

Sujet : EURAXESS - HRS4R Implementation Phase External Assessment EC Consensus Outcome

De : EURAXESS <noreply@euraxess.org>

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Pour : hrs4r@univ-tours.fr

EURAXESS - HRS4R Implementation Phase External Assessment EC Consensus Outcome

Dear Ms/Mr

After consultation with our assessors' team, we can now get back to you with some feedback regarding the interim assessment of your internal review.

We are pleased to inform you that the assessors have concluded that the implementation of the Action Plan is ensured in a robust and systematic way. Your organisation is progressing with the implementation of appropriate and improved quality actions as described in its Action Plan.

Please check your HRS4R dashboard of the e-tool where you can find the consensus report form including comments and suggestions from the assessors, which must be taken into account in the next period.

Therefore, your organisation receives an encouragement to continue and further implement the principles of the 'European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers'.

Please bear in mind that keeping the 'HR excellence in research' award requires an internal review of your revised and updated HR strategy in three years' time (renewal phase) assessed by our external international experts and (possibly) followed by a site visit.

Please note that all relevant information is available on the EURAXESS website <https://euraxess.ec.europa.eu/jobs/hrs4r>.

We wish you every success in continuing to implement the Human Resources Strategy for Researchers at your institution and look forward to seeing your achievements and renewed HR strategy in **36 months** from now.

HRS4R case workflow can be viewed [here](#).

Best regards,

The EURAXESS Rights team

RTD-CHARTER@ec.europa.eu

EURAXESS

Implementation Phase Interim Assessment - EC Consensus Report

Case number

2019FR450392

Name Organisation under assessment

University of Tours

Organisation's contact details

60 rue du Plat d'Etain, TOURS, France

Submission date of the Interim Assessment Internal Review

27/10/2023

Submission date to the European Commission

04/01/2024

Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation.
If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	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?	Partly	there is no such a document visible on the webpage.

This comprehensive overview captures the strengths, achievements, and positive aspects observed during the HRS4R implementation at the University:

- Budget and Researcher Increase
 - A positive trend with an increased budget and the number of researchers (R2-R4)
 - Growth in the number of international, externally funded, and female researchers
 - Acknowledgment of a decrease in students and staff, prompting curiosity about the underlying reasons
- Organizational Understanding
 - Deep understanding and self-awareness are demonstrated in the analysis of the current state and adjustments in the action plan
 - Proactive reactions to organizational changes, with adaptations and deadline extensions reflecting a dynamic and well-monitored situation
 - Flexible and proactive approach, addressing real needs and priorities, fostering hope for successful plan implementation
 - An impressive list of projects showcasing real impact on the community, region, and external stakeholders.
- OTM-R Policy Progress
 - Significant progress in the OTM-R policy, including the introduction of a standard recruitment form, expanded media for job postings, translation of the recruitment site, and the development of an OTM-R toolkit
 - Well-implemented actions related to selection committees, promising facilitation of the overall process
- Strategic Steering Committee Redesign
 - Innovative approach with the implementation committee for redesigning the Strategic Steering Committee, emphasizing the inclusion of underrepresented R2 researchers for potential success
- Effective Project Management
 - The intention of quality monitoring is indeed present and visible
 - Successful introduction of project management tool for monitoring actions progress and as the source of information and documents
 - Well-organized monitoring process with regular meetings of both the Strategic and Operational Steering Committees
 - Overall project progress rate -- 27 actions completed, 23 extended, and 16 in progress
- Engagement in Actions
 - Use of various methods for action design, including surveys, discussions, SWOT analysis, and options, showcasing engagement and a professional approach
- Adaptability and proactive adaptation to organizational changes and a proactive approach to challenges.
- Successful Completion of Key Actions in all four areas with detailed description
- Training with programs for supervisors, courses for young assistant professors, and mentoring for junior assistant professors
- Informative Website detailing the entire implementation process, including timelines, events, documents, and presentations
- The proposed approach to trial external review nine months in advance, with external reviewers, and with increased attention will be given to quantitative indicators from 2024 onwards

Ongoing Challenges to Address:

1. Design and implementation of comprehensive OTM-R policy
2. Further Improvement in English Language Information
3. Recruitment Challenges: PhD students and postdoctoral researchers, specifically related to issues of mobility and engagement

4. Focus on Implementation Actions and Quantitative Measurement. Use of Examples, and Indicators to demonstrate when and how an action has been completed to ensure a proper assessment of the real impact, progress

5. Revision of Strengths and Weaknesses and Gap Analysis

- Encouragement to consistently revise strengths and weaknesses in the current practice, ensuring alignment with the evolving context
- Recommendation to consider the need to review the gap analysis before the next phase of implementation to ensure relevance to the changing environment and community needs and to confirm the persistence of gaps, monitor progress, and adapt to changes.

These identified challenges highlight areas for improvement and strategic focus in the ongoing HRS4R implementation at the University. Addressing these challenges will contribute to a more effective and comprehensive implementation process.

To enhance the University's HRS4R implementation for the upcoming phase, we have a few hints, and guidelines that could be helpful during the process:

1. Strategic Action Focus:

- Continue the strategic practice of selecting priority areas, with particular emphasis on critical aspects like OTM-R
- Recommend concentrating on a smaller set of actions to ensure effective implementation

2. Language Enhancement and International Collaboration

- Suggestion of involving international stakeholders, to enrich content with global perspectives
- Emphasize the importance of improving English language information, especially on the website

3. OTM-R System Development

- Prioritize the design and implementation of processes and tools for effective tracking of progress toward OTM-R objectives
- Acknowledge the importance of the OTM-R (Open, Transparent, and Merit-based Recruitment) policy and system

4. Overcoming Operational Challenges in recruiting, and engagement of foreigners and PhD and students

5. Strengthening Committee Meetings

- Emphasize the importance of these meetings for effective implementation and ongoing progress monitoring
- Uphold the practice of regular meetings for the operational steering committee and the strategic steering committee

6. Preparation for External Evaluation

- Highlight the need for particular efforts to complete the implementation of actions in preparation for the forthcoming external evaluation
- Acknowledge the challenges associated with changes in the Human Resources Department, emphasizing the importance of reviewing the management of actions and their allocation to responsible persons

7. Optimization of Implementation Process

- Maintain involvement of the research community at all levels, with a specific focus on engaging R2 researchers
- Focus on the content of the website, ensuring comprehensive information and documentation on HRS4R with regular updates
 - Provide the most concrete examples of how the groups conducted their work and involved the research community
 - Strengthen the process description, highlighting the 'who' and "how" were involved in the HRS4R implementation
- Consider Reviewing and Updating Gap Analysis before the next phase of implementation to ensure continued relevance to changing circumstances
- Evidence Gathering for Assessment - Focus on gathering real evidence of actions through examples, documents, and links for a clear assessment by evaluators
- OTM-R Action Prioritization and implementing a system to track progress toward OTM-R objectives
- Consider revision of indicators to assess the real impact, progress, and prospects of proposed actions
- Consider involving international experts in the review process to gain a broader and diverse perspective

These comprehensive recommendations aim to guide the University in enhancing its HRS4R implementation for the next phase, ensuring a strategic, inclusive, and effective approach.

During the transition period special conditions apply:

Institutions having started the HRS4R implementation prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015) may not have prioritised actions implementing the OTM-R principles yet. In this case, they should not be penalised but strong recommendations should be made to address these principles appropriately.

At this point of the INTERIM assessment, the institution does not jeopardise maintaining the HR award. Nevertheless, the institution is advised to take into account the comments and recommendations of the assessors to meet all assessment criteria at the next assessment (in 36 months).

Recommendations

Which of the below situations describes the organisation's progress most accurately? Tick the right situation and add comments/general recommendations accordingly.

HRS4R embedded



HRS4R embedded, corrective actions needed



HRS4R embedded, strong corrective actions needed



Additional comments *

The University provides a clearer structure for understanding the whole HRS4R implementation process. Congratulations on a very good job and good luck with continuing and support the engagement of all persons involved.

Explanation

- **HRS4R embedded:** The organisation is progressing with appropriate and quality actions as described in its Action Plan. **There is evidence that the HRS4R is further embedded.**
- **HRS4R embedded, corrective actions needed:** The organisation is, for the most part, progressing with appropriate and quality actions as described in its Action Plan, but could benefit from alterations as advised through the Assessment process. **There is some evidence that the HRS4R is further embedded.**
- **HRS4R embedded, strong corrective actions needed:** The organisation is not deemed to be implementing appropriate and quality actions and this raises some concern for the future efforts to implement actions closely aligned to the Charter and Code. **There is a lack of evidence that the HRS4R is further embedded.**