



GAP ANALYSIS

DATE GAP ANALYSIS: Spring 2019

PRELIMINARY REMARKS

- At Ghent University, the 40 principles have not been implemented to the same extent for all researchers. R1 and R2 researchers often report a lesser degree of implementation than R3 and R4 researchers.
- Some principles have been translated into regulations or policy initiatives, but not all of these have been fully implemented in all faculties and research groups. The uptake of HR actions may differ from one faculty to another, from one research group to another, and (as far as researchers at stage R1 or R2 are concerned) from one supervisor to another.

COLUMN 'IMPLEMENTATION'

Ghent University used the following score grid to evaluate the implementation of the principles described in the Charter and Code (the same method as was used for the OTM-R checklist):

- ++: degree of implementation >90 %
- +/-: 70-90 %
- /+: 50-70 %
- : < 50 %

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview – reference date: Spring 2019			
<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented</p>	<p>In case of --, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
Ethical and Professional Aspects			
<p>1. Research freedom Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for</p>	<p>++</p>	<p>Academic freedom, independent research, social responsibility and civic engagement are cornerstones of Ghent University's research mission. Ghent University adheres to the European Code for Research Integrity and expects all researchers to behave according to the prevailing professional standards regarding integrity and ethics (as described in the Code and elsewhere). In order to support its researchers to respect these standards, Ghent University has the necessary provisions in place, including Research Integrity training, a Commission for Research Integrity and a policy to deal with potential conflicts of interest. In 2018, the Flemish government together with Research Foundation - Flanders launched a national science agenda based on a region-wide survey. However, this agenda currently only serves as an inspirational framework rather than as a</p>	<p>Although the current research system in Flanders has some limitations, no immediate actions are needed.</p>

<p>budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>		<p>decision-making instrument. Some features of the current research system call for a certain degree of alertness. For example, researchers heavily depend on competitive research funding, which may lead to risk aversion when it comes to designing research proposals.</p>	
<p>2. Ethical principles Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.</p>	<p>+/-</p>	<p>Ghent University adheres to the European Code for Research Integrity. The university expects all researchers to behave according to the prevailing professional standards regarding integrity and ethics, including the European Code for Research Integrity and the legislation regarding research involving animal testing and human experiments. In order to support its researchers to respect these standards, Ghent University has the necessary provisions in place: Research Integrity training, ethical committees, a Commission for Research Integrity, etc. The (limited) number of questions and cases dealt with by the Commission for Research Integrity is an indication that not all researchers are currently adhering to the ethical standards. That is why Ghent University needs to continuously improve the knowledge and awareness of its researchers regarding research integrity and ethics. Furthermore, Ghent University must continue to incorporate new topics into its policies and practices (e.g., GDPR, the Nagoya protocol), and support its researchers to be able to comply with these new regulations and practices.</p>	<p>Ghent University must incorporate new topics into policies, regulations and practices. It will also expand its support to researchers, in particular through a Code of Good Research Practice that gives an overview of relevant professional and ethical topics.</p>

<p>3. Professional responsibility</p> <p>Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.</p> <p>They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.</p> <p>Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p>	+/-	<p>Ghent University is strongly committed to research that is relevant for society, and, in line with its institutional policy on societal value creation, stimulates all its researchers to carefully consider the possible impact of their research (impact pathways). Issues such as plagiarism, IP and data ownership are regulated in general regulations such as the Education and Examination Code (for doctoral researchers) and/or in individual agreements between the parties involved.</p> <p>Although Ghent University acknowledges the importance of replication studies, hardly any funding is available for this type of research within the Flemish research system. Publication and/or career pressure might also compromise the adherence of individual researchers to the principle of 'professional responsibility'.</p>	<p>Although the current research system involves some risks, no immediate actions are needed. In order to decrease the risks caused by career pressure, Ghent University has recently changed its career and evaluation model for professorial staff (2018).</p>
<p>4. Professional attitude</p> <p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.</p> <p>They should inform their</p>	+/-	<p>Ghent University regularly informs its researchers about research policy, funding opportunities, etc. (e.g., via the website, a newsletter and Twitter). Researchers are expected to seek ethical approval / advice from a university ethical committee whenever deemed necessary. This is mandatory (legally required) for research involving animal testing or human experiments. Other assessments may also be necessary (even without a legal</p>	<p>Ghent University continues to inform (in particular R1 and R2) researchers about the university's research strategy and funding opportunities. In 2019, a new initiative was launched to inform doctoral researchers about funding opportunities and to help them apply for funding (i.e., UGrant). The Doctoral Schools are currently rethinking the content of the 'doctoral trajectories' at Ghent University, as well as, amongst others, the progress report.</p>

<p>employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>		<p>obligation), such as using a Checklist for Impact Assessment (as part of the university's Human Rights Policy in Internationalisation). Regular follow-up of research progress is in place for almost all research projects. In particular, PhD candidates have to report on their research progress once a year in order to be allowed to continue their doctoral studies.</p> <p>Due to the high turn-over in the group of R1 and R2 researchers, information about the university's research strategy and the funding opportunities may be lost (i.e., this information is not always passed on from one cohort to another). There is also a risk that progress reporting is seen as merely a box-ticking exercise.</p>	
<p>5. Contractual and legal obligations Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent</p>	<p>+/-</p>	<p>Researchers are informed about the relevant rules and regulations as part of the onboarding process, either in group sessions (e.g., welcome sessions or an introduction day for doctoral candidates) and/or individually (when signing their contract or scholarship agreement). Follow-up on the deliverables is part of the mid-term and/or final review of the research project.</p> <p>Although changes in the regulations are communicated via email, on the website and/or through information sessions, there is a risk that this new information doesn't reach the entire target group.</p>	<p>No dedicated actions are deemed necessary to safeguard or implement this principle. Nevertheless, the topic will re-emerge when dealing with onboarding and communication in general.</p>

document.			
<p>6. Accountability Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>	-/+	<p>'Accountability' is one of the core values of the European Code for Research Integrity. Researchers are made aware of its meaning and importance (e.g., through Research Integrity training). Ghent University's Project and Financial Unit of the Research Co-ordination Office and the Financial Department support researchers in their efforts towards transparent and efficient financial management. Ghent University has an Immediate Deposit / Open Access mandate for research publications and is currently moving forward on its Open Data policies. It is possible that researchers may not be compliant with the principle of accountability because they are simply not sufficiently aware of the importance of Open Science and are not supported to engage in Open Science. The university depends on strategic decisions at the level of the Flemish government to give further direction to its RDM policy.</p>	<p>Ghent University continues to train researchers on Research Integrity (including the importance of accountability). The university will also expand its efforts to establish guidelines and standards to store and share data, to integrate new developments related to GDPR into Research Data Management, etc. Data management plans are becoming mandatory. Data stewards are being hired; they will advise researchers on RDM.</p>
<p>7. Good practice in research Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety</p>	+/-	<p>Ghent University has clear policies regarding health and safety, data safety, and so on. These policies are communicated in training sessions, online and via newsletters. The university's Data Protection Officer and Information Security Officer are implementing a university-wide mechanism to</p>	<p>Ghent University is currently drafting a Code of Good Research Practice, which is to be made available to all researchers. It will also keep translating relevant information (the website, brochures, etc.) into English. Furthermore, the university continues its efforts related to the implementation of the GDPR. The tools to</p>

<p>and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>		<p>ensure that researchers are able to comply with the regulations concerning GDPR, data safety, etc. Since the legislation on GDPR is fairly new, the regulations and policies are still being developed and have not yet been implemented equally in all research groups. The lack of information in English, in particular about health and safety, may also hinder the implementation of good working practices. Due to the high turn-over in the group of R1 and R2 researchers, information may be lost (i.e., this information is not always passed on from one cohort to another).</p>	<p>support researchers to comply with GDPR will continue to expand. Data stewards will further the implementation of GDPR.</p>
<p>8. Dissemination, exploitation of results All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	<p>+/-</p>	<p>Ghent University actively encourages and supports its researchers to disseminate their knowledge and discoveries. A wide set of provisions is available, including courses in which doctoral researchers learn to develop a publication strategy, as well as support offered by the Technology Transfer Office to researchers who want to commercialise their research and by knowledge brokers who inspire researchers to develop pathways to impact. Senior researchers, in their role of PhD supervisor, are made aware of their specific role via the Charter for Doctoral Students and Supervisors. It remains a challenge to make all researchers think about the(ir) pathways to impact. There is also a risk that societal value creation is considered to be less important. Another challenge is how to organise support in an efficient and relevant way.</p>	<p>Ghent University not only continues to inform its researchers about different ways to disseminate research findings and create value, it also makes sure that researchers are stimulated to create several forms of impact. With its new career and evaluation model for professorial staff (2018), Ghent University ensures that professors who engage in less traditional ways to generate impact are not hindered in their career progression. 'Entrepreneurship' increasingly needs to find its place in the (post)doctoral trajectories at Ghent University.</p>
<p>9. Public engagement Researchers should ensure that</p>	<p>+/-</p>	<p>Researchers at Ghent University are being supported to engage with society at large, for</p>	<p>Ghent University continues to raise awareness among all its researchers and offer support to interested</p>

<p>their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>		<p>example, by attending workshops to discover the most appropriate communication format and channel and to explore different science outreach and co-creation methods. Ghent University helps researchers to find participants to their research (citizen science). Not all researchers are aware of the importance of public engagement, and the university should avoid that citizen science remains a 'niche' that is only known to early adopters.</p>	<p>researchers on the policy for societal value creation (2015). With its new career and evaluation model for professorial staff (2018), Ghent University ensures that professors who excel at public or societal engagement are rewarded in their career progression.</p>
<p>10. Non discrimination Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p>++</p>	<p>Ghent University is a pluralistic university that welcomes researchers and other staff from different backgrounds and cultures. Ghent University, as well as the main research funding agencies in Europe, adhere to a non-discrimination policy.</p>	<p>No immediate action is deemed necessary to promote this principle. There is a confidential advisor in place who monitors and reports issues of discrimination. Increased Open, Transparent and Merit-Based Recruitment is expected to prevent covert discrimination in the recruitment procedure.</p>
<p>11. Evaluation/appraisal systems Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal</p>	<p>+/-</p>	<p>All researchers at Ghent University are formally evaluated, taking into account a wide (holistic) variety of academic-related activities. For specific staff categories, in particular professorial staff, this evaluation is a crucial part of their career progression.</p>	<p>The new career and evaluation model for professorial staff (2018) is currently being implemented. This is based on the principles of trust, open feedback, coaching on the job and qualitative and holistic parameters(++). In the near future, the principles and rules of this new system with regard to feedback and evaluation/appraisal will be expanded and incorporated into the evaluation methods for the other staff categories.</p>

<p>procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</p>			
Recruitment and Selection			
<p>12. Recruitment Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p>	-/+	<p>In recent years, Ghent University has started to improve its recruitment procedures and practices. Vacancies now include clear information about requirements, working conditions, etc. In line with its non-discrimination statement, minority groups are explicitly welcome to apply. However, Ghent University has not fully implemented the principles of Open, Transparent and Merit-Based Recruitment. Within the Flemish research context, it is not common practice that researchers return to a research career after having worked outside of the academic world. In addition, it remains a challenge to achieve a gender balance within the academic workforce, in particular at the professorial level. Another challenge is that admission to academic posts paid by external funding organisations is regulated by the funders, so Ghent University has to take their regulations into account.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. The recently implemented career model and working conditions for contractual research staff on Ghent University's payroll is based on the OTM-R principles.</p>

<p>13. Recruitment (Code) Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</p>	<p>-/+</p>	<p>In recent years, Ghent University has improved its recruitment procedures and practices. Vacancies now include clear information about requirements, working conditions, etc. Much work still needs to be done to fully align the recruitment and selection policies and procedures with the principles of Open, Transparent and Merit-Based Recruitment. Ghent University has no overall OTM-R policy plan for all staff categories.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>
<p>14. Selection (Code) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant</p>	<p>-/+</p>	<p>In recent years, Ghent University has improved its selection procedures and practices, for instance, by introducing the mandatory rule that at most 2/3 of the members of a selection committee can have the same gender and that faculties are allowed (but not required) to invite external experts to participate in a selection committee. Training is offered to (internal) members of these committees in order to professionalise the selection procedure.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>

<p>experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.</p>			
<p>15. Transparency (Code) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</p>	+/-	<p>In recent years, Ghent University has improved its recruitment and selection procedures and practices. Steps have been taken to provide clear information about the process itself, the career perspectives, the working conditions at Ghent University, etc. Some work still needs to be done to fully align the recruitment and selection policies and procedures with the principles of Open, Transparent and Merit-Based Recruitment, in particular with regard to the phase after the selection and the feedback mechanisms.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. Specific attention must be paid to the feedback mechanisms (which take place after finalisation of the selection procedure).</p>
<p>16. Judging merit (Code) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. See also The European Charter for Researchers: Evaluation/Appraisal systems in Section 1 of this document. This means that merit</p>	+/-	<p>In recent years, Ghent University has improved its recruitment and selection procedures and practices. With regard to judging merit, a wide range of experience and activities are taken into account, in particular in applications for a professorship or tenure track position. However, there is still a heavy focus on quantitative indicators / publication lists. Some work still needs to be done to fully align the recruitment and selection policies and procedures with the principles of Open, Transparent and Merit-Based Recruitment. For instance, it is quite uncommon in Flanders to return to or embark on a</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>

<p>should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</p>		<p>research career after having worked outside of academia. As a consequence, Ghent University has relatively little experience in dealing adequately with applicants with an 'uncommon' (non-academic) career path.</p>	
<p>17. Variations in the chronological order of CVs (Code) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and</p>	<p>-/+</p>	<p>In recent years, Ghent University has improved its recruitment and selection procedures and practices. For example, career breaks are now considered part of the career trajectory when evaluating the CVs of candidates for professorships or tenure track positions. Much work still needs to be done to fully align the recruitment and selection policies and procedures with the principles of Open, Transparent and Merit-Based Recruitment. In particular, it is quite uncommon in Flanders to return to or embark on a research career after having worked outside of academia. As a consequence, Ghent University has relatively little experience in dealing adequately with applicants with an 'uncommon' (non-</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>

<p>qualifications appropriate to the post for which application is being made.</p>		<p>academic) career path.</p>	
<p>18. Recognition of mobility experience (Code) Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</p>	<p>+/-</p>	<p>Geographical mobility is considered to be a valuable part of a research career. Applicants for R3-R4 jobs are expected to demonstrate valid mobility experience. However, the criteria for mobility have not been concretely defined. It is less common to see mobility as a change of discipline and/or a change from one sector to another. There is a risk that these experiences are valued less when assessing a candidate's CV.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>
<p>19. Recognition of qualifications (Code) Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently,</p>	<p>+/-</p>	<p>When it comes to assessing the qualifications of PhD degree holders (applying for a postdoctoral post, a tenure track position or professorship), Ghent University is a well-oiled machine. The university also has well-established procedures to assess Master degrees for incoming PhD candidates. The recently implemented career model for contractual research staff stipulates that every research staff member with a PhD degree should be paid at the postdoctoral level (PD salary). There is a growing concern in Flanders about the recognition of qualifications of highly skilled refugees who arrived in Belgium without a hard copy of their degree.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>

explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.			
<p>20. Seniority (Code)</p> <p>The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</p>	+/-	<p>In recent years, Ghent University has improved its recruitment and selection procedures and practices. A wide range of achievements is being taken into account when evaluating the CVs of applicants, including the level of seniority matching the needs of the function. Ghent University does not use the R1-R4 Research Careers Framework, but there is a clear understanding of all levels of seniority.</p>	<p>Ghent University will further align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment.</p>
<p>21. Postdoctoral appointments (Code)</p> <p>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such</p>	++	<p>Ghent University's Postdoc Talent Management Programme supports all postdoctoral researchers in their professional development, in order to enhance their postdoctoral experience and strengthen their employability inside and outside of academia.</p> <p>For most categories of postdoctoral researchers, there are clear rules and guidelines about appointments and career perspectives. This is less clear for the group of international postdoctoral bursaries.</p>	<p>Ghent University is dedicated to continuing the Postdoc Talent Management Programme. The Flemish universities are taking initiatives to improve the rules and guidelines for international postdoctoral bursaries.</p>

<p>guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>			
Working Conditions and Social Security			
<p>22. Recognition of the profession All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).</p>	++	<p>Ghent University considers all researchers professionals, starting with doctoral candidates who are seen as co-workers rather than students. Everyone who is hired for research tasks is given a research position / contract unless otherwise motivated. Ghent University is committed to giving the same entitlements to all researchers, as far as legally possible. In this context, specific attention is paid to international PhD and postdoctoral candidates who receive a scholarship from their home country.</p>	<p>Ghent University will keep up its efforts to give the same entitlements to all researchers, including international PhD / postdoctoral candidates with external scholarships.</p>
<p>23. Research environment Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate</p>	+/-	<p>Ghent University houses state-of-the-art research facilities and infrastructure, and offers high-quality research training and development to all researchers. Most project funding includes a budget to buy equipment, consumables, etc. It is, however, a</p>	<p>Although the current level of funding involves some risks, no immediate actions are needed. As part of a new policy, Ghent University introduced in 2019 that every starting professor is allocated a starting grant that can be used for personnel, equipment and facilities during the first 4 years of appointment.</p>

<p>equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed.</p> <p>Funders should ensure that adequate resources are provided in support of the agreed work programme.</p>		<p>concern that in some disciplines funding tends to be insufficient to cover all the costs related to the work programme(s). There is a risk that researchers will shut down research lines, not for scientific reasons but merely because they are too expensive.</p>	
<p>24. Working conditions</p> <p>Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, <i>inter alia</i>, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions</p>	<p>++</p>	<p>Ghent University offers good working conditions, including flexible working hours and the possibility to work remotely (of course taking into consideration that some tasks do not allow for flexible working hours or working remotely). Members of the professorial staff can also take sabbatical leave. All of this is regulated at the university level.</p> <p>In some cases, working part-time may be difficult, specifically when the project funding must be spent within a certain amount of time, for example, if the research programme needs to be completed before a fixed deadline.</p>	<p>Although the current system of project funding involves some risks, no immediate actions are needed. In recent years, Ghent University has taken several actions to improve the working conditions of researchers, in particular, by introducing sabbatical leave for members of the professorial staff and the possibility to work remotely for all researchers.</p> <p>In 2018-19, Ghent University implemented a completely revisited career model for research staff on the Ghent University payroll, including the introduction of indefinite-term contracts (for specific types of research jobs), open vacancies, a supplementary pension plan and appropriate career support at the end of a contract.</p>

governing such arrangements.			
<p>25. Stability and permanence of employment</p> <p>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i>.</p>	+/-	<p>Although a significant share of research funding in Flanders is project based (and therefore by nature of definite duration), Ghent University is committed to offering researchers the most stable contracts possible. As a result, the university introduced indefinite-term contracts for several types of research staff (e.g., research managers and co-ordinators of research consortia).</p>	<p>In 2019, Ghent University made indefinite-term contracts the norm for research staff with a research management or co-ordination role. The terms of employment for bursaries will be looked into (in order to guarantee a decent minimal time perspective to conduct research).</p>
<p>26. Funding and salaries</p> <p>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal</p>	++	<p>Early-career researchers paid by the university or by a Flemish funding agency receive a salary or scholarship that is comparable to (and sometimes even higher than) the wages on the non-academic labour market. Furthermore, they enjoy full social security provisions. This can be quite different for international PhD candidates and postdoctoral researchers, for whom the income and/or social security provisions can be less favourable. Ghent University is committed to giving the same entitlements to all researchers as far as possible and, for instance, agreed to pay international postdoctoral bursaries a scholarship that is comparable to that of their local peers. Some differences in salary / scholarship and social security rights, however, are beyond the control of Ghent University, for example, when an external</p>	<p>Although the current system involves some risks, no immediate actions are needed. Aspects related to funding and salaries are organised by the legislation, and cannot be unilaterally changed by Ghent University. Ghent University supports the new regulations pertaining to the status of international postdoctoral bursaries, and is, for instance, committed to paying them a scholarship that is comparable to the salary / scholarship of their local peers.</p>

<p>status, performance and level of qualifications and/or responsibilities.</p>		<p>funding agency sets the level of the scholarship or when it comes to social security rights for non-Belgian researchers.</p> <p>Senior researchers are paid according to fixed salary scales. The disadvantage for new professors is that there is no margin to negotiate the salary, which makes Ghent University less attractive to some international researchers, especially taking into consideration that the salary of professors in Flanders tends to be lower than in some other countries.</p>	
<p>27. Gender balance Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</p>	<p>+/-</p>	<p>Ghent University strives to achieve a gender balance at all levels of staff. Although progress is being made, Ghent University is still experiencing a 'leaky pipeline' and an underrepresentation of women at the highest levels of staff. A gender balance in all decision-making committees has been achieved through university-wide rules and regulations: the University Board as well as advisory councils and committees are now 1/3 gender-balanced.</p>	<p>Ghent University is further implementing its Gender Action Plan and is also committed to upholding the Gender Charter of the Flemish Interuniversity Council and the Young Academy (2019). As part of its OTM-R policy, Ghent University will optimise its selection procedures.</p>
<p>28. Career development Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career</p>	<p>++</p>	<p>Ghent University offers career development support to all researchers. Early-career researchers are prepared for the next step in their career, inside or outside of academia, through, for example, group training and company visits. All starting researchers have a buddy who helps them</p>	<p>Ghent University is continuously raising awareness about the added value of career development. The activities which are organised around career support are being evaluated and updated, in order to meet the needs of the researchers and to make the activities as accessible as possible. A plan is being made to create a</p>

<p>development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>		<p>to jump-start their career at Ghent University. Postdoctoral researchers and professors can participate in mentoring programmes.</p>	<p>joint career centre to make career support activities and coaching more visible to researchers and their supervisors, as not all researchers are aware of the importance of career development. (Some supervisors do not stimulate their early-career researchers to prepare themselves for the next steps in their career, and time constraints discourage professors from participating in career development activities themselves.)</p>
<p>29. Value of mobility Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.</p>	<p>+/-</p>	<p>Geographical mobility is considered to be a valuable part of a research career. Ghent University's sabbatical leave gives members of the professorial staff the opportunity to spend some time abroad. In addition, (mainly early-career) researchers can turn to the faculty mobility funds for financial support to spend some time at another university, research institution or (in some cases) company. Mobility between research disciplines and/or intersectoral mobility is less common. Within Flanders, funding is available for PhD projects in collaboration with non-academic partners. Other funding schemes are less flexible when it comes to temporary intersectoral mobility, although the funding agencies are currently revising their regulations (e.g., regarding internships). Grants are not automatically portable to other</p>	<p>In the context of mobility, challenges remain, in particular with regard to intersectoral mobility. Although Ghent University is convinced of the added value of mobility between sectors, much of the obstacles are at the Flemish / national level. This is also the case for issues related to social security, for example. Ghent University has no immediate actions planned to address these issues.</p>

<p>This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>		<p>universities or institutions, because often a formal link with Ghent University / Flanders is required to be able to benefit from the scholarship. Social security provisions (and their portability) are a legal matter; the removal of such obstacles requires changes in the legislation.</p>	
<p>30. Access to career advice Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>++</p>	<p>Ghent University offers all researchers a full range of career advice, provided by professional career coaches from the Department of Personnel and Organisation. In some cases, job placement assistance is available. Early-career researchers in particular are prepared by the Doctoral Schools (in collaboration with external partners such as VDAB, the official Flemish employment service) for the next step in their career, inside or outside of academia.</p>	<p>Ghent University continues to raise awareness about the added value of career advice. The services provided are continuously being evaluated and updated, in order to meet the needs of the researchers and of the labour market.</p>
<p>31. Intellectual Property Rights Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external</p>	<p>+/-</p>	<p>The intellectual property rights are laid down in the legislation (e.g., the Flemish Codex of Higher Education), on the one hand, and in the university's internal regulations (e.g., the Education and Examination Code and the General Research and Co-operation Regulations of Ghent University Association), on the other hand. As for collaborations, IPR clauses are part of the collaboration agreement. Researchers can turn to the university's Technology Transfer Office for individual assistance with the legal protection and exploitation of their research findings. The Technology Transfer Office also gives training courses to inform researchers about opportunities to create value through research.</p>	<p>Ghent University will continue to provide assistance and training to researchers who wish to protect and/or exploit research findings. At the moment, no further actions are planned to implement this principle.</p>

<p>commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</p>		<p>However, not all researchers are fully aware of IPR and the related legislation, or of the possibility to transfer research findings into patents, etc.</p>	
<p>32. Co-authorship Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).</p>	<p>+/-</p>	<p>Ghent University has authorship guidelines in place and strongly adheres to the principle that all researchers who qualify for authorship should be co-author of papers, etc. Researchers are advised to make (written) arrangements about first and co-authorship as early as possible in the writing process. In the research integrity course, early-career researchers are encouraged to engage in a dialogue about authorship with their supervisor(s). The ombudspersons can mediate if PhD candidates and supervisors disagree about (co-)authorship. Researchers can turn to the university's Commission for Research Integrity if their authorship rights are being violated. The (albeit limited) cases reported to the ombudspersons and the Commission for Research Integrity are an indication that issues related to authorship do remain.</p>	<p>Ghent University continues its efforts to promote its authorship guidelines. The online Academic Bibliography not only fully allows the registration of co-authors, it is also being adapted to accommodate for the registration of different authorship roles. Researchers can turn to the ombudspersons and/or the Commission for Research Integrity for advice or to file a complaint.</p>
<p>33. Teaching Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching</p>	<p>+/-</p>	<p>Teaching is considered as an important part of (the development of) a research career. Nevertheless, to avoid an overload of teaching responsibilities, the number of courses / teaching hours is limited. For members of the professorial staff, teaching is part of their evaluation and an element in their career progression. Postdoctoral</p>	<p>In its new career and evaluation model for professorial staff (2018), Ghent University ensures that professors heavily focused on teaching are not hindered in their career progression. In recent years, Ghent University has removed obstacles preventing postdoctoral researchers from being appointed as (co-)lecturer. Important remaining constraints with regard to</p>

<p>responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.</p> <p>Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment.</p> <p>Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</p>		<p>researchers with a substantial teaching assignment can officially be appointed as lecturer-in-charge or co-lecturer for one or more courses (which is important for their CV). Doctoral candidates can also assist in teaching activities. Teaching assistants even combine 50% of teaching with 50% of doctoral research. Ghent University supports its researchers to develop their teaching skills. Courses are offered on a wide range of teaching-related topics. Professors (whether or not in tenure track) are required to attend teacher training. For other researchers, this training is not mandatory, but for PhD candidates it can be part of their doctoral training programme.</p> <p>For some researchers, it is a challenge to limit the number of teaching hours / courses, for example, due to the large number of students or the limited number of professors in their domain. Early-career researchers might find it difficult to get their teaching activities officially recognised, although progress has been made when it comes to the appointment of postdoctoral researchers as official (co-)lecturers.</p> <p>Due to the Flemish language legislation, only a limited number of courses are currently taught in English. This means that the opportunities to teach are limited for early-career researchers who are not proficient in Dutch. It also means that the law requires members of the professorial staff to learn Dutch (and obtain the required European proficiency level and the corresponding certification).</p>	<p>teaching are a consequence of the official language legislation. This is the subject of an ongoing debate in Flanders, but no immediate actions with respect to this issue are currently planned.</p>
<p>34. Complaints/appeals</p>	<p>++</p>	<p>Ghent University has several procedures in place</p>	<p>Issues related to the psychosocial well-being of</p>

<p>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>		<p>to deal with complaints of researchers. Depending on the type of complaint, a specific procedure is applicable and a dedicated person is responsible for handling the complaint. For instance, PhD candidates can turn to ombudspersons in case of a conflict with their supervisor, to the Commission for Research Integrity for complaints regarding research misconduct, and to confidentiality officers for problems relating to psychosocial well-being (e.g., harassment). It is of great concern to Ghent University to ensure that these services are easily accessible for all researchers. That is why Ghent University has opted to offer assistance at both the faculty level (close to the researchers) and the central level (at a distance, in case the complaint is related to a service at the faculty level, etc.).</p>	<p>researchers are high on Ghent University's agenda. Specific action plans are being further developed and implemented.</p>
<p>35. Participation in decision-making bodies Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively</p>	<p>++</p>	<p>Ghent University has a long-standing and strong tradition of involving researchers in decision-making. Elected representatives of R1 and R2 researchers, on the one hand, and of R3 and R4 researchers, on the other hand, participate in departmental boards, faculty boards, the Board of Governors, official working groups, etc. Several formal and informal groups of researchers are active within Ghent University and are considered well-respected and legitimate conversation partners for the university management.</p>	<p>Dutch is defined as the official working language at Ghent University, as required by the Flemish legislation. Ghent University is aware that this language barrier makes it hard(er) for international researchers to participate in decision-making processes. However, informal structures and working groups (e.g., the steering committee of the Ghent University Postdoc Community, which also acts as a focal group on internationalisation) are narrowing this gap. No immediate actions are planned to address this issue.</p>

contribute to the workings of the institution.			
Training and Development			
<p>36. Relation with supervisors Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	+/-	<p>The mutual rights and responsibilities of PhD candidates and supervisors are described in the Charter for Doctoral Students and Supervisors. Workshops within the doctoral training programme address the relationship between supervisors and supervisees. PhD candidates are expected to report on the progress of their research on a regular basis and submit a formal progress report once per year. PhD candidates who experience difficulties in the relationship with their supervisor(s) can refer to ombudspersons for advice and mediation. The (albeit relatively low) number of reported cases indicates that supervisory relationships may experience some problems. The supervisory relationship at the postdoctoral level is less clearly defined.</p>	<p>Ghent University continues to make PhD candidates as well as their supervisors aware of the mutual expectations and responsibilities. The university is committed to upholding the system of faculty ombudspersons for PhD candidates, in order to identify and solve problems in the working relationship between R1 researchers and their supervisor(s).</p>
<p>37. Supervision and managerial duties Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as</p>	+/-	<p>The new career and evaluation model for professorial staff explicitly takes leadership, people management and supervisory performance into account. This is an important measure in the quality control of supervision and managerial duties. The role of PhD supervisors is described in the Education and Examination Code and in the Charter for Doctoral Students and Supervisors. Ghent University also organises training courses to support professors in their role as research</p>	<p>HR experts in the evaluation committee of professors pay attention to their leadership role as supervisors. In addition, Ghent University continues to invest in training for supervisors, in order to familiarise them (further) with their responsibilities, to enhance their feedback skills, etc. The existing training is currently being revised.</p>

<p>supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>		<p>supervisors. The supervisory relationship at the postdoctoral level is less clearly defined.</p>	
<p>38. Continuing Professional Development Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</p>	+/-	<p>Ghent University organises dedicated programmes, tailored to the needs of researchers at different stages in their career. The programmes are often revisited in order to meet the (changing) development needs of the researchers. Training and development can also include attending conferences and participating in e-learning modules. In particular for PhD candidates, such activities are part of the doctoral training programme. Not all researchers are aware of the importance of life-long learning and development. Some supervisors do not stimulate their doctoral candidates to participate in training activities. In addition, time constraints often discourage professors from participating in training activities themselves.</p>	<p>Ghent University continues to raise awareness about the added value of training and development. This is also part of the new career and evaluation model for professors, and it is the task of the HR experts in the HR committees to inform the professors.</p>
<p>39. Access to research training and continuous development Employers and/or funders should ensure that all researchers at any stage of their career, regardless of</p>	++	<p>Ghent University organises dedicated training programmes, tailored to the needs of researchers at different stages in their career. The programmes are revisited on a regular basis in order to meet the (changing) training and</p>	<p>The training programmes are continuously being evaluated and updated, in order to meet the training needs of the researchers and to make the training formats as accessible as possible and as manageable as possible in combination with the daily tasks.</p>

<p>their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.</p> <p>Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.</p>		<p>development needs of the researchers.</p>	
<p>40. Supervision</p> <p>Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.</p> <p>Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</p>	<p>+/-</p>	<p>PhD candidates and postdoctoral researchers are being supervised by members of Ghent University's professorial staff. For doctoral candidates, team supervision is the norm. All doctoral candidates have at least two supervisors and for some a doctoral advisory committee has been appointed. PhD supervisors are officially appointed by the faculties. The role of the supervisors is described in the Education and Examination Code and in the Charter for Doctoral Students and Supervisors.</p> <p>PhD candidates who experience difficulties in the relationship with their supervisor(s) can refer to ombudspersons for advice and mediation. The (albeit relatively low) number of reported cases indicates that supervisory relationships may experience some problems.</p> <p>The supervisory relationship at the postdoctoral level is less clearly defined.</p>	<p>Ghent University placed a strong emphasis on the quality of supervision in its new career and evaluation model for professors. HR experts are available in order to raise awareness on this issue and give support where needed.</p> <p>Ghent University is investing in training for supervisors, in order to familiarise them (further) with their responsibilities, to enhance their feedback skills, etc.</p>