

## HRS4R Action plan Radboud University 2018 – 2022

Themes and actions	Principles	Intended result of the action	Intended effects/ indicators	Action ready	Ownership
<b>Investing in leadership</b>					
Action 1. Development of a vision and competences for (personal) leadership at RU	<b>36, 37, 39, 40</b>	- RU-wide established leadership profile/ vision communicated within the organisation	vision implemented in HR tools	<b>2018/1</b>	HR
Action 2. Improving the quality of supervisors by 2a. Implementing a leadership programme for group leaders and administrators which will include 360-degree feedback, among other things  2b. Implementing an online toolkit for supervisors	<b>36, 37, 39, 40</b>	- further developed integrated leadership program Phase 1: complete a pilot with administrators and department heads Phase 2: complete the programme with other group leaders - toolkit for supervisors completed and communicated	quality leadership number of participants in the program toolkit used	<b>2019/4</b> <b>2020/4</b> <b>2018/2</b>	HR HR HR
Action 3. Improving personal leadership by 3a. Organising a start conference and faculty meetings about personal leadership  3b. Developing and implementing an online environment for development provisions for staff members	<b>38, 39</b>  <b>28, 30</b>	- successful meetings around the theme by participation in sessions - accessible online environment for development provisions for staff members	number of participants, familiarity with the theme, awareness, courses followed	<b>2020/1</b>  <b>2019/3</b>	HR  HR
<b>Improvement of working conditions for academics</b>					
Action 4. Reducing work pressure for academics by 4a. Establishing a university workplan for reducing work pressure, with lines of action and an implementation mandate for faculties 4b. Establishing faculty and Radboud University-wide drives to reduce bureaucracy and unburden academics 4c. Establishing faculty actions in relation to simplifying the educational organisation and a distribution of educational resources	<b>23, 24, 33</b>	- established university workplan with faculty mandates - established measures aimed at reducing administrative pressure and bureaucracy for academics - established measures aimed at reducing the experience of work pressure in education for teaching staff	job satisfaction experienced, work pressure experienced by academics, effective measures	<b>2018/4</b>  <b>2020/1</b>  <b>2020/2</b>	HR/Fac HR/Fac HR/Fac
Action 5. Improving a social safety by 5a. Improving the confidential advisors system 5b. Organising a vision conference 5c. Implementing a training module for supervisors	<b>23, 24, 34</b>	- executed actions to improve confidential advisors system - successfully organised vision conference - training module completed by supervisors	number of participants, professionalisation, satisfaction about the execution	<b>2020/3</b> <b>2019/3</b> <b>2020/4</b>	HR/BJZ HR HR
<b>Investing in careers, development, and job security of academics</b>					
Action 6. Implementing and optimising of tenure and career tracks through a Radboud University-wide framework and faculty policy	<b>11, 23, 25, 28</b>	- RU-wide established framework - framework translated into faculty policy	Quality and quantity of tracks	<b>2018/2</b> <b>2019/1</b>	HR/Fac HR/Fac
Action 7. Investing in talents by strengthening the career policy for VIDI candidates	<b>23, 25, 28</b>	- Established and implemented VIDI policy	prospects and security for VIDIs	<b>2018/3</b>	HR/Fac
Action 8. Investing in promotion policy for academics with attention for the balance of education, research, impact, and leadership through a RU-wide framework translated into faculty advancement policy	<b>11, 22, 23, 25, 28, 33</b>	- developed RU framework and the basis for faculty promotion policy - faculties start to interpret the RU-wide framework to create a transparent promotion policy at faculty level	clear career prospects better balance of education/research impact/leadership	<b>2021/4</b> <b>2022/1</b>	HR Fac

Action 9. Professionalisation and development of education through 9a. Informational meetings that focus on career and development opportunities for junior lecturers  9b. Working with (long-term) development tracks for lecturers  9c. Establishing the Radboud Teaching and Learning Centre (RTLc)  9d. Further optimisation of the UTQ system by (re)development of a complete support provision for starting and experienced lecturers.	<b>33, 25, 28, 29</b>	- meetings and communication about development and career opportunities through information meetings  - implementation of development tracks on the basis of an overview of such tracks  - realised and integrated RTLc - inspiring educational offering for lecturers with opportunities for faculty-transcending peer consultation and sharing of knowledge	Familiarity by participation in meetings  more long-term appointments and use of tracks quality of education improvement of UTQ and use of offering and peer consultation	<b>2021/4</b>  <b>2021/1</b>  <b>2020/3</b>  <b>2022/4</b>	<b>HR</b>  <b>HR</b>  <b>SOO</b>  <b>SOO</b>
Action 10. More focus on appointment and professional development of postdocs by 10a. Implementation of the Work and Security Act guidelines which includes working with special stipulations in contracts 10b. Establishing a Radboud University-wide postdoc network	<b>21, 25, 28, 29</b>	- use of long-term appointments or special stipulations in contracts with young researchers through an established policy  - postdoc network realised, and initial meetings organised by the network	use of options in the Work and Security Act guidelines number of members & activities	<b>2018/1</b>  <b>2020/2</b>	<b>HR/Fac</b>  <b>HR</b>
<b>Investing in professionalising the recruitment of academics</b>					
Action 11. Implementation of a new recruitment / selection system	<b>10, 12, 13, 14, 15, 16,</b>	- system implemented	professionalisation recruitment/ selection	<b>2019/4</b>	<b>HR</b>
Action 12. Drafting OTMR policy and recruitment guide 12a. Establishing OTMR checklist, recruitment guide, and improvement measures Improvement measures OTMR: 12b. Vacancy text writing course for HR advisors 12c. Diversity and bias awareness training for vacancy committees	<b>17, 18, 19, 20</b>	- established recruitment guide and policy for supervisors with improvement measures - training for HR advisors organised - training for vacancy owners organised	professionalisation recruitment guide used number of participants number of participants	<b>2019/2</b>  <b>2022/2</b>  <b>2022/3</b>	<b>HR</b>  <b>HR</b>  <b>HR/Fac</b>
<b>Ethical research principles: Investing in academic integrity by implementation of the Netherlands Code of Conduct for Research Integrity (NGWI)</b>					
Action 13. Implementation and integration of the NGWI by 13a. Training and supervision: after assessment of programmes, integrate the NGWI in the offerings for junior and senior academics. 13b. Culture and communication: updating website and organising annual debates about the NGWI 13c. Providing good research infrastructure in which correct data management is organised and facilitated	<b>2, 3, 4, 7</b>	- training for academics developed and modified to include NGWI - promoting an open research culture: updated website and organised debates/meetings - actions focused on data management realised in the research infrastructure	number of participants  website used and number of participants improved data storage, transparency	<b>2021/1</b>  <b>2021/2</b>  <b>2021-3</b>	<b>SOO</b>  <b>SOO</b>  <b>SOO</b>
<b>Investing in PhD track improvement</b>					
Action 14. Including the VSNU guidelines document in the RU PhD policy: improve PhD tracks for regular as well as other PhD candidates	<b>22, 23, 28, 34, 36, 39, 40</b>	- RU PhD policy amended based on VSNU guidelines document, which include: registration of all PhD candidates, integration of Graduate School, improved support due to obligatory OBP, and compulsory go/no go	PhD track improved using several indicators	<b>2021/3</b>	<b>SOO/Fac</b>

**HR = HR department; Fac = Faculties; SOO = Strategy of research and education department**

