HRS4R GAP ANALYSIS OVERVIEW

	Status			
	Ethical and Professional Aspects	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
1	Research freedom	++	See actions on 'Extracurricular activities' and open science	The topic 'Ethical and Professional Aspects' is considered crucial for UCLL and is an integral part of our mission and vision and is in general positively assessed by researchers (see R&E Staff Survey, conducted at the end of 2023).
2	Ethical principles	++		
3	Professional responsibility	++		
4	Professional attitude	++		
5	Contractual and legal obligations	++		
6	Accountability	++		
7	Good practice in research	++		
8	Dissemination, exploitation of results	+/-		
9	Public engagement	++		

-Clear guidelines are stipulated on the UCLL intranet on this (https://intranet.ucll.be/nl/medewerker/research-expertise/dienst-re/wetenschappelijke-integriteit-voor-onderzoekers-ucll) where we use the **European Code of conduct** (https://allea.org/code-of-conduct/) as a base and also follow the **guidelines of our parent institution KU Leuven** (https://research.kuleuven.be/en/integrity-ethics)

-In Belgium every employer with at least 50 employees needs to have an **internal office responsible for Health, safety and wellbeing (CPBW)** that stipulates the necessity of a Code of conduct (https://werk.belgie.be/nl/themas/sociaal-overleg/overlegorganen-en-procedures-binnen-de-onderneming-or-cpbw-va-ea/comites).
UCLL developed a **Code of Conduct** "UCLL Code of Conduct for a Valuing Learning, Living, and Working Environment" for both students as for employees

-UCLL has **strong values and culture:** Moving Minds which is used as a base for the competences (https://www.ucll.be/nl/over-ucll/moving-minds)

- Since UCLL is a university of applied sciences, it is strongly committed to **research that is relevant for society** and stimulates all its researchers to carefully consider the possible

| | | | | impact of their research. All respondents to the survey R&E staff indicated to have conducted one or more types of **consultancy (practice-oriented**) research which enhances bringing their expertise in to practice and to create positive impact on people, planet organisations and industries.

- Within R&E, there is an intense awareness about **IP and copyright.** A dedicated legal advisor protects the IP interests through research activities, service processes and valorisation. Moreover, copyright protection is an integral part of every employment contract.

- The department Research & Expertise (R&E) has a manifest on how researchers **collaborate with each other** (https://www.youtube.com/watch?v=eGhct1iNSxU)

- Existence clear **R&E policy priorities** (previous period, to be updated) which are available on the intranet and monitored via deliverables and actions, as eg: Policy Priority 5: **Valorization** is disseminated throughout the entire organisation, emanating from R&E. At UCLL, researchers have the responsibility of valorizing their research results in education and thereby including a teaching activity: e.g. giving seminars, guest lectures, etc.
See also vision text in which UCLL stipulates the importance of valorization and impact of their research.
(https://intranet.ucll.be/nl/medewerker/research-expertise/dienst-re/visie-valorisatie-en-impact)

-As **'Accountability'** is one of the main values of the
European Code for Research Integrity, researchers within UCLL are made aware of its importance. With regards to **GDPR** e.g.: UCLL developed a specific webpage with information for GDPR within Research and organizes regular workshops on this topic to keep all researchers informed and updated.
https://intranet.ucll.be/nl/medewerker/diensten/gdpr/onderzoekers |

				- VODO (Integration of Education, Research, and Service) was selected as the theme for thematic quality assurance in the academic year 2015-2016. A framework was established for this purpose (see further in the document for more information). -With regards to **open science and practices** UCLL is in a starting phase to get this to a next level and a real policy is missing. We are taking steps like workshops to create awareness and to develop a vision. To optimize expertise and knowledge, we are working with a group of ambassadors, who can enlarge the knowledge on this topic within UCLL and who can address science related questions. **Proposed actions** -Development of guidelines around 'extracurricular' activities. -With regards to open science and practices: • A brief info session for HR: What are FAIR principles, open access, and why are they important? • Integration of open science principles into the onboarding process for researchers e.g. in the form of an e-learning module in the welcome package • Dissemination of the principles by publishing an inspiration guide or one-pager on the R&E intranet (optionally also integrated in the onboarding package for researchers)
10	Nondiscrimination	+/-	This is high on the agenda of the UCLL, but there is margin for improvement (see advice of external review)	-UCLL, and so as well the R&E centres, adheres to the principles of **'inclusive education'** and has a clear vision and policy on this on for which a dedicated and elaborated section is foreseen on the internet: https://intranet.ucll.be/nl/medewerker/onderwijs-studenten/diepenbeek/inclusief-ucll -There has been a dedicated **workgroup appointed at UCLL**

level, the IHO team. This team is a consultative body where issues, opportunities, and pitfalls related to Inclusive Higher Education are discussed and addressed.

-Gender: UCLL has a gender equality plan (see internet 'genderequalityplan')
UCLL considers gender equality to be part of an inclusive approach as a shared responsibility that is part of the organizational culture. UCLL wishes to invest further in a diverse-sensitive and inclusive university of applied sciences and opts for a broad approach to its diversity and inclusion policy, embedded in UCLL's mission, vision and strategy

Proposed actions
- Diversity & inclusion
UCLL has an overall institution broad diversity policy, but the aim is to further embed this in our HR practices. In 2024, our institution underwent a review by the NVAO Nederlands-Vlaamse Accreditatie organisatie (Accreditation Organization of the Netherlands and Flanders or an external revisor), which also assessed our diversity and inclusion practices. We received specific recommendations on this matter, which has been incorporated into the new strategic priorities of the institution starting in 2025. This will enable us to work more effectively on diversity and inclusion.
-Researchers of the R&E team **'Inclusive society'** started a project around diversity and inclusion in the work context and will be involved to support the HR department with analysis and proposal of appropriate actions.
This approach is twofold:
- Exploring the available literature on HR processes (recruitment, etc.) with our project on anti-discrimination in the workplace. This will help us align our own HR processes with these insights and set up services for external parties.
- Additionally, we support municipalities in integrating non-native newcomers into the workforce and can also gather relevant information from these projects to optimize our own

				processes. -Inclusion is stipulated as one of the main topics of the **new UCLL strategy 2025-2030**
11	Evaluation/ appraisal systems	-/+	The previous process didn't meet the standards. UCLL has kicked off a new process to foster a more continuous and open feedback culture. As salary scales are fixed (following the law) there is no option for pay for performance and other ways of engagement need to be explored.	In the past (up to 2024) UCLL had more a classical approach in performance management in which it was encouraged to have one evaluation meeting between manager and employee per year and is now moving to an open feedback culture. **Proposed actions** - There is currently a project ongoing to encourage an **open feedback culture** to have more regular follow-up moments between employee and N+1, based on the needs (not limited to 1x year anymore) where there is a shared responsibility and the initiative can be taken by both manager as employee. - Within R&E we plan to set up a **career path** and to make use of the newly developed set of competencies **(based on the Moving Minds) for each function.**
	Recruitment and Selection	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
12	Recruitment	-/+	See internet HRS4R for criteria Code of Conduct for Recruitment | EURAXESS (europa.eu) Vacancies are not yet published in English. On of the reasons is that the knowledge of Dutch is a requirement for	**-A clear process and toolkit** has been described for managers with a specific job posting template to use and guidelines around selection (https://intranet.ucll.be/nl/medewerker/personeel/limburg/voor-leidinggevenden/werving-en-selectieprocedure-selectiegesprekken-en-aanwervingsfiche) **-A recruitment & selection training** is foreseen for new managers. -UCLL uses **CV Warehouse** for publications and follow-up and feedback to candidates. Via CV Warehouse the vacancy is published

			teaching assignments, amongst others. We could attract more international English-speaking employees for research.	automatically on different channels (UCLL's website and 14 additional channels). -Importance of **knowledge of Dutch**: We must comply with language requirements as stipulated in our legislation for researchers who combine their activity with a teaching assignment. (https://data-onderwijs.vlaanderen.be/documenten/bestanden/Controlewijzer-taalregeling-personeel-onderwijsopdracht-ho.pdf). For researchers (who do not take on a teaching assignment), we stipulated within UCLL the following rule: they must be able demonstrate within 5 years (extensible to 10 years) that they master Dutch up to level B2. **Proposed actions** -Translation job description in English and available on EURAXESS (see OTM-R policy) for R&E vacancies (only if Dutch knowledge is not a strict requirement). -Via the involvement of our research colleagues working on Diversity & Inclusion, we foresee to study and evaluate to which extent our job descriptions can be formulated in a more inclusive way.
13	Recruitment (Code)	+/-	An OTM-R policy is currently published on the internet but needs to be put in a more visible place to create more awareness.	-A lot of information is available already on the intranet about the recruitment process for hiring managers (see **toolkit)** -An **OTM-R policy is** currently published on the internet **Proposed actions** -The toolkit for managers needs to be updated conform the OMT-R guidelines. -The OTM-R policy will be put in a more visible place -The OMT-R gap analysis needs to be published on the internet to give better insight on the status
14	Selection (Code)	-/+	No formal process for the selection committee in place for the hiring of researchers (hiring	**Proposed actions** Set out clear guidelines and framework for members of the selection committee

			manager is responsible for selection)	
15	Transparency (Code)	-/+	Transparency on the recruitment process for (internal) candidates can be improved	-See **information on the intranet**, specifically for the recruitment process Werving en selectieprocedure, selectiegesprekken en aanwervingsfiche | intranet.ucll.be -Transparent communication on the HR policy and creating visibility for staff is one of the actions stipulated in the previous R&E policy plan. -Via **CV warehouse** candidates can follow up the different steps of their application -An **OTM-R Policy** has been published in the meantime which creates more transparency on the (internal) recruitment process. **Proposed actions** -Integration of OTM-R guidelines in new onboarding program 2.0 for managers -Updated toolkit available for management
16	Judging merit (Code)	++	Hirings within UCLL are not limited to publications that a research candidate realized. Since UCLL focuses on practice-oriented research, the focus is not on the number of publications, but the hiring considers a diversified career path	-Given that UCLL emphasizes **practice-oriented research**, the quantity of publications is not a stringent selection criterion. Instead, a varied career trajectory is highly valued during the hiring process. -UCLL promotes hirings in accordance with the **required competences** and the values of the UCLL 'Moving Minds'. A new set of competences based on the Moving Minds DNA has been formulated and will be taken as a base for vacancies.
17	Variations in the chronological order of CVs (Code)	++	See above, UCLL focuses on a broad range of elements during the process	UCLL promotes hirings in accordance with the required **competences** and the principles of the UCLL values of 'Moving Minds.

18	Recognition of mobility experience (Code)	-/+	International mobility is considered as a strong added value to diversify the research population. On the other hand, international experience is not an absolute requirement for all research vacancies within UCLL since we work strongly regionally, and the knowledge of Dutch language is often required. UCLL is not yet fully equipped internally to organizing the onboarding and support of non-Dutch speaking researchers.	Internally an important part of researchers gets the opportunity to have international experience. There is a clear framework for working abroad. The UCLL comprehensive internationalization strategy aims to embed internationalization at all levels of the institution. (https://intranet.ucll.be/nl/content/comprehensive-internationalisation-ucll) **Proposed actions** -In the future, as stipulated in the OTM -R policy we will check for each research vacancy whether Dutch language knowledge is an absolute requirement, to be able to give more chance for non-Dutch speaking candidates to apply and to be withdrawn. -Additionally, we will take several steps within the HR department to be able to organize the onboarding and support of non-Dutch speaking researchers
19	Recognition of qualifications (Code)	++		-Qualifications like **certifications**: Due to legislation UCLL is bounded by a certain level of qualification. Depending on specific experience that is required and/or relevant for the research job, up to 10 years of relevant experience/seniority can be withdrawn (considered for the pay scale). -UCLL focuses on **required competences** (**and potential) and attitude/ mindset (in line with the Moving Minds)** in hiring researchers.
20	Seniority (Code)	++		UCLL tries to set **realistic requirements** with regards to qualifications/seniority/experience when hiring researches and focuses on **competences and attitude/mindset** (in line with the Movind Minds) as base for hiring (see new OTM-R policy), so both achievements as potential are considered.

21	Postdoctoral appointments (Code)	++		-Although we recruit people with a PhD, there is no special statue (such as postdoc) attached to a PhD within UCLL as UCLL is a University of Applied Sciences. This also applies to the remuneration of a PhD. -Due to their specific and often complementary expertise, knowledge and skills, UCLL employs and attracts several PhD holders. PhD holders applying for a vacancy at UCLL are often attracted by the more practice-oriented research projects and the employment context (personal coaching by a manager and supported by a clear HR framework).
	Working Conditions and Social Security	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
22	Recognition of the profession	++		The participants of the survey R&E staff gave in general a good scoring on feeling recognized in their profession
23	Research environment	++		**-CPBW** (Committee for Prevention and Protection at Work) and **code of conduct** is in place, conform Belgium legislation (see previous) -See also **action plan on the intranet** in which an expansion of research infrastructure is foreseen (https://intranet.ucll.be/nl/medewerker/research-expertise/visie-en-beleid/beleid-en-visie-vlhora) -UCLL enhances **multidisciplinary collaboration environments** (https://intranet.ucll.be/nl/medewerker/research-expertise/visie-en-beleid/beleid-en-visie-onderzoek-dienstverlening) -The UCLL **comprehensive internationalization strategy** aims to embed internationalization at all levels of the institution. (https://intranet.ucll.be/nl/content/comprehensive-internationalisation-ucll)
24	Working conditions	+/-	Besides the efforts around working conditions (see initiatives), UCLL aims	**-CPBW and code of conduct** is in place, conform Belgium legislation R&E has a manifest on how researchers collaborate with each other (https://www.youtube.com/watch?v=eGhct1iNSxU)

| | | | | to invest more efforts in actions that could be taken in the context of diversity & inclusion. Also, efforts can be made with regards to communication, regular feedback/follow-up, career guidance, … | -In Belgium there is a **strong labour legislation** for colleges/universities: a comprehensive labour legislation for the 'contractual employees', and the codex higher educations for the 'statutory employees', which gives a good base/framework for the colleges/universities regarding their HR policies/practices

- UCLL offers a lot of **flexibility in work organisation**: flexible working hours, and remote and hybrid work. In 2020, the management team defined the **New Way of Working project** as a core project (with teleworking and meeting policy as a priority). This was followed by other sub-aspects within the project (such as disconnection and infrastructure in the new way of working) with the aim of achieving a new balanced way of working, with a view to improving general well-being.

-See also recent Belgian legislation on this, **'right of disconnection'** which has set the scene in organisations for a better and more structured approach & framework. (https://intranet.ucll.be/nl/medewerker/diensten/vgm/gezond-deconnecteren-doe-je-z%C3%B3).
The framework around disconnection and the associated use of (digital) communication tools within UCLL was laid down in a protocol. Besides the protocol and detailed advice and guidelines available for alle employees in the intranet, UCLL offers also trainings on this topic. This can help us in attracting and retaining talent from different regions or countries by offering flexible working options.

-UCLL regularly conducts **well-being surveys** among its employees to monitor this and develop policies and action plans. These action plans are ongoing. Actions are also internally followed up:
• By management (directly)
• With support of the HRBP's
Additionally, the social partners are involved and get insights in the high-level outcomes of this survey. The next well-being survey is |

				planned end of 2026.
				-UCLL invest in the reintegration of employees after absence due to illness and appointed recently a reintegration coach. This guidance pays attention to all phases of illness and absence, including preventive work by offering coaching, training and the possibility of temporary preventive adjustments. UCLL also provides guidance in requesting and applying individual tailor-made solutions in this context. UCLL works with an external prevention service. Additionally, external partnerships have been built by the HR department to share knowledge and to stay up to date on this matter. In that context, UCLL collaborates with various partners to be able to benchmark practices and actions and achieving the predefined goals. Examples include consultations within the Flemish Council of Universities of Applied Sciences (VHR), thematic consultations within the KU Leuven Association (e.g., regarding reintegration coaches), as well as with other universities of applied sciences (e.g., regarding HR policies) **Proposed actions** UCLL has an overall institution broad **diversity policy**, but the aim is to further embed this in its HR practices. In 2024, the institution underwent a review by the NVAO, which also assessed our diversity and inclusion practices. UCLL received specific recommendations on this matter, which have been incorporated into the new strategic priorities of the institution (new strategy 2025). This will enable us to work more effectively on diversity and inclusion.
25	Stability and permanence of employment	+/-	The fact that **research depends on funding** could create some incertitude for researchers	At UCLL there is the general guideline to hire by offering contracts of **undetermined duration** which gives more certainty towards candidates and employees. Following the legislation there is a difference between contractual and statutory employees (permanent appointment), this is well explained on the internet and as information available for employees and applicants. A new appointment protocol (permanent appointment) was developed in

				2021, and this was given an additional update in 2022. The protocol provides employees with information about how we determine what the appointment margin is, who can be appointed and the conditions and principles that are applied. The fact that **research depends on funding** could create some incertitude for researchers and therefore researchers prefer to have the combination with educational tasks. With regards to funding, UCLL aims to work with reserves and fixed sources of funding income to keep fluctuations and impact on staff as limited as possible. **Proposed actions** The new performance review process (see further) will enhance regular communication/feedback on the personal career opportunities.
26	Funding and salaries	++		-Conform the legislation UCLL applies **fixed salary scales**: information on this is transparent on the internet. The salary is not dependent on funding. In addition, there are other financial employee benefits such as the reimbursement of expenses and business travel and interesting hospitalization insurance. -The fact that **research depends on funding** creates some incertitude for researchers and therefore researchers prefer to have the combination with educational tasks. With regards to funding, UCLL aims to work with reserves and fixed sources of funding income to keep fluctuations and impact on staff as limited as possible.
27	Gender balance	++	See data. UCLL has a large number of female researchers.	-There are 459 employees working within the overall R&E department of which 332 is female (between 01.01.2024-31.12.2024). Within R&E there are 11 official managerial functions, of which 4 (36%) are female and 7 (64%) are male. This population is rather small to be representative, but if we look at the total number of managers within UCLL we see that of all managers

				(around 100), around 2/3 is female and 1/3 is male. -UCLL's gender equality plan also includes several actions that we are setting up specifically for research, to pay attention to gender equality. In the UCLL annual reports, we highlighted the importance of the equality between men and women in R&E/per centres of expertise. Diversity in general (including gender) stays one of the main **priorities in the strategy** for the coming years (strategic plan 2025-2030)
28	Career development	-/+	Clear point of attention. No real career development strategy	-In the previous process, there was only once a year a performance meeting between the manager and employee. This was too limited to address feedback, development and performances. -**"Secondments":** Our university of applied sciences is an open knowledge network and wants to offer everyone learning opportunities to optimally develop their talents. "Secondments" are an opportunity to realize this and can create a win-win situation for both employee and organization. **Proposed actions** -There is currently a **new performance review process launched with the focus on open feedback** (implementation Q2 2025) to have **more regular follow-up moments** between employee and N+1, based on the needs (not limited to 1x year anymore). In this new process there is a shared responsibility, and the initiative can be taken by both manager as employee. -See HRS4R action plan for more actions related to career development.
29	Value of mobility	++		-UCLL adheres importance to facilitating **various forms of mobility for researchers**. This includes physical mobility, such as

moving between institutions or countries, and virtual mobility, which involves remote collaboration. Mobility is seen as a key factor in enhancing the professional development of researchers by broadening their experiences, fostering collaboration, and promoting the exchange of knowledge

-The UCLL **comprehensive internationalization strategy** aims to embed internationalization at all levels of the institution.
https://intranet.ucll.be/nl/content/comprehensive-internationalisation-ucll
Rather comprehensive internationalization strives to create an international working, learning and living environments for all in our organization, allowing all stakeholders (students, teaching staff and support staff) to train their international competences so as to become global citizens.

-Around 43% of the 33 participants in the UCLL R&E staff survey indicated to have had mobility experience in the last five years of their career.
International mobility experience during the last 5 years (Source: R&I staff survey)

- None: 19
- 1 to 2: 3
- 3 to 4: 7
- More than 5: 4

-By being a partner of the E³UDRES² community, UCLL actively engages **to open science and open education in the context of the project Ent-r-e-novators**:
https://www.entrenovators.eu/

-At UCLL intersectoral knowledge is activated; we have policies to do so and encourage the transfer of knowledge from the private sector to education. Secondments from other public institutions to

				promote cross-pollination. Currently, around 50 of our total staff are under secondment contracts (including public institutions such as a city (Leuven)). -Interdisciplinary work is promoted: **intertwining research and education (VODO),** part-time working regime, which is easily offered, and which encourages employees to combine different roles within different organizations, countries,… VODO = integration of research, services and education UCLL developed a policy plan which is published on the intranet for all employees "VODO @ UCLL" (July 2017). This policy plan explains what VODO means at the UCLL and gives concrete tips and tricks via examples on how to activate this. VODO means that education, research, and service are inextricably linked and mutually nourish, support, inspire, and strengthen each other. VODO means striving for continuous innovation in educational practice, applied research, and service, in close relationship and collaboration with the professional field and knowledge institutions. VODO is a dynamic, high-quality cohesive whole of policy outlines, policy plans, actions, practices... that promote and safeguard VODO. This happens in various places, together and in interaction within and outside the organization.
30	Access to career advice	-/+	Clear point of attention. No real career development strategy in the previous process.	-In the previous process, there was only once a year a performance meeting between the manager and employee. This was too limited to address regular base performances and feedback. -UCLL offers the option of a **free career and job coaching to all employees.** **Proposed actions** -The new performance review process 'open feedback culture' has been launched and will be further implemented. -More promotion by management on job coaching

31	Intellectual Property Rights	++		-Within R&E, we have an **intense awareness about IP and copyright**. There is a dedicated **legal advisor** who protects the IP interests through research activities, service processes and valorisation. Copyright protection is an **integral part of every employment contract**.
32	Co-authorship	++		
33	Teaching	++		**-The cross pollination** between research and education is considered as an added value and encouraged within UCLL. -At UCLL, researchers have the responsibility to valorize their research results in education and thereby include a teaching activity: e.g. giving seminars, guest lectures, etc. See also information on **VODO (Integration of Education, Research, and Service)**
34	Complains/ appeals	++		UCLL has a **detailed procedure and methods of reporting** inappropriate behavior by both employees and students in accordance with the strong Belgian legislation.
35	Participation in decision-making bodies	+/-	The survey R&E staff shows that there is margin for improvement on this point (vision/strategy of R&E entities, communication sharing between researchers, information to newcomers)	-As prescribed by the Belgian law, UCLL has the **necessary participation bodies for employees** in place (i.e. the social partners), as e.g. the Works Council (HOC), Committee for Prevention and Protection at Work. Any employee may candidate for this, and we strictly ensure that we act in accordance with the regulations (see the intranet: https://intranet.ucll.be/nl/medewerker/over-ucll/ucll-overkoepelend/bestuur-en-inspraak) Everyone is free to 'candidate' and the elected employees are consulted and involved in HR related subjects. The **HOC** is the main body, in which employees are represented, in which people related topics are handled. -Per entity there are **LPOs (local participation consultations)**: location-related and campus-related topics are discussed there. -The model of **appreciative inquiry** used as standard within HR. This model enhances involvement and focuses on what is going well, to foster as much as possible involvement/adherence/motivation in

				the context of change. -UCLL has a **robust intranet** where all important information is published. Employees are encouraged to regularly consult this intranet to stay informed and updated. -Within E&R, **connection moments** are organized to 'connect' everyone working in the research centers. **Proposed actions** There are currently different projects in the pipeline to improve communication flow: • Clarification of the role of the supervisor, buddy and core experts • The new project on an 'open feedback' culture which is strategically anchored will also enhance the communication flow between managers and employees • Personalizing the communication flow by organising the teams into the 3N model (nucleus, nexus, novus) • Reworking the onboarding for newcomers (onboarding 2.0)
	Training and Development	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
36	Relation with supervisors	-/+	Too few follow up moments with manager. Specifically, the welcoming of newcomers and also the end of career guidance came up as points to improve.	-Support is given by both **supervisors** as by more **senior ('core experts')** colleagues, in a formal (regular meetings) and more informal way depending on the individual needs. -Due to the large scope and teams, each employee has, besides the supervisor, also a **buddy** to be supported for practical and personal matters. -UCLL invests in regular **team buildings**. -Every newcomer is supported by a **personal buddy**, see also elaborated onboarding program. **Proposed actions** - Clarification of the role of the supervisor, buddy and core experts

				-The new project on an 'open feedback' culture which is strategically anchored will also enhance the communication flow between managers and employees -Personalizing the communication flow by organizing the teams into the 3N model (nucleus, nexus, novus) - Reworking the onboarding for newcomers (onboarding 2.0)
37	Supervision and managerial duties	-/+	Point of attention, see point 36 and 38. The previous performance review process and the communication on this was not strong enough to encourage all managers and employees to free up actively time for e.g. career conversations, development, communication flow. The role division between VEC, buddy and core expert is not always clear.	- UCLL has a well-defined **onboarding program** (coaching by the supervisor, active guidance from an appointed colleague/buddy, welcoming day across the entire university college and initiation activities with the team that the employee is part of) for newcomers during the first two years - In recent years, UCLL has focused on strengthening leadership and managerial competencies with the development of a **UCLL leadership DNA** that will be further implemented in the various HR processes in the coming years. - UCLL conducts **leadership mirrors** (kind of 360* test in which feedback is gathered on leaders via their team members, amongst others) **Proposed actions** -Clarification of the role of the supervisor, buddy and core experts -Leadership 2.0 • Dissemination of the updated vision on leadership • Evaluate and update regularly training for supervisors -The new project on an 'open feedback' culture which is strategically anchored will also enhance the communication flow between managers and employees -Personalizing the communication flow by organizing the teams into the 3N model (nucleus, nexus, novus) -Reworking the onboarding for newcomers (onboarding 2.0) -Improvement of support and guidance at the end of the career of employees
38	Continuing Professional	+/-	Continuing	-Every employee has right on 5 training days per year (conform

| | Development | | professional development could be improved according to the survey R&E staff. The number of trainings, learnings followed could be increased. | Belgian legislation).
-UCLL offers an **internal training/professionalization platform** and offers the opportunity to request specific external training. Researchers on UCLL follow a lot of trainings (not only the classical), participation in study days, congress days, seminars, … which are not always formally registered a system. Following training courses and sharing the learnings afterwards within the team is strongly encouraged by management.

-The **internal training offerings have been significantly expanded**, and UCLL strengthens this each year: for example, starting from the academic year 2023-2024, the trajectory for didactic-agogic professional development has been rolled out. The fact that a recent HOC protocol has been established, explicitly choosing to reserve a certain % per FTE for professional development, should provide a stimulus for this.

Proposed actions
-In the context of the new performance review process, UCLL is foreseeing a module in the new tool to be able to monitor development better and more proactively and to see if every employee is investing in training and development (reporting)

-The new open feedback culture targets to have more regular follow-up moments between employee and N+1, based on the needs (not limited to 1x year anymore) where there is a shared responsibility, and the initiative can be taken by both manager as employee. This will foster more learning opportunities

-More promotion by the manager of the use of career and job coaching.

-As budgets for external trainings are not unlimited, we could leverage more on the possibility of the **development/training within the institution itself** (internal employees have a reduction on the inscription fee for educational programs offered by the UCLL itself) |

39	Access to research training and continuous development	+/-	Could be improved according to the survey R&E staff. The number of trainings, learnings followed could be increased.	-There is an **internal professionalization** offer and there is a broad offer from **VLHORA Vlaamse Hogescholenraad** (Flemish Council of Universities of Applied Sciences.) in this regard. -Not all types of learnings are formally registered, which gives not a full picture on trainings followed. **Proposed actions** See point 38
40	Supervision	+/-	See previous points. More support possible at the start for newcomers	With the new open feedback culture, we will enhance more regular follow-up meetings (open feedback, see earlier) and this will automatically foster appropriate support for early-stage researchers **Proposed actions** -Reworking the onboarding for newcomers (onboarding 2.0) -The new project on an 'open feedback' culture which is strategically anchored will also enhance communication and thus support by management. -Leadership 2.0