

# Precarious careers & career sustainability in uncertain times

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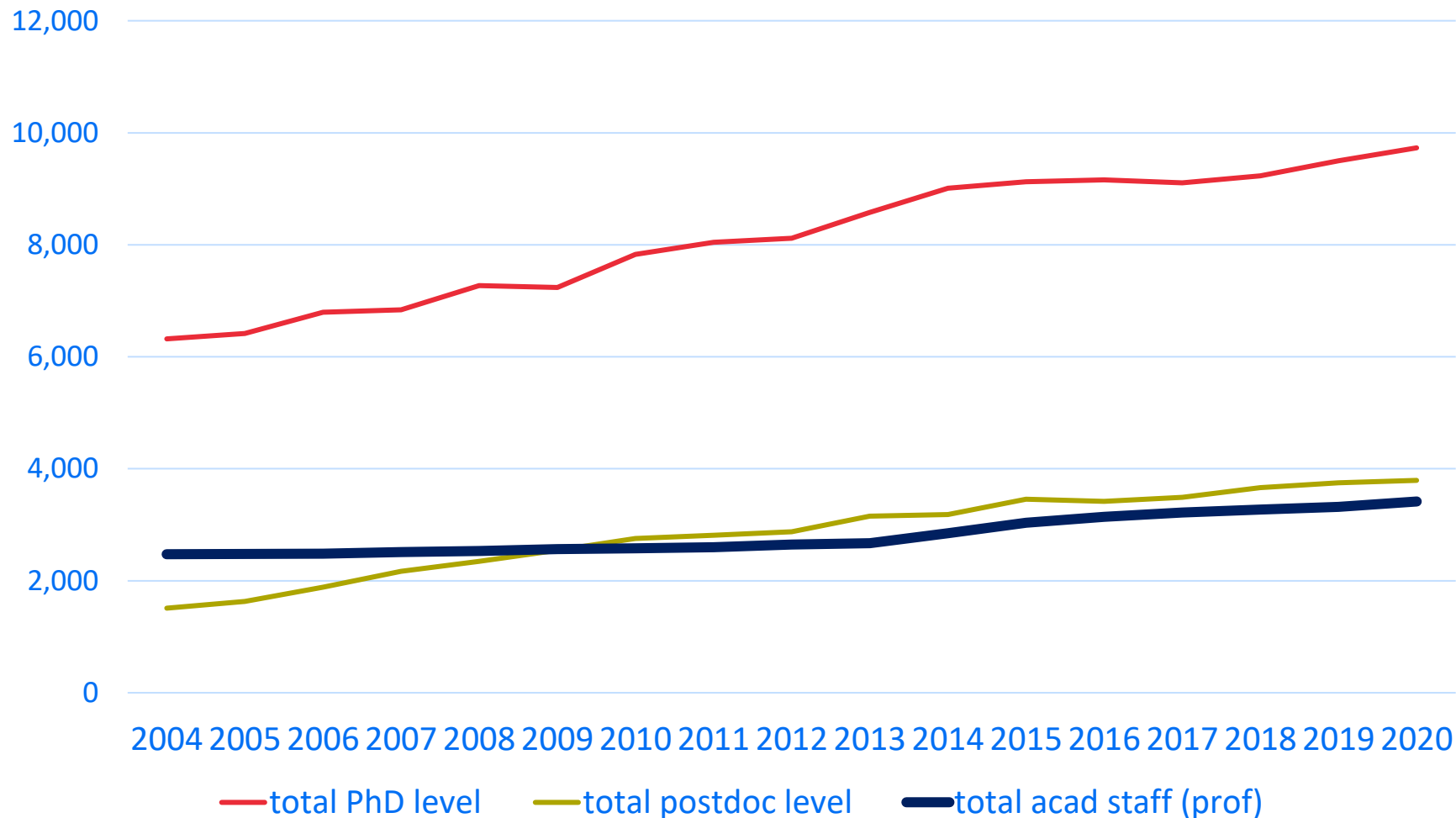


## Precarious careers & career sustainability in uncertain times

- Why now?
- How do we do it?
- How could you do it?

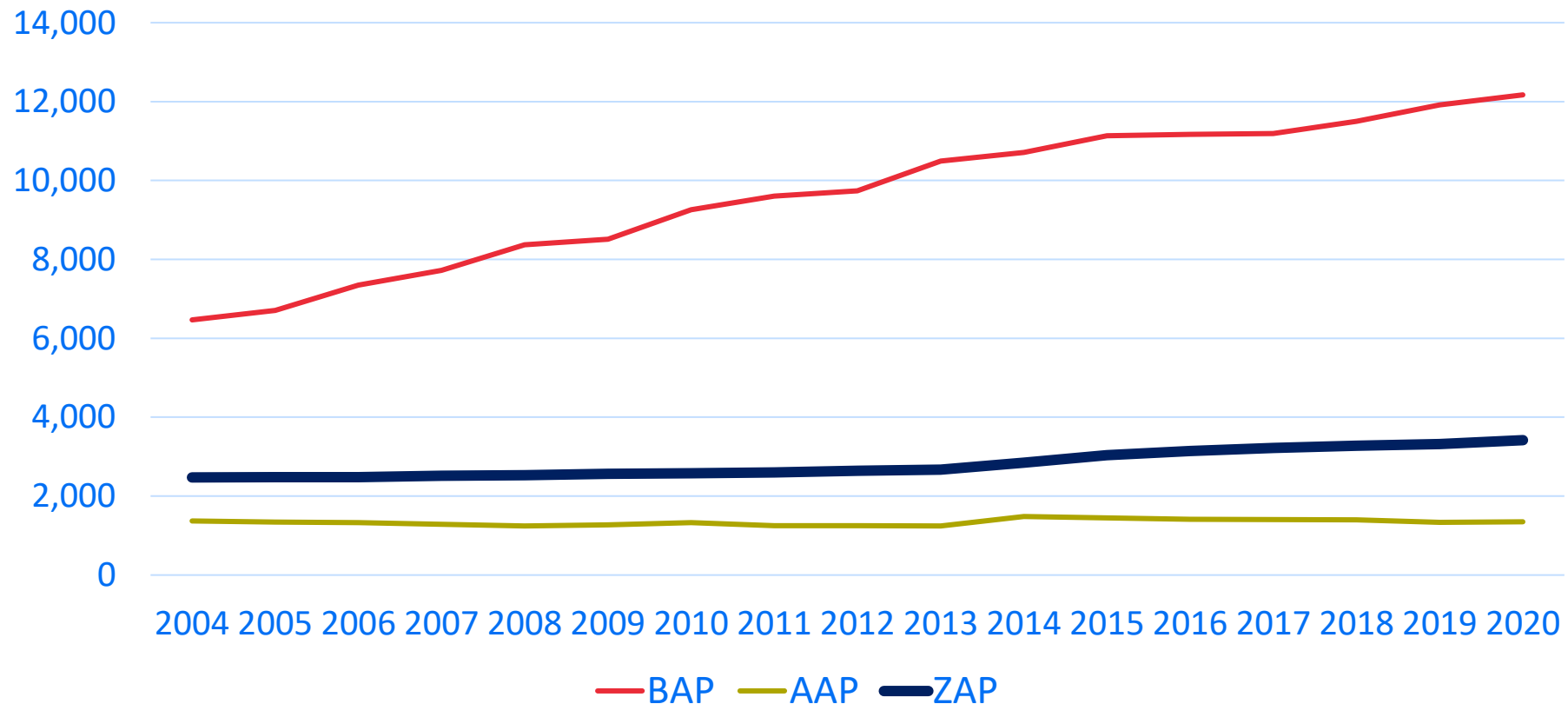
# 15 years ago... and today

## Research Staff & Academic Staff Flanders

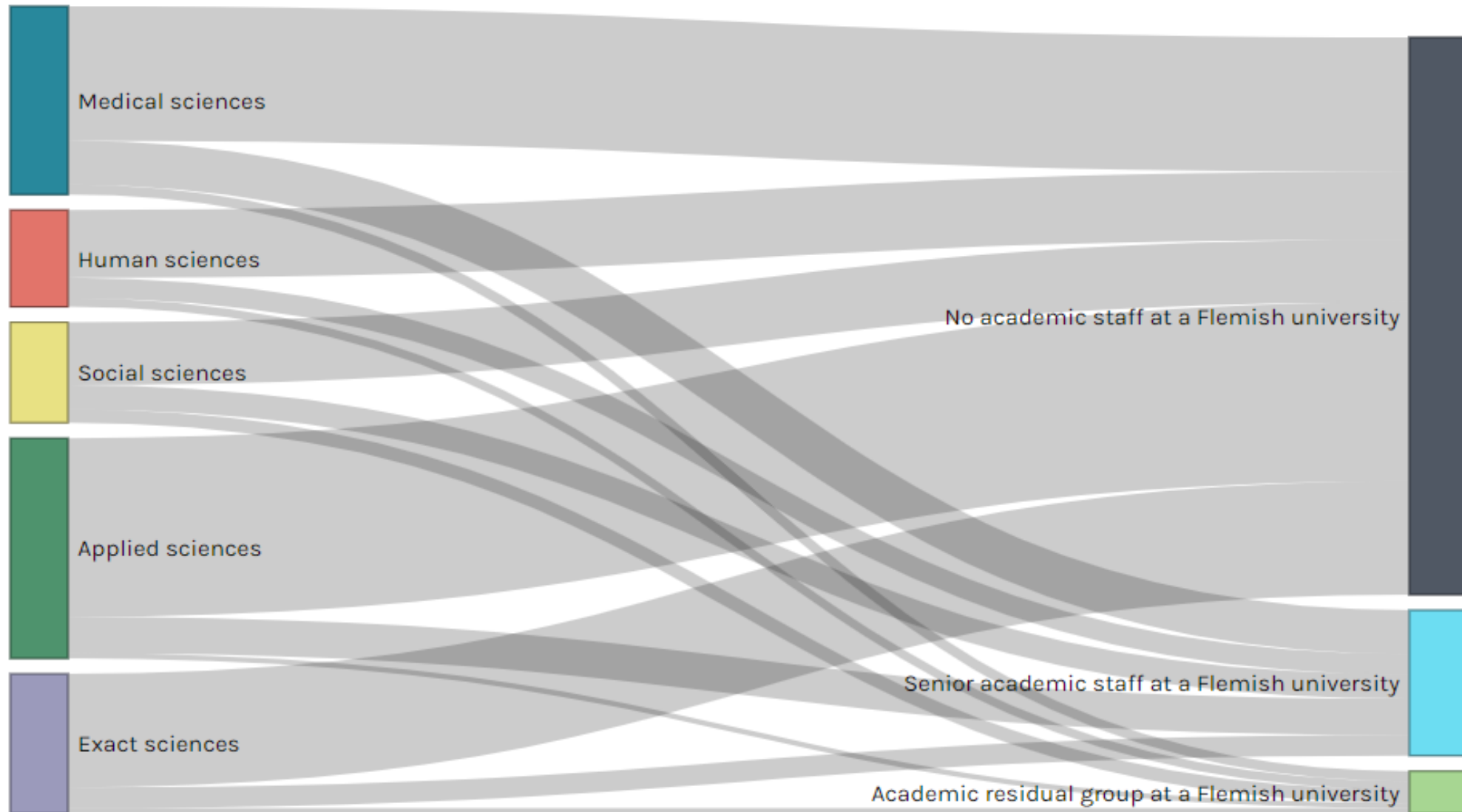


# 15 years ago... and today

## Research & Academic staff at Flemish Universities (internal vs external funds)



# Doctorates obtained 2009-2011: 5 years later...





# Principles underlying BAP reform

## Clearer career expectations

1. New career structure
2. Job profiles, performance results framework
3. Clear responsibilities, expectations, development opportunities
4. Mental health: when is enough really “enough”?





# Principles underlying BAP reform

**More sustainable careers where possible, without guaranteed career security**

1. Shift from “employment” to “employability”
2. Training & development
3. Continuity of appointment across projects



# Principles underlying BAP reform

## No flexibility without control

1. Flexibility within boundaries: some rules, rights & responsibilities, lots of nudging, lots of free choice
2. Transparent expectations
3. Project salary cost: from front office to back office
4. Supporting HR toolbox





# Principles underlying BAP reform

## No flexibility without responsibility

1. Alignment of expectations between BAP-staff & their supervisors
2. Information, transparency and clarity
3. Supporting HR toolbox
4. Talent Center target groups



## What's innovative?

**From employment to employability: expectation management**

**Sustainable career as “knowledge broker”, regardless of source of funding**

Within our university, we cannot solve the problem of project-based funding, but we do what we can to minimize the damage to researchers' careers.



# Success elements in changing BAP career policy

Slow consultation

Stakeholder  
involvement

Flexible job  
profiles & goals

Updated  
regulations

Updated  
information  
system

Process revision

Digitalisation

Communication

Staff training (HR  
officers,  
supervisors, BAP)

# BAP career options / paths

	Junior BAP	Senior BAP	Leading BAP
Project- based focus on education	Teacher/tutor Academic interim staff predoc Language instructor	Gastlector Academic interim staff postdoc	Gastprofessor Academic interim staff ZAP
Project-based focus on research	Researcher PhD Bursary holder Predoc researcher FWO Predoc researcher external (VIB, IMEC)	Senior researcher Postdoctoraal bursaal Postdoc researcher FWO Fundamental clinical researcher Postdoc researcher external (VIB, IMEC)	Research leader Principal researcher external (VIB, IMEC)
Project-based focus on Research Management	Project manager Data manager	Senior project manager Senior data manager	Portfolio manager
Focus on sustainable role as knowledge broker	Research Officer	Valorisation manager Research manager Research expert	Senior valorisation manager Senior research manager Senior research expert