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<th>No</th>
<th>C&amp;C theme</th>
<th>C&amp;C principle</th>
<th>Action</th>
<th>Timing (year/quarter or semester)</th>
<th>Responsible Unit(s)</th>
<th>Indicator(s)/Target(s)</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>1</td>
<td>Recognition of the profession/Participation in decision-making bodies</td>
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<td>Inform and involve researchers in the actions that are taken as part of the HR Strategy for Researchers.</td>
<td>2020-2021-2022 recruitment of new staff member for international communication: Q1 2020</td>
<td>Communication Department</td>
<td>We are developing a communication and content plan that sets clear goals for different target groups and translates these objectives into communication with impact using various channels.</td>
<td>In addition to the focus on communication with regard to the specific outcomes of the HR Strategy for Researchers, a new staff member will be recruited to inform and involve the target group of international researchers through internal communication.</td>
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<td>2</td>
<td>Recruitment &amp; selection</td>
<td>Recruitment/Recruitment (code)/Selection (code)/Transparency (code)/Judging merit (code)/Variations in the chronological (code)/Recognition of mobility experience (code)/Recognition of qualifications (code)/Seniority (code)</td>
<td>Develop a new recruitment policy and revise selection procedures and criteria for professional staff.</td>
<td>Q1 2020: vision/policy statement Q4 2020: complete set of criteria and procedures implemented</td>
<td>Department of Personnel and Organisation</td>
<td>Recruitment policy published on the external website. Updated regulations for professional staff. Revisted advertising, application, evaluation, selection, and appointment procedures. Monitoring of (selected and non-selected) candidates based on OTM-R indicators (see checklist). An internal OTM-R guide is available.</td>
<td>In line with the principles of the new career and evaluation model for professional staff introduced in 2019 and the preliminary actions within the HR Excellence in Research action plan 2014-2018, Ghent University will implement a new recruitment policy for professional staff based on clear and transparent information on the complete selection process, criteria and HR instruments in order to guarantee that the best person for the job is recruited. Open, transparent and merit-based recruitment is not a goal in itself, but a means to attract (and retain) good research talent.</td>
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<td>3</td>
<td>Recruitment &amp; selection</td>
<td>Recruitment</td>
<td>Create an OTM-R policy for all academic staff.</td>
<td>Q4 2021-Q4 2022</td>
<td>Department of Personnel and Organisation</td>
<td>The OTM-R policy, which encourages external candidates to apply with the aim to attract researchers from abroad and from under-represented groups, is published online (in Dutch and English). An internal OTM-R guide for all categories is made available. A quality control mechanism for OTM-R is put in place to assess whether OTM-R delivers on its objectives.</td>
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<td>4</td>
<td>Working conditions &amp; social security</td>
<td>Contractual and legal obligations/Recognition of the profession/Non-discrimination</td>
<td>Improve the communication on the rights and responsibilities of the different categories of doctoral students (those with a Flemish scholarship, those with an employment contract and those with external funding).</td>
<td>Q1 2020-Q4 2022</td>
<td>Research Co-ordination Office &amp; Academic Director of Internationalisation</td>
<td>A clear communication plan is set out, which includes the use of different communication channels, differentiated according to the rights and responsibilities of the different categories of doctoral students, taking into account the funding source.</td>
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<td>5</td>
<td>Training &amp; development</td>
<td>Supervision and managerial duties/Career development/Access to research training and continuous professional development</td>
<td>Improve the leadership skills &amp; attitude of (new) academic staff with a (formal) supervisory role.</td>
<td>Q1 2021</td>
<td>Department of Personnel and Organisation</td>
<td>1. Coaching tools are put into use to help new academic staff with a supervisory role in guiding colleagues, staff and students so that they perform well; 2. Onboarding initiatives are launched to provide necessary information to new academic staff with a supervisory role; 3. A leadership development programme is set out for this target group; 4. Initiatives are taken to help supervisors and their team-members find a good work-life balance.</td>
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<td>6</td>
<td>Training &amp; development</td>
<td>Supervision</td>
<td>Create a feedback culture at all levels of the university.</td>
<td>1. Q1 2020 2. Q2 2020 3. Q4 2020 4. Q1 2021</td>
<td>Department of Personnel and Organisation</td>
<td>1. A vision statement is drafted on a feedback culture for Ghent University; 2. A feedback action plan is implemented for the Faculty of Economics and Business Administration as a pilot project; 3. A communication campaign is launched to emphasize the importance of feedback; 4. A standard feedback action plan is drafted to be implemented at all levels/faculties.</td>
<td>Creating a feedback culture at the workplace should be the #1 goal for Ghent University staff in a supervisory position. An atmosphere of continuous feedback encourages employee growth and high performance so that people are more likely to be happy and engaged in their job.</td>
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<td>7</td>
<td>Recruitment &amp; Selection</td>
<td>Working conditions</td>
<td>Develop better employer branding &amp; onboarding services for international academic staff</td>
<td>Q1 2020-Q4 2021</td>
<td>Department of Personnel and Organisation</td>
<td>- for international staff; smart webpages (in English) • a learning network of new, international professors (complementary to the mentoring programme for professors) • a multilingual brochure for new, international staff with substantial information on various topics • a continued focus on increasing legal knowledge with regard to social security, taxation and international payroll</td>
<td>In line with the new internationalisation policy and the plan for internationalisation in support of the HR excellence in Research action plan 2014-2016. Ghent University will further invest in employer branding and onboarding services for new international staff.</td>
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<td>8</td>
<td>Recruitment &amp; Selection</td>
<td>Career development/Placement Code/Judging meet (Code Research environment/Funding and finances/Supervision and managed duties/Continuing professional development</td>
<td>Design a talent management initiative for Ghent University</td>
<td>Q1 2020-Q4 2022 (first phase)</td>
<td>Special commissioner Talent Management Department of Personnel and Organisation</td>
<td>Ghent University’s rector has appointed a special commissioner (Frederik Anseel, professor in Organisational Behaviour) to take on the role of project leader for the design and implementation of a talent management plan. The co-ordinator will consist of developing a Ghent University vision and mission for talent management and setting up a customised programme of talent management initiatives that are closely aligned with the specific needs and approaches of the faculties.</td>
<td>To be implemented by all faculties and departments in line with the strategic priorities to be implemented by all faculties and departments in view to making a concrete impact on research, education and societal and institutional engagement. Talent management is one of these six university-wide priorities (partly from diversity, sustainability, active learning, enhanced societal identity and alumni activity). The Ghent University talent management initiative will focus on the systematic identification, recruitment, development, engagement and deployment of those individuals with high potential who are of particular value to the organization.</td>
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<td>9</td>
<td>Working conditions &amp; Social Security</td>
<td>Convivial and legal obligations/Postdoctoral appointments</td>
<td>Review the regulations for doctoral fellows and postdoctoral researchers (bursary recipients) in international mobility</td>
<td>Q1 2020-Q4 2021</td>
<td>Department of Personnel and Organisation</td>
<td>New regulations for two groups: • doctoral fellows • postdoctoral researchers (bursaries) in international mobility</td>
<td>At the postdoctoral level: Within the framework of international academic mobility, Ghent University can award scholarships to both EU and non-EU nationals. The university offers the postdoctoral grant holder ample opportunities to conduct scientifically independent research. The Flemish and Wallonian universities have made agreements to promote this type of scientific research. Ghent University will consult these agreements into its own regulations.</td>
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<td>10</td>
<td>Working conditions &amp; Social Security</td>
<td>Recruitment and permanence of employment/Postdoctoral appointments/Funding and finances/Public engagement</td>
<td>Develop new career paths for postdoctoral researchers with a focus on societal impact</td>
<td>Q7 2020</td>
<td>Research Departments</td>
<td>1. To create a career path for each of Ghent University’s interdisciplinary centres, the co-ordinators will take on the role of project leader for the design and implementation of a talent management plan.</td>
<td>At the postdoctoral level: Within the framework of international academic mobility, Ghent University can award scholarships to both EU and non-EU nationals. The university offers the postdoctoral grant holder ample opportunities to conduct scientifically independent research. The Flemish and Wallonian universities have made agreements to promote this type of scientific research. Ghent University will consult these agreements into its own regulations.</td>
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<td>11</td>
<td>Working conditions &amp; Social Security</td>
<td>Working conditions/Complaints and appeals</td>
<td>Continue the implementation of a university-wide well-being policy</td>
<td>Q1 2020</td>
<td>Department of Psychosocial Well-being, Department of Personnel and Organisation &amp; Communication Department</td>
<td>University will use website analytics (track the use of webpages) as well as follow-up reports on psychosocial risk and assess threshold lowering factors (via feedback forms). We will also request feedback about training and its effect in pilot groups. In the long run, contact with researchers must show that they feel supported enough to properly address unwanted behaviour. The aim is that promotions and supervisors feel empowered to play a mediating role in conflicts early-on (as far as possible) and can rely on us to refer to the support of mediators from the Department of Psychosocial Well-being.</td>
<td>We believe University continuity must be made aware of the importance of the prevention of psychosocial risks such as stress, conflict and unwanted behaviour. The action points are as follows: 1. Developing a conflict management system so that interpersonal problems can be addressed properly by promotions and supervisors.</td>
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1. Doctoral researchers find their way to the group of fellow researchers with regard to fear of failure and stress. All researchers are informed about this offer and the possibility to receive individual coaching.

2. Offering stress and burn-out coaching to all researchers.

3. Optimising the policy on work resumption after long-term absence and the related psychosocial risks.

In 2019, the rector identified six strategic priorities to be implemented by all faculties and departments, in particular in the light of university-wide priorities (taken from strategic priorities of the faculties).

1. Further professionalisation of the procedure of the Commission for Research Integrity by formalising the advisory committee, building a standardised and secure case file environment (Sharepoint), and developing an operational framework for research integrity and a new version of the policy plan. Research Department

2. An accessible online forum is developed for researchers and experts, where knowledge about diversity themes is shared and the diversity policy is reinforced through the participants' active role in developing and improving the diversity policy. University's general diversity policy plan is approved and implemented. These actions are developed in close connection to the University-Wide Policy Choice on Diversity, for which the rector has appointed a special commissioner (Khalid Benhaddou) who will take on the role of project leader for the design and implementation of a diversity framework for students and staff.

In 2016, Ghent University has adopted a Research Data Management policy (see also the previous action plan). In 2017, a roadmap was drawn up for the implementation of this RDM policy. One of the action points in this roadmap was the appointment of a team of data stewards who can provide researchers with, for example, drawing up a data management plan (DMP), giving advice about ethical and juridical aspects of the data, selecting a metadata scheme or selecting a repository for data sharing, providing individual assistance to researchers with, for example, drawing up a data management plan (DMP), giving advice about ethical and juridical aspects of the data, selecting a metadata scheme or selecting a repository for data sharing. The stewards do this by providing training as well as giving individual advice.

In 2014, Ghent University decided to develop policy initiatives as well as to develop a policy to address the impact of research on society. All researchers' activities are brought together in a (virtual) ethics infrastructure, aimed at improving compliance with legislation and responsible research conduct.

The overarching ethics infrastructure will cover different facets of ethics and thus contribute to the following: 1. Increasing transparency in relation to animal research, for example, by making a crisis communication plan (available on an external webpage); 2. Raising awareness with regard to dual-use research and the use of research results; 3. Updating the policy on defence-related research; 4. Developing policies and building adjusted infrastructure around artificial intelligence; 5. Further implementing the new policy on human rights in a research environment (impact assessment) and optimising the infrastructure for support to researchers; 6. Continuing to develop a support system and infrastructure with the aim of respecting the Nagoya Protocol; 7. Building a streamlined administrative flow for all compliance in relation to ethics issues in research environment.

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In 2016, the rector identified six strategic priorities to be implemented by all faculties and departments, with a view to making a concrete impact on research, education and societal and institutional engagement.

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10. **Training & development**

**Continuing professional development/Career development/Access to research training and career guidance**

**Develop a PhD onboarding & development track.**

- **Q1 2020** (pilot programme)
- **Q4 2021** (implementation)

**Training Programme guidelines: an optional minimum track that leads to a certificate, a maximum track, and internal quality control, and determine which gaps need to be filled.**

**Training & development**

**Department of Personnel and Organisation**

- **Q1 2022**

The PhD onboarding and development track will contribute to the training and career development of Ghent University's doctoral candidates by developing research, career management, and other competencies. Its progressive logic moves from offering more structured onboarding needs at the start of the track (e.g., on administrative tasks, research integrity and publication policy) to providing resources that are tailored to the doctoral candidate's specific needs at the end of it. The PhD onboarding and development track will be integrated into the existing Ghent University doctoral training.

**University-wide Priority Action: Re-designing the Regulations for the Department Board will make the responsibilities of the department chair more clear:**

1. A revised mandate of the department chair by rewriting the Regulations for the Department Board.
2. Personal leadership coaching for department chairs.
3. Training for current department chairs.
4. Support services for new department chairs.

**Continuing professional development/Career development/Access to research training and career guidance**

**Doctoral School Training Programme guidelines include: a strengthened alumni society, for which the rector has appointed a special commissioner (emeritus professor Kristiaan Versluys) who will take on the role of project leader for the design and implementation of an alumni policy framework.**

**Training & development**

**Department of Personnel and Organisation**

- **Q1 2022**

Although the career services for doctoral candidates and postdoctoral researchers are similar, they are offered separately at the moment. The online platform intends to bring together all services (e.g., training, mentoring, individual career coaching, online career tools and collaboration with the external labour market), which will enhance the visibility and use of career support at Ghent University. The platform will also be an important point of contact for companies that wish to connect with our young researchers. In addition, it will include an alumni platform and allow for structured collaborations with external stakeholders, such as VDAB and Voka.

**Training & development**

**Department of Personnel and Organisation**

- **Q1 2022**

Although the career services for doctoral candidates and postdoctoral researchers are similar, they are offered separately at the moment. The online platform intends to bring together all services (e.g., training, mentoring, individual career coaching, online career tools and collaboration with the external labour market), which will enhance the visibility and use of career support at Ghent University. The platform will also be an important point of contact for companies that wish to connect with our young researchers. In addition, it will include an alumni platform and allow for structured collaborations with external stakeholders, such as VDAB and Voka.

**Training & development**

**Department of Personnel and Organisation**

- **Q1 2022**

The training consists of three training days, with different goals:

1. To give Ghent University staff discussion topic crucial to PhD supervision: Well-being, stress and conflict: how to create a safe and open atmosphere for your PhD candidates? How to deal with signals of being, stress or conflict?
2. Financial project management for PhD supervisors: How to apply for new projects at Ghent University? How to deal with finances during a project?
3. A tailor-made training offer is developed for the current department chairs:
   - A revised mandate of the department chair by rewriting the Regulations for the Department Board.
   - Personal leadership coaching for department chairs.
   - Training for current department chairs.
   - Support services for new department chairs.

**Training & development**

**Department of Personnel and Organisation**

- **Q1 2022**

To ensure that Ghent University's doctors to register on the alumni platform, they will be offered certain incentives. Possibilities include: 1. Continued access to certain institutional privileges (e-mail, library resources) for a limited time after their doctoral defence; 2. Access to the Ghent University JobTracker, tailored specifically to their profile as a young researcher.