



CARDEA

Career Acknowledgement for Research
(Managers) Delivering for the European Area
Grant Agreement No. 101058572

Summer School Deliverable 13 WP3

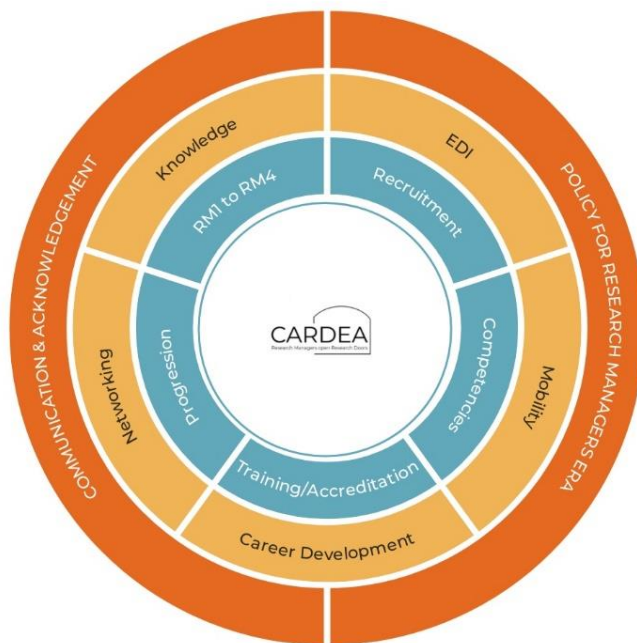


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Summer School – Deliverable 13	
CARDEA - Career Acknowledgement for Research (Managers) Delivering for the European Area	
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Work Package/Task leader	Dr Ivona Peternel

CARDEA MATRIX



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RM Summer School CARDEA

CARDEA Summer School occurred in May 2023. The Summer School consisted of:

- 1 Day in MUNI SCI Masaryk University Brno Czech Republic
 - Date: 10/05/2023
- 1 Day in EURAXESS BHO Prague Czech Republic
 - Date: 11/05/2023

Workshop Content

The Summer School focussed on the HR Excellence in Research Award and the role of Research Managers delivering the award for their organisations within the European Research Area.

1. Summer School Program Structure

- The Summer School was designed to provide training to enable success under the HR Excellence in Research Award. This is an award bestowed upon research institutions committed to implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
- Dedicated sessions were allocated to thoroughly explore the criteria and requirements of the HR Excellence in Research Award, emphasising the significance of fostering a conducive research environment, ensuring equal opportunities, and promoting professional development for researchers.
- Expert-led workshops and interactive discussions provided participants with in-depth insights into the strategies and best practices for aligning institutional policies and practices with the principles of the HR Excellence in Research Award.
- Practical presentations offered participants the opportunity to gain a deeper understanding of the complexities involved in achieving HR excellence within research organisations.
- Additionally, the role of Research Managers in the European Research Area was a focal point of the Summer School curriculum. Sessions were dedicated to exploring the multifaceted responsibilities of Research Managers, including the results of the CARDEA survey.
- A separate meeting occurred with Research Managers in the Czech RMA group.

2. Integration of HR Excellence in Research

- The integration of the HR Excellence in Research Award principles was seamlessly woven into every aspect of the Summer School curriculum, reflecting the commitment of the CARDEA Project to promoting excellence and integrity in research management.
- Participants were encouraged to critically evaluate their institution's current practices against the criteria outlined in the HR Excellence in Research Award, identifying areas for enhancement and devising actionable strategies for improvement.
- Furthermore, discussions centered on the role of Research Managers as catalysts for institutional change, advocating for the adoption of policies and initiatives that prioritize the well-being and professional development of researchers, thereby enhancing the overall research ecosystem within the European Research Area.

Through this approach, the Summer School provided participants with the knowledge, skills, and resources necessary to champion HR Excellence in Research within their roles in research management, thereby contributing to the creation of a more vibrant and sustainable research landscape within the European Research Area.

Meeting with Czarma Representatives

During the meeting between PI CARDEA and the Czech Research Managers Association, both parties engaged in a constructive dialogue aimed at fostering collaboration and sharing best practices in research management. Mary Kate, representing CARDEA, and Mgr. Ida Součková Olšová, Chair of Czarma, along with other research manager representatives from Czarma, exchanged insights on common objectives such as a competency framework for RM's and acknowledgement of the role. Ideas were discussed on potential avenues for collaboration, including future workshops, training sessions, and collaborative research projects. The meeting concluded with a general consensus on shared objectives thus setting the stage for possible future collaboration. Overall, the meeting was marked by enthusiasm and a shared dedication to advancing research management practices both locally and within the ERA.

Photos



Figure 1

Mary Kate O'Regan delivering Summer School in Bron Czech Republic



Figure 2

Mary Kate O'Regan delivering a workshop within the CARDEA summer school in Brno

Workshops at both locations

1. Interim Review HRS4R
2. OTMR Policy
3. Preparing for the Site Visit
4. Advantages of HRS4R
5. Anna is a Research Manager (*Brno only*)

Presentations

See below

Selection of Questions Asked:

- What are the biggest challenges in HR management in university environment and how to deal with them?
- What does the implementation of the HRS4R bring in this area. How is it important and why?
- New trends include work-life balance. What can universities offer in this area?
- Another issue is the lengthening of people's working lives, which brings the need for a strategy for employing people in retirement age. What is your experience in dealing with this issue?
- How to motivate Early stage researchers at the same time? How can universities ensure the retention of scientific talent and how can they motivate scientists for long-term success?
- How can we increase student engagement in research and what are the best practices for developing student skills?

Publicity

<https://www.sci.muni.cz/en/about-us/hrs4r/news/faculty-of-science-mu-organized-hr-award-renewal-workshop-led-by-mary-kate-oregan-from-university-college-cork>

Newsletter: <https://www.sci.muni.cz/en/employee-newsletter/archiv-1/2023-06-sci-newsletter-for-employees>

Article (interview): <https://www.sci.muni.cz/en/current-news/mary-kate-oregan-the-hr-excellence-in-research-award-is-a-valuable-tool-that-enables-institutions-to-implement-innovative-and-creative-people-care-processes>

Info about the workshop: <https://www.sci.muni.cz/en/about-us/hrs4r/news/faculty-of-science-mu-organized-hr-award-renewal-workshop-led-by-mary-kate-oregan-from-university-college-cork>

Participants

Participants in Brno

Name	Location	Role
Mgr. Andrea Dvořáková	CEITEC MU	Head of HR Dpt
Mgr. Martina Pokorná, Ph.D., MBA	CEITEC MU	Administration Head
Mgr. Silvie Rampouchová	Faculty of Arts MU	HR Award Manager
Kateřina Oulehlová	Faculty of Informatics MU	HR Specialist
PhDr. Ing. Silvie Szwedová	Faculty of Informatics MU	Head of HR Dpt
Mgr. Veronika Macháček	Faculty of Law MU	HR Award Manager
Ing. Veronika Hlávková	Faculty of Medicine MU	HR Award Specialist
Mgr. Gabriela Tomašíková	Faculty of Medicine MU	HR Award Manager
Bc. Et Bc. Mgr. Tereza Křoupalová Benešová	Faculty of Science MU	Lawyer, Member of HR Award Expert Team
Bc. Marie Flochová	Faculty of Science MU	Head of HR Dpt
Dzmitry Pruchkouski	Faculty of Science MU	PhD Student, Researcher
Kristóf Kanalas, MSc	Faculty of Science MU	Researcher, PhD Student
Mgr. Eliška Sobotková	Faculty of Science MU	Training & Development Specialist
Mgr. et Mgr. Zuzana Hrabovská	Faculty of Science MU	HR Award Specialist
Mgr. Kateřina Mandlová	Faculty of Science MU	Coordinator for Strategic Development

Name	Location	Role
Mgr. Linda Nosková	Faculty of Science MU	Development Specialist for Early Stage Researchers
Mgr. Veronika Papoušková, Ph.D.	Faculty of Science MU	Department Bursar, Researcher
PhDr. Barbora Wahlová	Faculty of Science MU	HR Award Manager
prof. Mgr. Petr Vašina, Ph.D.	Faculty of Science MU	Head of Department: Physical Electronics, Researcher
prof. RNDr. Petr Kubíček, CSc.	Faculty of Science MU	Head of Department : Geography, Researcher
RNDr. Iva Sovadinová, Ph.D.	Faculty of Science MU	Academic Researcher
Ing. Lenka Baková	Faculty of Science MU	HR Dpt Supervisor
Mgr. Irena Axmanová, Ph.D.	Faculty of Science MU	Assistant professor
Mgr. Gabriela Vybíralová	Faculty of Social Studies MU	HR Award Manager
Ing. Zuzana Sajdlová, Ph.D.	Faculty of Sports MU	Vice-dean for Research
Mgr. Olga Korvasová	FNUSA (Hospital)	Head of HR Dpt ICRC
Mgr. Milan Košdy	ICRC FNUSA (Research center of the Hospital)	Head of HR Dpt FNUSA
Mgr. Silvia Vašulková	ICRC FNUSA (Research center of the Hospital)	HR Award Manager

Representatives from the following Universities attended in Prague

Institution	Phase
Mendel University	renewal with site visit
UWB - Faculty of Electrical Engineering	renewal with site visit
UWB - New Technologies Research Centre	renewal with site visit
MUNI - Faculty of Science	renewal with site visit
CEITEC MUNI	renewal with site visit
J. Heyrovsky Institute of Physical Chemistry CAS	renewal with site visit
Charles University	renewal with site visit
Tomas Bata University - Faculty of Applied Informatics	renewal with site visit
Biology Centre CAS	renewal with site visit
Institute of Physiology CAS	renewal with site visit

Institution	Phase
UWB - Faculty of Mechanical Engineering	renewal with site visit
Tomas Bata University - University Institute	renewal with site visit
Institute of Physics CAS	renewal with site visit
University of Ostrava	renewal with site visit
National Institute of Mental Health	renewal with site visit
J. E. Purkyne University in Usti nad Labem	renewal with site visit
University of South Bohemia	renewal with site visit
UWB - Faculty of Applied Sciences	renewal with site visit
Czech Technical University in Prague	renewal with site visit
CzechGlobe CAS	renewal with site visit
Technical University of Liberec	interim assessment
UWB - Faculty of Arts	interim assessment
Institute for Evaluations and Social Analyses	interim assessment
Moravian Business College Olomouc	interim assessment
UWB - Faculty of Education	interim assessment
UWB - Faculty of Economics	interim assessment
UWB - Faculty of Law	interim assessment
Brno University of Technology	interim assessment
MUNI - Faculty of Informatics	interim assessment
MUNI - Faculty of Arts	interim assessment
MUNI - Faculty of Law	interim assessment
MUNI - Faculty of Social Studies	interim assessment
MUNI - Faculty of Education	interim assessment
MUNI - Faculty of Medicine	interim assessment
MUNI - Faculty of Economics and Administration	interim assessment
Institute of Animal Physiology and Genetics CAS	interim assessment
St. Anne's University Hospital Brno	interim assessment
VSB - Technical University of Ostrava	interim assessment
MUNI - Faculty of Sports Studies	interim assessment
MUNI - Institute of Computer Sciences	interim assessment
Institute of Thermomechanics CAS	interim assessment
Institute of Philosophy CAS	interim assessment
Silesian University in Opava	interim assessment
Institute of Atmospheric Physics CAS	interim assessment
Univerzita Palackeho v Olomouci	interim assessment
Institute of Experimental Medicine CAS	interim assessment
Transport Research Centre	interim assessment
Institute of Botany CAS	interim assessment
Agrovyzkum Rapotin	interim assessment
Institute of Mathematics CAS	interim assessment
University of Pardubice	interim assessment
Czech University of Life Sciences Prague	interim assessment
Institute of Organic Chemistry and Biochemistry CAS	interim assessment

Institution	Phase
Vyzkumny ustav rostlinne vyroby	interim assessment
University of Hradec Kralove	interim assessment
Biofyzikalni ustav CAS	interim assessment
Occupational Safety Research Institute	interim assessment
Institute of Vertebrate Biology CAS	
Institute of Czech Literature CAS	
MUNI - Faculty of Pharmacy	
Vyzkumny ustav práce a socialnich věci	
Veterinary Research Institute	
University of Chemistry and Technology Prague	
PRIGO University	

Meeting with Czarma Representatives

Mgr. Ida Součková Olšová	Rectors Office MU	Head of Grants Division - Research & Development Office Czarma Role: Chair
Ing. Jan Ostřížek, Ph.D.	Faculty of Science MU, Dpt Recetox	Head of Dpt Director's Office Czarma Role: Board Member
Ing. Ondřej Hradil	Rectors Office MU	Research Infrastructure Manager Czarma Role: Research Infrastructure Work Group
Mgr. Zdenka Žampachová	Rectors Office MU	Project manager Grants Division Czarma Role: Research Ethics Work Group

Presentations and Futher Publicity Materials

Invitation to HRS4R Workshop

How to prepare for the Renewal & Site Visit

11 May 2023, Brno, SCI MUNI, Kotlářská 2, 01/2010

Speaker: MARY KATE O'REGAN

HR Business Manager – Research, University College Cork, Ireland,
Lead Assessor for the European Commission,
PI on the Horizon Europe funded project CARDEA



MUNI
SCI



euraxess
RESEARCHERS IN MOTION

When: 11 May 2023, 9.30-11.30

Where: Faculty of Science MU, Brno, Kotlářská 2,
[Building 1 \(Dean's Office\), meeting room 2010 \(1st floor\)](#)

What:

- What means implementation of the HR Excellence in Research for researchers?
- How do they do HR Strategy for Researchers at the University College Cork, Ireland?
- Recommendations and tips before preparation of the Renewal Self-assessment?
- How to prepare for a Site Visit?
- How can researches help in Site Visit preparations?
- Discussion & Networking

Registration: <https://muni.cz/go/821a26>

Organization on behalf of the SCI MUNI Dean and Bursar: [HR Award Office SCI MUNI](#)

Language of the workshop: English

<https://www.sci.muni.cz/en/about-us/hrs4r>, <https://www.sci.muni.cz/en/careers-at-the-sci-muni>
<https://euraxess.ec.europa.eu/jobs/hrs4r>
<https://www.ucc.ie/en/hr/research/uccresearcherstrategy/>

MARY KATE O'REGAN BIO

HR Business Manager – Research, University College Cork, Ireland

Mary Kate is the PI on the Horizon Europe funded project CARDEA. She leads the successful HR Excellence in Research programme for UCC and is a Lead Assessor for the European Commission in HR Excellence in Research. She created and delivers the innovative and successful Odyssey Programme. She is responsible for aligning University and HR strategy with researcher career objectives and assists both research staff and management in UCC's diverse and high performing research centres. As a result of Mary's positive impact on HR service provision she received the UCC Staff Recognition Award for Leadership.



Interim Assessment

Mary Kate O'Regan

HR Business Manager Research

University College Cork



EXCELLENCE IN RESEARCH

Interim Assessment: Internal Review and External Assessment

Remember

The institution is not in jeopardy of losing the "HR Award" ***but don't tell anyone!***





HRS4R Award Celebrations

Implementation Phase


- The granting of the "HR Excellence in Research Award" represents the end of the **Initial Phase** of the HRS4R procedure and the start of the **Implementation Phase**. The implementation phase is 2 years and ends with the Internal Review.






The Internal Review

The purpose of an **internal review** during the **Implementation Phase** is to allow the participating institutions to reflect and document progress, alter actions or timing of actions if necessary as well as to offer the opportunity to create new actions for the upcoming years



A 3D rendering of a red puzzle piece fitting into a white puzzle. The red piece is in the foreground, slightly offset to the left, and is surrounded by several white puzzle pieces. The lighting creates soft shadows, giving the pieces a three-dimensional appearance.

Why do the interim assessment?

The purpose of this Interim Internal Review and External Assessment is two-fold:

1. it allows the participating organisation to reflect and document progress and alter actions and their timing if necessary
2. it allows the organisation the opportunity to create new actions

Requirements

- A sufficient and clear overview of the organisation
- A clear, detailed and comprehensive explanatory text (i.e. narrative) on the state of play of the four thematic areas of the Charter and Code at the organisation
- Evidence of specific and satisfactory progress since the initial assessment.
- Actions for the implementation of the principles of the Charter and Code within the next three years
- Examples of how the implementation of the HRS4R Action Plan and the Charter and Code are being further integrated into the organisation and into the organisation's strategy.



Requirements

In line with the original Action Plan, the two-year internal review must address:

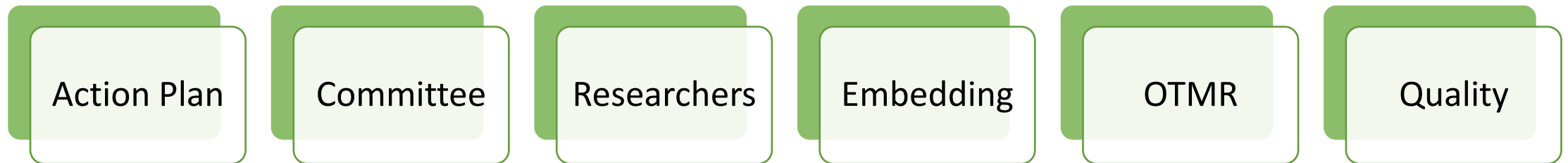
progress against proposed actions


indicators and targets for success

an overview of progress against the Charter and Code Themes

evidence of how the HRS4R process has been embedded

6 Main Areas to Review Internally





So – what does this really mean?

1. Action plan

Update it.

Check how the actions are progressing.

Check the time lines.

Are there any issues?

Is the action plan clearly visible on the web site?

Are there links to policies and other university web pages as necessary incorporated in the plan?

What new actions do you have?

So – what does this really mean?

2. Committee

What engagement?

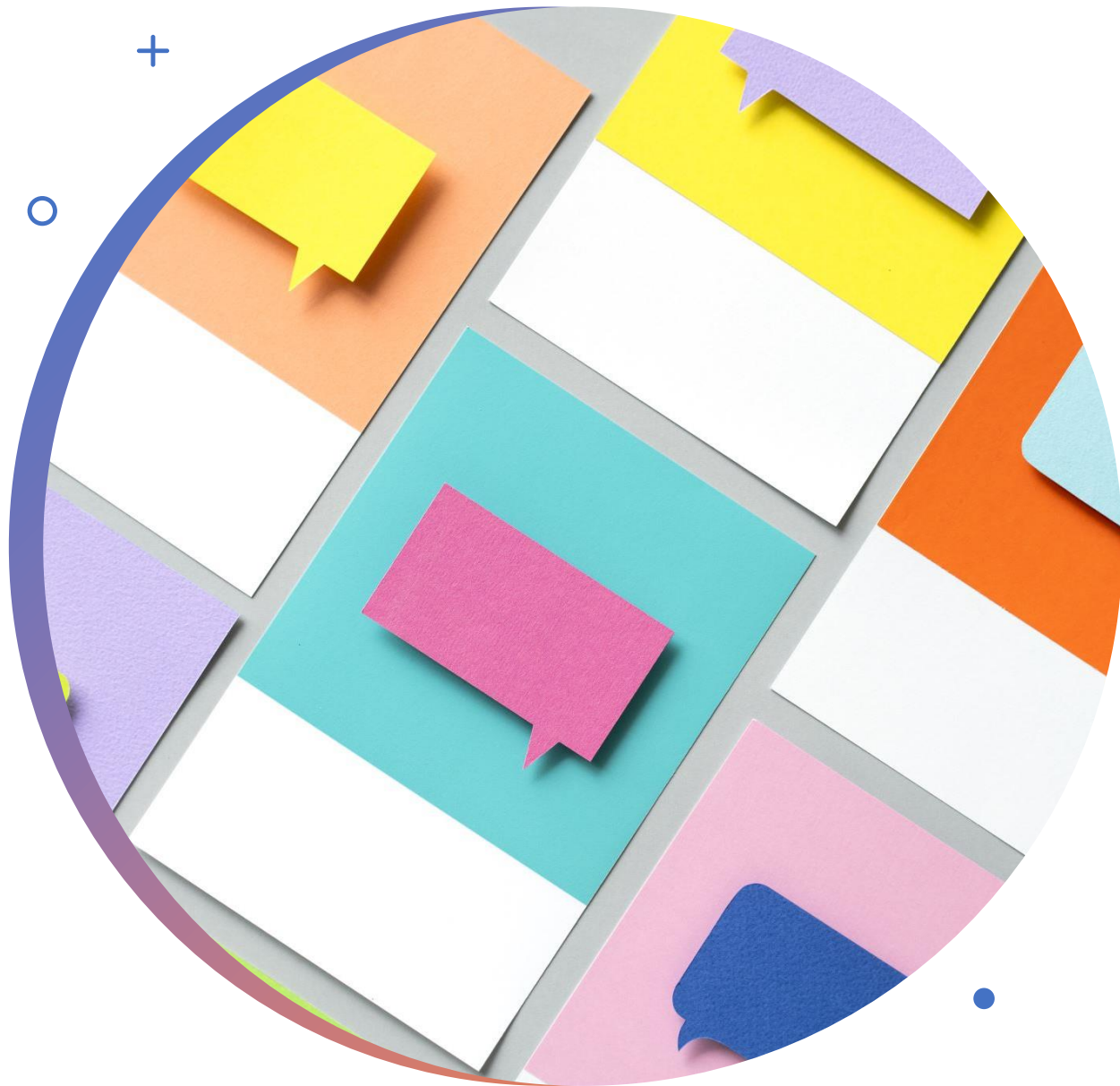
Have you been meeting regularly?

Do people show up?

Do you have working group terms of reference?

Who is doing the work?





So – what does
this really mean?


3. Researchers

Have you engaged with them?

Is there a focus group?

Have you run a survey?

Do you get any kind of feedback from
the researchers?

A decorative graphic on the left side of the slide consists of several overlapping, torn-edged pieces of paper in various colors: orange, yellow, teal, pink, purple, and green. Two yellow sticky notes are attached to the orange paper, and one pink sticky note is attached to the teal paper. The papers are arranged in a collage-like fashion, creating a layered effect.

So – what does this really mean?

4. Embedding

Have you linked your strategy to HRS4R?

Do you use the logo in emails?

Do you have events under the umbrella of HRS4R?



So – what does
this really
mean?

5. OTMR

Have written the policy?

Have you done the OTMR Checklist?

Are there any challenges?

More on this later!

So – what does this really mean?



6. Quality

- Are the main ideas difficult to follow.
- Are there **quantitative targets** in the action plan?
- Is there a mechanism for **effective on-going implementation** and review of the plan
- Is it being **monitored** and by whom
- Stakeholder engagement
- Evidence of **coordination** across the organisation



Think

- Have any of the priorities for the short- and medium term changed?
- Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?
- Are any strategic decisions under way that may influence the action plan?

Remember

- The outcome of the Internal Review is submitted to the Commission and must include a **revised** Action Plan for the next 3 years.
- Interim Review and External Assessment reflects the quality of the organisation's implementation of the HRS4R and associated developments and progress, such as fully integrating the HRS4R process within the organisation.
- These quality processes must be supported by evidence of better quality outcomes. The external assessment is intended to provide an appraisal of this quality improvement.

What happens after submission

- This review is submitted to the Commission and published on an easily accessible location of the organisation's website.
- The Assessment is carried out remotely by a lead assessor
- The Assessor completes a single report returned to the Commission. This report will be given as feedback to the organisation.
- After the two-year review and assessment, organisations implement and monitor the proposed actions according to an enhanced Action Plan incorporating feedback from the assessment.

So, what you need

- Organisational information
- Strengths and weaknesses of the current practice
- Actions
- Implementation/Embedding the HRS4R process.



Results

The institution can receive an encouragement to continue along the path it has undertaken.

The institution is encouraged to undertake some 'corrective actions' to improve an already sufficient performance.

The institution is warned that, unless it takes strong corrective actions, it seriously risks not progressing through the subsequent assessment and losing the right to use the 'HR Award' in the next phases.

What I answer as an assessor

Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented?

Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers?

Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or modifications?

What I answer as an assessor




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?



Has the organisation developed an OTM-R policy?

What I answer as an assessor

- Strengths and weaknesses
- On the basis of the information submitted and taking into account the organisation's national research context, how would you as an assessor judge the HR Strategy's **strengths and weaknesses?** (maximum 1000 words)
- if relevant, please provide suggestions for modifications or revisions to the (updated) HR strategy: (maximum 2000 words)



Guidelines for Assessors on OTMR

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).



The Result

HRS4R embedded

HRS4R embedded, corrective actions needed

HRS4R embedded, strong corrective actions needed

Additional comments

DĚKUJI
VÁM ZA
VÁŠ ČAS



HR EXCELLENCE IN RESEARCH



HR EXCELLENCE IN RESEARCH

Open Transparent and Merit Based Recruitment

Marykate O'Regan

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UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh



My talk today will cover

OTM-R and related initiatives



Where is your organisation in the process –
an exercise followed by discussion



What is expected in terms of achievements
re OTM-R?



OTM-R - How it came about

- The ERA Steering Group on Human Resources and Mobility established an ad hoc working group in 2014, with the aim to develop an “**OTM-R Package**” to assist RPOs to carry out, on a voluntary basis, a review of their current recruitment policy and practices and revise these, where needed.
- The core instrument of the OTM-R package is the ‘**toolkit**’: a step-by step guide to improve the RPOs’ recruitment procedures and practices
- The first tool is a **checklist**, through which RPOs can easily perform a review of their current procedures and practices.

What is OTM-R?

- **OPEN:** Institutions must advertise positions openly and widely in order to reach the widest pool of candidates
- **TRANSPARENT:** Recruitment process must be simple and clear. Outsiders must have access to the same information as insiders
- **MERIT-BASED:** selection must be based on researchers' merit: the best possible candidate gets the job
- **2015:** report with checklist for institutions
- **2016:** compulsory component of HRS4R

Why OTM-R?

- OTM-R makes research careers more attractive, ensures equal opportunities for all candidates and facilitates mobility.
- Ensures that all recruitment procedures are based on principles of equal opportunities for all candidates (including internal and external).
- Ensures that the best person for the job is recruited.
- Promotes optimal circulation of scientific knowledge in ERA.

OTM-R SYSTEM

Organisations are encouraged to:

- Review their current system – list of questions to help institution - **checklist**



OTM-R SYSTEM

Organisations are encouraged to:

- Look at the Step by step guide – a **toolkit** to assist organisations develop a policy (on EC website)



What does an organisation do?

1. Review your current OTM-R
 - a. Policy
 - b. Practice
 - c. **Government/Local Procedure/Legislation**
2. Carry out an **initial review** of your current recruitment system.



Where to start? EC Suggests

1. **OTM-R System**
2. **Advertising and Application Phase**
3. **Selection and Evaluation Phase**
4. **Appointment Phase**
5. **Overall Assessment**

Where to start

OTM-R SYSTEM

1. Have we published a version of our OTM-R policy online (in the national language and in English)?
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?
4. Do we make (sufficient) use of e-recruitment tools?
5. Do we have a quality control system for OTM-R in place?

Where to start

OTM-R SYSTEM

6. Does our current OTM-R policy encourage external candidates to apply?
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?
10. Do we have means to monitor whether the most suitable researchers apply?

Where to start

Advertising and application phase

11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?
12. Do we include in the job advertisement references/links to all the elements necessary
 - a. organisation and recruiting unit
 - b. job title, specifications and starting date
 - c. researcher career profiles (R1-R4) with the respective 'required' and 'desirable' competencies
 - d. selection criteria (and possibly their respective 'weight'), including knowledge and professional experience (distinguishing the 'required' and 'desirable')
 - e. number of available positions
 - f. working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract
 - g. professional development opportunities
 - h. career development prospects

Where to start

Advertising and application phase

13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?
14. Do we make use of other job advertising tools?
15. Do we keep the administrative burden to a minimum for the candidate?

Where to start

Selection and evaluation phase

16. Do we have clear rules governing the appointment of selection committees?
17. Do we have clear rules concerning the composition of selection committees?
18. Are the committees sufficiently gender-balanced?
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?

Where to start

Appointment phase

20. Do we inform all applicants at the end of the selection process?
21. Do we provide adequate feedback to interviewees?
22. Do we have an appropriate complaints mechanism in place?

Where to
start

Overall assessment

23. Do we have a system in place to assess whether OTM-R delivers on its objectives?

What it looks like

Open Transparent and Merit Based Recruitment of Researchers

OTM-R

Checklist for University College Cork, Ireland

	Open	Transparent	Merit-based	Answer: Yes completely/Yes Substantially/Yes Partially/No	Suggested indicators (or form of measurement)
OTM-R system					
1. We have published a version of our OTM-R policy online in English	X	X	X	Yes – Substantially	See link to published OTM-R policy on UCC HR Research Website
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	X	X	X	Yes – Substantially	See link to OTM-R practices on UCC HR Research Website
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	X	X	X	Yes – Substantially	Mandatory Chair/Selection Committee Training for all posts started in May 2014 for all staff including research staff nominated as Chair of a Selection Committee or a Member of a Selection Committee.
4. Do we make sufficient use of e-recruitment tools?				No	Currently working to introduce e-

OTMR to Action Plan

- Identify suitable actions to encourage and implement change
- Include these actions in your updated action plan



OTMR POLICY

- Agree the policy and on practices with all stakeholders
- What do you need to do to ensure that all recruitment procedures are consistent with the OTM-R principles?
- I know this sounds easy but I also know its not!

Ask yourself: Has your organisation?

- Provided clear and transparent information on the whole selection process, including selection criteria and an indicative timetable
- Post a clear and concise job advertisement with links to detailed information on for example, required competencies and duties, working conditions, entitlements
- Information on training opportunities, career development, gender equality policies, etc.;



Ask yourself: Does your organisation?

- Ensure that the levels of qualifications and competencies required are in line with the needs of the position and not set as a barrier to entry, e.g., too restrictive and/or requiring unnecessary qualifications;
- Considered the inclusion of explicit pro-active elements for underrepresented groups;
- Kept the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum;
- Reviewed, where appropriate, the institutional policy on languages



Ask yourself: Has your organisation?

- Published the OTM-R policy in an easily accessible place ***with regard to the Phase the organisation is currently at.....***
- Established a **quality** control mechanism to monitor the process of OTM-R – is there **evidence** of this within the application?
 - i. Supervision of the recruitment process
 - ii. External Review – by the assessor or other 3rd party
 - iii. Internal statistical reporting processes on all phases of recruitment



Ask yourself: Has your organisation?

- Explained the various procedures and derogations (if any) in a clear justified and transparent manner?
- Ensured appropriate training is provided to all involved in the recruitment process e.g. shortlisting and interviewing training
- Does your institution already have e-recruitment or are you in the process of introducing it?



Assessors look for information on the following important aspects:

- Advertising of positions
- Keeping the admin burden to a minimum
- Acknowledging receipt of applications
- Setting up selection committees
- Screening and interviewing candidates
- Assessing merit and future potential of candidates
- Feedback to all applicants
- Complaints procedure



If in doubt - Look at the Annex of Report from Working Group

You will find:

1. Examples of Good Practice
2. Examples of derogations
3. Examples of training and awareness
4. E-recruitment
5. Job Advertisements
6. Selection Committees
7. Interviews
8. Merit
9. Feedback



Complementary Policies

Remember:

- The OTM-R policy is in **conjunction** with other human resource strategies/policies to improve working conditions of researchers and attract researchers from abroad
- It forms **part of** an institution's overall policy to increase its level of **quality** surrounding researcher recruitment and enhance researcher careers



Example of what this looks like in practice

The image displays a collection of digital assets for HR and research. On the left is a vertical navigation menu with the following items: Researcher Conference 2017, Pay & Benefits, Equality, Managing Performance, Promotions, Wellbeing & Development, Pensions, Policies & Forms, and HR Information System. To the right of the menu are social sharing icons for Twitter, Facebook, and LinkedIn, along with a 'SAVE TO FAVOURITES' button featuring a star icon. The central area contains a grid of nine cards: 'Research Recruitment' (magnifying glass over a document), 'Researcher Training' (green abstract background), 'HR Research Team' (3D blue 'TEAM' letters), 'Research Careers CV's Advice & Assistance' (green background), 'UCC Policy' (blue folder icon), 'Research Support Services (OVPRI)' (globe with airplane), 'Research Professional' (text on grey background), 'Careers Office UCC' (word cloud), and 'ignite' (red and black logo). At the bottom are three more cards: 'EC Strategy' (blue and yellow logo), 'Research' (blue 'RESEARCH' text on a white block), and 'IGNITE' (black text on a grey background).

Assessors- are looking for the answers to these questions

A. Is the organisation **establishing** an OTM-R policy?

At **Initial Phase** – assessment

B. Has the organisation **developed** an OTM-R policy ?

At **Implementation Phase**- interim assessment

C. Is the OTM-R policy **in place and publicly available**?

At **Renewal Phase** – assessment with/without a SITE VISIT



In terms of achievement assessors will

1. Be cognisant of the context nationally
2. Try to get some understanding of where the University started out...is this a big change?
3. Take a look around the website – are posts being advertised externally and are they using Euraxess
4. Follow all given links
5. Is the information on an intranet only?
6. Are the linked documents in English?
7. Be realistic and as understanding as possible
8. Are the suggestions realistic
9. Are the timeframes realistic
10. Clues are in the Action Plan



Děkuji vám za Váš čas



HR EXCELLENCE IN RESEARCH



HR EXCELLENCE IN RESEARCH



Preparing for the Site Visit

Marykate O'Regan

HR Research Manager

University College Cork, IRELAND

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UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

My talk today:

PREPARING FOR THE SITE VISIT – 1 YEAR AHEAD!

ONLINE TOOL – 5 MONTHS AHEAD!

WHAT HAPPENS BEFORE AND DURING THE VISIT.

SAMPLE QUESTIONS AT THE SITE VISIT

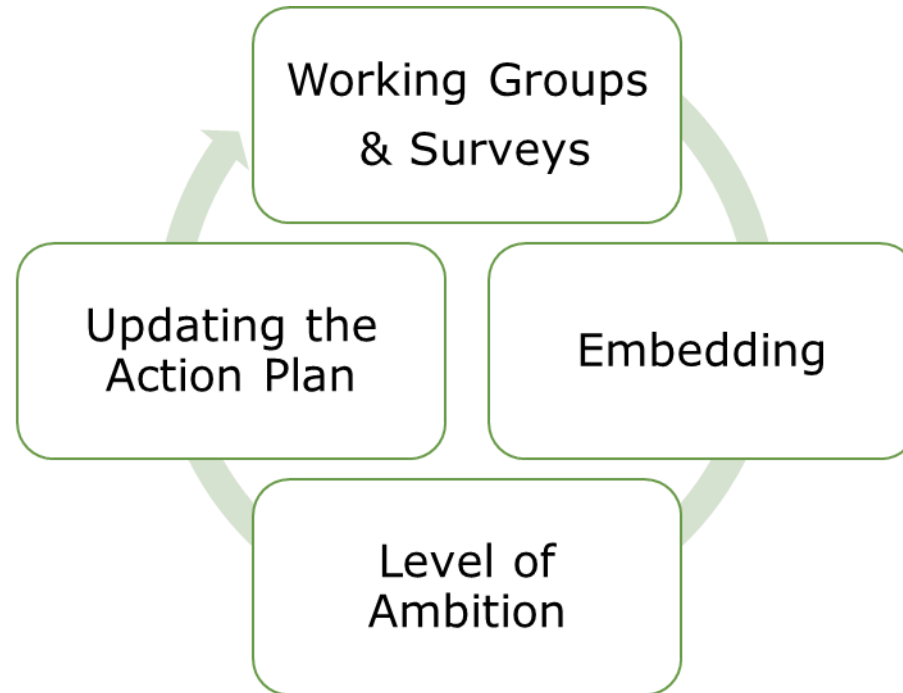


CELLENCE IN RESEAR



One Year Before you submit....

4 Main Areas to Review



Statement of Purpose – Working Group

- Your University working group may be tired, disinterested, the gloss has worn off the project.
- You may find that you are alone in trying to progress the evolution of HR Excellence in Research within your organisation.
- Put your committee to work – make them work for you!
- Give them focus – but how do you do that?

- **Statement of Purpose**

- The university shall establish a working group to be known as the HR Excellence in Research Working Group which shall be responsible to the university for the oversight, development, evolution and implementation of the University HRS4R Action Plan.



Surveys

- They are important because they're a reliable method to get feedback from your researchers if it is an anonymous survey
- Survey researchers every 3 to 4 years for HR Excellence in Research
- Establish what you want to know from the 4 pillars:
 1. Ethical and Professional Aspects
 2. Recruitment (OTM-R)
 3. Terms and Conditions of employment
 4. Training and Development of research staff.

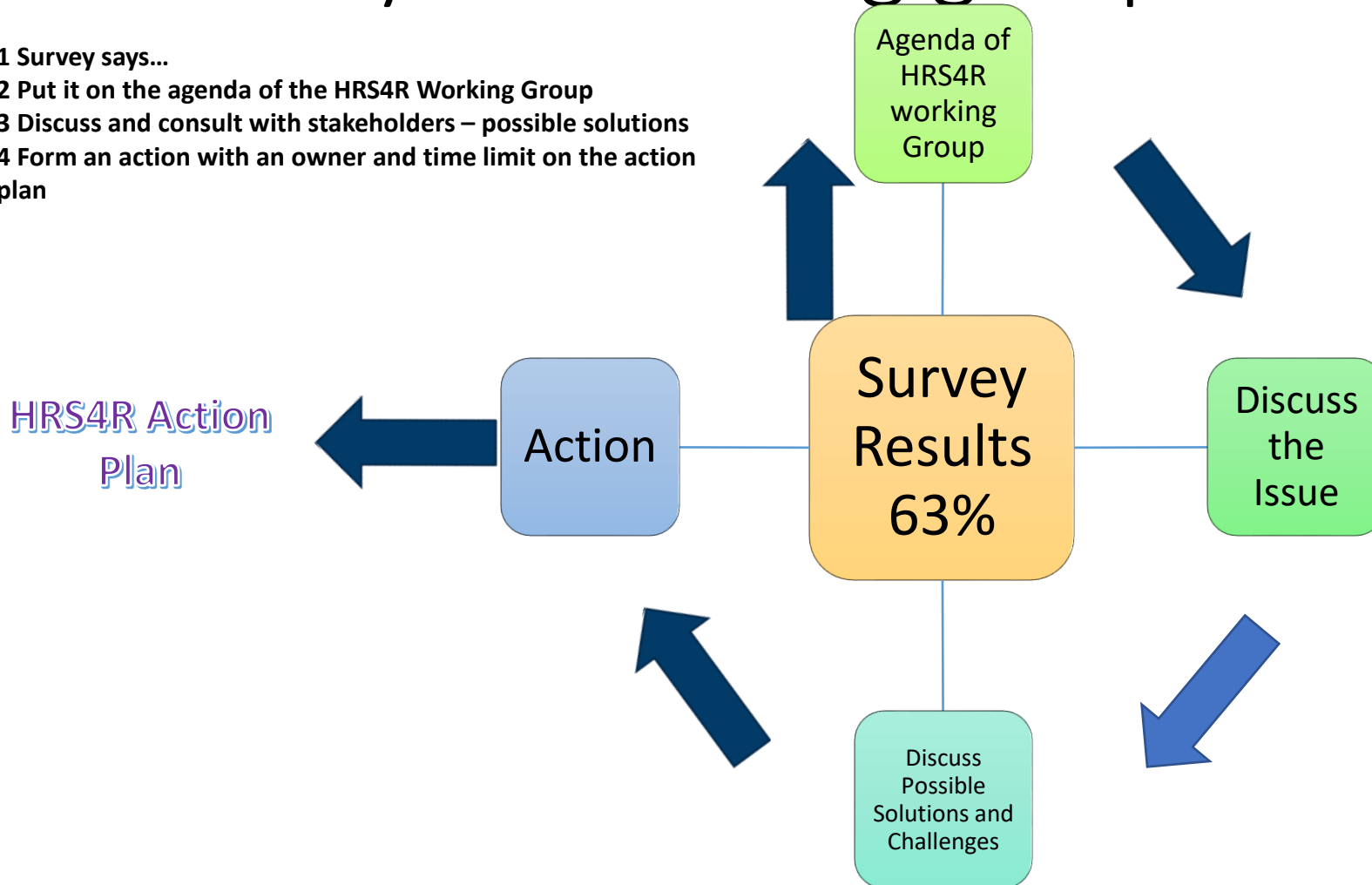


Surveys

- Plan your survey so that the results are known and written up **prior** to submitting for your renewal
- Highlight areas for improvement
- Highlight areas where you have a good result
- Use the gaps identified to point to future actions regarding areas for improvement
- Use the progress to point to the completion of older actions and embedding if relevant

Work your working group

- 1 Survey says...
- 2 Put it on the agenda of the HRS4R Working Group
- 3 Discuss and consult with stakeholders – possible solutions
- 4 Form an action with an owner and time limit on the action plan



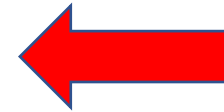
Embedding

How can we embed HR Excellence in Research within our Universities?



Example of Embedding

1. Action on Action Plan re: Research support staff training
2. Very short survey to Research Assistants
3. Digital Badge for Research Assistants
4. HRS4R logo combined with the UCC Logo for the programme



Organisational Culture

- The motivation for HRS4R can be driven from external forces (EC) to your University and so at times the benefits may not appear to directly equate to the value of effort.
- Also, transitioning to a culture of HR Excellence in Research may involve seismic changes within your organisation



HR EXCELLENCE IN RESEARCH

Ambition: Be clear and articulate it!

- **Our ambition is to:**

- identify and remove factors that impede representation, development and career development of research staff ?
- develop practices and policies that are responsive to the needs of research staff ?
- engage research staff from all parts of the university in HR Excellence in Research activities ?
- demonstrate sustained impact from HR Excellence in Research activities ?



ELLENCE IN RESEAR

Example Ambition: UCC Strategic Plan

- In 2013, UCC was conferred with the European Commission's '**HR Excellence in Research Award**' accreditation. This reflects the progress made by the university in supporting researchers, including introducing structured PhD programmes and the University Employment and Career Management Structure for Researchers.
- improve the international profile of UCC as a **centre of excellence for research training** and ensuring that UCC is a location of choice for internationally competitive junior and senior researchers.



Example Ambition: UCC Strategic Plan

- implementing **career progression structures** that attract and retain **high performing researchers** and by addressing gender inequalities in research careers and gender imbalances in research leadership
- provide a **dynamic and supportive research environment** that will enhance our position as a leading research university
- develop **improved career structures**, including research career paths, in line with national policy





HR EXCELLENCE IN RESEARCH

Ideas for New
Actions

Where do they come
from?

Where to begin?

1. Complete actions by due date if possible, for your current action plan
2. Explain where there are delays
3. Indicate with links to policy etc when actions are complete
4. Identify new actions for your action plan for the next 3 years (more on this next slide).



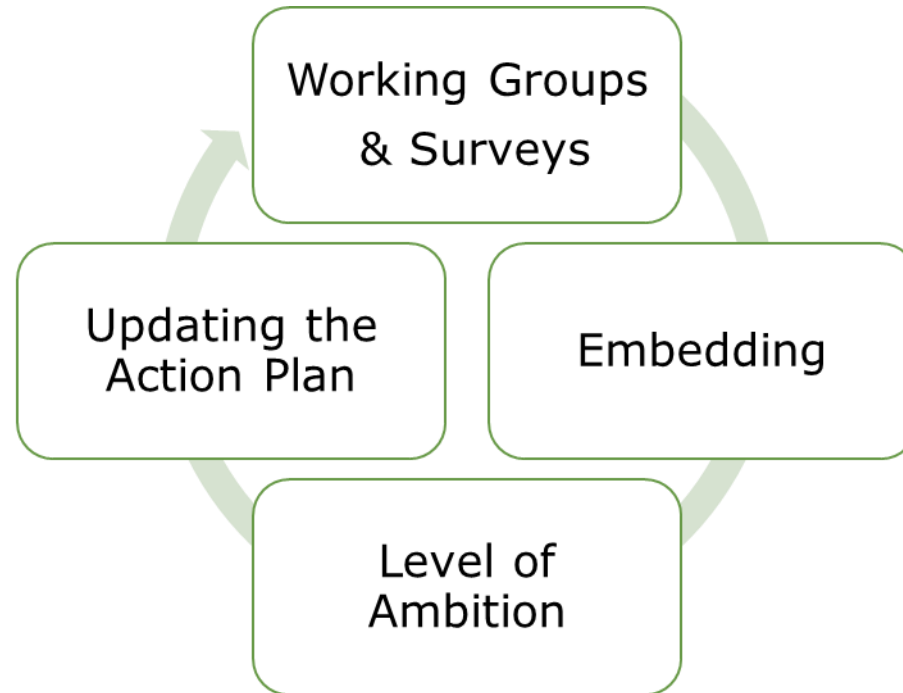
HR EXCELLENCE IN RESEARCH



Ideas for new actions

- Built from Previous Actions
- Survey Results
- Focus groups with Researchers & Stakeholders
- HR Excellence Working Groups
- Feedback from previous assessment
- Collaborations with other Units in the University – don't reinvent the wheel
- Collaborations with other Universities

4 Main Areas to Review 1 year prior to submission



Who are the Stakeholders?

- Researchers
- Universities and Research Institutions
- Funding Providers
- The European Commission
- Industry and private enterprises are important employers of researchers
- Supporting actors such as the national and European EURAXESS networks

What's next?

- Online Application
- Checklist for Institutions
- Agenda for the day of site visit





Online Application

Organisational Information:

- Please provide an update of the key figures for your organisation. Figures marked * are compulsory.
- Organisational Profile (100 words)



Online Application

Strengths and weaknesses of the current practice

- Please review the strengths and weaknesses under the **4 thematic areas of the Charter and Code**, as provided by your organisation in the initial assessment phase.
- When doing so, you should do not only look back, but also consider **new priorities, strategic decisions**, etc. which may further influence the action plan. Please also provide a brief commentary in the **"Remarks"** column if major changes have occurred versus the initial plan.



Online Application

- Have any of the **priorities** for the short- and medium term changed? (max 500 words)
- Have any of the **circumstances** in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)
- Are any **strategic decisions** under way that may influence the action plan? (max 500 words)
- Comments on the implementation of the **OTM-R principles** (for Award Renewal)



Online Application

Implementation

- General overview of the **implementation process** of HR Excellence in Research in your organisation:
- How will the **implementation committee and/or steering group** regularly oversee progress?
- How do you intend to **involve the research community**, your main stakeholders, in the implementation process?

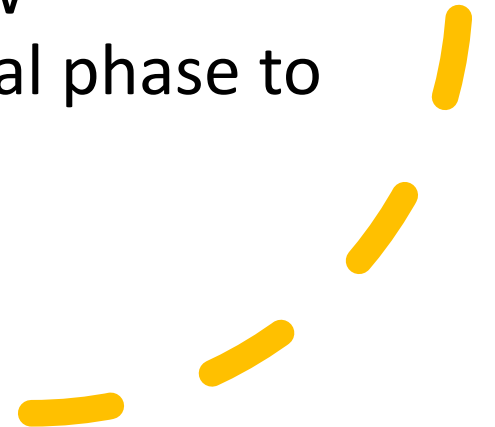


Online Application


- How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.
- How will you ensure that the proposed actions are implemented?
- How will you monitor progress (timeline)?
- How will you measure progress (indicators) in view of the next assessment?
- Additional remarks/comments about the proposed implementation process: (max. 1000 words)

Checklist for Institutions

- The European Commission will initiate contact between the lead expert and the Institution and will ask the Institution to identify a staff member who will serve as liaison with the lead expert.
- The date of the site visit will be finalised between the experts and the institution liaison usually 3 months but not later than 4 months following the institution's submission of the internal review documents for the award renewal phase to the European Commission.



Checklist for Institutions

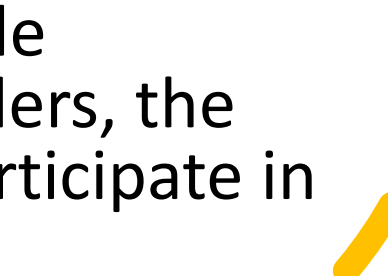
- Once the date is set and agreed between the institution and the experts it is officially communicated to the European Commission by the lead expert.
 - Block out time on your senior leaders' schedules and of the people involved in the management of the HRS4R process within the institution.
 - Typically, the senior leaders will need to be available for up to a one-hour opening meeting (inclusive of 1/2 hour presentation) on the day of the site visit and a one-hour wind-up discussion at the end of the site visit.
- 

Checklist for Institutions

- Make sure your **senior leaders** are present and aware of what you and your colleagues did throughout the last years and what the HR strategy is about, tell them about the difference it made to the institution and the impact it has as well as the need to continue to guarantee their full support. Your leaders should be present in the **opening and closing meetings**.
- Communicate to your **employees** what they can expect during the site visit.



Checklist for Institutions

- Plan how and when you will communicate to your organization about the site visit.
 - Typical topics include site visit dates, why the HRS4R International External Experts are coming to the organization, what your organization expects to get out of the experience, and what individual researchers and groups can expect during the site visit.
 - Specific communication (and training), activities should be planned to address different target groups: the whole community, the institutional leaders, the researchers and staff that will participate in face-to-face interviews.
- 

Checklist for Institutions

- The site visit will be held **in English**. If a translator to local language is required then this must be provided and financed by the institution. The need to use a translator will in no case be considered negatively, being a tool to allow better communication and wider involvement.





Agenda for the day of site visit

- The agenda will be finalised between the institution and the external experts through the lead expert 3 weeks prior to the visit.
- Following each meeting the experts will require 15 minutes for private/reserved discussion.
- The final meeting will be a half hour and the experts will then relay their findings **verbally** to the institution (on the day of the site visit) with the consensus report to follow.

TIME	WHO AND WHAT	WHY	WHERE
9.00 TO 9.30AM	Introduction by lead expert Expert and Presentation by the Institution	<ul style="list-style-type: none"> • Inform on how the HRS4R is embedded in the organization and highlight progress and quality in implementing the C&C principles • Discuss challenges faced by the institution in implementing the C&C principles due to external constraints (e.g. national context and legislation) • The most important purpose is to introduce the external experts to the invited stakeholders and participants of the site visit and vice versa. But is also an opportunity to present your institution to the external experts. 	ON SITE

TIME	WHO AND WHAT	WHY	WHERE
17.30	Debriefing meeting Assessment Team alone	Exchange impression, discuss if further information/clarification are needed	ONSITE
18.00	Meeting with Institution leadership	A short presentation by lead expert with some feedback, thank everybody for their cooperation and saying Good-bye. Collect feed-back and recommendations for the future	ONSITE

Sample Questions that may be asked

Introduction

1. Please briefly describe your position within the institution.
2. Please briefly describe your role in relation to Human Resources Strategy for Researchers (when, how).
3. Please briefly describe why your institution decided to take part in the HRS4R (including link to the overall strategy of the institution).

Sample Questions that may be asked

About the HRS4R process and implementation

1. Could you describe the mechanism that you put in place to monitor/report on the progress of the implementation of the actions?
2. What about indicators (pertinence, collect, report)?
3. Do you consider that the implementation of the Action Plan is successful?
4. Does the HRS4R system embed in the institutional strategic plan? Explain how.

Sample Questions that may be asked

About the HRS4R process and implementation

5. What do you think are the institutional / individual actual benefits from the implementation?
6. What have been the success factors for implementation (Commitment of the board, stakeholder engagement in drafting the Action Plan, monitoring, etc.)?
7. Did you face some changes that impacted the process? What? When? How?
8. Did you organise/plan internal/external awareness-raising actions on the Charter and the Code and HRS4R? How and whom?
9. What can you do for improving the efficiency of implementation?

Sample Questions that may be asked

Results from the implementation of the HRS4R

1. What are you proud of? Achievements, process, collaboration?
2. Do you consider that the actions defined have met their objectives?
3. Do you identify any unexpected results stemming from the actions?
4. Do you consider that overall the implementation of the HRS4R has improved the recruitment process/work environment?

Sample Questions that may be asked

Additional questions

1. What is, according to you, the added-value of the HRS4R?
2. What are the strengths and weaknesses of such a strategy?
3. How do you envisage the future/next steps of the strategy?
4. Any other comments?

Sample Questions that may be asked

Face to face meeting with the researchers

1. What do you think about your working conditions?
2. What can be better? Why? Any idea for improvement?
3. What do you think are the main gaps to be filled (urgently)?
4. Have you the opportunity to contribute to the improvement of the working conditions?
5. How were you involved in the HRS4R process? When? (survey, focus group, ...)
6. Do you have any suggestion for improving the researchers' involvement in the process?
7. How does the institution explain/let know about the priorities given in this field?

DĚKUJI VÁM ZA VÁŠ ČAS



HR EXCELLENCE IN RESEARCH



HR EXCELLENCE IN RESEARCH



Advantages of HR Excellence in Research

Marykate O'Regan

HR Research Manager

University College Cork, IRELAND

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University College Cork, Ireland
Coláiste na hOllscoile Corcaigh



Advantages

Recruitment

- Based on The Code of Conduct for the Recruitment of Researchers
- The code of conduct for the recruitment of researchers consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers.
- Open Transparent and Merit Based Recruitment – OTM-R

Advantages

Recruitment

The Code of Conduct for the Recruitment of Researchers

1. Selection
2. Transparency
3. Judging merit
4. Variations in the chronological order of CVs
5. Recognition of mobility experience
6. Recognition of qualifications
7. Seniority
8. Postdoctoral appointments

Advantages

Recruitment

The Code of Conduct for the Recruitment of Researchers

Postdoctoral appointments

“Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the **maximum duration** and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account **time spent in prior postdoctoral appointments at other institutions** and take into consideration that the postdoctoral status should be **transitional**, with the primary purpose of providing additional professional development opportunities for a research career in the context of long term career prospects.”

Example

- Recruitment UCC
- [HR UCC Web Page](#)

Based on this policy which was introduced as a direct result of HR Excellence in Research





Example

Recruitment UCC

Action

“It is recommended that in line with EC recommendations a UCC OTM-R Policy should be introduced.” [OTM-R Policy](#)

Action

“Provide training to staff acting on selection committees”

Mandatory training for all staff involved in selection committees started in 2014 for all staff including research staff nominated as Chair of a Selection Committee or a Member of a Selection Committee.

Advantages

Working Conditions

“Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements.”

“Employers should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers”

Advantages

Working Conditions

“Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions.”

“Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level.”

Real Examples

Working Conditions UCC

Action

“Promote participation of researchers on College and School committees to ensure researchers have an opportunity for involvement in relevant decision making bodies.

UCC Academic Council (10-10-14) endorsed the nomination of two representatives of the research community.

Action

“Development of an Irish national researcher career framework working within the remit of the IUA”

Still in progress at Government Level – this is a Irish University Association collaboration

Real Examples

Working Conditions UCC

Action:

A further commitment was established to address gender inequalities and identify areas for positive action through the attainment of Athena Swan Bronze Award

Athena Swan

The Athena SWAN Charter recognises and celebrates good practice in recruiting, retaining and promoting women in science, technology, engineering, maths and medicine (STEMM) in higher education.

It allows UCC to identify areas for positive action, and to recognise and share good practice.



Advantages

Professional Aspects

- Research Freedom
- Ethical Principles
- Professional responsibility
- Professional Attitude
- Contractual and legal obligations
- Accountability
- Good Practice in Research
- Dissemination and exploitation of results
- Public Engagement
- Relation with supervisors
- Supervision and managerial duties





Professional Aspects UCC

Action:

“The University Ethics Committee will develop mechanisms for embedding good research practice into the culture of all scholarship”

1. Policy Statement on Ensuring Research Integrity in Ireland published in 2015.
2. Code of Research Conduct University College Cork 2016



Real
Examples



Professional Aspects UCC

Action:

“Develop a series of workshops on Responsible Research”

1. Workshops on research integrity were launched during 2017 and up and running regularly by 2018
2. Change to researcher contracts indicating the ***compulsory nature*** of these workshops.



Real
Examples

Advantages

Training & Development

- Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.
- Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific **career development strategy** for researchers at all stages of their career

Real Examples

Training and Development UCC

Action:

“Enhance all training provided to Post Docs and Senior Post Docs in UCC”

[Post Doc Development Hub](#) launched in Jan 2016 There are dedicated workshops are provided for career planning and developing skills among researchers.

Real Examples

Training and Development UCC

Action:

“To equip our researchers with further training a new UCC Research Skills Training Programme, will launch in 2017.”

Launch of [Research Skills Training Programme](#) including workshops on Finding Funding, Impact, Dissemination, Project management and many more.

Put them all together for added value to the organisation

Professional

Training

Working Conditions

Recruitment





EXCELLENCE IN RESEARCH




Benefits

- “With this award, and the implementation of its underpinning strategy, it is also important to note that UCC has benefited from increased visibility as an employer committed to implementing the principles of the European Charter & Code.
- “This recognition helps us to attract the best researchers from around the world, and it highlights UCC as an attractive place for researchers to develop their careers.”

Benefits



Enhanced Reputation: The HR Excellence in Research Award is a prestigious recognition that demonstrates an institution's commitment to best practices in the recruitment, retention, and career development of researchers. This recognition can help to enhance an institution's reputation and increase its visibility within the international research community.



Benefits

- Improved Recruitment and Retention of Researchers: By implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, institutions can create a more attractive and supportive environment for researchers. This can lead to improved recruitment and retention of talented researchers, which can ultimately enhance the quality and impact of research.

Benefits

Access to Funding Opportunities: Institutions holding the HR Excellence in Research Award are more likely to be eligible for funding opportunities from the European Commission and other funding agencies. This is because these agencies recognize the importance of aligning human resources policies with the principles of the Charter and Code and may require or give priority to institutions with the award.



Benefits

- Improved Career Development Opportunities for Researchers: The HR Excellence in Research Award encourages institutions to provide career development opportunities for researchers, such as training and mentoring programs, which can help to advance the careers of researchers and increase their research output.

Benefits

- **Increased Collaboration and Networking Opportunities:** Institutions holding the HR Excellence in Research Award are part of a community of organizations committed to implementing best practices in the recruitment, retention, and career development of researchers. This can lead to increased collaboration and networking opportunities with other institutions, which can enhance the quality and impact of research.



DĚKUJI VÁM ZA
VÁŠ ČAS



HR EXCELLENCE IN RESEARCH



Anna is a Research Manager

Mary Kate O'Regan
CARDEA



CARDEA
Research Managers open Research Doors




**European
Commission**



Anna



Anna was born in Poland



Dzień dobry, to
przyjemność poznać was
wszystkich. Jestem Anną

Anna is 43 and speaks 2 languages



She both lives and works in Poland



Anna is a Research Manager with > 10 years of experience

Working in a large (> 1,000) organisation and is motivated to do her very best for her employer





Anna earns €37,600 per year

And...has a PhD...but has never been promoted...



Anna has a permanent contract and is paid from core funds, but progression is not an option that is available to her within her role





She provides specialised services to a range of research projects



She believes that she has the skills to be an effective research manager

However Anna indicated that training in Transversal skills would benefit her role



Attention to detail
Autonomy
Creativity
Critical thinking
Cultural sensitivity
Decision making
Diversified knowledge set
Efficiency
Flexibility
Leadership
Motivation
Openness
Proactivity
Problem-solving
Reliability
Research integrity/ethical behaviour
Strategic thinking
Stress management
Values appreciation

Anna doesn't have a Personal Development Plan but does spend between 9 and 40 hours on Continuous Professional Development per year



Anna understands how her role fits into the organisation





Yet she doesn't feel that her organisation values or recognises her contribution to research management



Even though
she enjoys
work
autonomy



she doesn't get opportunities
to contribute to organisational
decision making

And her actual profession is not even recognized in her home country or the EU





Anna saw
Research
Management as
an opportunity
for a rewarding
career when she
first started



She sometimes feels invisible and undervalued by her organisation

Anna wants recognition and a career framework



NEXT
10

Visibility – Appreciation - Promotion



NEXT

10

Career Pathway – Definition of Role - Progression

NEXT
10





That's where CARDEA comes in



CARDEA

- Ancient Roman Goddess of the Hinge
- *Research Managers open Research Doors*

What it stands for

Career **Acknowledgement** for Research
Managers **Delivering** for the European
Area



CERTH
CENTRE FOR
RESEARCH & TECHNOLOGY
HELLAS

GREECE



LIÈGE
université

BELGIUM



CROATIA



ITALY



POLAND



ROMANIA



SPAIN



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

IRELAND



Proven Track Record

HR Excellence in Research



HR EXCELLENCE IN RESEARCH

EURAXESS



euraxess

RESEARCHERS IN MOTION

CARDEA Challenge



Research Manager roles
are invisible

Policy, Career
Development, Progression

No consistency in salary,
skills, competencies and
training across the ERA



Research Manager as a valued career choice

Classification of Research Manager Roles & framework development

Knowledge, Skills, Competencies required

Training and Development

Knowledge Hub/Website

Policy, lobbying and engagement with stakeholders





Survey Launched

Survey Report Written

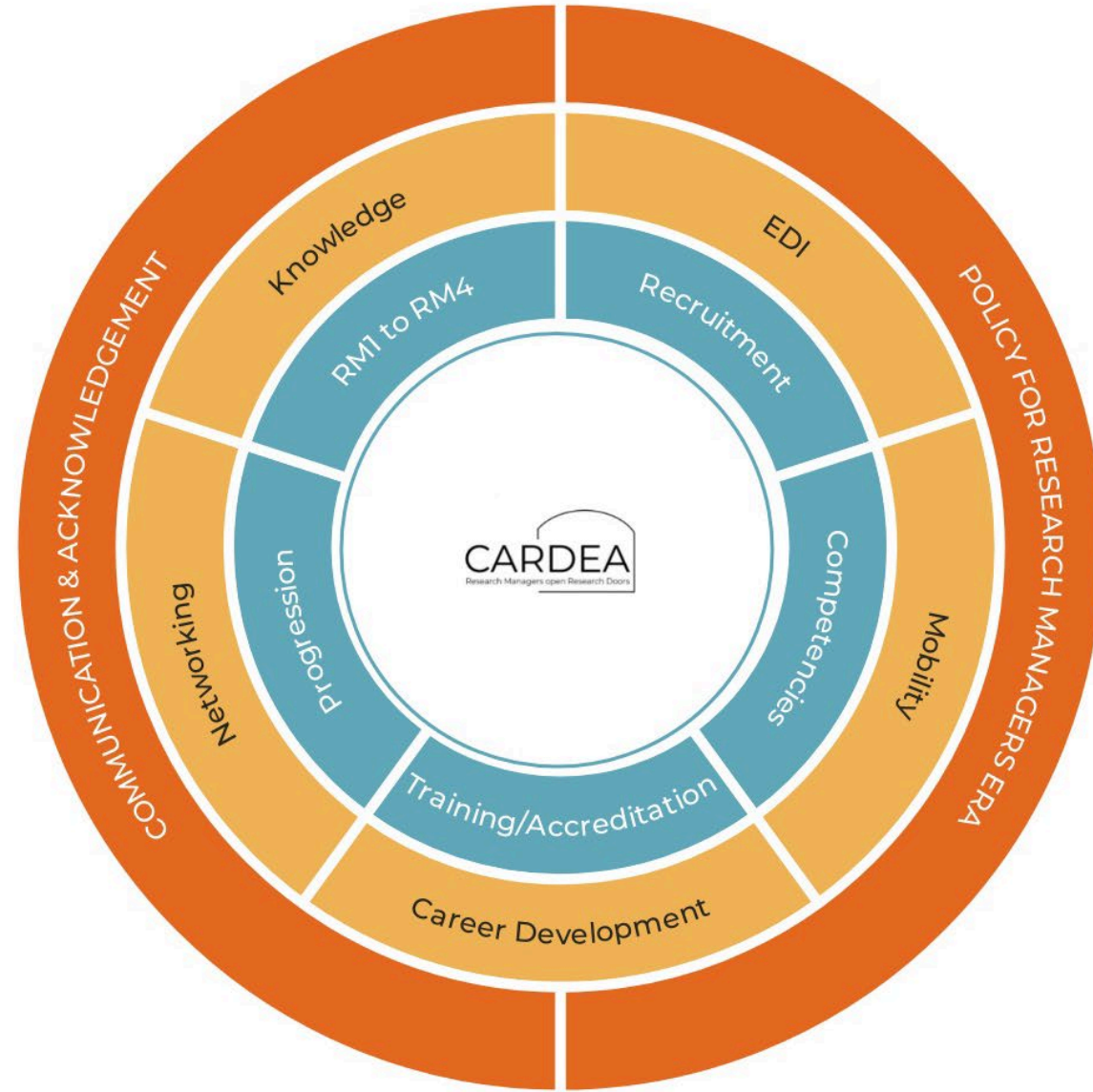
Advisory Board in place &
Collaborating with RM Roadmap

Beginnings of a Career Framework
in place

Skills and training being identified
Mobility Patterns being reviewed

Policy, lobbying and engagement
with stakeholders ongoing

CARDEA MATRIX



Thank you

Any questions

