

HoGent

HR Strategy for Researchers

Hogeschool Gent - Action Plan 2017 - 2020

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1. Introduction

At the end of 2015 Hogeschool Gent (University College Ghent) started the procedure for obtaining the European 'HR Excellence in Research' label. The European Commission awards this label to research institutions which pay specific attention to researchers in their HR policies. The requirements which must be met for this are described in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Applied research and research in the arts in Flemish university colleges (Universities of Applied Sciences), and therefore at HoGent, have a relatively young tradition, but have also clearly outgrown their infancy. Research occupies a central place in the mission of HoGent and the number of researchers and (European) projects has increased significantly in recent years. Hence a growing need for tools to secure and continuously improve the existing quality. Being awarded the HR Excellence in Research label would fit perfectly within this context.

Because Hogeschool Gent (HoGent) is the first university college in Flanders to start the procedure for obtaining the European label, we describe in the next section of this paper, after a brief presentation of HoGent, the specific context of research in Flemish university colleges. After all, it differs in several respects from the more familiar research context at universities. How the HR Strategy for Researchers at HoGent has been established is described in the third part.

The fourth part presents the results of the gap analysis and the actions to be undertaken and contains the actual HR Strategy for Researchers. The HR Strategy encompasses three themes. The first concerns the ethical and professional aspects of research activity at HoGent (4.1 Ethical and professional aspects). The second elaborates on the working conditions for HoGent personnel, including researchers (4.2 Working conditions). Finally, recruitment, evaluation, career opportunities and training for researchers are discussed (4.3 Recruitment, evaluation, career development and training). For each of the three topics we discuss the existing situation at HoGent, indicate where gaps are still present with respect to the provisions of the Charter and the Code and describe how these will be addressed.

The planning of the various actions, monitoring and indicative results to be used for this purpose are discussed in part five of this document. Here we summarise the entire HR Strategy for Researchers of HoGent in a clear programme.

2. Context

2.1 HoGent in a nutshell

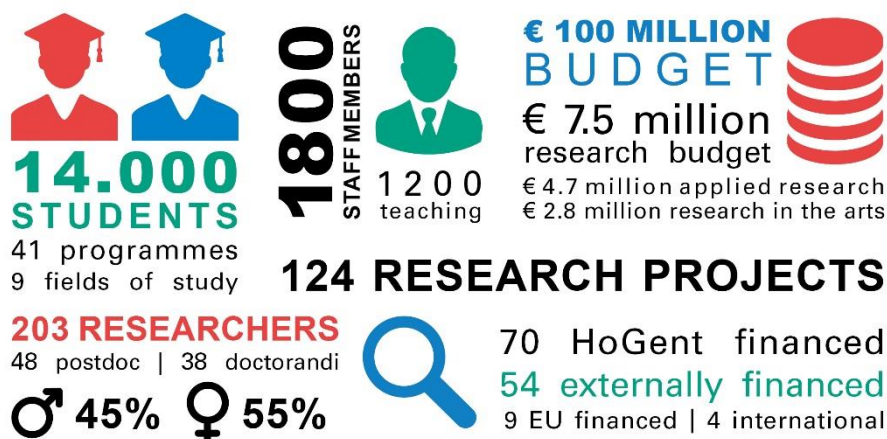
HoGent was founded in 1995 during the reform of higher education in Flanders at the time. Thirteen smaller university colleges in the Ghent region were merged at that time into a single university college. A fourteenth college was added to HoGent in 2001 by a second merger operation. After a second round of reforms of higher education in Flanders in 2013 some of the HoGent study programmes were integrated into Ghent University.

At present, HoGent is a university college with 14,000 students, offering 41 high-quality programmes in nine disciplines. The programmes are located on eight campuses in Ghent, Aalst and Melle and are distributed between the Faculty of Education, Health and Social Work, the Faculty of Science and Technology, the Faculty of Business and Information Management and the Royal Academy of Fine Arts & Royal Conservatory. HoGent employs 1,800 persons, of whom about 1,200 belong to the teaching staff. They ensure the discharge of the mission of HoGent: providing education, conducting research and carrying out scientific and social services. The Royal Academy of Fine Arts & Royal Conservatory is also responsible for the practice and development of the arts. The staff perform these tasks from the departments, 24 in total, with the assistance of the support services of HoGent, consisting of the general management with four administrative offices and six Management Offices including the Office of Research Affairs.

A SNAPSHOT OF HOGENT AND ITS RESEARCH¹

UNIVERSITY COLLEGE GHENT

3 FACULTIES | 1 SCHOOL OF ARTS | 24 DEPARTMENTS



Research has an important place in the mission of HoGent (formulated on September 25, 2007): *HoGent seeks to excel in teaching, research, service to society and practice of the arts. HoGent seeks to promote a critical, creative and open society through the competence of its staff and graduates and the valorisation of its research.* In recent years HoGent has also worked on the development of applied research with a practice-based focus and research in the arts. It is a pioneer and a key player in these areas in Flanders. It focuses both on determining the direction of research and on the development of

¹Figures based on the HoGent Annual Report for 2015.

research. Within HoGent an Office of Research Affairs and two research councils provide the necessary support for researchers and for the design of research policy.

The Office of Research Affairs acts as a central platform between researchers and the administration of the university college. It is responsible for policy preparation, implementation and monitoring of research, services, knowledge transfer and valorisation of research results. In addition, the Office of Research Affairs supports researchers in all aspects of their work. It looks for opportunities for research, helps to improve the quality of research and ensures the dissemination of research results from HoGent to society at large by facilitating valorisation, service and science communication. Various external stakeholders are also becoming increasingly involved in the research projects themselves.

HoGent has two advisory boards for research: the Applied Research Council and the Council for Research in the Arts, meeting under the chairmanship of the rector or the director of Research Affairs. These research councils are composed of researchers from both HoGent and Ghent University. The research councils oversee the mandatory remit of HoGent in the field of research and service to society and advise the Executive Board on research policies and the use of internal research funds.

The growing use of resources has resulted in recent years in an increase in the number of research projects, the number of externally funded research projects and the number of researchers (up to 203 in 2015).

HoGent aims to invest its research resources in research that is relevant to society. In addition, it is committed to co-creation with professional partners from business, industry, and society, and it pays attention to sustainability and the impact of research on education and society. An important part of the internal research funding is allocated to multidisciplinary research projects. The multidisciplinary approach to research at HoGent is in line with the increasing complexity of current societal challenges. The expertise of the departments is very broad and diverse, allowing researchers to collaborate in a wide range of areas of expertise around common problems and actually implement these multidisciplinary projects.

Although research funds have slightly increased in recent years, the resources of HoGent remain very limited, as in all university colleges. So there are few opportunities to provide structural embedding of research within the range of duties of employees (see 2.2 Research at the university colleges in Flanders). The internal research funds are placed in an Applied Research Fund and a Research in the arts Fund. They are used mainly in projects and competitively acquired by the research groups after an evaluation of the project proposals by peer review.

2.2 Research at the university colleges in Flanders

The research of university colleges in Flanders is conducted in a specific context, clearly distinct from universities and other research institutions. In the context of developing an HR Strategy for achieving the HR Excellence in Research label, it is important to explain that context. Because of the specific nature, function and funding of the university college research, a number of provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers apply to a lesser or greater extent to university colleges in Flanders.

Flemish higher education is organised in university colleges and universities. The university colleges organise training courses for professionally oriented bachelors and within their art education students are trained to become academic bachelors and masters. The universities train students to become academic bachelors and masters and confer the degree of doctor. In addition to their teaching, universities are engaged in basic and applied research. University colleges, by contrast, have a different mandatory remit in this area: to carry out applied research with a practise-based focus and research in the arts. The latter is performed within a School of Arts which forms an integral part of a university college. A School of Arts may include in particular a doctorate in the arts, for which a strong collaboration with a university is required by decree of the Flemish government. The doctorate in the arts has, namely, a specific character in that it consists of an artistic and a reflective discursive tranche.

Applied research in university colleges is characterised by its close cooperation with professional partners from business, industry, and society and the creation of added value for the courses concerned. Its aim is to generate knowledge that helps professional practice or society to innovate and improve. It follows that there is a clear interaction and complementarity with fundamental scientific research. Within applied research generalizable knowledge and research results are in fact combined with professional and contextual knowledge, which can in turn lead to new fundamental insights.² The collaboration between university colleges and universities has to some extent been stimulated by the Flemish government through the creation of university associations. Both inside and outside these associations university colleges collaborate on research with national and international partners. Through the regional anchoring and the practical nature of the teaching - training courses, for example, are a mandatory part of the curriculum - university colleges often have a stronger bond with the field for which they are educating than universities. This means that the university college is the ideal place even in research to bridge the gap with this field. For example, problems are detected with which the field is struggling, and research results can flow smoothly to professional partners and to students. In this way the university colleges put a strong emphasis on the teaching-research nexus. This is further enforced by offering training opportunities to staff, by familiarizing students with research skills and by developing their critical attitudes. In this way university colleges turn out graduates who are ready for the ever-changing working environment.

The government funds research at university colleges and universities in Flanders in different ways and research funding for university colleges is significantly lower than for universities. The government budget allocated to a university college for applied and artistic research is determined on the basis of credits taken in its educational programmes. Unlike universities, quality indicators (e.g. number of publications) currently play no role in the allocation of research budgets to university colleges. Partly because of the limited government funding, research at Flemish university colleges is primarily carried out in the form of short-term projects: partly by the project-based assignment of internal research funds, partly through the acquisition of external research funding. As a result research can only be sporadically included in the permanent range of duties of staff of university colleges.

Within university colleges there are two types of researchers. First there is the teaching staff, (practical) lecturers or lecturers (with or without a PhD), who are mainly employed in an educational capacity and to whom project-based research time is allocated. On the other hand temporary contract researchers are recruited for the implementation of research projects. Since both types of research contracts may be awarded only for the duration of a research project, within university colleges there is no career model for researchers as known from Flemish universities. This means that building research excellence in university colleges is hampered and no continuity of research assignment can be assured. This can be compensated for in part by the competitive acquisition of external research resources and the performance of contract research. Exclusively within the Royal Academy of Fine Arts & Royal Conservatory there are assistants who are preparing a doctorate in the Arts and postdoctoral researchers for which the key element is the research-led development of a personal oeuvre, linked to a reflective process.

Because of the specific research context at Flemish university colleges challenges that are typical for universities are not applicable or only applicable to a lesser extent for university colleges. This is particularly true of the pressure for publication and of the gender imbalance among researchers. The publication pressure is lower at university colleges. This has two causes. Because of their applied research focus, university colleges attach great importance to various forms of output that are relevant to the field of work and society. In addition to scientific publications in particular in international peer-reviewed journals, which usually have less direct relevance to the field the focus is for example on publications in professional journals, organising seminars and workshops, creating deployable tools or methodologies, or organising activities for science communication. The pressure to publish is also

² Johan Veeckman, Dirk Smits, Els Stuyven, Gerrit Lesaffer, Pascal Verhoest en Bruno Van Koeckhoven, 'Praktijkgericht wetenschappelijk onderzoek aan Vlaamse hogescholen', in: *THEMA Hoger Onderwijs* (2012), 5, p. 18-23.

lower because the university colleges in Flanders receive no output funding for research and publications have a lesser degree of importance for the career of staff.

The gender imbalance among researchers, often found at universities, is much less common in university colleges due to the other type of career, which is still mainly focused on teaching. This results in a more balanced distribution between the number of male and female researchers in university colleges. Finally, there is a limited inflow of foreign researchers in Flemish university colleges. The research conducted within the Flemish university colleges is still fairly new and through its practical orientation and the link to professional bachelor programmes too little known internationally. It is therefore less attractive for foreign researchers to work in a university college. Attracting foreign researcher teachers is also hampered by the teaching assignment which must always be carried out and the Flemish language legislation specifically for higher education is not a facilitating factor. Within the Royal Academy of Fine Arts & Royal Conservatory, because of the specific research context and the important link with an artistic practice, there are more opportunities for the recruitment of international artists to implement a research project and/or a doctorate in the Arts.

3. Formation of the HoGent HR Strategy for Researchers

At the end of 2015, HoGent decided to apply for the "HR Excellence in Research" label. This was done by submitting on December 7, 2015 a "Declaration of Commitment" to the "European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers" to the European Commission. Based on the recommendation of the European Commission on January 12, 2016, HoGent started the drafting of the five steps of the "Human Resources Strategy for Researchers" (HRS4R) in order to come up with a detailed HR Strategy that would give HoGent the "HR Excellence in Research" label.

Within the Office of Research Affairs a work group was formed to develop this HRS4R. As a first step, a gap analysis was conducted of HoGent HR policy, in its relation to researchers and research activities, in order to test them against the forty principles and requirements of the Charter and the Code. In addition to the internal rules and procedures an inventory was made of relevant legislation and decree provisions. This gap analysis took place in the period from February to May 2016, based on discussions with senior staff members and heads of office of the Human Resources Office, Infrastructure Management Office, the Finance, Infrastructure and IT Office, the Internal Audit Office, the Prevention, Environment and Welfare Office, the Legal Affairs Office, the International Office and the Learning Support Services.

During the analysis of HR policies specifically aimed at researchers, light was thrown on the strengths and weaknesses of HoGent. In the period June-September 2016 they were fully described by the Office of Research Affairs and the Human Resources Office and included in a plan of action within the HR Strategy for Researchers. The actions were linked to an expected term for implementation and indicators or targets to be reached by HoGent within this period.

To achieve HoGent-wide acceptance of this Action Plan and to involve researchers actively, an extensive consultation process was conducted, after the gap analysis and the development of the action plan, organised according to the following schedule:

Review process for the HR Strategy for Researchers and the Action Plan within HoGent



All collected input was incorporated into the plan. The consultation process started in early September 2016 and ended in early November 2016, when the final draft was submitted to the Executive Board. During this period news of the work was also regularly communicated via the internal newsletter.

A first step was to test the proposed HR Strategy and action plan with the researchers and heads of department within HoGent. Representatives of the faculties and the Royal Academy of Fine Arts & Royal Conservatory were invited to give their input during a roundtable with the Office of Research Affairs. The group that was collected for this purpose was made up of the different types of researchers at HoGent: teaching staff with research assignment, PhD students and contract researchers.

During the round table, researchers were invited to give input on the following three themes: (1) the ethical and professional aspects of research at HoGent, (2) the working conditions of staff, and (3) all aspects concerning issues such as recruitment, evaluation, career development and training of staff. In preparation for the round table, researchers gathered feedback from their colleagues based on a draft version of the gap analysis and some proposed actions. The round table discussion focused on researchers' opinions on the gaps they identify and on the actions they would find most useful. To structure this discussion, the Office of Research Affairs put forward specific questions regarding the three themes mentioned above, and also invited researchers to make more detailed remarks on the text of the HRS4R. Subsequently, a revised version was submitted to the two research councils of HoGent, the most important advisory bodies of the university college administration as regards

research policy. Some of the members are researchers with a doctorate, so that this category was also consulted about the plan. On the basis of all inputs, a proposal for the HoGent HR Strategy for Researchers, with a finished plan, was discussed in the Executive Committee on October 10, 2016 and submitted for approval to the Executive Board on October 28, 2016.

In order to follow up adequately the implementation of the HR Strategy for Researchers, an annual report will be provided on the status of the implementation of the actions. For the follow-up and monitoring of the targets set, the university college administration will put together a team. This work could possibly be included in the monitoring of the new 2017-2022 strategic cycle of HoGent, which will be prepared from autumn 2016 and will start on October 1, 2017.

4. Results of the gap analysis

Based on the gap analysis it could be noted first that HoGent policy already complies in many ways with the principles and requirements of the Charter and the Code, but on the other hand there were a number of shortcomings to be noted. For the clarity and readability of this text the forty principles and requirements of the Charter and the Code have been clustered around three themes: (1) the ethical and professional aspects of research at HoGent, (2) the working conditions of staff and finally (3) all aspects that have to do with issues such as recruitment, evaluation, career development and training of staff. A schematic overview of this clustering can be found in Annex 1.

This section describes the entire HR Strategy for Researchers at HoGent. In each of the three themes, we will highlight the current situation and the actions that have been taken in response to the gap analysis. Furthermore, in each case we discuss where gaps are still present in line with provisions of the Charter and the Code and how they will be addressed. It goes without saying that a number of issues will be discussed and actions formulated in more than one of the three themes, which can only benefit the coherence of the action plan.

Part 5 summarises the complete HR Strategy for Researchers HoGent with the shortfalls of the gap analysis and provides an overview of the actions planned. In this fifth part, we also provide a schedule of the various actions, monitoring and indicative results to be used.

4.1 Ethical and professional aspects

In what follows, we will first examine to what extent research implemented within HoGent has a societal impact through research themes and through the dissemination and valorisation of research results, and how such relevance can be increased. Next we discuss how researchers take into account a number of ethical issues such as privacy and property rights. Finally, we consider whether supervisors have the necessary support to fulfil their role and what measures are taken in order to guarantee the quality of research.

4.1.1 Societal impact of research

The fact that university colleges focus on applied research means that current research projects always have a societal impact. Within the internally funded research, this is an important selection criterion: the funded research projects must demonstrate their relevance to professional partners from business, industry, and society and to related study programmes. This goes beyond merely disseminating results to professional partners or students. HoGent stimulates co-creation in applied research and aims to get the groups involved to participate as much as possible in the research. This is done by getting representatives of the business world and the social and cultural sectors to serve on the steering committees of projects or by involving them directly as research partners in the implementation of the project. In this way they can nourish the research with their expertise and obtain immediate insight into the results. All research in the arts at HoGent is linked to one or more of the following core areas of research: creation and creative processes, analysis of historical and contemporary art, design and performance practices, and social awareness in the approach to art and design. In this context, the Royal Academy of Fine Arts & Royal Conservatory shows its involvement in the arts and society.

Applied research that is responsive to the needs of the world of work carries the risk that scientific freedom is compromised. HoGent aims to reduce this risk by promoting academic freedom internally and externally, by applying the highest scientific standards and by concluding adequate agreements

with external parties (which, for example, never involve a result commitment, in accordance with the legal requirements).

The focus of all research at HoGent is on relevance to professional partners from business, industry, or society and the link with education in the various fields in which researchers from HoGent have expertise. Since 2013 HoGent has also been concentrating more on the multidisciplinary collaboration of several research teams. Specifically for applied research HoGent spends a lot of its own research funds on multidisciplinary projects within three socially relevant themes: liveable city and environment, product and process innovation and health, care and society. These themes are defined from the expertise within HoGent and Flemish and European policy priorities. By getting researchers to work together in a multidisciplinary manner, HoGent want as much as possible to respond to the complex societal needs while increasing critical thinking about the boundaries of their own discipline. To strengthen its own expertise and to better tap into opportunities, HoGent will for its applied research devote a sharper focus to ten socially relevant themes preferably involving multidisciplinary cooperation. For each theme, a researcher will be appointed as an co-ordinator. HoGent will regularly evaluate the chosen themes and adjust or adapt them if necessary to new social trends and policy priorities.

HoGent is actively committed to the transfer of research results and expertise to both its study programmes and the relevant professional fields as well as to the wider society. HoGent therefore in the first place works intensively on the nexus between education and research: knowledge gained in research is used, translated and integrated into new contexts or concrete applications that can be embedded in the professional bachelor education. In addition, ongoing research offers benefits by providing research-based education, the professionalization of the department members in the field of research skills and the possibility of participation of students. HoGent can certainly improve the flow of accumulated expertise to students and colleagues by further actions to stimulate the education-research nexus. A first example is the development of an online course for students about critical thinking, information and research skills. Moreover, HoGent will also focus on sharing knowledge within and between departments and on increasing the a active involvement of students with research projects.

In the second place, research communication, science communication and exploitation are facilitated as much as possible, by actively supporting researchers in this context. The assessment of internal projects - besides relevance to the professional field and education - also includes valorisation targets as a selection criterion. HoGent seeks valorisation in the broadest sense of the word. Besides scientific output other activities are also taken into consideration, such as organising a seminar for professional partners from business, industry or society, adjusting the curriculum, communicating the results to the general public, the development and implementation of useful tools for the field or the delivery of news items.

HoGent uses different channels to communicate about research and results to the wider society. It has an online portal, for example, where members of the public can consult the available expertise by using keywords. The full-text provision of publications is hereby encouraged and will eventually be required under the European Open Access targets, to achieve consistency with the provisions of the Charter and the Code. In addition, various channels are available that are specifically used for communicating news about research in an accessible manner to a wide audience through social media and newsletters. Through science communication HoGent seeks to stimulate interest in science in a wide audience, to increase their knowledge and allow them to form an opinion. This also involves specific groups such as children, young people and disadvantaged groups. In this way HoGent is trying to help to encourage public debate and critical thinking in society.

The gap analysis showed that there are still a number of different operating points here. HoGent attaches great importance to the relevance of research for the working environment and education but wishes to frame this still more widely in the future by a policy aimed at creating societal impact. With this policy on societal impact HoGent seeks to ensure that the newly developed knowledge and

practical applications can provide a boost for the progress, development and welfare of society. All higher education institutions have the responsibility to put their knowledge and expertise at the service of society. For instance, incentives could be provided to encourage the public commitment of researchers, such as the earmarking of resources to stimulate valorisation. Research and science communication will also be an important part of this. "Public engagement" activities of researchers are currently hardly taken into account at all in evaluation criteria, making them feel that their efforts are not appreciated. This means they cannot fully assume their role in this field. 21st-century society is becoming more complex and more global. To cope with our fast, complex and international society, and to achieve innovative solutions, it is important that people can develop into committed, independent, entrepreneurial and critical citizens. Access to knowledge and expertise for everyone is therefore crucial. HoGent has already taken its first steps to involve citizens in research.³ In the future HoGent will address the opportunities of "Citizens Science" still further and apply them where relevant. Thinking about sustainability in research is also currently very topical at HoGent. Although this topic was already included in the above multidisciplinary research themes and criteria for evaluation of research projects, HoGent is seeking to give sustainability still greater prominence in its research and develop an evaluation framework for sustainability. HoGent is currently working on a clear vision to achieve this. The global frameworks used are wicked problems and sustainable development goals (SDG). The pilot project "Sustainability of/in research" at the initiative of Ecocampus (Department of Environment, Nature and Energy of the Flemish Government) was a first step towards this. Jointly with Ecocampus, external experts and HoGent researchers have developed a short list of reflection questions to evaluate research projects for their sustainable nature on submission, but also throughout the duration of the projects. Additionally this reflection framework is a source of inspiration to encourage researchers to think sustainably. HoGent will use this shortlist for the first time in its call for research projects in 2017. In this way it hopes to mobilise researchers, lecturers and students to work sustainably and so strengthen the social role of HoGent. Finally HoGent is striving to incorporate values such as sustainability of and in research and social impact in the new Strategic Plan 2017-2022. These values and this strategic plan will provide further direction and focus to the HoGent research policy.

Actions

1. Sharper focus on ten socially relevant themes for applied research at HoGent in which multidisciplinary research will have an important place.
2. 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.
3. Within the Current Research Information System requiring full-text disclosure of HoGent publications under Open Access.
4. Developing and implementing a policy regarding the societal impact of research at HoGent.
5. Promoting sustainability in both the processes and the themes of the research projects and developing and implementing policies to this end.
6. Defining the core values of HoGent and including them in the Strategic Plan 2017-2022 to give further direction to research policy.

4.1.2 Ethical principles

For all employees of HoGent, and also for researchers, there are procedures, rules and tools that draw attention to ethical aspects. For example, the disciplinary rules, an annex to the working regulations,

³For example through the KIDS project: see Sven De Visscher, "The "3D cave"- Involving teens in planning and design", European Network of Child Friendly Cities, 2016, e-publication.

mention a number of deontological principles, there are usage rules for ICT applications and the library has developed tutorials on how to avoid plagiarism and on the importance of correct source acknowledgement. HoGent will use the coming years to develop and implement a deontological code for its staff, in which research will have a clear position. The gap analysis showed that a deontological code is missing and is needed here.

HoGent attaches great importance to the valorisation of research results (see 4.1.1 Societal impact of research). Good practices related to intellectual property and the distribution of any revenues are crucial. The General Research and Cooperation Regulations of the Ghent University Association and the Research Regulations of HoGent are established guidelines under which involved researchers can always claim a portion of the valorisation revenues generated. It is ensured that in collaborations with third parties proper arrangements are reached, in particular on IP, confidentiality and publications and the researchers involved are informed of them. What is missing is a clear policy on royalties paid for copyrighted output created by researchers. These royalties can now be claimed by individual researchers, but better arrangements are necessary for example on the costs and revenues of copyrighted works.

The monitoring of privacy and information security is gaining importance within HoGent. The ICT Office is responsible for the technical and operational security of data centres, networks, systems, applications, databases and so on. In addition, we monitor the application of the regulations on privacy and researchers are given advice, for example on a reporting procedure to the Privacy Commission or with authorisation requests for access to or use of the National Register. Finally, HoGent has an information security consultant, who implements information security from a neutral position and in full independence and seeks to increase knowledge about this among staff. The development of an information security policy, which is currently lacking, is planned for May 2018. Linked to this will be awareness campaigns and also efforts to support researchers in managing their research data.

HoGent is committed to making widely known the principles of ethical research among its researchers and create general awareness of it. A first step was endorsing the Code of Ethics for Scientific Research in Belgium (<http://www.enrio.eu/codes-guidelines-3/national-codes#>). This was approved by the Executive Board on August 26, 2016 after a discussion in the research councils of HoGent. The code of ethics for scientific research for all staff can be consulted on the intranet and, among other things, was communicated through the Research newsletter. When the federation ALLEA (All European Academies) has updated its code for research integrity, as planned, HoGent will also see whether it can support this further. Regular information sessions and training courses are also organised for researchers on various ethical issues, including privacy, registration with an ethics committee and intellectual property rights.

In addition to this permanent attention to ethical principles in research, HoGent will also develop a policy on research integrity. Although there is currently little evidence of abuse, HoGent is choosing to set up an internal committee on research integrity. In this way, any abuse or complaints regarding these topics will be examined according to a set procedure and appropriate action can be taken.

Actions

7. Establishing and implementing a deontological code for the staff of HoGent and raising awareness about this.
8. Developing a procedure with respect to copyrights created by researchers in the framework of their mandate and its implementation.
9. Preparation of an information security policy, setting up awareness campaigns and supporting researchers in managing research data.
10. 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
11. Developing a policy on research integrity and setting up a committee on research integrity within HoGent.

4.1.3 Role of supervisors and quality assurance

Much attention is paid in the Charter to a good relationship between supervisors and contract researchers. It is rightly emphasised that academic staff should be actively involved in all aspects of research and should be given recognition for their achievements. Within HoGent we consider it important that new researchers are given the same opportunities as more experienced researchers and are well supported by regular contact with the supervisor and support services. With calls to internal research projects, new researchers are given the same opportunities as more experienced researchers, and they can count on extra support. They are actively involved in organising steering committees and developing research reports. Since the publication pressure on university colleges is lower than for example on universities (see 2.2 Research at university colleges in Flanders), there are fewer discussions about co-authorship in publications. The training offer for researchers is well attuned to both the needs of novice researchers and the needs of experienced researchers (see 4.3.3 Training). The gap analysis showed, however, that it is not entirely clear yet what the precise responsibilities of a supervisor are. It also became apparent that supervisors themselves are in need of support in both their coaching tasks and project management. To fill this gap, HoGent will develop a vision on the role of the supervisor covering his role both as the person responsible for the proper execution of the research project and as the supervisor and coach for project staff. This also includes making this role explicit in the job descriptions of the posts in question. Training for supervisors and better support will meet this need. The framework of the evaluation of staff should also include the role of supervisor, so that staff can actually be evaluated for these tasks (see 4.3.2 Evaluation of staff). In the field of project management a procedural manual with all the processes and procedures related to research and services will be an important tool (see 4.2.1 Support for researchers in project administration).

To create an environment for both supervisors and other researchers where they can maintain, visualise and continuously improve the high quality of their research, HoGent is working on a tried and explicit vision of research and services. The development of this vision forms an integral part of the work in preparation of HoGent's strategic planning cycle for 2017-2022. The new vision will form the basis for HoGent's research agenda and for its strategic goals in the area of research and services during this period. In relation to this vision, moreover, an integrated system will be set up to permanently ensure and improve research quality. There are two components to this system: (1) a lean and manageable framework that systematically describes and integrates (often already existing) tools and processes for quality assurance on the level of individual research projects, and (2) a new system for research quality assurance on the level of departments. The latter will build on HoGent's overall quality vision and 2017-2022 strategic planning cycle, on a number of recommendations from the recent internal audit of research administration and on the existing regime for securing the quality of education.

Actions

12. Developing and implementing a vision of the role of supervisor and then providing the necessary support.
13. 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.

4.2 Working conditions

Since researchers are full staff members of HoGent, what the university college is doing to provide a favourable working environment for all staff is also applicable to researchers. We will start by providing details of the way HoGent researchers are offered support in project administration. Then we will look

at the HoGent policy which applies in relation to diversity, gender equality and non-discrimination, and what is missing in this area. Finally, we discuss in more detail certain aspects of a stimulating, safe working environment, and we look at the existing complaints and redress procedures. Ways will also be considered in which the staff, including researchers, can participate in HoGent's advisory and governing bodies and become involved in its research policy.

4.2.1 Support for researchers in project administration

Within HoGent there is a strong emphasis on supporting researchers in the field of project administration. HoGent ensures that researchers comply with the contractual and legal obligations that are imposed on them, including by internal and external funders, and that researchers are aware of the policy framework within which they conduct their research.

First of all, there are many agreements and procedures laid down in the Research Regulations of HoGent and the Research Regulations of the Ghent University Association. These regulations regulate in particular the matters for which agreements have to be concluded within the framework of research and service, and the procedure to be followed for this purpose. The Research Regulations of HoGent also include procedures for performing services, submitting project proposals and concluding agreements on costs and revenues for the purposes of research or service projects and in connection with the distribution of valorisation revenues (see 4.1.2 Ethical principles).

Expenditure on ongoing research and service projects cannot be approved where any of the requirements for the particular project are not met. There will be at least one annual audit of all budgets for research projects. For externally funded projects, HoGent is subject to regular external audits. Within the financial management of research projects the target is full transparency and using the available resources as efficiently and effectively as possible.

Currently HoGent is working across departments and in collaboration with researchers to develop a procedural manual for research administration. This procedural manual should eventually become a collection of all the processes and procedures related to research projects and services, making them faster, more efficient and more exact. All preparations have been completed and the procedural manual will be finalised in 2017. Afterwards, the new process can be implemented and all stakeholders (supervisors, researchers and administrative services) will be informed about this in an adequate way. Thereafter, the procedural manual will be constantly kept up to date and monitored, with particular attention to the wide communication of any changes.

In addition to support for ongoing research in the coming years there will also be more emphasis on the structural support for researchers in the acquisition and implementation of externally funded research projects, which in the past has been on something of an ad hoc basis. The Office of Research Affairs will build specialized expertise in different funding programmes. When the socially relevant themes for HoGent's new research agenda have been defined, a more proactive approach will be developed to obtain external funding relating to these themes. The thematic research agenda will also be used to promote HoGent both national and international as a relevant project partner.

Actions

14. 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.
15. Elaboration of structural support in the acquisition and implementation of externally funded research projects by building specialized expertise in different funding programmes and by developing a more proactive approach.

4.2.2 Diversity and non-discrimination

The Charter and the Code emphasise that an employer may not discriminate between researchers in any way because of gender, age, ethnic, national or social origin, religion, sexual orientation, language, disability, political opinion, social or economic background. Employers must in addition pay attention to a representative gender balance at all levels of the staff team, by pursuing a policy of equal opportunities in recruitment and promotion, without compromising on quality and competence in recruiting staff. In order to achieve this, the Charter requires that a gender balance is ensured within selection and evaluation committees. The gap analysis showed that within HoGent formal provisions have been introduced on diversity, non-discrimination and gender balance. Within HoGent a diversity policy was worked out a decade ago, which includes attention to diversity both in the student population and in the staff. In addition, a Diversity Work Group was established with the aim to create college-wide support for this issue. This work group has been inactive for a while, but its effect will be evaluated and it will continue in an altered form in the course of 2017.

When recruiting new employees HoGent applies the principle of non-discrimination as laid down in the regulations "Recruitment and selection of teaching staff and administrative and technical staff". A constant effort is made to ensure gender-neutral profile descriptions and selection procedures. Selections are made on the basis of competency profiles. There is also a regulatory defined gender balance in the composition of selection committees: up to two-thirds of the committee may consist of members of the same sex (see 4.3 Recruitment, evaluation, career development and training).

HoGent also ensures that the various participatory and consultative bodies have a gender balance. For researchers of foreign nationality, the same regulations apply as for Belgian employees. Their number is rather limited because of the problems described in the context diagram (see 2.2 Research at university colleges in Flanders), and they mainly work in the Royal Academy of Fine Arts & Royal Conservatory. They are full-fledged members of the staff team of HoGent and thereby get the same opportunities within the university college.

Although HoGent pursues formal diversity and non-discrimination, their translation into all parts of the organisation could be implemented more vigorously. HoGent will achieve this through targeted information sessions and implementing the provisions into training.

Action

16. 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.

4.2.3 Working environment

As with all higher education institutions in Flanders, HoGent is working to comply with all existing legislation in this regard. This subject is further discussed in 4.3.1, where the theme of employment at HoGent is discussed.

Within the institution there are various procedures and practices to ensure that every employee of HoGent can work in a safe and healthy working environment. HoGent has developed a prevention and environmental management system, based on the current welfare and environmental legislation. The priorities are set out in an annual action plan. Attention is paid to all spheres of welfare legislation: safety, health, hygiene, ergonomics and psychosocial aspects. A committee for prevention and protection at work, composed of staff and management representatives, contributes actively to welfare policy.

Safety in the workplace is implemented in particular by conducting risk analyses, monitoring compliance and security when introducing machinery into service, the preparation of laboratory

regulations, workplace visits and audits of laboratory safety, providing an occupational physician for estimating health risks, completing inventory of chemicals and applying for the necessary permits. In order to ensure that the equipment necessary for teaching and research is maintained and up-to-date, within HoGent calls are occasionally launched to purchase new teaching and research infrastructure. In addition, the monitoring of privacy and information security are priorities within HoGent and many steps have also been undertaken in this area, as described above. HoGent will develop an information security policy, raise awareness of the staff on it and encourage commitment to supporting researchers in managing their research data (see 4.1.2 Ethical principles).

Apart from a safe and healthy working environment, HoGent also pays great attention to the physical and mental health of staff. For example, HoGent has a health policy and there is an active workgroup called "Focus on health!", which organises a variety of actions to encourage the staff to adopt a healthy lifestyle. Finally HoGent has an extensive sports infrastructure and a sports department, which provides a wide range of sports activities and the organisation of an annual staff sports day.

In the context of welfare, there is a focal point on Staff Care within HoGent. This focal point is responsible for social services to staff and fulfils the function of counsellor within the institution. The counsellor is responsible for dealing with reports on a number of statutory issues such as stress, burnout, conflicts, violence, bullying and sexual harassment at work. The way in which such reports are handled by the counsellor is governed by law. Researchers can rely on this counsellor for example when there are conflicts between the supervisor and the researcher. The Office of Research Affairs is also a point of contact if problems arise or, in the worst case, where conflicts occur. The Office of Research Affairs staff will try to mediate and look for solutions. The counsellor also plays a preventative role in relation to welfare issues at work.

In 2013, a well-being survey was conducted among all staff members, in which topics such as workload, task motivators, organisation, team and context were surveyed. In the reporting on the results, however, no specific attention was paid to the staff category of researchers. This could be a consideration in future surveys or reports.

Within HoGent there is a procedure for handling complaints from external parties. These complaints are handled by the external complaints handler according to an established procedure. This procedure can be important for researchers, for example, when an organisation has complaints about services provided by the staff of HoGent, or complaints from external funding organisations.

In order to give staff, including researchers, the opportunity to participate in policy making within HoGent and thus feel more involved in the establishment, staff members are represented in the faculty councils, the Executive Board and the Board of Directors of HoGent. In addition, researchers can help to shape the research policy of HoGent through representation in the Research Council Applied Research and the Research Council Arts and representation within their own department council. The gap analysis showed that there are no problems in terms of participation of researchers in decision-making bodies. HoGent considers it important that researchers are aware of the policy framework within which they conduct their research and that they are involved in designing it. In recent years, HoGent has concentrated strongly on increasing the involvement of researchers in policy. This has been done by informing them of the policy targets of HoGent, the Flemish, Belgian and European research policies and targets of the external funding agencies. There are regularly organised information sessions and through direct communication with (groups of) researchers or more broadly in an internal newsletter all relevant information from external sources is disseminated. Researchers are regularly asked for input to help shape the research policy of HoGent. For example, in recent years brainstorming sessions have been organised, for instance, about the introduction of multidisciplinary research themes and the teaching-research nexus.

HoGent remains committed to the dissemination of information on research policy, strategic goals and research topics, both in terms of internal policy and as regards the management of the external relevant actors. Initiatives will be taken to involve them in the design, implementation and monitoring of the internal research policy and in the coming years further effort will be devoted to the representation of HoGent at external bodies to shape research policy and research themes.

The gap analysis of the working conditions at HoGent has shown that there are a number of specific areas requiring attention, despite the many initiatives that have already been taken. Thus, it remains necessary to continuously raise awareness of safety in the workplace. In particular new contractual researchers sometimes have little awareness of the existing legislation and procedures. A number of relevant elements will be included in the procedural manual, with the aim to inform all researchers in a uniform manner about the existing safety procedures and take steps on it (see 4.2.1 Support for researchers in project administration).

Although researchers and supervisors can approach both their head of department, the Office of Research Affairs and the counsellor in case of conflict, more can still be done on the prevention of conflicts. The gap analysis showed that the tasks and role of supervisor must be clearly defined. This could help prevent conflicts between, say, researchers and their supervisors. HoGent will develop and implement a vision on this. This will include investing in better management of supervisors and better support for them in their leadership role (see 4.1.3 Role of supervisors and quality assurance). The development of a policy on research integrity (see 4.1.2 Ethical Principles) will also take into account the need to try to avoid conflict and to resolve it better.

Actions

9. Preparation of an information security policy, with particular attention to the creation of awareness campaigns and supporting researchers in managing research data.
11. Developing a policy on research integrity and setting up a committee on research integrity within HoGent.
12. Developing and implementing a vision of the role of supervisor.
14. 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.

4.3 Recruitment, evaluation, career and education

The following describes the employment of researchers at HoGent starting with recruitment and selection and their integration within the university college. The way in which their achievements are monitored within HoGent and improved via evaluation and opportunities for training and professional development is also discussed. As stated above, many of the issues apply to the entire staff of HoGent, not just the researchers, who are full-fledged employees of HoGent.

4.3.1 Employment, recruitment and career possibilities

For the employment of staff, including researchers, HoGent is bound by a number of legal and decree provisions. For researchers appointed to permanent posts, their employment is governed by the Higher Education Code of the Flemish Government. For contractual researchers, the Law of July 3, 1978 on employment contracts applies. With employment at HoGent, certain provisions of the Charter automatically apply to all researchers in HoGent. HoGent personnel and researchers are reimbursed according to baremic scales linked to the position. They take into account seniority acquired (elsewhere). Pension, sick leave and holiday arrangements for researchers are the same as for any other contractual or statutory staff. Researchers at HoGent are therefore consistently treated the same as other employees. The main sticking point has already been mentioned in the context sketch of research at university colleges. Research at HoGent is primarily implemented on a project and therefore temporary basis. This means that job security for contractual researchers is also lower. In the range of duties of statutory researchers research is not structurally contained, resulting in insufficient continuity of research expertise. HoGent will pay special attention in the near future to a

more permanent structural research assignment for a limited number of members of the teaching staff. At the end of 2016 HoGent will start preparing a new policy 2017-2022: in this context a first step in the structural allocation of research assignments will be given the necessary attention for a number of staff. By the end of 2017, HoGent will introduce structural research assignments for a minimum of ten researchers. These assignments will amount to about 10% of the total number of FTE dedicated to research. Provision for this is made in the multiannual personnel budget of the HoGent. In this way, the anchoring of research assignments is systematically increased. For some researchers this will create continuity in employment, regardless of temporary research projects.

In 2015 HoGent introduced provisions concerning the recruitment and selection of staff in amended regulations applicable to staff in permanent posts and contractual positions, regardless of the funding source. The goal was to make the recruitment of staff more uniform and transparent. The regulations clearly describes the various steps and stages in the recruitment and selection of staff, guaranteeing more uniform application of the regulations. These regulations also apply to the appointment and/or recruitment of staff with a research assignment and therefore include a number of specific provisions. The provisions in the recently amended HoGent Regulations connect with the provisions described in the "Code of Conduct for the Recruitment of Researchers".

The selection of staff in HoGent is based on expertise and competencies. For researchers, this means that in addition to technical expertise a feel for the field, experience in the private sector, any foreign experience and expertise in education are also taken into account. For researchers in the arts the selection candidates is based, inter alia, on the artistic portfolio and investigative practice within their own artistic discipline. Internally funded research budgets are always allocated in such a way as to attract both young and experienced researchers. Professional experience is in all cases considered to be positive. Also with regard to the recruitment of postdoctoral researchers, including artistic doctor-assistants, HoGent has taken a number of steps to refine the profile and better define the job content.

Within HoGent outgoing mobility of lecturers and researchers is encouraged at present if there are internal or external resources available. As already described above, the context of research at university colleges in Flanders makes it more difficult to attract foreign researchers, except for the Schools of Arts. Specifically for research in the arts there has been international recruitment, but the administrative process still needs to be improved on some points. Vacancies for research positions within the School of Arts are published in English on the HoGent website but both the website itself and the application tool are still in Dutch. As a first step, therefore, we will change their structure to allow applicants from abroad to find and apply for these vacancies more easily. The HoGent also makes the vacancies for research positions in the School of Arts available on international websites. As a second step, we will apply this procedure also for other HoGent researchers when applicable.

HoGent will develop a policy on international mobility for staff to support incoming and outgoing mobility in a more structural manner. The expansion of the possibilities for a sabbatical at a foreign educational institution or a company can also be developed here. On recruitment to HoGent the international orientation of the candidate could be a focus. To increase the number of foreign lecturers and researchers within HoGent, more effort will be deployed on international recruitment in so far as it is relevant and possible. This will require in particular the development of expertise on foreign employment legislation, attention to a reception policy, English-language material and language support for incoming lecturers and researchers and ensuring that the recruitment process is administratively optimised.

Actions

17. HoGent provides more structural research assignments for a number of staff.
18. Developing and implementing policies on incoming and outgoing mobility for lecturers and researchers.

4.3.2 Evaluation of staff

The evaluation of staff and researchers is governed by the "Regulations on the evaluation of statutory staff of HoGent". The existing evaluation criteria are very general in nature, so that they can be easily applied to all the different functions within HoGent, but also allow a wide interpretation. The current criteria are not focused on research skills and not directly connected with the tasks and responsibilities of the employees. Therefore it is felt that the research assignment, but also other remits such as international mobility, services, science communication and valorisation, which stand alongside the teaching assignment, cannot be fully recognised, appreciated and evaluated. Improving the evaluation framework with in particular a change of the tools for making this process more transparent is an important HR action for the coming years. The evaluation of researchers can only be improved if the job description also defines the competences and responsibilities of the researchers. The characteristics of different positions, including those of researcher, should be clarified so that the assessment framework can be adapted to them. Also, more attention will be paid to strengthening the executives in their role as evaluators, through training and direct support. Moreover, reflection will be required on ways to better monitor the functioning of staff.

Actions

19. 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.

4.3.3 Training

HoGent provides various training opportunities for its employees. These range from very broad (e.g. screen work and ergonomics) to specific practical courses (e.g. training on the accounting package). Since 2006, HoGent also provides annually a number of specific training sessions for researchers. The subjects of the sessions are discussed with researchers and deal with their specific needs. The training sessions schedule runs through the academic year; the sessions are announced well in advance so that interested persons can schedule them in their calendar. The training sessions are primarily intended for researchers but are open to all employees of HoGent. In this way, even non-researchers who, for example, are planning to launch a research project can participate in the sessions. For part of the training is taught by internal experts. In this way, HoGent is seeking to share expertise and acquired knowledge between researchers. Sessions with high demand can be held several times. Sometimes external lecturers are also attracted. These sessions are often limited in capacity.

Researchers can also follow courses with external organisations. These are sometimes required for the execution of a research project (e.g. accreditation for the use of certain research infrastructures or certification to be allowed to carry out specific research activities). Furthermore, researchers present their research at conferences and conventions, or they participate in seminars and other events where knowledge is shared and researchers can achieve further substantive development.

Currently there is no overarching HRD or professionalization policy for all staff within HoGent. One of the options which an overarching policy would provide is offering HoGent-wide training, tailored to specific staff groups. For researchers, the possibilities include training on project management, coaching and leadership. This would create more (financial and content) capacity to work permanently on further developing competences of (potential) researchers. This could supplement the current ad hoc initiatives.

Action

20. Development and implementation of a HRD policy for the staff of HoGent, that considers the specific needs of researchers.

5. Action plan

Below we again summarise the main conclusions of the gap analysis briefly together by theme. The actions and their targets, with a timing for implementation are then listed.⁴ A schematic summary of all actions, with anticipated timing and targets can be found in Annex 2.

5.1 Summary of the gap analysis

The first theme of the HoGent HR Strategy for Researchers, *Ethical and Professional Aspects (4.1)*, covered topics such as the societal impact of research, ethical issues in particular on privacy and property rights, the role of supervisors and the support of researchers. The gap analysis showed that in terms of *societal impact (4.1.1)* and academic freedom there are already many positive points in the research policy of HoGent. The points requiring further work primarily concern the further delineation of research topics for applied research and the delineation of a number of principles with which the research carried out must comply, such as societal impact and sustainability. The formulation of core values for the general policy of HoGent could additionally strengthen research policy. **(Actions 1 - 4 - 5 - 6)** There is currently no obligation for researchers to make their publications available in full text through the HoGent Current Research Information System. In time, HoGent will make this mandatory under Open Access. **(Action 3)** Within HoGent attention is already being paid at this time to the valorisation and dissemination of research in the broadest possible sense. The flow of accumulated expertise to students and colleagues to further strengthen the nexus between education and research could be improved, however. **(Action 2)**

A second aspect which is being examined under ethical and professional issues is the *ethical principles (4.1.2)* used by HoGent and its researchers. HoGent already has a series of procedures and regulations in place, in which deontological principles are set out to a greater or lesser degree. What is still missing however is a deontological code for staff, in which research is given an important place. **(Action 7)** Also, constant attention needs to be paid on informing researchers on principles of research integrity, including IP, confidentiality, privacy and publications. **(Action 10)** Subsequently, it has been determined that there is a need for clear arrangements on copyright output created by researchers in the context of their range of duties. **(Action 8)** A policy and awareness on information security was also found to be lacking, despite the well-established structure and server backup plans for all digital data at HoGent. **(Action 9)** A final operating point with regard to ethical principles is the development of a HoGent policy on research integrity and the establishment of an internal Research Integrity Commission which can investigate any abuses or complaints. **(Action 11)**

Within the provisions of the Charter and the Code which have been clustered under the heading of ethical and professional issues relatively great attention has been paid to the *role of supervisors (4.1.3)*, their relationship with academic staff and the support for both coordinators and researchers so that they can do their work properly. The gap analysis showed that there is often a lack of clarity about the tasks of a supervisor and that the coordinators need additional training and support with regard to project management and their supporting/coaching duties. **(Action 12)** To create an environment for both supervisors and other researchers in which they can maintain, visualise and continuously improve the high quality of their research, HoGent is working on a tried and explicit vision of research and services. Based on the detailed vision an integrated system will be set up in a next step to permanently ensure and improve research quality. **(Action 13)**

The second theme of the HR Strategy deals with the *working conditions (4.2)* of staff, and therefore of researchers, at HoGent. For example in recent years within HoGent there has already been a strong emphasis on *supporting researchers (4.2.1)* on project administration and policy, and the information flow to researchers. In this context we have started to develop a procedural manual for researchers,

⁴ Actions based on the input during the consultation of the researchers are specifically marked with*.

which should provide a guide to researchers for the administrative aspect of their projects. **(Action 14)** Researchers are also asking for more support in the acquisition and implementation of externally funded research projects, something that will be strongly deployed in the coming years. **(Action 15)**

In terms of *diversity, non-discrimination and gender (4.2.2)*, it could be established that within HoGent there is sufficient awareness of these themes, with some principles being anchored in the recruitment procedure and the diversity policy of HoGent. The translation of these themes could, however, still be improved in all parts of the organisation. In addition, the composition and operation of a previously established diversity work group will be evaluated. **(Action 16)**

In the gap analysis attention was also paid to the specific *working conditions (4.2.3)* of researchers on safety, health and welfare at work. An important area for further work is to continuously raise awareness of safety in the workplace through training and by incorporating the procedures on safety in the procedural manual. **(Action 14)** Conflicts between researchers and supervisors are already well monitored as a rule within HoGent, but more effort can still be made to prevent such conflicts. Better management of supervisors by defining their roles and by offering them training in particular on leadership **(Action 12)** can contribute to this, as also the development of a policy on research integrity. **(Action 11)**

The third theme focuses on *recruitment, evaluation, career and education (4.3)*. The gap analysis brought to light some important points for work here. Work will be done on providing a number of structural research mandates, so that continuity in research can be better guaranteed. **(Action 17)** There is also a need for an improved evaluation framework for staff, including aspects concerning research. **(Action 19)** In addition, there appears to be major demand for a comprehensive HRD policy for all HoGent personnel to supplement the current ad hoc actions in this regard. **(Action 20)** Finally, HoGent wishes, within the context of internationalisation, in terms of both education and research, to work towards better support for incoming and outgoing lecturers and researchers. **(Action 18)**

5.2 Overview of actions and targets

Action 1

Sharper focus on ten socially relevant themes for applied research at HoGent in which multidisciplinary research will have an important place (ongoing)

Target 1

The policy regarding the ten socially relevant research themes for applied research will be developed and adapted where necessary. At least half of the internal research funding for applied research will be deployed on multidisciplinary research.

Action 2

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. (ongoing)

Target 2

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.

Action 3

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 (end of 2017)
- 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. (mid-2018)

Target 3

All publications of HoGent are available in full-text in the expert portal that is publicly accessible.

Action 4*

Developing and implementing a policy regarding the societal impact of research at HoGent. (mid-2018)

Target 4

A policy regarding the societal impact of research at HoGent is developed and implemented.

Action 5

Promoting sustainability in both the processes and the themes of the research projects and developing and implementing policies to this end. (end of 2017)

Target 5

A policy concerning the promotion of sustainability in the processes and themes of the research projects is developed and implemented.

Action 6

Defining the core values of HoGent and including them in the Strategic Plan 2017-2022 to give further direction to research policy. (October 2017 and ongoing)

Target 6

Core values are set out in the Strategic Plan 2017-2022 of HoGent and research policy is geared to them.

Action 7

Establishing and implementing a deontological code for the staff of HoGent and raising awareness about this. (end of 2019)

Target 7

There is an implemented deontological code for the staff of HoGent.

Action 8

Developing a procedure with respect to copyrights created by researchers in the framework of their mandate and its implementation. (end of 2018)

Target 8

There is a procedure implemented with regard to copyrights created by researchers in the context of their mandate.

Action 9*

Preparation of an information security policy, setting up awareness campaigns and supporting researchers in managing research data. (mid-2018 and ongoing)

Target 9

A policy concerning information security is developed and implemented.

Action 10

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 (ongoing)

Target 10

Several information sessions or training courses are organised for researchers on ethical principles.

Action 11

Developing a policy on research integrity and setting up a committee on research integrity within HoGent. (mid-2018)

Target 11

There is an implemented policy on research integrity and a committee on research integrity within HoGent.

Action 12*

Developing and implementing a vision of the role of supervisor and then providing the necessary support. (mid-2018)

Target 12

There is a deployed view of the role of supervisor.

Action 13

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. (end of 2017)

Target 13

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.

Action 14

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. (Procedural manual ready by the end of 2017 and ongoing)

Target 14

There is an up-to-date procedural manual whereby the administrative processes related to research and services are made more efficient.

Action 15

Elaboration of structural support in the acquisition and implementation of externally funded research projects by building specialized expertise in different funding programmes and by developing a more proactive approach.

Target 15

There is structural support for acquiring and implementing externally funded research projects.

Action 16

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. (end of 2017)

Target 16

The provisions on diversity and non-discrimination are translated and the Diversity Work Group is reactivated.

Action 17*

HoGent provides more structural research assignments for a number of staff. (from 2017)

Target 17

Structural research assignments are provided for a number of staff. Provision for this is made in the multiannual personnel budget of the HoGent.

Action 18

Developing and implementing policies on incoming and outgoing mobility for lecturers and researchers. (end of 2019)

Target 18

A policy concerning incoming and outgoing mobility for lecturers and researchers is developed and implemented.

Action 19*

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. (end of 2019)

Target 19

There is an appropriate evaluation framework for the staff of HoGent and training is provided to support evaluators.

Action 20*

Development and implementation of a HRD policy for the staff of HoGent, that considers the specific needs of researchers. (end of 2018)

Target 20

An HRD policy is implemented for the staff of HoGent with specific attention to the needs of researchers.

5.3 Monitoring

To monitor the implementation of the HR Strategy for Researchers in an adequate manner, an annual report will be provided on the progress made in implementing the HR Strategy. The follow-up and monitoring of the proposed targets will be performed by a team to be appointed by the Executive Board. This work could possibly be included in the overall monitoring of the new strategic policy 2017 - 2022 of HoGent, which will be prepared from autumn 2016 and will start on October 1, 2017. In the first annual report (starting in 2018) on the HR Strategy for Researchers, the manner of follow-up and monitoring will be described in detail because it will only be determined in the course of 2017 how the

strategic policy from 2017 to 2022, whether or not including the HR-Strategy for Researchers, will be monitored.

Annex 1: Overview of clustering into three themes of the provisions of the Charter and the Code

HR Strategy for Researchers at HoGent									
	4.1 Ethical and professional aspects			4.2 Working conditions			4.3 Recruitment, evaluation, career and education		
	4.1.1 Societal impact of research	4.1.2 Ethical Principles	4.1.3 Role of supervisors and quality assurance	4.2.1 Support for researchers in project administration	4.2.2 Diversity and non-discrimination	4.2.3 Employment conditions	4.3.1 Employment, recruitment and career	4.3.2 Evaluation of staff	4.3.3 Training
1. Research freedom	x								
2. Ethical principles		x							
3. Professional responsibility	x	x							
4. Professional attitude				x					
5. Contractual & legal obligations				x					
6. Accountability				x					
7. Good practice in research		x				x			
8. Dissemination, exploitation of results	x								
9. Public engagement	x								
10. Non-discrimination					x				
11. Evaluation/appraisal systems								x	
12. Recruitment							x		
13. Recruitment (code)							x		
14. Selection (code)							x		
15. Transparency (code)							x		
16. Judging merit (code)							x	x	
17. Variations in the chronological order of CVs							x		
18. Recognition of mobility experience							x		
19. Recognition of qualifications							x		
20. Seniority							x		
21. Post-doctoral appointments							x		
22. Recognition of the profession								x	
23. Research environment						x			
24. Working conditions						x			
25. Stability and permanence of employment							x		
26. Funding and salaries							x		
27. Gender balance					x				
28. Career development							x		
29. Value of mobility							x		
30. Access to career advice							x		
31. Intellectual property rights		x							
32. Co-authorship		x							
33. Teaching							x		
34. Complaints/appeals		x				x			
35. Participation in decision making bodies						x			
36. Relations with supervisors			x						
37. Supervision and managerial duties			x						
38. Continuing professional development									x
39. Access to training and continuous									x
40. Supervision			x						

Annex 2: Summary of the proposed actions, the envisaged timing and the targets to be achieved

Subject	HoGent target	2017				2018				2019				2020				Timing	Responsible actor
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
4.1 Ethical and professional aspects	Target 1: The policy regarding the ten socially relevant research themes for applied research will be developed and adapted where necessary. At least half of the internal research funding for applied research will be deployed on multidisciplinary research.																	Ongoing	Office of Research Affairs
4.1 Ethical and professional aspects	Target 2: 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.																	Ongoing	Office of Research Affairs Education Office
4.1 Ethical and professional aspects	Target 3: All publications of HoGent are available in full-text in the expert portal that is publicly accessible.																	mid-2018	Office of Research Affairs
4.1 Ethical and professional aspects	Target 4: A policy regarding the societal impact of research at HoGent is developed and implemented.																	mid-2018	Office of Research Affairs
4.1 Ethical and professional aspects	Target 5: A policy concerning the promotion of sustainability in the processes and themes of the research projects is developed and implemented.																	end of 2017	Office of Research Affairs
4.1 Ethical and professional aspects	Target 6: Core values are set out in the Strategic Plan 2017-2022 of HoGent and research policy is geared to them.																	October 2017/ongoing	HoGent Office of Research Affairs
4.1 Ethical and professional aspects	Target 7: There is an implemented deontological code for the staff of HoGent.																	end of 2019	Legal Affairs Office
4.1 Ethical and professional aspects	Target 8: There is a procedure implemented with regard to copyrights created by researchers in the context of their mandate.																	end of 2018	Office of Research Affairs Legal Affairs Office
4.1 Ethical and professional aspects/4.2 Working conditions	Target 9: A policy concerning information security is developed and implemented.																	Mid 2018/ongoing	Auditor ICT Office Legal Affairs Office

Subject	HoGent target	2017				2018				2019				2020				Timing	Responsible actor
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
4.1 Ethical and professional aspects	Target 10: Several information sessions or training courses are organised for researchers on ethical principles.																Ongoing	Office of Research Affairs Legal Affairs Office	
4.1 Ethical and professional aspects/4.2 Working conditions	Target 11: There is an implemented policy on research integrity and a committee on research integrity within HoGent.																mid-2018	Office of Research Affairs Legal Affairs Office	
4.1 Ethical and professional aspects/4.2 Working conditions	Target 12: There is a deployed view of the role of supervisor.																mid-2018	Office of Research Affairs Human Resources Office	
4.1 Ethical and professional aspects	Target 13: 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.																end of 2017	Office of Research Affairs	
4.2 Working conditions	Target 14: There is an up-to-date procedural manual whereby the administrative processes related to research and services are made more efficient.																end of 2017/ongoing	Office of Research Affairs Finance Office Human Resources Office	
4.2 Working conditions	Target 15: There is structural support for acquiring and implementing externally funded research projects.																Mid 2018/ongoing	Office of Research Affairs	
4.2 Working conditions	Target 16: The provisions on diversity and non-discrimination are translated and the Diversity Work Group is reactivated.																end of 2017	Human Resources Office Personnel Advisory Service	
4.3 Recruitment, evaluation, career and education	Target 17: Structural research assignments are provided for a number of staff. Provision for this is made in the multiannual personnel budget of the HoGent.																from 2017	Human Resources Office Office of Research Affairs	
4.3 Recruitment, evaluation, career and education	Target 18: A policy concerning incoming and outgoing mobility for lecturers and researchers is developed and implemented.																end of 2019	International Office Human Resources Office	

Subject	HoGent target	2017				2018				2019				2020				Timing	Responsible actor
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
4.3 Recruitment, evaluation, career and education	Target 19: There is an appropriate evaluation framework for the staff of HoGent and training is provided to support evaluators.																end of 2019	Human Resources Office	
4.3 Recruitment, evaluation, career and education	Target 20: An HRD policy is implemented for the staff of HoGent with specific attention to the needs of researchers.																end of 2018	Human Resources Office Office of Research Affairs	

HOGESCHOOL GENT
Geraard De Duivelstraat 5
9000 Ghent

research@hogent.be
<https://expertise.hogent.be/>