

TIME TABLE HRS4R 2022 - 2024						
ACTIONS	GAP principle	Timing (at least by year's quarter/semester)	Responsible unit	Indicators/target(s)	Current status	Remarks
AP1. Communication and integration of mission, vision, values in HR policy	Continuing professional development, career development	Q4/2023	Rectorate/HR	HR strategy plan has been approved by the board of directors in september 2021. Dissimination in period 2021-2023. Within the HR strategy plan are several HR projects and specific deadlines defined. The four strategic transversal goals of UHasselt are integrated in the HR strategy plan.	extended	
<b>ETHICAL &amp; PROFESSIONAL ASPECTS</b>						
AP2. Creation of a commission human rights and procedures on handling cases on dual use	Ethical principles, good practice in research	Q4/2022	OBI	Establishment of the commission, raising awareness with regard to dual-use research, develop and implement a policy on human rights within research, contact point dual use	extended	<b>action is redefined relative to the previous action plan</b>
AP3. Introduction of Integrity Charter and further implementation and monitoring.	Contractual & legal obligations, accountability, Professional attitude, Ethical principles	Q4/2024	HR / OBI	Approval of Board of Governors, integrated in employment rules, awareness-raising via communication (website). A code of conduct regarding conflicts of interest is introduced, defining values and how to operationalize them. A commission had been installed to follow up integrity complaints and notifications. The welfare survey is used as a monitoring tool. UHasselt strives for a zero tolerance regarding integrity complaints. For 2023-2024 we define the target of reducing complaints a least for 10%.	extended	Docusign works very well. Because of the integrated workflow system the HR department can permanently monitor if everyone has signed the integrity charter. The welfare survey is used to monitor and evaluate the effect of the integrity charter and the integrity commission, supported by the action formulated in het welfare policy.
AP4. Integration of integrity charter in HR processes	Ethical principles, professional attitude, contractual & legal obligations, accountability	Q2/2022	HR / OBI	All UHasselt researchers and affiliated researchers approve the integrity charter. Docusign works very well. Because of the integrated workflow system the HR department can permanently monitor if everyone has signed the integrity charter.	new	
AP5. Technical IT support for proper functioning of ethics committees	Good practice	Q4/2021	OBI	Implementation of IT tools	Completed	
AP6. Alignment of the working procedures of ethical commissions with internal and external partners	Ethical principles, professional attitude, Contractual & legal obligations	Q4/2023	OBI	create an efficient, integrated process and tool in order to be compliant with all ethical, GDPR and RDM requirements in research	new	
AP7. Co-authorship regulations	Co-authorship, intellectual property rights	Q4/2022	OBI	- Monitor the number of researchers that use the Mind the GAP (Good Academic Practice) tool, a novel online training tool on research integrity aimed at PhD students and more experienced researchers, jointly developed by the five universities in Flanders, Belgium. This tool contains a part about authorship. - Stimulate researchers to use this tool by communicating this tool to new PhD researchers and integrate the tool in sessions/workshops on research integrity. At least one session/workshop each year will be organised for young researchers and one for senior researchers. - Document the questions the education, research and innovation department receive related to authorship and also the advice that is given with the goal to develop a FAQ related to authorship.	extended	
AP8. Provide research data management support to researchers	Accountability, Good practice, professional attitude	Q4/2024	OBI	Discipline-specific support for researchers in the development of a research data management plan and good practices in managing, storing and archiving data, develop & organize training on research data management	new	
AP9. Communication and training concerning importance of ethical aspects	Access to research training & continuous development, Recognition of profession, ethical principles, good practice	Q4/2022	OBI / DCM / HR	Communication and training plan (e.g. announce & implement the Mind the Gap tool, integrate the Mind the gap tool in training)	extended	
<b>RECRUITMENT &amp; SELECTION</b>						
AP10. Training & coaching of selection committee members (incl. OTM-R principles)	Recruitment, Selection, Transparency; Judging Merit (code)	Q4/2023	HR	A collective training is organised on a frequent and at least yearly basis. Creation and disseminations of a recruitment and selection toolbox.	extended	
AP11. Inclusion of explicit elements in the vacancy to encourage minority groups to apply	Gender balance, non-discrimination	Q1/2018	HR	Vacancies website	completed	
AP12. Employer branding new website	Recruitment, Transparency	Q4 2022	HR/DCM	UHasselt brand book, Employer Value Proposition, USP's to attract and engage new/existing employers	new	
AP13. Striving for maximum turnaround time of 3 months	Transparency (code)	Q2 2023	HR	KPI HR dashboard - The design of the HR dashboard is realised. The ICT department will create a HR dashboard in Q2 2023.	extended	
AP14. Expanding and increasing the accuracy of information on the vacancy website with publication of the OTM-R principles	Transparency (code)	Q2/2022	HR	Redesigned vacancies website, employer branding project	extended	
AP15. Greater focus on the use of professional selection tools	Recruitment, selection, judging merit, recognition of qualifications	Q4/2022	HR	analysis of the predictive validity of the selection tools. Every new tool has to be analysed on the predictive validity before use. HR works with a professional selection battery. The challenge will be to consequently use these selection tools for the selection of our researchers.	extended	

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AP16. Greater recognition of the value of international mobility	Recognition of mobility (code)	Q4/2024	Rectorate/OBI	- Publish all English vacancies in Euraxess. - Each researcher has an online Academic File, which allows researchers to store and access their academic records. The academic record stores general data, teaching assignments and research activities. In the coming period, in the tool, the possibility will be added to include information about international mobility. This way, international mobility of our researchers can be monitored. - Revision of the evaluation criteria of professors in accordance with the Reform of Research Assessment charter. - The new Research & Innovation policy plan contains the objective: UHasselt focuses on attracting international talent and increasing international mobility. In the coming period, actions will be set up to attract international talent and to increase the international mobility of our staff and researchers by e.g. defining a policy and means on attracting ERC-Odysseus and FED-tWIN grandholders, providing financial means for international and European mobility (i.e. +/-10% of funding budget of European University Alliance funds).	extended	
AP17. Administrative simplification of vacancy management including automating the selection process	Variations in the chronological order of CVs, recruitment, selection	Q2/2021	HR / IT	Implementation of the automated selection report	completed	
AP18. Explicit quality control system with regular checking of application of OTM-R principles	Contractual & legal oblig	continuous control	HR	number of vacancies not compliant - The HR department uses a selection policy approved by the board of directors.	in progress	
AP19. Expansion of monitoring system	Recruitment	Q4 2022	HR / IT	HR dashboard will be realised in Q4 2022.	extended	
AP20. Systematic conduct of exit interviews	Evaluation and appraisal	Q4/2023	HR	percentage of exit reports/all exits, development of an IT tool for off boarding	extended	
AP21. Elaboration of four career profiles (R1-R4) for researchers within R&S tools	Recruitment, selection, career development, continuous development, evaluation/appraisal systems	Q4/2023	HR	competency profiles for all employee groups - integration in recruitment, development and evaluation process - integrated in the UHasselt career center	extended	
AP22. Mention of feedback and complaints procedure on website	Transparancy (code)	Q1/2018	HR	Procedures clearly mentioned on the vacancies website	completed	
AP23. Integrated intake structure for new employees, including monitoring during first year	Recruitment	Q4/2023	HR	Optimizing the onboarding process supported by an onboarding tool. An onboarding checklist for managers and teamleads was introduced in 2022. The focus in 2023 will be on increasing the awareness on the existence and the use of the checklist. The effect will be monitored at least once a year with a preference for twice a year taking into account a periode of 6 months after on boarding. It is our aim to measure 3 parameters: employee satisfaction regarding the onboarding process, awareness level of the UHasselt strategy & goals, evaluation of/satisfaction regarding the available working resources.	extended	
<b>WORKING CONDITIONS</b>						
AP24. Clarification of staff statutes	Professional responsibility, recognition of the profession, non-discrimination, contractual & legal obligations	Q3/2021	HR	Clear explanation of status on website for PhD scholarship holders Status of assisting academic staff Status of special academic staff	completed	
AP 25. Clarify the different rights and responsibilities of the different categories of PhD students and inform PhD students about this	recognition of the profession, non-discrimination, contractual & legal obligations, funding & salaries	Q4/2022	OBI/HR	Clear explanation of the rights and responsibilities of PhD students depending on the funding channel	new	
AP26. Review of researchers' group insurance	Working conditions / stability and permanence of employment	Q1/2019	HR	New group insurance scheme approved by the Board of Governor	completed	
AP27. Integrated wellbeing policy plan: defining priorities and implementation.	Good practice, complaints/appeals	Q4/2023	HR	a) approval of the Global Prevention in the committee for prevention and protection at work b) defining specific actions in the year action plan (cf appendix)	Extended	actions and KPI's defined in Global Prevention Plan
AP28. Standardised purchase procedure for hazardous products	Good practice in research / research environment	Q4 2018	H&S advisor	On the basis of the 2017 audit; integrated into multi-year action plan of occupational health and safety service. Recruitment of extra staff: safety coach and radiation protection officer	completed	

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AP29. Focus on ensuring a good and safe working environment (ergonomics, accessibility)	Good practice	yearly	Facility services	For all new buildings and renovations, a section on ensuring a good and safe working environment is explicitly included in the approach plan	In progress	
AP30. Place and time independent work	Good practice	Q3/2021	HR	The regulations on homeworking are approved by the Board of Governors and published	completed	
AP31. Mobility issues	Public Engagement	Continuous of Q4/2024	Facility services & policy makers	Senior academic policy-makers and facility services continue to lobby the competent authorities to address mobility issues properly	Extended	
AP32. Expansion of career opportunities for researchers including temporary financing problems	Access to career advice	Q4/2024	HR / rectorate / OBI / FIN	Policy text approved by the Board of Governors with clear guidelines in order to minimise uncertainty and provide clear communication with the various possibilities offered internally and externally (see also AP34 – career centre); development of career path for researchers involved in technology platforms	extended	
AP33. Implementation / evaluation of the gender policy plan	gender balance, non-discrimination	Q4/2023	HR / gender feedback group	Steering group inclusion & diversity, specific targets and goals are defined adjusted to the four strategic goals of UHasselt of which inclusion is one of them, a new staff member has joined the rectorate's office who will focus on the domain of inclusion and diversity	extended	
AP34. Expansion of the career center	Career development, access to career advice	Q4/2023	HR / Doctoral schools	Policy plan for career centre approved by the Board of Governors and communicated (see also Policy plan R&I), recruitment of a coordinator for the career center	extended	
AP35. Attract international talent and stimulate international mobility	Recognition of mobility (code), working conditions, value of mobility	Q4/2023	OBI/HR	Development of a sustainable travel policy, development of an onboarding service for international academic staff, improve the information on the English website, clear information about possibilities for international mobility	extended	action is redefined relative to the previous action plan
<b>TRAINING &amp; DEVELOPMENT</b>						
AP36. Supporting managers in their role as regards researchers	Supervision and managerial duties, Continuing professional development, access to research training & continuous development, supervision	Q4/2023	HR / OBI / DOW	Integrated training programme with different modules for beginner and senior managers	extended	
AP37. Further expansion of the mentoring programme	Supervision and managerial duties	Q3/2019	HR / DOW / rectorate / OBI	Clearly streamlined programme with delineation of possibilities for juniors and recognition of coaches	completed	
AP38. Encouraging academics to attend continuous training	Continuing professional development, Access to research training & continuous development	Q4/2024	HR / rectorate	Increase the number of academics who attend trainings and the course offer (discipline specific, HR-related, managerial and research skills)	extended	
AP39. Creating conditions where researchers can excel	Professional responsibility, research environment, career development, access to research training and continuous development	Q4/2024	OBI / Rectorate	- Create possibilities for researchers to take time to focus on a specific aspect in which they are excellent in or want to become excellent in ((i.e. the set-up of a 'sabbatical light' program which allows researchers to take some time for striving towards excellence in a specific field). - Get access to, UHasselt specific, data of surveys taken from researchers at the Flemish level, analyse these data and set up actions based on the results of these surveys. - Organise discipline specific and transferable skills training for young researchers via the doctoral schools. Each PhD student needs to fulfil some minimal requirements in order to be able to defend their PhD. The requirements are different for each doctoral school and available online (DS BS&H, DS H&LS, DS S&T). Within these requirements, flexibility is key. The goal is that PhD students follow training to develop themselves professionally and personally in order to develop their own career path.	new	
AP40. Create awareness about the possibilities of Euraxess	access to career advice, value of mobility	Q1/2023	OBI / HR	Add Euraxess in the communication to researchers (newsletters, introduction day,...)	new	
AP41. Streamlining requirements for PhD students with sufficient attention to the different disciplines with the goal of further digitalisation of the administration related to the PhD process.	research environment	Q4/2024	OBI	A digital tool to monitor the progress of PhD students with regards to the requirements they need to fulfill.	new	