



UNIVERSITY OF TARTU
Tartu Observatory



UPPSALA
UNIVERSITET



AUSTRIAN ACADEMY OF SCIENCES
INSTITUT FÜR WELTRAUMFORSCHUNG



WP2 – Best practices

Workshop on best practices in research



Funded by
the European Union



UK Research
and Innovation

EXOHOST *event name; date.*

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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exohost.ut.ee



exohost@ut.ee



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