

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

Approved by the Executive Board 24 June 2022

Update on 29 June 2023 based on the recommendation of the site visit of 21 April 2023

Action	C&C Theme	Responsible 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	- Action plan Open Access is part of the HOGENT Open Science Action Plan 2023-2026 (see also HRS4R Action 30). Actions include supportive activities and activities for professionalization of researchers. - All publications of HOGENT are available in full-text in an institutional repository 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. Status June 2023: - Action plan Open Access is included in the HOGENT Open Science Action Plan 2023-2026 approved by the research counsels. Q2 2023 - Actions on Open Access include supportive activities to create a favourable environment for the researchers and on professionalisation of the researchers. Timing: Installation and Implementation Institutional Repository Q4 2023 Perspective Researcher: Researchers are able to broaden the dissemination of their research results.
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 sustainability	- Install Integrated Working Group Integrity - Approved deontological code for staff of HOGENT - Implementation of the deontological code for the staff of HOGENT: communication, information sessions, workshops	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 subspects 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) Status June 2023: - Installment of Integrated Working Group Integrity that will develop the deontological code for the staff (Q2 2023) Perspective researchers: Through a deontological code, researchers will know how to react on deontological issues that they face.
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. - Clear communication on procedure with respect of copyrights	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. Perspective researchers: There will be clarity for researchers on what they can or cannot do within HOGENT with the copyrights on results realised in their research.

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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	<ul style="list-style-type: none"> - Item in the checklist 'Bespreking opstart vacature' - Relevant vacancies for research positions are available in English on the HOGENT jobpage and international website(s) - Communication with applicants is in English - Available annual data on vacancies for researchers published on one or more international websites 	Extended	Q4 2023	<ul style="list-style-type: none"> - Vacancies are published via the e-tool CVWarehouse. - Fellowships for researchers in the arts are published in English and featured on the online platforms Art & Education and Callforcurators. <p>Status June 2023:</p> <ul style="list-style-type: none"> - KASK & Conservatory advertises vacancies in Dutch and English via social media (broad coverage) (Q2 2023) - Jobpage HOGENT is available in English with information about HOGENT. The HOGENT website is updated with information on working at HOGENT, working as a researcher at HOGENT and HR Excellence in Research Award. (Q2 2023) - CVWarehouse recruitment tool is available in English. (Q2 2023) - Communication with applicants via the e-recruitment tool CVWarehouse is in English. (timing Q3 2023)
25. Define the mission, vision and strategic objectives for research in the arts	Ethical and professional aspects	Research Affairs KASK&Conservatory	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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. <p>Status June 2023:</p> <ul style="list-style-type: none"> - Workshops with researcher community of KASK & Conservatory to define the research clusters (Q2 2022 - Q1 2023). - Decision on 5 thematic Research clusters by the research council artistic research (Q2 2023) - Implement the research clusters within KASK & Conservatory (timing Q4 2023) <p>Perspective researchers: KASK & Conservatory provides more sustainable research assignments.</p>
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	<p>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.</p> <p>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.</p> <p>Perspectives Researchers: KASK & Conservatory communicates internally and externally about its research. In this way, the uniqueness of research at KASK & Conservatory and the associated discourse development and knowledge production is shared with the world.</p>
27. A structured approach to applications addressed to the Medical Ethics Committee incorporating data management	Ethical and professional aspects	Research Affairs Office	<ul style="list-style-type: none"> - A step-by-step plan or manual for applications addressed to the Medical Ethics Committee is available - Clear communication about the procedures of the Medical Ethics Committee - Implementation of the procedures on Medical Ethics Committee: information sessions, workshops - Evaluation of the procedures and usability in close collaboration with the staff of the Medical Ethics Committee 	New	Q3 2023	<p>Status June 2023:</p> <ul style="list-style-type: none"> - A step-by-step plan for applications addressed to the Medical Ethics Committee is available for the researchers (Q1 2023) - Regular work meetings with the staff officer provide continuous feedback on the usability of the new procedures. (Q2 2023) - Information session for students/lecturers/researchers was organised September 2022 and will be organised in the future on a regular basis <p>Perspective Researchers: The application process is more straightforward. Researchers know the different steps to follow in their application.</p>
28. Developing a Research Policy on Child Protection	Ethical and professional aspects	Research Affairs Office	<ul style="list-style-type: none"> - A Research Policy on Child Protection for HOGENT is approved - Implementation of the Research Policy on Child Protection for HOGENT: communication, information sessions, workshops - Internal and external procedures for reporting are available 	In Progress	Q4 2023	<p>Status June 2023:</p> <ul style="list-style-type: none"> - The Research Policy on Child Protection is approved by the executive board as a standard, the Research Policy on Child Protection will be reviewed, and if necessary revised, every 4 years. This policy and the different procedures will be monitored and discussed on a regular basis within the HOGENT research community. At all times, researchers can demand for revisions through the Research Affairs Office. (Q4 2022) - Setup of information and sensibilisation sessions (for example onboarding). Special attention is paid to the research policy on child protection during the kickoff meetings of new research projects involving children, and dedicated internal webpages are available. Organisation of a Research Ethics Day (timing Q4 2023) - Increase the visibility of internal and external procedures for reporting violations of children's rights, integrity and general welfare (timing Q4 2023) <p>Perspective researchers: Increased awareness of protection of children's rights if they are involved in research projects with children.</p>

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29. Updating of the research regulations with integration of the copyright policy	Ethical and professional aspects	Research Affairs Office	New research regulations are approved	New	Q4 2024	See also Actie 8 revised action plan. Perspective researcher: Procedures and processes are up to date and clearly communicated to the researchers. The provisions on copyrights and what they mean for the researcher in HOGENT are laid down in these regulations.
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 - To have increased awareness, information sessions are given.	In Progress	Q1 2021 - Q2 2025	The KPIs of the Flemish Open Science policy are ORCID, data management plans (DMP), FAIR Data, Open Access, Open Data Status June 2023: - Data management and DMP: approval of a Flemish minimal DMP, HOGENT translates this to be applicable for applied and artistic research (Q4 2022) - HOGENT's Open Science Policy and Action Plan 2023-2026 is approved by the research councils. The action plan formulates two types of actions to achieve the predefined Open Science objectives: (1) actions aimed at the level of the institution, which enable both the achievement as well as the evaluation and reporting of the Open Science objectives and (2) actions directed towards the professionalization of researchers, ensuring that research activities evolve towards the Open Science objectives. (Q2 2023) - The timing for the implementation of Open Science in HOGENT runs parallel to implementation of the Digital Open Science Platform (DOSP) and the installation of an institutional repository from the start of academic year 2023-2024. (see also Action 31 HRS4R) (timing Q3 2023 - Q3 2026) Perspective researchers: Professionalization of researchers in all aspects of Open Science. Good datamanagement and broader visibility of the research in HOGENT.
31. Implementation of the Digital Open Science Platform (DOSP) at HOGENT	Ethical and professional aspects Working conditions and social security	Research Affairs Office IT Office 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 an institutional repository that is linked to DOSP	In Progress	Q1 2021 - Q2 2025	Status June 2023: - All metadata on research projects were migrated to DOSP (Q1 2023) - Necessary information will be added to facilitate the administration of research projects through the platform (timing Q3 2023) Perspective researchers: The administration of research projects becomes more efficient. Research and research output are better disclosed externally.
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 is available on the internal website 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 contractual 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. Status June 2023: - The current R&S procedure is included in every published vacancy on the jobpage HOGENT. (Q2 2023) -The current regulations for the recruitment and selection of contractual researchers and the corresponding working documents, templates, etc. are available on the internal website HOGENT for the selection committees. (Q2 2023) - Ongoing: information and training sessions on the current regulations for the recruitment and selection of contractual researchers and related working tools (templates, use of the e-recruitment tool CVWarehouse, STARR methodology, ...) - A high-level step-by-step plan of the current recruitment and selection procedure for contractual researchers is available on the job page of HOGENT in Dutch and English. (timing Q3 2023) - Implementation of the new regulations. The indicators as mentioned in column D are achieved. (timing Q1 2024) Perspective researchers: Open and transparent recruitment and selection of researchers.

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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	<p>The staff management system includes a link to DOSP that encourages interdisciplinary and efficient cooperation between researchers. See Action 31.</p> <p>Status June 2023</p> <ul style="list-style-type: none"> - A project to renew the personnel management system was launched. The development will be tailor-made and in cooperation with other universities of applied science in Flanders. In this way, resources and knowledge will be shared to arrive at a performant and contemporary system. (Q2 2022) - Creation of a basic self-service tool so that staff can change oneself personnel data, can ask 'job interruptions'... (timing Q2 2024) - Creation of the link with the payroll administration (timing Q2 2024) - Connection of the new staff information system to various related applications (timing Q2 2024) - Implementation of the system: information - communication - training (timing Q2 2024) <p>Perspective researchers: Simplified follow-up of persons-specific issues: vacation, sickness, etc.</p>
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	<ul style="list-style-type: none"> - A HOGENT-wide diversity policy is in place - Indicators to be monitored include those related to gender equality 	NEW	Q2 2025	<p>Status June 2023:</p> <ul style="list-style-type: none"> - Sustainability policy and Inclusion policy are approved. The documentation on gender equality for participation in European programmes is approved (Q4 2022) <p>Perspective researchers: Researchers work on practice-based research to address the major societal challenges of today and tomorrow. They are supported by a research policy that puts sustainable development at its heart.</p>
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	<ul style="list-style-type: none"> - Appoint a staff mobility working group to focus on targets for outgoing and incoming mobility - Targets for outgoing mobility: <ul style="list-style-type: none"> * 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: <ul style="list-style-type: none"> * Develop an 'arrival guide' 	NEW	Q2 2025	<p>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:</p> <ul style="list-style-type: none"> - Targets for outgoing mobility: <ul style="list-style-type: none"> * 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: <ul style="list-style-type: none"> * 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. <p>Status June 2023:</p> <ul style="list-style-type: none"> - Formation of a staff mobility working group that focuses on targets for outgoing and incoming mobility: the aim is to set up a working group together with - and under the leadership of - the sustainability coordinator for the development of a sustainable travel/international mobility guideline. A workshop on staffmobility was organised during HOGENT's International Week in March 2023 to gather input for this working group. (timing Q4 2023) - The 'mobility guide' is available on the intranet. It was not possible to integrate this in the digital application form for foreign travel request. The guide and the (financial) follow-up of scholarships was explained to the international coordinators and to the staff of the different departments. (Q4 2022) - The development of the arrival guide will start with a preliminary study of bringing together different examples of arrival guides followed by the design of a HOGENT Arrival Guide. (timing Q4 2023)

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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	Status June 2023: The vision note will be integrated into the new regulations for recruitment and selection of contractual researchers (Action 32) with the aim of strengthening the positioning of contractual researchers at HOGENT and to focus on sustainable employment for researchers in a transparent and clear manner. The modalities for an open-ended employment contract are still under negotiation and foreseen to be realised within the foreseen timing. The new regulation is undergoing the approval process. (timing 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 are available	NEW	Q4 2024	Status June 2023: - The subject is currently being discussed at the level of the Flemish universities of applied sciences. (timing Q3 2023)
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	Status June 2023: - Job description for all categories of researchers are available. (Q1 2023) - For the job description and competency profiles for teachers who also engage in research activities HOGENT started a participatory process involving the target audience. This will be followed by a formal decision-making process. (timing Q4 2023) - The competency profiles for researchers are available and used in various HR processes such as recruitment and selection, learning and development, performance management, etc. (timing Q1 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	Status June 2023: - A project team is being assembled and is developing a project plan. (timing Q4 2023) - Preparatory steps included an internal audit on the current evaluation system and appeal procedures to clearly identify areas for improvement, the update of the current evaluation regulations and the analysis to implement an HR tool, which will support the process of giving and evaluating feedback.
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	Status June 2023: - A policy on traineeships in the professional field and related documents are approved and all information is available at the internal website HOGENT. (Q2 2022). - evaluation of the traineeships in the professional field and, if necessary, adjusting the policy and procedures (Q4 2023). Perspective researchers: With traineeships in the professional field it is possible to gather complex and specialised knowledge and bring it into the research. Researchers gain experience with high-tech and rapidly evolving techniques/equipment, keeping their knowledge up-to-date.
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	Status June 2023: - Commissioning and startup of a Return to Work coordinator, CRTWC, certified by the International Disability Management Standards Council. (Q1 2023) - Definition of the role of the Return to Work coordinator (integration coach) (Q2 2023) - Draw up and integrate reintegration plan for HOGENT (Q4 2023)

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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	Status June 2023: - A page has been launched on the intranet with basic info on 'retirement' at HOGENT as a result of a pilot end-of-career project in School of Social Welfare. (Q2 2023) - A project team is being assembled and is developing an end-of-career policy and project plan for the implementation. (timing Q3 2023)
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	Status June 2023: - Organisation of different professionalisation/training session on gender equality and diversity: interactive sessions on gender-inclusive language use, webinar "How to increase Diversity in STEM? Inclusive!", Input/Output session Women Will: entrepreneurship, etc. (Q1 2023)
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	Status June 2023: - Job description for all categories of researchers are available. (Action 39) (Q1 2023) - For the job description and competency profiles for teachers who also engage in research activities HOGENT started a participatory process involving the target audience. (Action 39) (timing Q4 2023) - More specific job descriptions for the project coordinator and generic descriptions of the roles and responsibilities needs to be developed (timing Q4 2024)