



Centre for
**Strategy & Evaluation
Services**

ERA Priority 3 study: Findings on the Charter and Code and Human Resources Strategy for Researchers

**Presentation of study findings
23 November 2021**



**European
Research Area**

ERA Priority 3 Study Objectives

- Taking stock of ERA Priority 3 policy measures:
 - European Charter for Researchers
 - Code of Conduct for the Recruitment of Researchers
 - Human Resource Strategy for Researchers (HRS4R)
 - EURAXESS
- Defining transformation needs to strengthen the policy measures in the context of the New ERA
- Recommendations on governance of existing policy measures
- Recommendations on new policy measures



ERA Priority 3 study

- Review of literature and documents
- Consultation interviews
- Survey of organisations implementing HRS4R
- Survey of EURAXESS centres and national portals
- Analytical Report
- Policy workshops to develop recommendations (April/May 2021)
- Consultation workshop to consolidate recommendations (July 2021)
- Cost-Benefit Analysis of options
- Final Report





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Performance of the Charter and Code and HRS4R



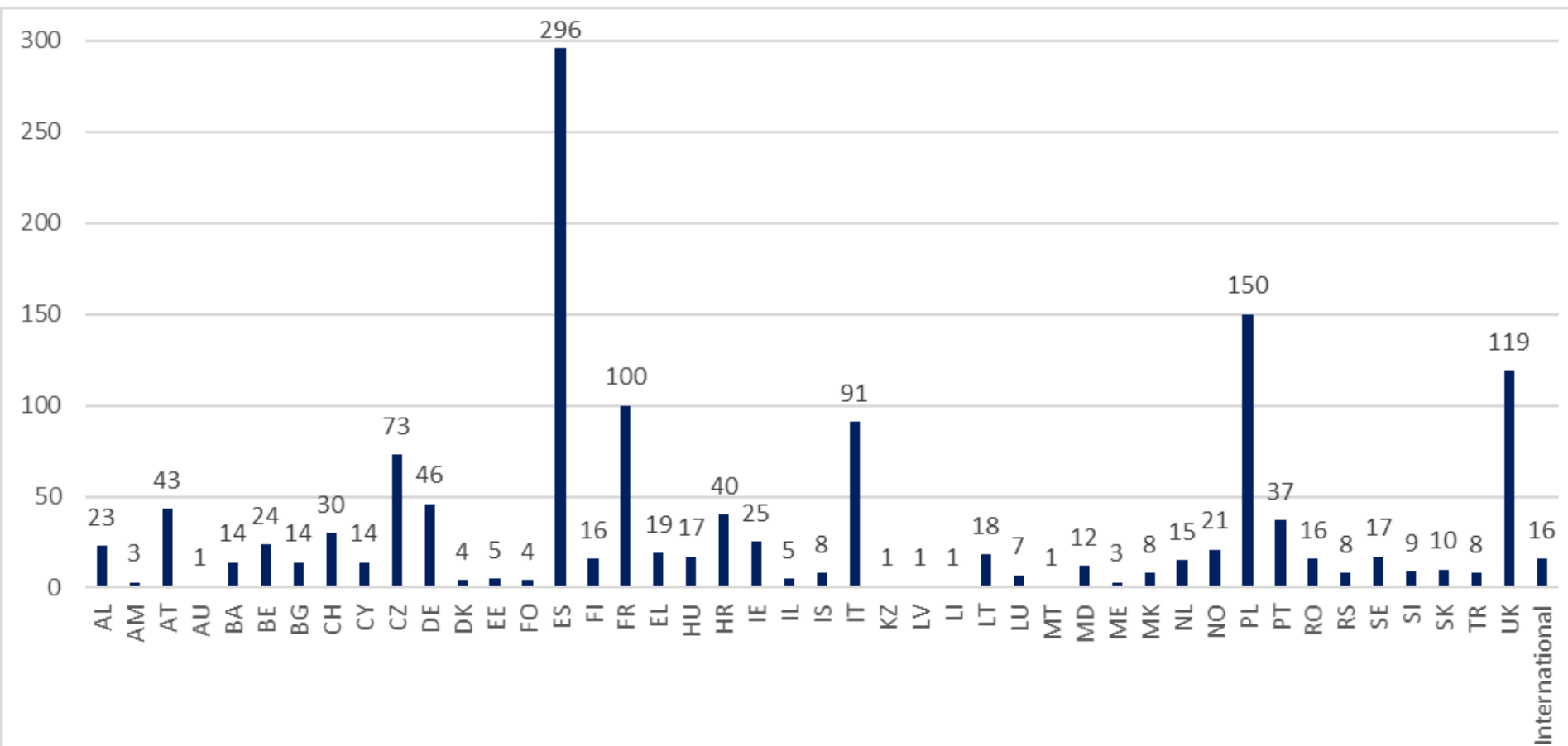
European
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Contribution of the Charter & Code

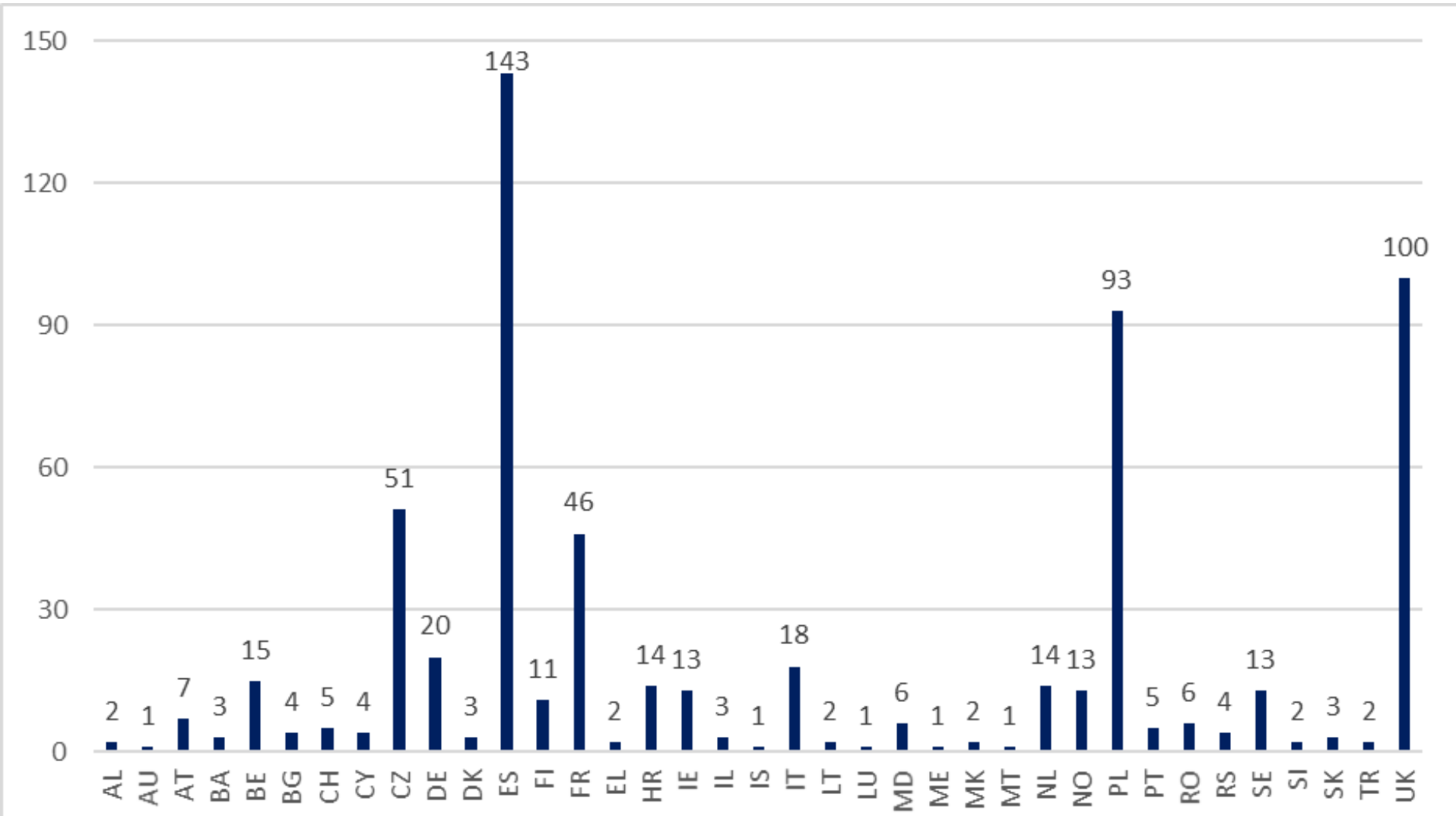
- Wide endorsement of the Charter and Code (1,300 organisations)
- But many endorsements are dated (e.g. 10 years ago)
- Wide use of the HRS4R (634 organisations with the Award)
- Significant differences in take-up by country
- High level of “early adopters”: BE, ES, IT, PL
- High level of recent commitments: CZ, FR, PT



Charter & Code endorsements by country



HR Excellence in Research Award by country



Profile of “HR Excellence in Research” awardees

- Few awardees amongst top 100 beneficiaries of Horizon 2020 (16%)
- Awardees are a majority of top 100 beneficiaries of MSCA Individual Fellowships (53%) and Innovative Training Networks (56%)
- Different sizes/types of organisations have the award (HEIs, research institutes, funders) but few R&D/private sector
- 200,000 researchers work in awardee institutions



Benefits of the HRS4R

Benefits reported by awardees include:

- Ease of recruitment (74%)
- Enhanced HR function (88%)
- Strengthened institutional culture (93%) or strategy (92%)
- Better access to funding (69%)
- Improved international partnerships (72%) prestige & profile (84%)



Process and governance (1)

- Charter endorsements risk remaining a formality without further actions (e.g. no link to HRS4R in the early years)
- HRS4R process can be perceived as complex and burdensome
- “Soft” process, aspiring towards “hard” change management
- Peer review system is a strength but also a weakness (cf. enhanced and structured training of assessors)
- No mechanism to support unsuccessful applicants
- No consequences of the award being withdrawn



Process and governance (2)

- Updates to Charter and Code do not automatically feature in HRS4R
- HRS4R includes elements beyond Charter & Code, e.g. OTM-R
- Difficulty in systematic identification of barriers and effects
- Not yet fully captured in ERA-wide monitoring



Institutional approaches to the HRS4R

- HRS4R process is generally supported by senior management
- HRS4R action plans typically embedded in the overall policy or strategy of the institution
- Risk of “cluttering” HRS4R action plans with non-HR related actions
- Support for mobility but less often for recognising mobility
- Revising or monitoring employment contracts of researchers
- Improved appraisal systems
- Strengthening of Open, Transparent and Merit-based Recruitment (OTM-R) principles



National support for Charter & Code/HRS4R

- Charter & Code incorporated into national frameworks (CZ, DK, FR)
- EU Structural Funds used to support HRS4R implementation (CZ)
- Some ERA National Action Plans include commitments to promote or ensure compliance with the Charter and Code
- New framework for assessment, development & promotion (NL)
- National career assessment framework (NO)
- Researcher Career Development and Employment Framework (IE)
- Concordat between funders and employers of researchers (UK)



New tools to support HRS4R?

- Support Member States to develop approaches that comply with Charter and Code principles and support HRS4R?
- EU support for networks of institutions engaged in HRS4R?
- Specific funding calls for institutions to engage with the HRS4R?
- Promote possibilities for EU Structural and Investment Funds to support HRS4R?

