

HR Strategy for Researchers.

Revised Action Plan
2019-2022

HOGENT

Introduction

In 2017 the European Commission awarded the HR Excellence in Research label to HOGENT. The label recognises institutions that make progress in aligning their human resources policies to the 40 principles and requirements of the [European Charter for Researchers](#) and the [Code of Conduct for the Recruitment of Researchers](#), based on a customised action plan. The HR Excellence in Research award highlights HOGENT's commitment to implement fair and transparent recruitment and appraisal procedures for researchers.

HOGENT's HR Strategy for Researchers, which was approved by the Executive Board in 2016, can be found [here](#). On the basis of this initial action plan, HOGENT has been implementing the principles of the European Charter & Code for Researchers from 2017 onwards.

In 2019, as part of the implementation phase, HOGENT conducted and submitted an internal review (for interim assessment) to the European Commission, documenting progress and quality of the actions and accompanying measures. This review also detailed altered actions and revised timelines, taking into account new circumstances that were not known at the time of the establishment of the initial action plan.

What follows is the extended version of the reviewed HR Strategy for Researchers for 2019-2022, as approved by the Executive Board in May 2019. Based on this revised action plan and on the recommendations provided by the external assessors, HOGENT is continuing the implementation and monitoring of the proposed actions. In 2022, HOGENT will conduct a new internal review (followed by an assessment and site visit by external experts), entering the cyclical award renewal phase.

1 Revised Action Plan

Action 1	Target(s)
Sharper focus on socially relevant themes for applied research at HOGENT in which interdisciplinary research will have an important place.	The policy regarding socially relevant research themes for applied research is developed and adapted where necessary. At least half of the internal research funding for applied research is deployed on interdisciplinary research.
Responsible Actor	Office of Research Affairs
Timing	ongoing
Gap Principles	1, 3, 8, 9
Current Status	in progress

Action 2	Target(s)
Different measures will be taken to stimulate the education-research nexus, e.g. encouraging knowledge sharing within departments and more active involvement of students with research projects.	Several actions will be taken to stimulate the education-research nexus. Within HOGENT an online course is available on critical thinking and improving the information and research skills of students. Knowledge sharing within departments and more active involvement of students will be encouraged.
Responsible Actor	Office of Research Affairs Education Office
Timing	ongoing
Gap Principles	3, 8, 9
Current Status	in progress

Action 3	Target(s)
Within the Current Research Information System requiring full-text disclosure of HOGENT publications under Open Access. - First step: making the full text of all publications that have already been registered in the research information available for consultation, insofar as the guidelines of the publishers concerned permit it. - Second step: for new publications registered in the HOGENT Current Research Information System the provision of the full text is required, if the guidelines of the publishers in question permit it.	All publications of HOGENT are available in full-text in the expert portal that is publicly accessible.
Responsible Actor	Office of Research Affairs
Timing	end of 2020
Gap Principles	2, 3, 8, 9
Current Status	extended

Action 4	Target(s)
Developing and implementing a policy regarding the societal impact of research at HOGENT.	A policy regarding the societal impact of research at HOGENT is developed and implemented.
Responsible Actor	Office of Research Affairs
Timing	mid-2018
Gap Principles	1, 3, 8, 9
Current Status	completed

Action 5		Target(s)
Promoting sustainability in both the processes and the themes of the research projects and developing and implementing policies to this end.		A policy concerning the promotion of sustainability in the processes and themes of the research projects is developed and implemented.
Responsible Actor	Office of Research Affairs	
Timing	end of 2017	
Gap Principles	1, 3, 8, 9	
Current Status	completed	

Action 6		Target(s)
Defining the core values of HOGENT and including them in the strategic plan 2017-2022 to give further direction to research policy.		Core values are set out in the strategic plan 2017-2022 of HOGENT and research policy is geared to them.
Responsible Actor	HOGENT Office of Research Affairs	
Timing	October 2017/ongoing	
Gap Principles	1, 3, 9	
Current Status	completed	

Action 7		Target(s)
Establishing and implementing a deontological code for the staff of HOGENT and raising awareness about this.		There is an implemented deontological code for the staff of HOGENT.
Responsible Actor	Legal Affairs Office Human Resources Office	
Timing	mid-2020	
Gap Principles	1, 2, 3	
Current Status	extended	

Action 8		Target(s)
Developing a procedure with respect to copyrights created by researchers in the framework of their mandate and its implementation.		There is a procedure implemented with regard to copyrights created by researchers in the context of their mandate.
Responsible Actor	Office of Research Affairs Legal Affairs Office	
Timing	end of 2019	
Gap Principles	5, 31, 32	
Current Status	extended	

Action 9		Target(s)
Preparation of an information security policy, setting up awareness campaigns and supporting researchers in managing research data.		A policy concerning information security is developed and implemented.
Responsible Actor	Data Protection Officer ICT Office Legal Affairs Office	
Timing	ongoing	
Gap Principles	3, 7, 23	
Current Status	in progress	

Action 10		Target(s)
Further dissemination of the principles of research integrity by assuring a good information flow and by organising information sessions and training in particular on privacy, ethics committees, IP, security in the workplace ...		Several information sessions or training courses are organised for researchers on ethical principles.
Responsible Actor	Office of Research Affairs Legal Affairs Office	
Timing	ongoing	
Gap Principles	2, 3, 7, 23, 31, 32	
Current Status	in progress	

Action 11		Target(s)
Setting up a committee on research integrity within HOGENT.		There is a committee on research integrity within HOGENT.
Responsible Actor	Office of Research Affairs Legal Affairs Office	
Timing	mid-2018	
Gap Principles	2, 3, 7, 31, 32, 34, 35	
Current Status	completed	

Action 12		Target(s)
Developing and implementing a vision of the role of supervisor and then providing the necessary support.		There is a deployed vision of the role of supervisor.
Responsible Actor	Office of Research Affairs Human Resources Office	
Timing	end of 2021	
Gap Principles	24, 36, 37, 40	
Current Status	extended	

Action 13		Target(s)
Developing a vision of research and services as part of the 2017-2022 strategic planning cycle, and setting up an integrated system to sustainably ensure and improve the quality of research on both project and department level.		There is a detailed vision of research and services as part of the 2017-2022 strategic planning cycle, and an integrated system that ensures the quality of research on both project and department level.
Responsible Actor	Office of Research Affairs	
Timing	mid-2019	
Gap Principle	37	
Current Status	completed	

Action 14		Target(s)
To develop, implement, communicate and keep up-to-date a procedural manual in which all the administrative processes related to research and services are described.		There is an up-to-date procedural manual whereby the administrative processes related to research and services are made more efficient.
Responsible Actor	Office of Research Affairs Finance Office Human Resources Office	
Timing	mid-2020	
Gap Principles	4, 5, 6, 24, 37	
Current Status	in progress	

Action 15		Target(s)
Elaboration of structural support in the acquisition and implementation of externally funded research projects by building specialised expertise in different funding programmes and by developing a more proactive approach.		There is structural support for acquiring and implementing externally funded research projects.
Responsible Actor	Office of Research Affairs	
Timing	mid-2018/ongoing	
Gap Principles	4, 5, 6	
Current Status	completed	

Action 16		Target(s)
HOGENT will ensure the further translation of provisions on diversity and non-discrimination. The operation of the Diversity Work Group will be evaluated and continued in the current or a modified form.		The provisions on diversity and non-discrimination are translated and the Diversity Work Group is reactivated.
Responsible Actor	SG4 project team Human Resources Office Personnel Advisory Service	
Timing	mid-2022	
Gap Principles	10, 27	
Current Status	extended	

Action 17		Target(s)
HOGENT provides more structural research assignments for a number of staff.		Structural research assignments are provided for a number of staff. Provision for this is made in the multiannual personnel budget of HOGENT.
Responsible Actor	Human Resources Office Office of Research Affairs	
Timing	mid-2017	
Gap Principles	12, 13, 14, 15, 16, 17, 19, 20, 21, 25, 26, 28, 30, 33	
Current Status	completed	

Action 18		Target(s)
Developing and implementing policies on incoming and outgoing mobility for lecturers and researchers.		A policy concerning incoming and outgoing mobility for lecturers and researchers is developed and implemented.
Responsible Actor	International Office Human Resources Office	
Timing	mid-2020	
Gap Principles	17, 18, 19, 29, 33	
Current Status	extended	

Action 19		Target(s)
Establishment of clear job descriptions and profiles with specific focus on the competencies and responsibilities of researchers and contract provisions. Adapting the evaluation framework for the staff of HOGENT, under which research in the range of duties is considered in greater detail. Providing training and tools to support the evaluators.		There is an appropriate evaluation framework for the staff of HOGENT and training is provided to support evaluators.
Responsible Actor	Human Resources Office	
Timing	end of 2019	
Gap Principles	11, 16, 22, 33	
Current Status	in progress	

Action 20		Target(s)
Development and implementation of an HRD policy for the staff of HOGENT, that considers the specific needs of researchers.		An HRD policy is implemented for the staff of HOGENT with specific attention to the needs of researchers.
Responsible Actor	Human Resources Office Office of Research Affairs	
Timing	end of 2018	
Gap Principles	33, 38, 39	
Current Status	completed	

Action 21		Target(s)
Development of a learning academy, a virtual knowledge centre which detects the needs for training and develops and organises specific training sessions.		There is a learning academy at HOGENT, which offers specific training sessions for its staff (including supervisors and researchers).
Responsible Actor	Human Resources Office	
Timing	end of 2021	
Gap Principles	33, 38, 39	
Current Status	new	

Action 22		Target(s)
Promotion of international recruitment by translating vacancies for relevant research positions and publishing them in English on both the HOGENT website and international websites.		Relevant vacancies for research positions are available in English on international websites. There are more applications by researchers from abroad.
Responsible Actor	Human Resources Office	
Timing	end of 2020	
Gap Principles	12, 13, 14, 15, 16, 17, 19, 20, 21, 27	
Current Status	extended	

Action 23		Target(s)
Investigating technical possibilities, adapting management systems, developing an adapted personnel allocation system and financial system to create pools of employees (including researchers) with an indefinite contract.		Job security of researchers is improved through the creation of pools of employees.
Responsible Actor	Human Resources Office	
Timing	end of 2020	
Gap Principles	25, 26, 28, 30	
Current Status	new	

Action 24		Target(s)
Development of a telework policy and procedure for researchers.		There is a telework policy and procedure for researchers.
Responsible Actor	Human Resources Office	
Timing	mid-2018	
Gap Principles	24	
Current Status	completed	

2 Overview of status and timing of the actions



3 **Annex: the 40 Principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers**

Each action in the 'HR Strategy for Researchers' addresses one or multiple principles of the [European Charter & Code for Researchers](#). On the basis of HOGENT's gap analysis, which related the existing gaps to the Charter & Code, the action plan encompasses all forty principles and requirements.

1. Research freedom
2. Ethical principles
3. Professional responsibility
4. Professional attitude
5. Contractual and legal obligations
6. Accountability
7. Good practice in research
8. Dissemination, exploitation of results
9. Public engagement
10. Non discrimination
11. Evaluation/appraisal systems
12. Recruitment
13. Recruitment (Code)
14. Selection (Code)
15. Transparency (Code)
16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code)
18. Recognition of mobility experience (Code)
19. Recognition of qualifications (Code)
20. Seniority (Code)
21. Postdoctoral appointments (Code)
22. Recognition of the profession
23. Research environment
24. Working conditions
25. Stability and permanence of employment
26. Funding and salaries
27. Gender balance
28. Career development
29. Value of mobility
30. Access to career advice
31. Intellectual Property Rights
32. Co-authorship
33. Teaching
34. Complains/ appeals
35. Participation in decision-making bodies
36. Relation with supervisors
37. Supervision and managerial duties
38. Continuing Professional Development
39. Access to research training and continuous development
40. Supervision