HR Excellence in Research: Award Renewal HOGENT Action Plan 2022-2025

Approved by the Executive Board 24 June 2022

Action	C&C Theme	Resposible actor	Indicator/Target	Status	Timing	Note
3. Within the Current Research Information System requiring full-text disclosure of HOGENT publications under **Open Access**	Ethical and professional aspects	Research Affairs Office	All publications of HOGENT are available in full-text in the expert portal that is publicly accessible.	Extended	Q2 2025 (timing Flemisch Open Science policy)	- Development of the Digital Open Science Platform (DOSP) in cooperation with the Flemish universities of applied sciences. DOSP will be a digital workplace for research projects and will provide access to the realised output, among others. The principles of Open Science are applied here. - Parallel to this, HOGENT must realise the provisions in the Flemish Open Science policy. One of the KPIs of the Flemish Open Science policy 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.
7. Establishing and implementing a **deontological code** for the staff of HOGENT and raising awareness about this.	Ethical and professional aspects	Legal Affairs Office Human Resources Office Coordinator sustainablity	There is an implemented deontological code for the staff of HOGENT.	Extended	Q4 2024	- A deontological codes for HOGENT staff has not yet been established. 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. - 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. - In the upcoming period (extension of the action), HOGENT will continue to work on a code of conduct for staff and students covering different aspects (ethics, transgressive behaviour, racism, integrity, 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 'Diversity and Inclusion' working group was set up. (Action 34)
8. Developing a **procedure with respect to copyrights** created by researchers in the framework of their mandate and its implementation	Ethical and professional aspects Working conditions and social security	Research Affairs Office Legal Affairs Office	A procedure has been implemented with regard to copyrights created by researchers in the context of their mandate.	Extended	Q4 2024	The HOGENT research regulations containing a section on copyright will be adapted after the full implementation of the reorganisation into the new HOGENT structure.
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	Recruitment and selection OTM-R	Human Resources Office	- Item in the checklist 'Bespreking opstart vacature' - 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 % recruitment of researchers with international identity	Extended	Q4 2023	- Vacancies are published via the e-tool CV Warehouse. - Fellowships for researchers in the arts are published in English and featured on the online platforms Art & Education and Callforcurators.
25. Define the **mission, vision and strategic objectives for research in the arts**	Ethical and professional aspects	Research Affairs KASK&Conservatory	- There is an established mission and vision for research in the arts - Strategic objectives for research in the arts have been described - Set-up of research clusters and/or research networks	In Progress	Q4 2020 - Q4 2023	- Mission, vision and strategic objectives for research in the arts established by the Council of KASK & Conservatory in January 2022. - As from Q2 2022: start of policy exercise on the organisation of research in the arts in research clusters and/or research networks or the like.
26. Further **dissemination of the research culture of KASK & Conservatory** in society and the art world	Ethical and professional aspects	Research Affairs KASK&Conservatory Research Affairs Office	- The dissemination of the research output has been achieved	In Progress	Q1 2022 - Q2 2025	KASK & Conservatory further elaborates the newly formulated mission, vision and strategic objectives for its research in the arts, in which the relationship with society occupies an important position. The research culture interacts with society and the broader arts world, and researchers participate in international networks and research projects, exchanging and sharing knowledge through symposiums, festivals and publications.

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27. A structured approach to applications addressed to the **Medical Ethics Committee** incorporating data management	Ethical and professional aspects	Research Affairs Office	- A step-by-step plan or manual for applications addressed to the Medical Ethics Committee is available - Information sessions are organised	New	Q3 2023	
28. Developing a **Research Policy on Child Protection**	Ethical and professional aspects	Research Affairs Office	A Research Policy on Child Protection for HOGENT	New	Q4 2022	
29. Updating of the **research regulations** with integration of the copyright policy	Ethical and professional aspects	Research Affairs Office	New research regulations	New	Q4 2024	See also Actie 8 revised action plan.
30. **Open Science policy HOGENT**	Ethical and professional aspects	Research Affairs Office Centre for Applied Data Science	- HOGENT has an Open Science policy that is geared to the Flemish Open Science policy - HOGENT reports annually on the KPIs in the Flemish Open Science policy	In Progress	Q1 2021 - Q2 2025	The KPIs of the Flemish Open Science policy are ORCID, data management plans, FAIR Data, Open Access, Open Data
31. **Implementation of the Digital Open Science Platform** (DOSP) at HOGENT	Ethical and professional aspects Working conditions and social security	Research Affairs Office IT Offcie Human Resources Office Finance Office	- The administration of research projects is done via DOSP - Training and support is provided for all users of DOSP, both researchers and administrative users - Research output is made available through DOSP	In Progress	Q1 2021 - Q2 2025	
32. Implementing **new regulations for the recruitment and selection of contractual researchers** in line with the principles of an appreciative staff policy and the OTM-R guidelines	Recruitment and selection OTM-R	Human Resources Office HR KASK & Conservatory	- Publication of the regulations for the recruitment and selection of contractual researchers on the internal website of HOGENT - The regulations for the recruitment and selection of contractual researchers and the corresponding manual with supporting working documents, templates, etc. is available to the chairmen of the selection committees - Information and training sessions on the new regulations for the recruitment and selection of contractual researchers and related working tools (templates, use of the e-recruitment tool CVWarehouse, STARR methodology, ...) - Publication of the broad outlines of the regulations for the recruitment and selection of contract researchers on the jobs page of HOGENT in Dutch and English	In Progress	Q4 2021 - Q2 2023	Continuation of Action 23 of the Revised Action Plan.
33. Implementation of a **new staff information system** in order to correctly manage various HR processes and related data in an efficient and user-friendly manner	Working conditions and social security	Human Resources Office IT Office	An operational new staff management system is in place	NEW	Q2 2024	The staff management system includes a link to DOSP that encourages interdisciplinary and efficient cooperation between researchers. See Action 31.
34. Development of a **HOGENT-wide diversity policy** by the Diversity and Inclusion working group which includes gender equality	Working conditions and social security Ethical and professional aspects OTM-R	Coordinator sustainability Working group Diversity and Inclusion Human Resources Office Personnel Advisory Service Research Affairs Office	- A HOGENT-wide diversity policy is in place - Indicators to be monitored include those related to gender equality	NEW	Q2 2025	

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35. Develop and implement **tools to support outgoing and incoming mobility** for all staff at HOGENT (teaching staff, researchers and administrative staff) in line with the internationalisation policy plan.	Working conditions and social security	International Office Human Resources Office	- Appoint a staff mobility working group to focus on targets for outgoing and incoming mobility - Targets for outgoing mobility: * Transparent communication and follow-up of grants and mobility * Design a 'mobility guide' so that teaching staff and researchers have a clear idea of the funding options for mobility * Examine whether this 'mobility guide' can be offered in the form of a digital tool - Target incoming mobility: * Develop an 'arrival guide'	NEW	Q2 2025	In order to support incoming and outgoing mobility of staff at HOGENT (teaching staff, researchers and administrative staff) in line with the internationalisation policy plan, we want to create a staff mobility working group that will focus on some new and concrete targets: - Targets for outgoing mobility: * Transparent communication and follow-up of grants for mobility: (1) Establish clear distribution, criteria and follow-up measures for Erasmus+ mobility grants for the staff at HOGENT (2022), (2) Establish clear distribution, criteria and follow-up measures for non-Erasmus+ mobility grants for the staff at HOGENT (2023), (3) Evaluate and if necessary adjust the developed distribution and criteria of both (2024-2025), (4) Possibly to be expanded with other activities in the framework of staff mobility * Design a 'mobility guide' so that teaching staff and researchers have a clear idea of the funding options for mobility (2022) * Examine whether this 'mobility guide' can be offered as a digital tool (2023) - Targets for incoming mobility: * Develop an 'arrival guide' : for Erasmus+ staff mobility (2022), extension to all other staff mobility (2023) , extension with HR aspects (2023) in cooperation with the Human Resources Office and International Office.
36: Draw up a vision paper on **sustainable employment for contractual researchers** on the basis of an indefinite employment contract with the aim of valorising expertise and creating greater job security	Working conditions and social security OTM-R	Human Resources Office HR KASK & Conservatory	Policy paper: sustainable employment for contractual researchers	NEW	Q4 2023	
37. Investigate a possible **second pension pillar for contractual researchers** in order to strive for an equal pension for all employees	Working conditions and social security OTM-R	Human Resources Office Finance Office Finance KASK & Conservatory	Policy paper: principles of and key guidelines of a second pension pillar	NEW	Q4 2024	
38. **Multidisciplinary cooperation** in suitable workspaces	Working conditions and social security	Infrastructure Management Office	- The infrastructural needs of the research centres and the researchers have been identified - Clear short- and medium-term solutions are defined. - Through optimisation more flexible spaces for multidisciplinary cooperation are created	In Progress	Q3 2021 - Q4 2024	In order to meet the future vision of the research centres and cooperate in a multidisciplinary way, the research centres should have a suitable common workspace on campus. These can be specifically allocated rooms or open spaces/shared workplaces that can be used flexibly. Timing: - Conduct needs analysis: by Q4 2023 - Determine further actions (which short and medium-term solutions are possible): by Q4 2024 - In parallel with this needs analysis and the development of solutions, it will be examined whether, through optimisation, more workplaces can be made available for multidisciplinary cooperation.
39. Establishment of **clear job descriptions and profiles** with specific focus on the competencies and responsibilities of researchers.	Working conditions and social security Ethical and professional aspects Recruitment and selection OTM-R	Human resources Office Research Affairs Office HR and Research KASK & Conservatory	Available generic job descriptions, roles and competence profiles based on a HOGENT competence manual	NEW	Q4 2024	
40. Draw up new **evaluation regulations** in line with the principles of the appreciative staff policy for HOGENT staff with due attention to the evaluation of responsibilities, tasks and competences connected with research	Working conditions and social security	Human resources Office Research Affairs Office HR and Research KASK & Conservatory	- Evaluation regulations with accompanying documents, templates etc. have been published on the internal website of HOGENT - Information sessions on appreciative evaluation regulations and the use of the associated resources.	NEW	Q4 2023	

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41. Implement a policy on **traineeships in the professional field** for staff at HOGENT in order to stimulate staff development and knowledge sharing in the context of lifelong learning and to maximise sustainable employment, in line with the principles of the appreciative staff policy	Working conditions and social security Training and development	Human Resources Office	Policy paper: traineeships in the professional field within HOGENT and related documents are published on the internal HOGENT website.	NEW	Q4 2022	
42. Implement a **reintegration policy for staff** returning after long-term sick leave, according to the principles of the appreciative staff policy	Working conditions and social security Training and development	Human Resources Office Prevention, Environment and Welfare Office Personnel Advisory Service	- Role of the integration coach - Policy paper: reintegration of staff returning after long-term sick leave - Yearly number and status of reintegration paths	NEW	Q4 2023	
43. Implement an **end-of-career policy** as part of a life-phase-aware and appreciative staff policy, focusing on job satisfaction, knowledge assurance and practical preparation for departure	Working conditions and social security	Human Resources Office HR KASK & Conservatory	- Information available on the internal website - Information sessions	NEW	Q4 2025	
44. Integrate the **gender dimension into the content of research**	Training and development	Research Affairs Office	- Raise awareness on the gender dimension in research - Organise professionalisation/training on gender equality in research for researchers, research managers and research support staff at HOGENT * Increase knowledge on how to integrate gender into research - Training initiatives preferably in cooperation with the training programme Input/Output Research and Innovation of the Flemish Council of Universities of Applied Sciences * Monitor the number of participating HOGENT researchers	NEW	Q4 2024	
45. Define the **role, responsibilities and needs of researchers**	Training and development	Research Affairs Office Human resources Office Research and HR KASK & Conservatory	- There is a clear job description for the project coordinator - Generic descriptions of the roles and responsibilities of researchers - Information sessions on the roles and responsibilities of researchers	NEW	Q4 2024	

	3. Open Access publications	7. Deontologische code	8. Procedure auteursrecht	22. Internationale recruitering	25. Mission, vision and strategic goals research in the arts	26. Dissemination of the research culture of KASK & Conservatory	27. Medical Ethics Committee	28. Child protection policy	29. Research regulations	30. Open Science beleid HOGENT	31. Implementation DOSP	32. Regulations recruitment & selection contractual research	33. Personeelsinformatiesysteem	34. HOGENT-wide diversity policy	35. Tools outgoing and incoming mobility	36. Sustainable employment for contractual researchers	37. Second pension pillar contractual researchers	38. Workspaces multidisciplinary cooperation	39. Clear job descriptions and profiles	40. Evaluation regulations	41. Policy traineeships in the professional field for staff	42. Reintegration policy for staff after long-term sick leave	43. End-of-career policy	44. Gender dimension in research	45. Role, responsibilities and needs of researchers
Ethical and Professional Aspects																									
1. Research freedom		x			x	x																			
2. Ethical principles	x	x					x	x	x																
3. Professional responsibility	x	x			x							x		x											
4. Professional attitude										x															
5. Contractual & legal obligations			x							x															
6. Accountability												x		x											x
7. Good practice in research					x	x	x	x				x		x										x	
8. Dissemination, exploitation of results	x					x						x		x											
9. Public engagement	x					x						x		x											
10. Non-discrimination														x										x	x
11. Evaluation/appraisal systems																			x	x					
Recruitment and selection																									
12. Recruitment				x								x													
13. Recruitment (code)				x								x													
14. Selection (code)				x								x													
15. Transparency (code)				x								x													
16. Judging merit (code)				x								x							x						
17. Variations in the chronological order of CVs				x								x													
18. Recognition of mobility experience												x			x										
19. Recognition of qualifications				x								x			x						x				
20. Seniority				x								x		x										x	
21. Post-doctoral appointments				x											x										
Working conditions and Social Security																									
22. Recognition of the profession																x	x		x	x	x				
23. Research environment					x							x	x	x				x							
24. Working conditions												x	x	x		x		x							
25. Stability and permanence of employment																x	x						x	x	
26. Funding and salaries																x	x								
27. Gender balance				x								x		x										x	
28. Career development					x											x					x	x		x	x
29. Value of mobility															x						x				
30. Access to career advice																x								x	x
31. Intellectual property rights			x			x			x	x															
32. Co-authorship			x			x			x	x															
33. Teaching					x																x	x			
34. Complaints/appeals																					x				
35. Participation in decision making bodies																									
Training and development																									
36. Relations with supervisors																					x	x			x
37. Supervision and managerial duties																									x
38. Continuing professional development					x																x	x	x	x	x
39. Access to research training and continuous development					x										x						x			x	x
40. Supervision																									x