HR excellence in Research
Strategy and action plan
**Context HR excellence in research**
The European Commission seeks to stimulate the openness and transparency of the job market for researchers, thus ensuring that Europe remains an attractive workplace for researchers from all across the globe. In 2005, the European Commission (EC) therefore published a Charter for Researchers and Code of Conduct for the Recruitment of Researchers, which consist of 4 main themes covered by 40 principles:

- Ethical and professional aspects such as academic freedom, accountability, data management, intellectual property rights;
- Recruitment: transparent processes, recognition of the value of mobility;
- Working conditions and social security: research environment, gender issues, job security, participation;
- Training and education.

The Executive Board of the university of Twente has decided to participate in the fourth cohort of HR strategy for researchers. The board assigned the project to the department human resources of the University of Twente. In line with the HR strategy the HR Excellence in Research action plan of the university of Twente focuses on the four areas.

**Actions**

**Ethical and professional aspects**

**Ethical principles**

- Developing and establishing a comprehensive ethics infrastructure for the University of Twente.
- First draft of a list of researchers’ and UT’s tasks and responsibilities.
- Drafting an outline for responsible Research & Innovation.
- Decision on establishment of code on Responsible Research & Innovation.

**Evaluation/appraisal systems**

- Improving the quality of annual appraisals and ensuring that they focus on career development as well as results. Developing new annual appraisal system (contents and system).
- Annual appraisal training for both staff and managers, focusing on assessment, SMART outcome agreements and career development.

**Recruitment**

**Open & transparent recruitment**

- Setting UT farther apart from competitors in the international job market by implementing service programme for (international) staff (Policy: the most welcoming university).
- Developing a strategic recruitment plan 2017-2020, taking into account the OTM-R
- Opening up recruitment procedures (a minimum of 60% of recruitment procedures must be open by 2017).

**Selection**

- Developing training and supervising courses to support faculties and chairs in their selection activities.

**Processes**

- Identifying recruitment selection procedures and publicizing these on the recruitment website.
- Implementing lean recruitment procedures.
Working Conditions and Social Security

Gender
- Implementing target figures for women to the top in 2020.
- Formulate inclusive leadership policies in Management Development.
- Focusing on the diverse composition and training of selection and assessment committees to increase skills and awareness when it comes to behavioural interviewing and gender biases.
- Establishing a partner programme (dual career) to increase attractiveness for talented (female) scientists with families. (part of implementing ‘the most welcoming university’ plan)

Career development, Value of mobility, Access to career advice
- Presentations and communication on career development options available at faculties and services.
- Investigating the opportunities created by mobility grants (e.g. Erasmus) and actively communicating on this.
- A university-wide tenure track committee has assessed the current tenure track system and issued recommendations on the optimization of this talented researchers assessment system. All the recommendations will be implemented, the most urgent within the coming two years.

Teaching
- Strengthen the weight of teaching achievements in evaluation, promotion and rewarding of academic staff, by:
  a) Define clear criteria for evaluating teaching achievements;
  b) Put more weight at teaching achievements during selection, rewarding, assessing and promoting academic staff;
  c) Create career perspectives for excellent teachings staff: mapping out roles, competencies and prospects for teaching staff;
  d) Selection- and promotion committees will be trained to value and assess teaching achievements.
- Strengthen the support of teacher development:
  a) Develop a pilot-programme focusing on experienced teachers: the SUTQ/ Senior University Teaching Qualification;
  b) Evaluate the Educational Leadership pilot-programme and decide on the continuation of this programme;
  c) Evaluate the UTQ (University Teaching Qualification). This is a National qualification system that all Dutch Universities agreed on. It defines the threshold level of acceptable teaching for academic teaching staff.

Training
- Translate goals of Vision 2020 into goals and themes in our (HR) courses.
- Goal: formulating policy continuous professional development of UT employee.
Method
A project group has been established, comprised of experts in the field provided by the strategic policy departments and faculties. The project group, which was the driving force behind the process and which drew up the project proposal. In order to optimize the incorporation of the project scope and the research method into the organization, we have established a consultative group comprised of experts in the field.

The first step towards drawing up a project plan was an analysis of policies pertaining to the state of play with regard to the 40 principles.

General outcomes of the policy analysis:
- Generally, the 40 principles were found to be properly upheld within the university.
- Information, regulations and policies are presented in a fragmented manner.

A practical analysis was subsequently performed, comprised of two components:
1. Survey of academic staff;
2. Interviews.

As part of the survey, a cross section of academic staff members (n=300) representing all five focus groups were presented with the 40 principles. The five focus groups surveyed were university managers (full professors, scientific directors, deans); associate and assistant professors; tenure track candidates; post-doctoral researchers; and PhD students.

The results of the policy analysis and the outcomes of the survey (listed by focus group) were used to analyze the gaps identified in more depth in the interviews. The interviewees were all academic managers at UT, chosen in such a way as to obtain input from several faculties and research institutes.

Based on the results of the policy practical analysis the action plan was formulated.

The University of Twente in short
The University of Twente (UT), founded in 1961, is a young, entrepreneurial university that is at the forefront of new technology as a catalyst for change, innovation and progress in society. Its motto is ‘High Tech, Human Touch’. UT has approximately 10,000 students and 3,300 staff (including 1,500 academic staff).

Vision 2020
The University of Twente adopted its ambitious new strategy, entitled Vision 2020, in 2014. With the new strategy, the university hopes to raise the bar considerably. The University of Twente is the country’s leading entrepreneurial university. Researchers constantly prepare for future developments and respond rapidly and effectively to the changing world around them. Staff are experts in their fields and set the agenda for public debate. Their ongoing interaction with the (manufacturing) industry, research institutes and the government generates ground-breaking research and world-class innovations. The University of Twente produces outstanding graduates who excel by combining expertise from a range of fields as they design solutions that meet the demands of the future, both in the Netherlands and abroad.

The core values of the University of Twente
- Societal impact: making a real difference.
- Synergy: excellence through combinations and collaboration.
- Entrepreneurship and innovation: being the best in Europe.
- Internationalization: producing tomorrow’s global citizens.
Facts & Figures 2015

General figures
- 9,645 students Bachelor 5,260 & master 3,994
- 1674 scientific staff (persons), including PhD candidates
- 70% male, 30% female scientific staff
- 23% International staff
- 106 Tenure tracks
- 1264 Support staff (persons)
- 45% male, 55% female support staff
- Approx. 1000 spin-off companies
- 40,000 alumni all across the world
- 20 Bachelor programmes
- 33 Master programmes

Figures Research
- 234 Doctoral Degrees Awarded
- 2731 Refereed Publications
- €176,2 million research funding in total in 2015

Actions in time 2016-2020

<table>
<thead>
<tr>
<th>Ethical and professional aspects</th>
<th>Action Nos.</th>
<th>What</th>
<th>When</th>
<th>Monitoring</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Concept of a comprehensive ethics infrastructure for the University of Twente</td>
<td>2017</td>
<td>Report to be finalized in 2017</td>
<td>S&amp;B</td>
<td></td>
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<tr>
<td>1.2</td>
<td>Establishment of an updated university-wide ethics infrastructure</td>
<td>2018</td>
<td>Decision by Executive Board</td>
<td>S&amp;B</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>First draft of a list of researchers’ and UT’s tasks and responsibilities</td>
<td>2017</td>
<td>Draft report</td>
<td>HR/S&amp;B</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Proposal of draft code of conduct on Resonsible Research &amp; Innovation</td>
<td>2017</td>
<td>Reports of individual sessions and final report</td>
<td>S&amp;B</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Decision on establishment of code of conduct on RRI</td>
<td>2018</td>
<td>Decision by Executive Board</td>
<td>S&amp;B</td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Improving the quality of annual appraisals and ensuring that they focus on career development as well as results. Developing new annual appraisal system (contents and system)</td>
<td>Pilot 2015</td>
<td>By 2019, all of UT will use the new performance appraisal system</td>
<td>HR</td>
<td></td>
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<tr>
<td>3.2</td>
<td>Annual appraisal training for both staff and managers, focusing on assessment, SMART outcome agreements and career development</td>
<td>2017-2018</td>
<td>Training course was rated an average 8 out of 10 in assessments</td>
<td>HR</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruitment</th>
<th>Action</th>
<th>What</th>
<th>When</th>
<th>Monitoring</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open &amp; transparent recruitment</td>
<td>1.1</td>
<td>Setting UT farther apart from competitors in the international job market by implementing services for (international) staff</td>
<td>2017</td>
<td>The 'most welcoming university' project plan will have been implemented</td>
<td>HR</td>
</tr>
<tr>
<td></td>
<td>1.2</td>
<td>Developing and implementing a strategic recruitment plan 2017-2020 taking into account the OTM-R</td>
<td>2017-2020</td>
<td>The recruitment procedures are lean implemented. The recruitment lead time is optimal</td>
<td>HR</td>
</tr>
<tr>
<td>Action Nos.</td>
<td>What</td>
<td>When</td>
<td>Monitoring</td>
<td>Who</td>
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<tr>
<td>1.1</td>
<td>Implement target figures for women to the top in 2020</td>
<td>2017-2020</td>
<td>HR system, oracle HR</td>
<td>HR</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Formulate inclusive leadership policies in Management Development policies</td>
<td>2017</td>
<td>Policy plan will be formulated</td>
<td>HR</td>
<td></td>
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<tr>
<td>1.3</td>
<td>Focusing on the composition and training of selection and assessment committees</td>
<td>2017</td>
<td>Actions Nos. recruitment 2.2</td>
<td>HR</td>
<td></td>
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<tr>
<td>1.4</td>
<td>Establishing a partner programme (dual career)</td>
<td>2017</td>
<td>Action recruitment 1.1</td>
<td>HR</td>
<td></td>
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</tbody>
</table>

**Working conditions and social security**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Presentations and communications on career development options available at various faculties and services</td>
<td>2016-2017</td>
<td>Raising the academic staff intake percentage for career and career development advice to 35% by 2019 (up from 25% at present)</td>
<td>HR</td>
</tr>
<tr>
<td>2.2</td>
<td>Investigating the opportunities created by mobility grants (e.g. Erasmus) and actively communicating on this.</td>
<td>2016-2017</td>
<td>Ascertaining that academic staff is familiar with opportunities created by mobility grants</td>
<td>HR/S&amp;B</td>
</tr>
<tr>
<td>2.3</td>
<td>Implement most urgent recommendations of the university-wide tenure track committee on the optimization of this talented researchers assessment system.</td>
<td>2017</td>
<td>Most urgent recommendations will be implemented</td>
<td>HR and Rector</td>
</tr>
</tbody>
</table>
### Teaching

| 3.1 | Define clear and transferable criteria for recognizing and evaluating teaching achievements;  
|     | Put more weight at teaching achievements during intake, and promotion of academic staff;  
|     | Create career perspectives for excellent teaching staff: mapping out roles, competencies and prospects for teaching staff.  
|     | Offer training courses and guidance for selection and assessment committees. | 2016-2017 | - implementation plan will have been developed; - policy plan will have been formalized. | HR |

| 3.2 | Initiate a pilot-programme focusing on experienced teachers: the SUTQ (Senior University Teaching Qualification) | 2016-2017 | - the pilot course will have been taught and evaluated - stakeholders will have given the course a favourable assessment (80% of participants and managers approve of the course) | CELT & HR |

| 3.3 | Evaluate the Educational Leadership pilot-Programme. Decide on the continuation of this programme. | 2016-2017 | evaluate pilot with stakeholders - decide on continuation course | HR |

| 3.4 | Evaluate the UTQ (University Teaching Qualification). This is a National qualification system that all Dutch Universities agreed on. It defines the threshold level of acceptable teaching for academic teaching staff. | 2016-2017 | - evaluation has taken place. - suggestions for improvement are implemented. | CELT & HR |

### Training

<table>
<thead>
<tr>
<th>Action</th>
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<th>Monitoring</th>
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</tr>
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<tbody>
<tr>
<td>1.</td>
<td>Translate goals of Vision 2020 into goals and themes in our (HR) courses.</td>
<td>2017</td>
<td>Content of development and training programmes</td>
<td>HR</td>
</tr>
<tr>
<td>2.</td>
<td>Goal: formulating policy continuous professional development of UT employee.</td>
<td>2017</td>
<td>Policy plan will be formulated</td>
<td>HR</td>
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