Monitoring and reporting of progress on HRS4R

HRS4R at Hasselt University
Introduction
Introduction

- Young university
- 2 campuses
- 6 research institutes
- 6 faculties
## Facts & figures

<table>
<thead>
<tr>
<th>FACTS &amp; FIGURES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>6,395</td>
</tr>
<tr>
<td>Doctoral students</td>
<td>522</td>
</tr>
<tr>
<td>(of which 38% international students)</td>
<td></td>
</tr>
<tr>
<td>Total researchers</td>
<td>712.72</td>
</tr>
<tr>
<td>(= staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research)</td>
<td></td>
</tr>
<tr>
<td>Campuses</td>
<td>2</td>
</tr>
<tr>
<td>Bachelor programmes</td>
<td>17</td>
</tr>
<tr>
<td>Master programmes</td>
<td>23</td>
</tr>
<tr>
<td>Faculties</td>
<td>6</td>
</tr>
<tr>
<td>Research institutes</td>
<td>6</td>
</tr>
<tr>
<td>Research priorities</td>
<td>6</td>
</tr>
</tbody>
</table>
15

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

41

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

73

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
  - 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 and 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
Today’s programme
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

<table>
<thead>
<tr>
<th>Action</th>
<th>Description action</th>
<th>Responsibility</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action15 (C&amp;C 28, 30, 39)</td>
<td>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</td>
<td>Board of University</td>
<td>1st quarter 2014</td>
</tr>
</tbody>
</table>
Example 1: Doctoral Schools

2 - Policy plan Research and Innovation 2011-2016

(2) Research/science is about talent

SO2: 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.

OO1 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)

<table>
<thead>
<tr>
<th>2.5</th>
<th>Career guidance and advice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 15</td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>Deadline: 1st quarter 2014</td>
</tr>
<tr>
<td></td>
<td>Responsibility: Board of University</td>
</tr>
<tr>
<td></td>
<td>Status: mid term</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Action 15</th>
<th>Q1 2014</th>
<th>Research coordination office</th>
<th>The doctoral school for Medicine &amp; Life Sciences was set up in February 2011. The doctoral school of Sciences &amp; Technology was established in February 2013. The doctoral school of Behavioural Sciences &amp; Humanities was launched in April 2014.</th>
<th>completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
EXAMPLE 2: implementation and continuous optimization of the “Management of Vacancies”

- HRS4R Action plan 2011-2017

<table>
<thead>
<tr>
<th>Action</th>
<th>Description action</th>
<th>Responsibility</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 4 (C&amp;C 13, 15)</td>
<td>The computer department creates a suggestion tool for international vacancies</td>
<td>Research coordination office</td>
<td>2nd quarter 2012</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action</th>
<th>Description action</th>
<th>Responsibility</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 5 (C&amp;C 15)</td>
<td>The computer department creates an electronic applicants’ file</td>
<td>Human Resources Department</td>
<td>4th quarter 2012</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>beschrijving</th>
<th>%</th>
<th>einddatum</th>
</tr>
</thead>
<tbody>
<tr>
<td>administratief medewerker contractbeheer</td>
<td>80%</td>
<td>20/03/2018</td>
</tr>
</tbody>
</table>

- Bijzonder academisch personeel (BAP)
  Doctoraatsbursen, navorsers, doctor-navorser

<table>
<thead>
<tr>
<th>beschrijving</th>
<th>%</th>
<th>einddatum</th>
</tr>
</thead>
<tbody>
<tr>
<td>doctoraatsbursaal Beleidsinformatica [vacature nr. 178/35/025]</td>
<td>100%</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>doctoraatsbursaal in de onderliggende mechanismen van motorische controle, cognitie en motorisch leren in relatie tot rijgedrag [vacature nr. 178/35/026]</td>
<td>100%</td>
<td>30/04/2018</td>
</tr>
</tbody>
</table>
EXAMPLE 2: implementation and continuous optimization of the “Management of Vacancies”

- Online application tool

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 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:

Login

Forgot password
Reporting progress
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

<table>
<thead>
<tr>
<th>Title action</th>
<th>Timing</th>
<th>Responsible Unit</th>
<th>Indicator(s) / Target(s)</th>
<th>Current status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1</td>
<td>Q1 2012</td>
<td>HR Department</td>
<td><a href="https://www.uhasselt.be/human-resources">https://www.uhasselt.be/human-resources</a></td>
<td>Completed, but updating as an ongoing process (see OFM-R Principles)</td>
</tr>
<tr>
<td>Action 2</td>
<td>Q2 2013</td>
<td>HR Department Research coordination</td>
<td>Essential information for foreign researchers on the Hasselt University website is also available in English.</td>
<td>Completed, but updating and extending to more documents is an ongoing process</td>
</tr>
</tbody>
</table>
| Action 3    | 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 overall structure |

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

Actions

Evaluation
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

• 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

3 Panels

- Working conditions & Social security
- Training & Ethical/professional aspects
- Recruitment & OTMR

Same methodology
### 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).

<table>
<thead>
<tr>
<th>Relevant legislation (permitting or impeding the implementation of this principle)</th>
<th>Existing Institutional rules and/or practices</th>
<th>Actions required</th>
<th>When/Who</th>
</tr>
</thead>
</table>
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?

Nele.Nivelle@uhasselt.be

Thank you.