

HR Strategy for Researchers

1. Context

Hasselt University has a long tradition of paying attention to research careers. In 2007 the university was one of the first Flemish universities to subscribe the Charter for Researchers and the Code of Conduct for the Recruitment of Researchers from the European Commission.

As a Flemish university, Hasselt University adopts decrees and regulation of the Flemish government as a legal base for her staff policy. These decrees apply to researchers financed by means provided by the government. Besides that, numerous researchers are financed by project funding for which the Flemish government doesn't secure specific statutes or qualifications. Years ago, Hasselt University took the initiative to offer these researchers full-fledged career possibilities, such as permanent contracts, arrangements for group assurance and a career policy with promotion prospects. Hasselt University will draw special attention in the next five years to the further elaboration of the tenure track policy as an example in the field of career policy.

For many years already, Hasselt University makes great efforts to offer her staff, included researchers, facilities in the field of work-life balance. The university proffers different conditions in part-time work, leave of absence, working at home,...

In the summer of 2010, the Centre for Research & Development Monitoring (ECOOM) conducted a survey of Senior Researchers of all Flemish universities. The results prove that researchers of Hasselt University would appreciate the career policy. The high rate of job satisfaction and the high percentages of researchers that wishes continuing to build up a career at Hasselt University, proves this.

Of course, it doesn't mean that Hasselt University can rest on one's laurels. In a constantly changing labour market, the university needs to place herself as a favoured and preferable employer. To that end, it is necessary to continually take new steps that anticipate on the wishes of the human capital, in casu the researchers.

During the last few months, plenty of HR-related initiatives were taken and Hasselt University plans even more: the establishment of additional doctoral schools, the readjustment of the career plan, the adaptation of the selection procedures, several training and development initiatives,...

The attention from Hasselt University for the career plan of her researchers is also shown by her active participation in the workgroup "personnel" of the Flemish Interuniversity Council (VLIR), in the activities of the Centre for Research & Development Monitoring (ECOOM), in other study groups concerning mobility of researchers, her interest in a pan-European pension fund for EU researchers and of course her participation in this pilot group "HR Strategy for researchers" from the European Commission.

Hasselt University utilizes her participation in the HR Strategy for Researchers to streamline different ongoing initiatives and with the help of the results of earlier mentioned survey, the

university establishes priorities for the next four years, concerning the optimization of the Human Resource strategy.

2. Methodology

The Board of Deans from Hasselt University decided on the First of April 2010 that the university wishes to achieve the recognition from *HR Excellence in research*. A study group presided by the Human Resources Manager, was established.

At first, a quick basic analysis was set up in consideration of the forty points of interest of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. On the basis of these conclusions and in cooperation with the Research Foundation-Flanders (FWO), input was provided for the 'Survey of Senior Researchers'. The Centre for Research & Development Monitoring conducted this survey in the summer of 2010 in senior researchers of the Flemish universities. It is important to know the opinion of the researchers themselves about the current staff policy. To know the outlook of the entire research staff, the study group also went over the results of the 'survey of junior researchers'. ECOOM did this examination in 2008 and surveyed junior researchers with a doctor's degree in the Flemish universities¹.

Next to that, the forty points of interest of the Charter and Code are verified by the Belgian and the Flemish legislation and an inventory from the current regulatory at Hasselt University is made. In the meantime, the human resources department occasionally made note of suggestions and points of improvement that could be implemented in a HR-policy in the next coming years.

On the 6th of May, the human resources department and the Research Coordination Office organized a workshop for the different stake holders of Hasselt University: the rector, the vice rector research, the administrator general, the director research, the chairman of the directors of the research institutes, the representative of the professors, the representative of the academic assistant staff, the director of the research centre for Identity, Diversity & Inequality Research (SEIN) and the dean of the associated Faculty of Applied and Industrial Sciences. During this workshop all those present went thoroughly through the results of both surveys and the forty points of interest. The issues of which one thinks Hasselt University is doing well, are indicated. The persons present brainstormed about points of improvement and of development. At the end of the day, the priorities were determined. Given these priorities the present document is set up. After several internal discussions with the departments concerned, the Board of Deans, the Executive Council and the Board of Hasselt University, approved the document hereunder.

¹ Leyman, A., De Grande, H., Jidkova, S., Van der Goten, G., Jacobs, S., De Boyser, K. & Vandeveldde, K. (2009). *OnderZOEKEN = OnderVINDEN. Resultaten van de 'Survey of Junior Researchers' aan de UA, UGent, UHasselt en VUB.* Gent: ECOOM-UGent.

3. The existing/actual legal and prescribed framework

The analyses of the Flemish and Belgian legislation, accomplished together with the department of Economy, Science and Innovation of the Flemish government (EWI) and the Research Foundation–Flanders, shows that the government pays a lot of attention to the career conditions for researchers. This contributes to the basic conditions adapted in the European Charter for Researchers.

In the Flemish university decree (1st of June 1992 and following), the Flemish government focuses on, for instance, the recruitment modalities, conditions of appointment, career possibilities, remuneration, job description and promotion possibilities of university researchers.

In this context, also the equal right decree of the first of July 2008 is worth mentioning. This decree establishes a prescribed framework for recruitment in the private as well as in the public sector.

Besides that, Belgium ratifies the convention for the recognition of qualifications regarding higher education in the European region (ETS nr 165). Goal of this treaty is to simplify and improve the recognition of diplomas in different countries in order to reinforce the mobility of higher education in the European region.

On Flemish level, universities make agreements within the Flemish Interuniversity Council. For instance, aligning the scholarships of PhD fellows, whatever the source of the financial funding.

Hasselt University is rigid in the application of these Regulatory. Moreover, she strives to offer the same or equal conditions to researchers who don't bear on the same legal regulation.

4. The main results of the surveys

4.1 The survey for junior researchers

The main learnings of the survey for junior researchers are:

- Junior researchers would like to build up their career in the academic sector (87%), education (58,3%) or public sector (56,5%), in contrast to the industry (26%), services or the non-profit (each 26,7%) or professions (18%).
- 70% of the junior researchers estimate highly the opportunity to stay working at the university (figures of 2005); senior researchers became much more realistic: only 23% expect this.
- The mobility of junior researchers is not that high (12%)
- Only 40% cooperates with other sectors, aside of the university.

4.2 The survey for senior researchers

The hereinafter mentioned elements are important findings of the senior survey.

- The work satisfaction of the respondents from Hasselt University is considerable, this is manifested in the loyalty of the researchers in regard to Hasselt University (82%) and the pride they show in working for this university (75%)
- The senior researchers prefer working in the academic sector, but they are aware of the restricted possibilities in staying. Because of the increase of the amount of doctors and the internationalization, the competition on the academic job market extends. Moreover, half of the researchers seems not to have a good idea of the possibilities on the job market, aside from the academic sector.
- Researchers experience that Hasselt University encourages cooperation with the business world. On the other hand, they have the impression that this is not honored enough when they build out their further career.
- The international mobility experience and the willingness of mobility of researchers at Hasselt University is as big as in the rest of Flanders. One can see a clear discrepancy between the effective mobility and the willingness to mobility. Inter-industry cooperation scores better in Hasselt University than in the rest of Flanders.
- Researchers of Hasselt University consider self-development as an important competency. Besides the 'academic' competences, they pay more and more attention to 'soft' competences.
- Senior researchers are relatively contented with their workload. The academic staff of professors is clearly overloaded. They prefer to spend more time to research, instead of keeping busy with administration and paper work.

5. HR Strategy Hasselt University 2011-2014

In this chapter the four areas of the Charter & Code principles, 'Recruitment', 'Working Conditions and social security', 'Ethical and professional aspects' and 'Training', will be analyzed.

On the basis of the input of the workshop of 06.05.2011 a gap analysis was composed. We focus on a few priorities, which are marked as action points and are summarized in tables as seen below. Included are the responsible division and time frame of the actions. C&C refers to the disciplines of the 40 points of the Researcher's Charter and the Code of Conduct for the Recruitment of Researchers.

Action	Description action	Responsibility	Deadline

5.1 . Recruitment

5.1.1. Information

Hasselt University has an open recruitment policy. The university publishes each vacancy on the website and in national press (and sometimes also in specialized press) for at least one month. Moreover, numerous vacancies are available in English. Since the beginning of 2011 Hasselt University makes use of the opportunities on the Euraxess website, through which the international visibility of our vacancies increases strongly.

Internally there is a "guide for recruitment of academic staff members" available. It provides information on the procedure related to the advertisement of vacant positions, how to compose vacancies, the recruitment channels, the composition of the selection committee, tips on the selection procedure and an example of the decision model.

In the vacancies is explicitly stated that Hasselt University does not discriminate:

The UHasselt contributes to the development of the knowledge economy in the Euregion. Active education, made to measure for the students, top quality research in specific domains and an international orientation are our university's characteristics.

Owing to its small size, the university and its employees are building up to an organization where it is a pleasure to work. Qualities are the only means by which people are measured. Gender, ethnicity, handicap, nationality and age are not taken into consideration.

The vacancy list on the website of the Hasselt University barely provides information on the working conditions and possible career perspectives at the university. As a consequence candidates often contact the human resources department or other departments individually.

Action	Description action	Responsibility	Deadline
Action 1 (C&C 5, 13)	The human resources department publishes basic information about the working conditions and career perspectives at Hasselt University on the vacancy website.	Human Resources Department	1 st quarter 2012

It is essential that foreign researchers acquire on arrival information about university's rules and regulations in English. The university will continue their efforts to list the most significant rules and to translate them into English².

Action	Description action	Responsibility	Deadline
Action 2	The most relevant regulations and documents for foreign researchers are listed and translated into English.	Human Resources Department	1 st quarter 2012

The Hasselt University's human resources department ensures the welcoming of the new staff members on their first work day. Subjects as employment conditions, contract terms, elements relating to social and labour matters and fiscal duties are discussed. The intended purpose is to expand this welcoming moment with elements that are relevant for staff members at the UHasselt: the structure of the institution, the safety prescriptions, information about the services of the support services, the ethical regulations in force ...

Action	Description action	Responsibility	Deadline
Action 4	The Human Resources department cooperates with other departments to develop a new welcoming structure, aligned to several target groups	Human Resources department	2 nd quarter 2012

5.1.2. The recruitment and selection process

The computer department at the UHasselt created an automated tool to compose vacancies. This system assures that each vacancy is composed in accordance with the principles necessary and the accurate process. Hasselt University utilizes the application on the European EURAXESS webpage. Moreover, the institution strives for optimization of the publishing of vacancies in internationally representative journals and recruitment media in order to attract talented researchers from around the world. This vacancy tool will be expanded with applications that present a series of suggestions on publishing vacancies for international public. Suggestions can be done by presenting journal propositions, specialized websites, ...

Action	Description action	Responsibility	Deadline
Action 4 (C&C 13, 15)	The computer department creates a suggestion tool for international vacancies	Research coordination office	2 nd quarter 2012

At this moment the applications and follow-up are set out in Microsoft WORD-documents and on paper. Consequently it requires a lot of effort copying and paper waste. Moreover, because of this method, the follow-up by the selection committees is unnecessarily hard. The applicants' files on

² On the other hand, Hasselt University prefers that foreign researchers integrate as quick as possible. Therefore, the knowledge of the local language is quite important. Hence the university offers adequate facilities to learn Dutch.

paper hinder to keep an overview on the selections. It even makes it more difficult to provide feedback to the applicants.

In corporation with the computer department, the human resources department creates an electronic applicants' file. Applicants can follow up their own file by using a password. All the members of the selection committees will receive the applications automatically, so that pre-selections can be carried out electronically. At the end of the selection process rejected candidates will be updated automatically with possibility for receiving a more elaborated feedback. At last this tool offers the possibility to monitoring the lead time.

Action	Description action	Responsibility	Deadline
Action 5 (C&C 15)	The computer department creates an electronic applicants' file	Human Resources Department	4 th quarter 2012

Moreover a workgroup is reflecting about the simplification of the decision making process for recruitment and selection. Delegation of power from the government bodies to the administrative services, will shorten processes and will give the opportunity to respond quickly to specific and urgent personnel needs.

In relation to these changes the "guide for recruitment of academic staff members" will be actualized. The human resources department organizes a workshop for the members of the selection committees, with which short training on how to effectively lead selection interviews and selection techniques, is merged.

Action	Description action	Responsibility	Deadline
Action 6 (C&C 14)	The Human Resources Department actualizes the guide for recruitment of academic staff members and organizes a workshop for the members of selection committees.	Human Resources Department	2 nd quarter 2012

Selection interviews for researchers are traditionally based on judging the motivation, the research experience and the educational abilities of the candidate. Less attention is drawn to "Soft competences", such as management and communicative competences, teamwork, ... Yet it is apparent that such qualifications are important for researchers to carry out their job properly. Traditional selection interviews don't reveal much about those qualifications. Hereby assessment centers could provide extended information. As a result Hasselt University will set up competence profiles for the research positions. On the basis of those profiles and in corporation with an external center, candidate researchers will undergo an assessment. The information and feedback of the assessment center are taken into account when judging the applicants. This information is available for the applicant as well. Furthermore, it is part of the recruited candidate's individual training plan. Hasselt University will offer the employee those facilities necessary to increase and to work on those competences which showed lower score on the assessment.

Action	Description action	Responsibility	Deadline
Action 7 (C&C 16)	The Human Resources Department sets up competence profiles for researchers and creates with the help of an assessment center the adequate tests	Human Resources Department	1 st quarter 2013

5.1.3. Attention to mobility

The UHasselt has continuously paid attention to the mobility of researchers, which is stated in the research policy plan for researchers 2011-2015 of the Hasselt University. Included in the action plan are objectives, such as promoting and stimulating international and intersectoral mobility of researchers, and facilitating the possibility of sabbatical leaves for the tenured academic staff (ZAP).

The Senior researcher survey held by ECOOM shows that post-doctoral degree holders and the tenured academic staff have an outstandingly higher success rate for researchers, who hold a doctoral degree of another research institution, than Flanders' average³.

This same survey shows, furthermore, that the senior researchers feel that the institution stimulates intersectoral collaboration among the researchers. Nevertheless, when recruiting researchers there can be paid more attention to the recognition of their intersectoral experience. A new policy for the determination of seniority with the recognition of experience in the broad sense of the word will handle this.

Action	Description action	Responsibility	Deadline
Action 8 (C&C 20, 29)	The Human Resources Department creates a new policy for the recognition of experience of researchers in order to determine their seniority and the Research Coordination Office elaborates facilities to stimulate mobility	Human Resources Department/Research Coordination Office	2 nd quarter 2012

5.2. Working conditions

5.2.1. Stability of working relationship

Hasselt University traditionally pays a lot of attention to working conditions of its personnel, including its researchers. Related to the stability of the working context, she strictly applies the Belgian legislation for years on indefinite term contracts with additional premises within the permanent framework for researchers who (wish to) develop their careers at the university for a longer period of time.

Action	Description action	Responsibility	Deadline
Action 9 (C&C 20, 29)	The Human Resources Department actualizes the career policy for researchers	Human Resources Department	4 th quarter 2012

³ Partially this must also be explained by the fact that for some disciplines, Hasselt University wasn't allowed to organise PhD programmes.

5.2.2. Work-life balance

Additionally, the university has where appropriate developed services which facilitate the work-life balance of its personnel. Various part-time systems, suspension of financial agreements as an alternative to parental leave, flexible working hours, teleworking, ... The UHasselt wants to continue to facilitate these initiatives in the coming years, as a number of studies show the younger generation of employees attach more importance to flexibility.

The survey of senior researchers proves the work burden for postdoctoral researchers turns out relatively well, but the tenured academic staff (professor corps) over-estimates it. It is not so easy to tackle this problem which will be done on several layers:

1. Administrative overload

The tenured academic staff complains about the increasing administrative overload. Hence the administrative staff of Hasselt University takes over non academic tasks as much as possible. Also the university will continue the investments in the automation of administrative processes like the creation of vacancies, the follow-up of the academic file, financial processes... in order to provide a maximum of management information with a minimum of input.

Another issue hereby is the proliferation of commissions tenured academic staff is supposed to participate in. An analysis will be made for rationalization.

Action	Description action	Responsibility	Deadline
Action 10 (C&C 11)	Creation of a workgroup for the decrease of administrative overload of tenured academic staff	Administrator general	2 nd quarter 2014

2. More tenured academic staff

The Flemish government provides additional resources to increase gradually the number of tenured academic staff in the coming 10 years.

3. Differentiated careers

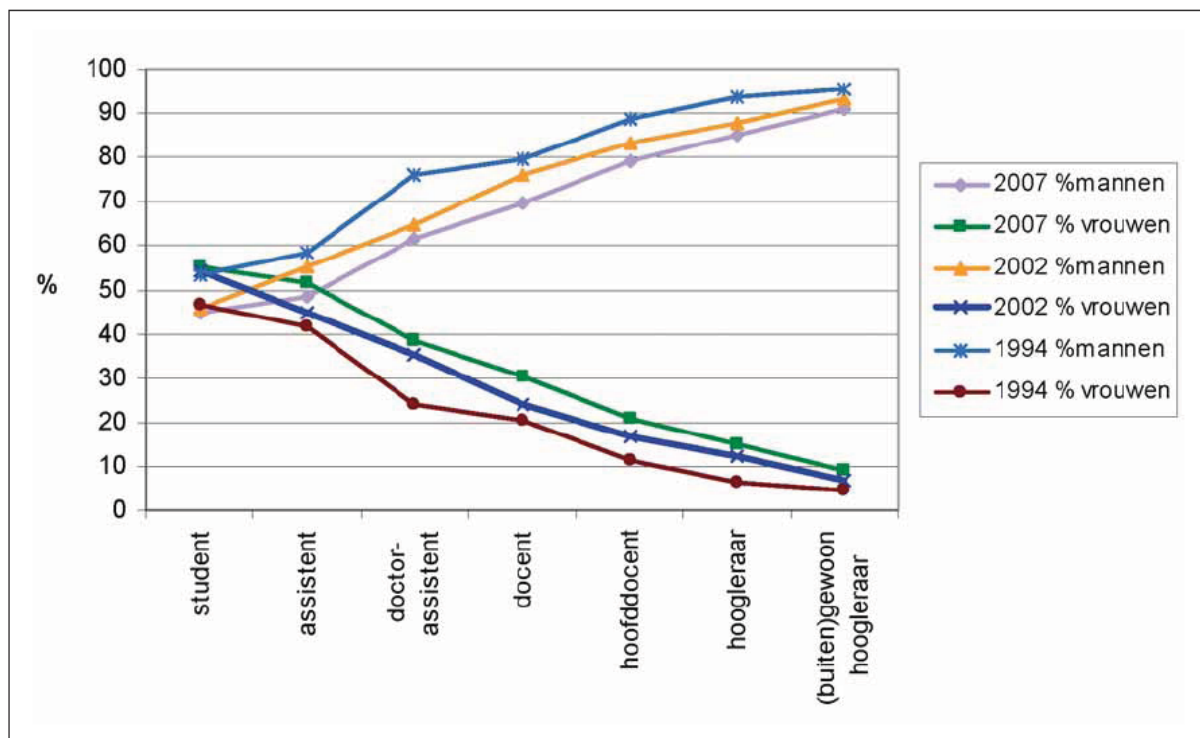
Tenured academic staff is supposed to develop an equilibrated career, with attention for research, education, scientific services and initiatives for valorization and innovation. It might be unnecessary that they should excel in all those aspects their whole career long. On the other hand, UHasselt endeavours in collaboration with other universities to proceed to work on a differentiated

working careers, so that professors at certain stages of their career path could focus on education rather than on research, without any unfortunate consequences for their career.

Action	Description action	Responsibility	Deadline
Action 11 (C&C 24, 33)	Cooperate in the elaboration of differentiated tenured academic staff careers	Board of University	4th quarter 2014

5.2.3. Gender issues

Despite the already existing facilities, the gender issues are still present. The focus on family seems to be for women a great item that prevents them from developing their career in the same way men do. In addition, undoubtedly other considerations are still relevant why women are remarkably under-represented when it comes to high positions, as illustrated in the table below. (resource: *Kennis in Wording*, 87).



This is caused by a number of factors: more attention on family of women than men, assessment systems which are biased in favor of typically male competences and skills⁴, ...

Hasselt University clearly wants to take initiatives to address the gender issues and to give women more opportunities in order to grow to higher career stages. To avoid (strictly) classical remedies, which are partly successful so far⁵, the University will therefore invest in a postdoctoral mandate at the internal research institution SEIN, specialized in fundamental and applied research on diversity,

⁴ The survey for senior researchers reveals that women and men differ in the competences they estimate having learnt during their research career. acht geleerd te hebben tijdens de onderzoekersloopbaan.

⁵ Cf. Deschacht N., Baerts A., Guerry M, *De m/v carrièrekloof: carrièreverschillen tussen vrouwen en mannen in België*, Academia Press, 2011

(in)equality and identity. This mandatory will have the task to investigate the problem, to carry out a benchmark and to point out suggestions for action.

Action	Description action	Responsibility	Deadline
Action12 (C&C 27)	The board of Hasselt University foresees in a postdoctoral mandatory in order to study the internal approach of the gender issue and to propose new initiatives.	Board of University	1 st quarter 2014

Also the Board of Hasselt University continues supporting the mentoring programme, aimed at supporting (female) young senior researchers by a personal coach to find their way into the tenured academic career.

5.2.4. Safety and Security

Of course, Hasselt University attaches importance to the safety of its staff. The turnover of staff (and the continuous inflow of PhD students) increases the attention that must be drawn to make the researchers aware of security rules. The prevention advisor, together with the company doctor, has taken several initiatives. But this important issue will also be taken into account when the welcome structure is reanalyzed (action 3). Nevertheless, there is still room for improvement, as for the purchase procedure for dangerous products that needs to be standardized. The prevention advisor will take the necessary initiatives.

Action	Description action	Responsibility	Deadline
Action13 (C&C 7)	The prevention advisor works out a standardized purchase procedure for dangerous products	Prevention advisor	2 nd quarter 2012

Security of research data is essential within a research environment. The current back-up system exhibits gaps and sensibilization of (young) researchers is insufficiently structured. In some places, research data might be at risk to be lost if an incident occurs. The computer department will take the necessary initiatives to reduce that risk.

Action	Description action	Responsibility	Deadline
Action14 (C&C 7)	Elaboration of a security system of research results and back-up with sensibilization actions	Computer department	3 rd quarter 2012

5.2.5. Career guidance and advice

Researchers are more and more aware of the need to keep cool their opportunities to the whole labour market, also outside of the academic world. Hasselt University will give them the necessary support to do so. This element of intersectoral mobility is integrated in the programme of the recently established doctoral school for Medicine and Life Sciences. In the training programme "projectmanagement", PhD students learn a set of skills that help them not only to finish

successfully their doctoral project but that increase their chances when they present themselves to the labour market. The research policy plan 2011-2015 of Hasselt University attends to the creation of two additional doctoral schools, with a central position for the training of PhD students..

Action	Description action	Responsibility	Deadline
Action15 (C&C 28, 30, 39)	The Research Coordination Office establishes with the faculty of Sciences and the Faculty of Business Economics and the integration associated faculties two additional doctoral schools, with an optimized support to PhD students preparing their doctoral project, useful information about the labour market and adequate training to position themselves on that market	Board of University	1 st quarter 2014

More and more, also senior researchers ask for help in their orientation to the non-academic sector. The survey of senior researchers reveals the lack of insight they have regarding their opportunities on the labour market.

Hasselt University considers helping her researchers hereby as a social role. The research policy plan 2011-2015 stipulates that postdoctoral researchers contribute to research management, academic services and valorization. It learns them a feeling for more (commercial) applications of academic research and specific, so called *transferable skills* that gives them benefit also in a non-academic sector. Therefore, Hasselt University will work out a career development center for senior researchers providing training facilities for non-academic/technical skills (cf. chapter "training") and support for career guidance.

Action	Description action	Responsibility	Deadline
Action16 (C&C 28, 30, 39)	The Human Resources department works out a career development center which give the senior researchers lots of information about their career, the labour market and training in skills that make them stronger in the academic and non-academic world.	Human Resources Department	4 th quarter 2013

5.2.6. Evaluation and performance review

For the development of researchers, on post-doctoral level as well as on the level of a professor, a thorough knowledge and a good grasp of the expectations and evaluation criteria is fundamental. The research policy plan 2011-2015 of Hasselt University determines therefore the further refinement of the evaluation of the academic staff. For each level of an academic career, clear gaugeable evaluation criteria will be set down, in accordance with the valid standard of the different fields of study.

Action	Description action	Responsibility	Deadline
Action17 (C&C 36, 37)	The Research Coordination Office and the university policy refine the evaluation criteria for the academic staff and make this known to stakeholders	Board of university, Research coordination Office, Statutory advisory commission	1 st quarter 2013

The immediate superior has a key role in the labour conditions and the guidance of researchers. He/She shoulders the responsibility for the development of researchers. It is indispensable that he/she takes time to fulfill this supporting duty. That is why the human resources department promotes the organization of such job evaluation conversations and develops tools to facilitate those discussions.

Action	Description action	Responsibility	Deadline
Action18 (C&C 36, 37)	The human resources department specifies a system of job performance interviews and hands the necessary tools.	Human resources department	2 nd quarter 2012

5.3 . Training

Hasselt University offers for years training and schooling in “Learning@UHasselt”. The university has the intention to expand “Learning@UHasselt”, focusing on ‘softer’ competences (leadership, executive abilities, communication,...). Obviously, the training sessions are also presented to researchers, in order to enable them in developing.

Chapter 4.2 refers to the broad schooling that the doctoral school of Hasselt University offers to PhD students and the orientation of postdoctoral staff members on non-academic functions. The doctoral school, the career development center and the performance reviews need to pay more attention to all sorts of training possibilities. A feasible option is that the university offers education and training as a reward for positive evaluations. The human resources department is in charge of the expansion and the increase of quality of this training offer. The schooling policy of Hasselt University will be positioned as a motivating factor for researchers and has an eye for the broad spectrum of competences.

Action	Description action	Responsibility	Deadline
Action19 (C&C 36, 37)	The human resources department works on the qualitative and the quantitative development of a training offer, in the framework of a general education policy, with attention to the specific needs of researchers.	Human resources department	1 st quarter 2013

5.4. Ethical and professional aspects

Hasselt University considers freedom of research of paramount importance. The research policy plan 2011-2015 also draws particular attention to the structural supervision on scientific integrity.

A commission of scientific integrity will be found. This commission deals with violation of this deontology and questions with reference to research integrity. For its foundation, the university preferably collaborates/wants to collaborate on Flemish and/or international level.

Regarding ethical principles, Hasselt University wishes to set up an umbrella organization, by analogy with the already existing institution within the faculty of medicine. It is after all of great importance to make institutional arrangements on privacy legislation of research data.

In addition to this, Hasselt University can endorse the national ethical code. The four Academies of Belgium (the Royal Academies for Science and the Arts of Belgium, the Royal Academy of Medicine of Belgium and their respectively Walloon counterparts) set up this code. This 'Ethical code for scientific research in Belgium' establishes the main principles of an ethical sensible scientific research exercise. The code assumes that researchers publishes truthful information and pay attention to provable research methods and research results.

This ethical code and the ethical should ensure the quality of the scientific research. It is of great importance that young researchers get already conversant with the ethical principles of research at the start of their research.

Action	Description action	Responsibility	Deadline
Action 17 (C&C 1, 2)	Establishment ethical commission	Research Coordination Office	2nd term 2012
Action 18 (C&C3)	Ethical code: The ethical code will be completed and researchers will be sensitized to respect this code.	Research Coordination Office	

6. Conclusion

The Board (of directors) of Hasselt University approves this HR-strategy for researchers and expects an annual report about the state of affairs concerning the implementation of this strategic plan.