



Monitoring and reporting of progress on HRS4R

HRS4R at Hasselt University



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Introduction



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Introduction

- Young university
- 2 campuses
- 6 research institutes
- 6 faculties



Facts & figures

FACTS & FIGURES	
Students	6.395
Doctoral students	522 (of which 38% international students)
Total researchers (= staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research)	712.72
Campuses	2
Bachelor programmes	17
Master programmes	23
Faculties	6
Research institutes	6
Research priorities	6

Facts & figures



Times Higher Education ranked the best 'small universities'. In that ranking Hasselt University achieved the 15th spot.



In the THE-ranking of universities established between 1967 and 1985 (Generation X) we hold the 41st spot.



Hasselt University is ranked 73rd in the Times Higher Education-ranking of universities younger than 50 years.



Introduction

- Importance of research careers
- First Flemish universities
 - → Charter for Researchers and the Code of Conduct for the Recruitment of Researchers from the European Commission (2007)
 - → HR Excellence in Research from EC (2011)

Introduction – HRS4R

Practice: Internal collaboration **HR** and **research** dept.

- 2011 - Hasselt University receives label HR Excellence in Research
- 2014 - mid-term evaluation
- 2017 - institution-wide stakeholder consultation
- 2017 - self-evaluation
- 2018 - new action plan submitted to the European Commission
- 2018 – working to renew HR Strategy for Researchers label

HR EXCELLENCE IN RESEARCH

Hasselt University has a long tradition of paying attention to research careers. In 2007 the university was one of the first Flemish universities to subscribe the Charter for Researchers and the Code of Conduct for the Recruitment of Researchers from the European Commission. On 1 April 2010, the Hasselt University Board of Deans expressed its wish to achieve the recognition of HR Excellence in Research from the European Commission. As first of all Flemish universities, Hasselt University obtained this recognition in 2011.

To renew our HR Strategy for Researchers label, the HR Department and the Research Coordination Office have organised an institution-wide stakeholders meeting on 27 September 2017. Researchers of all stadia of the research career were invited to conduct a gap analysis and formulate their advice regarding a new action plan. This action plan has been submitted to the European Commission on 26 January 2018 en is to be found on this web page.

HR Strategy for Researchers 2011-2017

[Action plan](#)

[First self-assessment report 2014](#)

[Second self-assessment report 2017](#)

HR Strategy for Researchers 2018-2021

[Action plan](#)



HR EXCELLENCE IN RESEARCH



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Today's programme



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Today's programme

- ***Monitoring and reporting on progress***
 - ***1) Monitoring***
 - *Who is the monitor?*
 - *How does the monitor monitor?*
 - *Self-assessment (gap analysis)*
 - *Stakeholders group*
 - ***2) Reporting***
 - *Who is the reporter?*
 - *How does the reporter report?*
- ***Critical analysis***
- ***Benefits for our University***

Monitoring progress



WHO is the monitor?



- Implementation committee
 - HR department (lead)
 - Research Office
 - Internationalisation
- Integration planned actions in Policy plans HR, R&I, internationalisation
- Policy plans contain Strategic/operational goals – monitored by relevant departments.

HOW does the monitor monitor?

- **MACRO level** (*implementation committee*)
 - translate actions into the policy plans
 - “pull strings”
- **MICRO level** (*departments*)
 - implementation of policy plans
 - Two examples

Example 1: Doctoral Schools

- HRS4R action plan 2011-2017

Action	Description action	Responsibility	Deadline
Action15 (C&C 28, 30, 39)	The Research Coordination Office establishes with the faculty of Sciences and the Faculty of Business Economics and the integration associated faculties two additional doctoral schools, with an optimized support to PhD students preparing their doctoral project, useful information about the labour market and adequate training to position themselves on that market	Board of University	1 st quarter 2014



Example 1: Doctoral Schools

2 - Policy plan Research and Innovation 2011-2016

(2) Research/science is about talent

S02: Hasselt University aims at providing a high-quality research environment. This means that every research entity is shaped as a healthy pyramid in terms of junior and senior researchers and specialised technical personnel. New research talent receives the necessary training in the Doctoral Schools, focusing on the development of academic, more generic ("transferable") and business skills and an eye for valorisation. Talented young researchers, through appropriate embedding in the organisational structure and a clear career perspective, get the opportunity to develop via the tenure track policy and to optimally function. The expertise of the emeriti is also called upon actively by the research groups, whenever possible and useful.

O01 In the period 2011-2016 the Doctoral Schools become operational, in line with the Flemish policy regarding the doctoral schools. Within the Schools doctoral students are counselled and formed, with adequate space and attention for the individual talents and preferences of each researcher. To this end seminars and workshops will be presented on specific topics in different areas of expertise, generic ("transferable") and business skills and valorisation.

Example 1: Doctoral Schools

3 – Monitor progress 2014 (mid-term evaluation 2014)

2.5 Career guidance and advice

Action 15	The Research Coordination Office establishes with the faculty of Sciences and the Faculty of Business Economics and the integration associated faculties two additional doctoral schools, with an optimized support to PhD students preparing their doctoral project, useful information about the labour market and adequate training to position themselves on that market	Deadline: 1st quarter 2014 Responsibility: Board of University Status: mid term
The doctoral school for Science & Technology (WET, IIW) has been established in February 2013. The doctoral school for Behavioral Science & Humanities (BEW, REC, ARK) is planned early next year.		

4 – Monitor progress 2017 (self-assessment 2017)

Action 15 <i>Establishment of two doctoral schools, with optimised support for PhD students preparing their doctoral project, providing them with useful information about the labour market and adequate training on how to position themselves on that market.</i>	Q1 2014	Research coordination office	<i>The doctoral school for Medicine & Life Sciences was set up in February 2011. The doctoral school of Sciences & Technology was established in February 2013 The doctoral school of Behavioural Sciences & Humanities was launched in April 2014.</i>	completed
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EXAMPLE 2: implementation and continuous optimization of the “Management of Vacancies”

- HRS4R Action plan 2011-2017

Action	Description action	Responsibility	Deadline
Action 4 (C&C 13, 15)	The computer department creates a suggestion tool for international vacancies	Research coordination office	2 nd quarter 2012

Action	Description action	Responsibility	Deadline
Action 5 (C&C 15)	The computer department creates an electronic applicants' file	Human Resources Department	4 th quarter 2012

EXAMPLE 2: implementation and continuous optimization of the “Management of Vacancies”

VACATURES

De Universiteit Hasselt is voortdurend op zoek naar gemotiveerde medewerkers. Onze lijst met vacatures wordt regelmatig vernieuwd. Consulteer daarom regelmatig deze pagina.

Administratief en technisch personeel (ATP)

Management, administratieve en technisch ondersteunende functies

beschrijving	%	einddatum
 <u>administratief medewerker contractbeheer</u> vacaturenr.178/33/065	80%	20/03/2018

Bijzonder academisch personeel (BAP)

Doctoraatsbursalen, navorsers, doctor-navorsers

beschrijving	%	einddatum
 <u>doctoraatsbursaal Beleidsinformatica</u> vacaturenr.178/35/025	100%	31/03/2018
 <u>doctoraatsbursaal in de onderliggende mechanismen van motorische controle, cognitie en motorisch leren in relatie tot rijgedrag</u> vacaturenr.178/35/026	100%	30/04/2018




EXAMPLE 2: implementation and continuous optimization of the “Management of Vacancies”

- Online application tool

Login

Welcome at the application page from Hasselt University.




Please register here as a new applicant.

Contact: jobs@uhasselt.be - 32-11-268585

Please be informed that only fully completed application files will be taken into account.

Your data are treated confidentially and will be kept in our database for two years.
Hasselt University will use your data only for recruitment..

Owing to its small size, Hasselt University and its employees are building up to an organisation together where it is a pleasure to work. Qualities are the only means by which people are measured. Gender, ethnicity, handicap, nationality and age are not taken into consideration.



Already registered?

Please log in to consult your application(s) or to apply for a new vacancy.

E-mail : *

Password : *

[Forgot password](#)

Reporting progress



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WHO is the reporter?



THREE STEP PROCEDURE:

- Internal review HRS plan by implementation committee
- **Stakeholder analysis**
- Finalized report by implementation committee

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review:

Hasselt University

Organisation's contact details: Yves Soen, HR Director, yves.soen@uhasselt.be.

Web link to published version of organisation's [HR Strategy and Action Plan](#).

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

<https://www.uhasselt.be/human-resources>

SUBMISSION DATE TO THE EUROPEAN COMMISSION:


Self-assessment (internal review)

Self-assessment

Timing, responsible unit, target
= when, who, what?

Actions

Evaluation

Title action	Timing	Responsible Unit	Indicator(s) / Target(s)	Current status
Action 1 basic information about working conditions and career prospects at Hasselt University on the vacancy website	Q1 2012	HR Department	https://www.uhasselt.be/human-resources	Completed, but updating as an ongoing process (see OTM-R principles)
Action 2 The most relevant regulations and documents for foreign researchers are listed and translated into English.	Q2 2012	HR Department Research coordination	Essential information for foreign researchers on the Hasselt University website is also available in English. 	Completed, but updating and extending to more documents is an ongoing process
Action 3 Development of a new welcoming structure, aligned to several target groups.	Q4 2013	HR Department and other departments	New staff are invited to attend an introductory session at the HR Department on their first working day. This focuses on general information and includes an overview of personnel-related internal regulations. After this general introduction, the employee will be further introduced to the faculty or department. To ensure a broader view of the University, faculties, institutions and departments and to make sure that every new employee is informed about important topics (for example safety instructions), a group introduction for new staff is a valuable practice.	Still need to integrate several initiatives in one over-all structure



Stakeholders consultation

Stakeholder analysis - WHO



Stakeholder analysis - WHO



Stakeholder analysis - WHO



Stakeholder analysis - WHY

- Bottom-up input researchers themselves
- Broad support for the planned HRS4R actions
- Increase internal visibility of HRS4R label, policy and actions

Stakeholder analysis - HOW

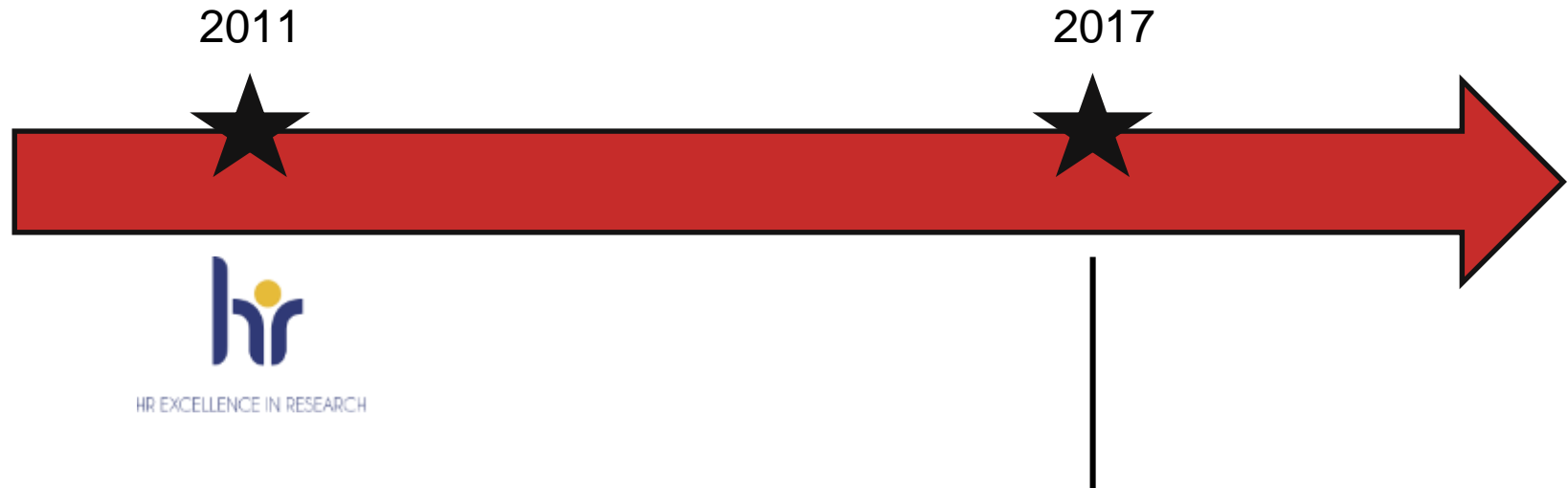
2011



HR EXCELLENCE IN RESEARCH

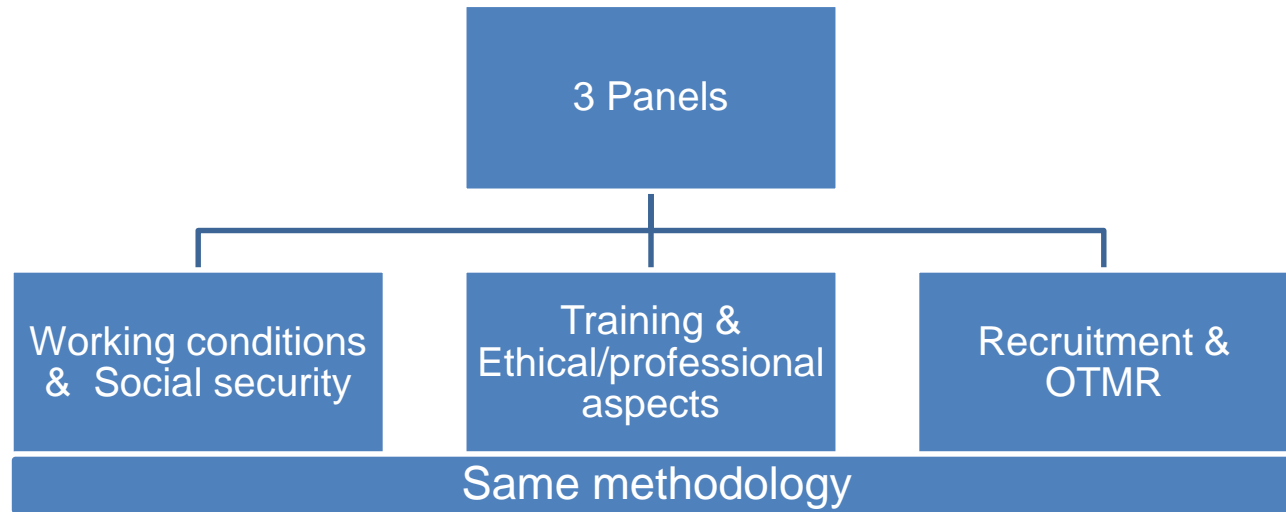
- Directors of research institutes and deans (max. 15 participants)
- Plenary: gap analysis
- Plenary: Input from participants on potential actions
- Each participant stick 4 post-its on actions of their primary concern
→ set priorities

Stakeholder analysis - HOW



- Expand researcher involvement also to non-executive level
 - Well-balanced stakeholder group with an eye on diversity
 - Plenary + three panel sessions
- new action plan in preparation of the evaluation

Stakeholder analysis - HOW



Stakeholder analysis - HOW

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<ul style="list-style-type: none">- K.B. 5 juli 1996 tot wijziging KB van 28 november 1969 tot uitvoering van de wet van 27 juni 1969 tot herziening van de besluitwet van 28 december 1944 betreffende de maatschappelijke zekerheid van arbeiders- <u>Universiteitendecreet</u>- Wet van 3 juli 1978 betreffende de arbeidsovereenkomsten	<ul style="list-style-type: none">- ZAP-statuuut herschreven- AAP-statuuut momenteel herschreven- BAP-statuuut: herschrijving gepland- <u>doctoraatsreglement</u>- nieuw beleid t.a.v. <u>postdocbursalen</u>	<ul style="list-style-type: none">- pensioenen van internationale onderzoekers: niet best geregeld. Europa groepsverzekering laten ontwikkelen die het pensioen van internationaal mobiele onderzoekers zeker willen stellen.- aandachtspunt bursalen: werknemer vs. student. Meer duidelijkheid hierin brengen, ook naar de bursalen toe. Aantal stappen gezet in het verleden (vakantiegeld, ouderschapsverlof, ...) die niet <u>terugdraaibaar</u> zijn. Wel duidelijkheid scheppen over het statuuut naar doctoraatsbursalen toe. Idem voor andere statuten (BAP, AAP).	

From stakeholder input to action plan

- Implementation committee
 - Prioritize
 - Attribute responsible unit
 - Attribute timing

Reporting TO...?

- European Commission
- Board of Deans
- Board of Directors
- Internal media

Critical assessment & challenges



Critical assessment & challenges

- Organisation stakeholder event = time consuming
- Involvement researchers = time consuming for researchers
- Eventual action plan: deadline / check with researchers and depts
- Timing of action plan: estimate
- Communication between the departments involved and to the researchers
- Need for adequate monitoring systems in order to set clearer quantitative targets and monitor progress.

Critical assessment & challenges

- For the future?
 - Implementation Committee on a structural basis (once a year)
 - Need for a quarterly management (evaluating per quarter):
 - What are we planning to do the next quarter?
 - What did we do the last quarter?

Benefits for the organisation



Benefits for the organisation

- Quality label
- May become mandatory/exclusion criterion in H2020
- This label obligates us to work and actively reflect on a HR policy towards researchers
- Helps to determine the HR priorities of our university

Questions?

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Thank you.



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