

HR Excellence in Research: Internal review Ghent University action plan 2014-2018

N°	Action	C&C principle	Timing	Responsible Unit	Indicator(s)/Target(s)	Status	Remarks
1	Ghent University has the necessary processes in place to guarantee a quality screening in the application procedure for all foreign doctoral researchers and to introduce better quality processes in the supervision for all doctoral researchers.	Supervision and managerial duties/Supervision/Recruitment/Recruitment (code)	2017 Q4	Doctoral Schools	Streamlined, online application and admission; Quality Framework for Doctoral Training; procedure for preventing re-registration in case of insufficient research progress; obligation of a second supervisor for each doctoral researcher; training for supervisors on how to coach PhD candidates	completed	Already before the first HR Action Plan was put in place, the application procedure for foreign PhD students improved considerably with the introduction of an online tool: the PhD Wizard. In 2018, this tool was replaced by an online application and admission procedure for all doctoral researchers. In the future, it can be expected that the introduction of the principles of Open, Transparent and Merit-based recruitment will also (indirectly) influence the screening procedures for incoming PhD candidates. Several mechanisms have already been introduced in the current work processes to enhance the quality of PhD supervision. In 2015, a Charter for Doctoral Students and Supervisors (www.ugent.be/en/research/doctoralresearch/charter.htm) and a Quality Framework for Doctoral Training were launched. The Education and Examination Code (www.ugent.be/oeer) was updated to include a procedure to prevent the re-registration of PhD candidates in case of insufficient research progress (implemented from 2013-2014 onwards) and the obligation to appoint two supervisors/mentors for each PhD student (applicable from 2015-2016 onwards). The training for doctoral supervisors initially focussed on coaching and communication skills. In 2019, a pilot project was launched to include other topics as well, such as rules and regulations concerning the doctorate and the wellbeing of PhD candidates.
2	Ghent University is raising more awareness within faculties and research departments for making better use of various online international job portals. If feasible through an automated process, all academic vacancies are also published on the Euraxess website.	Recruitment/Recruitment (code)	2015 Q3	Department of Personnel and Organisation	Workflows to publish vacancies on Euraxess, Academic Positions and Research Gate; increased use of Euraxess; increased visibility of Ghent University's vacancies	completed	Since 2014, all vacancies for professorial and assistant academic staff are posted on the English-language website of Ghent University and, as part of a long-term structural agreement, on the Academic Positions network and the Euraxess websites. Vacancies can also be advertised through other relevant channels (depending on the discipline). Vacancies for other research positions can be advertised through the same channels, depending on whether the position is attractive to international candidates. Since 2016, (full-time) vacancies for professorial staff are additionally published through ResearchGate. The job postings are now integrated in the regular operations of the Recruitment and Selection Office. This has resulted in an increased visibility of Ghent University vacancies via Academic Positions, an increased number of applications and an updated website (www.ugent.be/en/work). The (effect of the) use of international job portals will be further enforced by the introduction of the OTM-R principles in recruitment and selection.
3	Ghent University is implementing a new mobility funding scheme at the level of the faculties according to new guidelines and commits itself to a regular review of this new scheme.	Value of mobility	2015 Q2	Research Department	Structural funding scheme, with university-wide and faculty-specific rules and regulations, and with processes to monitor quality and expenditures	completed	In 2015, every faculty of Ghent University launched a specific Mobility Fund to support incoming and outgoing mobility, especially for early-stage researchers (www.ugent.be/en/research/funding/mobilityfund.htm). The Mobility Funds mostly target international mobility, but some faculties also offer the opportunity for intersectoral mobility. All faculties have drawn up specific rules and regulations, within a university-wide regulatory framework, on how to apply for mobility funding. The university's Research Council is in charge of monitoring, quality control and financial follow-up. In 2019, the first steps were taken to simplify the administration related to the faculty Mobility Funds, following feedback from some faculties.
4	Ghent University has a clear understanding of the feasibility of initiating an institutional sabbatical system for professorial staff, acting upon the recommendations from a study on this topic.	Working conditions/Value of mobility	2017 Q4	Research Department	Recommendations; follow-up actions based on the recommendations	completed	After a pilot project revealed that research sabbaticals could result in better-quality research, Ghent University decided to offer structural support for research sabbaticals in terms of organisation and funding (www.ugent.be/nl/onderzoek/carriere/sabbaticals.htm , information in English available on the intranet). The Research Sabbatical Policy Plan was approved in 2018. During a research sabbatical, an experienced academic can - either at home or abroad - focus on research, with time away from teaching and service provision.
5	Ghent University regularly reviews its services for newly appointed staff (both local and international).	Working conditions	Continuous	Department of Personnel and Organisation	New or renewed initiatives that are better fit for purpose (e.g., new formats, including more categories of researchers)	extended	A wide variety of onboarding and welcome services for new staff are being organised: webpages, welcome e-mails, individual information, group sessions (with a focus on getting started in the new job) as well as social welcome events for particular groups such as PhD students and postdocs including those on external funding (www.ugent.be/en/work/introduction). At the departmental level, a buddy system is in place. Since 2018, new members of the professorial staff can join a mentoring programme. Special attention is paid to international staff, who not only receive assistance upon arrival, but are also given some help to prepare their stay in Ghent (www.ugent.be/en/work/incoming-staff). One example of this is the launch of an international school for children of international staff. In order to help international academic staff to obtain the required level of Dutch (for communication/teaching), as made mandatory by the Flemish government, Ghent University introduced a comprehensive integration trajectory (including language courses, mentoring, the Low Countries Study programme and teaching training). As part of the university's internationalisation policy, continuous improvements are to be made to these services, in consultation with the international staff community.

6	All Ghent University departments are committed to providing adequate and easily accessible information in English related to working at Ghent University.	Working conditions/Research environment	Continuous	Academic Director Internationalisation	Increased number of webpages in English; new relevant pages in English	extended	A continuous effort is being made by the university's departments to provide information in English on the website. This information not only includes general information related to living in Ghent and working at Ghent University (on the intranet), but also covers research careers and funding opportunities (www.ugent.be/en/research) as well as tips and tricks on teaching at Ghent University (onderwijstips.ugent.be/en/). Doctoral researchers can consult the Doctoral Schools website, which includes all information related to doing a PhD at Ghent University (www.ugent.be/doctoralschools). Staff regulations have been translated and publicly made available on our website (www.ugent.be/professorialcareer , www.ugent.be/wpcareer). Ghent University will continue to provide/translate relevant information in English, thus catering to the growing group of international (research) staff and students.
7	Ghent University is setting up good practice guidelines for the evaluation of individual research performance when recruiting new academic & research staff.	Recruitment/Recruitment (code)/Selection (code)/Judging merit (code)	2017 Q4	Research Department	Vision text with general principles	completed	In recent years, Ghent University has continuously debated the criteria used to evaluate research, research performance and researchers. This has lead to a Vision Statement for Evaluating Research (www.ugent.be/en/research/research-ugent/research-strategy/research-evaluation.htm), which is being implemented from 2017 onwards. Complementary to this Vision Statement, Ghent University issued a vision on the use of indicators in the evaluation of research (www.ugent.be/en/research/research-ugent/research-strategy/indicators.htm). This has had a spill-over effect on the evaluation systems (action 8). In the future, the practice guidelines will be used as part of the OTM-R policies and practices.
8	A review of the personalised evaluation system is being carried out, and recommendations for further improvement will be implemented.	Evaluation and appraisal systems/Teaching	2017 Q4	Department of Personnel and Organisation, in collaboration with the Research Department & Department of Education	New career and evaluation policy for professorial staff (including revised staff regulations)	completed	For several years, the evaluation of professorial staff was to a large extent based on quantified/quantifiable output indicators. In 2019, Ghent University decided to opt for an entirely new way of evaluating its professorial staff (www.ugent.be/en/news-events/ghent-university-talent-rat-race-transformation-career-evaluation-model.htm , www.ugent.be/en/work/mobility-career/career-aspects/professorial-staff). The evaluation is no longer based on quantifiable, personalised objectives and annual task descriptions, but takes a holistic perspective: a mainly qualitative performance review allowing differentiation between research and teaching, with a strong focus on people management, leadership and institutional and social engagement. Professorial staff members are guided and evaluated by a personalised HR committee. Furthermore, career and talent development and integration of the individual researcher into the research group/faculty (overall group level) are part of the promotion cycle. Aspects of this new policy will gradually be introduced in other evaluation procedures, for example, for coordinators of the Interdisciplinary Research Consortia with an Aim to Societal Impact and Industrial Research Fund business developers. Parallel to this new evaluation model for professors, Ghent University launched a fast-track promotion procedure in 2018: after an application and multi-round selection process, a small contingent of associate professors can be promoted to full professor (in less than the regular 10 years), based on academic excellence criteria. In the future, the principles of the evaluation system will also be used within the OTM-R policies and practices.
9	Upon implementation of the UGI and GISMO information systems, Ghent University will reduce the workload and increase the transparency in, for instance, the evaluation process of funding applications to its Special Research Fund, the review of personalised performance targets and the assessment of applications for promotion.	Evaluation and appraisal systems/Research environment	2017 Q4	Research Department, Department of Information and Communication Technology & Financial Department	Reduced workload to manage data on researchers, research, education, etc.; reuse of data available in e.g., GISMO	extended	UGI and GISMO are ongoing projects. In 2015, Ghent University established UGI, an Integrated Business Intelligence System, as an institutional integrated business intelligence/information system. UGI supports the decision-making processes, policy planning and monitoring related to education, research, the provision of services and logistic processes (such as ICT, HR and finance). UGI has been gradually implemented since 2015, resulting in tools and web portals within a diversity of topics such as education policy and quality assurance (including HR aspects such as the professionalisation of lecturers). GISMO is Ghent University's Integrated Information System for Research. GISMO is used to collect data on researchers, research groups, projects and publications. GISMO also captures project workflows, allowing for the online submission of project proposals. Since 2018, Ghent University researchers have been able to electronically manage (a growing number of) aspects of their administrative workflows and (re)use all available research for multiple purposes.
10	Ghent University is increasing the number of initiatives drawing attention to the competencies of doctorate holders and raising awareness on the value of research experience on the non-academic labour market.	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Continuous	Doctoral Schools & Department of Personnel and Organisation	Structurally embedded initiatives; new initiatives fit for purpose	extended	In addition to strengthening the career awareness and employability of its researchers, Ghent University is continuously investing in building long-term contacts with employers, recruiters and intermediaries on the external labour market. For instance, Ghent University organises an annual Job Market for Young Researchers and a yearly event From PhD to Job Market (www.ugent.be/doctoralschools/en/careersupport ; afstudeerbeurs.ugent.be/en/phd-students). Ghent University also sets up contacts between PhD holders and the external labour market through a programme of intersectoral mentoring (www.ugent.be/en/work/mobility-career/postdoc-talent-management/mentoring). Fairly new are company visits/career days, such as the visits to Janssen Pharmaceutics in 2018 and 2019. In 2016, Ghent University launched a Competency Framework for Doctoral Research, in order to make the competencies that PhD candidates (are expected to) acquire during their PhD more visible, for instance, for the external labour market. In the coming years, Ghent University will not only continue several of the existing initiatives, it will also create new initiatives that meet the needs of both the doctorate holders and the labour market.

11	Ghent University is further developing its postdoctoral talent management, by setting up a postdoctoral training programme (see 'talent and development'), contact events in order to increase the exposure to other labour markets (academic and non-academic), a postdoctoral community (a grass roots postdoctoral association) intended to strengthen the mutual career interests of this group.	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Continuous	Department of Personnel and Organisation	Training Programme; career development activities; active grass-root community	completed	A vision text on the postdoctoral career policy and guidance was approved in 2014. Since 2015, the University's Postdoc Talent Management Programme has been part of the regular activities of the Department of Personnel and Organisation (www.ugent.be/en/work/career/postdoc-talent-management). Postdoctoral researchers have access to skills training, mentoring - with a view to both an academic or a non-academic career - (www.ugent.be/en/work/mobility-career/postdoc-talent-management/mentoring) and individual career coaching. A website with online career resources is in place and is continuously being updated. The Ghent University Postdoc Community was launched in 2014, and postdoctoral representatives organise postdoctoral career events on a regular basis (www.ugent.be/en/work/mobility-career/postdoc-community).
12	Ghent University communicates openly about realistic career perspectives within and outside the university, at both the institutional and the departmental level. The heads of department and the PhD supervisors have the responsibility to raise career awareness among their research staff by providing them with as much exposure and as many opportunities as possible in order to develop their competencies and skills.	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Continuous	Doctoral Schools, Department of Personnel and Organisation, PhD supervisors & Heads of department	Information and activities (both structural and ad hoc, fit for purpose) about career perspectives and opportunities; clearly defined role of supervisors	extended	Continuous efforts have been made to make PhD degree holders more aware of their chances to remain in academia and inform them about job opportunities inside and outside of academia (www.ugent.be/doctoralschools/en/careersupport). Ghent University expects young researchers to take ownership of their career development (which is also one of the competencies in the 2016 Competency Framework for Doctoral Research). The Charter for Doctoral Students and Supervisors (2015) states that the supervisor(s) and the head of department should make the doctoral researcher aware of this responsibility, but also indicates that they should inform the doctoral candidate about the possibility of obtaining a postdoctoral fellowship or any other academic or non-academic position in Belgium or abroad (www.ugent.be/en/research/doctoralresearch/charter.htm). The management and staff of the Doctoral Schools and the Postdoc Talent Management Programme as well as the individual career coaches enter into a constant dialogue with the (future) PhD degree holders, for example, during events such as the Job Market for Young Researchers and information sessions on recruitment in the academic sector. The Competency Framework for Doctoral Research is a useful instrument to start conversations about career perspectives. Ghent University produced its own career guide for PhD holders: "What's next? A practical guide for exploring your job opportunities outside academia" (C. San Giorgio, J. Van Daele).
13	Ghent University is completing a feasibility study investigating a new type of long-term appointment for a limited number of researchers with a designated management or coordination role.	Recognition of the profession/Stability and permanence of employment/Postdoctoral appointments/Funding and salaries	2016 Q3 --> 2019 Q1 (approval new regulations)	Department of Personnel and Organisation & Research Department	Taxonomy of different research staff roles, with a limited number of research staff posts (as senior research managers/coordinators) on an indefinite-term contract, new staff regulations and labour conditions for this targeted group	completed	Ghent University not only investigated the feasibility of introducing a new type of long-term contracts for researchers with a research management or coordination role. From 2019 (as part of the new regulations for research staff), the university is also making an indefinite-term contract the norm for all research staff employed by the university (www.ugent.be/en/work/mobility-career/career-aspects/research-staff). This means, for example, that research managers are offered an indefinite-term contract. Furthermore, from 2019 onwards, a specific type of research managers with long-term career perspectives are appointed as the coordinators of the Interdisciplinary Research Consortia with an Aim to Societal Impact.
14	Ghent University has initiated a better pension plan for all researchers employed by the university.	Funding and salaries	2015 Q3 --> 2019 Q1 (approval new regulations)	Department of Personnel and Organisation	New career model, including pension plan, regulations and the setting up of a Pension Fund	completed	Since 2015, Ghent University has been working to improve the social security rights - including the pension rights - of its research staff on fixed- and indefinite-term employment contracts (not including professorial and assistant academic staff, for whom specific pension rights are in place). In 2019, as part of the new policy with regard to research staff, a supplementary pension plan for all research staff was introduced (www.ugent.be/en/news-events/scientific-staff-career-policy.htm). This supplementary pension plan starts to accrue retroactively from 1 January 2016 and guarantees a supplementary pension on top of the basic pension pillar, in line with market practice.
15	A strategy and action plan introducing "a new way of working" is undertaken with the aim to abandon the current ad hoc arrangements.	Working conditions	2015 Q4	Chief logistics administrator, Department of Personnel and Organisation, Department of Information and Communication Technology & Department of Infrastructure and Facility Management	Approval and university-wide introduction of "a new way of working", including regulations as well as practical work arrangements	completed	After the positive evaluation of a pilot project on working remotely (in the central administration and two research departments) in 2014 and 2015, Ghent University introduced a university-wide regulatory framework for working remotely, and, in 2017, the right to work remotely was formally extended to all Ghent University staff (www.ugent.be/en/work/employee-benefits). This right to work remotely is supported by formal (general) regulations and work arrangements in the domain of HR, ICT and infrastructure (workspace arrangements). A specific charter was drafted to include the specific arrangements for each individual staff member.
16	Ghent University is implementing the actions set up in its recently launched gender policy plan.	Gender balance/Non-discrimination	2015 Q4 (policy plan); implementation continuous	Diversity and Gender Policy Unit	Increased gender balance, e.g., 40% of women in tenure-track positions	extended	The Gender Action Plan runs until 2020 (www.ugent.be/nl/univgent/waarvoor-staat-ugent/diversiteit-engender , in Dutch). So far, Ghent University has achieved its goal to have 40% of the tenure-track positions to be filled by women (41.6% in 2019). A gender balance has also been achieved in all decision-making committees: the university board, the advisory councils and the committees (including nomination and promotion committees) are one-third gender-balanced. Ghent University continues to achieve the European target of a 40-50% balance. Therefore, Ghent University has committed itself to the charter Gender in Academia of the Flemish Interuniversity Council and the Flemish Young Academy (signed by all Flemish universities in 2019). Through mentoring programmes, women (and men) are being supported on a more individual basis to reflect on career issues, obstacles and expectations. In addition, the gender action plan HeForShe focuses on female leaders or female researchers in top positions. As such, Ghent University has brought the lack of women in top positions into the spotlight. The last election of deans resulted in five female candidates, three of which were elected (on a total of 11 deans). This was a big step forward: the last time a female dean had been elected was 18 years earlier.

17	Ghent University is implementing the actions set up in its recently launched policy plan for researchers with disabilities.	Non-discrimination/Working conditions	2015 Q4 (policy plan); implementation continuous	Diversity and Gender Policy Unit & DiverGent	Staff network	in progress	A general policy plan has been completed (www.ugent.be/nl/univgent/waarvoor-staat-ugent/diversiteit-en-gender/functiebeperking/personeel/functiebeperkingpersoneel.html , in Dutch) and its implementation is ongoing. For example, a special staff network is being established on the theme of working with staff members with a disability or a chronic disease. A gender and diversity policy advisor will be hired/appointed to co-ordinate the actions related to gender and diversity.
18	Ghent University ensures a better assessment and recognition of teaching skills in both the recruitment process (e.g., by explicitly mentioning teaching responsibilities in researcher vacancies) and the general evaluation/appraisal system.	Teaching/Evaluation and appraisal systems	2017 Q1	Department of Education, Department of Personnel and Organisation & Research Department	Teaching criteria, etc. described in vacancies (see available templates); teaching part of appraisal system	completed	In 2014, the changes made to the regulations for professorial staff with regard to setting teaching criteria in the recruitment phase were approved. Teaching is now explicitly mentioned in vacancies, whenever relevant. Ghent University formally acknowledges a set of teaching criteria (experience by evaluation, expertise, responsibilities) in the recruitment process of professorial staff. The templates for professorial staff vacancies contain explicit criteria for teaching skills/experience. Teaching is also a part (equal to research) of the (new) evaluation system for professorial staff (action point 8). Members of the professorial staff are asked to describe their ambitions and achievements in the domain of teaching, and this narrative is taken into consideration during the evaluation (www.ugent.be/en/ghentuniv/principles/educational-strategy/portfolioteachingdimensions.htm).
19	Ghent University makes sure that the faculties are adopting the current regulations which stipulate that postdoctoral researchers with substantial teaching responsibilities are to be formally recognised as co-lecturers.	Teaching/Recognition of the profession	2017 Q4	Department of Education & Faculty Directors of Education	Formal registration of postdocs as (co-)lecturers by all faculties	completed	There are currently no regulatory or technical barriers to formally appoint postdoctoral researchers with a substantial teaching assignment as lecturer-in-charge or co-lecturer for one or more courses. The central Educational Quality Assurance Office and the faculty Educational Quality Control Committees continue to raise awareness on the importance of fully recognising the teaching activities of postdoctoral researchers (as part of their curriculum).
20	Ghent University is developing a policy stipulating the appropriate conditions and circumstances in which research autonomy, budget management and a co-supervising role for postdoctoral researchers can be formally recognised.	Recognition of the profession	2016 Q1	Research Department & Board of Governors	Regulations that allow project/budget management by postdoctoral researchers; quality control mechanisms; information for target group	completed	Since the end of 2015, postdoctoral researchers have enjoyed the same rights as professorial staff when it comes to applying for and managing research projects (as long as the funding agency accepts them as promotor of the project). This allows postdoctoral researchers to take on formal responsibilities, not only as a researcher, but also as a (budget) manager. Providing evidence for their budget management responsibilities and experience may improve their career prospects. The quality control mechanisms required by the electronic project management system are in place, and practical information on financial project management is available (www.ugent.be/en/research/research-staff/projectmanagement.htm). In the future, Ghent University will continue to inform (new) postdoctoral researchers that they have the right to act as budget manager and co-supervisor of research projects.
21	Ghent University is developing an action plan to implement a psychosocial welfare policy framework, targeted at the different groups and levels within the institution.	Working conditions	2015 Q2	Office for Prevention and Protection at Work	Action plan; dedicated actions (including training and confidentiality officers)	extended	In 2013 and again in 2017, Ghent University organised university-wide surveys to map out the level of wellbeing experienced by all staff categories. These broad surveys, as well as surveys and focus groups organised at the faculty level, identified several risk factors. Recent scientific research has confirmed that the psychosocial welfare of researchers is under pressure. Based on these findings, Ghent University has set some priorities for action. Its purpose is to inform, activate, help and raise awareness among staff with regard to psychosocial risks (e.g., as part of the Introduction Day for Doctoral Students). These action points have been set at the central, the faculty and the individual level and include leadership, community building and specific approach plans for different staff categories (professorial staff/assistant academic staff and temporary research staff). Special attention is being paid to stress reduction (as a legal obligation) and burn-out via coaching and training modules. Ghent University has a team of confidentiality officers at the central and the faculty level to deal with (among other things) an increasing number of questions/problems related to psychosocial risk.
22	Ghent University is further developing strategies to embed the doctoral training programme in the everyday research practice of PhD students and their supervisors.	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Continuous	Doctoral Schools	Communication tools to reach the PhD candidates and supervisors (e.g., website, newsletter); training offer fit for purpose (structural offer, occasional courses and activities)	extended	Ghent University is constantly developing its doctoral training programme in order to meet the needs of its PhD students (www.ugent.be/doctoralschools). This programme is communicated to the target group by means of a website, a monthly newsletter, twitter feeds and Facebook announcements. The university organises a wide range of specialist and transferable skills courses (in 4 clusters: career management, communication, leadership & personal efficiency, research & valorisation). Since 2016, a Competency Framework for Doctoral Research has underpinned the content of the training programme. Training sessions in small groups are complemented with other learning formats, such as individual career coaching, an Introduction Day for Doctoral Students (since 2013), an annual Job Market For Young Researchers (since 2012), the conference From PhD to Job Market (since 2008) and company visits. Continuous efforts are made to involve supervisors and raise awareness on the added value of the doctoral training for the PhD students, especially in paving the way for a career after finishing a PhD. The 2015 Charter for Doctoral Students and Supervisors explicitly states that supervisors are expected to encourage their PhD candidates to engage in relevant training and mobility activities (www.ugent.be/en/research/doctoralresearch/charter.htm). Since 2018, the bottom-up PhD Community also supports the career and talent development of PhD students. Although this training programme is not yet mandatory for the majority of the doctoral students, currently 35% of the researchers obtaining a PhD hold a doctoral training certificate, and 72% has taken at least one doctoral training course.

23	The university organises a training programme designed to help postdoctoral researchers get a good job either within or outside of academia.	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Continuous	Department of Personnel and Organisation	Structurally embedded training programme; continuous monitoring that allows for updating the programme	completed	Since 2015, the Postdoc Talent Management Programme (a training package tailored to the postdoctoral working context and with the purpose to support postdoctoral researchers in their career and skills development) has been part of the university's regular staff training programme. This programme covers career management, leadership, creativity/pitching/resilience, negotiation skills and (since 2019) time management for postdoctoral researchers (www.ugent.be/en/work/mobility-career/postdoc-talent-management/postdoctrainingprogram.htm). The training programme is complementary to mentoring and (individual) career coaching. Further career support for postdoctoral researchers is available through the bottom-up Postdoc Community.
24	Ghent University continues to cultivate academic leadership and development for its professorial staff at all levels.	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Continuous	Department of Personnel and Organisation	Structurally embedded training programme; continuous monitoring that allows for updating the programme	extended	Ghent University's vision on academic leadership (www.ugent.be/en/work/mobility-career/leadership/visionleadership.htm) underpins the training and support that is being offered to members of the professorial staff. Training courses on leadership skills (in Dutch and English) have been integrated into the university's regular staff training programme. The workshops address topics such as time management, team management (e.g., conflict handling), coaching (PhD students, international co-workers) and the recruitment of research staff. Since 2019, all professors can participate in a more generic programme for starting managers. The formal training is being complemented with peer learning networks, such as a learning network for the heads of department and a thematic network with a focus on hiring and employing international staff. Since 2018, new members of the professorial staff can participate in a mentoring scheme. In order to further stimulate members of the professorial staff to take up (different) leadership roles (www.ugent.be/en/work/mobility-career/leadership/leadershiproles.htm), people management and leadership have been defined (since 2019) as one of the dimensions in the assessment of professorial staff for promotion (www.ugent.be/en/work/mobility-career/leadership/portfolioprofessors.htm) (see also action 8).
25	Ghent University is co-organising a new programme on strategic leadership for senior management.	Continuing professional development/Career development/Access to research training and continuous development	2016 Q2	Department of Personnel and Organisation	Leadership Programme in U4 strategic partnership	completed	Ghent University is co-organising the Academic Leadership Programme within the U4 strategic partnership (universities of Ghent, Göttingen, Groningen and Uppsala) (www.u4network.eu/index.php/cluster/institutional-management/156-academic-leadership). The programme offers training and peer coaching to top-level executives in university management. It allows the participants to strengthen their skills in leadership and exchange novel ideas among their peers about university management. After a positive evaluation of the pilot project, the programme has become part of the regular activities of the U4 network. The third cycle of the two-year programme was completed in 2019.
26	As part of its review of the evaluation criteria, Ghent University is incorporating societal impact and social engagement as an aspect of research practice which deserves specific incentives and requires recognition in research evaluation.	Evaluation and appraisal systems/Professional responsibility/Social engagement	2015 Q2	Research Department	(Recommendations for) a new evaluation system	completed	In 2015, Ghent University adopted a Policy Plan for the Societal Value Creation of Research. Initiatives have since been taken to increase researchers' awareness of the societal value of research, strengthen their involvement in outreach activities and reward achievements in this area (in synergy with, e.g., action points 7 and 8). Ghent University is actively informing the research community about (social) value creation through research (www.ugent.be/en/ghentuniv/principles/research-strategy.htm#Valuecreation:researchwithimpact). In 2017-2018, existing interdisciplinary research consortia with a clear potential for societal and/or economic value creation could apply for additional funding (www.ugent.be/en/research/21zap.htm), and, by the end of 2019, the university will fund a total of 10 Interdisciplinary Research Consortia with an Aim to Societal Impact. Additionally, in 2019, institutional and societal engagement were defined as dimensions which are included in the evaluation of careers of members of the professorial staff (www.ugent.be/en/work/mobility-career/career-aspects/professorial-staff).
27	The Doctoral Training Programme is introducing sessions on scientific integrity and on the professional responsibilities of researchers as part of its regular programme.	Ethical principles/Professional responsibility/Accountability	2015 Q3	Doctoral Schools	Regular offer of courses that are fit for purpose; trained, in-house coaches	completed	Since 2015, a tailor-made course for PhD students on research integrity has been structurally embedded in the Doctoral Training Programme (www.ugent.be/doctoralschools/en/doctoraltraining/courses/transfereableskills/all/fosteringrcr.htm). In 2016, research integrity was included as a competency in the Competency Framework for Doctoral Research. The scope of the training has gradually been widened. Short versions of the PhD course are being organised for departments and research groups (extending the training to postdoctoral, professorial and other research staff), and, since 2018-2019, the course is also taught to Bachelor's and Master's students. The Ghent University integrity trainers are also giving train-the-trainer sessions to prospective trainers in and outside of Ghent University and are available for training courses abroad (e.g., within international networks in which Ghent University participates such as The Guild). The training courses are complemented by continuous awareness raising, for example, by means of a postcard campaign.
28	A Code of Conduct is being drawn up to serve as a framework for good practices in the relationship between the supervisor and the PhD student.	Supervision and managerial duties/Supervision/Relation with supervisors	2015 Q2	Doctoral Schools	Code of Conduct	completed	A Ghent University Charter for Doctoral Students and Supervisors was introduced in 2015 (www.ugent.be/en/research/doctoralresearch/charter.htm). The Charter states the rights and duties of PhD candidates and their supervisors, and aims to align their expectations. It is based on the general principles of the European Charter for Researchers and good practice guidelines derived from a broad stakeholder consultation at Ghent University.

29	Ghent University is developing a Research Data Management policy and infrastructure.	Accountability/Good practice in research	2016 Q4 (policy) and 2017 Q4 (infrastructure)	Research Department	Policy plan and infrastructure	extended	The policy framework for RDM was approved in 2016 (www.ugent.be/en/research/datamanagement). A roadmap 2018-2020 was drawn up for the concrete implementation of the RDM policy and approved by the RDM working group. In this roadmap, actions are proposed for different domains: RDM support, data management planning, active data management, longer-term data stewardship and policy. The decision was made to initially focus on informing, training and supporting researchers. In 2018, the university government approved the recruitment of six data stewards who will actively support researchers with regard to RDM from the autumn of 2019 onward. From 2020, a general DMP requirement will be introduced for projects funded by university funding and for all doctoral students (the implementation of this obligation is being prepared in 2019). An efficient structure for the storage, access and processing of open data will be developed in the next phase. Following recent developments at the governmental level (a decision is pending on an additional investment in RDM from the Flemish government), the university decided not to invest in data management infrastructure at this moment.
30	The university is developing a policy on the minimal social security rights for researchers without regular funding or an employment contract.	Funding and salaries	2017 Q4	Research Department	More equal rights for all PhD candidates within Ghent University	extended	An important subgroup within the group of 'researchers without regular funding or an employment contract' are self-funded PhD candidates (nearly 1,500 of Ghent University's PhD students). They derive certain rights from their registration at Ghent University as a PhD student (e.g., access to the library), but do not have the same rights as regular staff or scholarship holders. Ghent University is gradually working towards a more equal treatment of all PhD candidates. Similarly, for another subgroup, namely visiting scholars, issues such as admission badge policies still need to be sorted out.
31	The university is implementing Open, Transparent and Merit-Based Recruitment (OTM-R) principles.	Recruitment/Recruitment (code)/Selection (code)/Judging merit (code)/Transparency (code)	2017 Q1	Department of Personnel and Organisation in collaboration with Research Department	OTM-R policy plan for all research staff	extended	OTM-R was introduced in the HR Action Plan at the mid-term review in 2016, to allow preliminary actions to be undertaken. In 2016, members of the professorial staff were made aware of the principles of open recruitment (in particular for the recruitment of externally funded research staff) through a flyer, in Dutch and English (www.ugent.be/en/research > tips). Over the years, elements of OTM-R (e.g., content of vacancies, training of recruitment committees, criteria in the recruitment of BOF-ZAP) were introduced in the university's recruitment policies and practices. In 2019, OTM-R became the norm for internally funded research staff (as part of the introduction of a new type of indefinite-term contracts) (www.ugent.be/en/work/mobility-career/career-aspects/research-staff/overview.htm). Moreover, OTM-R is the basic principle in the new recruitment vision and policy for professorial staff currently under revision. In collaboration with Poolstok (a Flemish HR support organisation), a pilot is being run to support supervisors in a better qualitative and merit-based screening of PhD candidates. Based on these policies, guidelines and practices for different target groups, an overarching policy plan and dedicated action to fully integrate all aspects of OTM-R for all research staff will be discussed in the period 2020-2022.
32	The university is eliminating obstacles to intersectoral mobility for researchers.	Value of mobility	2017 Q4	Research Department	Analysis of obstacles; updated regulations without obstacles (following meetings with the Flemish government in order to address legislative barriers); extension of entrepreneurial support from BA-MA level to postdoctoral level	completed	A first coherent analysis was made on the issues of internships, entrepreneurship and non-academic activities, focusing primarily on the PhD phase. Within Ghent University, several initiatives exist which stimulate intersectoral mobility, such as the Faculty Mobility Funds (action 3), training courses on entrepreneurship and technology transfer for doctoral and postdoctoral researchers, and the coaching and support offered by Durf Ondernemen (www.durfondernemen.be/en/offerings/doctorandi). However, obstacles remain at the level of the regulatory frameworks, in particular at the Flemish level. Ghent University has therefore taken the lead in a dialogue between the Flemish Government and the Flemish universities to remove these obstacles. The further completion of this action depends on the initiatives of the Flemish Government and is outside of the university's remit.