

# WP2 – Best practices

## Workshop on best practices in research

# Program

# Wednesday

## Wednesday, November 6

- **09.00 – 10.15**      **Recruitment and career development**  
*Coffee break*
- **10.30 – 11.45**      **Work environment, research vs teaching**  
*Lunch*
- **13.30 – 14.45**      **Research funding, including local support**  
*Coffee break*
- **15.00 – 16.15**      **Research training, courses, schools, observing runs**
- **18.15 –**              **Dinner at 'Stationen' – <https://link.mazemap.com/N9P4U5IB>**

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# Thursday

## Thursday, November 7

- **09.00 – 10.15**      **International collaboration, surveys, infrastructure development and use**  
*Coffee break*
- **10.30 – 11.45**      **Dissemination of research, outreach h**  
*Lunch*
- **13.00 – 13.55**      **Methodology and management of data processing and analysis**
- **14.00 – 15.15**      *Attend Uppsala astronomy seminar + coffee break*
- **15.15 – 16.15**      **Informal discussions with staff in Uppsala**
- **Ca 16.15**              *Wrap-up and summary*

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# Recruitment and career development



# Planning the future

**Planning for the future requires a vision, which will define an (overall) direction.**

- **Planning by whom?**
- **Planning for whom?**
  
- **What are the goals?**  
**Is anything defined at other levels in the organization?**

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# Planning the future

**Having a goal implies one needs to define a strategy. A strategy typically consists of:**

- **A collaborative effort**
- **A situational analysis**
- **Setting priorities**
- **Concrete plans of action – activities**
- **Evaluation**

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# Planning the future

**Strategies can be either:**

- **Reactive**
  - Adopting to a changing environment
- **Proactive**
  - Initiating changes in order to modify the future environment

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# Planning the future

**Having a vision, knowing the direction and having a strategy leads to organizational benefits**

- **Provides a joint experience with context and meaning**
  - Moving rocks, or building a cathedral?
- **Motivates and inspires change and long-term thinking**
  - Enhances the work environment

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# Planning the future

## Typical questions to discuss

- **Where do you want to be in three years? Ten years? Twenty years?**
- **Can you translate your visions into a strategy?**
- **Can the strategy be realized?**
- **How do you know you are going in the right direction? Or wrong direction?**
  - Use of measurable quantities?

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# A sustainable organization

- **Relevant with a particular function**
- **Internal organizational structure agrees with internal culture**
- **Adapts to changing environments/conditions**
- **Communicates with the organizational context; provides and receives feedback**
- **Roles are defined by organizational needs and functions, not by individuals**
- **Evaluates success and deviations; takes action**

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# The role of recruitment and career development



# Recruitment as a strategy tool

**Fulfilling a strategy typically requires competence-based recruitment**

- **Which competence do you have?**
  - Why do people stay or leave?
- **Which competence is needed?**
  - Develop, recruit, reorganize, collaborate, temporary or permanent hires?
- **Which competence is not needed?**

**Recruitment strategies take time – requires a horizon of several years.**

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# Recruitment as a strategy

## Competence-based recruitment as a long-term process:

- **Attract**
- **Recruit**
- **Train and develop**
- **Retain and explore**
- **Retire**

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# Attract and recruit

- **“What do you need?” needs to be balanced against “What is available?”**
- **What can you offer? What are your strongest selling points?**
- **How do recruitments fit the strategy?**
- **There is only one first impression.**
- **How to best use all competence of new recruitments?**

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# Train, develop, retain and explore

- **Provide continuous support**
  - Advice, internal development, courses, responsibilities, rewards
- **Maintain a dialogue, conditions may change**
  - Sustainable work environment and conditions, maximize positive experiences
- **Optimize the use of the employee**
  - Are all available competences used, what can be developed further?
- **Think from the employees perspective**
  - Provide opportunities and support, even if those are outside the overall strategy

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# Retire

## Retirements, expiring positions

- **Is part of the overall recruitment process and long-term strategy.**
- **Can be taken into account in long-term planning, both on organizational and individual level.**
- **Provides opportunities**
  - Discuss within the frame of strategy.
  - Renewal is not always the best choice.

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