

C & C THEME	GHENT UNIVERSITY ACTION	TIMING	RESPONSIBLE ACTOR	STATUS May 2016	KPI/Evidence/Outcome
RECRUITMENT AND EVALUATION	Target 1: Ghent University has the necessary processes in place to guarantee quality screening in the application procedure for all foreign PhD researchers and to introduce better quality processes in supervision for all PhD researchers.	2017 Q4	Doctoral Schools	The quality screening in recruiting, welcoming and supervision of international PhD researchers was initially intended as a 'good practice' approach. In 2015, however, the Doctoral Schools developed a quality framework for doctoral training. Consultation with a number of stakeholders prompted the necessity to broaden the scope of the initial action 1. Collecting good practices and adopting a "soft approach" was no longer deemed sufficient. In the updated HR Strategy, action 1's progress is therefore still on track in terms of timing, but has been redefined including open, transparent, and merit-based recruitment policies (and as such is linked with the new action 31); a policy on progress and re-registration for the PhD degree; and multiple supervisor arrangements. Still to be developed is a better embedment in the university's internationalization policy.	Quality framework for doctoral training has been approved by the University's Board (8 May 2015) and webpages are updated ( <a href="https://www.ugent.be/en/research/research-staff/organisation/phdqualityframework.htm">https://www.ugent.be/en/research/research-staff/organisation/phdqualityframework.htm</a> ); procedure for blocking re-registration in case of insufficient research progress (with the possibility to stop the research project) is realized; the obligation of a second supervisor for each PhD researcher is included in the Education and Examination Code; training for supervisors on coaching of PhD students is in place.
RECRUITMENT AND EVALUATION	Target 2: Ghent University has a clear view on the feasibility of initiating an institutional sabbatical system for professorial staff and acts upon the recommendations of this study.	2017 Q4	Research Dept.	To be started.	Expected outcome: (1) feasibility study and (2) recommendations for implementation
RECRUITMENT AND EVALUATION	Target 3: Ghent University regularly reviews its services for newly appointed staff – local and foreign.	Continuous	Dept. of Personnel & Organisation	Continuous efforts to improve the welcome services for new staff e.g. individual and group welcome sessions (for some staff categories) are in place, with a focus on administrative matters and getting started in the job; the buddy system for new arrivals at departmental level is currently under revision; social welcome events for different staff categories are in place - with special attention for internationals (and their their partners) (since 2015 for postdocs; since 2016 for other categories). As part of the university's internationalisation policy, continuous improvements are expected to be made in the near future, in consultation with the international staff community.	Positive feedback on continuous improvements from the international staff community
RECRUITMENT AND EVALUATION	Target 4: All Ghent University departments guarantee adequate and easily accessible information in English related to working at Ghent University.	Continuous	Academic Director Institutional Internationalisation Strategy	Progress, but slow: continuous efforts by individual departments to deliver English information on the website, e.g. <a href="http://onderwijstips.ugent.be/en/">http://onderwijstips.ugent.be/en/</a> is a new practical tool with educational tips and tricks for all teaching staff. A centrally coordinated action has not been launched yet due to a change in the management position of the academic director on Internationalisation. In general, there are budgetary limits for translations on the departmental level.	Continued increase of English webpages. E.g. <a href="http://onderwijstips.ugent.be/en/">http://onderwijstips.ugent.be/en/</a>
RECRUITMENT AND EVALUATION	Target 5: Ghent University sets up good practice guidelines for the evaluation of individual research performance at the time of recruitment of new academic & research staff.	2017 Q4	Research Dept. + Dept. of Personnel & Organisation	This target has been moved forward (expected timing 2016 Q4) due to urgency and intensified link with target 8: Evaluation criteria have been discussed by the Ghent University Research Council. A plan for implementation is under preparation.	Expected outcome: vision text with general principles, positively received by the Research Council and approved by the University Board, and application of these principles in revised application forms for Research Council. Implementation in revised processes for recruitment is linked to the outcome of target 31.
RECRUITMENT AND EVALUATION	Target 6: A review of the personalized evaluation system is carried out and recommendations for further improvement will be implemented.	2016 Q4	Dept. of Personnel & Organisation + Research Dept. + Dept. of Education	A structural institutional review of the personalized evaluation system for professorial staff is being planned in 2016 - focus is on the review of the faculty frameworks and the fast-track procedure.	Expected outcome: modifications to the existing regulations on the promotion of academic staff, and the personalised target system in particular, approved by the University Board
RECRUITMENT AND EVALUATION	Target 7: Upon implementation of a solid research information system, Ghent University reduces the workload and increase transparency in the evaluation process of funding applications to its Special Research Fund, in reviewing personalized performance targets, in assessing applications for promotion, etc.	2017 Q4	Research Dept. + Dept. of Information and Communication Technology + Financial Dept.	Data collection on researchers, projects and publications (delivered by the Flemish Dept. for Economy, Science and Innovation), as phase 1 of the development of a new research information system (GISMO), will be completed by the end of 2016 Q4. Phase 2 (adding or developing project workflows, other scientific output and activities, electronic academic CV) will start in 2017.	By 2018 Ghent University researchers will be able, through GISMO, to electronically manage their administrative workflows and (re)use for multiple purposes all available research data. <a href="https://www.ugent.be/en/research/research-staff/organisation/gismo.htm">https://www.ugent.be/en/research/research-staff/organisation/gismo.htm</a>
CAREER PROSPECTS	Target 8: Ghent University communicates openly about realistic career perspectives within and outside the university, both at the institutional level as on the departmental level. The heads of department and the PhD supervisors have the responsibility to raise career awareness amongst their research staff by giving them all possible exposure and opportunities in order to develop their competencies and skills.	Continuous	Doctoral Schools + Dept. of Personnel & Organisation + PhD supervisors + Heads of department	Continuous efforts at different levels, e.g. top-down, overall career support programme by the Doctoral Schools, involving PhD students and supervisors, the declaration by the University's Board on a shared responsibility in raising awareness and career prospects of postdoctoral researchers, professorial staff, the university and the external labour market; bottom-up, the Ghent University Postdoc Community launched a campaign to make faculty board members and deans aware of the responsibility of PI's to make their research staff aware of the next career step.	See also targets 10, 11, 22, 23.
CAREER PROSPECTS	Target 9: Ghent University completes a feasibility study investigating a new type of long-term appointment for a limited number of researchers with a designated management or coordination role.	2016 Q3	Dept. of Personnel & Organisation + Research Dept.	The possibility of establishing a new type of long-term appointments for research staff is part of the analysis and ongoing negotiations on a new transparent career model for research staff (see also the status of target 14).	A taxonomy of different research staff roles, with a limited number of research staff posts (as senior research managers/coordinators) with contracts of indefinite duration.
LABOUR CONDITIONS AND SOCIAL SECURITY	Target 10: Ghent University initiates a better pension rights plan for all researchers employed by the university.	2015 Q3 => 2017 Q2	Dept. of Personnel & Organisation	Since September 2015, a special advisory committee, designated by the Rector, is elaborating a new transparent career model for research staff. This involves a coherent package of fair labour conditions and social security rights, employment contracts, and guidance and support measures strengthening the career prospects of research staff members within and outside the university. The feasibility of supplying a pension plan for specific categories of research staff is currently under discussion within this committee.	A new career model & structure for research staff, with the possibility of a pension plan for specific categories of research staff, is expected to be approved and in place by mid 2017.
LABOUR CONDITIONS AND SOCIAL SECURITY	Target 11: Ghent University implements the actions of its recently launched gender policy plan.	2015 Q4 (policy plan); implementation continuous	Diversity and Gender Policy Unit	A general policy plan is completed. Implementation on the faculty level is the next step, e.g. with support of the deans, faculties have launched a gender policy campaign. On the central level, a plan on international mobility criteria for tenure track professorial staff members is carried out by the Dept. of Personnel & Organisation.	Ghent University commits to reach 40 % of women in tenure track professorial staff positions. <a href="http://www.ugent.be/nl/univgent/waarvoor-staat-ugent/diversiteit-en-gender/genderbeleidsplan">http://www.ugent.be/nl/univgent/waarvoor-staat-ugent/diversiteit-en-gender/genderbeleidsplan</a> (in Dutch)

<b>LABOUR CONDITIONS AND SOCIAL SECURITY</b>	Target 12: Ghent University implements the actions of its recently launched policy plan for researchers with disabilities.	2015 Q4 (policy plan); implementation continuous	Diversity and Gender Policy Unit	A general policy plan is completed. The implementation is ongoing, e.g. a special staff network on the theme of working with disabled staff members and chronic diseases is established.	<a href="http://www.ugent.be/nl/univgent/waarvoor-staat-ugent/diversiteit-en-gender/functiebeperking/personeel/functiebeperkingpersoneel.html">http://www.ugent.be/nl/univgent/waarvoor-staat-ugent/diversiteit-en-gender/functiebeperking/personeel/functiebeperkingpersoneel.html</a> (in Dutch)
<b>LABOUR CONDITIONS AND SOCIAL SECURITY</b>	Target 13: Ghent University makes sure that faculties adopt the current regulation for postdoctoral researchers with substantive teaching responsibilities to be formally entitled as co-lecturer.	2015 Q4 => 2017 Q4	Dept. of Education + Faculty Boards	The central system allows to register 1 main lecturer and as many co-lecturers as needed, acknowledging all those who have actual teaching responsibility. However, some faculties apply internal restrictions (e.g. they officially register maximum 3 staff members as (co)lecturers, while in practice often more than 3 people are involved in teaching courses). Faculties need to be encouraged to formally register all actual (co-)lecturers. This target requires further follow-up in close connection with the faculty administrations.	Expected outcome: faculties register all (co)lecturers correctly.
<b>TRAINING AND DEVELOPMENT</b>	Target 14: Ghent University further develops strategies for embedding the doctoral training programme in the everyday research practice of PhD researchers and supervisors.	Continuous	Doctoral Schools	Ghent University is constantly developing its doctoral training programme in order to meet the real and changing needs of the PhD researchers. A wide range of specialist and transferable skills courses (in 4 clusters: career management, communication, leadership & personal efficiency, research & valorization) is built upon by adding new courses, e.g. on research integrity (see also target 27). Small group trainings are complemented with other learning formats e.g. a welcome and introduction day for starting PhD researchers (since 2013). Continuous efforts are made to involve supervisors and raise awareness on the added value of doctoral training for their PhD researchers, especially paving the way for a career after finishing a PhD. The Ghent University Doctoral Schools are currently looking into the call of the Flemish Interuniversity Council to further develop doctoral training for pure academic career purposes and a recommendation of the Flemish Council for Science and Innovation to introduce mandatory doctoral training.	Currently, 35% of the researchers obtaining a PhD holds a doctoral training certificate; 72 % has followed at least one doctoral training course. The Doctoral Schools continue these efforts.
<b>ETHICAL AND PROFESSIONAL ASPECTS</b>	Target 15: As part of its review of evaluation criteria, Ghent University incorporates societal impact and public engagement as an aspect of research practice that deserves specific incentives and requires recognition in research evaluation.	2015 Q2 (policy plan) & 2017 Q4 (implementation)	Research Dept.	A policy plan on societal impact has been approved in May 2015. Based upon this plan, a number of initiatives are being taken (in synergy with targets 6, 7, 8, 9 and 23) to increase researchers' awareness of the societal value of research, to strengthen their involvement in outreach activities and to reward achievements in this area. A steering committee has been appointed to implement these.	By 2018 these actions, amongst others, should be realized: structural inclusion of societal impact in institutional and decentralized research policy (e.g. as part of evaluation criteria), support to researchers (e.g. via contact points and a community of practice), database of expertise and service to society activities (GISMO), online information with good practices, funding information, and in-depth information on the types of societal value creation and a training programme for researchers, minimal expertise about ethical and legal aspects of societal impact. <a href="https://www.ugent.be/en/research/research-staff/organisation/soc-value">https://www.ugent.be/en/research/research-staff/organisation/soc-value</a>
<b>ETHICAL AND PROFESSIONAL ASPECTS</b>	Target 16: Ghent University develops a Research Data Management policy and infrastructure.	2016 Q4 (policy) and 2017 Q4 (infrastructure)	Research Dept.	Initially this target focused on developing an institutional open data policy. Meanwhile, the scope of the target has broadened. The topic of Open data started out as a side-track of the bigger policy topic on research integrity. During the last few years however, it became clear that the importance and range of the data topic increased and it became a self-contained topic. The actions involved contain a lot more than the opening up of research data; Research Data Management is about all actions needed to make research data discoverable, accessible and understandable in the long term and contains organization, documentation, storage, sharing and archiving of research data. A policy plan is expected to be completed in 2016; implementing the infrastructure is scheduled for 2017 – but may require more time for completion.	A draft policy plan is in preparation. Webpages with information, tips & tricks, tools, datamanagement plans are available (intranet): <a href="https://www.ugent.be/en/research/research-staff/organisation/datamanagement">https://www.ugent.be/en/research/research-staff/organisation/datamanagement</a>
<b>LABOUR CONDITIONS AND SOCIAL SECURITY</b>	Target 17: Developing a policy on minimal social security entitlements for researchers without regular funding or employment contract	2017 Q4	Research Dept. + Dept. of Personnel & Organisation	Ghent University is currently reviewing its insurance and admission badge policies for 'visiting' researchers without regular funding or employment contract and will prepare a draft proposal on guaranteeing minimal rights and social security protection for all temporary researchers.	Expected outcome: new regulation for visiting researchers, approved by the University Board
<b>RECRUITMENT AND EVALUATION</b>	Target 18: Open & transparant Merit-Based Recruitment (OTM-R)	2017 Q1	Research Dept. + Dept. of Personnel & Organisation	In 2016 a flyer was designed to promote open recruitment policies in the recruitment of externally funded research staff, adopting the principles laid out in the OTM-R guideline. For internally funded professorial staff, an internal analysis was made of the proportion of internally versus externally recruited professors, providing a solid basis for discussion. In addition, a new working group was set up in 2016 with a task of developing a more adequate recruitment policy. Based on this policy, a number of procedures are expected to change, such as criteria for the composition of selection committees, procedures for endorsements of job vacancy descriptions, and regulations with regard to the various selection stages. Their task is expected to be completed at the end of 2016.	Expected outcome: flyer raising awareness on OTM-R principles is distributed across the university; the University Board gives its approval to a strengthened recruitment process.
<b>CAREER PROSPECTS</b>	Target 19: Eliminating the obstacles to intersectoral mobility for researchers	2017 Q4	Research Dept.	A first coherent analysis was made on the issues of internships, entrepreneurship and non-academic activities, focusing primarily on the PhD phase. A plan was developed to address the discrimination in regulations between various types of scholarships, to remove obstacles at institutional level and to engage a discussion with Flemish and federal government agencies regarding legislative barriers. Expected timing: 2016 & 2017.	Expected outcome: information campaign on internships; extension of entrepreneurial support from BA-MA level to PhD-level; more transparent regulations on IP protection for PhD researchers; meetings with the ministries in order to address legislative barriers (the success of these is however outside our remit).

Ongoing (on track in foreseen timeline) and continuously improving
Scope of action in initial plan has changed or target has been postponed