

Nr.	Principles Charter & Code	Action Plan 2011	Self-evaluation - Indicators	Action Plan 2014	Timing (Q/semester)	Responsible Unit	Current Status - New, In Progress, Completed,	Remarks	Action Plan 2024-2027
I. Ethical and professional aspects									
1	1. Research freedom	Reflection and positioning initiatives (among others, within the doctoral schools), e.g. in the form of a series of	Report on the lectures on research freedom	Maintain and further develop the series of lectures on these issues, to include all	2015-2016	HR, Doctoral Training Programme,	Extended	Annual Ethics Week and bi-annual Supervisor Award. Also, a framework to ensure academic freedom to protect	1. Enhancing the awareness around ethics and integrity rules in research practices
2	2. Ethical principles	None required	Report by the Ethics committees	Reports of ethics Committees, as tool for further self-evaluation	/	Research Dept., Faculty of Med. & Pharmacy	Completed	Ethics Committees and offices/services in place. New Ethic Reflection Committee at the International Relations & Mobility Office and a Human	
3	3. Professional responsibility	Along the lines of the lectures on research freedom and university funding, lectures or a debate could be organised	Report on intellectual honesty lectures + Misconduct	Lectures/seminars on IP, scientific integrity	recurrent	Doc. Training Programme, Faculties:	Extended	Training embedded in PhD training offer and activities, e.g., Mind the GAP E-learning (mandatory for PhD's). Actively	1. Enhancing the awareness around ethics and integrity rules in research practices
4				(work in progress): Manuals and code of conduct for supervisors and researchers	2015-2016	R&D	Extended	The VUB Charter for Researchers (2019) is a normative framework providing comprehensive guidelines for	1. Enhancing the awareness around ethics and integrity rules in research practices
5	4. Professional attitude	Organisation of information sessions for researchers on types of projects, funding mechanisms and project management.	*(Large) number of consultations of information available on the website. *(High)	Reviewed version of the "code of conduct"	Q4 2015	HR, Research dept.	Completed	Charter: profile of a good supervisor (2010). Code of conduct (2019) with regards to diversity, equality and respectful behaviour https://www.vub.be/en/equality#	
6		Information on the VUB website that is tailored to the questions researchers may		English version of all existing (and planned) regulations, manuals	Q4 2015	HR, Research dept.	Completed	VUB has invested substantially in providing information, documents and templates in	
7		Information in English for foreign researchers. Development of an English-language website.		Further development of the "introduction & integration" trajectory for researchers	Q1 2016	HR	Extended	Several initiatives to make researchers feel more at home in the first months (e.g., informative welcome day, kick-off event, e-learning introduction).	8. Internationalisation and an optimal start at VUB
8				Manuals for researchers and for supervisors	Q1 2016	HR	Extended	The VUB Charter for Researchers (2019) is a normative framework providing comprehensive guidelines for	1. Enhancing the awareness around ethics and integrity rules in research practices
9	5. Contractual and legal	Establishment of website or brochure information relating to the working conditions of	*(High) attendance at information	Review & update existing regulations	Q1 2016	HR	Completed	HR regulations available in English on (internal) sharepoint-sites.	
10		Information sessions for researchers about their working conditions. Other sessions depending on the target audience.		Manuals for researchers & supervisors	Q1 2016	HR (online info: in coop. with Communications Dept. and other internal stakeholders)	Completed	Ongoing attention and efforts are being made.	

11		Make basic documents available in English.		Adequate online information (both in Dutch & English)	Q1 2016	HR	Completed	Ongoing attention and efforts are being made.	
12		One-stop shop for foreign researcher intakes. Intellectual property rights		Further development of the "Introduction & Integration" brochure & procedure	Q1 2016		Extended	HR support is provided by a dedicated team: 'HR international' (P&O). An improved and simplified registration procedure for PhD candidates will be implemented.	8. Internationalisation and an optimal start at VUB
13		Information in a format which pre-empt questions posed in practice by researchers.		English version of all regulations, manuals & online information	Q1 2016	HR	Completed	Ongoing attention and efforts are being made.	
14				English version of forms & templates	Q1 2016	HR	Completed	Ongoing attention and efforts are being made. Templates on dedicated (internal) sharepoint page: https://vub.sharepoint.com/sites/PUB_MO/SitePages/Team-International.aspx	
15	6. Accountability	Information about project management in a format which pre-empt the questions posed in practice by researchers on administrative and academic	Reports on the peer reviews of departments.	Informing existing and newly recruited staff (online/sessions) on issues related to transparent and efficient financial project	recurr ent	Research dept., Doc. Training Programme	Completed	Ongoing concern and efforts are being made. New tools have been developed, e.g., an E-learning about funding and its financial and HR management.	
16		Information sessions on project management.		Recurrent sessions on project management / project reporting	recurr ent	Research dept., Doc. Training	Completed	Ongoing attention and efforts are being made.	
17		Information (sessions) in English.		Internal analysis of recent (if any) incidents & lessons learned	recurr ent	Research dept., Doc. Training	Completed	Ongoing attention and efforts are being made.	
18	7. Good practice in research	•Discuss health and safety, and the protection of confidential (electronic or paper) information	•Report by the Workplace Health and Safety Department	Integrating the recent legislation on psychosocial risks at VUB	2015-2016	HR, Safety & Prevention dept., IT / CIO	Completed	Communication and training on safety at the workplace and regulations.	
19		•Ensure greater familiarity among researchers (including foreign researchers) with confidential advisers.		Action plan safety and prevention of psychosocial risks based on the 2014 survey results: working group established.	2015-2016	HR, Safety & Prevention dept., IT / CIO	Extended	Global Prevention Plan (2024-2028) and yearly action plans, informed by the results of wellbeing-surveys and data-monitoring. Also, specific initiatives concerning transgressive behaviour take place.	7. An integrated and evidence informed health and wellbeing policy
20				Information sessions for heads of departments, supervisors and researchers	recurr ent	HR, Communication dept.	Extended	Implementation of "Engaged leading" behavioural framework in training offer.	12. Engaged leading in academic positions
21				Campaign to promote visibility of existing actions/services	recurr ent	HR, Communication dept.	Extended	A new website and communication campaign is planned.	7. An integrated and evidence informed health and wellbeing policy
22	8. Dissemination, exploitation	•Inform researchers of the R&D database. •Put pressure on the departments and researchers to enter full details into the R&D	Check that the R&D database is complete	Integrate rules and guidelines in the manual for researchers	2015-2016	HR	Completed	Information available on Research sharepoint. PURE database in place. The updated VUB Charter for Researchers (see action 1.1.)	

23				Recurrent sessions and seminars by TTI / doctoral schools	2015-2016	TTI, Doc. schools	Extended	Several trainings in place.	9. Skills and competences for all researchers
24	9. Public engagement	None required		Further development / update of existing practices	recurr ent	//	Extended	Several initiatives from ROC (Research Outreach & Communication) such as: Children's university, Science Day, Nerdlan Festival, Doctoral Derby, Citizen Science project support.	9. Skills and competences for all researchers
25	10. Non discrimination	Non-discrimination in the workplace on the basis of gender, sexual orientation and disability •No further action required. •Equal pay for equal work •Determine in information sessions why de facto differences may continue to exist, despite formal equality	Non-discrimination in the workplace on the basis of gender, sexual orientation and disability •Report by the confidential advisers.	Implementation & monitoring of the recommendations of the GAP working group	2015-2016	//	Extended	Gender Equality Plan (2014-2016), followed by the Equality Action Plan 1 (2019-2021) and 2 (2021-2023). Hence the mainstreaming of gender and diversity within the organisation. Also, a Gender Equality Plan 2024-2026 with a focus on academic staff is being implemented.	2. Stimulating equality and inclusion for all researchers
26	11. Evaluation/ appraisal systems	•Progress towards appraisal systems applicable to all researchers which take a range of criteria into account	•Evaluation of the appraisal systems for self-employed	Review of current staff regulations (work in progress)	2015	HR	Extended	A new model of recognising and valuing academic careers is being developed (cf. Policy Plan of the Rectorate 2022-	10. Career development
27				New "Competencies profile matrix"	2016	HR, Research dept.	Extended	A new model of recognising and valuing academic careers is being developed (cf. Policy Plan of the Rectorate 2022-2026). Also, RTDO and P&O offer individual career support.	10. Career development
II. Recruitment & Selection									
28	12. Recruitment	•Implementation and testing of the new template. •Discussion within the faculties. How should "disadvantaged groups" be	•Sampling of VUB vacancy notices on Euraxess jobs: oAre the eligibility criteria	Optimising the use of EURAXESS job portal	Q4 2015 – Q3 2016	HR	Extended	Optimizing the publication of vacancies on (international) job platforms is an ongoing concern.	4. Employer branding
29				Information sessions on working conditions and career development	Q4 2015 – Q3 2016	Doc. Training Programme	Completed	Recurrent via LRN platform & doctoral schools.	
30				Training for departmental staff (faculty) on gender and diversity issues	Q4 2015 – Q3 2016	Gender policy staff	Extended	A bias training (updated format) will raise awareness and inspire the members of selection committees in faculties to recruit and select in a more inclusive way.	2. Stimulating equality and inclusion for all researchers
31	13. Recruitment (Code)	•For job and working conditions, see point 12. •To inform researchers about their career development prospects in terms of	•Sampling of VUB vacancy notices on Euraxess: oAre the job description and	Integrate C&C rules and good practices for recruitment in the manual for supervisors	2015-2016	HR	Extended	A new (online) toolkit will give an overview of tips, tricks, tools, and methods for all decision makers involved in the recruitment and selection	3. A toolkit to support academic recruitment and selection
32				Improve recruitment portal	2015-2016	HR	Extended	A new job website is under construction. The optimising of the VUB digital HR tool is an ongoing concern.	4. Employer branding + 5. Optimising the digital hiring process and its use

33				Promote international recruitment	2015-2016	HR, Faculties	Extended	Creating more international visibility for VUB as an employer is an ongoing concern.	4. Employer branding
34	14. Selection (Code)	None required	•Report on the problems by the VUB Senate	Gender balance in selection committees (+ monitor current committees)	2015-2016	HR, Faculties / deans / heads of	Extended	Gender balance is embedded in staff regulations. Yearly monitoring of gender balance in central boards and	2. Stimulating equality and inclusion for all researchers
35				Incorporate good practices in manual for supervisors	2015-2016	HR, Faculties / deans /	Extended	A new (online) toolkit will give an overview of tips, tricks, tools, and methods for all	3. A toolkit to support academic recruitment and selection
36	15. Transparency (Code)	•Test the electronic vacancy system and template. •Check that applicants receive feedback. •Hold meetings with those	•Sampling of VUB electronic vacancy notices: oAre all applicants	Further assessment / follow-up of the online vacancy system	2015-2016	HR, Faculties/ Department	Extended	A digital HR system is in place, covering all steps in the recruitment and selection process - from vacancy to onboarding, including sending	5. Optimising the digital hiring process and its use
37				Monitoring recruitment feedback (guideline to be included in manual for supervisors)	2015-2016	HR, Faculties/ Department	Extended	Contact information for questions or complaints is clearly indicated. Monitoring and evaluation of the OTM-R compliance of the recruitment process through a yearly survey.	6. Monitoring HR data and OTM-R compliance
38				Update details and date on EURAXESS portal	2015-2016	HR, Faculties/ Department	Extended	Optimisation of the use of Euraxess including regularly updates of static content.	4. Employer branding
39	16. Judging merit (Code)	•Progress towards appraisal systems that are applicable to all researchers, which take a range of criteria into account and which focus on the key work undertaken by the	•Report on the appraisal systems for self-employed academic staff, academic support	Monitoring & assessment of the pilot project "competencies and skills matrix" (work-in-progress)	2015-2017	HR, faculty, research dept.	Extended	A toolkit will provide guidelines for evaluation and selection.	3. A toolkit to support academic recruitment and selection
40	17. Variations in the chronologica	•Discussion within the faculties and departments on vacancies and appraisal, the aim being: to determine the extent to which achievements	•Report on the appraisal systems for self-employed academic staff	(currently in discussion): Variations in CV and career breaks (e.g. during maternity/parental	2015-2016	HR, Gender policy staff	Completed	Replacement Fund during illness or maternity leave. Sabbatical leaves.	
41	18. Recognition of mobility	•Discussion within the faculties and departments on vacancies and appraisal, the	•Report: should greater weight be given to different	Manual for researchers & manual for supervisors: clear and	2015	HR	Extended	Individual career support is provided. Drafting renewed competency profiles for	10. Career development
42				Study the feasibility of creating a "single point of contact" for providing information and support related to international mobility (incoming and	2016	HR	Extended	Information available online: Researcher Mobility Portal. Support by a dedicated team 'HR international'.	8. Internationalisation and an optimal start at VUB
	19. Recognition of qualifications	None required	Report by Student Policy on the number of problem cases	None: current guidelines & rules are clear					
	20. Seniority (Code)	None required	The number of problem cases treated before	None: current practices are clear					

43	21. Postdoctoral appointments (Code)	<ul style="list-style-type: none"> •Provide more tenure-track posts for assistant professors in the long term. •Faculties receive a funding envelope. This should help to give post-doctoral researchers greater stability. That is to say, try to offer stability for post-doctoral researchers after a maximum of 15 years of seniority. •Consider introducing new pay scales 	<ul style="list-style-type: none"> •Reports by the faculties and the Personnel Department on the measures to be taken 	Fine-tuning of existing guidelines & criteria	2015-2016	HR	Completed		
III. Working conditions and social security									
	22. Recognition of the profession	<i>None required</i>		<i>No immediate action required</i>					
44	23. Research environment	<ul style="list-style-type: none"> •Equivalence of operating budget allocations. •Better work space for certain departments and researchers. 	<ul style="list-style-type: none"> •Pursuit of the Nancy Musschebroek research. 	Further monitoring of workplace conditions, safety guidelines etc.	2015-2016	HR in coop. with Safety & Prevention	Completed	Embedded in the day-to-day practices of the Prevention Service.	
45				Further monitoring of "space allocation" survey (for certain labs, lack of sufficient space per researcher)	2015-2016	HR in coop. with Safety & Prevention dept.	Completed	Use of space policy embedded in mandate of the Campus Development Unit.	
46	24. Working conditions	<ul style="list-style-type: none"> •Provide researchers with better information on their working conditions through the website and in information sessions. 	<ul style="list-style-type: none"> •"Junior researchers survey": reports on work-life balance 	Manuals for supervisors and for researchers	2015	HR	Extended	New website and communication campaign is planned. Expansion of the training offer via the LRN platform.	7. An integrated and evidence informed health and well-being policy
47				Action plan (in progress) for the promotion of the prevention of work-related stress and the promotion of work-life balance	2015-2016	HR (+ Faculties)	Extended	Global Prevention Plan (2024-2028) and yearly action plans.	7. An integrated and evidence informed health and well-being policy
48	25. Stability and permanence of employment	<ul style="list-style-type: none"> •Enhance professional development prospects for post-doctoral staff and middle management (see Point 21). •Better information for temporary employees 		Monitoring researchers' "exit" for a better enhancement of professional development prospects	2016-2017	HR, in coop. with Faculties, Career Centre	Extended	A pilot survey in the faculty of Medicine & Pharmaceutical Sciences took place. A VUB-wide exit-survey for researchers who defended their PhD and left the VUB is	10. Career development
49				Clear and transparent (early stage) communication regarding fixed-term contracts (in manual for supervisors)	2016-2017	HR, in coop. with Faculties, Career Centre	Extended	Transparency regarding longterm postdoctoral positions via development of a postdoc charter including a personal professional development plan specifically designed for postdoctoral researchers. Building/continuing learning communities on every level of a research career.	10. Career development

50				Pilot project (in 1 faculty): "Life after PhD"... -> similar project in other faculties	2016-2017	HR, in coop. with Faculties, Career Centre	Extended	Webinar series on career options after a PhD.	10. Career development
51	26. Funding and salaries	<ul style="list-style-type: none"> •Proactive monitoring of the correct application of pay scales and seniority. •With external actors: to try to achieve a second-pillar 	•Number of files disputed with the trade unions relating to the correct	Transparent information in manuals and on personnel intranet	2015-2016 (ongoing)	HR	Completed	Information available on (internal) sharepoint-sites.	
52	27. Gender balance (see also point 14: selection committees)	no further action required	Relative number of men/women per faculty, in terms of students, graduates, PhDs, post-doctoral	Further implementation of the recommendations of the GAP	2015-2016	HR & gender stakeholders	Extended	Monitoring of gender balance in central boards and permanent selection committees, hence expand the monitoring during the academic career and selection process.	2. Stimulating equality and inclusion for all researchers
53				Monitoring "female exit" during career path (pilot project 2016)	2015-2016	HR & gender stakeholders	Completed		
54				Guidelines for supervisors and researchers (in labs) in	2015	working group	Completed	Guidelines and regulations published on (internal) sharepoint.	
55	28. Career development	<ul style="list-style-type: none"> •To inform researchers regarding their career development prospects in terms of probability distribution (e.g. a breakdown can be provided by faculty or department of the career path 	•"Junior researchers survey": career development expectations (would be more realistic if the	Clear guidelines in internal guidelines and in manuals for supervisor and researcher	recurrent	HR, Doc. Training programme, Career Centre, Faculties	Extended	Sharing of good practices between supervisors (round table discussion and checklist). Career workshops and webinars for researchers, postdoc charter, stakeholder meeting with non-academic	10. Career development
56				Provide the faculties/departments with instruments to assist with HR policy on career development	recurrent	HR, Doc. Training programme, Career Centre, Faculties	Extended	Section integrated the PhD research plan and research progress report to stimulate reflection on career development. Personal development plan for R2 researchers.	10. Career development
57	29. Value of mobility	<ul style="list-style-type: none"> •One-stop shop for mobility (researcher intakes and exits). •Inclusion of different forms of mobility in appraisals (see Point 18). •Put pressure on the Flemish 	•Number of mobile researchers, geographically and also interdisciplinarity.	Creating a "single point of contact for staff mobility"	2016-2017	HR and other internal stakeholders	Extended	The establishment of a dedicated support team 'HR International' and broad information services (e.g., Q&A articles, webinars).	8. Internationalisation and an optimal start at VUB
58				Better monitoring (incl. statistics) of outgoing mobility, FAQs, in order to improve the services provided	2016-2017	HR and other internal stakeholders	Extended	Monitoring of mobility (intention of PhD's, joint Phd's, mobility grants).	8. Internationalisation and an optimal start at VUB
59				Including different forms of mobility in the periodic appraisal / staff evaluation	2016-2017	HR and other internal stakeholders	Completed	Integrated in central regulations (valuing different forms of international experience and mobility).	

60				(inter-university: to facilitate the portability of pensions and other social security entitlements)	2016-2017	HR and other internal stakeholders	Extended	The portability of pensions and other social security entitlements is not feasible, but the new Researcher Mobility Portal will offer tailored information on labour related matters, social security, and taxation all from one portal interface (for those countries in which EUTOPIA partners are located).	8. Internationalisation and an optimal start at VUB
61	30. Access to career advice	· The same as for Point 28: ensure that the departments receive any support which can be provided by the Personnel Department on career	•"Junior researchers survey": career development expectations (would be more)	See point 28: Career Development	recurrent	HR, Doc. Training programme, Career Centre, Facilities	Extended	Both RTDO as well as team Wellbeing (P&O) offer individual career support. Set up of a pilot mentoring program with a focus on career development	10. Career development + 2. Stimulating equality and inclusion for all researchers
	31. Intellectual Property Rights	•Information (sessions) on intellectual property rights	•Success of information sessions. •Number of consultations of		recurrent	Doctoral schools, R&D: TTI & patent information			
62	32. Co-authorship	•Coaching/mentoring training (see Points 37 and 40).	•R&D database: number of publications without a supervisor	Incorporate guidelines in the manuals for supervisors and researchers	2015-2016	HR (in coop. with Research dept.)	Completed	Included in the Charter for Researchers (2019).	
	33. Teaching	•Draw up a guideline for departments to restrict the number of informal lecture hours for special academic	•"Junior researchers survey": Number of researchers						
63	34. Complaints/appeals	•Extend the ombudsman service to all staff.	•Installation of a general ombudsman service.	Consider the extension of ombudsperson service to other staff categories (to be discussed)	2015-2016	HR	Completed	Central reporting point installed for all students and staff (transgressive behaviour) and 3 ombudspersons especially for PhD's (1 per doctoral school). Updated disciplinary regulations.	
	35. Participation in decision-	None required	•Report on the discussions.						
IV. Training									
64	36. Relation with supervisors	•New opportunities for (mobile) researchers to meet	•Success of meeting opportunities	Regulation for PhD bursaries	before 30/09/2015	HR (to be approved by university board)	Completed	Information available on (internal) sharepoint-sites, e.g., tool for making expectations explicit between supervisor and PhD candidate.	
65				Charter for doctoral researchers (including MoU between researcher and supervisor about rights, duties and expectations)	before 30/09/2015	HR (to be approved by university board)	Completed	Charter for stipulating good conduct as a supervisor (2010). Annual Supervisor Survey and PhD Survey. The results of these surveys are used to develop policy measures that will improve the working conditions of both the	

66				Charter for researchers: to be reviewed	before 30/09/2015	HR (to be approved by university)	Extended	The Charter for Researchers (2019) will be updated, including new domains.	1. Enhancing the awareness around ethics and integrity rules in research practices
67	37. Supervision and managerial duties	•Provide coaching training, initially for supervisors and department chairmen	•Report of the Ombudsman service. Complaints to the ombudsman. •Junior	Incorporate managerial skills and duties (as supervisor) in the senior academic staff "competencies matrix" and in the manual for	2015-2016	HR (in coordination with faculties)	Extended	Renewed competency profiles for professorial staff under construction.	10. Career development
68				Create a module (course/seminar) on managerial skills and people management for supervisors	2015-2016	HR (in coordination with faculties)	Extended	Supervisor training for doctoral supervisors with a session on how to have motivational conversations with your PhD candidates. Update planned.	12. Engaged leading in academic positions
69				Provide coaching & skills training, initially for heads of departments, and in a second phase for all supervisors	2015-2016	HR (in coordination with faculties)	Extended	Pilot strategic leadership for mid-career to senior professorial staff involved in university governance and policy.	12. Engaged leading in academic positions
	38. Continuing Professional	•Give access to training to those who have informal teaching or coaching duties.	•Generalised access to training						
	39. Access to research training and	See Point 38.	See Point 38.						
70	40. Mentoring/supervision	•Provide coaching training, initially for supervisors and department chairmen. •From October 2011, as part of intake policy: appointment of a mentor for new researchers.	•Report of the Ombudsman service. Complaints to the ombudsman. •Junior researchers	Extending the "welcome policy" and the information provided to new recruits	Q1 2016	HR (in coordination with Safety and Preventions and faculties)	Extended	Several initiatives and services, e.g., the PhD VUBuddy system, e-learning introduction for PhD candidates.	8. Internationalisation and an optimal start at VUB
71				Provide training in coaching skills for potential mentors	Q1 2016	HR (in coordination with Safety and Preventions and faculties)	Extended	Training for supervisors and a training offer on coaching and leadership skills for junior profiles.	12. Engaged leading in academic positions
72				Monitor, formalise and extend the "intake policy"	Q1 2016	HR (in coordination with Safety and Preventions and faculties)	Extended	Reformed onboarding processes and extended onboarding survey, including a check if the OTM-R principles were applied at the appointment phase.	6. Monitoring HR data and OTM-R compliance