

**FNR** 05.10.2022

*Careers in research:  
Supporting Diverse Roles and  
Expertise*



# Success for research careers differs from success for research

## Success for careers

Quantity

Exceptional findings

Individual achievements

Competitive

Positive results

Sensational

≠

## Success for research

Quality

Valid, reproducible findings

Creating collaboration

Open science

Innovation

Transparency, honesty, modesty

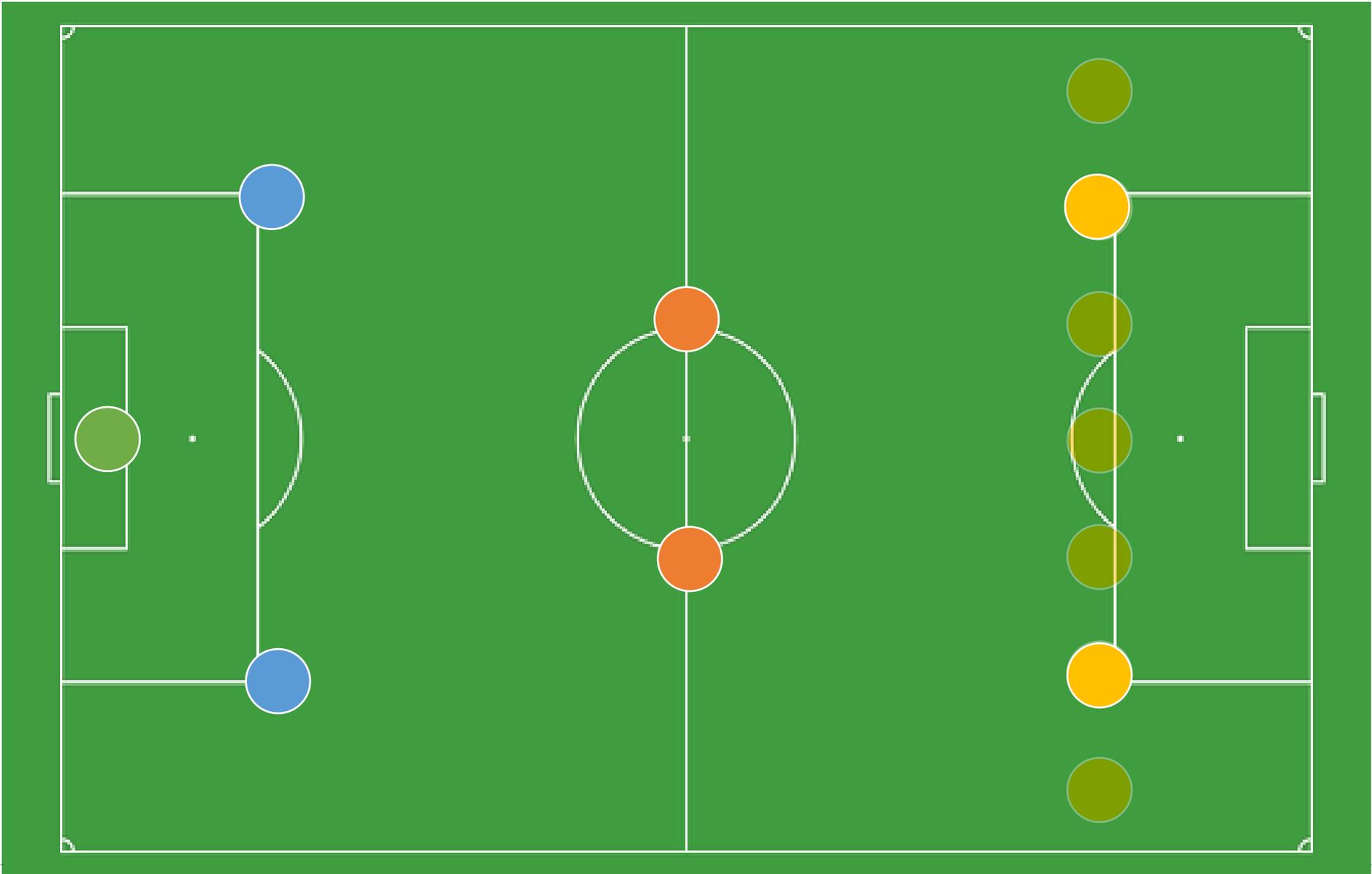
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<https://orcid.org/0000-0003-0252-2331>

# Current career structures block diversity





**Figure 1:**  
Words that researchers would use to describe research culture

Survey, n = 2839 – research community, UK and international.



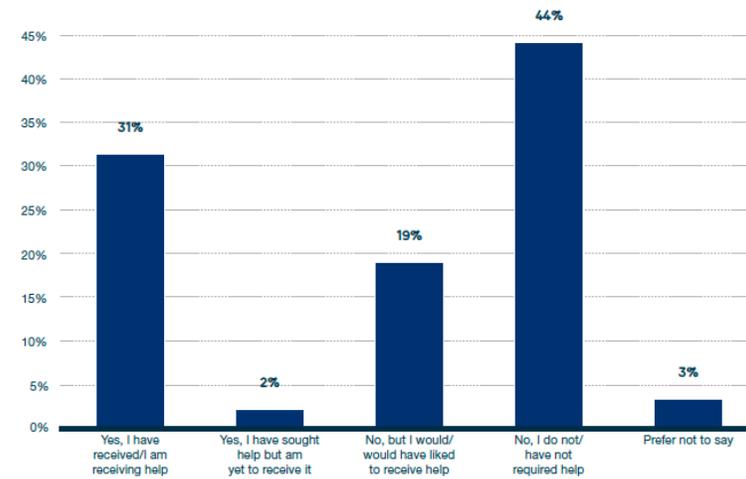
**Figure 15:**  
Researchers' views on recognition and credit

Figure 16 – online survey. Agreement statement 7-point scale.  
Disagree = 1-3, Neutral = 4, Agree = 5-7. Base n = 4065.



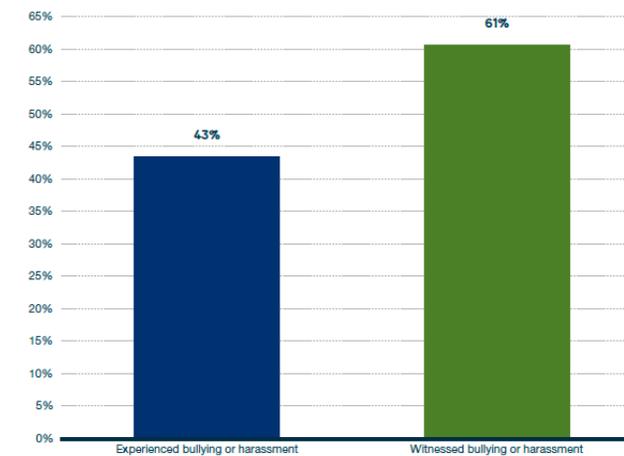
**Figure 18:**  
Whether researchers have sought or received professional help for depression or anxiety during their research career

Survey, n = 4162 – research community, UK and international.



**Figure 11:**  
Researchers who have witnessed or experienced bullying or harassment

Survey, n = 4167-4169 – research community, UK and international.





PhD Students



Post Doc



Faculty researchers



Lab Technicians



Ex-Researchers

## Responsibilities for change

Institution Leaders



Policy Makers



Research Funders



Editors/Publishers



Research Integrity  
Offices





PhD Students

Post Doc

Faculty researchers

Lab Technicians

Ex-Researchers

Institution Leaders

Policy Makers

Research Funders

Editors/Publishers

Research Integrity Offices



Nobody feels able to change

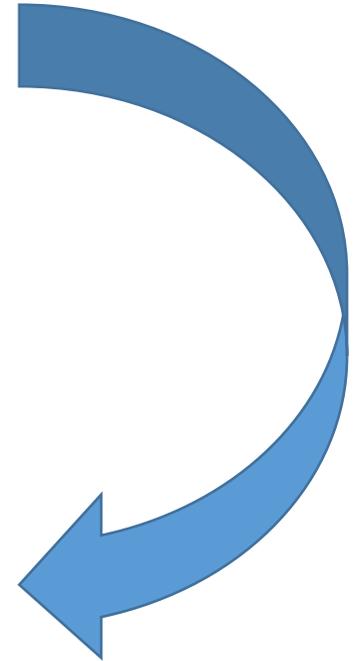
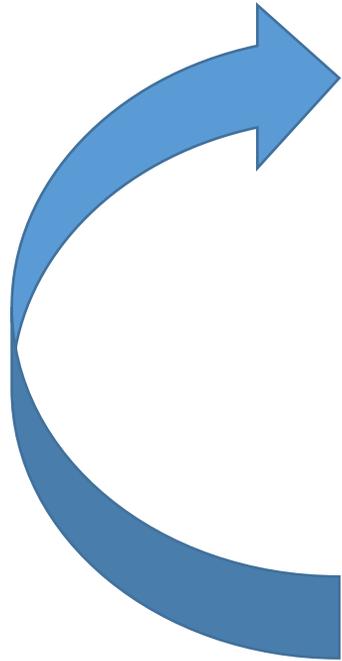
First mover's disadvantage

Lack of dialogue between stakeholders

Lack of coordination between stakeholders

## So what do we do?

- **How do we broaden what we value and reward in research?**
- **How do we support a more diverse set of roles and careers?**
- **How do we work together to create systemic change?**





Ottoline Leyser  
UKRI CEO

“If you ask your nephew what they want to do when they grow up, they say they want to experiment, explore, and discover, not that they want an H-index of 60.”



Marc Schiltz  
FNR Secretary  
General

“When we talk to researchers and ask about their recent achievements: it shouldn’t be that they published two articles in Nature, but rather the nice science they have done and their contributions to the community and broader public.”



**Résumé for Research and Innovation (R4RI), a Narrative CV Approach: The what, why and how organisations can engage with it.**

Changing what is visible and valued in research and innovation.

<https://r4ri.ukri.org/>

Research culture encompasses the behaviours, values, expectations, attitudes and norms of our research communities. It influences researchers' career paths and determines the way that research is evaluated, conducted, and communicated.

Based on: <https://royalsociety.org/topics-policy/projects/research-culture/>



<https://royalsociety.org/science-events-and-lectures/2016/09/early-career-researcher-conference/>

# Culture is underpinned by values!



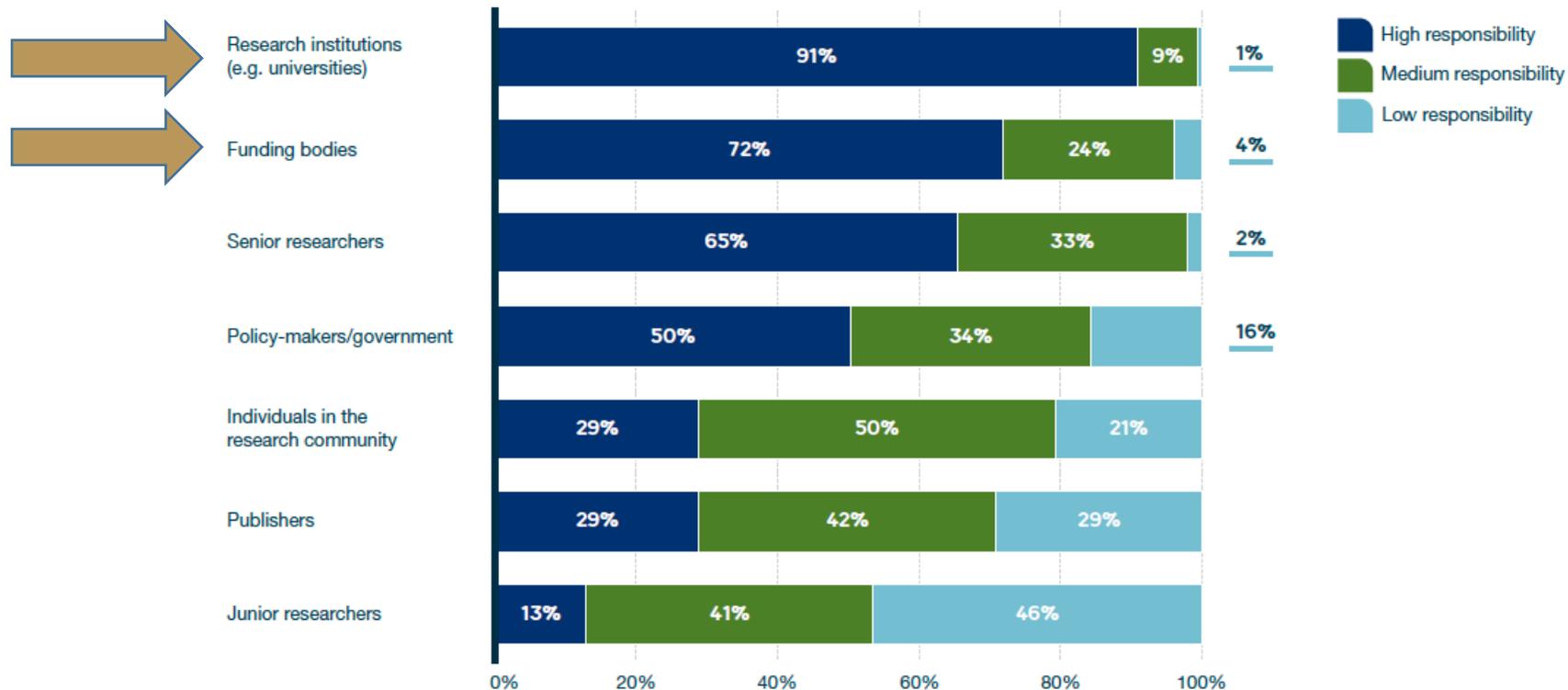
**All we do should be grounded here!**

<https://www.scienceeurope.org/our-priorities/research-culture/research-values-framework/>

# What is Research Culture?

**Figure 20:**  
How much responsibility researchers think different groups should have for changing research culture

Survey, n = 4079-4110 – research community, UK and international.



[at-we-do/our-work/research-culture](https://www.wellcome.org.uk/at-we-do/our-work/research-culture)

# Shifting Research Culture



Credit: Karen Stroobants



## **Towards a reform of the research assessment system**

- **4 core commitments:**
  - Supporting diverse needs/activities in research, more qualitative evaluation, abandoning inappropriate use of metrics and rankings
- **6 supporting commitments:**
  - Commit resources to reform, review/develop current processes, raise awareness, exchange with others, communicate progress
  - Ensure all practice/criteria/tools are grounded with research/evidence-based

- **350+ organizations from 40+ countries**
- Multiple stakeholder feedback rounds
- **Signature collection starting Sept. 28**

[https://eua.eu/downloads/news/2022\\_07\\_19\\_rra\\_agreement\\_final.pdf](https://eua.eu/downloads/news/2022_07_19_rra_agreement_final.pdf)  
<https://eua.eu/news/922:reforming-research-assessment-the-agreement-is-now-final.html>  
[https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/process-towards-agreement-reforming-research-assessment-2022-01-18\\_en](https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/process-towards-agreement-reforming-research-assessment-2022-01-18_en)

Because we believe researchers are more than a paper-publishing machine.



Open Access Policies: Plan S & Open Access Fund, ORCID integration, Data Management Plans

**Narrative CVs,**  
New FNR Awards categories:  
Outstanding Mentor,  
Outstanding Scientific Achievement



LU Research Culture Working Group,  
DORA Funder's Group,  
Science Europe Working Group on Research Culture

Gender Working Group,  
CORE Junior

From <<https://sfdora.org/2020/08/18/the-intersections-between-dora-open-scholarship-and-equity/>>

Developing  
Open RRA  
resources

## Video: “Balanced, broad, responsible: A practical guide for research evaluators

- An open resource for all, from DORA/FNR
- Goal: Fostering a holistic evaluation process to improve the quality of science
- Shown at the beginning of every FNR panel and sent to all FNR evaluators



**BALANCED, BROAD, RESPONSIBLE**  
**A practical guide for research evaluators**

**WHY DO WE NEED TO SHIFT RESEARCH EVALUATION?**

Research assessment is a central aspect of research culture. Focusing only on shorthand or quantitative criteria favors a narrow view of research. The way we assess research needs to move forward through trial and evaluation of new ideas, just like research itself!

**A MORE HOLISTIC SYSTEM WILL IMPROVE THE QUALITY OF SCIENCE, AND REQUIRES EXPANDING THE DEFINITION OF RESEARCH OUTPUT, QUALITY, AND IMPACT!**

**Six practical tips for fostering a more holistic evaluation process**

1. Align your decision making to the strategic objectives and specific criteria of the funding institution or funder.
2. Be clear about the context and limitations of any quantitative metrics used and balance them with qualitative parts of the proposal.
3. Look broad instead of narrow to capture the full range of a researcher's contributions, including activities beyond publications and grants. (e.g. Open Science, teaching and mentoring, service to the research community, societal interaction, and others)
4. Be aware of unintended biases (e.g. Gender, ethnicity, seniority, affiliation, discipline, or others) that arise from scientific and cultural stereotypes.
5. Foster personal and group accountability for responsible research assessment during evaluation.
6. If you are not sure whether you have a conflict of interest or not, ask the funding institution for guidance.

**HOW CAN YOU SPREAD THE WORD AND HELP FOSTER A MORE HOLISTIC EVALUATION PROCESS?**

The video can be used as a resource in many ways

FUNDERS	INSTITUTIONS	RESEARCHERS
<ul style="list-style-type: none"> <li>Supporting peer review guidelines and other funding-scheme specific documentation.</li> <li>Sharing in communication with evaluators (reviewers and panel members).</li> <li>Screening at panel meetings and other group evaluation events.</li> <li>Screening at webinars and information sessions for applicants.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting institutional checks for research proposals.</li> <li>Supporting internal evaluation processes (e.g. recruitment and promotion).</li> </ul>	<ul style="list-style-type: none"> <li>Preparing grant proposals.</li> <li>Peer reviewing work for recruitment, promotion, and grant funding.</li> <li>Sharing with your colleagues.</li> </ul>

 [dora.org](https://www.dora.org) @DORAassessment  
 [www.fnr.lu](https://www.fnr.lu) @FnrLux

QR code: SCAN FOR VIDEO

[https://www.youtube.com/watch?v=NIutQj\\_nppE](https://www.youtube.com/watch?v=NIutQj_nppE) <https://www.fnr.lu/new-video-resource-for-funders/>

Recognizing  
good  
mentorship  
and broader  
achievements



## FNR Awards categories:

1. Outstanding Scientific Achievement – *Recognizing impact beyond publications*
2. Outstanding Promotion of Science to the Public – *Recognizing outreach*
3. Outstanding PhD Thesis – *Recognizing good PhD training*
4. Outstanding Mentor – *Recognizing good mentorship*

Changing  
our policies

A researcher is more than a list of publications!



In 2018, the FNR has signed the **DORA declaration** to improve the ways in which researchers and the outputs of scholarly research are evaluated.

**We have changed our policies/processes in the following ways:**

- Explicitly discourage applicants from using **metrics** in applications
- Foster **Open Access** – a requirement for all FNR-funded publications
- Narrative CV – Encourage applicants to list **a range of research outputs**
- **Data Management Plans** now required for all FNR-funded projects
- Training and guidance for **applicants, reviewers, and panel members**

## Narrative CV – Why did we do it?

To increase potential diversity of research ideas and pathways

Metrics

Quantitative  
information

Traditional outputs



Scientific vision and  
overall career path

Potential of  
researcher based  
on academic age

Broad contributions  
to science and  
society



## How was it developed?

### THE ROYAL SOCIETY

#### Research culture: Résumé for Researchers

The Résumé was developed through both internal and external engagement made possible with the help and input of people from across the system.

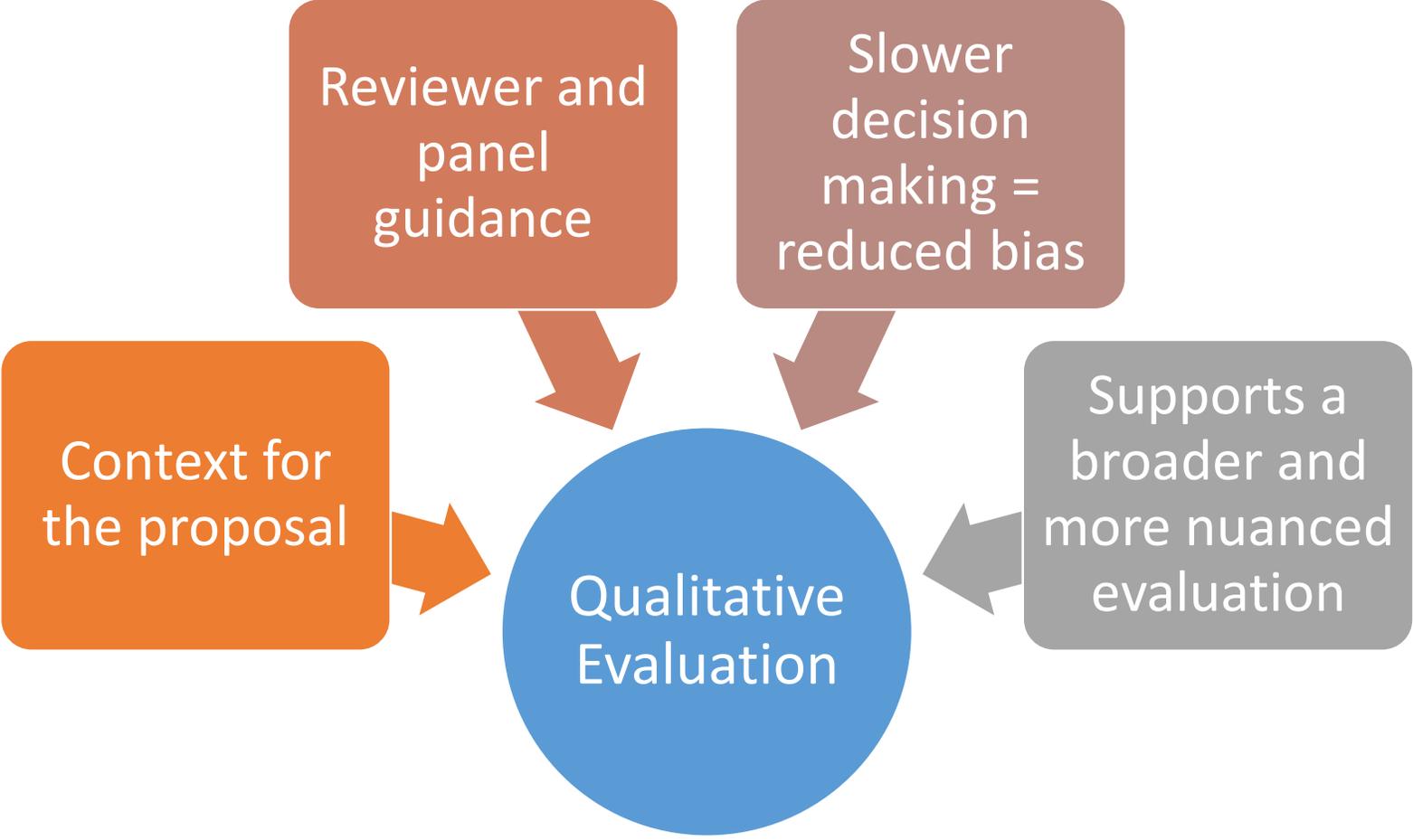
- **Contributions to:**
  - Generation of knowledge
  - Development of individuals and teams
  - The R&I community
  - Broader society

As well as:

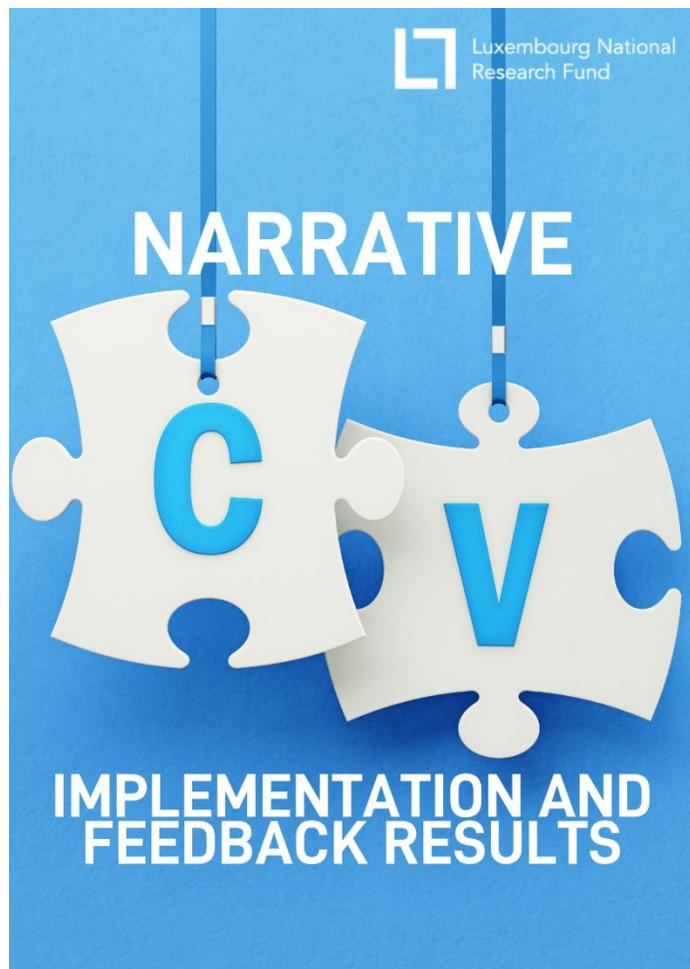
Space for a personal statement, research vision, motivation for your work/career

Space to outline career progression, including career breaks, related non-research activities, etc...

**How is it evaluated?**



## Narrative CV Implementation and Feedback results (2021)

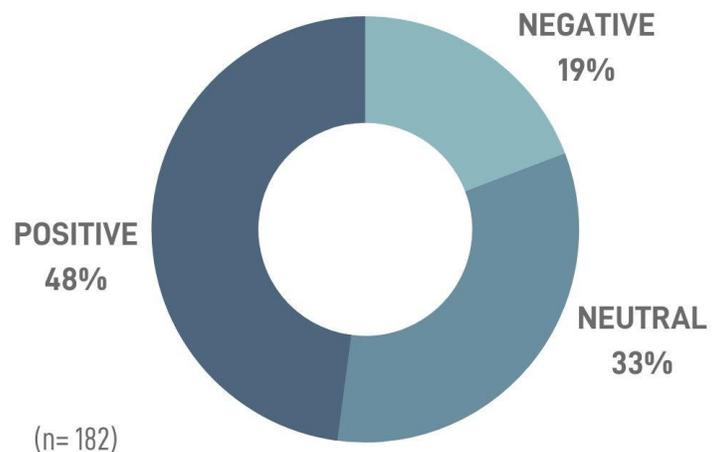


- Goal: To understand if we are achieving our goals with the Narrative CV, and to get a temperature check
- Report and Raw Dataset with quantitative and free-text responses (anonymized)
- Feedback from applicants, reviewers, panel members
- **Second report from 2022 coming soon, preliminary data in next slides!**

<https://www.fnr.lu/narrative-cv-implementation-and-feedback-results/>

# What have we learned (2021)?

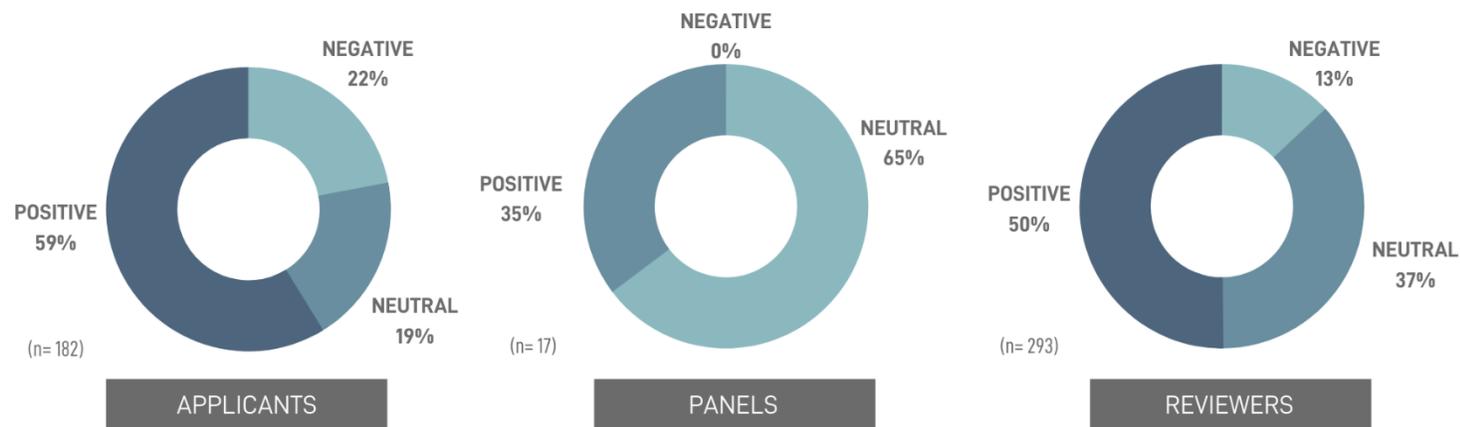
How satisfied are you with the new CV template?



Researchers are generally OK with this format...

But we need to do a better job with guidance!

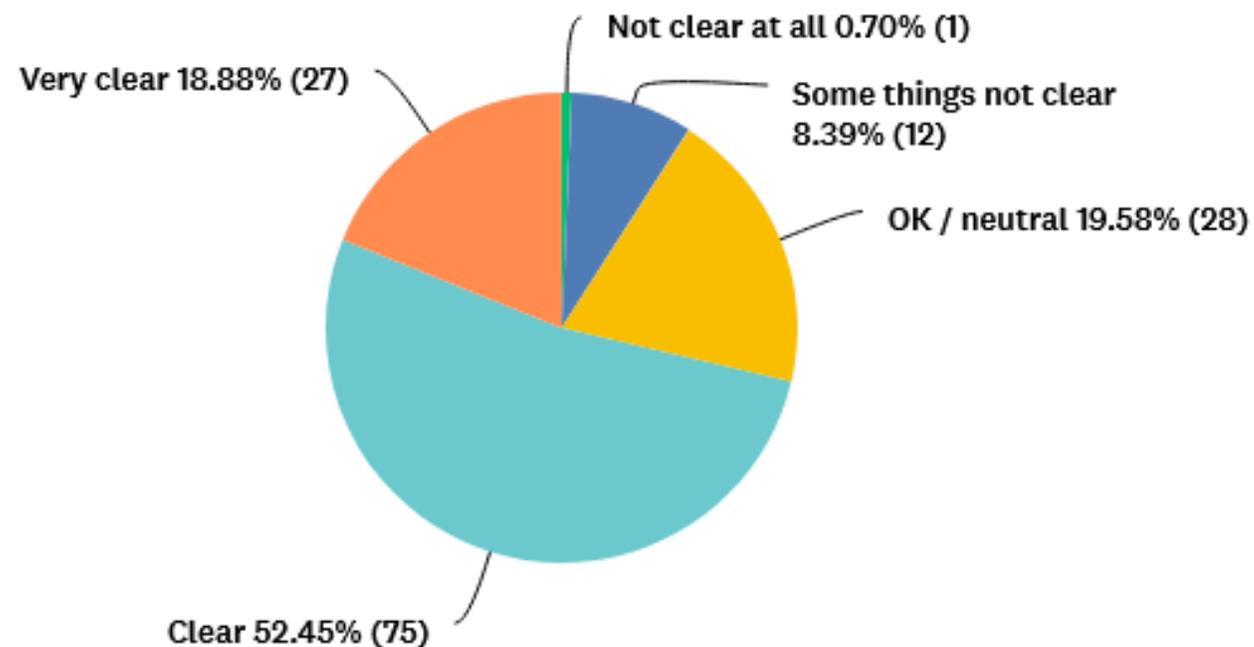
How clear were the instructions and guidance?



## Preliminary Results – Guidance for Applicants (2022)

How clear were the instructions and guidance provided by the funder for filling out the narrative profile ?

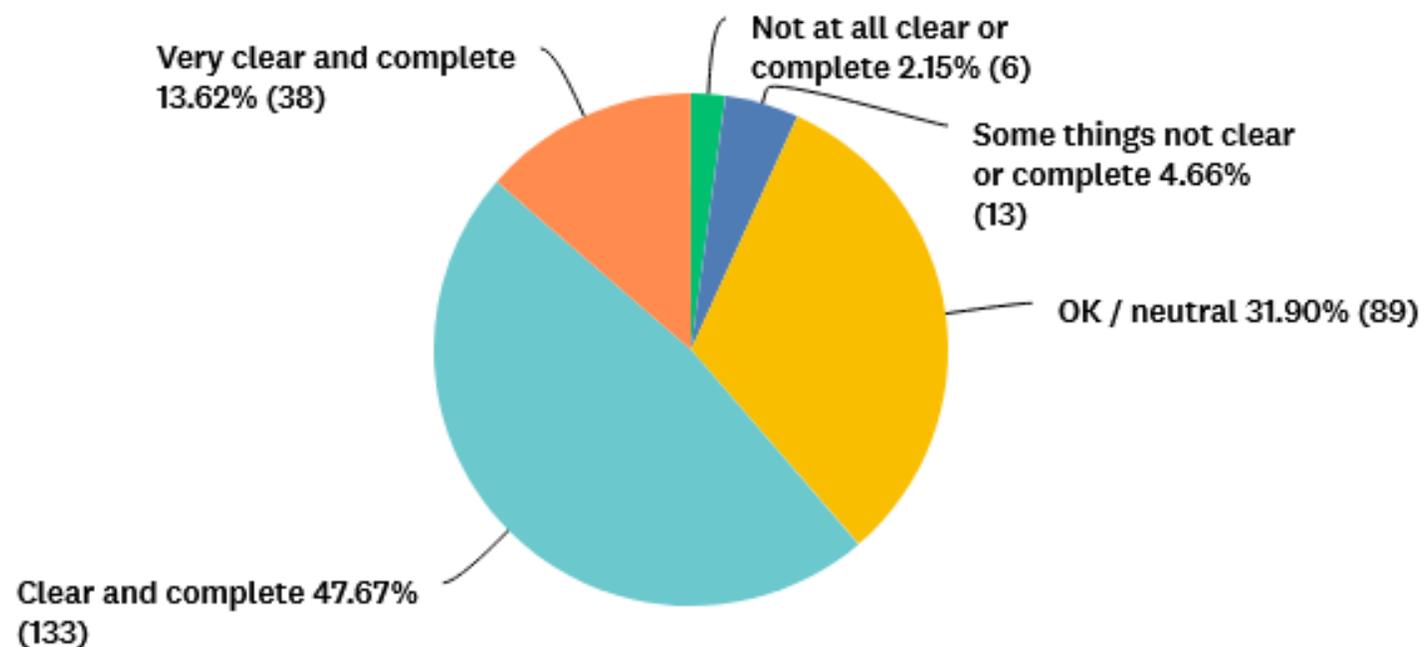
Answered: 143 Skipped: 1



## Preliminary Results – Guidance for Reviewers(2022)

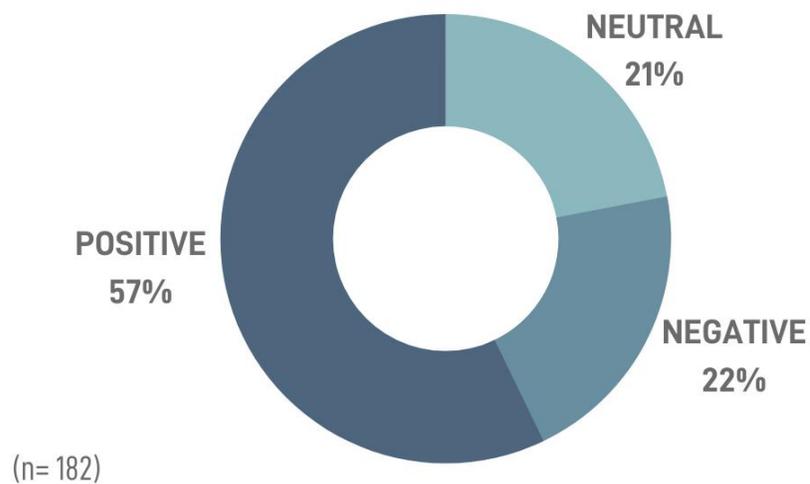
How clear and complete was the guidance from the funder for using the narrative profile in your evaluation?

Answered: 279 Skipped: 0

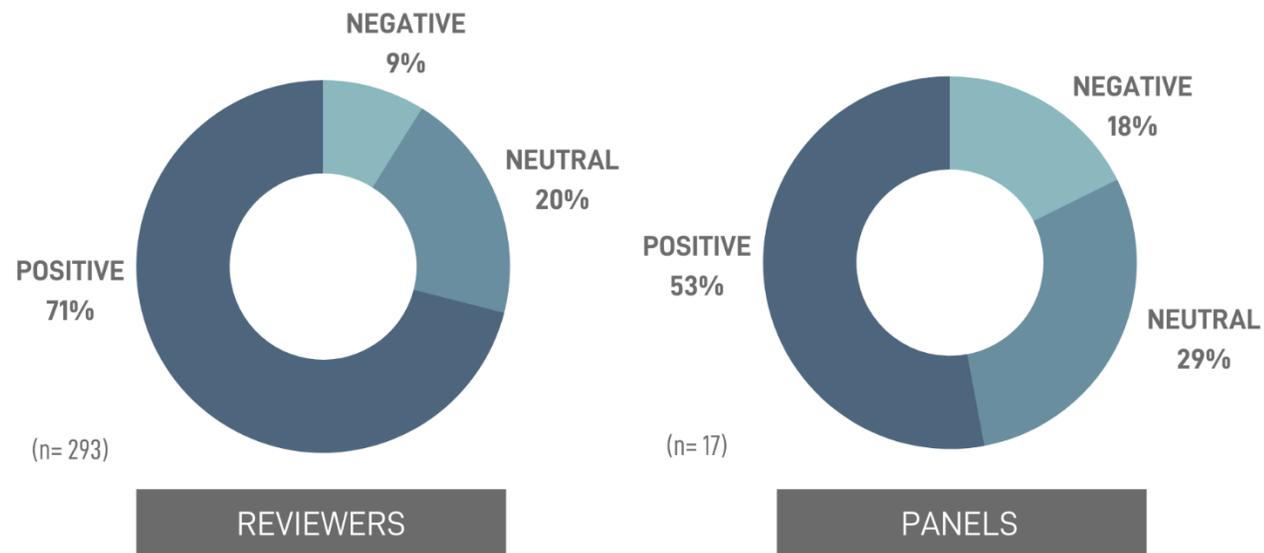


## What have we learned (2021)?

How well do you think the CV allows for your achievements as a researcher to be demonstrated and valued?



How useful was the CV in your evaluation of the proposal?

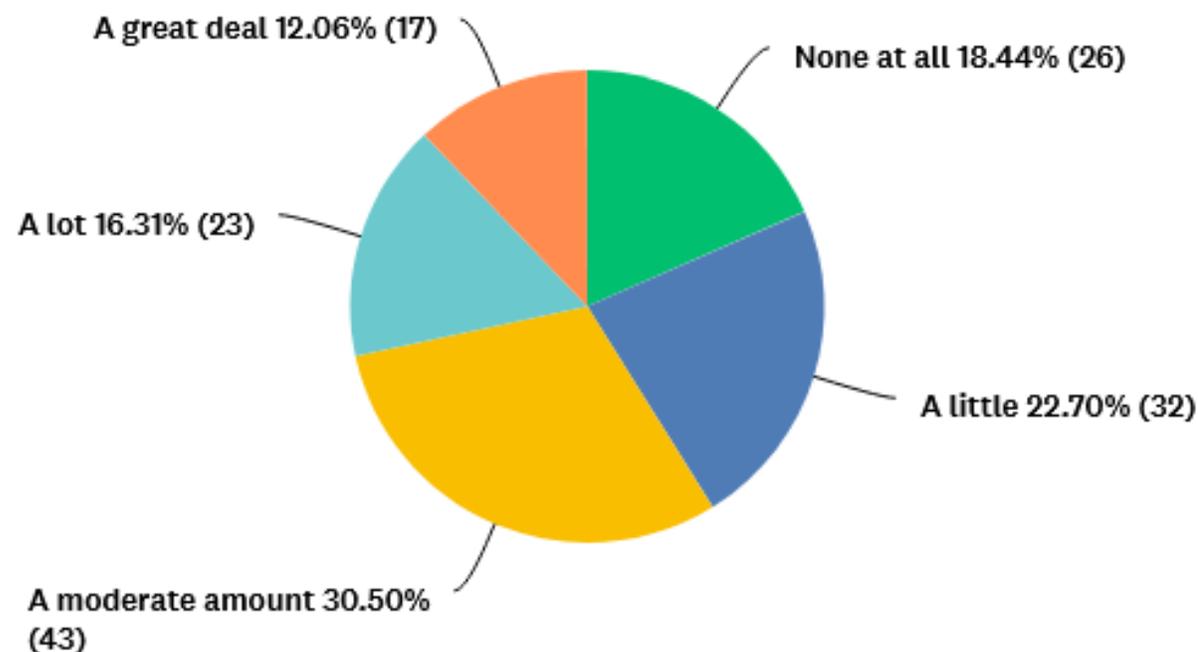


**The international community  
is embracing this change!**

## Preliminary Results – Applicants (2022)

How much support did you receive when completing the narrative profile, from your host institutions or others having experience with narrative-style CVs?

Answered: 141 Skipped: 3



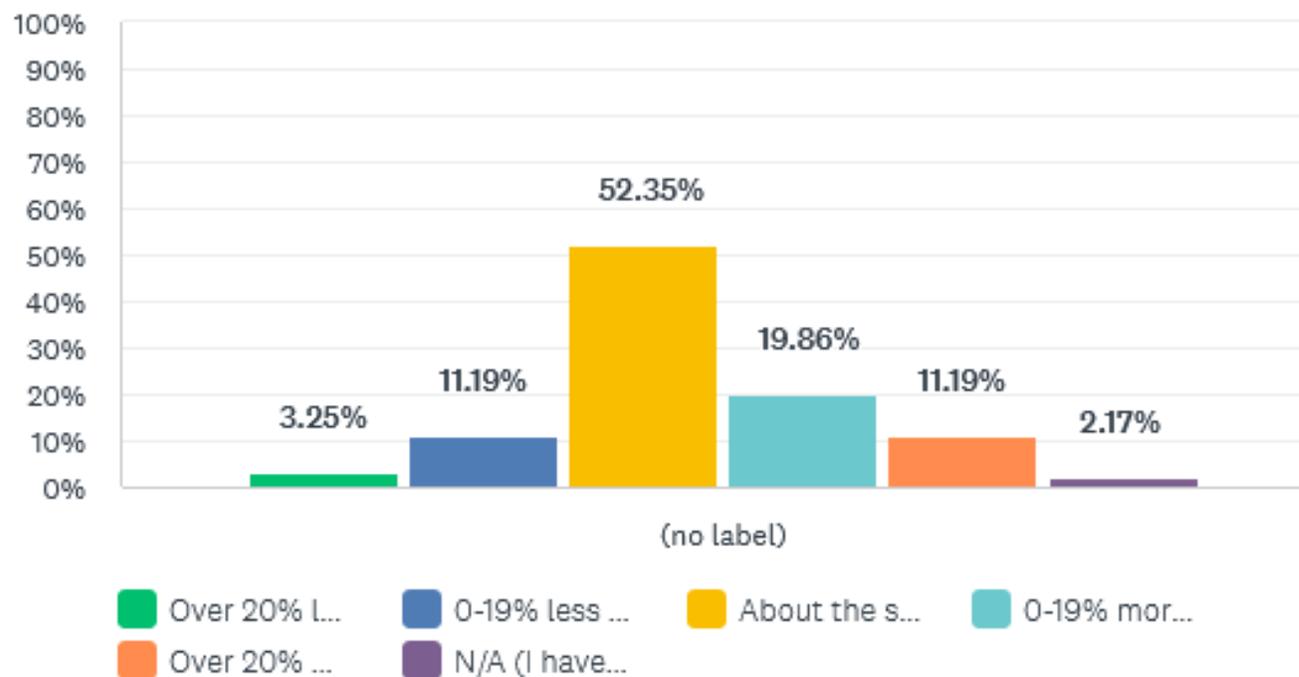
## Examples of critical free-text feedback

- **Applicant: Not enough space to put all achievements in, or show my metrics**
  - The goal of a narrative CV is to move away from valuing quantity and proxy measures
- **Applicant/Reviewer: ORCID (or similar) can still show publications and journals, so this is still in the evaluation**
  - Change takes time, and we aren't forbidding anything. We are only trying to shift the focus.
- **Applicant/Reviewer: Narrative form will benefit those with good writing skills**
  - This is the same for a proposal – those with the most support/skill will have the most coherent document
  - Funders are working on understanding biases and adapting evaluation to minimize them
- **Applicant/Reviewer: Narrative CV takes more time to write/evaluate**
  - Yes, and this is ok. We want to evaluators to slow down decision making and make researchers reflect on their broad achievements
  - We are working on reducing burden in other areas (e.g. project reporting)
  - **This isn't fully true. We have data!**

## Preliminary Results – Reviewers (2022)

Compared to an application with a traditional CV, how much time did the applications with the narrative profile take to review?

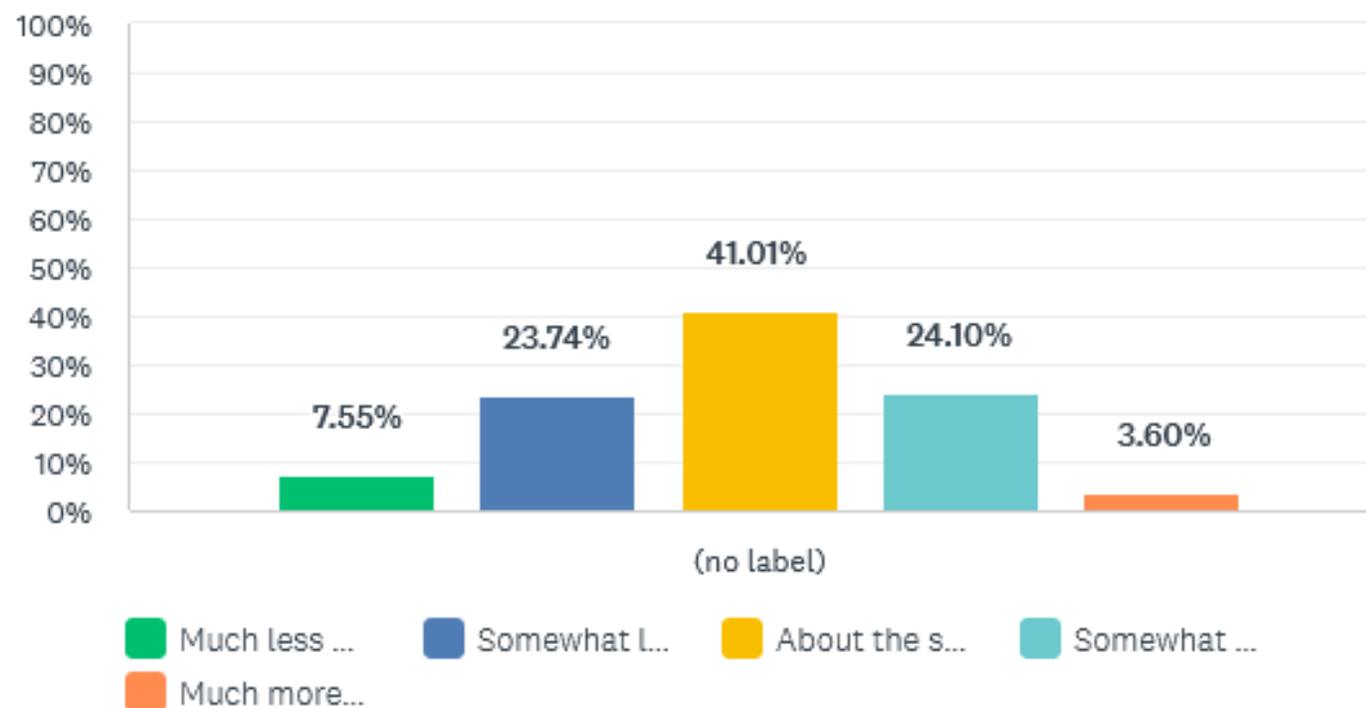
Answered: 277 Skipped: 2



## Preliminary Results – Reviewers (2022)

Compared to an application with a traditional CV, do you feel the narrative profile is more or less difficult to assess?

Answered: 278 Skipped: 1



## So what do we do?

- **How do we broaden what we value and reward in research?**
- **How do we support a more diverse set of roles and careers?**
- **How do we work together to create systemic change?**

## Next Steps and some crazy ideas

### Hiring, Promotion, Assessment

- Use of broader assessment criteria (e.g. around Narrative CVs)
- Rethinking recognition and rewards

### Diversity

- Increase diversity of hiring and assessment panels
- Shifting focus from “traditional outputs” in assessment

### Career Precarity

- Team-science based career structures
- Rethinking “traditional” paths (e.g. virtual mobility)

# So what do we do?

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- How do we support a more diverse set of roles and careers?
- **How do we work together to create systemic change?**

# Striving for responsible research funding cultures



**RESEARCH CULTURE**  
Empowering researchers with  
a thriving research system  
integrated in society

**Joint Funders Group**

Supported by



**Communities of  
practice exist!**



Funder Discussion Group



**Towards a reform of the  
research assessment system**



# Thank you for your attention!

