



Human Resources Management

University College Sint-Lieven

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CONTENT presentation

1. Staff structure
2. Staff policy
3. The staff evaluation in the context of the quality framework of KaHo Sint-Lieven

1. STAFF STRUCTURE

3 groups:

1. Teaching staff (OP)

N: 334,10

2. Administrative and Technical staff (ATP)

N: 94,28

Total: 428,38

1. STAFF STRUCTURE

3. Others

- Educational support staff (N: 5,50)
- Visiting professors (N: 17,54)
- Other contractual staff (N: 103,04)
- Staff paid at the expense of the central fund (N: 1,90)

TOTAL: 334,10 + 94,28 + 127,98 = **556,36**

1. STAFF STRUCTURE

GENDER BREAKDOWN

- in FTE
 - men 286,47
 - women 269,89

- physical persons by date

01-02-2011 *01-12-2011*

• men 325 328

• women 326 320

— —
651 648

1. STAFF STRUCTURE

FULL TIME OR PART TIME

Physical persons	01.02.2011	01.12.2011
- full time	480	473
- part time	171	175
Total	651	648

1. STAFF STRUCTURE

DISTRIBUTION STAFF INSIDE AND OUTSIDE THE FORMATION

- inside the formation 428,38 (paid by Flemish government)
- outside the formation 127,98 (paid by own sources: projects, services to society, tuition fee from students, industry,....)

1. STAFF STRUCTURE

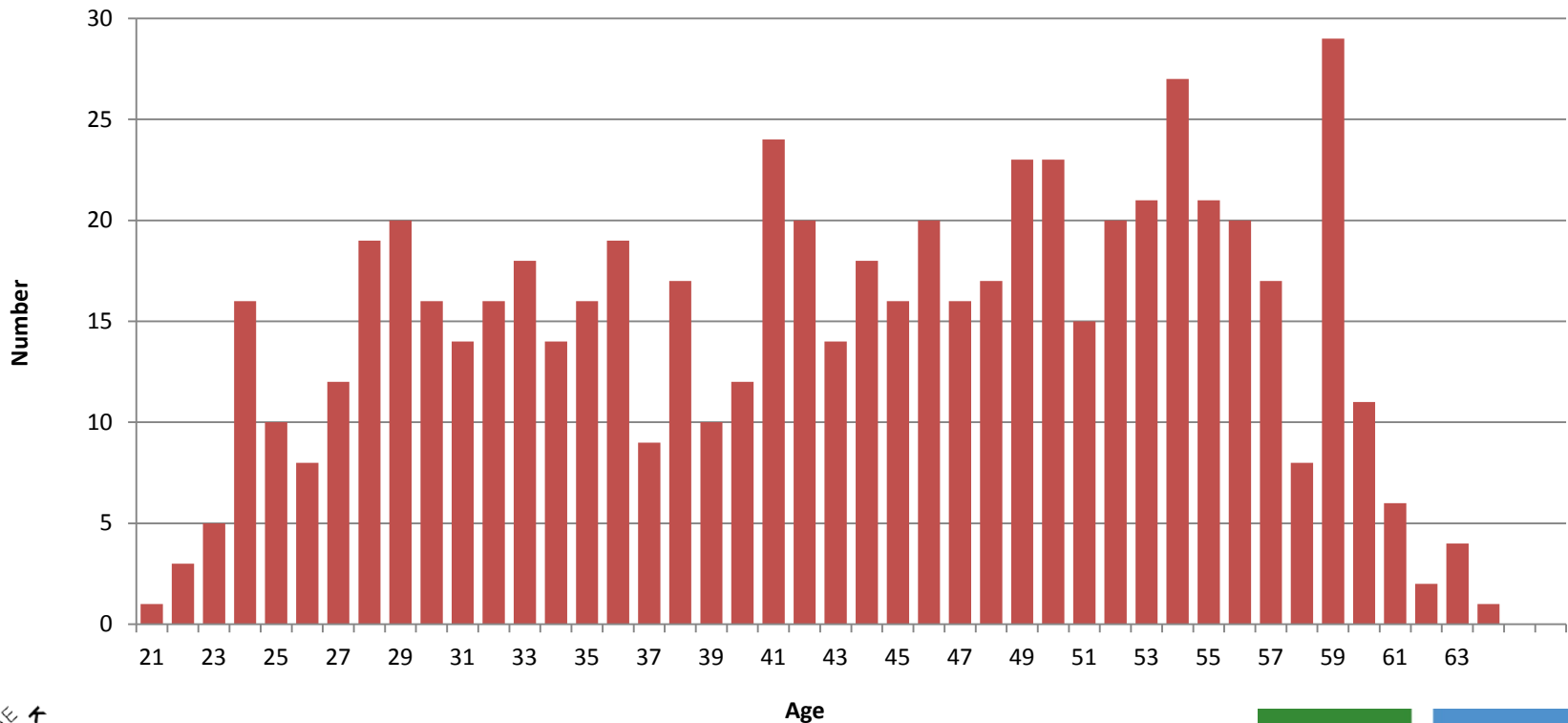
AGE STRUCTURE

Age at 01.12.2011	Men	Women	Total
-20	0	0	0
20 – 24	19	6	25
25 – 29	33	36	69
30 – 34	33	45	78
35 – 39	31	40	71
40 – 44	34	54	88
45 – 49	44	48	92
50 – 54	61	45	106
55 – 59	52	43	95
60 – 64	21	3	24
Total	328	320	648

1. STAFF STRUCTURE

TOTAL NUMBER OF STAFF ON DECEMBER 1ST 2011: 648

Age curve at 01-12-2011



1. STAFF STRUCTURE

DISTRIBUTION TEACHING STAFF (OP) BY FIELD OF STUDY

Academic education:

- study field industrial engineering 82,41

Professional education:

- study field biomedical technology 13,39

- study field health care 53,18

- study field commercial sciences and company management 16,05

- study field industrial sciences and technology 87,86

- study field education 76,56

Total 247,04

Central services 4,65

Total 334,10

1. STAFF STRUCTURE

BREAKDOWN TEACHING STAFF (OP) TO FUNCTION

Group 1

1. lecturer practitioner	32,84
2. lecturer	195,98
3. head lecturer practitioner	2,04
4. head lecturer	15,71
	—
total	246,57

Group 2

5. assistant	10,00
6. assistant practitioner	1,60
6. doctor-assistant	0,00
7. work leader	27,38
	—
total	38,98

1. STAFF STRUCTURE

BREAKDOWN TEACHING STAFF (OP) TO FUNCTION

Group 3

8. docent	24,10
9. Head docent	12,70
10. professor	11,75
	—
total	48,55
Total OP	334,10

1. STAFF STRUCTURE

BREAKDOWN OF THE ADMINISTRATIVE AND TECHNICAL STAFF (ATP) TO LEVEL AND GRADE

Level A

1. grade A4	0,67
2. grade A3	9,17
3. grade A2	13,50
4. grade A1	6,30
	—
total	29,64

Level B

5. grade B3	3,00
6. grade B2	13,80
7. grade B1	18,05
	—
total	34,85

1. STAFF STRUCTURE

BREAKDOWN OF THE ADMINISTRATIVE AND TECHNICAL STAFF (ATP) TO LEVEL AND GRADE

Level C

8. grade C2	6,00
9. grade C1	22,29
<hr/>	
total	28,29

Level D

10. grade D2	1,50
11. grade D1	0,00
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total	1,50

Total ATP 94,2

2. STAFF POLICY EVOLUTION

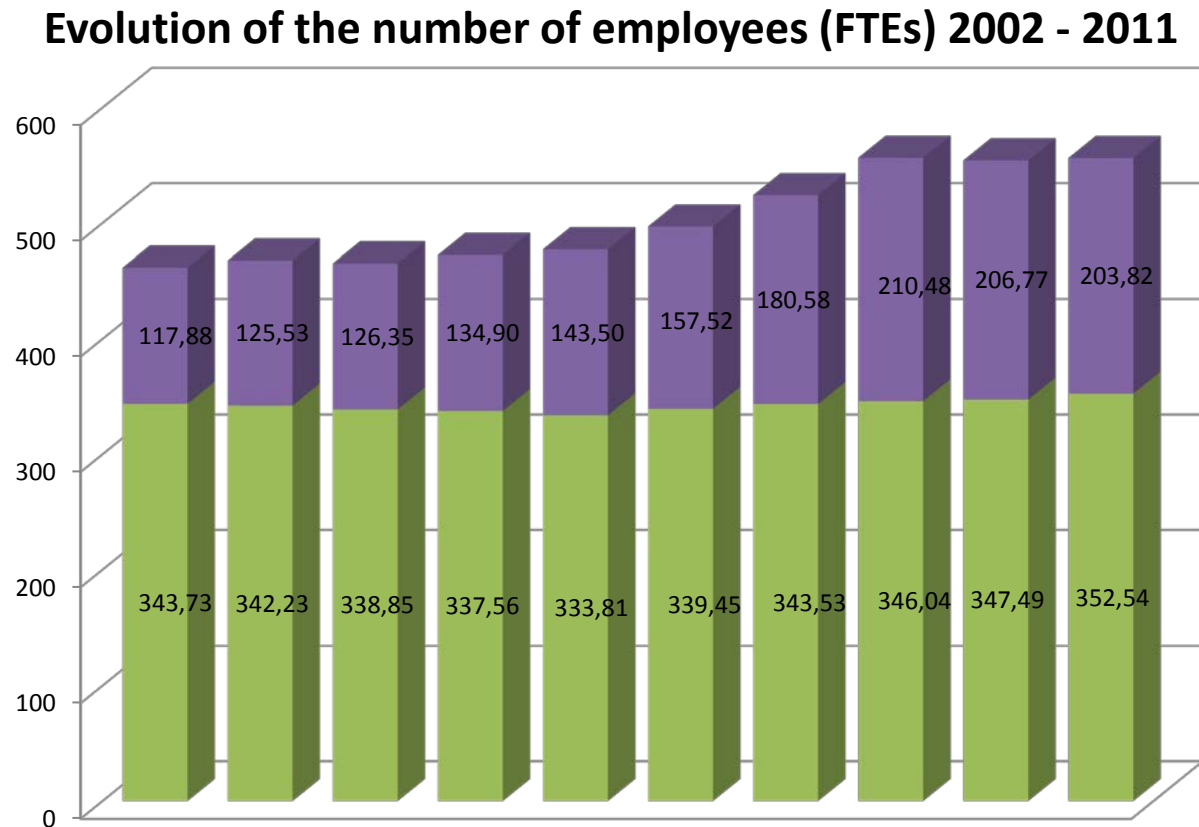
- The total staff for the year 2011 is 556.36 full-time equivalents (FTEs).
- After a steady growth of total employment since the year 1997, this growth was stabilized in 2004. From 2005 there is again an increase, mainly due to additional funding for scientific research. The increase compared to 1997 (427.45 FTEs) is 30.16%.

2. STAFF POLICY EVOLUTION

- But: increase of staff members is in the first place due to " staff outside the formation" devoted to research and services.
- Only limited increase of teaching staff (much lower than increase of students-ratio teacher/ student increases all the time !)
- Increase of work load of teaching staff !

2. STAFF POLICY EVOLUTION

■ ATP ■ OP



2. STAFF POLICY EVOLUTION

- The total budget spent for staff in 2011 is 1.27% more than the budgeted occupancy 2011.
- The effective occupation among teachers differs only 0.70% from the budgeted occupancy. At the administrative and technical staff there is a difference of 2,26% between the effective occupancy and the budgeted occupancy.

2. STAFF POLICY EVOLUTION

Number of staff	Year	Budget	JR11 – BG11	
			Deviation	% deviation
FTE's	2011	2011		
Teaching staff	352,54	350,09	+ 2,45	+ 0,70 %
Administrative and technical staff	203,82	199,31	+ 4,51	2,26 %
Total	556,36	549,40	+ 6,96	+ 1,27 %

2. STAFF POLICY EVOLUTION

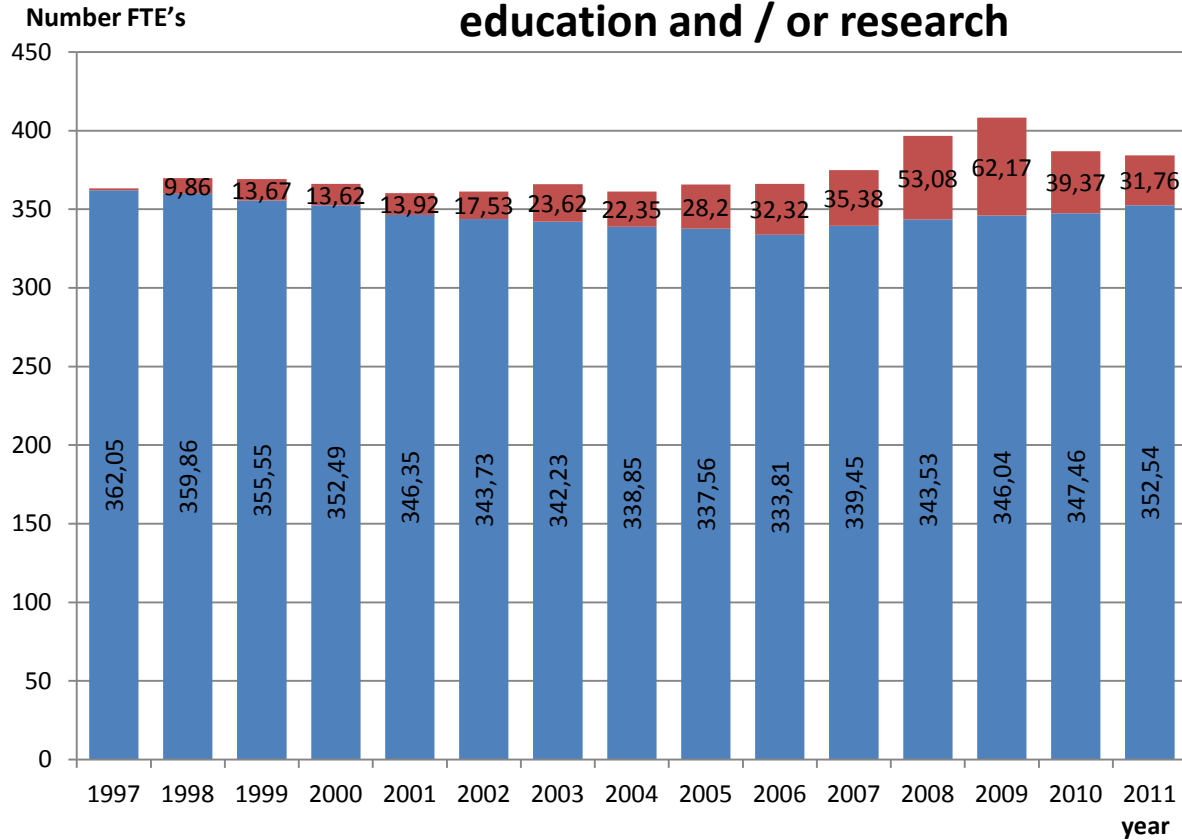
- Following chart illustrates the overall trend of the number of members of the teaching staff and other staff responsible for research and scientific services.
- These second category consists of employees who are not members of the teaching staff and are solely responsible for scientific research and scientific services.

2. STAFF POLICY

EVOLUTION

- Education
- Research

Evolution of number of employees (FTEs) with the task education and / or research



2. STAFF POLICY PURPOSES

In accordance with its mission, the university college seeks consciously educational innovation and wishes to actively participate in scientific research and to render services to society.

2. STAFF POLICY PURPOSES

By a careful control of the salary costs the university college has to respect each year the 80 percent rule: total salary costs may not exceed 80% of the total budget (Art. 232).

Decree 13/07/1994 Decree concerning the university colleges in the Flemish Community.

2. STAFF POLICY PURPOSES

- Art. 232
- A maximum deviation of 5% is allowed: in exceptional cases costs of staff paid by Flemish government can amount per year up to 85% of the total budget.

2. STAFF POLICY PURPOSES

- If the salary costs are estimated over 85% of the annual budget, the university college indicates how and within what period it will realize the financial restructuring .

2. STAFF POLICY

PURPOSES

- The **selection** of the staff is entrusted to the departments and central services. The head of the department or service, sets up a selection team.
- The selection consists of at least a pre-selection based on the examination of the application file and an oral part. The selection committee will evaluate the professional qualities of the candidates with respect to the specified function, the motivation and interest in the field.

2. STAFF POLICY PURPOSES

- The **promotion** policy is entrusted to the College Board, which decides on the advice of the departments or services.
- Promotion in a department can only if the budgeted salary cost of that department is not higher than 84% of the annual budget of the department.

2. STAFF POLICY PURPOSES

- There are 2 types of promotion:
 1. increase in grade within the same level
 2. transition to a higher level

2. STAFF POLICY PURPOSES

- The College Board can appoint a temporary member of the administrative and technical staff (ATP) if the employee:
 1. Is at least 6 years employed in the college
 2. His/her last evaluation was no evaluation with the conclusion 'insufficient'.

2. STAFF POLICY PURPOSES

Professionalization

- Purpose:
The proper development of the skills of our employees is an increasingly important task.
- Target group:
All staff of KaHo Sint-Lieven

2. STAFF POLICY PURPOSES

– Method:

To this end, a number of activities have to be developed:

- at association level (KU Leuven)
- at college level, and
- at the level of the programs / departments.

2. STAFF POLICY PURPOSES

- At association level:
 - all staff will be informed of all courses offered by the Association KU Leuven (info via website, head of service or department)
 - will seek a suitable training programme for new teachers.
 - attention is paid to the professionalization of ATP.

2. STAFF POLICY PURPOSES

- At college level:
 - an annual event is organized for new staff.
 - are also organised a number of annual seminars for heads of department (mainly regarding changes in legislation)
 - ad hoc training can be given for all employees.

2. STAFF POLICY PURPOSES

- At the level of the programs / departments:
 - all teachers annually have the opportunity to follow at least 1 professional and 1 educational service training.
 - heads of department will discover the skills the team needs during the planning and performance interviews with each individual employee.

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

General:

- Supervising and evaluating the staff is part of the quality framework of KaHo Sint-Lieven and has the ultimate aim to improve the functioning of all staff.
- The quality framework of an UC is a complex of structures that are built into the UC to ensure total quality.

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Terminology:

- In a **planning interview** the employee and the head of department make clear what they expect from each other.
- During this conversation, the job, the job description and all practical agreements are settled.

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Terminology:

- A **performance interview** is a regularly recurring consultation between the head of department and the employees about the current and future performance of the employee.

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Terminology:

- The **evaluation interview** defines to which extent tasks, behavior, attitudes and skills of the staff member contributes to the achievement of the objectives of the UC / department / service.

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Timing:

- The evaluation of employees is done at least every three years.
- If a staff member has an evaluation “insufficient”, a new assessment follows in the next year.

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Evaluation file:

- Each staff member has an evaluation file.
- The evaluation file contains the reports of:
 - The planning interview
 - The performance interview
 - The evaluation interview

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Evaluation file:

- Each staff member has an evaluation file.
- The evaluation file contains the reports of:
 - The planning conversation interview
 - The performance conversation
 - The evaluation conversation

3. THE STAFF EVALUATION IN THE CONTEXT OF THE QUALITY FRAMEWORK KAHO SINT-LIEVEN

Appeals Board on evaluation:

- The Appeals Board consists of five members and five replacing members. Exact composition is agreed between trade union and management board.
- Appointed for four years.
- The boards' mission is to decide whether or not an evaluation "insufficient" is justified or not.

THANK YOU !

