HR Mutual Learning Seminar
Phase III - E-learning tool

1. Introductory video animation Storyboard (Slide 1)
2. Overarching structure
3. Wireframe & Layout
4. Slides Content
5. Planning

July 23rd 2019
Comments about recordings, screencastings and animation

Ton of voice:

The voice over record should be in a dynamic / enthusiastic rhythm, although it may sound instructional.

Screenshots / screencasts:

The screenshots shouldn’t be static for the parts covering the application process (gap analysis, OTM-R checklist, action plan and Internal Reviews). Short video demo and/or keywords, etc. should be used to avoid having a long voiceover on a static screen.

Every time it is possible, the real « objects » have to be screencasted, and not a drawing. For example: real HR Award icon, real cover of the C & C.

The yellow color should be avoid in for the texts.
1. Introductory video animation Storyboard (Slide 1)

**00'00" - 00'16"

**Voice Over**: As an HR Manager in R&I activities, you have to face a lot of challenges: mobility of researchers, global competition to attract talent, open, transparent and merit-based recruitment, efficient governance, favourable working conditions, career development and guidance towards innovation and excellence.

**Images**: (vectorial drawings). An HR Manager in the centre of the image, different researchers appearing, illustrating the different challenges.

Vectorial images are available in full size, for a proper visualization, at the end of the storyboard.

**00'16" - 00'28"

**Voice Over**: In order to help you address all these challenges, the European Commission provided a set of recommendations on the rights and obligations of researchers and research institutions - The Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

**Images**: Screenshots of the real documents.
1. Introductory video animation Storyboard (Slide 1)

00'28'' - 00'40''

**Voice over:** The ‘HR Strategy for Researchers’ - HRS4R - supports research institutions and funding organizations in the implementation of the Charter & the Code in their policies and practices.

**Images:**
(Screenshot) EURAXESS website, HRS4R part

00'40'' - 00'53''

**Voice Over:** And the HRS4R online tool is the web platform to manage the whole procedure and its different phases. Using the same dashboard, you can apply for the “HR Excellence in Research Award”, monitor the implementation of the action plan and get through the evaluation cycles.

**Images:**
Screenshots/screencast of the real timeline and the HR Award
1. Introductory video animation Storyboard (Slide 1)

00'53" - 01'01"

Voice over: More than 1000 organisations in 34 countries have already endorsed the Charter & Code principles.

Images:
(Screencast) EURAXESS website, list of countries and access to Ireland + University College of Cork HRS4R page

01'01" - 01'16"

Voice Over: Endorsement of the Charter & Code is the best way to demonstrate your initial commitment to facilitate the open labour market for researchers and make research an attractive career.

Images:
(vectorial drawings) Animated illustration of the benefits. Icons appear as they are told in the voice over.
1. Introductory video animation Storyboard (Slide 1)

01'16" - 01'31"

**Voice over**: The HR award comes with benefits for the institution and the researchers’ community that it serves. Institutions highlighted the value of the HR award as a strong contribution to strategic goals: improving the quality and impact of research and facilitating institutional policies and practices to select, develop and retain the best staff to pursue excellence.

**Images**:
(vectorial drawings) Animated illustration of the benefits. Icons appear as they are told in the voice over.

01'31" - 01'49"

**Voice Over**: The HRS4R also contributes to the better preparation of researchers for wide employability. Organisations have also valued the opportunities the award brings to share practice with other award-holders and organisations working towards the award.

**Images**:
(vectorial drawings) Animated illustration of the benefits. Icons appear as they are told in the voice over.
1. Introductory video animation Storyboard (Slide 1)

**Voice over**: Before to enroll in the HRS4R procedure, make sure you read the HRS4R Procedural guidelines, experts reports and application templates. The overview of the HRS4R procedure and the Technical Guidelines are also very useful. You can download them from the HRS4R webpages on EURAXESS.

**Images**: Screenshots of the different documents

**Voice Over**: The HRS4R is a long-term process and commitment. It is structured into three phases. The first is the “initial phase”. The institution endorses the Charter & Code, provides a ‘Gap analysis’- which is a self-assessment of the current policies versus the principles of the Charter & Code, fills in a dedicated “Open Transparent and Merit-based Recruitment” checklist and designs the initial action plan.

**Images**: Use the real timeline

**Images**: Institution, European Commission, External Experts
1. Introductory video animation Storyboard (Slide 1)

02'14'' - 02'24''

**Voice over:** All the four documents make the application for the HR Excellence in Research Award. The institution has 12 months to prepare and submit the application, after which a first assessment will be carried out.

**Images:**
Use the real timeline

02'24'' - 02'33''

**Voice Over:** In case of positive outcome, the institution is granted the HR Award. Otherwise, you may receive recommendations on how to improve the application, update it and resubmit it for a new assessment process.

**Images:**
Use the real timeline
1. Introductory video animation Storyboard (Slide 1)

02’33” - 02’42”
Voice over: The initial assessment is performed by a panel of external experts assigned by the European Commission.

Images:
Use the real timeline

02’42” - 02’52”
Voice Over: After the institution is acknowledged with the HR Award, you can proceed with the ‘Implementation phase’. You have 24 months to implement the initial action plan and submit your activity review for the Interim Assessment.

Images:
Use the real timeline
1. Introductory video animation Storyboard (Slide 1)

02'52" - 03'00"

**Voice over**: At this stage, the institution is not in jeopardy of losing the HR award. You will receive recommendations on how to further improve the action plan in the next years.

**Images**: Use the real timeline

03'00" - 03'15"

**Voice Over**: The ‘Award Renewal’ is the third phase and follows at 36 months after the Interim Assessment. The institution continues the implementation of the improved action plan and submits the activity review for the Award Renewal Assessment. The HR Award may be renewed in cycles, every 36 months. Once every two renewals, a site visit in your institution will be organized, part of the assessment process.

**Images**: Use the real timeline
1. Introductory video animation Storyboard (Slide 1)

03'15" - 03'27"

Voice over: During the whole procedure, you will be accompanied by the European Commission for screening and eligibility matters. External experts will contribute to the assessments and provide you with helpful recommendations.

Images:
(Vectorial drawing) Apparition of the different icons and people as an illustration

03'27" - 03'36"

Voice over: You are now ready to initiate your HR award application. You just need to register an organization account on EURAXESS, if you don’t have any, and assign an HR Admin, who will be granted with access rights to the HRS4R e-tool.

Images:
(Vectorial drawing + screencast) Drawing of an HR Admin in front of a computer, screencast of the log-in page
1. Introductory video animation Storyboard (Slide 1)

03'10" - 03'19"

Voice Over: In case of need, for procedural questions, send your queries at RTD-CHARTER@EC.EUROPA.EU and, for technical matters, contact the help desk at SUPPORT@EURAXESS.ORG

Images:
(Vectorial drawing) Email addresses

VO/EUROPE.
1. Introductory video animation Storyboard (Slide 1)
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## 2. Overarching structure

**IMPORTANT:** This draft structure is based on the technical guides and the list of queries for the initial phase. It has to be detailed after a deep study of the platform itself. Some chapters/slides will certainly need to be split into a greater number of slides.

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| • Overview of the HRS4R process – Phases, tasks and timelines | ▪ Purposes of the HRS4R  
|                          | ▪ “Helicopter view” on the HRS4R management process  
|                          | ▪ Overview of the three phases (Initial, Implementation, Renewal)  
|                          | ▪ Animated timeline of the HRS4R process flow |

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| ▪ Password recovery  
 ▪ How to delete an account. | ▪ Password recovery  
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2. Overarching structure

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2. Overarching structure

SPECIAL INFORMATION

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### 3. Wireframe > Homepage

#### EIRAXESS - HR Excellence in Research Award - E-Tool
Learning platform

**CHAPTER I: INTRODUCTION**
Overview of the HRS4R process

1. Account Registration on EURAXESS
2. Organisation Profile on EURAXESS
3. Organisation Administrator versus HRS4R Organisation Administrator
4. Management of My Euraxess Dashboard
5. Management of the EURAXESS Organisation account in your institution

**CHAPTER II: TECHNICAL OPERATIONS TO ACCESS THE HRS4R E-TOOL**

1. Account overview of the Initial Phase
2. Submission of the C&C Endorsement and Commitment Letter to implement the HRS4R
3. If the endorsement letter is "Declined"
4. The Gap Analysis
5. The OTM-R checklist (and best practices)
6. The Action Plan
7. Initial assessment process and outcome
8. General assessment > Accepted / Accepted pending minor modifications / Declined (major revisions)
9. If the HR Award is pending
10. Granting of the "HR Excellence in Research Award"

**CHAPTER III: INITIAL PHASE**

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14. If the endorsement letter is "Declined"
15. The Gap Analysis
16. The OTM-R checklist (and best practices)
17. The Action Plan
18. Initial assessment process and outcome
19. General assessment > Accepted / Accepted pending minor modifications / Declined (major revisions)
20. If the HR Award is pending
21. Granting of the "HR Excellence in Research Award"

**CHAPTER IV: IMPLEMENTATION PHASE**

17. General overview of the Implementation Phase
18. Internal Review for Interim Assessment
19. How to access the Internal Review form in the HRS4R E-Tool (overview)
20. If the institution has used the E-Tool to launch the application process for the HR Award
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22. How to fill in the Internal Review form in the HRS4R E-Tool (Organisational information, Strengths and weaknesses of the current practice, Actions, Implementation / Embedding the HRS4R process)
23. Implementation / Embedding the HRS4R process
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**CHAPTER V: AWARD RENEWAL PHASE**

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31. Site Visit part of the assessment process
32. Who will assess the application
33. Award Renewal Assessment & Outcomes
34. What’s next?

**SPECIAL INFORMATION**

- Templates to use
- Procedural guidelines, experts’ reports
- The 40 principles of the Charter & Code in the action plan
- Technical Guidelines
- Need Help?

**RESOURCES**

- Technical Guidelines HRS4R Award Renewal Phase
  - IR for Award Renewal
  - HRS4R procedure chart
  - The European Charter for Researchers
  - Examples of endorsement letters
  - Templates to use
CHAPTER II : TECHNICAL OPERATIONS TO ACCESS THE HRS4R E-TOOL

4. Management of My Euraxess Dashboard

- Picto / Button > Link > Main Menu / Homepage
- Picto / Button > Pop-Up > Special Information
- Vidéo / Animation Content
- Picto / Button > Pop-Up > Resources
- Picto / Button > Link > Back to My Euraxess

3. Organisation Administrator versus HRS4R Organisation Administrator

5. Management of the EURAXESS Organisation account in your institution
3. Layout > Homepage
4. Slides Content > Chapter II : General operations

Slide 2 : General operation
Account registration on EURAXESS

Voice over :
Congratulations, you are about to join the Human Resources Strategy for Researchers procedure!
Step in the EURAXESS website and click on the main menu tab “Login/Register”. In the log-in page, create a new account if you haven’t got one yet. You just need to enter your email address. You will receive an email notification with a link to the EURAXESS portal, where you have to set your credentials. Registration and membership are free of charge.
If you are already registered, just enter your email and your password. Have you forgotten your password? No worries, click on the link below and you will receive an email with instructions to reset your password.

Images :
(screencast) EURAXESS home-page, log In page, log in form, dashboard
4. Slides Content > Chapter II : General operations

Slide 3 : General operation
Organisation profile on EURAXESS

Voice over : Create an organisation profile or join an existing organisation profile

Once you are logged in, select from the main menu the tab called MY EURAXESS. This is your dashboard to check if your organisation is already registered on EURAXESS. The tool may propose you an organisation profile, if the domain of a registered institution matches your email address. You can then join as a member of the existing organisation.

If the tool does not propose you a default organisation, you have the option to “Search/Register” an organisation in the EURAXESS database, using the yellow button on the right. From the organisation search page, you can search via keywords and other filters. You can also check if your organisation has a EURAXESS profile by performing an organisation search (from the menu select “Partnering” and then “Find Organisations”). Organisation search is available only for authenticated EURAXESS users.

If you can’t find the organisation you are looking for, simply register a new organisation. Click the “Save the organisation” button to submit the organisation registration form to the Help Desk for validation. The Help Desk will check if the for which the new account is created has a domain related to research and any duplicate registrations. Once the organisation account passes the administrative check performed by the Help Desk, you will be informed accordingly in a dedicated email. Usually registration requests are treated within the same working day.

Images :
(screencast) Organization paring / search page

!!! The default organisation displayed is the “test organisation”, which is not a very good example !!! We ask the support desk for another organization.
4. Slides Content > Chapter II : General operations

Slide 4 : Organisation administrator

Voice over : Assign an HRS4R organisation administrator

You need now to assign an HRS4R admin for your organization account. Be careful: the HRS4R organisation administrator is not necessarily the same person as the EURAXESS organisation administrator. Only the HRS4R organisation administrator will have access to the HRS4R E-tool to manage the application and reporting process, and to be the interface with the European Commission regarding the HRS4R process.

Please note that only one HRS4R admin can be assigned for an institution account.

To assign an HRS4R admin:
1. Log in to the EURAXESS portal
2. From The Human Resources Strategy for Researchers page click on “Willing to apply for the HR Award?” button, then open the collapsible menu to expose the “HRS4R organisation Admin” button.
3. Click the “HRS4R organisation admin” button.

Note that the EURAXESS Organisation Administrator and the HRS4R Administrator may be changed only via the Support Desk : support@euraxess.org

Images :
(screencast) Organization administrator registration page : https://euraxess.ec.europa.eu/node/5765/#hrs4r-tabs-tab-2-name
4. Slides Content > Chapter II : General operations

Slide 5 : Organisation administrator

Voice over :

You have to choose the organisation for which to become the HRS4R admin. You will be displayed only the top level organisations accounts whose URLs match the domain of your email address. For example, if your email is user@organisation.com, the URL of the registered organisation must be of xxx.organisation.com. You can choose only one top level organisation, even if multiple organisations are displayed in the form.

If none of the displayed organisations matches your organisation, you can proceed with registering a new organisation, or contact the support team using the email link presented below the form to request assistance.

Images :
(screencast) Organization administrator registration page
4. Slides Content > Chapter II : General operations

Slide 6 : Management of MY EURAXESS dashboard of HRS4R

Voice over : How to manage MY EURAXESS dashboard

Once you have been granted the HRS4R Organisation administrator role, you can log in and have access to the HRS4R dashboard from the main menu tab – MY EURAXESS dashboard. Go to EURAXESS and log in using the credentials of your individual member account. After log in, the main menu of the EURAXESS website will include a dedicated tab for MY EURAXESS. You can browse the different sections of the MY EURAXESS dashboard and become familiar with the content.

Images :
(screencast) Dashboard, with a zoom on the section list
4. Slides Content > Chapter II : General operations

Slide 7 : Management of MY EURAXESS dashboard of HRS4R

Voice over:

The « Organisation » section allows you to update the profile details of your organisation if you are also the organisation admin. In case you have only the HRS4R admin role, you will need to rely on the organisation administrator to update the organisation profile for you.

The name of the organisation can be changed only through the Help Desk.

As a member of a registered organisation account on EURAXESS, you will also be able to publish Jobs, funding and hosting opportunities on the portal, if needed. The «Saved searches» section will host the list of all saved searches such as job, funding, hosting offers, members, organisations.

If you want to change the email or the password of your EURAXESS account, or you would like to upload a new profile picture, you can easily do it in the «Account settings section».

In the «Notifications» section, you can find the list of all the content updates included in the pages to which you have subscribed on EURAXESS, and you can also set the frequency of notifications.

In the «Need help ?» section you will find detailed explanations on how to manage your EURAXESS profile and account.

Please note that in case you want to delete your personal EURAXESS account, you will need to check with the Help Desk to make sure the organisation account is not deleted to avoid losing the application date in the HRS4R e-tool.

Images:
(screencast) Dashboard, with a zoom on the items of the section list
Slide 8: Management of the EURAXESS organisation account in your institution

**Voice over:** How to manage the organisation profile on EURAXESS

From your MY EURAXESS dashboard, access the "Organisation" section by clicking on the dedicated icon and make sure all the mandatory fields are duly filled in.

The organisation’s name cannot be changed by the EURAXESS Organisation administrator or the HRS4R Organisation administrator. Such request should be addressed to the Help Desk by email: support@euraxess.org.

If there are different persons covering the two above-mentioned roles within the institution, we recommend collaborating on this section, as there are elements which should be taken care of in terms of employer branding.

**Images:**
(screencast) Organisation profile admin page
4. Slides Content > Chapter II : General operations

Slide 9 : Management of the EURAXESS organisation account in your institution

Voice over :

The organisation's logo can be uploaded, as well as the Horizon 2020 "Seal of Excellence" (SoE) certificates, for example.

The Seal of Excellence emblem is granted following an eligibility check performed by the Help Desk.

Images :
(screencast) Organisation profile admin page
4. Slides Content > Chapter III : INITIAL PHASE

Slide 10 : General overview of the initial phase

**Voice over :** General overview of the initial phase

Once the access details for the HRS4R e-tool are set, the HRS4R Organisation administrator can initiate the application process for the "HR Excellence in Research Award". The whole process will be managed through MY EURAXESS dashboard, in the section called « HRS4R ». Let's have a global overview on this process.

A first step consists in submitting your letter endorsing the Charter & Code and committing to implement the HRS4R. In a second step, the European Commission checks the endorsement letter and sends back to your organisation the confirmation within 10 working days.

Your organisation must then submit to the European Commission the Gap Analysis, the OTM-R checklist and the initial action plan. These documents have to be sent within 12 months after having received the confirmation letter. If the application passes the administrative eligibility check, the European Commission will send the file to external assessment. Based on assessors' availability, this step may take up to two months.

**Images :**
(screencast) Initial phase process – overview based on vectorial drawings made for the animation
4. Slides Content > Chapter III : INITIAL PHASE

Slide 11 (1/2) : Submission of the C&C endorsement and commitment letter

Voice over : How to create an application for your organisation

The HRS4R designated admin for the organisation account on EURAXESS will access the MY EURAXESS dashboard, the HRS4R section, and by clicking on the yellow button "Create a case & apply for the HR Award" will be able to fill in the required tasks of this stage.

When your organisation is ready to get involved in the process, the first step is to send a commitment letter to the European Commission, issued from the Rector/President or other senior level position representing the legal body authorized to make a commitment on behalf of the organisation.

Be careful, your letter should clearly express that your organisation is committed to start the procedure and will undergo all subsequent cycles of the implementation phases. Your organisation can use its own text and format to draft the commitment letter, however, several elements are mandatory requirements:

- It should be written in English.
- It should be signed by the current highest management representative within the organisation.
- It should be recently dated (not older than 12 months before submission).
- It should clearly state both the endorsement of the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as the commitment to start the procedure and to undergo all subsequent cycles of the implementation of the Human Resources Strategy for Researchers.

If the letter is not compliant with either one or multiple requirements, it will be declined and your organisation will have to resubmit an updated version. You can get inspiration from examples of endorsement letters available in the last chapter of this tutorial.

The pdf version of the endorsement letter will have to be uploaded in the HRS4R e-tool.
4. Slides Content > Chapter III : INITIAL PHASE

Slide 11 (2/2) : Submission of the C&C endorsement and commitment letter

Voice over:

Part of the initial application procedure is to also provide the contact details of the persons who will represent the interface with the EC in terms of the HRS4R process.

Be careful: clicking the "Save" button saves the provided information and still allows the information to be edited before it is submitted. The status of the application will be changed into "Pending". But once the "Submit" button is clicked, the application cannot be edited any longer and the action cannot be undone. The status of the application will consequently change into "Submitted".

At this point, the application reaches the European Commission, which will check the compliance of the commitment letter. Your organisation will be informed if the application is accepted or declined. The HRS4R dashboard will highlight the phase of the application, as well as the current task and the deadline.

The approval of the endorsement letter by the European Commission will change the status of the “C&C Endorsement: Confirmation of Endorsement Letter” task from "Pending" to "Accepted". Once this stage is completed, your organisation will be able to proceed to the next task of the HRS4R process.

Images:
(screencast) Submission page + status
4. Slides Content > Chapter III : INITIAL PHASE

Slide 12 : If the endorsement letter is declined

Voice over : Approval, or decline, of the endorsement letter

Once the Endorsement Letter is approved, the European Commission will allocate a case number to your application. The case number allocated to your organisation is an essential code in all future interactions with the European Commission regarding the HRS4R process. If your application is "Accepted", the HRS4R dashboard of your organisation will highlight the case number allocated and the deadline of the next task: Gap Analysis, OTM-R and Action Plan Design. This deadline is calculated at 12 months from the date the endorsement letter was confirmed.

You can also access your progress in terms of the completion of the tasks included in the Initial Phase, as marked in the top horizontal menu,

If the endorsement letter is "Declined", a notification will appear in your HRS4R dashboard. The "Show more" feature will expand the reasons for refusal. In this case, your organisation will have to resubmit the application based on the recommendations provided by the European Commission. The top horizontal menu will reflect the position of your organisation at the first task of the flow : Commitment Letter.

Be careful: you have to resubmit the reviewed version of the endorsement letter within one month.

Images :
(screencast) Endorsement status and “show more” in case of declined
4. Slides Content > Chapter III : INITIAL PHASE

Slide 13 : The gap analysis (1/3)

**Voice over :** The gap analysis, first part

You’ve passed the first important step and you are now ready to dive deeper into the HRS4R process. Your first duty is to run a gap analysis.

The gap analysis, together with the OTM-R checklist and the Action Plan, are the three mandatory documents required to be completed by organisations, within the 12 months’ period after the confirmation of their endorsement letter.

It is important to note that the three documents, as standard templates to be completed in the HRS4R e-tool, make up together the application for the "HR Excellence in Research Award". The submission of these documents through the HRS4R e-tool is possible only as a package.

Your organisation will get indications in the HRS4R dashboard about the expected deadline by which the submission should take place. You can request an extension, before the deadline is due. Provided that sound justifications are offered, the European Commission will approve the extension and a standard period of one month will be added to the previously established deadline.

**Images :**
(screencast) template of the gap analysis + screencast of the "save button"
Slide 14 : The gap analysis (2/3)

Voice over : The gap analysis, second part

The gap analysis seeks to answer the questions "where are we?" (current state) and "where do we want to be?" (target state), as an institution, with regard to the 40 principles of the Charter and Code.

The gap analysis will provide a clear picture of the development needs, while identifying any deficiencies or shortcomings to be overcome. Once the gaps are identified, it becomes easier to prioritize and quantify them, and establish the work effort that will be required to address them. There should be a clear connection between the gap analysis and the subsequent measures outlined in the action plan.

The gap analysis consists of two parts

1. The process : this first part has to establish how your organisation organised itself to consult and involve the required internal and external stakeholder groups for the design of the gap analysis. They will typically include all management departments directly or indirectly responsible for researchers' HR issues, for example the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, your organisation must consult and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process. For a detailed description of R1-R4 researcher levels, please see the description document: https://euraxess.ec.europa.eu/europe/career-development/training-researchers/researchprofiles-descriptors

   Your organisation can choose its own channels and tools to consult and involve stakeholders (i.e. surveys, workshops, etc.), but they should detail these in their methodology in the "Process" section of the Gap Analysis.

2. The Overview : this second part has to establish how your organisation rates its performance with regard to the 40 principles of the Charter & Code, what corresponding gaps are identified, how they will be addressed and if any barriers are currently impeding implementation. The 40 principles are listed under the four thematic headings of the C&C: Ethical and professional aspects, Recruitment and selection, Working conditions and social security and Training and development.

   The potential options to rate the performance or the states of achievement in terms of the implementation of the 40 principles of the Charter & Code are the following:
   • Fully implemented
   • Almost but not fully implemented
   • Partially implemented
   • Insufficiently implemented

   If your organisation is already fulfilling some of the principles, the rating will be "fully implemented". Nevertheless, you need to provide evidence of the specific case. If the rating is "almost but not fully implemented", "partially implemented" or "insufficiently implemented", they should be accompanied by the description of the gap, as well as by details about the measures your organisation will undertake in order to fill the gap and address it.
4. Slides Content > Chapter III : INITIAL PHASE

Slide 15 : The gap analysis (3/3)

Voice over: The gap analysis, third and last part

The template of the gap analysis can be found in the last chapter of this tutorial. We recommend working on it offline together with a wide range of internal and external stakeholders whom your organisation intends to consult and involve in the process. The Gap Analysis should not be the outcome of a unilateral approach, but of a participative, collaborative cumulated feedback, comprising the overall views and needs of the stakeholders involved in working groups and committees.

Once the preparatory phase of the template is considered completed, the HRS4R Organisation Admin can proceed with the integration of data in the HRS4R E-tool.

After filling in the gap analysis template in the HRS4R E-tool, it is essential to click the "Save" button, in order to be able to review and update data, at later stages, if needed. The "Submit" button will be enabled only after the OTM-R checklist and the Action Plan sections are completed.

Images:
(screencast) template of the gap analysis + screencast of the "save button"
4. Slides Content > Chapter III : INITIAL PHASE

Slide 16 : The OTM-R checklist (1/3)

Voice over : The OTM-R checklist, first part

The OTM-R checklist is the second document you need to fill in with a view to the initial application. A template is available in the last chapter of this tutorial. It is a specific self-assessment checklist provided to report on the status of achievement in terms of the implementation of « Open, Transparent and Merit-Based Recruitment » (OTM-R) policies and practices, which aims at making research careers more attractive, while facilitating mobility and equal opportunities for all candidates.

Coupled with the Gap Analysis, it will further provide to organisations a clearer picture of their development needs, which will be prioritized and addressed with concrete actions, part of the action plan to be implemented in the upcoming two years.

The OTM-R template consists of a list of questions covering the various steps of the recruitment process, from job advertising to the appointment phase. Each specific question mentioned in the OTM-R checklist should be considered in the self-reflection exercise of your organisation. The state of achievement in terms of each issue will be rated in the column dedicated to "Answer". For each situation, there should be details included on the indicators to measure performance, either those used or to be further used, at later stages, if applicable.

Images :
(screencast) template of the OTM-R + screencast of the list of questions
4. Slides Content > Chapter III : INITIAL PHASE

Slide 17 : The OTM-R checklist (2/3)

Voice over: The OTM-R checklist, second part

While answering the questions, it is important to keep in mind three key elements:

First: The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the Charter & Code. They are pre-set in the HRS4R e-tool and cannot be changed. No action is needed from organisations in this respect.

Secondly: The difference between "+/− Yes substantially" and "−/+ Yes partially" ratings is that in the first case the volume of the remaining work to be done until completion is little as compared to the effort that has been put so far in that direction, whereas for "−/+ Yes partially", the remaining work is either the same in volume or more than what has been achieved.

Thirdly: For the "Suggested indicators" column, whenever the user hovers the mouse in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each organisation should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

Images: (screencast) screencast of the list of questions and the different columns
4. Slides Content > Chapter III : INITIAL PHASE

Slide 18 : The OTM-R checklist (3/3)

Voice over : The OTM-R checklist, third and last part

A few last things:
As in the case of the Gap Analysis, it is highly recommended to be handled first offline, in order to collect the information needed, based on a collaborative approach, with the consultation and involvement of the stakeholder working groups. Once the final version is internally validated, the information can be uploaded in the HRS4R E-tool.

If your organisation has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, it is mandatory to publish it on its website in a visible place. The web link will be provided as part of the action plan template.

And, last but not least, a step-by-step guide to better OTM-R practices, as well as examples of good practice, can be found in the last chapter of this tutorial.

Don’t forget: after filling in the OTM-R template in the HRS4R E-tool, it is essential to click the "Save" button, in order to be able to review and update data, if needed. The "Submit" button will be enabled only after the Gap Analysis and the Action Plan sections are completed.

Images :
(screencast) screencast of the list of questions and the different columns
Slide 19 : The Action Plan (1/4)

Voice over : The Action Plan, first part

The Action Plan is the third and last document you need to submit for your application for the "HR Excellence in Research Award". A template is available in the last chapter of this tutorial. The action plan is a sequence of activities that must be carried out in order to help the institution pass from the current state to the target state, with regard to the implementation of the 40 principles of the Charter & Code. They will address the improvement needs identified in the Gap Analysis and the OTM-R checklist. It presents your organisation's strategic vision in terms of the priority areas and implementation steps to be undertaken in the next two years.

The action plan establishes the foundation of an HRS4R management by objectives process inside the institution. The actions listed in the HRS4R online form should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

The action plan template to be used for reporting in the HRS4R e-tool comprises four separate sections:
1. Organisational information
2. Strengths and weaknesses of the current practice
3. Actions
   And, 4., Implementation of the HRS4R process.

Images :
(screencast) screencast of the template
Voice over: The Action Plan, second part

The first section, « Organisational information », aims at illustrate the larger context in which your organisation performs. There are two categories of data required:

- Staff indicators to be presented as full-time positions at the moment of reporting in the HRS4R e-tool
- And budget and funding, if applicable, to be expressed as amounts in euro. For countries using other currencies than euro, official currency conversion tools have to be used, such as currency conversion calculators of national banks.

The second section, « Strengths and weaknesses of the current practice », consists in an overview of its current state and practice under the four thematic headings of the C&C. It is strongly recommend to elaborate on both strengths and weaknesses, although there is only one text block provided for both headings, as they will highlight your organisation's rationale for setting actions as priorities in the action plan.

Images:
(screencast) screencast of the template
4. Slides Content > Chapter III : INITIAL PHASE

Slide 21 : The Action Plan (3/4)

Voice over : The Action Plan, third part

The third section - listing the actions - is the most important one. In order to help connect actions to improvement needs, all principles with their implementation ratings will be retrieved automatically from the Gap Analysis to the action plan.

• The proposed actions can address either individual or multiple Principles.
• A list of Gap principles, not selected in any action, is provided.
• Our proposed approach is based on SMART action planning, which incorporates five characteristics of a goal: specific, measurable, attainable, relevant and time-based.

More specifically, the Action Plan should:

• Include tasks that overcome existing or emerging gaps, as identified in the Gap Analysis
• Indicate ownerships and responsibilities
• Provide a clear implementation timeframe
• And state on how the achievement will be measured by means of key performance indicators.

The timeline of actions should cover at least two years up to the first internal review. Timing should be indicated by quarters of a year. The actions should reflect a balance between short-term interventions and long-term systemic actions that bring about culture change.

Your organisation can customize the planning, based on its own priorities and creativity. There is the possibility to add as many new fields as needed in order to include the desired volume of actions.

The Action Plan also includes a dedicated section to OTM-R policy and practices.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Your organisation must also indicate how it will use the Open, Transparent and Merit-Based Recruitment Toolkit and how it intends to implement it.

Although there may be some overlap with a range of the actions already planned as emerged from the Gap Analysis, your organisation must provide a short commentary demonstrating this implementation. You will have to make the link between the OTM-R checklist and the overall action plan in a free text section.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, you must provide the web link where this strategy can be found on your organisation's website.
Voice over: The Action Plan, fourth and last part

The last section of your Action Plan deals with the implementation of the HRS4R process. It must include information on how the HRS4R will be coordinated and embedded inside your organisation through working groups, alignment with HR policies, etc. Therefore, there is also a mandatory checklist with questions to answer.

Your Action Plan and HRS4R strategy must be published in English in an easily accessible location of your organisation’s website. The URL to the corresponding webpage must be included in the template on the HRS4R E-Tool.

Once the three mandatory documents (Gap Analysis, OTM-R checklist and Action Plan) are duly completed and saved in the HRS4R E-tool, your application for the "HR Excellence in Research Award" can be submitted to the European Commission.

Again, be careful: once the "Submit" button is clicked, you will no longer be able to update the files, and the action cannot be undone.
4. Slides Content > Chapter III : INITIAL PHASE

Slide 23 (1/2) : Initial assessment process and outcome

**Voice over : Initial assessment – administrative eligibility check**

Congratulations, you’ve just achieved one of the most important step of the HRS4R process. You have submitted the application for the HR Excellence in Research Award.

What follows is the administrative eligibility check of the application, which is performed by the European Commission.

The administrative eligibility check is intended to validate an application in terms of its compliance with the application procedure. This check has nothing to do with the quality of the data provided, but with the quality of the application as a whole, as suitable or not for assessment. Your organisation will be informed if the application is compliant and has passed the administrative eligibility check within four weeks after submission. If your application is considered non-compliant, you will be required to update it, based on the feedback provided by the European Commission. In this case, your task is moved backwards on the process flow and the templates of your initial application can be further edited. If required to make changes in your application templates, you will have to resubmit the updated version of your application within two months, after it receives the outcome of the administrative eligibility check.

**Images :** Animated infographics based on the design made for the animation
4. Slides Content > Chapter III : INITIAL PHASE

Slide 23 (2/2) : Initial assessment process and outcome

**Voice over** : The initial assessment process and outcome

The assessment of the application is the second step of the Initial Assessment phase and can only be initiated if an application has passed the administrative eligibility check. As said, it is performed by a group of external experts, selected by the European Commission on the basis of several criteria such as their competence and experience in the HRS4R field or any similar strategy, their geographical distribution among EU member states and associated countries and their institutional spread (research institutions, universities, research funders,...)

These experts receive appropriate training on all issues and requirements and, prior to evaluation assignments, they sign a declaration of confidentiality covering issues such as performance, obligation of impartiality and of confidentiality.

Each application will be assessed by three experts who are from a different country than your organisation. The experts use standard templates and criteria for all applications in order to ensure fair treatment for all organisations.

The experts will specifically be interested to find:

- Clear information on the contextual overview in which the HR Strategy is designed
- Concrete actions for the implementation of the principles of the C&C, with clear indicators and timelines.
- Examples of how your organisation consulted and involved the required internal and external stakeholder groups in their HRS4R process.
- The HRS4R strategy published on your organisation’s website in English, in a visible place.

One of the three experts will be assigned the role of lead-assessor and will prepare the commonly agreed consensus report integrating the input provided in the individual assessments. The consensus report is the official feedback that your organisation will receive in terms of your application to the "HR Excellence in Research Award". It is also based on a standard template, but it includes besides the result of the general assessment (whether your organisation should receive the award), customised recommendations in terms of your ambition and planning of the HRS4R.

Note that the template used by the experts and the one used by the lead-assessor can be found in the last chapter of this tutorial. It is strongly recommended to look into them carefully before submitting your application for the "HR Excellence in Research Award", in order to make sure every specific requirement has been considered.

**Images** :

(Design) Animated infographics based on the design made for the animation and animated typographics of keywords
4. Slides Content > Chapter III : INITIAL PHASE

Slide 24 : The general assessment

Voice over : The general assessment

The general assessment, provided as part of the consensus report you will receive, simply indicates whether your organisation is granted the ‘HR award’ according to three options : « accepted », « accepted pending minor modifications » or « declined major modifications ».

If your application is « accepted », it means that it meets the criteria and the HR award is granted by the European Commission. The experts may comment on your submission asking for future focus on a particular aspect, if appropriate.

You are then allowed to display the HR Award emblem on your website and employer branding collateral.

Images :
(Design) Animated infographics based on the design made for the animation and animated typographics of keywords
4. Slides Content > Chapter III : INITIAL PHASE

Slide 25 (1/2) : If the HR Award is pending or declined

**Voice over** : If the HR Award is accepted pending minor modifications

It means that your organisation broadly meets the criteria but the external assessors have some concerns or questions about specific areas. In this case, your organisation is moved backwards on the HRS4R process flow in order to reflect on the feedback and act upon it.

Your organisation should consider for immediate action the recommendations mentioned as mandatory in order to obtain the award. The other recommendations can be addressed during the second phase of the HRS4R process : the implementation phase.

You are required to update the documentation in the HRS4R e-tool and resubmit your application for review within two months. The assessors will review only how your organisation has followed up on their feedback, which is why it is strongly recommended to act upon the specific recommendations and clearly detail the actions in the revised application.

Be careful : special attention is needed when resubmitting the revised application as only one resubmission is allowed at this stage. Should your organisation face difficulties in complying with the deadline, there is always the possibility to ask for a deadline extension provided that the deadline is not overdue. The extension is offered only once and it is standard for all organisations. This extension lasts one month from the previously set deadline.

**Images** :
(Design) Animated infographics based on the design made for the animation and animated typographics of keywords
4. Slides Content > Chapter III : INITIAL PHASE

Slide 25 (2/2)

**Voice over**: If the application is declined (major modifications)

Your organisation does not meet the criteria to get the HR award and it is required to make the appropriate changes taking into account the recommendations of the assessors. In this case your organisation is moved backwards on the HRS4R process flow in order to implement what is requested in the feedback.

Your organisation is required to update the documentation in the HRS4R e-tool and resubmit the revised application for review within 12 months. As in the previous case, the assessors will review only how the institution has followed up on their feedback, which is why it is strongly recommended to act upon the specific recommendations and clearly detail the actions in the revised application.

And here again, special attention is needed when resubmitting the revised application as only two resubmissions are allowed at this stage. Should your organisation face difficulties in complying with the deadline, there is the possibility to ask for a deadline extension. This one month extension is offered only once and it is standard for all organisations.

**Images**: (Design) Animated infographics based on the design made for the animation and animated typographics of keywords
4. Slides Content > Chapter III : INITIAL PHASE

Slide 26 : Granting of the HR Excellence in Research Award”

**Voice over :** You are granted of the “HR Excellence in Research Award”

The outcome of the assessment is officially announced via the email address provided as contact when completing the first step of the application process. The consensus report will be displayed in your HRS4R dashboard on EURAXESS. The position of the organisation on the HRS4R process flow in the e-tool will be also reflected accordingly, including the next task – The Implementation Phase, the Internal Review for Interim Assessment.

From this moment on, your organisation can use the "HR Excellence in Research" emblem associated to its name on your organisation’s website, on social media, on marketing materials, etc. in order to promote its stimulating and favourable work environment for researchers. The HR award icon will be provided in different formats together with graphic guidelines.

As a EURAXESS member organisation, the award emblem will be activated on the EURAXESS portal as well, and will increase your employer’s visibility. Every time your organisation publishes a vacancy on EURAXESS, the “HR Excellence in Research” icon will appear next to your organisation’s name.

Your organisation will also be listed on the EURAXESS portal under the header of "HR Acknowledged Institutions » (https://euraxess.ec.europa.eu/jobs/hrs4r) together with a link to your HR Strategy published on your website.

**Images :**
(Screencast) Several screencasts displaying the HR Award icon
Now that you have fully established your HR strategy, you are able to implement it. So, let's have an overview on this implementation phase.

You now have 24 months to implement the actions outlined in the initial Action Plan and report on their progress in the HRS4R e-tool, based on a dedicated Internal Review form, with a view to an Interim Assessment.

The European Commission will first screen your organisation’s Internal Review for administrative eligibility. The administrative eligibility check makes sure your application has all the required elements necessary for assessment. If the administrative eligibility check is not passed, you may be required to make corrections and resubmit your application.

Once the Internal Review is considered eligible from an administrative point of view, the European Commission will send the file for the Interim Assessment. At this stage, the assessment will have in view the progress and quality of the actions and accompanying measures.

The outcome of the assessment process will be included in the consensus report, which is shared with your organisation as an official document containing relevant recommendations.
4. Slides Content > Chapter IV : Implementation PHASE

Slide 27 (2/2) : General overview of the Implementation Phase

Voice over :

At this stage, your institution is not in jeopardy of losing the « HR Award ». But you will receive important recommendations on how to continue the implementation of the revised action plan for the next 36 months. Three options :

1. Your organisation can receive an encouragement to continue along the path it has undertaken.
2. Your organisation is encouraged to undertake some 'corrective actions' to improve an already sufficient performance.
3. Your organisation 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.

The HRS4R process will continue after the Implementation Phase in a cyclical way, with an assessment for award renewal every 36 months, alternating with site visits performed by experts.

Images :
(Screencast + design) Screencasts displaying the implementation flow + animated vectorial design and keywords
4. Slides Content > Chapter IV : Implementation PHASE

Slide 28 (1/2) : Internal review for interim assessment

Voice over : Internal review for the interim assessment

The purpose of an internal review, during the Implementation Phase, is to allow the participating organisations 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.

Your organisation has to indicate, in its Internal Review form, how it has embedded into its policies and practices the actions set in the initial Action Plan/HR strategy, after the acknowledgement of the ‘HRAward’. You should also propose new actions for the next 3 years.

Your organisation must publish the reviewed version of the action plan/HR Strategy, including the OTM-R policy, on its website and also provide the corresponding URL in a dedicated field of the Internal Review form. If your organisation has not filled in the OTM-R checklist during the Initial Phase when the application to the ‘HRAward’was made, it is mandatory to complete this task for the Interim Assessment.

Images : TBD
Voice over:

Your organisation has 24 months after the acknowledgement of the HR Award to implement the initial action plan and to submit to the European Commission the Internal Review for Interim Assessment using the HRS4R e-tool.

The European Commission checks the administrative eligibility of the Internal Review within 1 month and inform your organisation accordingly.

If it passes the administrative eligibility check, the European Commission will send the file to external assessment based on assessors' availability. It may take up to two months.

The outcome of the assessment process will be included in the Interim Assessment Consensus Report, which is communicated by the European Commission to your organisation.

Again, your organisation is not jeopardy of losing the HR Award, but you will receive important recommendations on how to continue the implementation of the reviewed action plan.

Images:
TBD
Chapter IV : Implementation PHASE

Slide 29 : How to access the Internal review form

Voice over : How to access the Internal review form in the HRS5R e-tool

If your organisation has used the HRS4R e-Tool to launch the application process for the HR Award and has already a case number assigned, the organisation’s HRS4R Admin will log in to the EURAXESS account and, through MY EURAXESS dashboard, will have access to the HRS4R e-tool in order to manage the reporting process. The click on the “Implementation Phase” green tab will illustrate the next task with the status “Pending” and the corresponding deadline.

But if your institution has not used the HRS4R e-tool to launch the application process for the HR Award, you must register the file in the HRS4R e-tool and follow several steps before filling in the Internal Review form in the HRS4R E-Tool. The steps you need to follow are explained in the first chapter of this tutorial. They are mainly the following : create a EURAXESS account, get an HRS4R Administrator role, create a case in the HRS4R e-tool, send your endorsement letter, etc.

Of course, at some point, the European Commission will collect all the files already provided by your organisation (the Gap-Analysis, the OTM-R checklist, the initial Action Plan, the assessment consensus report) and will upload them as pdfs in the HRS4R e-tool. Your organisation will have access to all the HRS4R history of application, reporting and assessment in the online dashboard.

Note that you will receive assistance from the RTD CHARTER team at the European Commission in order to have a smooth and quick transition of your organisation’s application files from paper to digital, in the HRS4R e-tool. Whenever you encounter difficulties throughout the process, you can send an email for clarifications to RTD-CHARTER@ec.europa.eu.

Images :
(Screencast) Screencast of the interface + if useful : flow of the whole process and animated keywords
4. Slides Content > Chapter IV : Implementation PHASE

Slide 30 (1/2) : How to fill in the Internal review form (1/6)

**Voice over**: How to fill in the Internal review form in the HRS4R e-tool

The Internal Review template to be used for the reporting in the HRS4R E-Tool is similar in structure to the one filled in for the planning of the initial action plan. It comprises four separate parts:

1. Organisational information
2. Strengths and weaknesses of the current practice
3. Actions
4. Implementation/Embedding the HRS4R process.

**Images**:
(Screencast + keywords) Screencasts + animated keywords
4. Slides Content > Chapter IV : Implementation PHASE

Slide 30 (2/2) : How to fill in the Internal review form (1/6)

Voice over :

The first part of your Internal review is dedicated to the organisational information

It is intended to illustrate the larger context in which the institution performs, its structure, its impact upon the communities it serves, as well as the resources managed.

There are two categories of data required:
• Staff indicators to be presented as full-time positions
• And budget and funding, if applicable, to be expressed as amounts in euro.

The dedicated table for filling in the data will already contain the organisational information provided at the Initial Phase, with the possibility to update it for the current situation. The same approach is applicable also for the “Organisational Profile” text block. The information will be retrieved automatically from the Initial Phase if your organisation has filled in the initial action plan in the HRS4R E-Tool.

Images :
(Screencast + keywords) Screencasts + animated keywords
4. Slides Content > Chapter IV : Implementation PHASE

Slide 31 : How to fill in the Internal review form (2/6)

Voice over : Second part of your Internal review : Strengths and weaknesses of the current practice

In the second part of your Internal review, you must provide an overview of your current state and practice under the four thematic headings of the Charter & Code (Ethical and Professional aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development). Information on current practices related to OTM-R should be also included here.

We strongly recommend elaborating on both strengths and weaknesses, although there is only one text block provided for both, as they will highlight the institution's rationale for setting and implementing actions. Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers. There will be two blocks for each heading:

• Strengths and weaknesses (expressed in the Initial Phase for the application to the award),
• Strengths and weaknesses at Internal Review for the Interim Assessment.

Note that the information regarding the “Strengths and weaknesses” expressed at the Initial Phase will be retrieved automatically from the system if your organisation has filled in the initial action plan in the HRS4R e-tool. Otherwise, this text block will be empty.

The organisation enrolled in the HRS4R e-tool at the Implementation Phase will have to fill in only the text block regarding the “Strengths and weaknesses at Internal Review for the Interim Assessment”.

If your organisation is willing to provide more information about the way the strengths and weaknesses context evolved or changed from the Initial to the Implementation phase, there is a “Remarks” section within each of the tabs corresponding to the four headings of the Charter & Code that can be used for this purpose.

Your organisation is also required to provide answers to specific questions regarding the way it has operated after the acknowledgement of the ‘HR Award’. A text block is offered for the following questions, with the indication to elaborate the reply in maximum 500 words for each of them:

• 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?

Images :
(Screencast + keywords) Screencasts + animated keywords
Voice over: Third part of your Internal review: actions

In the third part of your Internal review, you have to report on the status of achievement for each of the actions planned in the Initial Phase, alter actions or timing of actions if necessary. You should also add new actions to be implemented in the next 36 months, after the Interim Assessment.

The actions, as well as the remarks on the status of achievement should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and implementation. Your organisation should strive to provide a detailed plan, not only an enumeration of actions.

At this stage, several things are mandatory:

Your organisation has to publish on your website the extended version of the reviewed action plan and HR Strategy, including the OTM-R policy, and provide the URL to the corresponding webpages in a dedicated field of the Internal Review.

If your organisation has not made its self-assessment against the OTM-R checklist at the Initial Phase, it will have an additional task to perform for the Interim Assessment. See the chapter (...).

The Actions section also includes a dedicated section to OTM-R policy and practices. Although there may be some overlap with a range of the actions already planned as emerged from the Gap Analysis, your organisation must provide a short commentary demonstrating the implementation of the OTM-R policies and practices, since the acknowledgement of the ‘HR Award’ to the moment of the Internal Review. You will have to make the link between the OTM-R checklist and the overall action plan in a free text section.

Be careful, a different procedure to fill in the Internal Review Actions may apply based on two situations:

Situation A: your organisation used the HRS4R e-tool for the application to the ‘HR Award’,
Situation B: your organisation is using the HRS4R e-tool after having received the ‘HR Award’.

Images:
(Screencast + keywords) Screencasts + animated keywords
4. Slides Content > Chapter IV : Implementation PHASE

Slide 33 : How to fill in the Internal review form (4/6)

Voice over : Internal review : actions, if your organisation used the HRS4R e-tool for the application

In this case, there are 2 tasks to perform at this stage:

1. Establish the status of achievement of the actions already planned in the Initial Phase,
2. Add new actions to the action plan for the next 36 months.

Key elements to consider for these tasks are

First, your organisation, that filled in the action plan in HRS4R E-Tool at the Initial Phase, will find in the Internal Review form automatically retrieved from the Initial Phase, the list of planned actions, the gaps and the principles they address, the timing, the indicators and the responsible unit. For each of the actions already set, your organisation will have to establish the status of achievement in the column called “Current State”, selecting from the options below proposed by the e-tool. If the status is “In progress” or “Extended”, your organisation has to update also the timing of achievement. Details can be included for each action and corresponding status of achievement in the column for “Remarks”.

Secondly, your organisation can customise planning based on its own priorities and creativity. There is the possibility to add as many new actions as needed. The click on “Add another row” will create a new field in the form for the addition of a new action. The principle of planning new actions at the Internal Review is similar to the Initial Phase. The proposed actions can address either individual or multiple principles. In order to ensure all the gap principles addressed by your organisation based on own priorities, the list of Gap principles not selected in any action will be provided for reference. The selected gap will be automatically accompanied by the rating already set in the Gap Analysis.

The timeline should cover at least 36 months up to the internal review for award renewal. Timing should be indicated by quarters of a year. The actions should reflect a balance between short-term interventions and long-term systemic actions that bring about culture change.

Images :
(Screencast + keywords) Screencasts + animated keywords
4. Slides Content > Chapter IV : Implementation PHASE

Slide 34 : How to fill in the Internal review form (5/6)

**Voice over** : Internal review : actions / if your organisation is using the HRS4R e-tool after having received the « HR Award »

In this case, there are 2 tasks to perform at this stage:
First, you need to establish the status of achievement of the actions already planned in the Initial Phase,
Secondly, you need to add new actions to the action plan for the next 36 months.

The Actions section of the Internal Review form will be empty, in the sense that your organisation will not find automatically imported the list of actions set in the initial phase (as it is the case of organisations which have used the e-tool for the application to the ‘HR Award’).

In order to report on the status of achievement, your organisation will have to fill in first the actions set in the initial action plan, with the details provided at that time (the gap it addresses, timing, responsible unit, KPIs, etc.) If the status is “In progress” or “Extended”, you have to update the timing of achievement.

An action can address multiple gap principles. The “Select principle” menu will provide the opportunity to quickly select from the 40 principles of the Charter & Code the one(s) the action addresses. The status of achievement will be set using the 4 options of the “Current Status”. Details on the implementation process, difficulties or challenges encountered can be added in the “Remarks” column. A list of Gap principles not selected in any action, is provided in order to facilitate planning and keeping an easier track of the principles which has to be addressed throughout the implementation and award renewal process.

Once you have finalised the self-assessment regarding the status of achievement of the actions already planned in the Initial Phase, you can proceed with adding new actions to be further implemented in the next 36 months. Your organisation can customise planning based on its own priorities and creativity. There is the possibility to add as many new actions as needed. The click on “Add another row” will create a new field in the form for the addition of a new action, the Gap principle it addresses, the timing of implementation, the responsible unit and the KPI(s). For the new actions the “Current Status” will be “New”.

There must always exist a match between the gaps identified in the Gap Analysis at Initial Phase and the actions planned in such a way. Make sure all gaps are addressed throughout the HRS4R process, based on your organisation’s own priorities and tactics.

**Images** :
(Screencast + keywords) Screencasts + animated keywords
4. Slides Content > Chapter IV : Implementation PHASE

**Slide 35 : How to fill in the Internal review form (6/6)**

*Voice over: Fourth part of your Internal review: implementation of the HRS4R process*

In this fourth and last part of your Internal review, you must include information on how the HRS4R was implemented and embedded inside your organisation through working groups, alignment with HR policies/internal mechanisms, etc.

Besides describing the overall implementation process in a free text field, there is also a mandatory checklist with questions to answer.

Should the same answer be applicable to more than one question, please state clearly if this is the case instead of duplicating replies.

If needed, you can also add details on the implementation process in an additional text block created specifically on this purpose.

*Images:
(Screencast + keywords) Screencasts + animated keywords*
4. Slides Content > Chapter IV : Implementation PHASE

Slide 36 : Interim assessment and outcome

Voice over : The Interim assessment and its outcome, the eligibility check

After the successful submission of your Internal Review using the HRS4R e-tool, you proceed to the next level of the process, which consists of two separate steps:
First, the administrative eligibility check of your application, performed by the European Commission
And secondly, the assessment of the application, performed by a group of external experts

The administrative eligibility check is intended to validate an application in terms of its compliance with the application procedure.

For example :
• All formal requirements are met
• Templates are completed in the HRS4R E-tool
• The OTM-R Checklist was also filled in by your organisation
• Templates contain sufficient information for the application to be further assessed
• Etc.

The check has nothing to do with the quality of the data provided, but with the quality of the application as a whole, as suitable or not for the interim assessment. Your organisation will be informed if the application is compliant and has passed the administrative eligibility check within four weeks after submission.

If the application is considered non-compliant, you will be required to update it, based on the feedback provided by the European Commission. In this case, your organisation's task is moved backwards on the process flow and the templates of the initial application can be further edited.

If required to make changes in the application templates, you will have to resubmit the updated version of the application within two months, after it receives the outcome of the administrative eligibility check.

Images :
(Screencast + keywords) Screencasts + animated keywords
The assessment of the application is the second step of the Interim Assessment phase and can only be initiated if an application has passed the administrative eligibility check. At this stage, progress and quality of the actions and accompanying measures are being assessed.

The outcome of the Interim Assessment is included in the consensus report, which is the official feedback that you will receive in terms of the Internal Review. It is also based on a standard template, and it includes customised recommendations in terms of the implementation of the HRS4R procedure. Your organisation will have access to the consensus report in your HRS4R dashboard on EURAXESS, following an email notification.

Once again, your organisation is not in jeopardy of losing the "HR Award" but receives important recommendations on how to continue the implementation of the revised action plan for the next 36 months.

At this stage you may also receive a warning in case your organisation is not deemed to sufficiently progress or if there is a lack of evidence. You just achieved your first Interim assessment. The HRS4R process will then further run in a cyclical way, with new Internal Reviews, similar to the one for the Interim Assessment, every 36 months for Award Renewal, and alternating the organisation of site visits.
Slide 38 : General Overview of the Award Renewal Phase

Voice over : Overview of the Award Renewal Phase

Congratulations! Your institution has proved a long-term commitment to implement the HRS4R procedure. You have now reached the Award Renewal phase.

This is the third phase of the HRS4R procedure. It takes place 5 years after the ‘HR Award’ was initially granted and 3 years after the Interim Assessment. The renewal phase runs in a cyclical way, with new Internal Reviews every 36 months, alternating the organisation of site visits.

In order to renew your HR Award, you will need first to perform a self-assessment based on the Internal Review template (see last chapter of this tutorial). According to the practice that you already know, your Internal Review will be first screened for administrative eligibility. The administrative eligibility check makes sure the application has all the required elements necessary for assessment. If the administrative eligibility check is not passed, your organisation may be required to make corrections and resubmit the application.

Once the Internal Review is considered eligible from an administrative point of view, the file will be sent for the Award Renewal Assessment to a panel of experts. They use standard assessment forms to ensure equal treatment for all applicant organisations.

The general assessment they provide in their consensus report indicates whether your organisation award renewal is accepted. Three outcomes are possible: accepted, accepted pending minor modifications or declined-pending major modifications. Whenever modifications are required, the institution will have to resubmit a reviewed application including the experts’ recommandations. If your organisation is at its first or third cycle of Award Renewal, a one-day site-visit must be organised as part of the assessment process. Have a look at the HRS4R Site Visit Guidelines published on EURAXESS for more details.

Images :
Animated infographics based on the vectorial drawings of the timeline made for the introductory animation
4. Slides Content > Chapter V : Award Renewal Phase

Slide 39 (1/2) : Internal Review for Award Renewal

Voice over : About the Internal Review for Award Renewal

The purpose of an internal review at this stage is to allow the participating organisations to reflect and document progress, alter actions or timing of actions, as well as to offer the opportunity to create new actions for the upcoming years.

As a first step of the Award Renewal Phase, your organisation indicates in the Internal Review form how it has embedded into its policies and practices the actions previously set. The next step is to propose new actions for the upcoming 3 years.

At this phase your organisation must publish the reviewed version of the action plan, including the Open, Transparent and Merit-Based (OTM-R) policy, on your website and also provide the corresponding URL in a dedicated field of the Internal Review form.

If your organisation has not filled in the OTM-R checklist for the Initial or for the Interim Assessment phase, it is mandatory to also complete this task for the Award Renewal.

Images :
(Screencast + keywords) Screencasts + animated keywords
Slide 39 (2/2) : Internal Review for Award Renewal

Voice over:

Your organisation has 36 months after the interim assessment consensus report to implement the recommendations and to submit the Internal Review for the Award Renewal in the HRS4R e-tool.

After the submission of your Award Renewal request, the application is checked for administrative eligibility.

If it passes the administrative eligibility check, the file will be sent to external assessment.

Your organisation will be also informed whether a site visit is planned as part of the assessment process.

In case of a simple desk-based assessment, a panel of international experts will proceed only with the assessment of the Internal Review provided.

If a site visit will be organized, the experts will perform a one-day visit in your organisation’s premises for the second part of the assessment process.

Please consult the Site Visit guidelines for Institutions published on EURAXESS in order to prepare this phase of the assessment process.

The experts will produce, in consensus, the Award Renewal report, which is communicated by the European Commission to your organisation as the outcome of the assessment process.

Images:
Screencasts / animated drawings + animated keywords
Slide 40 (1/2) : How to access the Internal Review form in the HRS4R E-Tool

Voice over : How to access the Internal Review form in the HRS4R E-Tool

If your organisation has used the HRS4R e-tool during the Initial or Interim Assessment, the HRS4R Admin will log into the EURAXESS account and, through MY EURAXESS dashboard, will have access to the HRS4R e-tool in order to manage the reporting process. A click on the “Renewal Phase” blue tab will illustrate the next task with the status “Pending” and the corresponding deadline.

Images : Screencasts
Slide 40 (2/2) : How to access the Internal Review form in the HRS4R E-Tool

**Voice over**: How to access the Internal Review form in the HRS4R E-Tool

If your institution enrols for the first time in the HRS4R e-tool at Award Renewal, you must register the file in the HRS4R e-tool. There are several steps to accomplish before filling in the Internal Review form in the HRS4R E-Tool.

Note that you will receive assistance from the RTD CHARTER team at the European Commission in order to have a smooth and quick transition of your institution’s application files from paper to digital, in the HRS4R e-tool. Whenever you encounter difficulties throughout the process, you can send an email for clarifications to RTD-CHARTER@ec.europa.eu.

The enrollment process is explained in the first chapter of this tutorial.
Slide 41: How to fill in the Internal Review form in the HRS4R E-Tool

**Voice over:** How to access the Internal Review form in the HRS4R E-Tool

The Internal Review template to be used for the reporting in the HRS4R e-tool is similar in structure to the one filled in for the planning of the initial action plan or for the reviewed action plan at Interim Assessment. It comprises four parts: 1. Organisational information 2. Strengths and weaknesses of the current practice 3. Actions 4. Implementation and embedding the HRS4R process.

The first part is about organisational information. This section is intended to illustrate the larger context in which your organisation performs, its structure, its impact upon the communities it serves, as well as the resources managed.

There are two categories of data required: • Staff indicators to be presented as full-time positions, and • Budget and funding, if applicable, to be expressed as amounts in euro.

The dedicated table for filling in the data will already contain the organisational information provided at the Initial Phase or Interim Assessment, with the possibility to update it for the current situation.

The same approach is also applicable for the “Organisational Profile” text block. The information will be retrieved automatically from the previous stages if your organisation has filled in the initial or reviewed action plan in the HRS4R e-tool.

**Images:**
Screencasts
Voice over: How to fill in the Internal Review – the strengths and weaknesses

The second part of the Internal Review focuses on strengths and weaknesses of the current practice.

In this section, your organisation must provide an overview of its current state and practice under the four thematic headings of the Charter & Code: Ethical and Professional aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development. Information on current practices related to OTM-R should also be included here.

It is strongly recommended to elaborate on both strengths and weaknesses, although there is only one text block provided for both, as they will highlight your organisational rationale for setting and implementing actions. Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers. There will be three blocks for each heading:
- Strengths and weaknesses, expressed in the Initial Phase for the application to the award,
- Strengths and weaknesses at Internal Review for the Interim Assessment,
- Strengths and weaknesses at Award Renewal Phase.

Note that the information regarding the “Strengths and weaknesses” expressed at the Initial Phase and Interim Assessment will be retrieved automatically from the system if your organisation has filled in the previous applications in the HRS4R e-tool. Otherwise, these text blocks will be empty. Organisations enrolled in the HRS4R e-tool at the Award Renewal Phase will have to fill in only the text block regarding the “Strengths and weaknesses at Internal Review for Award Renewal”.

Images:
Screencasts
4. Slides Content > Chapter V : Award Renewal Phase

Slide 42 (2/2) : How to fill in the Internal Review form in the HRS4R E-Tool

Voice over:

If your organisation is willing to provide more information about the way the strengths and weaknesses context evolved or changed from the Initial to the Implementation and Award Renewal phase, there is a “Remarks” section within each of the tabs corresponding to the four headings of the Charter & Code that can be used for this purpose.

Your organisation is also required to provide answers to specific questions regarding the way it has operated after the acknowledgement of the ‘HR Award’ and the Interim Assessment stage. A text block is offered for the following questions:

- 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?

The mention to limit the answer to the above questions to 500 words maximum is only indicative. There is no technical limit if you want to write more than indicated.

Images:
Screencasts
4. Slides Content > Chapter V : Award Renewal Phase

Slide 43 : How to fill in the Internal Review form in the HRS4R E-Tool

**Voice over :** How to fill in the Internal Review – the Actions

For the third section of the Internal Review, Actions, your organisation has to report on the status of achievement for each of the actions planned in the Initial or Interim Assessment phases, alter actions or timing of actions if necessary, also to add new actions to be implemented in the next 36 months, for the second Award Renewal.

Note that the actions, as well as the remarks on the status of achievement should be concise, but detailed enough for the experts to evaluate the level of ambition, engagement and implementation. Your organisation should strive to provide a detailed plan, not only an enumeration of actions.

At this stage, there are several mandatory requirements:
First, your organisation has to publish on the website the extended version of the reviewed or improved action plan and HR Strategy, including the OTM-R policy, and provide the URL to the corresponding webpages in a dedicated field of the Internal Review.

If your organisation has not made its self-assessment against the OTM-R checklist at the Initial or Interim Assessment phases, it will have an additional task to perform for the Award Renewal.

The Actions file also includes a dedicated section to OTM-R policy and practices. Although there may be some overlap with a range of the actions already planned as emerged from the Gap Analysis, your organisation must provide a short commentary demonstrating the implementation of the OTM-R policies and practices, since the acknowledgement of the ‘HR Award’ to the moment of the Internal Review. Your organisation will have to make the link between the OTM-R checklist and the overall action plan in a free text section.

**Images :**
Screencasts + keywords
Slide 44 (1/2) : How to fill in the Internal Review form in the HRS4R E-Tool

Voice over: How to fill in the Internal Review – the Actions, if your organisation has used the HRS4R e-tool in previous phases

A different procedure to fill in the Internal Review Actions may apply whether your organisation has used or not the HRS4R e-tool for the Initial Phase or Interim Assessment.

If your organisation has used the HRS4R e-tool for the Initial Phase or Interim Assessment:

There are 2 tasks to perform at this stage:
1. Establish the status of achievement of the actions already planned in the previous phases,
2. Add new actions to the action plan for the next 36 months.

Key elements to consider for these tasks:

a) As an organisation that filled in the action plan in HRS4R E-Tool at the Initial Phase or Interim Assessment, you will find in the Internal Review form automatically retrieved from the Initial Phase, the list of planned actions, the gaps and the principles they address, the timing, the indicators and the responsible unit.

For each of the actions already set, your organisation will have to establish the status of achievement in the column called “Current State”, selecting from three options: « in progress », « completed » or « extended ». If the status is “In progress” or “Extended”, your organisation has to update also the timing of achievement. Details can be included for each action and corresponding status of achievement in the column for “Remarks”.

Images:
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 44 (2/2) : How to fill in the Internal Review form in the HRS4R E-Tool

Voice over :

b) Your organisation can customise planning based on its own priorities and creativity.

There is the possibility to add as many new actions as needed. The click on “Add another row” will create a new field in the form for the addition of a new action.

The principle of planning new actions at the Internal Review is similar to the Initial Phase and Interim Assessment. The proposed actions can address either individual or multiple principles. In order to ensure all the gap principles will be addressed by the institution based on own priorities, the list of Gap principles not selected in any action so far, will be provided for reference.

The selected gap will be automatically accompanied by the rating already set in the Gap Analysis: « fully implemented », « almost but not fully implemented », « partially implemented » and « insufficiently implemented ».

The timeline should cover at least 36 months up to the second internal review for award renewal. Timing should be indicated by quarters of a year. The actions should reflect a balance between short-term interventions and long-term systemic actions that bring about culture change.

Images :
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 45 (1/2) : How to fill in the Internal Review form in the HRS4R E-Tool

**Voice over** : How to fill in the Internal Review – the Actions, if your organisation has not used the HRS4R e-tool in previous phases

If your organisation has not used the HRS4R e-tool for the Initial Phase or Interim Assessment and enrolled the HRS4R Process at the Award Renewal Phase, the 2 tasks to be performed are the same, but the forms will be empty.

Indeed, the Actions section of the Internal Review form will be empty, in the sense that your organisation will not find automatically imported the list of actions set in the previous phase, as it is the case of the organisations which have used the e-tool for the application to the ‘HR Award’ or for the Interim Assessment.

In order to report on the status of achievement, your organisation will have to fill in first the actions set in the previous version of the action plan, with the details provided at that time: the gap it addresses, timing, responsible unit, indicators (KPIs), etc. If the status is “In progress” or “Extended”, your organisation has to update the timing of achievement.

An action can address multiple gap principles. The “Select principle” menu will provide the opportunity to quickly select from the 40 principles of the Charter & Code the one(s) the action addresses. The status of achievement will be set using the 4 options of the “Current Status”. Details on the implementation process, difficulties or challenges encountered can be added in the “Remarks” column.

A list of Gap principles not selected in any action, is provided in order to facilitate planning and keeping an easier track of the principles which has to be addressed throughout the implementation and award renewal process.

**Images** :
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 45 (2/2) : How to fill in the Internal Review form in the HRS4R E-Tool

**Voice over :**

Once you have finalised the self-assessment regarding the status of achievement of the actions already planned in the previous phases, you can proceed with adding new actions to be further implemented in the next 36 months. Your organisation can customise planning based on its own priorities and creativity.

There is the possibility to add as many new actions as needed. The click on “Add another row” will create a new field in the form for the addition of a new action, the Gap principle it addresses, the timing of implementation, the responsible unit and the KPI(s). For the new actions the “Current Status” will be “New”.

There must always exist a match between the gaps identified in the Gap Analysis at Initial Phase and the actions planned in such a way. Make sure all gaps are addressed throughout the HRS4R process, based on the institution’s own priorities and tactics.

Images :
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 46 : How to fill in the Internal Review form in the HRS4R E-Tool

Voice over : How to fill in the Internal Review : Implementation and Embedding of the HRS4R process

This last part of the Internal Review must include information on how the HRS4R was implemented and embedded inside your organisation through working groups, alignment with HR policies and internal mechanisms, etc.

Besides describing the overall implementation process in a free text field, there is also a mandatory checklist with questions to answer, as you can see. The answer to each question should be detailed in maximum 500 words. This limit is indicative. Should the same answer be applicable to more than one question, please state clearly if this is the case instead of duplicating replies.

If needed, your organisation can also add details on the implementation process in an additional text block created specifically on this purpose.

Images :
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 47 : The Award Renewal Assessment

Voice over : The process of the Award Renewal Assessment

After the successful submission of your Internal Review using the HRS4R e-tool, your organisation proceeds to the next level of the process, which consists of 2 separate steps if you are at the first or third Award Renewal:

- Desk-based assessment, and
- One-day site visit

The desk-based assessment of the application is the first step of the Award Renewal assessment phase and can only be initiated if an application has passed the administrative eligibility check.

If a site visit will be organized part of the assessment process, the European Commission will inform your organisation accordingly and will stay in contact to establish an agenda and a convenient date.

Please check the Site Visit guidelines for institutions published on EURAXESS, for more details.

Images :
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 48 : Award Renewal Assessment & Outcomes

Voice over : The Award Renewal Assessment and its outcomes

One of the three individual experts will be assigned the role of lead-assessor and will prepare the commonly agreed consensus report integrating the input provided in the individual assessments. The consensus report is the official feedback that your organisation will receive in terms of the Award Renewal request. It is also based on a standard template, and it includes customised recommendations in terms of the implementation of the HRS4R procedure.

If the Award Renewal assessment implies the organisation of a site-visit, your organisation will have access to the consensus report within one month after the site visit has taken place.

The general assessment, provided as part of the consensus report indicates whether your organisation is accepted the award renewal. Three outcomes are possible : « accepted », « accepted pending minor modifications » or « declined – major modifications ».

If the outcome is « accepted », your application meets the criteria. The experts may comment on the submission asking for future focus on a particular aspect, if appropriate.

If the outcome is « accepted pending minor modifications », your organisation broadly meets the criteria, but the external assessors have some concerns or questions about specific areas, in which case the institution is moved backwards on the HRS4R process flow in order to reflect on the feedback and act upon it.

Your organisation should consider for immediate action the recommendations mentioned as mandatory in order to have the award renewed. The other recommendations can be addressed during the next phase of the HRS4R process.

Your organisation is required to update the documentation in the HRS4R e-tool and resubmit the application for review within two months. The experts will review only how your organisation has followed up on their feedback, which is why it is strongly recommended to act upon the specific recommendations and clearly detail the actions in the revised application.

Should your organisation face difficulties in complying with the deadline, there is always the possibility to ask for a deadline extension provided that the deadline is not overdue. The request should be made in the HRS4R e-tool. The extension is offered only once, and it is standard for all institutions. The duration is one month from the previously set deadline. For special cases, the deadline extension can be longer than one month.

Images :
Screencasts + keywords
4. Slides Content > Chapter V : Award Renewal Phase

Slide 49 : Award Renewal Assessment & Outcomes

**Voice over :** The Award Renewal Assessment and its outcomes : declined

If the outcome is « declined-major modifications », your organisation does not meet the criteria to have the 'HR award' renewed and is required to make the appropriate changes taking into account the recommendations of the assessors. In this case your organisation is moved backwards on the HRS4R process flow in order to implement what is requested.

At this stage, your organisation will have to update the documentation in the HRS4R e-tool and resubmit the revised application for review within 12 months.

Your organisation should consider for immediate action the recommendations mentioned as mandatory in order to have the award renewed. The other recommendations can be addressed during the next phase of the HRS4R process. Here also, the assessors will review only how your organisation has followed up on their feedback, which is why it is strongly recommended to act upon the specific recommendations and clearly detail the actions in the revised application.

Be careful : special attention is needed when resubmitting the revised application as only two resubmissions are allowed at this stage.

Note that there is always the possibility to ask for a deadline extension provided that the deadline is not overdue.

**Images :**
Screencasts + keywords
Congratulations, you got your HR Award renewed! Your organisation will continue the implementation of the reviewed and improved action plan based on the recommendations provided by assessors in the consensus report, for the next 36 months.

The HRS4R process will further run in a cyclical way, with new Internal Reviews every 36 months for Award Renewal, alternating the organisation of site visits.
4. Slides Content > Special information

Slide 51 : Useful templates

Voice over : Useful templates

Throughout the whole HRS4R process, you will need several templates. Please note that the applications are only accepted in the HRS4R e-tool, which means that the templates will have to be filled in as online forms, not uploaded as pdfs. The templates can be used only for the preparation phase of the application, for your internal working process, but the submission will happen via the HRS4R e-tool.

Those templates are:
- the Gap Analysis
- the OTM-R Checklist
- the Action Plan
- The Internal Review for Interim Assessment/Award Renewal

The templates can be downloaded from the Policy Library on EURAXESS. You can also find there examples of endorsement letters.

Images :
Screencast : view on the different cover pages and some inside pages
4. Slides Content > Special information

Slide 52: Procedural guidelines and experts reports

Voice over: Procedural guidelines and experts reports

You can consult the HRS4R procedural guidelines for an overview of the whole HRS4R process.

Technical guidelines are also published on EURAXESS for each of the three phases of the HRS4R procedure, as a step-by-step user manual on how to manage the e-tool for the application and reporting process.

In addition, it is strongly recommended to read the different templates used for assessment. They will give you a better understanding of the criteria according to which your file is going to be assessed.

You can download the assessment templates used for each phase from the EURAXESS Policy Library.

Images:
Screencast: view on the procedural guidelines and some of the expert's templates
4. Slides Content > Special information

Slide 53 (1/2) : The European Charter for Researchers and the Code of Conduct

**Voice over :** The European Charter for Researchers and the Code of Conduct

The European Charter for Researchers, along with the Code of Conduct, is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers.

The aim of the Charter is to ensure that the nature of the relationship between researchers and employers or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers.

The Charter also recognizes the value of all forms of mobility as a means for enhancing the professional development of researchers. In this sense, the Charter constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognise each other as such.

**Images :**

Screencast : view on the Charter
The Charter addresses all researchers in the European Union at all stages of their career and covers all fields of research in the public and private sectors. It takes into account the multiple roles of researchers, who are appointed not only to conduct research and/or to carry out development activities but are also involved in supervision, mentoring, management or administrative tasks.

The Charter contains 40 principles divided into two sections:
- the General Principles and Requirements applicable to Researchers, containing principles such as Research freedom, Ethical principles or Public engagement.
- the General Principles and Requirements applicable to Employers and Funders, containing principles such as Non discrimination, Working conditions and Career development.
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 funders when appointing or recruiting researchers. These principles and requirements should ensure observance of values such as transparency of the recruitment process and equal treatment of all applicants, in particular with regard to the development of an attractive, open and sustainable European labour market for researchers. And they are complementary to those outlined in the European Charter for Researchers.

Institutions and employers adhering to the Code of Conduct will openly demonstrate their commitment to act in a responsible and respectable way and to provide fair framework conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

These principles are focusing, for example, on recruitment procedures, judging merit or recognition of qualifications.

Images:
Screencast: view on the Charter
4. Slides Content > Special information

Slide 55: The technical guidelines

*Voice over:* The technical guidelines

Each phase of the HRS4R process is explained in detail in a technical guidelines document. These documents are available in PDF format you can download. Of course, it is still possible to get the explanation within this tutorial.

The three technical guidelines are:
- The technical guidelines for the Initial phase
- The technical guidelines for the Implementation phase
- The technical guidelines for the Award Renewal Phase

*Images:*
Screencast: view on the documents
4. Slides Content > Special information

Slide 56 : Need help ?

Voice over : You need help ?

Should you consider that this tutorial do not cover your questions, do not hesitate to contact us.

For procedural matters, reach the RTD-CHARTER team at RTD-CHARTER@ec.europa.eu.

For technical issues, reach the Help Desk at support@euraxess.org

Images :
Vectorial drawings

procedural questions
RTD-CHARTER@EC.EUROPA.EU

technical matters
SUPPORT@EURAXESS.ORG
4. Slides Content > Special information

Slide 57: Privacy and data protection

Voice over: Privacy and personal data protection

The European Commission is committed to personal data protection. Any personal data is processed in line with the Regulation (EU) 2018/1725. All personal information processed by the Directorate-General for Research and Innovation is treated accordingly.

User data is retained as long as the user continues to use EURAXESS. Accounts are removed after five (5) years of inactivity. After one year, an email is sent to the data subject to offer the possibility to delete or update his/her account.

You can easily have access to your personal data and even export it for analysis. You can also delete your account any time, without having to contact the Help Desk. In order to do that you should access your MY EURAXESS dashboard, the "User profile" section.

Please note that when an account is deleted, all related data are deleted with it.

You can read our Privacy Statement on the EURAXESS portal, for more details on how we protect and respect your privacy.
## 5. Planning

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