

EURAXESS

Implementation Phase Interim Assessment - EC Consensus Report

Case number

2018PT334201

Name Organisation under assessment

i3S

Organisation's contact details

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Submission date of the Interim Assessment Internal Review

24/10/2023

Submission date to the European Commission

04/01/2024

Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation.

If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented?	Yes	

	YES / NO / PARTLY	Recommendations
Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers?	Yes	
Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or modifications?	Yes	
Is the implementation of the HR strategy and Action Plan sufficiently embedded within the organisation's management structure (e.g. steering committee, operational responsibilities) so as to guarantee a solid implementation?	Yes	
Has the organisation developed an OTM-R policy?	Yes	

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)

Strengths:

i3S exhibits commendable strengths in HRS4R, specifically in establishing and maintaining international standards, making it an appealing job environment.

The ongoing merger of the 3 research institutions is a significant strength for i3S, enhancing its critical mass and bolstering its outreach and communication capacities.

Weaknesses

The current consolidation among the three research institutions may lead to a temporary decrease in external visibility. A potential challenge lies in harmonizing diverse organizational cultures and standards during the merger.

The low flexibility in working hours and the low salary levels is currently regarded as a weakness, impacting the attraction and retention of talent, consequently affecting the institution's growth on the international stage.

If relevant, please provide suggestions for modifications or revisions to the (updated) HR strategy: (maximum 2000 words)

The updated HR strategy demonstrates a strong and coherent direction.

There's potential for improvement in drawing **EU-funded projects**, given their role as significant drivers of innovation, beyond just financial support. The MSCA **Marie Skłodowska-Curie actions** offer an ideal platform due to their emphasis on researcher mobility, training, and career development, aligning well with the principles and goals of an HRS4R implementation.

Fostering a comprehensive **local and international strategy in technology transfer** can amplify the institution's impact, facilitating effective knowledge dissemination and commercialization. This can significantly impact researchers by providing:

1. **Commercialization Opportunities:** It offers a pathway for researchers to commercialize their inventions, turning their academic work into marketable products or services. This process can potentially generate revenue streams and boost their academic reputation.
2. **Increased Visibility:** Successful technology transfer initiatives can lead to patents, publications, and collaborations with industry players, elevating the visibility of the researchers and their work on a global scale.
3. **Career Advancement:** Engaging in technology transfer activities often enhances a researcher's portfolio, contributing positively to their career growth by demonstrating their ability to apply academic knowledge in practical settings.
4. **Broader Impact:** By translating research findings into tangible solutions or products, researchers can have a broader impact on society, addressing real-world problems and contributing to economic development.
5. **Networking and Collaborations:** Collaborations forged through technology transfer efforts can create networks with industry, investors, and entrepreneurs, offering researchers valuable connections for future projects and collaborations.
6. **Skill Development:** Involvement in technology transfer can cultivate a diverse skill set among researchers, including entrepreneurship, negotiation, project management, and intellectual property management, augmenting their professional development.

Overall, an effective technology transfer strategy not only benefits individual researchers but also contributes to the institution's reputation as an innovation hub, attracting talent, funding, and industry partnerships.

During the transition period special conditions apply:

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

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

Recommendations

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

HRS4R embedded



HRS4R embedded, corrective actions needed



HRS4R embedded, strong corrective actions needed



Additional comments *

It's important to recognize that the Human Resources Strategy for Researchers (HRS4R) is a continuous improvement process rather than a singular accomplishment. It's crucial to adopt a proactive approach involving continual assessment, adaptation, and enhancement of strategies to remain aligned with the evolving needs of researchers and the institution.

To establish a successful HRS4R framework:

1. Continual Assessment: Regularly assess the effectiveness of implemented strategies, gather feedback from researchers, and evaluate their impact on the work environment.
2. Adaptive Approach: Stay responsive to changes in the research landscape, regulatory updates, and emerging trends, enabling timely adjustments to policies and strategies.
3. Cultivate Improvement: Encourage a culture that embraces suggestions, insights, and best practices, integrating them into the ongoing development of the HRS4R.
4. Stakeholder Engagement: Involve researchers, administrative staff, and leadership in the refinement process, ensuring their active participation in shaping the strategy.
5. Long-Term Alignment: Ensure the HRS4R aligns with the institution's long-term vision and strategic objectives, seamlessly integrating it into the organizational framework.

Embracing this continuous improvement mindset will maintain the HRS4R's responsiveness, relevance, and effectiveness in supporting researchers' needs and nurturing a dynamic and supportive research environment, in particular after the merger.

Explanation

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