

# BI-ANNUAL SELF-EVALUATION 2015 - 2017

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## 1. Introduction

After the introduction of the Charter and Code for the recruitment of researchers (C&C) by the commission in 2007 Tilburg University, together with the Rector's conference of Dutch Universities, endorsed the C&C [http://ec.europa.eu/euraxess/data/usgn\\_orgs/nl\\_vsnu.pdf](http://ec.europa.eu/euraxess/data/usgn_orgs/nl_vsnu.pdf). This was followed by an institutional endorsement of Tilburg University in August 2011 [http://ec.europa.eu/euraxess/data/usgn\\_orgs/nl\\_tilburg.pdf](http://ec.europa.eu/euraxess/data/usgn_orgs/nl_tilburg.pdf). In June 2013, Tilburg University submitted its gap-analyses and action plan and has been rewarded with the HR Logo. The C&C has since been part of the HR policy planning and evaluating process.

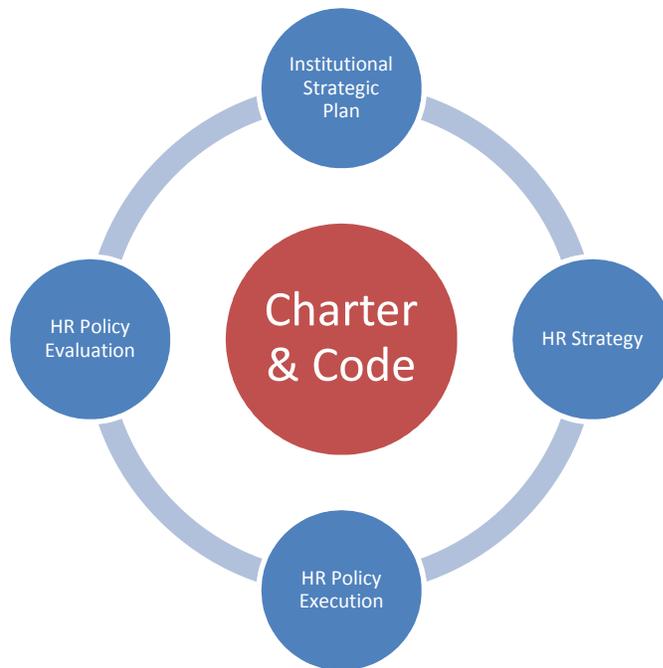
In 2015 we have conducted the bi-annual self-evaluation. The adapted action plan is presented in this document.

## 2. Tilburg University

Tilburg University is specialized in the humanities and the social sciences. We are a leading research university whose mission is Understanding Society. We work on solving social issues by developing new knowledge and transferring it to our students and peers, and by bringing people together from a range of academic fields and organizations.

The biggest challenge facing Tilburg University is for us to respond more effectively to relevant changes in society. Creating a greater sense of unity within the organization is one of the key precepts. More so than in the past, the university must form a single front to improve our effectiveness, agility and appeal. In this regard, everyone's contribution must be valued on its own merits, whether from researchers or from support staff. We are facing a number of challenges in the academic world. These have to do with reducing the number of temporary contracts among academic staff, creating new career prospects for lecturers, boosting the number of women in management and high-profile positions, and addressing the workload of our academic staff. Addressing the challenges effectively will require high-quality leaders and enhanced collaboration. Moreover, it should be an organization where employees are eager to embrace innovation.

In 2014, Tilburg University has decided to significantly reorganize the support services. The goal is to achieve an effective and flexible organization which provides support to the jointly implemented strategic policy within the Understanding Society mission. By reorganizing the support services, we free up resources which can then be invested in the primary process. We will be able to hire PhD candidates and post-doctoral researchers representing a total of 80 FTEs as a way of giving shape to our strategic plans in the areas of education, research, and valorization. We will have more "hands on deck."



### 3. Policy development

#### *Institutional Strategic Plan*

Every four years, our university puts considerable time and effort into setting out our course for the future which leads to the institutional Strategic Plan. This strategic plan is the result of our most recent round of deliberations (view description of the process that led to the new strategic plan Strategic Plan <https://www.tilburguniversity.edu/intranet/organization/strategy-and-policy/tilburg-university-2020-developing-new-strategic-plan/>). We feel it is important that the strategic choices we have made receive support from the entire university community, and that our ambitions are sensible and feasible. This is why we have set our strategy by engaging in intensive discussions with all the university's stakeholders. We began discussions in the spring of 2013 based on our own vision on developments over the next four years. During lunch sessions and meetings of the Tilburg University Society, we exchanged opinions and ideas in an open, respectful atmosphere. We also received many inspiring ideas and opinions through our social media channels. Researchers, teachers, students, supporting staff, alumni and of course the University Council were thus able to enrich and improve this strategic vision.

#### *HR Policy plan*

The development of the HR Policy plan 2014 – 2017 has been started after the institutional strategic plan was published. For the development of it the HR department has consulted a wide range of stakeholders. During the first half of 2015 there have been presentations and discussions with: HR Policy advisors, HR managers (TOP) and HR officers, HR development officers, the university

council, Deans of Schools and representatives of the academic and research staff. Furthermore we used the results of the employee surveys.

This has led to the following three priorities for the coming years:

### 1. High-quality staff

Having highly qualified staff is an important prerequisite for us to achieve our ambitions. We will therefore focus on recruiting high-quality staff. We will work to promote sustainable employability, and we will emphasize our employees' ongoing development.

### 2. Unifying leadership

We want leaders who are capable of uniting others. They must be able to achieve an optimal match between the ambitions of the organization and the goals of individual employees. Moreover, they must have the ability to foster employees' development and mobility.

### 3. Heterogeneous organization

Our goal is to employ a heterogeneous workforce in the broadest sense of the word. This will enable us to serve the public interest and the interests of the individual, while also maintaining due regard for the interests of our own organization.

## Incorporating C&C in HR Policy development

In our initial submission we have stated that:

*"To incorporate the C&C successfully the HR Policy department believes that the principles should function as inspirational guideline in the process of policy preparation, policy determining, policy execution and policy evaluation. The C&C has to become part of already existing instruments we are using in this process".*

Because of the overlap in the process of developing the institutional strategic plan and the strategic HR plan (consultation rounds and deliberations with stakeholders) we have chosen to synchronize/align these processes with the evaluation cycle of the HR Logo. This will lead to a new time frame in the evaluation process of the HR Logo where the external evaluation is planned for mid-July 2017:



# ACTION PLAN DECEMBER 2015

In 2014 Tilburg University outlined its ambitions in a new [strategic plan](#) for 2014-2017. In the strategic plan period the university will focus on: quality, innovation, connections through networking, international cooperation and one single effective support organization.

To achieve these goals HR has developed its strategic agenda and presented it the third quarter of 2015. This policy plan is established during the past year in collaboration with directors, deans, University Labor Representation Board and consultation and open discussions with stakeholders. The [HR strategic plan](#) 2014 -2017 will focus on: a unified organization, High-quality staff, unifying leadership and a heterogeneous organization. This action plan is a compilation of the actions deriving from the strategic institutional plan, the HR strategic plan and the Charter & Code principles.

No.	Principle	Action	Achieved by:	Owner	Bi-annual self evaluation december 2015
1	<b>Dissemination, exploitation of results &amp; Public engagement</b>	Further profiling of the university in the field of Social Innovation by building alliances with partners (academic workplaces, labs, et cetera) so that researchers can better work on activities to improve public engagement.	ongoing 2014-2017	School in cooperation with Strategy & Policy (S&P)	In 2014 Social Innovation was further embedded into the Schools. In the field of Sustainability, Care and Labor market as well as in the field of civil-participation several projects and joint initiatives have been established.  The number of academic workspaces has been extended
		Develop valorization indicators in cooperation with the Association of Dutch Universities based on the profile of TIU.	Q4 2013	S&P	A set of valorization indicators has been developed. Currently we are in the testing stage. In 2015 this stage will be finished and the set of indicators will be set.

		<p>Strengthening the entrepreneurial chain within TiU: The Brabant Center for Entrepreneurship (BCE) will be expanded together with Maastricht University, Eindhoven University. Furthermore the University Ventures (marketing intellectual property and ideas of TiU researchers will also be further expanded.</p>	<p>ongoing 2014-2017</p>	<p>BCE en University Ventures</p>	<p>In March 2014 the alliance of the province of Brabant has been signed by the president of the executive board of Tilburg University (on behalf of all Brabant Higher educational institutes), The Mayor of Tilburg (on behalf of all Dutch municipalities) and the president of the Brabant Zeeland employer association (BZW). The Brabant Alliance is a venture in which agreements are made on project in fields of: labor market (juvenile unemployment free zone); Care (Alzheimer and personal healthcare file)</p> <p>Sustainability: Project sustainable development construction and declining waste production (since June 2015 TiU has seconded a staff member to this project for 2 days a week to Midpoint Brabant.</p> <p>Since January 2015 TiU participates in the Strategic Board Delta Region (West Brabant).</p> <p>TiU is knowledge partner in the three triple helix development organizations in Brabant in which TiU delivers the following knowledge fields:  legal affairs (privacy)  Organization Science  Behavioral Science (health care)  Labor market science  Sustainable development Studies  Data Sciences</p>
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		Development CampusBrabant  Joint venture between educational institutes, (local)government and private parties to develop regional labor market, regional culture, regional education and increase social and cultural synergy	New  Ongoing: Q4 2017	Executive Board	
		Strengthening the entrepreneur chain and itra entrepreneurship within Tilburg University.  Expanding the Brabant Center for entrepreneurship (TiU, RuE, UM).  University Ventures (supporting researchers in marketing of scientific ideas, services and products)	new  ongoing 2014-2017	BCE en University Ventures.	
2	<b>Confidential advisor, complaints appeals</b>	The Doctorate Board has set new rules regarding the number of (co-) supervisors in the PhD committee to a minimum of '2' and maximum of '3'. The number of '2' limits the risk that the supervisor(s) can exploit the dependency of the junior researcher in a negative way. In addition, the maximum number of '3' limits the supervisors to which the junior researcher needs to account for and report to. It is expected that this also limits the number of disputes and strengthens the positions of the confidential officer.	Q1 2013	Doctorate Board	Incorporated in the PhD regulations, enacted by the Doctorate Board on February 14 <sup>th</sup> , 2014

3	Storage of data	Developing more server based storage facilities so researcher do not have to use (not protected) local storage devices. To achieve this Windows 7 will be introduced.	Q2 2014	Library and IT Services	TiU developed – together with other Dutch universities and SURFnet – a service similar to Dropbox, in which all researchers have 100 GB disk space in the sector cloud for data storage. TiU-researchers also have access to the Dutch Dataverse Network to store their research data.
		A workshop will be organized to discuss this matter with stakeholders (Library & IT services, Legal affairs and researchers). This workshop will also be the bases to develop a new data management plan and to improve the awareness and responsibilities	Ongoing Q4 2016	Library & IT services and Legal Affairs	In close cooperation with the scientific management of TiU, Library & IT services and Legal Affairs developed a new datamanagement policy, to be elaborated by TiU schools for their specific disciplines. Work in progress.
4	Evaluation and appraisal systems	Public engagement/valorization is not always part of evaluation and appraisal sessions. Given the strategic goals valorization should be better recognized as a competence in which a researcher can (also) be assessed. HR will integrate this in the development of courses and training of supervisors (leadership development program)	Q2 2014	HR Policy	Completed Q3 2014: In conducting the performance agreements and development (R&O) interview, a so-called R&O form is used. In preparation for the R&O interview the employee must fill in this form, the results he has achieved in the past year. Together with the supervisor the employee also agrees on new goals for the coming year. Previously valorization was not explicitly included in the R&O form. The form is adjusted. Valorization is now explicitly mentioned as a subject to which the employee (also) should be evaluated. See also the attached form.
		Further professionalization of the R&D interview: support for managers and employees in the form of training courses A training course entitled <i>Your R&amp;D interview</i> will once again be offered in the years to come to help employees prepare for their annual interview.	New 2015-2017	HR	

		We also intend to help managers become more proficient in conducting these interviews, for example by offering a biennial training course entitled: <i>R&amp;D interviews: getting more out of your team.</i>			
5	<b>Postdoctoral appointments</b>	The Dutch university association, employee's representatives (unions) and the national government will work out new guidelines (labor laws) which may lead to new regulations about the number and duration of temporary contracts. The aim is to limit the possibilities for employers and therefore create better chances of obtaining permanent positions and more recognition of the profession. These new laws will be included into a new collective employment agreement and will be translated by the Legal specialists of the HR Policy department into TiU regulations.	Q1 2015	HR Policy	<p>On a national level new law has been introduced that limits the number of temporary contracts for employers. The new legislation is translated into the CLA. As of July 2016, the total term of the temporary employment contract of a researcher, including any subsequent contracts is no more than two years. A temporary employment contract for academic staff can be extended to a maximum term of four years for positions for postdocs and positions for which the work is temporary financed externally or that involve co-financing.</p> <p>Nowadays, the total term of the temporary employment contract (including subsequent contracts) of a researcher is six years. The new regulations thus limits TiU to contract researchers on a temporary basis. This creates better chances of obtaining permanent positions.</p> <p>Based on the new CLA, all Dutch universities need to take suitable policy measures to reduce the percentage of temporary employment contracts of four years or less in the job categories professor, senior university lecturer, university lecturer and lecturer within the sector to 22% in FTEs. At Tilburg University, the actual percentage is already 10%.</p>

6	<b>Working conditions</b>	The increasing number of non-Dutch research employee's demands for more information about working conditions on the TiU website. All employee regulations will be translated and updated and accessible in English the website	Q1 2016	HR Policy	<p>HR Policy has provided information in English on a number of regulations the following arrangements have been translated and on the web:</p> <ul style="list-style-type: none"> <li>- additional activities regulation</li> <li>- facility regulation and options model for terms of employment</li> <li>- Research Sabbatical after pregnancy</li> <li>- Vacancy regulation and reintegration</li> <li>- Working hours regulation</li> <li>- anniversary bonuses regulation</li> <li>- regulation extraterritorial costs</li> <li>- regulation internet expense compensation</li> <li>- regulation trade union fee</li> <li>- regulation compensation company fitness</li> <li>- Implementation pension compensation</li> <li>- Implementation advantage NS subscription</li> </ul> <p>Two still remain and will be added in the 2ndQ of 2016 missing:</p> <ul style="list-style-type: none"> <li>- bicycle compensation regulation</li> <li>- education and training compensation</li> </ul>
7	<b>Intellectual property rights</b>	Legal affairs will organize a workshop with researchers and legal advisors to analyze the current situation and knowledge. This will be the basis for new policies. In addition in the new collective employment agreement the issue of intellectual property right will be better described. TiU legal advisors will be part of de editorial team of the collective employment agreement	Q4 2016	Legal Affairs	On a national level legislation is being developed on open access. The president of the executive board is involved in a steering group of the association of Dutch universities. Based on the outcome of this steering group and national legislation the collective employment agreement will be adapted which will have to result in new regulation on an institutional level.

8	<b>Gender</b>	<p>Currently the proportion of women academics in higher positions is problematic and more ambitious targets will be set to increase the proportion of women. A roadmap is being developed for the years 2014-2017 to increase gender balance at TiU. This roadmap foresees in a stepwise implementation of measures in HR systems of recruitment, promotion, compensation and development. Also, the internal and external communication will be targeted to improve visibility of female talent. A taskforce will be installed in 2014 to help carry out the roadmap. Moreover, in terms of sustainability in career and care balance of male and female academics, the work family interface will be put on the agenda.</p>	Ongoing Q4 2016	HR Policy	<p>The “Gender Equality roadmap” recommended several actions that could increase gender balance at TiU. A number of these actions are already being undertaken. These include:</p> <ul style="list-style-type: none"> <li>- The regulation “Research Support after Pregnancy Leave Scheme” is revised. The opportunities for women to make use of this regulation are increased.</li> <li>- A pilot study is started to integrate gender issues into various leadership programs. The leadership program focuses on gender in education, research and the workforce.</li> <li>- Establishment of the Gender Equality Committee. This committee oversees the coordination of the university’s gender policy and provides advice, both when asked and at its own initiative. This committee consists of HR advisors, HR policy makers and multiple researchers.</li> </ul> <p>See also the university’s website about <a href="#">gender policy</a> and the <a href="#">Gender Equality Roadmap</a>. The table in Appendix 2 shows the proportion of women academics in higher positions. It can be concluded that the amount (and percentage) of women working in the highest academic positions has increased.</p>
9	<b>Access to research training and continuous development</b>	<p>Tilburg University is considering taking part in the national experiment regarding the student status for PhD researcher. The experiment will be done within the Tilburg School of Economics and Management and enable researcher to achieve their PhD with the status of Student. Currently this status does not exist in the Netherlands. Goals of the</p>	New Q3 2016	TiSEM, S&P, HR Policy and Legal Affairs	

		<p>experiment is promote the number of PhD's in the Netherlands. The proposal (which entails that PhD's can opt for a four year student scholarship instead of a 3 years employee contract) needs to be approved by the university council. After approval, the experiment could start in September 2016.</p>			
		<p>HR in cooperation with Strategy &amp; Policy is developing a program for PhD researchers (in their 3<sup>rd</sup> and 4<sup>rd</sup> year) that covers general skills and prepares them for the labor market. Goals of the training program is giving PhD's insight in issues related to: "who am I", what am I capable of, and what do I want". Also conscious awareness of so-called 'transferable skills'. Focusing on skills they have developed during their PhD which can be of great value in their future career.</p> <p>The training consists of:</p> <ul style="list-style-type: none"> <li>- awareness of personal competences;</li> <li>- labor market exploration;</li> <li>- developing networking skills;</li> <li>- developing job search skills (writing motivation letter, CV, interview techniques)</li> </ul>	<p>New Start Q3 2016</p>	<p>HR Policy, S&amp;P</p>	

	<p>Academic Leadership: Development of a training course that supports professors and associate professors from different faculties in their further development as a manager in an academic environment.</p> <p>The issues are consistent with the specific combination of areas of leadership within an academic setting: Research, Education and Governance.</p>	<p>New</p> <p>Ongoing annually reviewed</p>	HR	<p>In 2015/2016 the training courses focusses on:</p> <ul style="list-style-type: none"> <li>- how to balance the various tasks the job entails, unite with their own desires and ambition</li> <li>- gender issues in relation to academic leadership</li> <li>- pro actively give meaning to their leadership to enlarge their communication skills, including managing their employees</li> </ul>
	<p>High Potential program: High potentials' are academic staff who distinguish themselves from their peers through their enthusiasm, passion, creativity and initiative. We will launch a talent program to actively identify these individuals and provide them with appropriate support in their development.</p>	<p>New</p> <p>2016 - 2017</p>	HR Policy	<p>Developing process starts in 2016</p>
	<p>Development and training: create equal development opportunities for all employees, and encourage them to pursue continuing education, both on-the-job and in the classroom</p> <p>Start Dialogue with directors and deans. Aim: the availability of financial resources, the time available and the manner in which the training programs and courses</p>	<p>New</p> <p>2016 - 2017</p>	HR Policy	<p>Developing process starts in 2016</p>

		will take place. Reserve a percentage of gross payroll for training and development purposes.			
<b>10</b>	<b>Supervision</b>	Schools will share/exchange their knowledge and experience with supervising tools such as “PhD Track”. In 2014 Schools will make a choice which system is best evaluated and will be offered to all PhD researcher and their supervisors	Q2 2016	Schools in cooperation with S&P	We are currently exploring the possibility of introducing a university-wide PhD tracking system. The implementation phase will take place in 2016.
<b>11</b>	<b>Stability and permanence of employment</b>	It is certainly possible to earn tenure with us by following the path from assistant professor to associate professor to professor. TiU’s professorship policy has resulted in a unbalanced composition of our academic workforce. HR department sees this as sufficient reason to conduct a study on the promotion policy in the various schools. We will use the results of this study to work on creating a new promotion policy that will emphasize a balanced composition of the workforce	New 2016	HR Policy OCD, S&P	Developing process starts in 2016

 = action completed