HRS4R Action Plan

We have organized the different actions in 4 main categories on which we will focus the coming years within Research & Expertise.

> **1. Development of a more open, transparent, and merit-based recruitment processes (OTM-R)**

Proposed ACTIONS	Indicator(s) / Target(s)
OTM-R policy to be created and published on the internet	OTM-R policy validated and published on the internet. Toolkit in the form of guidelines available as support for management
Stipulating the process and publishing guidelines on (the appointment of) the selection committee	Guidelines and process developed + communicated to management.
Attracting more diverse and international profiles	• Increased number of vacancies published in English (Euraxess) in Q3 2026 • Increased number of vacancies published on specific and additional channels in Q1 2026 • To be decided: possibly a new employer branding campaign
Publishing procedure around complaints on the website	• Publication on website (under recruitment page) • Regular monitoring of number of complaints in place
Working with more vacancy templates for the different functions within research (see also action 'career roadmap')	Development of additional vacancy templates for the different research functions which can be used as a base
Installing a comprehensive and integrated quality control system for OTM-R.	A comprehensive and integrated quality control system for OTM-R in place

2. Enhancing a more diverse and inclusive work environment

Proposed ACTIONS	Indicator(s) / Target(s)
Diversity as one of the main priorities in the UCLL strategy (2025-2030)	A new strategy in place and broadly communicated for the period 2025-2030
In depth analysis of the current situation at the UCLL by experts of the Research team 'Inclusive society' to be able to take necessary actions	Detailed action plan in place
Definition of targets/KPI's on diversity/inclusion based on current 'as is' situation to make actions more concrete and measurable	Set of smart KPI's and target and if possible system for monitoring in place
Onboarding more diverse and international profiles	• Process and guidelines in place • Training finished of HR employees to be able to give HR support and advice in English • Translation of all HR related documents in English • Translation of the HR intranet in English • Increased number of vacancies published in English (Euraxess) • Increased number of vacancies published on specific and additional channels • Monitoring of diversity related KPI's

3. Fostering a talent-oriented work environment with focus on development & career

Proposed ACTIONS	Indicator(s) / Target(s)
New performance review process: Implementing a continuous feedback culture (in new system)	• New performance review process in place and communication plan on this • New system in place with better reporting and monitoring on trainings followed
Promotion of the available career coaching	Increase of the use of the career coaching that is currently already available
Federal Learning Account implemented	Registration to and the use of the Federal Learning Account
Elaboration and promotion on the inhouse training possibilities (within the UCLL itself)	• Development of new internal training solutions • Increased participation to inhouse training possibilities • Align internal training offerings with demand
Implementation of a career roadmap for researchers as support for development	• Development and use of a career roadmap for researchers • Definition of set of competences based on the Moving Minds as a base for development, recruitment (no link with salary possible)
Development of guidelines around 'extracurricular activities'	Framework/guidelines around 'side/extracurricular activities' for both managers as employees
Improvement of support and guidance at the end of the career of employees	End of career policy in place

4. 'Communication related' actions to improve information/communication flow and/or to promote existing initiatives

Proposed ACTIONS	Indicator(s) / Target(s)
Clarification of the role of the supervisor, buddy and core experts	Role descriptions available on the intranet
Personalisation of the communication flow by organising the research teams into the 3N model (nucleus, nexus, novus)	3N model in place and communicated
Promotion of existing initiatives	• Promotion and increased use of the existing career coaching • More/increased use of the current internal and external training offer • ….
Review of the onboarding day for newcomers	Reviewed onboarding days in place
Integrating the responsible use of AI within HR to improve support and communication towards employees	Ideas (to be confirmed) • A tool to summarize live reports (internally). • A chatbot to help better search through internal HR protocols. • A tool to assist in analysing HR data. • With focus on a responsible use and GDPR compliant