in this work package is to identify different successful practices and approaches in the different institutions of the ENHANCE alliance. The exploration and mapping will be done in the four defined focus areas enabling a broader overview in the different institutions and an enhanced understanding of how the focus areas are interconnected. The specific objectives of this WP are to:

- Objective 2.1 Identify different practices, methods, and structures of knowledge exchange between science and society
- Objective 2.2 Exploit the diversity among ENHANCE partners
- Objective 2.3 Contribute to a revised scientific glossary within the ENHANCERIA focus areas
- Objective 2.4 Understand synergies and interconnections among the different focus areas

Joint human resources development (Work Package 5 (WP5))

Objectives. The overall aim of this WP is to identify and share best practices in the areas of recruitment, researchers' career development and mobility with the aim to enhance the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the partner institutions. In order to reach this goal, the following objectives are defined:

- Objective 5.1 Enhance the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers principles among consortium members
- Objective 5.2 Inspire improvement in researchers' career development conditions at the partner institutions
- Objective 5.3 Enhance open, transparent and merit-based recruitment (OTM-R) practices at the partner institutions, including ethical issues
- Objective 5.4 Foster researchers' mobility among consortium members and other European Universities

Task 2.4 Identification and mapping of human resources strategies

The task will focus on setting the scene and developing a common knowledge base for implementation of human resources strategies for researcher career development plans at the Alliance level. This task will include a joint workshop to agree on the mapping extent and methodology. Subsequently, information about different practices in the different institutions will be gathered after conducting a literature review, strategy analysis and interviews with partners. This will allow the mapping of the current state-of-the-practice on human resources management and research career development, and an overview about the Human Resources Strategy for Researchers (HRS4R) process, its stage and evolution in the consortium institutions. The partner screening will also be used to analyze the infrastructural embedment of human resources and the different approaches within institutions and among partners. This task will contribute to this document, D2.4.

Task 5.1 Inspire improvement in researchers' career development conditions

A Researcher Career Development (RCD) working group will be set up at consortium level to identify and share good practices in the implementation of the Charter & Code principles pertaining to the career development of researchers. Good practices including strategies, policies and activities will be identified at the partner universities, as well as recommendations for further institutional development in this area.

The working group will share practices and gather relevant information about career development in WP2. This information will be processed in order to select best practices that could be shared among all members.

As a result, guidance and recommendations for researchers, and recommended activities and strategies related to research career development will be developed and subsequently distributed among all members. The RCD working group will be coordinated by UPV, with regular online meetings. The consortium recognizes the Charter & Code principles as an effort to describe “best practices” in Europe. Considering that the principles were adopted in 2005, the RCD working group may include additional aspects or suggest revisions of the Charter & Code principles if they find this appropriate to the objective of identifying, sharing and enhancing good practices in this area.

1.3 Focus area 3, Work Package 2 & Work package 5

Although this document is part of the deliverables for WP2, the work developed on task 2.4: Identification and mapping of human resources strategies is closely related to the activities to be developed on WP5, which started on M6 of the ENHANCERIA project (February 2022). Thus, the working group assigned to this activity will be referred as WP5 working group, as this group will continue the work on WP5.

2. LITERATURE REVIEW

ENHANCERIA will support and strengthen the research and innovation dimensions of ENHANCE, the European Universities of Technology Alliance, through developing a transformation agenda for the alliance focusing on the role of universities as drivers and enablers of sustainable development. In order to achieve the objective of ENHANCERIA, the Human Resources Strategy for Researchers (HRS4R) and the Researchers Career Development (RCD) strategy and programs should be transparent and accessible for the community, enhancing the selection and recruitment process of the Research and Innovation institutions and the development of researchers' career across Europe. The recruitment of researchers should also implement the principles of Open, Transparent and Merit-based Recruitment of Researchers (OTM-R). To strengthen the capabilities and resources of the members of the Alliance, it is key to identify the current state-of-the-practice on Human Resources at a consortium level, gathering information about the best practices developed and implemented on each institution and the capabilities and skills that allow these practices, also analyzing areas of potential improvement within the universities of the Alliance. This activity can contribute to make the HR resources more open to all members of ENHANCE, more shareable and visible to the rest of the community. This can also benefit the Research and Innovation institutions individually, strengthening their HR systems and making them more efficient and implementing fairer processes of selection and adapting their skills and capabilities to improve RCD.

Starting from the EURAXESS definition, the Human Resources Strategy for Researchers (HRS4R) supports research institutions and funding organizations in the implementation of the Charter & Code in their policies and practices. Its implementation will render these institutions more attractive to researchers looking for a new destination. HRS4R culminates in the recognition of human resources excellence in research by the European Commission for institutions that have made progress in adapting their human resources policies to the principles set out in the Charter and Code. Acknowledged institutions have the right to use the logo on their websites and other communication channels and are listed in a list of awarded institutions, published on EURAXESS. Enrolment in the HRS4R is voluntary and non-binding. HRS4R implies a long-term commitment throughout many years, including joint efforts and coordination with various internal and external stakeholders. It is nevertheless a rewarding process as it ensures institution's transition from progress to quality, in terms of the implementation of the 40 principles of the Charter and Code.

Since the 1st of January 2017, institutions apply to the European Commission for this award. One of the key points of the procedure is that it places a lot of emphasis on the need for institutions to make progress towards the principles of Open, Transparent, Merit-based Recruitment. The European Commission also provides a series of templates to ensure that all the information necessary is gathered by the institutions that implement the Strategy.

As it is assessed in the Report of the Working Group of the Steering Group of Human Resources Management Under the European Research Area: by ensuring that the best person for the job is recruited, open, transparent and merit-based recruitment of researchers (OTM-R) improves the effectiveness of national research systems, guarantees equality, especially for under-represented groups, and boosts trans and international co-

operation. This in turn promotes optimal circulation of scientific knowledge. Individual researchers, research performing organizations, research funders, and ultimately the whole European Research Area (ERA), benefit from OTM-R, which represents the main pillar of the European Charter for Researchers and, obviously, the Code of Conduct for their recruitment. The EU Member States, when asked in 2015 how to achieve an open labor market for researchers within the ERA, identified “Using open, transparent and merit-based recruitment practices with regard to research positions” as the top action priority. In fact, a lack of open recruitment is recognized as hindering mobility, the matching of talent to opportunities and gender equality, thereby preventing the ERA from reaching its full potential. The resulting revised recruitment process has to be made public, both internally and externally. Moreover, all personnel involved in the recruitment process must be appropriately trained on the ‘new’ procedures. This in turn should be embedded in the existing quality assurance system of the organization, taking into consideration a possible administrative and/or bureaucratic burden.

// PART II PREPARATION OF THE WORK PROCESS AND TOOLS FOR ANALYSIS

3. WP5 WORK PROCESS

3.1 Work process with main activities

Due to the inherent connection between task 2.4 from WP2 and all the tasks from WP6, a WP6 working group was created. With the start of the project in September 2021, the work process of WP2 began. The working group has followed a work plan that has been adapted to the necessities and events that occurred during the development of the activity. The working process for WP6 working group, including the steps and tools that had been used, is the following:

Work process schedule

- 1) **WP2 kick-off meeting:** (starting September 2021): Assessment of tasks and objectives, creation of WP5 working group.
- 2) **Planning meeting of WP5 working group** (starting November 2021): Review of objectives, assignment of tasks, creation of a Miro Board for planning next steps, brainstorming of ideas and organizing a glossary and literature.
- 3) **WP5 Kick-off** (starting March 2022): First meeting in which each organization presented its full internal team for WP5. The execution of task 2.4 was discussed thoroughly and it was agreed to be further discussed in a later meeting between the leaders of WP2 and WP5.
- 4) **WP2 & WP5 Leaders meeting** (starting March 2022): A methodology for performing task 2.4 was agreed.
- 5) **Template for the identification and mapping of human resources strategies** (starting April 2022): A MS Word template for gathering information of the HRS4R of the ENHANCERIA partners was co-created between the WP5 working group partners and shared among the WP5 responsible of each organization. A fulfilled template with examples from UPV was created by the UPV partners from WP5 working group.
- 6) **Gathering Good Practices on HRS4R and HR strategy of ENHANCERIA partners** (starting April 2022): The MS Word template was shared and the responsible of WP5 provided advice on the gathering of information on Good Practices on HRS4R as well as the HR strategy of each institution.
- 7) **Final selection of Good Practices and HR strategies** (starting June 2022): The gathering of information was unequal due to personnel problems that some of the partners experienced. Nonetheless, last examples included in this report were collected until the end of July.
- 8) **Assessment of Good Practices and HR strategies** (Starting July 2022): The WP5 working group leaders assessed the final selection of data in an online meeting and all results and conclusions were documented in order to be included in this report.
- 9) **WP5 Kick-off for task 5.1** (Starting September 2022): This meeting will give start to task 5.1.
- 10) **First WP5 Workshop** (2nd and 3rd of November 2022 at UPV Campus in València): This Workshop will include activities for task 5.1 and task 5.2.

3.2 Work process for task 2.4 description

With the starting of the ENHANCERIA project on September 2021, the first overview about the state-of-the-practice in HR begun with the activities of task 2.4. After the constitution of the WP5 working group, the first objective was to determine the extent of the identification of the state-of-the-practice in HR activity. To achieve this, firstly, a literature review was conducted, and findings were discussed in subsequent meetings. Secondly, the discussion settled on how to obtain relevant information and data that could be useful for further steps in WP5 tasks. Next, an agreement on common criteria to define which information was useful for the identification was reached. These steps were carried out in the first 8 months of the activity and required an iterative approach, beginning with a review on the EURAXESS repository of institutions awarded with the HR Excellence in Research award. Then, the webpages for HR services and HRS4R, as well as RCD of the seven partner universities were extensively reviewed and analyzed. Finally, it was agreed to gather a selection of Good Practices in HRS4R for each university.

The gathering of Good Practices has constituted, besides the HRS4R webpage analysis, the main tool to evaluate the state-of-the-practice in HR. Through the last 4 months of this activity, a MS Word template was created and shared among WP5 working group members. This template was created through an iterative process, and it was agreed by the WP5 working group to consider as Good Practices those examples of actions that improve the conditions of recruitment and hiring of the institutions, achieving more transparency and openness for candidates and recruiters and better working and career development conditions.

4. TOOLS FOR IDENTIFICATION OF GOOD PRACTICES IN HR

4.1 Miro Board as working space

The working group for WP5/Task 2.4 has developed a working platform on Miro. This board includes mainly:

- First draft on how to perform the identification and mapping activity
- The main categories of practices for RCD and HRS4R
- Challenges and policies of organizations that implement a HRS4R
- Next steps to perform

This board has been used primarily as a primary source to select the best areas and aspects of the HR strategy of the different universities to focus on and conduct the first identification and mapping at a consortium level. For further and common understanding of the scope of the activity, an open Word document was created and shared with the members of ENHANCE. Nonetheless, this board has been used to brainstorm key concepts and develop a preliminary methodology for executing task 2.4.

4.2 Shared Template as a working tool

The working group for WP5 has developed a MS Word document on MS Teams. This document includes mainly:

- A template for collecting the URL of the web page of the HR department or the HRS4R of each organization.
- A template for collecting 4-5 examples of Good Practices on HRS4R of each organization, including a title and a description of each Good Practice.
- The criteria to be considered for the mapping of HR strategies.

This document has been key to organize the identification and mapping of HR strategies of the different organizations. Complementary advice was necessary in some cases in order to identify and select best practices in HRS4R and to briefly describe them in order to include them in this report. An example template was also created and shared among WP5 working group members in order to aid the collection of information using the MS Word template. The template will be added as Appendix 1 of this report.

PART III RESULTS: METHODOLOGY & ANALYSIS

5. METHODOLOGICAL PROCEDURE FOR COMPARISON & ANALYSIS

5.1 HR Excellence in Research award

The HR Excellence in Research award is a recognition by the European Commission that rewards institutions that make progress in the alignment of their human resources policies to the 40 principles of the Charter & Code, with a customized action plan/HR strategy. 685 organizations have received the HR Excellence in Research award as stated on the EURAXESS portal for said award: <https://euraxess.ec.europa.eu/jobs/hrs4r/awarded>.

From those 685 organizations, 4 universities from the ENHANCE alliance are present on the list: NTNU Norwegian University of Science and Technology, Politecnico di Milano, Universitat Politècnica de València and Warsaw University of Technology.

The recognition of the HR Excellence in Research award is a recognition that help promote the HR strategies and the attractiveness of institutions for candidates. However, it is not a measure of the effectiveness of the HR policies or HR departments, and just implies an effort from the organizations which request this recognition to align its HR strategies with the European Charter & Code for Researchers.

5.2 Declaration of Endorsement of Charter & Code

The European Charter & Code for Researchers are two documents addressed to researchers and research employers and funders in order to ensure researchers have the same rights and obligations in any European country. As for today, 1354 organizations have endorsed the Charter & Code principles. However, this endorsement has been formally replaced by the HR Excellence in Research Award.

5 universities from the ENHANCE alliance are present on the list of organizations: NTNU Norwegian University of Science and Technology, Politecnico di Milano, Universitat Politècnica de València, Technische Universität Berlin and Warsaw University of Technology.

5.3 Website Analysis

The website identification and analysis for the HR web resources of each university was conducted in three different parts. First, an analysis of the Researchers Career Development Resources available on the web of each institution was performed, a selection of the URLs analyzed is presented on chapter 6.1. Secondly, a discussion was held on the desirable characteristics of the web pages of HR services after the previous analysis. The conclusions and outcomes of the discussion will be described in the chapter 9. Discussion, Outlook and Further Steps.

5.4 Good Practices in HR Collection and Analysis

The collection of Good Practices was carried out through sharing the template via email and in a shared document in ENHANCERIA MS Teams folder. The template can be found as the Appendix 1 of this report. The process of collecting examples of Good Practices in HRS4R has been iterative, and a consensus was reached among the members of the WP2 working group to carry it out. Some of the initial examples were substituted in last stages, and some of the participating universities examples could not be incorporated in this final version of the report. The final collection of examples has been selected as an initial sampling, and thus the variety of examples is limited and aimed to be extended in further tasks of WP5. The discussion on the examples collected will be detailed on chapter 9. Discussion, Outlook and Further Steps

6. HRS4R WEB RESOURCES

6.1 RCD Web Resources

Boosting researchers career development is one of the main focus of the WP5 and activities for this matter will be developed in further activities by the WP5 working group. In the following table are collected the links of the main portals for each institution for RCD. All identified RCD webpages are available in English and for external users, implying that the participant institutions value the transparency and shareability of their RCD resources with the research community.

INSTITUTION	RCD WEBPAGE
Chalmers	https://www.chalmers.se/en/about-chalmers/Working-at-Chalmers/Career-paths/Pages/default.aspx
NTNU	https://www.ntnu.edu/career
POLIMI	https://www.careerservice.polimi.it/it-IT/Home/Index/
RWTH	https://www.academy.rwth-aachen.de/de/leistungen/career-service
TUB	https://www.tu.berlin/en/studying/advising/studienberatung/advising/career-entry-development
UPV	https://hrs4r.blogs.upv.es/en/researchers-career-development-unit/
WUT	https://en.uw.edu.pl/research-career-development-and-mobility/

The resources provided by all RCD websites analyzed offer a variety of tools for skill development, experience acquisition and collaboration and communication tools for early-stage career researchers and the research community. However, a further analysis must be conducted on the RCD strategies and resources of each institution, and it is expected to incorporate more personnel specialized in RCD for this matter in the development of WP5 activities to achieve the planned scope.

6.2 HRS4R & HR Services Web Resources

The importance of the HRS4R webpage relies on its capacity to provide resources to recruiters and researchers to easily access its HRS4R policies and strategies. The following are the available webpages for each ENHANCERIA partner:

INSTITUTION	HRS4R / HR SERVICE WEBPAGE
Chalmers	- https://www.chalmers.se/en/about-chalmers/organisation/chalmers-operations-support/Pages/hr.aspx (HR Service)
NTNU	- https://www.ntnu.edu/adm/hr-hse (HR Service, under development)
POLIMI	- https://www.polimi.it/en/scientific-research/research-at-the-politecnico/hr-excellence-in-research/ (HR Service) - https://www.polimi.it/fileadmin/user_upload/ricerca-scientifica/Obiettivi_e_risultati/Report_HSR4R_2021.pdf (HRS4R Plan)
RWTH	- https://www.rwth-aachen.de/go/id/ebcq/lidx/1 (HR Service)
TUB	- https://www.tu-berlin.de/en/personalabteilung (HR Service) - https://www.tu-berlin.de/fileadmin/ref23/KU/KU_Sitzungen/KU_Einlad/72_KU-Sitzung/7a_HRS4R_Kuratorium_26.06.2020.pdf (HRS4R Plan)
UPV	- https://www.upv.es/entidades/SRH/index-en.html (HR Service) - https://hrs4r.blogs.upv.es/en (HRS4R Web and Plan)
WUT	- https://www.pw.edu.pl/HR-Excellence-in-Research (HRS4R Web and Plan)

7. SELECTION OF GOOD PRACTICES IN HRS4R

INSTITUTION	EXAMPLE OF GP	DESCRIPTION AND RESOURCES
NTNU	Common Policy for Sabbatical at NTNU – International Mobility	<p>In 2016 NTNU adopted a common policy for sabbaticals for the university. The purpose for adopting the policy was to incorporate sabbaticals in the units' long-term plans for research strategy, human resources policy, and education strategy.</p> <p>NTNUs permanent academic staff in the categories: Professor, Associate Professor, and Assistant Professor are entitled to apply for a 1- year sabbatical after 4 years of qualifying service or a ½ - year period after 2 years of qualifying service. During the sabbatical period, the academic has a leave of absence with full salary and is exempted from teaching duties. Financial resources are available for lengthy research visits abroad, that is a monthly mobility grant. The financial support does also cover accompanying family members.</p> <p>In addition to the monthly financial support for those having a research stay abroad, NTNU has set up an administrative support team (outbound-mobility service) to assist researchers planning their stay abroad. The administrative support includes assistance and advice on all aspects that would be relevant when having research stay abroad and includes:</p> <ul style="list-style-type: none"> - help with all legal and administrative applications, that can include social insurance and other insurances and documentation regarding the right to health care abroad, - tax advice, - immigration-related areas including visa application processes, - housing and family-related aspects, - signing a contract governing the stay and funding arrangements. <p>The arrangement has been successful. Researchers at NTNU that are planning for a sabbatical stay abroad experience good help from the support team, and they get all help they need, and all necessary steps are taken to ensure a good and safe sabbatical leave.</p> <p>https://i.ntnu.no/en/forskertermin</p>

NTNU	Appraisal Interview and Career Planning	<p>The appraisal interview is a yearly conversation between leader and employee. The purpose is to motivate employees by holding a dialogue regarding the current work situation and needs for the future. This involves facilitating good work performance, employee development, and well-being. Furthermore, a good appraisal interview will be an important tool for promoting a good working environment and for preparing career planning.</p> <p>The conversation should focus on work tasks and employee development, with issues and actions that the manager and/or employee is able to change, solve or influence. To create a positive and valuable conversation, the leader must facilitate constructive dialogue and feedback. The conversation should be about the employee's work performance and include topics adaptable to both the employee's work situation and the unit's needs and goals. The conversation should be based on the Appraisal interview guide.</p> <p>Career Development All academic staff should be offered the opportunity to develop a written career plan (templates for career plan below). The career plan is prepared in a separate meeting and followed up in the employee interview.</p> <p>NTNU has developed templates for the appraisal interview, career plans, and a supplement guide and checklist for inviting and preparing the meeting.</p> <p>https://i.ntnu.no/wiki/-/wiki/English/Appraisal+interview</p>
NTNU	Mentoring Program	<p>NTNU's mentor program is for female associate professors who want to apply for a professorship. The aim of the program is to increase</p>

		<p>the number of women in professorships and to network building between female researchers across NTNU and to create learning and development for mentees, mentors, and NTNU as an organization. The program will assist career development and increase knowledge of what is required to be qualified for a promotion position as a professor. Networking and exchange of experience with other mentees and mentors across NTNU is also a central part of the program.</p> <p>The program has room for 20 mentees and 20 mentors from NTNU. The program rounds for about one year, and consists of 4 joint meetings, one meeting only for mentors and two meetings only for mentees (mandatory meetings). In addition, mentees and mentors are expected to have 8-10 individual meetings during the program period. Mentees and mentors are connected in interdisciplinary pairs. The program is organized by the HR and HSE Division at NTNU, as part of the gender equality work and career development work. The faculties are involved in nominating applicants from their departments.</p> <p>The program receives good evaluations and feedback.</p> <p>https://i.ntnu.no/wiki/-/English/Mentoring+program</p>
NTNU	High Quality in the Recruitment Process	<p>The recruitment of permanent academic staff is of great strategic significance. NTNU has taken several measures to improve the quality of the recruitment process:</p> <ul style="list-style-type: none"> - A new website gives better information to applicants about the recruitment process and what NTNU can offer employees. https://www.ntnu.edu/vacancies - Applicant satisfaction surveys were introduced in 2020 to obtain feedback for further improvement in the recruitment and qualifications assessment process. - New administrative procedures were implemented in 2019 to ensure high quality and speed in each step of the application process. The applicant satisfaction survey results are particularly positive for the faculties that fully have implemented the procedure. <p>In the next HRS4R action plan 2022-2025 we will revise our staff regulations and recruitment procedures to take into account the “reform of research assessment” in Europe and the open science agenda, as summarized in the NOR-CAM toolbox developed by Universities Norway.</p>
POLIMI	Gender Equity	<p>GEP: POLIMI is already equipped with an annual gender budget and closely monitors the situation at the level of students, Researchers, faculty, and staff in terms of gender proportions and career paths and provides a set of actions to identify and bridge gaps. The GEP (Gender Equality Plan) will build upon it.</p> <p>POP Steering Committee: Publication of an annual report that provides information on all activities and initiatives performed during the year. A specific division of the Central Administration will monitor the implementation of the services defined, and monitored by the Steering committee.</p>

		<p>A new strategic program Polytechnic Equal Opportunities has been created to guarantee a study and work environment that respects gender identity, disability, culture and background. The POP program is structured around five strategic lines of action: gender identity, culture, nationality and religion, sexual orientation, disability and psychological wellbeing https://www.polimi.it/en/the-politecnico/university-projects/polytechnic-equal-opportunities-pop/</p>
POLIMI	Career Development Strategy	<p>Specific activities have been implemented to support Early Stage Researchers within a dedicated program of Talent Development that includes Academic CV analysis, career development plan, specific Long Life Learning training sessions aimed at strengthening their academic profile and soft skills for Research, and a specific support to help them increasing Academic competitiveness (publication record, conference presentations activity, project submissions, visits abroad, awards) at international level within EU project proposal call.</p> <p>In addition to that, a specific training path has been designed for Ph.D. candidates with sessions related to projects writing and fundings management, as well as soft skills to increase competencies for their personal and professional growth.</p>
	Wellbeing and Welfare Support	<p>Dedicated services for all Researchers and staff are ensured and these include: Welfare personal credit to use for several purposes; Health integrative insurance for all staff and Researchers; Agreements on discounted subscription rates for employees for local transportation and service providers; Nursery and summer camps for children.</p> <p>The HR office is also actively engaged in identifying additional opportunities to be offered to temporary staff and Researchers. It is under discussion the possibility to establish a research fund for men to enable them to take 3 months of paternity leave.</p> <p>It has been finalized the agreement with Giurati Sport center and set up appropriate spaces for sport as part of the new campus development project.</p>
POLIMI	Mobility Strategy and Attractiveness	<p>Polimi organizes every year a MSCA Masterclass to support researchers willing to apply for a post-Doctoral fellowship at Polimi as HI. This action aims at attracting Top Researchers at worldwide level and enriching our research teams with new talents and competences. Polimi supports and encourage our Early-Stage Researchers to choose outgoing mobility experiences as MSCA GLOBAL Post-Doctoral fellowships.</p> <p>Within the MSCA program, Polimi is also active in application of MSCA Doctoral Networks calls which represent a powerful booster to increase our partnerships and collaborations with other Institutions at international level, and to activate new networks for our researchers and new mobility opportunities.</p> <p>Polimi is also active in European alliances where possibilities of mobility and networking are encouraged within our E.S.R.</p>

POLIMI	PhD Agreement	<p>To unambiguously establish rights and duties of PhD candidates, in particular in their relationship with the supervisor(s) an Agreement to be signed at the beginning of the PhD path has been issued.</p> <p>This action is relevant to clearly establish the rights and duties of Ph.D. candidates, with emphasis on their relationship/feedbacks with the supervisor(s). The action is keyed to the set-up of a template of a Ph.D. agreement to be signed by candidates at the beginning of their Ph.D. career. A final formulation of the Agreement will be prepared and approved to be ready for the candidates starting in 2022.</p>
RWTH Aachen	Access to Career Advising for Researchers	<p>In addition to the targeted career advising and mentoring supplied by first line supervisors in each field, the RWTH Aachen Division of Career Development - 12.1 offers researchers the opportunity to participate in an individually tailored orientation session to further support them in their personal career development. The aim of these orientation sessions is to support researchers as early on as possible in their individual career paths by answering any questions they might have and to provide potential alternatives in career choices.</p> <p>The offer is directed at diverse target groups and accordingly, also puts the focus on different topics:</p> <ul style="list-style-type: none"> - Doctoral candidates – you have a doctorate, now what? - Postdocs – research or business world? - Non-professorial academic staff – thinking through career options - Advanced Talents – next step: professorship <p>https://www.rwth-aachen.de/cms/root/studium/Nach-dem-Studium/Promotion/Informationen-fuer-Promovierende/Unterstuetzung-und-Beratung/~niin/Karriereberatung/?lidx=1</p>
RWTH Aachen	University Committee for Safeguarding Good Scientific Practice	<p>RWTH Aachen investigates all concrete suspicions of scientific misconduct. For this purpose, it has formed a committee to officially process and investigate any such claims. The committee is entitled to take any steps necessary to investigate the matter, including collecting personal testimonies and information from all members of the university and other individuals involved as well conduct oral inquiries</p> <p>The Committee for Safeguarding Good Scientific Practice reports to the Rector's Office about the results of its work and its recommendation. Based on the report and the committee's recommendation, the Rector's Office decides whether to terminate the investigation or whether scientific misconduct has been sufficiently proven. In case of the latter, the Rector's Office then determines the consequences. The Rector's Office has also appointed four independent ombuds, whom RWTH Aachen scientists can contact in cases of conflict and suspected scientific misconduct.</p> <p>https://www.rwth-aachen.de/cms/root/Die-RWTH/Einrichtungen/Organisation/Rektorat/~qjvg/Rektoratskommission-zur-Aufklaerung-wiss/?lidx=1</p>
RWTH Aachen	Gender Monitoring at RWTH	<p>RWTH has defined several goals whose attainment shall be measured with the help of different indicators. By 2020, the proportion of female professors shall be 20 percent; by 2030, it shall be 30 percent. With the help of the so-called cascade model, equal-</p>

		<p>opportunity quotas for the different qualification levels are determined. the gender monitoring process allow us to observe the representation of women and men in the various university groups and track developments over time. This makes it possible to detect progress, stagnation, or even setbacks, verify the effectiveness of measures in place, and take further action accordingly. Moreover, gender monitoring enables benchmarking with other universities at German and international levels. Of course, there are also people at RWTH who do not identify as male or female. Data collection is currently being revised so that in the future, the total number of students and employees will also include the option of "non-binary". No other details are shown for data protection reasons.</p> <p>https://www.rwth-aachen.de/cms/root/Die-RWTH/Profil/Gender-Diversity/~mcri/Gender-Monitoring/?lidx=1</p>
RWTH Aachen	HRS4R internal evaluation	<p>The person hired to fulfill the tasks in the ENHANCERIA WP5 will in parallel assess the options to gain the HRS4R label for RWTH through an internal SWOT analysis: The person will collect information from all relevant stakeholders to check in what way the existing strategies and commitments of RWTH already fulfill or transcend the HRS4R and where RWTH has potential to grow.</p>
RWTH Aachen	Postdoctoral Appointments: Support for Career Paths of Junior Researchers at RWTH	<p>One of RWTH Aachen's important tasks is to promote other academic career goals aside from professorships and to highlight equal, plannable career paths. Although Postdoc positions are appointed by institutes/chairs and therefore are a decentralized affair, RWTH Aachen centrally supports postdocs at all levels with corresponding qualification offers and support for junior researchers. Find the table of offers here:</p> <p>https://www.rwth-aachen.de/cms/root/Die-RWTH/Karriere/Karriere-fuer-Wissenschaftlerinnen-und-W/~igeb/Karrierewege-des-wissenschaftlichen-Nach/?lidx=1.</p> <p>RWTH has implemented certificate programs for postdocs in "Science Management" (started in 2020) and "Professional fields in Economy & Society" (starting in 2022) to further qualify postdocs for a career path outside academia.</p>
UPV	News Section on the HRS4R Website	<p>A news section is available on our HRS4R website. Each news is published both in Spanish and English. In our consideration it is crucial to involve the whole university community in the implementation of the HRS4R and to raise awareness of the process. Therefore, the HRS4R website has a section called "news" where every person can check on the newest developments related to the implementation of the Charter and the Code at the UPV. Currently, we publish short entries in the following categories: calls, events, meetings, milestones, positions, regulations. https://hrs4r.blogs.upv.es/en/news/</p>
UPV	Hiring a Responsible for the Implementation of the HRS4R	<p>Recently, a person responsible for the implementation of the HRS4R at the UPV was hired. This person is Piotr Andruczyk who also joined us in ENHANCERIA to help with the WP5. We consider the implementation process to be a collective effort of all the implicated units of the university, but we also believe that it is a good practice to have this process supervised by someone who can focus solely on this matter. In our case, the person hired for this position reports directly to the Vice-rector of Research.</p>
UPV	Annual "Welcome" Event Focused	<p>This year, on the 4th of April, the event called "Live the doctorate at the UPV" will be held. It is targeted at R1 researchers who recently joined our university, and its main objective is to familiarize them with</p>

	<p>on Familiarizing R1 Researchers with Services Offered by UPV</p>	<p>different Central Services of our institution. The design of the event is split in two parts: first the formal part with the welcome speeches of the university's management followed by the informal part of "services expo" where each service will have its stand and will offer information to the researchers. Some examples of the services that will be present during the event are the Technology Transfer Office, Research Management Office, Library Services, International Affairs Office, IT Unit, HRS4R etc. The idea is to make this into a recurring event to build organizational awareness into all new researchers.</p> <p>https://hrs4r.blogs.upv.es/en/2022/04/28/recording-and-photos-of-the-event-live-the-doctorate-at-the-upv/</p>
<p>UPV</p>	<p>Analysis of Improvement Areas</p>	<p>The analysis was conducted in two phases:</p> <p>Qualitative analysis: The first part of the analysis has been done using qualitative techniques. Specifically, various meetings have been held, in focus group format, through which the necessary information has been obtained to proceed with the subsequent quantitative analysis. A total of 87 pages of information has been obtained.</p> <p>Quantitative analysis: The entire research population of the UPV has been selected, reaching a total of 2,495 people. This group includes those people who have a VAIP greater than 9. An online questionnaire was sent in which they were asked about the different issues detected during the qualitative analysis. The results show a high commitment on the part of the UPV research community in improving human resource management: a total of 1,374 people responded to the questionnaire, more than 60% of the population, which shows the level of commitment of the research community with the process. In addition to the results that we show in the report of the analysis, there are hundreds of comments and remarks made by researchers that will for sure help on building a very promising future for researchers. We commit ourselves with this plan and we expect to deliver according to the expectations</p>

 // PART IV ENHANCED GLOSSARY

8. TOOLBOX OF KEY TERMS FOR ANALYZING THE CURRENT STATE-OF-THE-PRACTICE ON HR WITHIN THE ALLIANCE

The following toolbox encompasses the terms on which the WP5 working group has discussed and reached a common definition/understanding in order to facilitate the reference to its meaning in the context of identifying and mapping RIs at the ENHANCE Alliance level. The majority of terms have emerged from the effort to have a common language in the development of task 2.4, and to clarify some differences of understanding among WP5 working group members.

TERMS	DEFINITION
Gender Equality/Equity Policies	The set of measures and policies focused on promoting economic independence between men and women, closing the wage gap between men and women, promoting balance between men and women in decision-making, ending gender violence and promoting equality of gender beyond the EU.
Good Practice in HR	Good Practices in HR are actions that improve the conditions of recruitment, hiring and working of the institutions that implement them, resulting in more transparency and openness for candidates and recruiters and better working and career development conditions for workers.
HR Service Website	Website on which the HR Service of an institution offers its contact, job offers, news, important documents, etc.
HRS4R Website	Website on which the HR Award in Research awarded institutions provide information about the internal HR Strategy for Researchers of the institution, the process to obtain the award, etc.
Researchers Career Development Strategy/Plan	The set of actions/measures that provide support and information about the researchers' career path options and helps them to obtain the skills or experience necessary to work toward the career path that they choose.

//PART V DISCUSSION & CONCLUSIONS

9. DISCUSSION, OUTLOOK, AND FURTHER STEPS

- The HR Excellence in Research award is recognition that help promote the HR strategies and the attractiveness of institutions for candidates. However, it is not a measure of the effectiveness of the HR policies or HR departments, and just implies an effort from the organizations which request this recognition to align its HR strategies with the European Charter & Code for Researchers. This award formally substitutes the Declaration of Alignment with the C&C that was previously the highest European recognition in HR Excellence. Currently, 4 of the ENHANCE alliance universities are in possession of the award. The WP5 working group has concluded that it would be desirable for the organizations that compose the ENHANCE alliance, to request the award recognition, to boost their attractiveness as working spaces for researchers and help reach more candidates. However, this award is not necessary for implementing OTM-R measures efficiently, but more of a strategic distinction.
- After analyzing the websites for RCD resources of each university, the WP5 working group has concluded that the best strategy for providing accessible and easy-to-find resources is through a central URL that redirects to all resources or the websites of the departments that provide said resource. The approach that presents the information more clearly is the one that encompasses general information, regulation, policies, normative, information about aids and calls, opportunities for collaboration, etc. It would be also desirable if the website provide information about the departments that are implied in each aspect of the RCD and provide a contact person.
- The analysis of HRS4R and HR Service websites has revealed that some of the universities of ENHANCERIA does not have a specific website for their HRS4R, or some of them are under development currently. This is not necessarily an action to achieve the HR Excellence in Research award, but more of a strategic resource that can help promote the HRS4R of the organizations and encourage others to request the reward. The ideal organization and contents of the HR Service or HRS4R webpage was discussed but it was not finally agreed due to time limitations. However, this aspect will be dealt with in subsequent WP5 activities.
- Some of the measures that are being currently implemented as Good Practices in HRS4R in some of the universities differ from partner to partner. For example, the Common Policy for Sabbatical at NTNU is a unique measure among the members consulted, and it would be great to have more knowledge transfer for this matter between ENHANCERIA partners. It is also remarkable the effort in developing and reviewing equity/equality policies that the organizations are conducting, but it would be great to compare the application of this measures with advanced indicators, such as gender distribution in staff and students, etc. Thus, a complete analysis of these Good Practices must be performed in subsequent works of WP5, extending the current work to identify areas of improvement within the HR policies of the ENHANCE alliance partners.
- The WP5 working group will continue its work in improving RCD conditions and implementing OTM-R policies through the tasks of WP5. This way, the RCD resources gathered and analyzed in this task 2.4 will be compared, and a model of an ideal RCD website will be designed, and websites will be assessed comparing them with it. Further action will analyze all Good Practices in RCD that the ENHANCE universities are implementing and review and implement (if necessary) modifications on the C&C.

//PART VI APPENDIXES

10. APPENDIX 1: Template for collecting examples of Good Practices in HRS4R.

IDENTIFYING GOOD PRACTICES IN HRS4R

#This is a template for collecting 4-5 examples of strategies that constitute Good Practices in HRS4R in your organisation.

WEB

- [Insert here the link of the website of your HSR4R strategy, if you do not have one, please attach a link that may be interesting for the matter.]
- In case there is a website, please indicate if an English version is available (YES/NO):

TITLE 1

[Insert here the title of a strategy that constitute a Good Practise in HRS4R in 1-2 lines.]

DESCRIPTION 1

[Insert here a brief description of the project in a maximum of 400-500 words]

TITLE 2

[...]

DESCRIPTION 2

[...]

TITLE 3

[...]

DESCRIPTION 3

[...]

TITLE 4

[...]

DESCRIPTION 4

[...]

TITLE 5

[...]

DESCRIPTION 5

[...]

10. APPENDIX 2: Bibliography

1. **European Charter & Code for Researchers:**
https://euraxess.ec.europa.eu/sites/default/files/am509774cee_en_e4.pdf
- 2.
3. **HRS4R Plans:**
 - a. **NTNU:**
https://www.ntnu.edu/documents/12450979/0/NTNU+Action+Plan+2022+e_tool+numbers.pdf/10fcaa48-f9b4-11f0-113d-f77910a47c8a?t=1653481960444
 - b. **UPV:**

<https://hrs4r.blogs.upv.es/files/2021/09/HRS4R-application-final-document-English-revised-after-consensus-report-v2.pdf>

c. POLIMI:

https://www.polimi.it/fileadmin/user_upload/ricerca-scientifica/Obiettivi_e_risultati/Report_HSR4R_2021.pdf

d. TU Berlin: [https://www.tu-](https://www.tu-berlin.de/fileadmin/ref23/KU/KU_Sitzungen/KU_Einlad/72_KU-Sitzung/7a_HRS4R_Kuratorium_26.06.2020.pdf)

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e. WUT:

<https://www.pw.edu.pl/engpw/content/download/3864/28373/file/Action%20Plan%20and%20Strategy%20HRS4R.pdf>