

HR Strategy for Researchers.

Revised Action Plan
2019-2022

Internal Review
Approved by the Executive Board 24 June 2022

HOGENT

Revised Action Plan 2019-2022

Internal review June 2022

Action 1	Target(s)
Sharper focus on socially relevant themes for applied research at HOGENT in which interdisciplinary research will have an important place.	The policy regarding socially relevant research themes for applied research is developed and adapted where necessary. At least half of the internal research funding for applied research is deployed on interdisciplinary research.
Responsible actor	Office of Research Affairs
Timing	Ongoing
Gap Principles	1, 3, 8, 9
Current Status	Completed
Interim Assessment	<p>In order to achieve as broad a basis as possible for a policy regarding the societal impact of research at HOGENT by means of socially relevant themes (ten themes in the original HRS4R action), a very broad consultation process was started mid-2017. On the basis of an analysis of the social context, existing strengths in HOGENT research and the available potential research capacity, all HOGENT personnel (researchers and non-researchers) were invited to brainstorm on the future societal challenges that need to be addressed by HOGENT research and innovation. In various follow-up meetings and consultation rounds with the Applied Research Council of HOGENT throughout 2017, it was agreed upon that the seven resulting themes (and subthemes) were covered by the United Nations Sustainable Development Goals framework (SDGs) and were more general guiding themes towards societal impact and not so much institutional themes around which research projects could be clustered and organised (see action 5).</p> <p>On 15 February 2019 a project team consisting of researchers, staff members and directors from the Office of Research Affairs, Education Office and Human Resources Office started on conceptualising thematic research centres. These interdisciplinary research centres will each develop and carry out a multi-year research programme in co-creation with relevant stakeholders, focusing on societal challenges and aiming for sustainable impact. Thus the themes will be socially relevant and in accordance with the research agenda (see action 5).</p>
Summary award renewal	<p>Since 2020, applied research has been organised in eleven Research Centres with a sustainable impact and a Centre for Applied Data Science. The interdisciplinary research teams implement the research agenda and shape the future of applied research through a research programme with strategic objectives in the covenants drawn up with the Executive Board.</p> <p>Most of the research funds for applied research are spent on funding Research Centres with a sustainable impact. The funds are allocated as operating funds to finance research projects that lead to the realisation of the research programmes.</p> <p>In this way, HOGENT ensures the long-term structural embedding of socially relevant research themes for applied research.</p>

Action 2	Target(s)
Different measures will be taken to stimulate the education-research nexus, e.g.	Several actions will be taken to stimulate the education-research nexus. Within HOGENT an

encouraging knowledge sharing within departments and more active involvement of students with research projects.	online course is available on critical thinking and improving the information and research skills of students. Knowledge sharing within departments and more active involvement of students will be encouraged. The education-research nexus is included in the covenants of the research centres and the departments of HOGENT.
Responsible actor	Office of Research Affairs Education Office
Timing	Ongoing
Gap Principles	3, 8, 9
Current Status	Completed
Interim Assessment	<p>As a university of applied sciences, HOGENT works intensively on the nexus between education and research (see the original HRS4R). The education-research nexus was included in HOGENT's new strategic plan for the 2017-2022 period as a strategic goal (i.e. SG7: 'HOGENT links teaching and research') and the operational goals and concrete actions of the different organisational entities. The education-research nexus is included in both the vision on education and the vision on research of HOGENT.</p> <p>The reorganisation of HOGENT is aimed at achieving a societal impact through its education, research and service provision. Focusing on this nexus is an important strategic objective and is reinforced by a new structure of education centres and research centres for applied research (from the start of AY 20-21).</p> <p>The new research centres act as a hub and an open meeting place for various stakeholders. They offer a platform for cooperation and exchange between the researchers themselves and in co-creation with lecturers, students, professional and academic partners, the authorities, citizens, and so on. In addition to research projects, the centres also offer room for services, student projects, internships and undergraduate theses by offering access to the available infrastructure and expertise. These activities and the development and sharing of research competences in the centres promote the education-research nexus.</p> <p>The research centres have further elaborated their strategy for realising the nexus in the covenants with the Executive Board.</p> <p>For research in the arts, a Mission/Vision was drafted in early 2022 in which the education-research nexus features as one of the strategic objectives.</p> <p>In all education programmes at HOGENT, research competences are embedded in the curriculum. The online course 'critical thinking and research competences' is widely applied and a rubric was developed for the evaluation of these competences in papers and other assignments. This online course is currently being converted into a textbook titled 'Denk.Zoek.Twijfel. Kritisch denken en Onderzoekscompetenties' for undergraduate students. Publication is in September 2022.</p> <p>Other examples of initiatives within the education-research nexus at HOGENT are the Living Lab Project and the Teacher Design Team Bachelor Thesis 2.0.</p> <p>Research-based education also continues to be supported through various actions and professionalisation activities.</p>

Summary award renewal (also see interim assessment text)	In the preparation of the strategic plan 2023-2028, the focus will also be on the education-research nexus, by setting up an Education-Research Nexus working group, among others.
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Action 3	Target(s)
<p>Within the Current Research Information System requiring full-text disclosure of HOGENT publications under Open Access.</p> <ul style="list-style-type: none"> - First step: making the full text of all publications that have already been registered in the research information available for consultation, insofar as the guidelines of the publishers concerned permit it. - Second step: for new publications registered in the HOGENT Current Research Information System the provision of the full text is required, if the guidelines of the publishers in question permit it. 	All publications of HOGENT are available in full-text in the expert portal that is publicly accessible.
Responsible actor	Office of Research Affairs
Timing	Q2 2025 see timing Action 30
Gap Principles	2, 3, 8, 9
Current Status	Extended
Interim Assessment	<p>In the Current Research Information System the provision for full-text Open Access content has been made. For all publications a full-text electronic version can be uploaded or linked to the output. Files, DOIs or links related to the output can be added in each file.</p> <p>Due to technical problems in the CRIS, however, HOGENT has been falling behind in making the full text of all publications that have already been registered in the research information system available for consultation. Hence the timing to finish this action has been extended to the end of 2020.</p> <p>In the meantime, at the end of 2018, the Government of Flanders started two new projects on the registration of research information in the Flemish universities of applied sciences and on Open Science together with the Flemish research institutions.</p> <p>The first project concerns the development of a Digital Open Science Platform (DOSP), a cloud-based integrated platform consisting of a CRM system, a project management tool, a collaboration platform and a research information system. HOGENT participates in this project, so the platform will replace the current research information system and HOGENT's publications will be made available in full text on this platform in the same way as anticipated in the current CRIS. The aim was that the platform was completed by the end of 2020 but the development of DOSP to replace the CRIS system has suffered significant delays. On the one hand, this is due to the COVID-19 pandemic, and on the other, due to unexpected difficulties with the configuration (and links with other applications) in the various Flemish universities of applied sciences. HOGENT will start with the implementation of DOSP in the second half of 2022. The roll-out period is scheduled until the end of 2023. This will be done through collaboration between the IT Office, the Human Resources Office, the Research Affairs Office and the Finance Office.</p>

	In the second project the Flemish government installed a Flemish Open Science Board in which the universities of applied sciences are represented and defined the Flemish Open Science policy with provisions to achieve for all research institutions in Flanders.
Summary award renewal	One of the KPIs to be achieved is Open Access. The schedule for this KPI provides that by 2025 80% of the output of the research at HOGENT (financed with Flemish funds) must be published in Open Access. Every year, HOGENT must report on this to the Flemish Government. This reporting is included in the timing of this action in the HRS4R (see action 30 award renewal).

Action 4	Target(s)
Developing and implementing a policy regarding the societal impact of research at HOGENT.	A policy regarding the societal impact of research at HOGENT is developed and implemented.
Responsible actor	Office of Research Affairs
Timing	mid-2018
Gap Principles	1, 3, 8, 9
Current Status	Completed
Interim Assessment	<p>An updated vision of research and services (closely connected to the teaching vision and the vision of the organisation as a whole) was included in HOGENT's new strategic plan for the 2017-2022 period. In this vision it is explicitly stated that research at HOGENT is: socially committed; interdisciplinary; connected with study programmes; focused on creating impact.</p> <p>The implementation of this policy is carried out by means of action 1 and action 5. Maximising impact, for instance by getting stakeholders on board as members of steering committees or working with them in co-creation, will continue to be an essential component of research activities at HOGENT.</p>
Summary award renewal	<p>A sustainable societal impact takes centre stage in the future vision that underpins the operations of the research centres. In the covenant of each centre (see Action 1), as part of the vision and strategic choices, ample attention is paid to the societal challenges the centres are working on and to the desired impact.</p> <p>Societal impact is also a key element in the elaboration of the quality framework for the research centres (Action 13).</p> <p>In 2021, the project 'De impact van onderzoek en innovatie van de Vlaamse hogescholen' was launched. Its aim is to develop a policy framework for universities of applied sciences, supplemented by the necessary government initiatives, to boost the impact of applied research conducted by the universities of applied sciences once this project has been completed. The 13 Flemish universities of applied sciences and the Flemish Council of Universities of Applied Sciences carry out the project in cooperation with an external and independent partner, ScienceWorks.</p>

Action 5	Target(s)
Promoting sustainability in both the processes and the themes of the research projects and developing and implementing policies to this end.	A policy concerning the promotion of sustainability in the processes and themes of the research projects is developed and implemented.
Responsible actor	Office of Research Affairs
Timing	end of 2017
Gap Principles	1, 3, 8, 9
Current Status	Completed
Interim Assessment	<p>At the end of 2017 HOGENT's Executive Board approved the SDG framework as the research agenda for the internally funded applied research projects (see also action 1). By incorporating this framework into its research policy, HOGENT hopes to encourage and mobilise researchers, lecturers and students to reflect on and contribute to solutions for the world's 'wicked problems'.</p> <p>By placing a high value on impact and sustainability in the updated vision of research and services, HOGENT aims to ensure that newly developed knowledge and practical applications contribute to a critical, creative and open society (see also action 4).</p> <p>Promoting sustainability in the process of the research projects was a three-step process:</p> <ol style="list-style-type: none"> 1. Until 2017 the three dimensions of sustainable development (social, ecological and economic) were included as an evaluation criterion in interdisciplinary research projects only. In 2017 the link to sustainable development was explicitly described in the application form for interdisciplinary research projects. 2. In the 2018 call for internal applied research projects all projects (not only the interdisciplinary) had to contribute to the SDGs. 3. Sustainability as a separate evaluation criterion was removed from the 2019 call for internal applied research projects. Instead, sustainable impact needs to be integrated into the research aim, research questions and research activities. This is achieved by taking into account all relevant stakeholders, a societal aim (rather than a product or service) and by using the SDGs as an instrument to facilitate a systemic approach. To support researchers in this new approach towards sustainable impact, workshops on systemic thinking, stakeholder management, the SDGs and other topics were organised.
Summary award renewal	<p>Sustainability was the basis in the development of the research centres: the centres were created in a transparent and non-competitive manner, in cooperation with relevant stakeholders.</p> <p>In the covenants of the research centres, it was requested that specific attention be paid to the link with the Sustainable Development Goals and/or the vision on sustainable impact.</p> <p>Within HOGENT, a sustainability coordinator was appointed in late 2021. To achieve a sustainability policy and the accompanying structures (i.e. a sustainability council and action-related working groups), a process was started under the guidance of CIFAL.</p> <p>HOGENT participates in various initiatives: HOGENT is 'Climate Ambassador' for the City of Ghent's Climate Plan 2020-2025, participates in the Green Deal Protein Shift, Natural Gardens and Business and Biodiversity.</p>

Action 6		Target(s)
Defining the core values of HOGENT and including them in the strategic plan 2017-2022 to give further direction to research policy.		Core values are set out in the strategic plan 2017-2022 of HOGENT and research policy is geared to them.
Responsible Actor	HOGENT Office of Research Affairs	
Timing	October 2017/ongoing	
Gap Principles	1, 3, 9	
Current Status	Completed	
Interim Assessment	<p>HOGENT's strategic plan 2017-2022 includes HOGENT's core values: working together, critical and independent experts, social commitment, innovation and entrepreneurial spirit, passion and desire, diversity and sustainability. Making HOGENT a value-driven organisation is included in the strategic plan as the first strategic goal. HOGENT's research policy is geared towards those core values and the realisation of the strategic plan.</p> <p>HOGENT's values have been further developed in order to create an action framework for the organisation's identity and the attitude needed to realise HOGENT's strategy and ambition. HOGENT arrived at the following set of values: inspiring, passionate, engaged, wayward, people-oriented. The implementation of this action framework is integrated into HOGENT's wider reorganisation project to bring about a change of culture (see part 2).</p>	
Summary award renewal	<p>HOGENT's values are included in job descriptions and evaluation criteria.</p> <p>In the autumn of 2021, the principles of an appreciative staff policy were established. These principles will be applied in the drafting of new recruitment and selection regulations.</p>	

Action 7		Target(s)
Establishing and implementing a deontological code for the staff of HOGENT and raising awareness about this.		There is an implemented deontological code for the staff of HOGENT.
Responsible Actor	Legal Affairs Office Human Resources Office Sustainability Officer	
Timing	Q4 2024	
Gap Principles	1, 2, 3	
Current Status	Extended	
Interim Assessment	<p>Preliminary work in 2017-2018 consisted of the integration of more clearly defined institutional values in the overall strategic plan of HOGENT (see action 6). In 2019 a multidisciplinary team will be formed that will build on these values in order to develop a general deontological code for all the staff of HOGENT and to define specific behavioural guidelines for certain categories of staff (including researchers). In the course of 2019 initiatives will be taken to receive input and feedback from all levels of personnel to edit further and refine the code and to raise awareness for potential integrity issues.</p> <p>The original timing of the action (end of 2019) has been changed due to the transition processes at HOGENT, namely the internal reorganisation on the one hand (see part 2) and the integration of higher vocational education (HBO5) into the Flemish universities of applied sciences on the other hand. The aim is to arrive at a proposal for the deontological code by the end of 2019, which will then go through the formal decision-making process.</p>	

Summary award renewal	<p>A deontological code for the staff at HOGENT had not yet been drawn up. The reorganisation was delayed; the implementation of a new organisational structure was in itself a complex matter that was further complicated by the COVID-19 pandemic. By means of example, during the pandemic, priority was given to taking measures to support the welfare of staff and students.</p> <p>In the past period, however, a number of subaspects were addressed in operations and decision-making, for example, the establishment of a HOGENT-wide policy framework for transgressive behaviour, an implemented framework for students and staff of KASK & Conservatory titled 'Wat te doen bij grensoverschrijdend gedrag', a working group that set to work on the development of a code of conduct for digital etiquette and behaviour agreements for the use of digital tools.</p> <p>In the coming period (extension of the action), HOGENT will continue to work on a code of conduct for staff and students covering different aspects (deontology, transgressive behaviour, racism, integrity, an inclusive work environment, etc.). This work is coordinated with the elaboration and implementation of a HOGENT-wide Diversity Policy that falls under the mandate of the Sustainability Coordinator. For this purpose a working group called 'Diversity and inclusion' was set up. Also see action 34 award renewal.</p>
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Action 8	Target(s)
Developing a procedure with respect to copyrights created by researchers in the framework of their mandate and its implementation.	A procedure has been implemented with regard to copyrights created by researchers in the context of their mandate.
Responsible actor	Office of Research Affairs Legal Affairs Office
Timing	Q4 2024
Gap Principles	5, 31, 32
Current Status	Extended
Interim Assessment	<p>The Office of Research Affairs developed a procedure with respect to copyrights created by researchers in the framework of their mandate. The procedure was discussed with several researchers, the Legal Affairs Office and Committee of Directors. This procedure is already put into practice.</p> <p>However, the procedure is not formally approved yet by the Executive Board. To this end HOGENT will integrate this procedure in its Research Regulations. Because of the reorganisation process in HOGENT the revision of Research Regulations needs to be postponed to the end of 2024 (see action 29 award renewal).</p>
Summary award renewal	/

Action 9	Target(s)
Preparation of an information security policy, setting up awareness campaigns and	A policy concerning information security is developed and implemented.

	supporting researchers in managing research data.
Responsible actor	Data Protection Officer ICT Office Legal Affairs Office
Timing	Ongoing
Gap Principles	3, 7, 23
Current Status	Completed
Interim Assessment	<p>In May 2018 HOGENT appointed a Data Protection Officer, who oversees HOGENT's compliance with the General Data Protection Regulation (GDPR). The Data Protection Officer informs, advises and supports the staff of HOGENT (notably researchers) on HOGENT's obligations regarding the GDPR, for instance by publishing recommendations on the intranet regarding the correct processing of personal data and by negotiating data processing agreements.</p> <p>Previously, in March 2018, the Legal Affairs Office organised an information session on the GDPR for all staff members (to which researchers were specially invited) and in April 2018, an external information security consultant gave an information session for all heads and directors. One of HOGENT's measures is also the installation of a data protection task force. This task force consists of representatives of the various entities of HOGENT, who have been briefed about the principles of the GDPR, the principles of a record of data processing activities and the procedure for data leaks.</p> <p>The new Data Protection Officer also doubles as information security consultant, setting up awareness campaigns on cyber security. Previously, in March 2018, the ICT Office updated the policy regarding document management, applying the principle of 'privacy by design' and organising a communication campaign regarding privacy. In order to maximise the protection of data, measures have already been taken regarding physical security, access security, account security, digital security and personnel policy. For instance, in 2018, HOGENT approved the 'Code of conduct for information managers', which contains, inter alia, the principles of information protection and ethical integrity. Further actions will include the finalisation of the procedure for data leaks.</p> <p>For now the focus has been on awareness campaigns, measures and support actions; an information security policy (originally intended for mid-2018) will be developed within two years' time.</p>
Summary award renewal	<p>Meanwhile, HOGENT has also established the 'Generic code of conduct for the processing of personal data and confidential information' and developed a Cyber Security policy. The IT Office also organised various awareness-raising activities.</p> <p>Specifically for researchers, HOGENT joined the DMPbelgium consortium, which provides an online tool for data management plans (DMPonline.be). Within this framework, HOGENT developed an approach for data management in research projects and the registration of research projects in which personal data are processed. The covenant of the Centre for Applied Data Science provides support in the area of data management. Data management in research will be further addressed in the next period as part of the elaboration of the Open Science policy at HOGENT (see action 30 award renewal).</p>

Action 10	Target(s)
Further dissemination of the principles of research integrity by assuring a good information flow and by organising information sessions and training in particular on privacy, ethics committees, IP, security in the workplace ...	Several information sessions or training courses are organised for researchers on ethical principles.
Responsible actor	Office of Research Affairs Legal Affairs Office
Timing	Q2 2022
Gap Principles	2, 3, 7, 23, 31, 32
Current Status	Completed
Interim Assessment	<p>HOGENT organised several information sessions and training courses for researchers. These included sessions on ethical principles, a course on security in the workplace for researchers and an information session on current legal topics (new developments on privacy, data collection and related issues) which are relevant for researchers.</p> <p>Furthermore, HOGENT implemented the possibility for research departments to request information sessions for small groups. These information sessions on request include ethical topics such as ethics committees, IP, valorisation, and so on.</p>
Summary award renewal	<p>Scientific integrity is permanently brought to the attention via the internal newsletter.</p> <p>The UZGent Medical Ethics Committee switched to an online reporting system and used this online adaptation to digitalise the procedure (see action 27 award renewal).</p>

Action 11	Target(s)
Setting up a committee on research integrity within HOGENT.	There is a committee on research integrity within HOGENT.
Responsible actor	Office of Research Affairs Legal Affairs Office
Timing	mid-2018
Gap Principles	2, 3, 7, 31, 32, 34, 35
Current Status	Completed
Interim Assessment	<p>HOGENT has set up a committee on research integrity. This was approved by the Executive Board on 21 December 2018. Previously this was discussed in the research councils of HOGENT. There researchers could comment on the organisation and procedure of this committee. HOGENT also recognised the Flemish Committee of Research Integrity, where employees can request a second opinion.</p> <p>The revised ALLEA (All European Academies) Code of Conduct for Research Integrity was communicated and can be consulted on HOGENT's intranet. HOGENT stimulates the researchers to follow these ethical standards.</p> <p>The original action 11 was: "developing a policy on research integrity and setting up a committee on research integrity within HOGENT". However, what the policy on research integrity is concerned, HOGENT realised in the process of working towards this policy that it is neither desirable nor feasible to have an integrated policy. Research integrity contains a lot of different aspects (plagiarism, conflict of interests, open data, ...) and the discussions are rapidly evolving. There are mostly no black-and-white</p>

	<p>answers on the topics involved. The different institutions (e.g. universities, committees on research integrity, ...) that were consulted were also of the opinion that it is not possible to develop an integrated policy on the theme.</p> <p>Instead HOGENT chose to focus on making its researchers aware of the different aspects of research integrity (e.g. see action 10), give necessary information, provide guidelines on specific topics, establish a contact point for their questions, activate them to follow the Code of Ethics and give them an opportunity to report abuses by setting up a committee on research integrity. HOGENT will continue to do so. One of the planned measures is making research integrity a fixed heading in the newsletter for researchers to create more awareness.</p>
Summary award renewal	/

Action 12	Target(s)
Developing and implementing a vision of the role of supervisor and then providing the necessary support.	There is a deployed vision of the role of supervisor.
Responsible actor	Office of Research Affairs Human Resources Office
Timing	Q2 2022
Gap Principles	24, 36, 37, 40
Current Status	Completed
Interim Assessment	<p>On 25 May 2018 supervisors of research projects debated their role and the support they needed to fulfil their obligations. The starting point for this topical debate was a previously drafted guide (dating from 2013) on the role and responsibilities of a supervisor. Recently, HOGENT developed a new HR vision, in which is described that jobs need to be clearly formulated and communicated, and need to be connected to HOGENT's strategy. In light of the recent changes within the HR Office, the timing of this action has shifted from 2018 to 2021.</p> <p>With regard to the necessary support, the supervisors indicated the need for opportunities to learn from each other, to share problems and solutions, to have frequent discussions on what a good supervisor is, and so on. For this purpose, two peer/group intervision trajectories were organised in academic year 2018-2019. These trajectories functioned as an 'intercollegial' learning method in a group of equals and were guided by an experienced chairperson. The sessions were evaluated very positively by the participants and will therefore be resumed in academic year 2019-2020.</p>
Summary award renewal	<p>In the research centres, the coordinator takes on the role of supervisor. For this purpose, the regulations for the mandates of the coordinators of the research centres were established in the first half of 2020. Coordinators are the functional managers of staff members who take on research assignments within the centre. They advise on evaluations concerning the research assignment and are responsible for a number of HR-related matters as described in the authorities of HOGENT entities.</p> <p>To support these coordinators, a leadership process was launched in December 2021. A specific blended learning path was developed with live training alternated with digital learning interventions and buddy coaching. Other HOGENT-wide training initiatives for managers are also open to the coordinators of the research centres.</p>

	In a next phase of the implementation of the new organisational structure and the organisation of research in research centres, attention will be paid to the role, responsibilities and needs of researchers. Special attention will be paid to the clarification of the role of project coordinator, e.g. how does it relate to the coordinator of a research centre, which responsibilities do project coordinators take on, etc. (see action 45 award renewal)
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Action 13	Target(s)
Developing a vision of research and services as part of the 2017-2022 strategic planning cycle, and setting up an integrated system to sustainably ensure and improve the quality of research on both project and research centre level.	There is a detailed vision of research and services as part of the 2017-2022 strategic planning cycle, and an integrated system that ensures the quality of research on both project and research centre level.
Responsible actor	Office of Research Affairs
Timing	mid-2019
Gap Principle	37
Current Status	Completed
Interim Assessment	<p>An updated vision of research and services (closely connected to the teaching vision and the vision of the organisation as a whole) was included in HOGENT's new strategic plan for the 2017-2022 period. It underlies two out of the nine institution-wide strategic goals (i.e. 'HOGENT strives for a sustainable society' and 'HOGENT links teaching and research'), and functions as a framework for the operational goals and concrete actions of the different organisational entities, as they emerge from a process of 'strategy by design'.</p> <p>The blueprint of a new framework for quality assurance of applied research was approved by HOGENT's Executive Board on 8 December 2017. The framework was tested in a pilot with three departments which was completed by the end of 2018.</p> <p>In the first half of 2019, the results of the pilot were evaluated. On the basis of that evaluation, the further implementation of the framework will be discussed. Since HOGENT aims to install interdisciplinary research centres as its units of research rather than departments along disciplinary lines, this implementation will be part of the project to develop such centres (see action 1 and see part 2).</p>
Summary award renewal	<p>The blueprint for the research quality framework for applied research approved in 2017 was reworked and refined in the context of the research centres with an update of the PDCA cycle for the internally funded research projects and a new PDCA cycle for the covenants of the research centres. The Research Centres Quality Framework blueprint was approved by the Executive Board on 11 March 2022.</p> <p>A first version of the indicators was elaborated in the context of the impact project of the Flemish Council of Universities of Applied Sciences; within the project, it is used for self-evaluation of the impact of our research with reference year 2021 and will also be used for the first interim evaluation of the research centres.</p>

Action 14	Target(s)
To develop, implement, communicate and keep up-to-date a procedural manual in which all the administrative processes related to research and services are described.	There is an up-to-date procedural manual in which the administrative processes related to research and services are made more efficient.
Responsible actor	Office of Research Affairs Finance Office Human Resources Office
Timing	Q2 2022
Gap Principles	4, 5, 6, 24, 37
Current Status	Completed
Interim Assessment	<p>At the end of 2017, as originally planned, a procedural manual was completed which describes all the administrative processes related to research projects. The preparation for this manual was done in different phases:</p> <ul style="list-style-type: none"> - At the beginning of 2017 the Office of Research Affairs finalised a new interim version of the procedural manual with the administrative processes related to research. This version was adapted to the new organisational structure as described in project HOGENT 2017. - In the course of 2017, this version was thoroughly revised in dialogue with all stakeholders. This resulted in a user-friendly final procedural manual, which was implemented from the beginning of 2018. - For implementation, all those concerned were informed about the new procedures, researchers as well as the administrative supporting staff. On the internal website, the procedures are described from the point of view of researchers. Furthermore, the Office of Research Affairs organises information sessions at the start of research projects, in which the procedural manual is introduced and special attention is drawn to particular project-specific administrative details. <p>Furthermore, as HOGENT strives for uniform approaches and processes, this manual has also been shared with the International Office, which will elaborate comparable procedures for the education projects that it supports.</p>
Summary award renewal	<p>The procedural manual for the administration of research projects has been finalised and updated in line with the new structure of the research centres. The process flow for service provision in the new HOGENT structure will be finalised by the summer of 2022 by the working group on service provision contact persons which is made up of representatives of the departments and research centres.</p> <p>(The timing is updated to reflect the actual completion date.)</p>

Action 15	Target(s)
Elaboration of structural support in the acquisition and implementation of externally funded research projects by building specialised expertise in different funding programmes and by developing a more proactive approach.	There is structural support for acquiring and implementing externally funded research projects.
Responsible actor	Office of Research Affairs
Timing	mid-2018/ongoing
Gap Principles	4, 5, 6
Current Status	Completed

Interim Assessment	<p>Within the Office of Research Affairs a working group has been established to support researchers in acquiring externally funded research projects. Every member of the working group is building specialised expertise in a number of funding programmes and supports researchers that plan to apply for funding in those specific programmes. If funding is awarded, the members of the working group will be available to provide support to the project researchers on various aspects.</p> <p>In order to build specialised expertise, members of the working group attend information sessions on the different funding programmes and are involved in national and international groups that actively follow up on policy developments concerning the different funding programmes. At regular meetings of the working group, members share their expertise, share information on new project proposals or newly funded projects and develop communication strategies to inform and support researchers in acquiring external funding. In regular newsletters, sent to the researchers, new calls from different funding programmes are listed with the deadlines, the general information and the name of the staff member of the Office of Research Affairs who is responsible to support researchers on the call in question. Certain calls will also be forwarded to specific departments, depending on the expertise needed.</p> <p>In March 2018 the working group organised an information session for researchers, at which this structural support was introduced. The members of the working group also function as contact points, always available for any questions researchers may have and for feedback that allows them to improve their service and support to researchers.</p>
Summary award renewal	/

Action 16	Target(s)
HOGENT will ensure the further translation of provisions on diversity and non-discrimination. The operation of the Diversity Work Group will be evaluated and continued in the current or a modified form.	The provisions on diversity and non-discrimination are translated and the Diversity Work Group is reactivated.
Responsible actor	SG4 project team Human Resources Office Personnel Advisory Service Sustainability Officer
Timing	Q2 2022
Gap Principles	10, 27
Current Status	Completed
Interim Assessment	<p>Firstly, a policy on diversity is a critical success factor under strategic goal 4 of HOGENT's strategic plan for the period 2017-2022, 'HOGENT achieves social mobility'. In order to develop a structural, inclusive diversity policy, a project team has been activated, which will concretise HOGENT's aim to be an open organisation with respect for diversity. For HOGENT, diversity means recognising and accepting the unique qualities of all students and staff members and offering opportunities to use them successfully and make them valuable. The SG4 project team on diversity wants to accomplish this by starting from the bottom up with the theme of inclusive education. This implies an open policy in which as many obstacles as possible are removed by means of a comprehensive care package, supplemented by a demand-driven approach. From this study the</p>

	<p>project team will extrapolate basic principles that will apply to staff as well as students. In this way, HOGENT will further strive for a more diverse workforce, within the limits of the current regulations. Because the approach and main actor of this action has changed, the timing has shifted from the end of 2017 to 2022.</p> <p>Secondly, in the newly developed vision on HR (see part 2), diversity is one of the leading principles, in that HOGENT considers the differences between people as important and enriching. HOGENT measures people by taking into account their differences, such as their professional background, ambition, cultural background, gender, political opinions, ability to change, and so on.</p> <p>Lastly, in each job offer HOGENT makes explicit its commitment to diversity: HOGENT wants the society to which it is committed to be reflected in its staff as well as possible. Candidates are selected on the basis of their qualities and skills, regardless of gender, origin or disability.</p>
Summary award renewal	<p>Various initiatives ensure further compliance with the provisions on diversity. Under the mandate of the Sustainability Coordinator, the 'Diversity and Inclusion' working group was set up (as a replacement for the former Diversity Work Group). This working group will develop a HOGENT-wide diversity policy with an action plan (see action 34 award renewal).</p>

Action 17	Target(s)
HOGENT provides more structural research assignments for a number of staff.	Structural research assignments are provided for a number of staff. Provision for this is made in the multiannual personnel budget of HOGENT.
Responsible actor	Human Resources Office Office of Research Affairs
Timing	mid-2017
Gap Principles	12, 13, 14, 15, 16, 17, 19, 20, 21, 25, 26, 28, 30, 33
Current Status	Completed
Interim Assessment	<p>HOGENT provides 0,5 FTE for structural research assignments in its multiannual personnel budget. For five years, every department has 0,5 FTE for research activities (start: academic year 2017-2018). This was approved by the Executive Board on 9th of June 2017. Previously this was discussed in the Applied Research Council of HOGENT. The Research Council decided that the FTE provision has to be spent on research activities in accordance with the need of the department and/or faculty and its research policy.</p> <p>A number of general principles were agreed on:</p> <ol style="list-style-type: none"> 1. the 0,5 FTE is used for the benefit of the research in the department and relates to the research agenda of HOGENT; 2. the 0,5 FTE can be divided over more than one employee (minimum of 0,2 FTE per person) and must be linked with a research project; 3. every year, the faculties report on the spending of these personnel resources. The reports contain information about the researchers involved and their activities, the linked research projects, and the way in which the projects contribute to the realisation of the research agenda.

	<p>HOGENT invests about 20 % of the resources from the Applied Research Fund in an uncompetitive way through these structural research assignments. In this way, these structural research mandates may give a better guarantee of continuity in research.</p> <p>The interdisciplinary research centres that will take shape during the reorganisation of HOGENT (see part 2) will provide a framework to have research done in a more sustainable way, which includes (among other things) anchoring and funding researchers in a more structural way.</p>
Summary award renewal	/

Action 18	Target(s)
Developing and implementing policies on incoming and outgoing mobility for lecturers and researchers.	A policy concerning incoming and outgoing mobility for lecturers and researchers is developed and implemented.
Responsible actor	International Office Human Resources Office
Timing	Q2 2022 - further elaboration in action 35
Gap Principles	17, 18, 19, 29, 33
Current Status	Completed
Interim Assessment	<p>At present, the International Office supports staff members for incoming and outgoing mobility in applying for funding in Erasmus+, VLIR-UOS and Research and Innovation Staff Exchange (RISE – Marie Skłodowska-Curie action). Regular e-mails with information on these funding opportunities are sent to researchers and lecturers, and the intranet pages on outgoing mobility are kept up to date. The ICT Office has developed an online tool, where researchers and lecturers can apply for their travels abroad and which is currently in the test phase. The tool is meant to simplify and generalise the procedures, which were very different between the faculties up until now. Also, the administrative follow-up to funding for incoming and outgoing mobilities will become more automated and more user-friendly (in 2020) through the incorporation of this administrative process in Mobility Online, the tool that HOGENT uses to manage incoming and outgoing mobilities for the different funding programmes.</p> <p>During 2019, the ambitions regarding internationalisation at HOGENT will be clearly defined, roles and responsibilities of all entities involved will be agreed upon and a general plan on financial incentives for internationalisation will be decided. During this process, specific attention will be paid to the development of procedures and resolution of obstacles for incoming and outgoing mobility for researchers and lecturers (including for instance a reception policy and English-language material and language support). The expansion of the possibilities for researchers and lecturers of a sabbatical abroad will also be taken into account.</p> <p>The original timing of the action (end of 2019) has been changed due to the reorganisation processes at HOGENT (see part 2). The aim is to have this action completed by June 2020.</p>
Summary award renewal	The International Office offers support for and management of incoming and outgoing mobility. As provided for in the Interim Assessment, two tools have been implemented in the past period to simplify the professional mobility request process on the one hand, and to administratively monitor incoming and outgoing mobility on the other hand. Furthermore, the internationalisation policy plan at HOGENT was approved in 2020.

	<p>However, the use of the two tools (for professional mobility and Mobility Online) revealed that the digital approach to staff mobility needs to be reconsidered. The internationalisation policy plan approved in 2020 also requires further operationalisation of the approach to staff mobility. Therefore, this action will be followed up in the renewal phase. HOGENT will work on developing and implementing tools to support outgoing and incoming mobility for all HOGENT staff in line with the internationalisation policy plan (see action 35 award renewal).</p>
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Action 19	Target(s)
<p>Establishment of clear job descriptions and profiles with specific focus on the competencies and responsibilities of researchers and contract provisions. Adapting the evaluation framework for the staff of HOGENT, under which research in the range of duties is considered in greater detail. Providing training and tools to support the evaluators.</p>	<p>There is an appropriate evaluation framework for the staff of HOGENT and training is provided to support evaluators.</p>
Responsible actor	Human Resources Office
Timing	Q2 2022 - further elaboration in Action 39 and 40
Gap Principles	11, 16, 22, 33
Current Status	Completed
Interim Assessment	<p>An HR vision on sustainable motivation of employees, teams and managers has been developed. Crucial in performance management is the policy on evaluation. The Human Resources Office will therefore take the initiative in 2019 to introduce a new, modern evaluation policy. The aim is to create a non-administrative and substantive evaluation method.</p>
Summary award renewal	<p>Several issues were addressed in the context of this action. The appreciative staff policy approved in 2021 (see section Recruitment and Selection) forms the basis for a new HR policy at HOGENT that is in line with the organisational values and culture. Several regulations for recruitment and selection were drawn up, namely for research centre coordinators and teaching staff (who may also have a research assignment at HOGENT) with accompanying profiles and job descriptions. Various initiatives were launched for the professionalisation of managers and supervisors.</p> <p>However, it turned out that this action was formulated too broadly. Therefore, as from the renewal phase, HOGENT will further realise this action in two separate parts for which concrete targets can be formulated. These are, on the one hand, the drawing up of clear job descriptions and, on the other, the development up of new evaluation regulations. The principles of the appreciative staff policy form the basis for the targets to be worked out (see action 39 and action 40 award renewal).</p>

Action 20	Target(s)
<p>Development and implementation of an HRD policy for the staff of HOGENT, that considers the specific needs of researchers.</p>	<p>An HRD policy is implemented for the staff of HOGENT with specific attention to the needs of researchers.</p>
Responsible actor	Human Resources Office Office of Research Affairs
Timing	end of 2018

Gap Principles	33, 38, 39
Current Status	Completed
Interim Assessment	<p>An HRD policy had been approved on 30 March 2018 by the Executive Board:</p> <p>Employees at HOGENT work autonomously in a trustworthy environment. This principle also applies to the HRD policy. The employees are able to develop their competences and talents and translate their acquired skills, knowledge and competencies into the practice of their assignment within the organisation.</p> <p>HOGENT creates an environment in which employees are stimulated to refine their knowledge, talents, competences and personal development. In the new HOGENT culture (see part 2), the employees are responsible for their own development initiatives. The head acts as a coach in this process.</p> <p>HOGENT had an internal training program that focuses on seven themes: educational development, ICT, language courses, research, management and personal skills, prevention and well-being, leadership development.</p> <p>In order to meet the specific needs of academic staff, research staff, etc., a training programme offer is developed in co-operation with the Office of Research Affairs. The Human Resources Office facilitates and provides the framework for the internal HoGent-wide HRD initiatives (create overview, contact internal providers or trainers, record training, etc.).</p> <p>The Office of Research Affairs organises different professionalisation initiatives:</p> <ul style="list-style-type: none"> - annual information sessions for researchers in the context of the internal Applied Research call (such as meet-and-greet sessions for researchers). - information sessions on specific research themes like funding sources, research methodology, financial follow-up of research projects, etc.; - coaching sessions for promoters; - general workshops like system thinking, stakeholder management, group management, etc. <p>Academic staff members and research staff can also participate in external training sessions, conferences and seminars that are useful for the execution of their research project.</p> <p>The HRD policy will be further implemented through a learning academy (see action 21).</p>
Summary award renewal	/

Action 21	Target(s)
Development of a learning academy, a virtual knowledge centre which detects the needs for training and develops and organises specific training sessions.	There is a learning academy at HOGENT, which offers specific training sessions for its staff (including supervisors and researchers).
Responsible actor	Human Resources Office Office of Research Affairs
Timing	end of 2021
Gap Principles	33, 38, 39
Current Status	Completed

Summary award renewal	<p>The Research Affairs Office became a member of the HOGENT-wide professionalisation network and organised a survey on the specific training needs of researchers.</p> <p>The Learning Networks Office, Educational Development Office and IT Office developed a Learning Academy, which acts as a shared online platform providing access to information and tools. Internal training is offered through this central page on the HOGENT intranet.</p> <p>Recently, the 'Education Learning Academy' was also set up and a Coordinator for Lifelong Learning was appointed.</p> <p>In addition to this internal professionalisation offer, researchers can follow training courses within the 'INPUT/OUTPUT Research & Innovation Training Programme' of the Flemish Council of Universities of Applied Sciences. Within this programme, training courses, workshops and inspirational sessions are organised for researchers from universities of applied sciences to support their applied research and its valorisation. Researchers from universities of applied sciences can give input for topics that are dealt with in the training programme.</p>
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Action 22 Promotion of international recruitment by translating vacancies for relevant research positions and publishing them in English on both the HOGENT website and international websites.	Target(s) <ul style="list-style-type: none"> - Item in the checklist 'Discussion of vacancy launch'. - Relevant vacancies for research positions are available in English on international websites. - Available annual data on vacancies for researchers published on one or more international websites. - There are more applications by researchers from abroad. - Available data % of recruited international researchers.
Responsible actor	Human Resources Office
Timing	Q4 2023
Gap Principles	12, 13, 14, 15, 16, 17, 19, 20, 21, 27
Current Status	Extended
Remark	(See part 2.)
Summary award renewal	<p>Since April 2020 vacancies have been published via the e-tool CV Warehouse. Fellowships for researchers in the arts are published in English and featured on the online platforms <i>Art & Education</i> and <i>Callforcurators</i>. So far, no vacancies have yet been published on EURAXESS.</p> <p>In the next period, an action plan will be developed to implement this at HOGENT. This action is therefore extended, the targets are supplemented and described in more concrete terms.</p>

Action 23 Investigating technical possibilities, adapting management systems, developing an adapted personnel allocation system and financial system to create pools of employees (including researchers) with an indefinite contract.	Target(s) Job security of researchers is improved through the creation of pools of employees.
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Responsible actor	Human Resources Office
Timing	Q2 2022 - included in action 32 award renewal
Gap Principles	25, 26, 28, 30
Current Status	Completed
Summary award renewal	<p>Since October 2020, applied research has been organised in the research centres. The advantage of this is the grouping of researchers around a common societal theme. Within research in the arts too, the aim is to focus on research clusters in the future.</p> <p>At the end of December 2021, we launched a new project on the recruitment and selection of contract researchers. Within this project, we are establishing an internal framework for more sustainable employment for contract researchers (indefinite employment contract). This project is carried out by a core group made up of representatives from the Human Resources Office, the Research Affairs Office, the coordinators, the departments and KASK & Conservatory. The theme of action 23 from the revised action plan is further incorporated into this project (see action 32 award renewal).</p>

Action 24	Target(s)
Development of a teleworking policy and procedure for researchers.	There is a teleworking policy and procedure for researchers.
Responsible actor	Human Resources Office
Timing	mid-2018
Gap Principles	24
Current Status	completed
Interim Assessment	<p>The Human Resources Office has developed a framework and procedure for teleworking. This framework was approved by the Executive Board on 24 May 2018, and had previously been discussed in the research councils of HOGENT. This framework applies to part-time and full-time, statutory and contractual administrative technical personnel (ATP), including researchers, with teleworkable tasks.</p> <p>There was an adjustment of the guiding framework for teleworking in 2021.</p>

Annex: the 40 Principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

Each action in the 'HR Strategy for Researchers' addresses one or multiple principles of the European Charter & Code for Researchers. On the basis of HOGENT's gap analysis, which related the existing gaps to the Charter & Code, the action plan encompasses all forty principles and requirements.

1. Research freedom
2. Ethical principles
3. Professional responsibility
4. Professional attitude
5. Contractual and legal obligations
6. Accountability
7. Good practice in research
8. Dissemination, exploitation of results
9. Public engagement
10. Non-discrimination
11. Evaluation/appraisal systems
12. Recruitment
13. Recruitment (Code)
14. Selection (Code)
15. Transparency (Code)
16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code)
18. Recognition of mobility experience (Code)
19. Recognition of qualifications (Code)
20. Seniority (Code)
21. Postdoctoral appointments (Code)
22. Recognition of the profession
23. Research environment
24. Working conditions
25. Stability and permanence of employment
26. Funding and salaries
27. Gender balance
28. Career development
29. Value of mobility
30. Access to career advice
31. Intellectual Property Rights
32. Co-authorship
33. Teaching
34. Complains/ appeals
35. Participation in decision-making bodies
36. Relation with supervisors
37. Supervision and managerial duties
38. Continuing Professional Development
39. Access to research training and continuous development
40. Supervision