

**The Human Resources Strategy for
Researchers incorporating the**

**European Charter for Researchers
and the Code of Conduct for the
Recruitment of Researchers**

Report on the Internal Analysis and the Corresponding Action Plan

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1. Foreword

Belonging to the Swiss Sciex-NMS^{ch} programme, HES-SO has signed up the Charter and Code of conduct. In order to make sense to this participation, HES-SO has decided to get involved in the second cohort of the European Commission's Institutional HR Strategy Group and to obtain the logo "HR Excellence in Research".

2. HES-SO

Founded in 1997, the HES-SO is the largest professional higher education network in Switzerland. It currently hosts some 17'000 students and 900 researchers. They conduct research activities, mainly besides their teaching tasks, in the same fields. They are organized in 13 networks of excellence.

Its 27 schools are located in the whole Western Switzerland and governed by different cantonal laws. They are active in six major fields of study: Engineering and Architecture, Management and Services, Design and Fine Arts, Health, Social Work and Music and Theater.

The head office hosts the administration and other central departments.

The missions of HES-SO are derived from the Swiss federal Act on the UAS of 6 October 1995, which determines the basic principles governing the Universities of Applied Sciences, their status and their missions.

In European research, HES-SO is partner in 16 FP7 projects (included 2 Marie Curie projects) and is coordinator of 3 projects. We are also part of the Lifelong Learning Program in particular within the Erasmus actions. The participation to the Euraxess network is a major stake for our institution.

3. Report on procedure

3.1 General procedure

A working group at the Chancellor Office level has been constituted involving the applied Research & Development advisor, the Education Affairs advisor and the HR manager. To have a large consultation, the process was a mix of large presentations and individual interviews in order to involve all the stakeholders of the institution, as the Board of Directors, the various research bodies, senior researchers, etc.

First step was to present the charter and code to the Board of Directors in order to get the mandate to promote it into our network (September 2010). In this perspective, we performed the gap analysis for the whole institution (representative of the network of 27 schools). The information from the different schools has been collected through interviews or through the European commission canvas (February 2011). People from human resources and research have been involved. Tendencies have been identified and the synthesis report has been validated by the Board of Directors (May 2011).

3.2 Consultations

During the gap analysis phase, interviews were conducted with a mix of HR and researchers :

During the validation of the action plan (autumn 2011), the concept was presented to several bodies:

- a) aR&D Committee : 5 representatives of research fields, 5 heads of research of cantonal institutions
- b) Coordinators of research networks : 6 people, all active researchers
- c) aR&D coordinators in Arts and Design : 4 people, all active researchers
- d) aR&D coordinators in Health and Social Work : 13 people, all active researchers
- e) aR&D coordinators in Music and Theater : 3 people, all active researchers

4. Main results & Challenges

4.1 Main results

The gap analysis shows that the C&C principles can be classified in three different categories:

1 Homogeneous application of some principles	Ethical and professional aspects Recruitment Working conditions Staff development	Research Freedom Dissemination, exploitation of results Non-discrimination Recruitment Codes Research environment Access to continuous development
2 Heterogeneous application	Ethical and professional aspects Recruitment Working conditions	Professional attitude and ethical principles Professional responsibility and public engagement Selection Transparency Complaints/appeal Gender balance
3 No application or no formalization	Recruitment Staff development	Recognition of mobility experience and non-formal qualifications Postdoctoral appointments Career development Access to career advice

This categorization is clearly a very good output, HES-SO being structured as a network. It was a major stake to find the common issues as our starting point was “everything is different”.

On this basis a set of action lines has been identified and prioritized and milestones have been set. The different stakeholders have been integrated in the process in order to plan the implementation of concrete measures (August – October 2011, see 3.2) and the action plan has been written (see Action plan, November 2011).

4.2 Challenges

As stated before, our specific context, a network institution with different legal rules on HR, was a challenge and we met several difficulties like:

- make a synthesis of very heterogeneous collected data
- identify action lines relevant to the 27 schools of the network
- implement specific measures with regional HR governed by different cantonal laws/rules
- convince stakeholders at different levels to endorse the project (in order to integrate C&C into internal processes)

5. Action plan for the implementation of the European Charter and Code of conduct for the recruitment of researchers

5.1 Actions directly involving researchers

Strategic objectives of the institution	Euraxess objectives/What	How	Principles	Indicators	Who	When
Development of the services offered by the Rectorate	Identification of the joint internal processes, making them available use of the procedures and tools in force in order to facilitate the monitoring and transparency of projects	Inventory Better circulation of procedures; use of Intranet and Internet by campuses/schools	4. Professional attitude 5. Contractual and legal obligations	Internal document Number of documents placed online and website hits	aR&D advisor, campus/school aR&D managers	End of 2012 End of 2013
Development of the services offered by the Rectorate	Compilation of a listing of ethical standards, especially those which relate to plagiarism, by field of study. Dissemination of these via the researcher portal on the Intranet/Internet	Inventory of ethical standards Upload to the portal	2. Ethical principles 3. Professional responsibility	Internal document Information published online and referenced	aR&D advisor, heads of fields of study, aR&D heads at the campuses/schools	End of 2012 Mid 2013
Development of the services offered by the Rectorate	Tracking with the publication of the Swiss review of research and its applications, Hémisphères	Two issues per annum	8. Dissemination, exploitation of results 9. Public engagement	Circulation, number of issues distributed and sold	aR&D advisor, editorial committee	End of 2013

5.2 Actions involving human resources departments and persons in charge of staff conduct

Strategic objectives of the institution	Euraxess objectives/What	How	Principles	Indicators	Who	When
Establishment of an institutional quality system	Organisation of exchanges between schools of good HR practice relating to researchers (catalogues, workshops)	Organisation of an HR managers' meeting to discuss the charter Evaluation of the need for exchange (provision of an agenda and an electronic platform)	15. Transparency 16. Judging merit 17. Variations in the chronological order of CVs 19. Recognition of qualifications	Number of persons informed about the specific aspects of being a UAS researcher	HR manager at the Rectorate, HR managers of the schools/campuses	Spring 2013
Establishment of an institutional quality system	Encouragement of recognition of mobility experience (recognition of the value of an undertaking towards professional mobility and mobility opportunities during the appointment) Integration with the Dual Career Couple (DCC) programme	Definition of mobility experience (geographical, disciplinary and professional) Awareness-raising and communication measures Training measures Analysis of needs, project launch	18. Recognition of mobility experience 29. Value of mobility	Number of communication activities Number of persons trained Statistics	International advisor, institute managers, HR manager at the Rectorate Manager of the Gender platform	Mid 2013 End of 2013 End of 2014 Autumn 2012
Development of the joint international dimension	Use of the Euraxess portal to publish the HES-SO job vacancies	Transfer to the Euraxess site of job vacancies submitted for the website after marking them as research, definition of the rules	13. Recruitment (code)	Number of HES-SO jobs offered on Euraxess Number of applications from abroad per job vacancy	HR manager at the Rectorate, HR managers of the schools, communications department	Mid 2012
Development of the services offered by the Rectorate	Support for the implementation of mediation bodies or network	Information exchange in the form of a meeting with the HR managers Evaluation of needs and choice of structure	34. Complaints/appeals 10. Non-discrimination	Number of cases handled internally within the network	HR manager at the Rectorate, HR managers of the schools/campuses, existing networks or	Spring 2012 Spring 2013

		Information to persons with the resources to act			mediators, mediation trainers	Mid 2013
Development of the services offered by the Rectorate	Highlighting of the training measures for researchers and addition of research training modules to the didactic training catalogue (DIDAC)	Analysis of the needs of the persons concerned Editing of new modules	38. Continuing professional development 39. Access to training	Number of new modules in the didactic training catalogue	Education Affairs advisor, Pedagogical advisor, campus/school aR&D managers	Mid 2013
Development of the services offered by the Rectorate	Development of activities aimed at minorities or the disabled	List with benchmarking of the existing measures by school (evaluation of needs and chosen action) Nomination of representatives Analysis of needs, definition of the scope of action, launch	10. Non-discrimination	Internal document Accessibility of buildings and websites	Education Affairs advisor, management of the schools/campuses heads of fields of study	End of 2012 End of 2012 End of 2013
Development of the services offered by the Rectorate	Participation in the regional skills development programme for researchers (REGARD)	Establishment of workshops in line with the needs of UASs, provision of classrooms and financial support	28. Career development	Follow-up of registrations and satisfaction questionnaire sent to participants	Manager of the Gender platform, university Gender representatives	2013
Development of the services offered by the Rectorate	Promotion of the existing instruments relating to gender equality (guidelines, strategies, etc.)	Distribution of the existing HR guideline Analysis of the implementation of the work-life balance throughout the network	24. Working conditions (work-life balance) 27. Gender balance	Statistics on the number of women professors	Manager of the Gender platform, school/campus Equal Opportunities managers	1st semester of 2012

5.3 Actions undertaken within the scope of institutional work concerning staff typology

Strategic objectives of the institution	Euraxess objectives/What	How	Principles	Indicators	Who	When
Implementation of the new agreement	Consolidation of the evaluation principles for researchers	Integration of the concept of evaluation in the typology	28. Career development	Implementation of evaluation procedures at cantonal level	Staff typology steering committee	2015
Implementation of the new agreement	Definition of the specific criteria on appointment and promotion of non-academic professional experience, encouragement of the various possibilities for returning to research	Integration of these concepts in the typology	18. Recognition of mobility experience	Implementation of specific procedures at cantonal level	Staff typology steering committee	2015
Implementation of the new agreement	Integration of the consideration of postdoctoral researcher appointments and their implications for the institution	Integration of these concepts in the typology if necessary	21. Postdoctoral appointments	Implementation of specific procedures at cantonal level	Staff typology steering committee	2015

6. Conclusion

The process that led the working group from the endorsement of the Charter and Code to the submission of the action plan brought up interesting discussions with different stakeholders and improved the understanding of a researcher's career. The feedback received so far can be considered as globally positive. Several issues, some relevant to the whole institution, some relevant to specific fields or schools, could be raised. The actions integrated in the plan will definitely allow the institution to progress in its development.

Once the logo will be obtained and before carrying on the actual project, two actions will be undertaken by the working group in collaboration with the HES-SO Rectorate :

1. To make two different communication plans in order to promote the charter and the code but also best practices and actions (one for the decision making bodies and one for the researchers)
2. To change the current working group into a steering group with representatives of the internal stakeholders in order to have a close follow-up of the Action plan.