

Promoting excellence involves creating an environment for research, training and career development of researchers and their mobility. Euraxess Rights aims to a better employment and working conditions for researchers throughout Europe, thereby enhancing the attractiveness of European research careers. The European Commission carries out this project in the context of a European Research Area with a view to consolidate and give structure to a European research policy and to promote mobility.

The authorities of the University of Namur have ratified the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in July 2010. Charter and Code contain principles to promote human resources strategy and to improve the conditions of recruitment and work of researchers. A strategic action plan (HRS4R) is being developed within the University of Namur for implementing the principles of the Charter and Code. It has been launched in January 2012.

1. HR strategy's five steps

European Commission acknowledgement process requires five steps:

- “Step 1 - The research institution or funding organisation carries out an internal analysis according to a standard template grouping all the 40 Charter & Code principles in 4 areas ('Ethical and professional aspects', 'Recruitment', 'Working conditions & social security' and 'Training').
- Step 2 - The research institution or funding organisation publishes its "Human Resources Strategy for Researchers" on its website and on the European EURAXESS Rights webpage. It should summarise the main results of the internal analysis and present the actions proposed to ensure and/or improve alignment with the Charter & Code principles.
- Step 3 - Provided that the above steps are formally respected, the European Commission "acknowledges" that the participating research institution or funding organisation has adopted a Human Resources Strategy for Researchers.
- Step 4 - The research institution or funding organisation implements its HR strategy and conducts a self-assessment within the framework of its existing internal quality assurance mechanisms. This self-assessment should be undertaken regularly, at a minimum every second year.
- Step 5 - External evaluation: at least every 4 years, the research institution or funding organisation drafts a short report, showing the progress made towards the objectives of its HR Strategy for Researchers and its compliance with the principles of the Charter & Code”.

Commission acknowledgement at Step 3 of the strategy process means an institution has the right to use the "HR Excellence in Research" logo. This logo gives researchers a recruitment

guaranty of transparency, fairness and equality. That way, they should find a good research environment and a correct evaluation system.

2. Stakeholders involvements

To implement Charter and Code in the University of Namur, a steering committee has been created. Members are significant stakeholders such as the rector, the first vice-rector in charge of HR, the vice-rector in charge of research, directors of research and HR administrations, two representatives of academic and scientific staff, the person in charge of foreign researchers and the responsible of Euraxess Rights Service. This steering committee met on the 23th of March 2012, the 13th of September 2012, the 24th of October 2012, the 22th of November 2012 and the 20th of December.

The service "Euraxess Rights", created in January 2012, is in charge of implementing the recommendations of the European Commission for ensuring that the University of Namur is an attractive working place for researchers, both for those who are already there and for those to come. Several goals are pursued:

- Developing an attractive working environment, open and transparent;
- Promoting the mobility of researchers;
- Implementing an evaluation process of current practice within the institution.

A map of the university key players¹ has been designed in order to be sure to involve all the partners and to assess the interactions between the different departments that could be involved in the implementation process.

A first stakeholders consultation round (academic and scientific staff) was carried out to write a first gap analysis draft. Then, this first gap analysis draft has been examined in a second consultation round.

Various elements of academic and scientific staff have been involved as well as administrative staff:

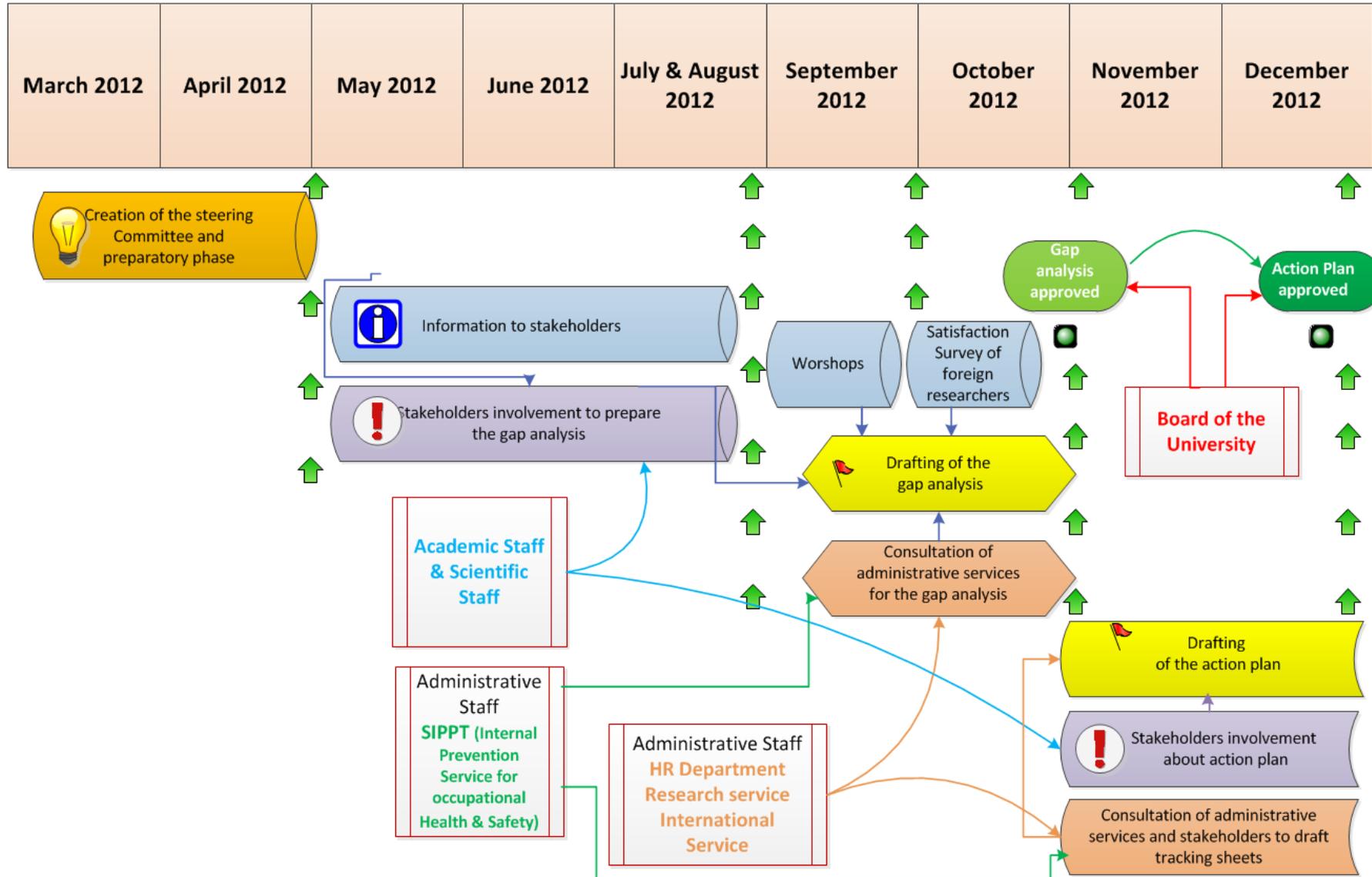
- Meetings have been organised with academic staff on the 9th May 2012 and with scientific staff on the 11th June 2012;
- Workshops have been organised with scientific staff on the 3th September 2012 (Gender balance), on the 5th September 2012 (Statuts and Funding), on the 7th September 2012 (Ph.D, co-atorship and career development), on the 5th October 2012 (gap analysis draft);
- Academic and scientific staff have been involved in the action plan (november and december 2012);
- Members of administrative staff (such as research, human ressources, international, health & safety services) have been involved at different stages of the process (gap analysis and action plan).
- An online satisfaction survey has been launched in October 2012 in order to assess the appreciation of foreign researchers related to their stay in University of Namur.

¹ Appendix 1 details the map of the university key players.

The board of the University approved the gap analysis at the 26th October 2012. In accordance with this gap analysis, the Board of the University of Namur has checked and approved the action plan at its meeting on the 25th January 2013.

The process of stakeholders involvement is summarized in the following diagram:

Stakeholders involvement



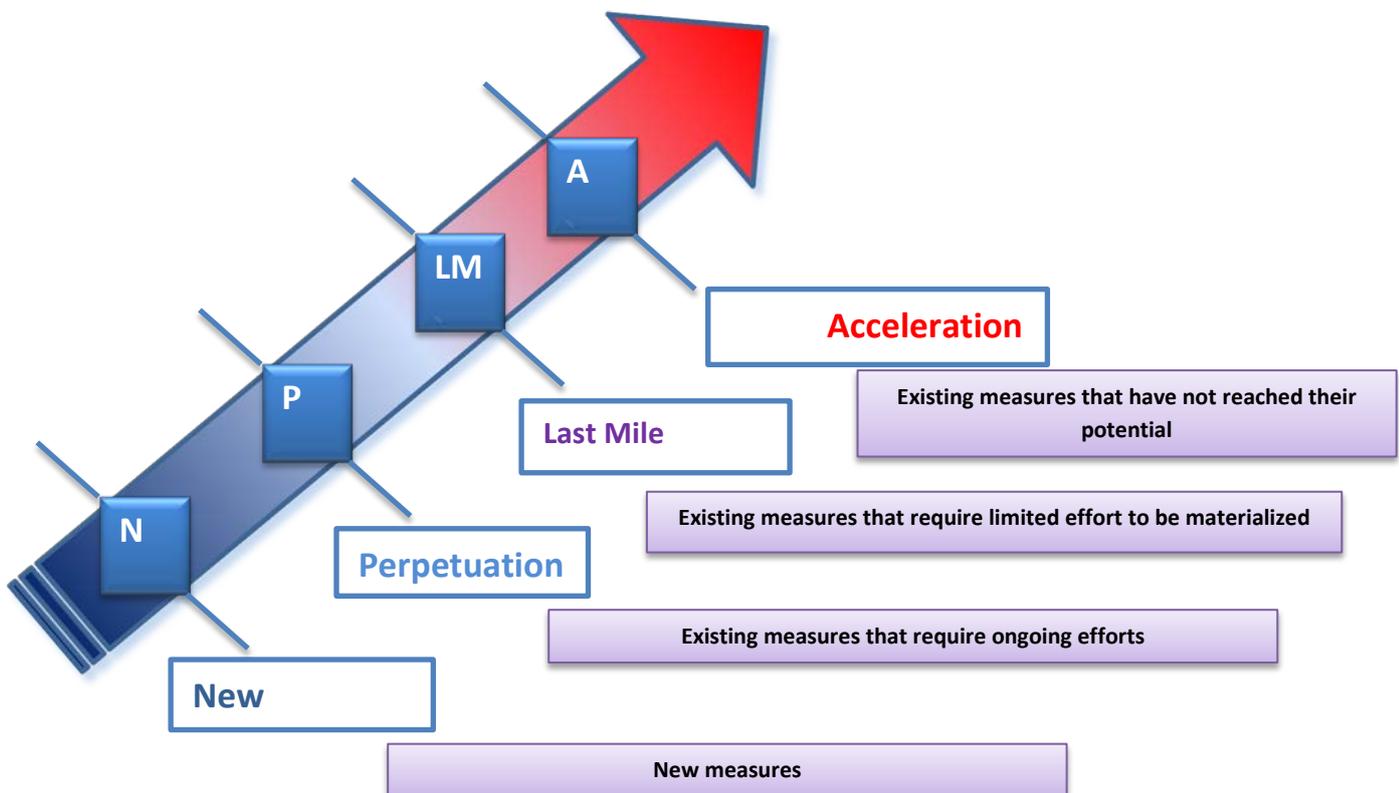
3. Methodology

On basis of the gap analysis, 7 areas have been identified for the action plan:

- Area 1: Information and Communication Policy;
- Area 2: Research Policy;
- Area 3: Selection and Recruitment process;
- Area 4: International visibility;
- Area 5: Development of the service to society;
- Area 6: Evaluation & Training;
- Area 7: Euraxess Rights strategy.

These lines are divided themselves into actions and projects. For each project, a class is defined as:

- **New action (N):** new measures.
- **Perpetuation action (P):** existing measures that require ongoing efforts;
- **Last Mile action (LM):** existing measures that require limited effort to be materialized;
- **Acceleration action (A):** existing measures that have not yet reached their potential;



For each project, a tracking sheet will be used². On these sheets, various details and information will be recorded regarding the implementation. They will define the aims, the results and outcomes expected, the departments involved, the various stages of implementation in each particular action. For each stage, various details will be recorded:

- What services are involved?
- Who benefits from this action?
- Who is responsible for the implementation of this step?
- Is a budget necessary or not?
- Does this step encounter barriers? If so, what are they?
- What is the time schedule for each step?
- What are the KPIs (Key Performance Indicators) and ROI indicators (Return on Investment).
- What is the communication process?

4. Recognition and Assessment

The recognition actions concern the following steps:

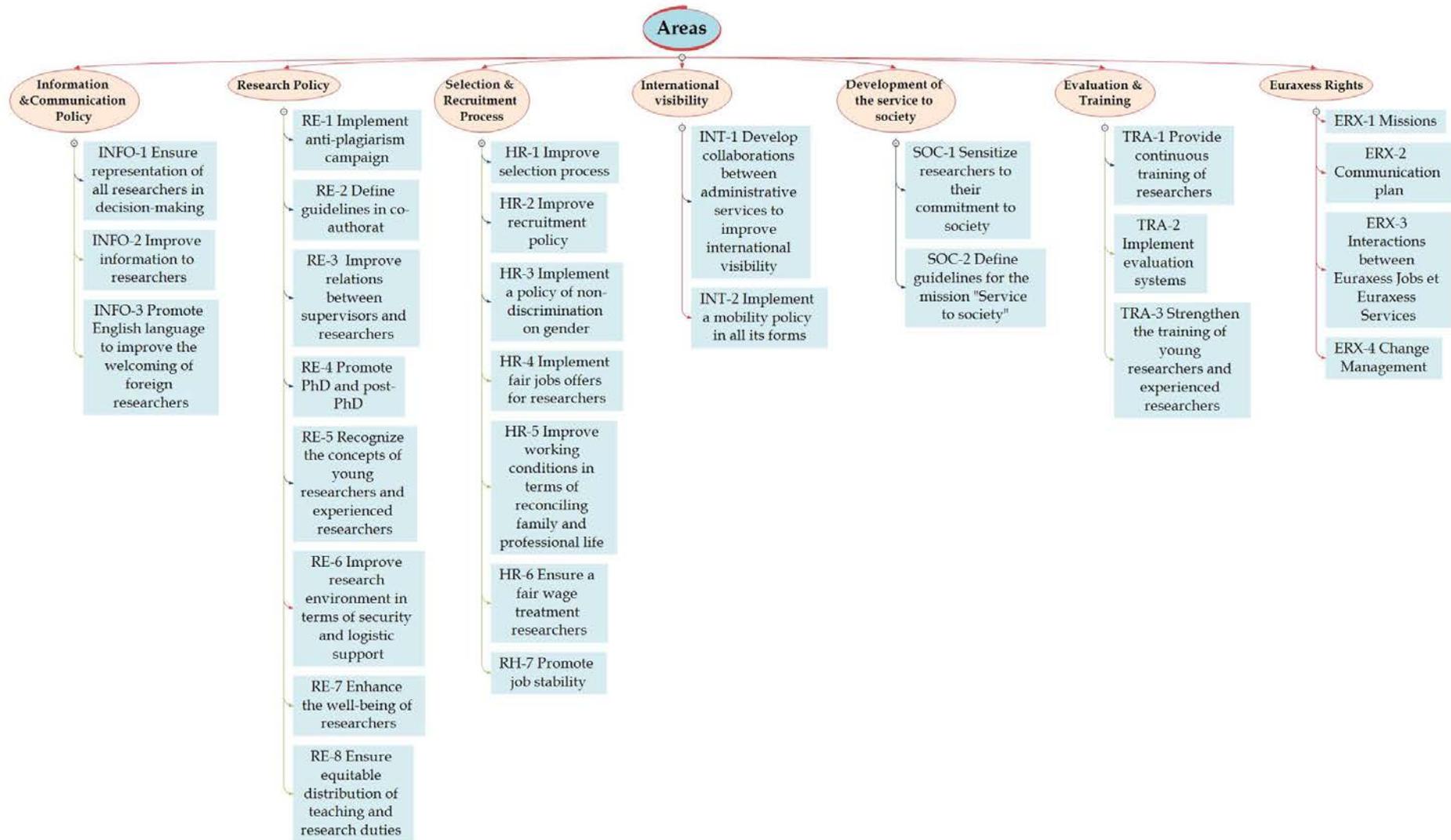
- Creating a steering committee;
- Involving key stakeholders (academic and scientific staff, research, HR and international administrations);
- Defining the notion of “researchers” regarding Charter and Code;
- Dedicating resources (create a service “Euraxess Rights” in charge of implementing Charter and Code);
- Asking recognition from the European Commission.

The assessment actions will be carried out by the European process with:

- A self-assessment after two years;
- An external analysis after four years.

² Appendix 2 details the tracking sheet.

5. Strategic and institutional actions



Institutional and strategic actions are defined in seven areas. For these, and on the basis of the gap analysis, the projects to be implemented in the University are the following.

Within the framework of the actions to be undertaken, the present document refers to "AXEL", "Axis for Excellence". This is a major project initiated in 2012 by the General Assembly of the University of Namur. It sets out the strategic lines that will guide the actions of the Board of Directors. The "AXEL" document is structured in four complementary sections: it defines the identity of the university; specifies the cultural evolution of the institution, based on three key dimensions; states the ten major strategic lines of action of the University of Namur and fixes the way in which the General Assembly intends to verify the proper implementation of these strategic lines by the Board of Directors. Several components of AXEL are directly connected with Euraxess Rights.

The table below describes each project defining the priority, timing and classification (new, perpetuation, last mile and acceleration).

For the assessment, a special attention should be given to measure progress in achieving the goal. It implies measuring institutional actions to move towards the goal. For each action, appendix 3 determines the planning. The planning specified in this appendix is for impulse priorities (time schedule) and is not synonymous with expected priority outcome.

Areas	Impulse Priorities	Involved Departments	Classification (P, LM, A, N)
Information and Communication Policy			
INFO 1- Ensure representation of all researchers in decision -making	2016	Academic Council	LM
INFO 2 – Improve information to researchers (Welcome pack, Improve information on intranet, improve information about property rights, legal and institutional rules,...)	2013-2014	Research Administration, HR Administration International Relations Department Information Technology Department (SIU)	P
INFO 3 – Promote English language to improve the welcoming of foreign researchers (translation of important documents such as employment contracts and institutional procedures,...)	2013	Research Administration, HR Administration International Relations Department	N
Research Policy			
RE 1- Implement anti-plagiarism campaign	2013	Research Administration	N / P
RE 2 – Define guidelines in co-authorship	2013-2014	Research Administration Academic Council	N
RE 3 – Improve relations between supervisors and researchers (doctoral contract, mediation place, support researchers,...)	2015	Axel Research Administration, HR Administration Social Service Academic Council	P
RE 4 – Promote PhD and post PhD	2013-2015	Research Administration, Academic Council	LM
RE 5 – Recognize the concepts of young and experienced researchers	2016	Research Administration, Academic Council	N

Areas	Impulse Priorities	Involved Departments	Classification (P, LM, A, N)
RE 6 – Improve research environment in terms of security and logistic support	2015	HR Administration Internal Prevention Service for occupational Health & Safety (SIPPT) Information Technology - IT Department (SIU) Social Service	LM
RE 7 – Enhance the well-being of researchers	2016	HR Administration Internal Prevention Service for occupational Health & Safety (SIPPT) Information Technology- IT Department (SIU) Social Service	P
RE 8 – Ensure equitable distribution of teaching and research duties	2013	Academic Council	LM
Selection and Recruitment			
HR 1- Improve selection process (gender balance, standardized selection practices within the different faculties,...)	2013-2014	Research Administration, HR Administration Academic Council	LM
HR 2-Improve recruitment policy (ensure compliance recruitment policies with the Charter and Code)	2013-2014	Research Administration, HR Administration Academic Council	LM
HR 3- Implement a policy of non-discrimination on gender	2014	HR Administration Academic Council	A
HR 4- Implement fair job offers for researchers (Improve using “Euraxess Jobs”)	2014	Research Administration HR Administration	LM
HR 5 – Improve working conditions in terms of reconciling family and professional life	2014	HR Administration	A
HR 6 – Ensure a fair wage treatment researchers	2013	HR Administration	A
HR 7 – Promote Job stability	2014	HR Administration	LM
International visibility			
INT 1 – Develop collaborations between administrative services to improve international visibility	2013	Research Administration HR Administration International Relations Department	P
INT 2 – Implement a mobility policy in all forms	2014	Axel International Relations Department Academic Council	P
Development of the service to society			
SOC 1 – Sensitize researchers to their Commitment to society	2015	Research Administration	LM
SOC 2 – Define guidelines for the mission “Service to society”	2014	Research Administration AXEL General Assembly	N

Areas	Impulse Priorities	Involved Departments	Classification (P, LM, A, N)
Evaluation & Training			
TRA 1 – Provide continuous training of researchers	2014	Research Administration HR Administration	P
TRA 2 – Implement evaluation systems (for academic, and scientific staff; for units or departments)	2013	Research Administration Academic Council	N
TRA 3 – Strengthen the training of young researchers and experienced researchers	2015	RH Administration Axel	N
Euraxess Rights			
ERX 1 - Missions	2013	Euraxess Rights Service	N
ERX 2 – Communication plan	2013	Euraxess Rights Service	N
ERX 3 – Interactions between Euraxess Jobs, Euraxess Services and Euraxess Rights	2013	Euraxess Rights Service	P
ERX 4 – Change Management	2013-2016	Euraxess Rights Service	N

6. Conclusion

The Board of the University endorses this document and has decided to publish it on the University of Namur website on the page dedicated to Euraxess process (<http://www.fundp.ac.be/en/research/euraxess>).

Supporting documents:

- Reports of the workshops with the scientific staff;
- Reports of the steering committee that has prepared the gap analysis and HR Strategy document;
- Gap analysis (UNamur);
- Tracking sheets for each project;
- Endorsement of the European Charter (CReF);
- Declaration of interest in the HR Strategy for researchers (CReF);
- European Charter and Code of Conduct for Recruitment.

Contact:

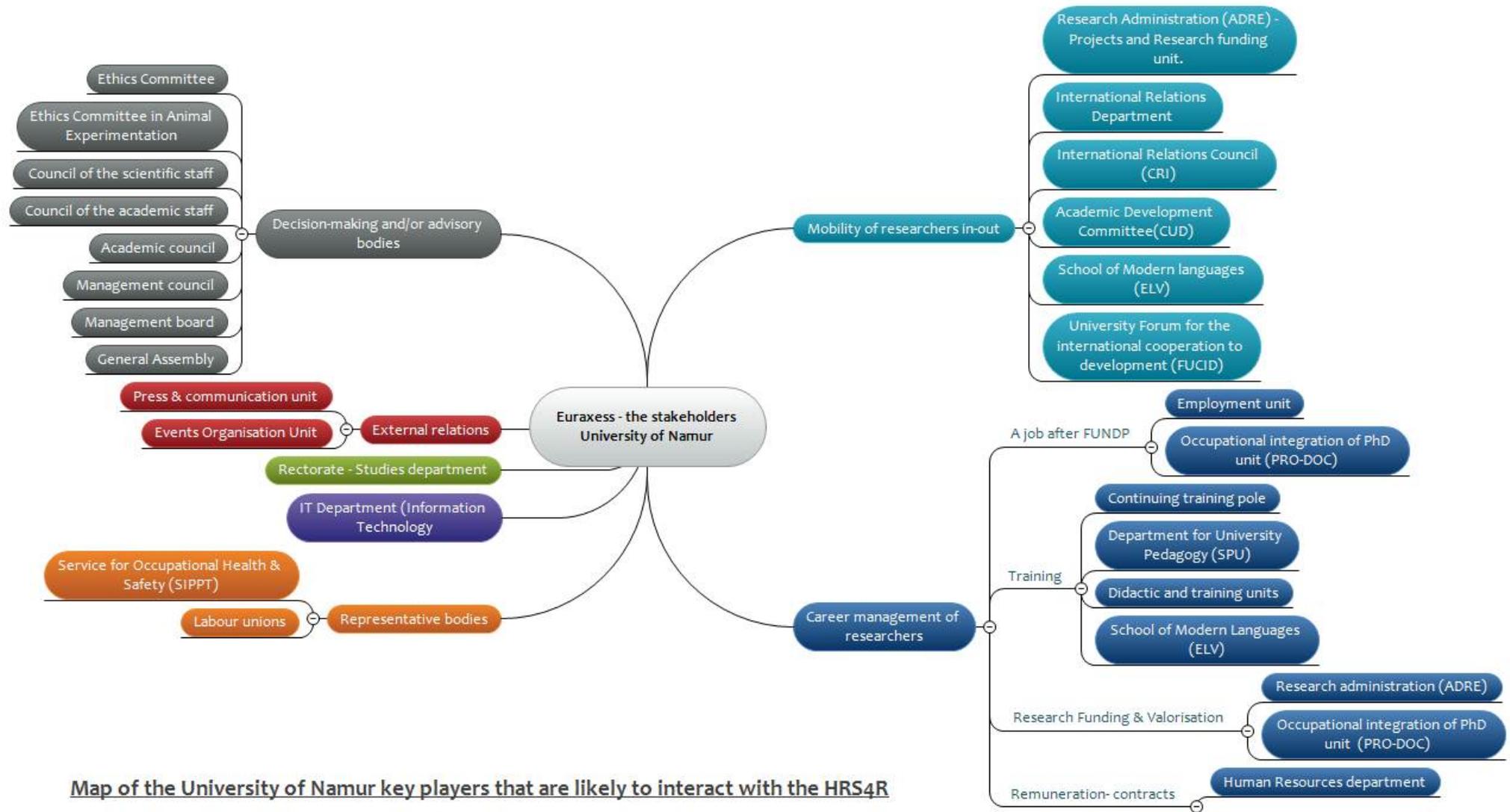
Isabelle Deheneffe & Dominique Dieng, “Euraxess Rights” Service at UNamur, Rector Administration, Euraxess-rights@fundp.ac.be

Appendix 1: Map of the university key players.

Appendix 2: Information on the tracking sheet for each project.

Appendix 3: Planning for each project.

Appendix 1: Map of the university key players



Map of the University of Namur key players that are likely to interact with the HRS4R

University of Namur - EURAXESS- RIGHTS Unit - December, 2012

Appendix 2: Information on the tracking sheet for each project

Project description

Gap analysis
Reference:

Heading :

Classification

(N, P, LM, A):

C&C
Reference:

Link with
other(s)
Euraxess
project(s):

Project(s)
reference(s)

Title of the
inked
Project(s)

Type of
link:

Describe the link between the two projects

Budget
:

Start date:

End date

Duration
(in month):

Project(s)
Axel?

AXEL - Réf.

-

Reference
Area:

Project
Objectives:

General
description
of the
project:

Key Players

	First name + NAME	Unit/ Department
Coordinator		
Advisory Committee of the project and / or resource persons		

Target(s)

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Department(s)
involved :

Implementation:

External
relations/outourcing:

Project Management

Risk analysis (negative factors):

Factors -

Risk analysis (positive factors):

Factors +

KPI, Key Performance Indicators

ROI indicators (Return On Investment)

KPI, Key Performance Indicators	ROI indicators (Return On Investment)

Project Planning

Steps:

	Steps description	Start date	End date	Milestones	Deliverables	Priority
1						
2						
3						
4						

Project follow-up

	Date	Who ?	Project status	Budget	Difficulties	Execution (V,X)
1						
2						
3						
4						
5						
6						

Capitalisation/ Lessons

Communication

Target(s)

Dissemination
channels

Content &
message:

Com
Budget:

	Date	Target(s)	Dissemination channels	Type of communication	Deliverables	Budget Com	Execution (V, X)
1							
2							
3							
4							
5							

Appendix 3: Planning for each project - The planning specified is for impulse priorities and is not synonymous with expected priority outcome.

