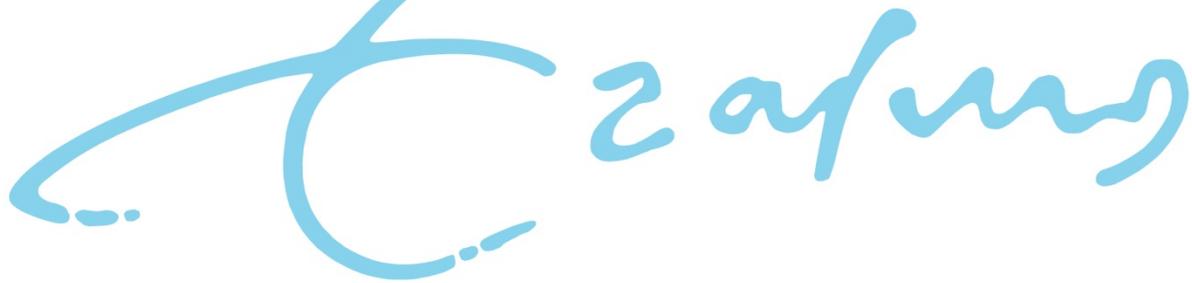


Action Plan

Human Resources Strategy for Researchers (HRS4R)

Actions for acquiring the HR Excellence in Research Logo

Erasmus MC
University Medical Center Rotterdam



1 Action Plan Erasmus MC

Although the 40 principles are in general properly safeguarded within the organization, the outcome of the analysis has led to the identification of a number of areas of attention where Erasmus MC is able to improve. Erasmus MC has compiled a list of actions forming the *Action Plan Erasmus MC* to realize the needed improvement. Erasmus MC wishes to achieve that the improvement points become embedded or have connections with developments already put in motion, or with future projects and fit within the main areas of the Human Resources Policy (see paragraph 1.3) like long-term employability and employment mobility. This way, cohesion is maintained and there is a connection with the Erasmus MC Strategical Policy 2014-2018.

The action plan has been discussed with and approved by representatives of the main participants (including the researchers) as mentioned in the Action plan. The action plan is also discussed with and approved by the Steering group.

3.1 Main areas of attentions and overview actions

Based on the outcome of the survey and expert meeting and taking into account the paper analysis, these are the five main areas of attention in the *Action Plan of Erasmus MC*:

A. General subjects

1. Availability of relevant information in English for researchers

General check of the availability of all relevant policies and directives in English for the benefit of international researchers.

2. Translation of relevant information for researcher in English

Translation of the most relevant policies and directives in English and publish them (if needed) on the website Erasmus MC.

The HR advisor Internationalization / Education & Research (advisor I / E&R) will organize a workgroup containing the right experts to make an inventory of all the relevant policies and guidelines that are already available in English and of those which will need to be translated. After approval of all parties concerned, the HR advisor I / E&R will be responsible for the translation of the list by a professional and official translator and will make sure that these translated policies and guidelines are published on the website of the Erasmus MC and are easy to find and consult. He is also responsible for making sure that future updates of policies and guidelines will also be incorporated in the translated documents.

	Principles (see appendix II)	Objective	Implementation leader / supervisor	Main participants*	End responsibility	Planning
1	All Principles	Availability of relevant information in English for researchers	HR advisor I / E&R	Advisor HR / Advisor Communication / Advisor Research / Postdoc Network Erasmus MC	Director HR	Q3 2017
2	All Principles	Translation of relevant information for researchers in English	HR advisor I / E&R	Advisor HR / Advisor Communication / Advisor Research / Postdoc Network Erasmus MC	Director HR	Q3 2017

HR Strategy for Researchers: Action plan Erasmus MC

B Postdoctoral appointments & Career development

3. Specific guideline for the appointment of postdoc researchers.

Erasmus MC needs to give a better insight into the rules and possibilities concerning duration and prolongations of temporary contracts and career opportunities during and after the appointment and the possible career options outside the academic environment. Erasmus MC will develop a specific guideline for appointment of postdoc researchers so it will be clear for all future researchers what the policy is of the Erasmus MC on this subject.

4. Career site for researchers

There should be a better insight in availability and needed guidance in finding a position outside academia and organized assistance by Erasmus MC in this, with use of e.g. workshops on job orientation, networking, developing transferable skills.

There will be a specific Career site for researchers where they can find all relevant information about career options, the rules and who they can contact for questions. Erasmus MC already supports the activities of the Postdoc Career Development Initiative, PCDI. PCDI encourages and assists young scientists in life sciences, technology and health-related fields to make the right next step in their career. PCDI organizes a three-day retreat for early career researchers (postdocs and last year PhDs) annually.

The HR advisor I / E&R will organize a workgroup with experts from the Erasmus MC Career Center to develop the Career site specific for researchers. Colleagues from Research Policy and the Postdoc Network will be participating, when needed, in this workgroup as well. Their conclusions will be presented to the director HR for agreement and further implementation.

	Principles <i>(see appendix II)</i>	Objective	Implementation leader / supervisor	Main participants*	End responsibility	Planning
3	Main principle: 21	Specific guideline for the appointment of postdoc researchers.	HR advisor I / E&R	Advisor HR / advisor Research / Postdoc network Erasmus MC	Director HR	Q3 2017
4	Main principles: 21 / 25 / 28 / 30 / 39	Career site for researchers.	HR advisor I / E&R	Advisor HR / Advisor Research / Postdoc Network Erasmus MC / Advisor Career Center Erasmus MC	Director HR	Q3 2017

C Recruitment & Selection

5. New Recruitment and Selection system

Introduction of a new Recruitment and Selection (R&S) system will provide in the need to make procedures concerning recruitment and selection more transparent and accelerated. The new system will ensure that applications are automatically processed and candidates are better informed about the status of their application.

The Erasmus MC is in the middle of introducing the system. Part of this project will be to make sure it supports an open, transparent and merit based (*OTM-R*) policy for recruiting. The recruitment system and the recruitment policies aim to improve recruitment, to make selection procedures even more fairer and transparent and proposes different means of judging merit: Merit should not just be measured on the number of publications but on a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management and public awareness activities.

HR Strategy for Researchers: Action plan Erasmus MC

Erasmus MC believes in *gender* equality and therefore will make no difference between gender, not when selecting and recruiting, or in any other field. There where it seems there is a inequality in gender representation, Erasmus MC will take the proper actions to address that. For example, Erasmus MC will be focus particularly on scouting and counseling female talent as they are currently underrepresented in the positions of professor and associate professor. Erasmus MC will offer all talented individuals growth opportunities through specific talent programs. There will not be only focus on talented medical and research people, but also on talent in the fields of nursing, business studies or education.

The HR advisor I / E&R is involved in the introducing of the new R&S system which is one of the HR instruments of Erasmus MC. He will also be responsible for guarding the suitability of the new system for foreign employees, including all research functions and that the system will support the openness and transparency which the OMT-R policies subscribe, so that international employees know that their applications are handled fair and transparent. The HR advisor I / E&R reports to the director HR for agreement and further implementation.

	Principles (see appendix II)	Objective	Implementation leader / supervisor	Main participants*	End responsibility	Planning
5	Main principles: 12 / 13 / 14 / 15 / 16	New Recruitment and Selection system	HR advisor I / E&R	Advisor HR / advisor Career Center Erasmus MC	Director HR	Q2 2017

D Working conditions

6. Good Balance between work and private life

Although there are many options to ensure there is a good balance between work and private life, there also must be enough opportunities for actually achieving balance between work and private life for a researcher, as research is often viewed as a 24/7 job.

The HR advisor I / E&R will organize a workgroup with experts from the HR department and colleagues from the Postdoc Network Erasmus MC to discuss how to improve on and how to realize the balance between work and private life, which instruments are available for reaching that balance and what needs to be done to improve on this. Their conclusions will be presented to the director HR for agreement and further implementation.

7. Improved yearly appraisal for researchers

Erasmus MC already has a yearly appraisal system and other means of evaluations, but according to the outcome of the survey this is clearly not sufficient or not executed well.

The HR advisor I / E&R will organize a workgroup with experts from the HR department and colleagues from Research Policy to discuss how to improve the yearly appraisal for researchers. The conclusions and findings of this workgroup will be presented to the director HR for agreement and further implementation.

	Principles (see appendix II)	Objective	Implementation leader / supervisor	Main participants*	End responsibility	Planning
6	Main principle: 24	Good Balance between work and private life	HR advisor I / E&R	Advisor HR / Postdoc Network Erasmus MC	Director HR	Q4 2017
7	Main principle: 11	Improved yearly appraisal for researchers	HR advisor I / E&R	Advisor HR / Advisor Research	Director HR	Q4 2017

HR Strategy for Researchers: Action plan Erasmus MC

E *Research & Supervision*

8. *BROK Course in English*

BROK ('Basiscursus Regelgeving en Organisatie voor Klinische onderzoekers') is a basic course about rules and organization for clinical researchers. Each clinical researcher, both junior and senior, involved in so-called 'WMO' studies must be BROK® certified. WMO means the Law Medical-Scientific research. Research is covered by the WMO if it meets the following two conditions:

- It concerns medical scientific research
- When persons are subjected to proceedings or rules of conduct are imposed on them.

At this moment the course is only available in Dutch. Erasmus MC needs to offer the course also in English.

The course is an initiative of the NFU, Netherlands Federation of University Medical Centers (Nederlandse Federatie van Universitair Medische Centra) which represents the eight cooperating UMCs in the Netherlands. The advisor Research will contact the NFU to discuss what the possibilities are for a BROK course in English. The outcome will be presented to the director E&R for agreement and further implementation.

9. *PhD Information System*

PhD students, not only the contracted researchers in training, receive within three months of starting at Erasmus MC, a Training – and Supervision Plan (TSP). This plan should specify what knowledge and skills the PhD candidate is supposed to acquire, who the thesis director and the daily supervisor of the PhD candidate are, and the frequency of contact between PhD candidate and supervisor. Some of the PhD candidates do not yet have such a training and supervision plan. The implementation of a PhD Information System will provide *all* PhD students with a digital TSP, giving more detailed information and insight in the progress of the PhD student and improve communication and coordination with the supervisor.

The advisor Projects E&R is responsible for the implementation of the new system. A workgroup has been formed which is now in the middle of the process of choosing the best system for the PhD's and the Erasmus MC, in cooperation with the Erasmus University. The HR advisor I / E&R is member of this specific workgroup. Their conclusions and recommendations will be presented to the director E&R and HR for further agreement and implementation.

10. *Survey about ethical and professional aspects*

Erasmus MC has chosen not to include the first 9 principles about ethical and professional aspects in the general survey of April 2016 among the research group, because they relate directly to the actions of the researcher himself. As mentioned in the consensus report, the assessors find our argumentation for excluding these principles from the survey not acceptable, which of course we regret. However, we do value obtaining the HR Logo very highly. That is why we have extended our Action plan and have included a survey among our researchers concerning the principles about ethical and professional aspects. We will develop and execute this survey in co-operation with the advisor Research and the Postdoc Network Erasmus MC.

These actions will be supervised and implemented by the colleagues of Research Policy, under the responsibility of the director Education & Research (E&R) (actions 8 & 9) and the director HR (action 10).

HR Strategy for Researchers: Action plan Erasmus MC

	Principles (see appendix II)	Objective	Implementation leader / supervisor	Main participants*	End responsibility	Planning
8	Main principles: 4 / 7	BROK course in English	Advisor Research	Advisor Research	Director E&R	Q4 2017
9	Main principles: 36 / 40	PhD Information System	Advisor projects E&R	Advisor Research / Advisor HR / Advisor Communication	Director E&R	Q3 2017
10	Main principles 1/ 2/ 3/4/5/6 7/8/9/10	Survey Ethical and professional Aspects	HR advisor I / E&R	Advisor Research / Postdoc Network Erasmus MC	Director HR / E&R	Q3 2017

HR Strategy for Researchers: Action plan Erasmus MC

3.2 Total summary Action Plan:

	Principles (see appendix II)	Objective	Implementation leader / supervisor	Main participants*	End responsibility	Planning
1	All Principles	Availability of relevant information In English for researchers	HR advisor I / E&R	Advisor HR / Advisor Communication / Advisor Research / Postdoc Network Erasmus MC	Director HR	Q3 2017
2	All Principles	Translation of relevant information for researchers in English	HR advisor I / E&R	Advisor HR / Advisor Communication / Advisor Research / Postdoc Network Erasmus MC	Director HR	Q3 2017
3	Main principle: 21	Specific guideline for the appointment of postdoc researchers.	HR advisor I / E&R	Advisor HR / advisor Research / Postdoc network Erasmus MC	Director HR	Q3 2017
4	Main principles: 21 / 25 / 28 / 30 / 39	Career site for researchers.	HR advisor I / E&R	Advisor HR / Advisor Research / Postdoc Network Erasmus MC / Advisor Career Center Erasmus MC	Director HR	Q3 2017
5	Main principles: 12 / 13 / 14 / 15 / 16	New Recruitment and Selection system	HR advisor I / E&R	Advisor HR / advisor Career Center Erasmus MC	Director HR	Q2 2017
6	Main principle: 24	Good Balance between work and private life	HR advisor I / E&R	Advisor HR / Postdoc Network Erasmus MC	Director HR	Q4 2017
7	Main principle: 11	Improved yearly appraisal system for researchers	HR advisor I / E&R	Advisor HR / Advisor Research	Director HR	Q4 2017
8	Main principles: 4 / 7	BROK course in English	Advisor Research	Advisor Research	Director E&R	Q4 2017
9	Main principles: 36 / 40	PhD Information System	Advisor projects E&R	Advisor Research / Advisor HR / Advisor Communication	Director E&R	Q3 2017
10	Main principles 1/ 2/ 3/4/5/6 7/8/9/10	Survey Ethical and professional Aspects	HR advisor I / E&R	Advisor Research / Postdoc Network Erasmus MC	Director HR / E&R	Q3 2017

**Explanation of participants*

- Advisor HR:** Works for the department of Human Resources and is responsible for all HR related matters within a group of departments, contributes to developing all sorts of guidelines and offers support & advice on these topics.
- Advisor I / E&R:** The Human Resources (HR) advisor Internationalization and Research & Education (R&E) specialized in all international and E&R HR related matters. Responsible for the execution and implementation of the results of all actions mentioned in the Action plan.
- Advisor Career Center Erasmus MC:** Works for the department of Human Resources and is responsible for developing guidelines concerning career, recruitment, selection etc. and offers support and advice on these topics.
- Director HR:** Head of the department Human Resources. Member of the Steering group.
- Advisor Research:** Works for Research Policy (depart. of R&E, and is responsible for developing general guidelines concerning research, researchers, PhD students, Research codes etc. and offers support and advice on these topics.
- Advisor projects E&R:** Works for the department of Education & Research and is responsible for different projects concerning E&R and offering support and advice on these topics.
- Director E&R:** Head of the department of R&E. Member of the Steering group.
- Advisor Communication:** Works for the department of Communication and is responsible for developing general guidelines concerning general and specific communication and offering support and advice on this topic.
- Postdoc Network Erasmus MC:** Launched in 2011 by the Dean of Erasmus MC with the main aim to bring the postdocs and final year PhD students within the Erasmus MC together and be a liaison between the postdocs, the policy makers of the Erasmus MC, such as the Dean and Research Policy and HR.

HR Strategy for Researchers: Action plan Erasmus MC

3.3 Organization, implementation & follow up Action Plan

The director HR is responsible for the end result of all actions mentioned except actions 8 & 9 under E Research & Supervision, the director Research & Education has the end responsibility for those actions. Together they form the Steering group.

The HR advisor I / E&R is responsible for the execution and implementation of the results of all actions mentioned in the Action plan, except actions 8 & 9 under E Research & Supervision, the advisor Research and the advisor projects E&R are responsible for the implementation of these actions. They will organize different workgroups with the right experts and concerned people to make sure all actions are discussed with and executed by the right persons. They will supervise all groups to make sure there is no overlap or conflict of interests. They will report directly to the steering group. The HR advisor I / E&R is responsible for keeping the action plan up to date and is in close contact with the Postdoc network Erasmus MC during the implementation, and will be responsible for the evaluation of the actions mentioned. The responsible implementation leader, will make sure that the results of those actions are in line with the objectives of the Action Plan and part of the follow up and reviews.

The HR advisor I / E&R, is also responsible for the follow up after two years after the initial HRS4R award is granted and will submit an Internal review for the Interim Review and External Assessment of how the complete Action Plan has been implemented. He is also responsible for submitting an Internal Review after five years for the Award Renewal Phase and from there on the continuous improvement and enhanced quality and assessment phases (a three yearly cycle of renewal).

The reviews will be executed with the participation and involvement of the colleagues of HR, Research Policy, Postdoc Network and other concerned departments and colleagues within the Erasmus MC.

The implementation of the Action Plan and reviews will make sure that the Charter and the Code are being further embedded in our organization. By implementing the HRS4R the researcher who wants to work at Erasmus MC will then be assured that rights as a professional are recognized and enhanced, mobility experience is valued, work-life balance is respected, recruitment will follow a transparent process and they join a truly pan-European network consisting of research organizations and researchers.

3.4 Publication

The action plan and more information about Erasmus MC and their involvement in the HR strategy for Researchers is available on the Erasmus MC website [HR Strategy for Researchers: HRS4R](#).