Name Organisation under review:
University of Twente

Organisation's contact details:
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Web link to published version of organisation's HR Strategy and Action Plan:
https://www.utwente.nl/en/organization/careers/HR%20Excellence%20in%20Research/

SUBMISSION DATE: 20-3-2018

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1.849,5
Of whom are international (i.e. foreign nationality)	940,0
Of whom are externally funded (i.e. for whom the organisation is host organisation)	421,15
Of whom are women	566,1
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	169,4
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	148,0
Of whom are stage R1 = in most organisations corresponding with doctoral level	265,6
Total number of students (if relevant)	9645
Total number of staff (including management, administrative, teaching and research staff)	2705,5
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	316.2

Annual organisational direct government funding (designated for research)	*233.1*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*44.9*
Annual funding from private, non-government sources, designated for research	*38.2*

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

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).

The university has an impressive track record in the field of valorization of research results. With its unique location centred on one campus, it has short lines of communication, meaning decisive action can be taken quickly and innovative paths can be chosen. Entrepreneurship is in UT's genes. Our campus boasts some 100 student-founded companies. In addition, the university has generated more than 900 successful spin-off companies (which in turn have generated over 7,000 jobs). Novel-T encourages and facilitates new entrepreneurs.

The University of Twente adopted its ambitious strategy, entitled Vision 2020, in 2014. With the strategy, the university hopes to raise the bar considerably.
To visualize Vision 2020 we made an animation. Read more about our ambitions in the brochure.

2. NARRATIVE (MAX. 2 PAGES)

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current policy and practice under the four thematic headings of the Charter and Code at your organization.

Narrative University of Twente

On the ethical and professional aspect chapter the University of Twente is fully compliant. The only part of this aspect with room for improvement is the evaluation / appraisal part. The university has systems in place and they are used, but during the interviews with academic staff they saw two areas with room for improvement. The system could be more stringent. On the other hand the evaluation system was also not focused on helping staff move up the ranks. In 2017 the UT developed an annual appraisal training for both staff and managers, focusing on assessment, SMART outcome agreements and career development Training course was rated an average 8 out of 10 in assessments

The UT wants to explore the option of online training in the field of annual appraisal for both staff and managers.   When it comes to committee based reviews the University of Twente needs to establish an appraisal system whereby external and/or overseas parties are involved in assessment committees. This system must be integrated in the system used to assess tenure track candidates.

On the recruitment and selection chapter the University of Twente has several improvements to make. Recruitment needs to be more open and more positions need to be published. Our aim is to publish at least 60% of all academic positions by 2018. This can be measured by comparing the number of vacancies in out ATS (currently peopleXS) and the number of new hires entered into our payroll system (currently Oracle). In 2017 we have implemented a tool called Textio to improve our vacancy texts and also be aware of using gender neutral wording when publishing vacancies. Also many of the policies that are in place within the organization need to be written down, published and monitored.

On the selection part of this chapter there is room for improvement in training the selection committees on structured as well as gender neutral interviewing. These committees will also be trained to value teaching excellence. Improvements also need to be made in monitoring feedback to applicants as well as the time a procedure takes. We are fully compliant where merit based judging is concerned, but still looking to improve this part. The University of Twente has the goal to expand merit based selection by not only looking at the hard competences, but also the soft skills that are necessary for a successful academic career.

On the aspects of training and development the University of Twente is fully compliant with one aspect that has room for improvement. On the aspect of continuous professional development the university has already launched several training programs and courses to improve this aspect. From 2016 on many courses are offered in English and there are also English language courses for those who need to improve their English.

Lastly the aspect of social security and working conditions. The part of social security, funding and salaries are guaranteed under Dutch law, making the University of Twente fully compliant. On the part of participation in decision making bodies, appeals and complaints, intellectual property rights and working conditions we are also fully compliant with HRS4R.

Aspects of this chapter with room for improvement are:
- Gender balance
- Career development
- Value of mobility
- Access to career advice
- Teaching

The University of Twente has an active policy and tools in place to achieve proper gender equality – see, for instance, the UTWIST tenure tracks for female staff. We are slowly

heading for greater gender equality, although progress is lagging behind in the higher academic ranks. In addition, different faculties present a different picture. Within the academia we suffer from a leaking pipeline. With every promotion level we lose a relatively higher percentage of female scientist than male scientist. This is a well-known, undesirable, phenomenon that we need to solve.

3. ACTIONS

Please provide a <u>list of all actions</u> to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: <u>Title action – timing – Responsible Unit – Indicator(s) / Target(s).</u>

Actions in time 2018-2020

		Ethical and professional aspects				
Principle nr.	**Action**	**Gap indicated by academic managers, questionnaire and policy analysis**	**Title action**	**Timing**	**Indicator**	**Responsible unit**
2. ethical principles	1.1	Creating more transparency on this topic	Concept of a comprehensive ethics infrastructure for the University of Twente	2018	Report to be finalized in 2018	S&B
2. ethical principles	1.2		Establishment of an updated university-wide ethics infrastructure	2019		S&B
11. Evaluation/ appraisal systems	3.1	The academic managers indicated in their interviews that UT's way of appraising performance leaves a little to be desired. UT currently employs two appraisal systems: the tenure track system and the general system (FJUT), which is not sufficiently focused on helping staff move up the ranks. The FJUT application is used a fair bit (by everyone, and regularly), but the system is not quite critical enough.	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)	To be rolled out at UT 2019	By 2019, all of UT will use the new performance appraisal system	HR
11. Evaluation/appraisal systems	3.2		Prices and Awards committee starts to function as intended	2019	Annual report of Prices and Award	S&B

						Committee	
11. Evaluation/ appraisal systems	3.2			Fair and transparent appraisals can only be made by internal committees with the addition of a few external parties. The composition of such committees must be a matter of serious consideration. It should be possible to get parties involved (or consult parties) who have been recommended by the party whose performance is to be appraised (and make these parties members of the assessment committee?). However, any system involving committees must be transparent. It is vital that potential conflicts between the reviewee's manager and the committee be subject to rules. In addition, the frequency of these committee-based appraisals (e.g., once every three years) must be set out in regulations. If any individuals are to be promoted, they can be reviewed using a process which also involves international referees. In 2018 we included education and prizes and awards performance management policy. This policy implied: • Fair and transparent chances for all employees to show their talents • Decision about formation of the Prices and Awards Committee • Regulations to make opportunities for prices and awards more transparent and fair for all potential candidates • Overview of all potential prices and awards	20 19	Training course rates	HR

			Recruitment			
Principle nr.	**Action**	**Gap indicated by academic managers, questionnaire and policy analysis**	**What**	**When**	**Monitoring**	**Who**

12. Recruitment	1.1	We must further implement open and transparent recruitment procedures and emphasize the fact that recruitment procedures have become more straightforward, which will allow the organization to operate in a more decisive and customer-oriented fashion. We will set ourselves even farther apart from our competitors in the job market by developing a comprehensive recruitment & onboarding programme, which will be explained and used during the recruitment process. UT seeks to fill permanent positions by using open recruitment procedures where possible. A strategic recruitment plan taking into account the OTM-R can help the UT to improve the open and transparent recruitment.	Implementing a strategic recruitment plan 2018-2020 taking into account the OTM-R. A project group installed to improve HR recruitment services based on customer needs. Project we will realize to meet these goals are: -Attract female full professors (Hypatia chairs) to achieve our ambition of 20% female full professors in 2020 - Improve our awareness and performance of inclusiveness, beyond the perspective of gender balance insenior scientic positions. An important element is the number of "participatiebanen" at UT. - Select and implement a new applicant tracking system (replace the current people XS) - Implement the game based assessment of soft skills/competences - Better, more attractive job profiles (Boost the use of textio, re-use best practice profile texts and train management in recruiting skills) - Improve the onboarding 'customer journey' of new staff	20 19		HR
13. Recruitment (code)	1.2		Developing and implementing a strategic recruitment plan 2017-2020 taking into account the OTM-R	20 18 - 20 20	KPI's which are defined Checklist OTM-R	HR
14. Selection	2.1	Academic manager indicated that we must improve committee members' selection skills by providing these committees with training and a UT standard to be met. The HR department will provide support with regard to competency-based selection. Job applicants must receive personal feedback on procedures, stating the reasons for the decisions made.	-Formulate Guidelines/framework for advisory appointment committees: 'How to Scout Talent'. Defining a (differentiated) UT selection -Developing training and supervising courses	20 19	Operatio nal Recruitm ent toolkit for hiring	HR

			to support faculties and chairs in their selection activities -Developing game based selection tool which will be used in selection of phd candidates.		managers Career Training Development website Number of applications by department	
15. Transparency	3.1	Recruitment and selection procedures should be more short, efficient and transparent.	Implementing uniform recruitment procedures Identifying recruitment selection procedures and publicizing these on the recruitment website. The uniform procedures in a new applicant tracking system.	20 19	An implemented system which supports the recruitment workflow	HR

			Working conditions and social security			
Principle nr.	Acti on Nos.	Gap indicated by academic managers, questionnaire and policy analysis	What	When	Monitoring	Who

27. Gender	1 . 1	Improvements are made, but we have not yet achieved our desired level yet. The UT ambition is 21 % female full professors in 2020. Therefore an action plan will be implemented.
		
		Talent development female talent:
		http://www.utwente.nl/hr/en/career-professional-development/talent-development/female-talent/
		
		Funding for women:
		https://www.utwente.nl/en/ffnt/useful-links/
		
		Several courses are offered to support academic careers:
		https://www.utwente.nl/en/ctd/staff/
		
		the professional network of female academic staff members at the University of Twente:
		http://www.utwente.nl/ffnt/
			UT has an active policy and tools in place to achieve proper gender equality – see, for instance, the UTWIST tenure tracks for female staff. We are slowly heading for greater gender equality, although progress is lagging behind in the higher academic ranks. In addition, different faculties present a different picture. Within the academia we suffer from a leaking pipeline. With every promotion level we lose a relatively higher percentage of female scientist than male scientist. This is a well-known, undesirable, phenomenon that we need to solve.
			
			In 2020 the UT aims to have 21% women professors. Several initiatives are defined to reach this target.
			   1. Creating an recruitment programme 'attracting female scientists'
			   2. Gender bias training for selection commissions
			   3. Update the current UTWIST programme
			   4. Gender bias training for members of the faculty boards
			   5. Identifying internal women talent and scouting of external women talent through network recruitment
			   6. Update of the UT diversity
				2018-2020	1-5in 2020 20% of the professors are female
					2-4 . number of participants in BAC training
					3-6. updated website
						HR

					2018-2019		HR
			website https://www.utwente.nl/en/organization/careers/diversity/				
28. Career development	1.1	UT offers a wide range of development options which are open to all academic staff, regardless of the nature of their contracts or stage of career (www.utwente.nl/mycareer). On offer are several training courses, as well as more individualized development options such as career guidance, mentoring or coaching. Not everybody is aware that these options exist; this is something UT really needs to work on. In addition, careers and career development should be a key subject to be raised by managers and staff throughout the year, but especially during annual appraisals. At present, some managers and departments do this, while others do not. By ensuring that career development is brought up during appraisals, we will create greater career consciousness and active career-mindedness within our university Career tracks and prospects for teachers and researchers: In addition to the guidance options listed above, UT focuses on: The promotion system for talented researchers (tenure track) In order to make ourselves a more attractive employer and to challenge and facilitate talented researchers, UT implemented a tenure track policy between 2009 and 2015, to help academic staff develop their careers. As the interviews conducted as part of the HRS4R process showed, the assessment system could do with some fine-tuning. In order to optimize the further development of the tenure track, a university-wide tenure track committee presented its assessment to the Board of Governors in the middle of 2015. The committee used this assessment to draw up recommendations for the further improvement of the tenure track system. Career tracks and prospects for teaching staff In close consultation with stakeholders, the HR department has defined several actions, which are referred to under principle No 33: Teaching.	Career development, Value of mobility, access to career advice: We want to improve continuously by consulting candidates and provide them with career development opportunities. 1. Academic staff will be made more aware of the career development courses which are on offer and of the existence of the Career Development Centre (which offers mentoring and career counselling, among other things): www.utwente.nl/mycareer ww.utwente.nl/ctd/en 2. We will continue optimizing our career development policy for talented researchers. 3. We will defined transparent career prospects for UT teaching staff (see 33.). 4. We organised a training in annual reviews for all scientific and support staff in leadership positions in order to make the annual reviews more focused on performances, professional development and career paths.	2018-2019	Raising the academic staff intake percentage for career and career development advice to 30% by 2020 (up from 25% at present)	HR

		http://www.vsnu.nl/CAO/CAO-universiteiten.htm http://www.utwente.nl/hr/mijnloopbaan/ http://www.utwente.nl/hr/loopbaan/jaargesprek/ http://www.utwente.nl/ctd/ http://www.utwente.nl/hr/loopbaan/talentontwikkeling/tenure_track/	5. Interactive video's for training in annual reviews were made available in addition to the face2face training. (https://www.utwente.nl/nl/hr/loopbaan/jaargesprek/handleiding-formulier-jaargesprek-ut.pdf)				
28. Career development	2.1		Implement most urgent recommendations of the university-wide tenure track committee on the optimization of this talented researchers assessment system.	2018	Most urgent recommendations will be implemented	HR
29 Value of mobility	1.1	See 28	Our strategy, Vision 2020, strongly emphasizes internationalization and the need for an outward orientation, which comprises both more intense collaboration with the business community and more frequent overseas visits. These strategic objectives for the departments and their individual staff members must be reflected in annual appraisals, in the sense that they must be discussed and that they must be reflected in target and development agreements. At present academic staff are granted a range of opportunities to improve their mobility. Take, for instance, work placements, sabbaticals, educational leave of absence and conference attendance. It is important that our employees be made aware of these opportunities and that they be encouraged to take them. However, it is employees' own responsibility to identify	2019	Ascertaining that academic staff is familiar with opportunities created by mobility grants	HR/S&B

			such opportunities; UT will merely facilitate their taking them. In addition, UT may want to look into and promote the opportunities created by grant schemes such as Erasmus. http://www.vsnu.nl/CAO/CAO-universiteiten.htm http://www.utwente.nl/hr/arbeidsvoorwaarden/verlof/educatie/ https://www.utwente.nl/en/hr/career-professional-development/ https://www.utwente.nl/en/hr/career-professional-development/talent-development/tenure-track/			
	1.2	See 28	All UT employees are allowed to apply for career counselling, regardless of what type of contract they are on. Career counselling involves internal services as well as services provided by external partners. All these services are on offer at the Career Development Centre, which also serves as a kind of reception desk for questions about one's career and career development. Not everyone is aware of the existence of these services; UT will have to publicize them more. In addition, career development must be made be a regular topic of discussion between academic managers and employees. We must promote the establishment of a culture where it is normal to think and talk about careers http://www.vsnu.nl/CAO/CAO-universiteiten.htm https://www.utwente.nl/en/ctd/ https://www.utwente.nl/en/hr/my-	2018		HR

			career/			
33. Teaching	1.1	In 2018, the HR department has developed an innovative career policy for teaching staff, designed to better recognize, show appreciation for and reward good performance in teaching and make good educators as visible as good researchers.	This policy is received positively by the UT-community and the coming years the implementation will be stimulated, supported and monitored by HR the possibility to follow a career path with focus on education is introduced criteria for teaching excellence (based on the frame work of teaching Excellence of Ruth Graham) are defined - implementation plan is developed realised; several activities are included implemented (e.g. toolbox is ready, assessment forms are adjusted, trainings are operational, etc.) training of selection and assessment committees, training in annual reviews with attention for teach teaching excellence - policy plan will have been formalized en of 2017 - number of employees that chose a career with focus on education	2018-2019		HR
	1.2		Teaching staff got more opportunities for professionalization. The emphasis is on a professionalization courses for experienced teachers (the SUTQ (senior university teaching qualification) and SUEQ (senior university examination qualification) and ELP (Educational Leadership programme)). These courses	2018	- the pilot course will have been taught and evaluated - stakeholders will have given the course a favourable assessment	CELT & HR

				for experienced teachers are up and running since 2016. In addition, there will be more and better courses for beginning teachers. The Educational Service will be the driving force Improving the pilot-programme focusing on experienced teachers: the SUTQ (Senior University Teaching Qualification)		(80% of participants and managers approve of the course) -number of training participants	
38 continuing professional development	1.1	http://www.vsnu.nl/CAO/CAO-universiteiten.htm http://www.utwente.nl/hr/loopbaan/jaargesprek/ http://www.utwente.nl/en/education/post-graduate/tgs/prodoc/ http://www.utwente.nl/hr/arbeidsvoorwaarden/verlof/educatie/ http://www.utwente.nl/ctd/ http://www.utwente.nl/hr/loopbaan/docentprofessionalisering/bko/ http://www.utwente.nl/hr/arbeidsvoorwaarden/cao_regelingen_gedragscodes/regelingen/opleidingsregeling/ 1.		For the realization of the goals set in Vision 2020, it is necessary that the content of the courses offered is optimally in line with the wishes and needs of the employees of the UT. From Vision 2020, the objective is to focus on Professional Development and further optimize the competency of employees of the UT. Our ambition is continuous improvement of the training and course offerings for both the academic and the support staff. Furthermore, we will explore how HR can encourage the continuous professional development of staff, e.g. select a flagship project within the UT which executives can encourage to take a pro-active role in encouraging employees (ongoing) professional development. The courses will be given mainly in English with a few exceptions. The offer will include the themes of Vision 2020 such as intercultural aspects and internationalization. To offer new learning forms we now offer opportunities for on line learning by means of Future Learn and Good Habitz.	2018-2019	Content of development and training programmes	HR

| | | | Future Learn promotes international communication between course participants and stimulates international networking.

In the near future our career development center will investigate how we incorporate new possibilities for professionalisation by means of blended learning, networks, knowledge bases and further adjustment to internationalization of the organization. | | | |
|---|---|---|---|---|---|---|

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate <u>how your organisation will use the Open, Transparent and Merit-Based Recruitment</u> <u>Toolkit</u> and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

The OMT-R will be taken into account in the context of a HR project called Recruitment 2020. The aim of the project is to implement the strategic Recruitment policy for the coming years based on client needs and the international labour market.
At least the following main topics will have our attention:

• The University of Twente must be prepared to be the first (university) (of the Netherlands) to deploy new technology that can improve both recruitment and selection.
• Focus on fact-based, data driven, decision-making.
• Dare to experiment and evaluate each experiment on the basis of data.
• Testing competencies in selection process.
• More explicitly and explicitly include soft skills in selection.
• Provide recruitment tooling that can be used internationally / worldwide.
• Provide a soft landing after the hire (onboarding).

4. IMPLEMENTATION (MAX. 1 PAGE)

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

Do you have an implementation committee and/or steering group regularly overseeing progress?
The HR management team is responsible for overseeing the whole process. This management team includes HR managers of the faculty's. Besides the HR management team we install a steering group with all the board members of the faculty's responsible for research (Research portfolio holders)

How do you involve the research community, your main stakeholders, in the implementation process?
Within the UT we have decentralized HR departments who are responsible for executing HR advice within the faculties and departments. The HR advisors have intensive contact with the research community regarding our HR policies and services.
In the development of central HR policy, university committees are asked for input depending on the subject.
After the HR policy has been established the final policy is shared with stakeholders within the University Commission for Business Management via the post-CvB meeting. These stakeholders share the policy with the involved employee within their unit of faculty.

The governance of the University of Twente is laid down in the management regulation 2018 which is based on the law of higher education. Below you will find an explanation on the various central bodies of the University of Twente which are involved in the development of (HR) policy's depending on the subject.

Central bodies
CvB-deans (CvB-D):
Th CvB-D is formed by the executive board and the deans of the 5 faculties. The CvB-D includes the coordination and preparation of general matters concerning the UT, including faculty research, education and management.
The Executive Board establishes policy with regard to general affairs in close consultation within the CvB-D.

Strategic Council (SB):
The SB is formed by the Executive Board, the secretary of the university, the deans on behalf of the faculty boards and the scientific directors. The SB primarily conducts the coordination and preparation of the substantive strategic research policy of the UT as a whole. The Executive Board establishes the strategic research policy of the university in close consultation with the SB.

Central Advisory bodies
University Commission for Education (UC-OW):
The UC-OW consists of at least the education portfolio holder from each faculty, representatives from the relevant departments and two student members who are nominated by the University Council for a period of 1 year. In the UC-OW, the coordination and preparation of university education policy and implementation take place.

University Research Committee (UC-OZ):
The UC-OZ consists of at least the academic directors, the research portfolio holder from each faculty and representatives from the relevant departments. At the UC-OZ, the coordination and preparation of the university research policy take place.

University Commission for Business Management (UC-B):
The UC-B consists in any case of the secretary of the university, the portfolio holders of operational management of the faculties and service directors. In the UC-B, the coordination and preparation of the university management policy and implementation take place.

University Commission for Innovation (UC-I):
In the UC-I, the coordination and preparation of the valorisation policy and implementation take place.
The Executive Board determines the composition of the UC-I.

For explanation:

Executive board:
The Executive Board consists of 3 members, including the Rector Magnificus of the University. The Executive Board is charged with the management of the university as a whole and with the management thereof. The Executive Board exercises the tasks and powers that are assigned to the institutional management by or pursuant to the WHW.

Faculty Board:
The faculty board consists of four members, namely the dean, a portfolio holder for business operations, a portfolio holder for education and a portfolio holder for research. The Faculty Board is responsible for the general management of the faculty. It is responsible for the management and organization of the faculty for education and scientific practice. The dean works on behalf of the faculty board on the board of the university, including through participation in the SB and consultation with the Executive Board about the preparation of the institution plan and the budget.

How will your organisation ensure that the proposed actions will also be implemented?
Development project teams work on the implementation of the HR policy's presented in the actionplan. Within the UT we make use of an 'agile way of working' in project teams to make sure that continues improvement is the standard.

Is there evidence of any alignment of the HRS4R with organisational policies? For example, is the HRS4R recognized in organisation's research strategy, overarching HR policy?
The HR policy aligns with the UT organization strategy . All proposed actions are in line with either the organization strategy or the HR strategy. The UT's **ambitions** are specified within four strategic goals:
- Developing global citizens
- Making a real impact
- Stimulating an entrepreneurial mindset and behavior
- Experimenting, pioneering, innovating & campus

Vision 2019 – 2022
HR facilitates the above mentioned UT goals primarily through initiatives on talent management and recruitment.A good UT practice in these areas is essential to realize the ambition and improve our international position in science.
With our HR services we aim to reduce administrative hassle with a personal touch and still be compliant with a transparent set of rules and regulations. This maximizes the available time and energy of scientists to deliver our primary UT goals on education, research and valorization. The fundament of HR is prepared to respond with agility to the changing needs from the organization. However, the HR services in 2018 are not as simple to find and easy to use, as can be expected in times of unprecedented digital opportunities. We need to improve this continuously.HR only has strategic added value if it goes beyond optimized hr services and processes. HR has to become a leader and not a follower in the relevant aspects of people and organizational development. This requires a sustainable, proactive and long-term orientated approach of HR. Leadership is vital to establish any sustainable hr practice. To implement HR policy's. Therefor the HR function has to establish a partnership with those who transform abstract policy's into concrete practices: the leaders in the organization regarding elements such as:
- Recruitment and selection for the present as well as the future organizational demands.
- Exemplary behavior of leaders to facilitate behavioral change needed to realize our strategic goals
- Identifying potential talent and continuous development of employees
- Recognize the added value of diversity and continuous personal and professional development.

Strategic themes 2019
The majority of the central HR capacity is spent on HR administration processes, provision of information and regular ad hoc service/support requests. This is 'business as usual' and takes about 70% of the HR capacity. Moreover only 30% of the Central HR capacity is dedicated to initiatives and projects improving the HR function. It is important to note that the strategic themes stated below only refer improvement capacity.

~~3.1~~ Talent management

The UT needs talented staff, people who excell in what they know and their competences to deliver a sustainable result in a specific context. In the UT practice it is essential to identify all sorts of talent and talent development opportunities. We have a good eye for scientific talent. We need to improve our practice to facilitate the development of key competences 'on the job' beyond the pure scientific area. A number of initiatives has been started in this area inside and outside of HR.

~~3.2~~ Recruitment

It is getting harder and harder to recruit talented and diverse staff. To realize our ambition to make a real impact in the above-mentioned goals we have a collective recruitment challenge. We need to innovate our recruitment techniques, knowledge and procedures. Diversity and inclusion are important strategic goals for a sustainable UT with major recruitment relevance. HR will facilitate and drive our collective awareness and competence to open mindedly identify diverse talents (reduce our bias).

Overall we believe the following elements will make a difference in our recruitment ambition:
- Be prepared to experiment with new technologies in the recruitment processes
- Focus on fact based and data driven decision making
- Constant attention on our diversity goals in our recruitment practice (gender, international, etc).
- Default international recruiting of scientific staff
- Pro-actively collaborate with scientists within the faculties to improve our recruitment practice, the initiative can come from either side.
- Assess soft skills and competencies explicitly in the selection process
- Improve the onboarding experience of new colleagues

HR fundamentals

A lot of the HR function consists of basic HR services such as contract extensions, performance management in FJUT, changes in the employment conditions, 30% tax arrangements, optional employment conditions and absence registration. These HR processes should be easy to find and super intuitive to use.

All faculties and support functions are in control in this area and they have fact-based Management information available to demonstrate this. This is a continuous process of user-oriented improvements.

HR professional development

The HR function is in transition, not via a restructuring programme, but via an agile inspired development approach. In 2018 the HR team collectively joined the strategic personnel planning course. In this course we identified a set of strategic competences crucial for the future of HR. These are essential to be able to deliver the potential strategic
added value of HR in the future.

How will you monitor progress?

We will monitor the process by addressing the topic every half year on the agenda of the HR MT, HR team and the board meeting. A steering group, including scientific staff: the research portfolio holders of the faculty's , will be formed. They will monitor the progress and reflecting on the content. In sharepoint (administrative system) we will make an overview of all the actions and monitor continuously on the progress.

How do you expect to prepare the internal and external review?

We will organize a program for the visiting group   including several meetings with scientific staff, management and Phd candidates. We will present the improvements in our (HR) policy