SELF-ASSESSMENT 2014

HR EXCELLENCE IN RESEARCH

RADBOUD UNIVERSITY NIJMEGEN

Radboud University self-assessment report 2014
Appendix 1: Implementing the action plan
Appendix 2. Action plan (part of application in March 2013)
Radboud University self-assessment report 2014

1. Self-assessment approach

The self-assessment is done by way of a mid-term review of the Improvement Plan. The Radboud University Improvement Plan is based on a document analysis of statutory and non-statutory regulations, in relation to the principles of the Charter and Code of Conduct and on a practical analysis of work methods in relation to the principles of the Charter and Code of Conduct. The practical analysis is done through interviews with research directors from various faculties, with managing directors from research institutes and with HR professionals, as well as through focus groups with researchers and an expert meeting with the faculties’ business operation directors.

The Improvement Plan, drawn up on the basis of an analysis with four focus groups, identified gaps in the following principles (or groups of principles):

- Dissemination and valorisation of results (principle 8)
- Guaranteeing freedom of research (principle 1)
- More diversity and gender balance (principle 27)
- Teaching development (principle 33)
- Recognition of the academic research profession (principle 22)
- More open recruitment (principle 13)

For these principles (or groups of principles), eleven improvement areas have been formulated. The chosen principles were identified by at least three of the six research directors as requiring improvement and received at least three improvement suggestions in the focus groups.

The original Improvement Plan covers the years 2013, 2014 and 2015. This Improvement Plan has been expanded to cover 2016 as well. 2016 is also the year in which the final external audit will take place. This is why part of 2016 has been reserved for the preparation and implementation of the audit and the formulation of a new improvement plan with the required actions.

The self-assessment is an internal procedure. The implementation of the Improvement Plan will be evaluated by the programme group HRS4R (managing directors of all units), which oversees the implementation of the Radboud University Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The self-assessment has been approved by the Executive Board and the Board of Deans. Furthermore, the new actions for 2016 have been confirmed and incorporated by the programme group HRS4R (see appendix 1).

2. Improvement Plan implementation

The Improvement Plan is comprised of eleven sub-plans to be carried out in the period 2013-2015: one sub-plan per quarter. The last quarter of 2014 has been reserved for the interim self-assessment. The actions formulated in the Improvement Plan have been carried out according to schedule. Some actions from the proposed plans up to the third quarter of 2014 are still ongoing. For each action the result has been shown to the extent to which this is possible. The actual results of all actions will be made clear with the external audit at the end of 2016.
Overview of the actions

1st quarter 2013
Action 3
Principle 13: More open recruitment

The Executive Board has decided that all academic vacancies will simultaneously be made available to internal and external applicants. Furthermore, the concept of open recruitment will be further specified: placement of the vacancy on the AcademicTransfer (AT) website.

Actions carried out:
- Amendment to the Redeployment and Vacancy Filling Regulations, article 7 sub a, as of 8 February 2013.
- As a result of this amendment, from 8 February 2013 all academic vacancies are open to both internal and external applicants. The vacancies are made available to external applicants through their placement on AcademicTransfer.

Result of the actions:
The objective of this action is to achieve open recruitment of academic staff by enabling both internal and external applicants to respond to the vacancies by placing them on the AcademicTransfer website. This objective has been achieved.

Below are the figures in regards to the academic staff vacancies. These figures only cover the vacancies that have been registered in the central vacancy management system. This system was introduced in 2013. All vacancies registered in this system are immediately posted on AcademicTransfer. Barring the increase in the number of internal applicants no significant changes can be seen in the number of applicants. Some small changes are evident in the actual placements: a slight increase in the number of internally recruited men, a decrease in the number of externally recruited women and a slight increase in the number of internally recruited women. Figures for 2015 should show whether a structural shift is taking place as a result of the amendment.

<table>
<thead>
<tr>
<th>Number of applicants</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of internal applicants</td>
<td>319</td>
<td>192</td>
</tr>
<tr>
<td>Number of external applicants</td>
<td>5695</td>
<td>5756</td>
</tr>
<tr>
<td>Number of male applicants</td>
<td>2878</td>
<td>3262</td>
</tr>
<tr>
<td>Number of female applicants</td>
<td>3133</td>
<td>2669</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of academic staff vacancies</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male external recruits</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>Male internal recruits</td>
<td>16</td>
<td>11</td>
</tr>
<tr>
<td>No appointment or still unknown at time of writing</td>
<td>48</td>
<td>44</td>
</tr>
<tr>
<td>Female external recruits</td>
<td>20</td>
<td>75</td>
</tr>
<tr>
<td>Female internal recruits</td>
<td>22</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>219</td>
<td>196</td>
</tr>
</tbody>
</table>
2nd quarter 2013
Action 1
Principles 21 and 28: Clear prospects for young researchers

The Executive Board has decided that PhD candidates and postdocs shall in principle devote at least 75% of their work hours to research and a maximum of 25% to teaching. In individual cases this may be deviated from, so long as this is not detrimental to the research results.

Actions carried out:
- Decision by the Executive Board during the 1468th meeting on 1 July 2013. Discussed in the directors’ meeting on 1 July 2013.
- The research institutes have been requested to implement this principle by a letter from the Executive Board.

Result of the actions:
During the external audit, the programme group will determine what the result has been of this decision and directive of the Executive Board. Insight into the actual time spent by PhD candidates and postdocs will be gained through a survey planned for 2016.

3rd quarter 2013
Action 2
Principle 22: Recognition of the academic profession

The Executive Board has decided that the regulations applicable to salaried researchers are also applicable to non-salaried researchers. The faculties will log all non-salaried researchers in the Staff Information System.

Actions carried out:
- The new Academic Integrity Regulations, in effect from 1 April 2013, also apply to non-salaried researchers.
- In the directors’ meeting on 24 September 2013 it was concluded that the NVP job application code is applicable for recruitment and selection of non-salaried positions.
- All non-salaried personnel (PNIL) are registered in BASS-HR.
- Radboud courses for salaried PhD candidates are also accessible to non-salaried PhD candidates.
- The Collective Labour Agreement for Dutch Universities (CAO NU) stipulates that the financial compensation given to non-salaried personnel is at least equal to the primary conditions of academic employment for salaried personnel, with regards to salary, holiday allowance and year-end bonus.

Result of the actions:
All non-salaried personnel (PNIL) are registered in BASS-HR, allowing for easier access to Radboud University facilities and benefits.
In 2013 and 2014, 50 non-salaried PhD candidates took university-wide courses.

4th quarter 2013
Action 8
Principle 1: Guaranteeing freedom of research

The university is investigating how the Netherlands Code of Conduct for Scientific Practice can be incorporated in the study programmes of students and PhD candidates.
Actions carried out and the result:
- The Radboud University Executive Board has established the University Council on Scientific Integrity. The development of teaching material regarding academic integrity is part of the mission of this academic advisory committee. The council advises degree programmes in regards to integrity. After evaluating all the degree programmes in 2014, work is now being carried out to incorporate integrity in the teaching curriculum. In 2015, the council’s recommendation will be made and in 2016 monitoring will be done to determine to what extent this recommendation has been followed by the degree programmes.
- The Human Resources Department (P&O) has developed a course for PhD candidates on the theme of academic integrity. This course is given twice every year and teaches PhD candidates how they can better deal with the ethical dimensions of academic research and, in particular, with questions and problems surrounding academic integrity. The course is given by the Centre for Ethics and Radboud University and will start in January 2015. The course is still little known. Only nine PhD candidates participated in this course in 2014. This number is expected to rise through better recruitment and communication.

1st quarter 2014
Action 6
Principle 8: Dissemination and valorisation of results

A module in academic communication will be incorporated in the regular academic curriculum for PhD candidates.

Actions carried out and the result:
P&O and the Science in Society department have created a course to enable PhD candidates to place their own academic field within a broader social context and to make contributions to current societal issues from their own field of knowledge. This not only involves the dissemination of knowledge to the general public, but also to the government and business community, where possible. This course allows knowledge creation with new insights in the field of academic communication, and was started in January 2015. The first edition of this course proved popular, with more applications than available spaces. The number of participants is 18, and the course is given twice a year.

2nd quarter 2014
Action 10
Principles 21 and 25: Clear prospects for young researchers

The faculties encourage supervisors to discuss career prospects with their PhD candidates and postdocs. The supervisor and employee in question each receives an 'alert' through the Staff Information System when a career interview is required. P&O will provide information on alternative career prospects.

This action consists of two separate elements:

1) Promoting the discussion of career prospects with PhD candidates and postdocs:
- In the career-related policy document 'een helder perspectief' (clear prospects) all supervisors were asked to hold an annual interview which focused on the PhD candidate or postdoc’s performance and on his/her development. Career prospects are to be discussed at the latest a year before the end of the contract.
- Radboud University is developing a PhD system that tracks the progress of all registered PhD candidates. The supervisor will be notified at set times to carry out certain actions with the PhD candidate. This system is principally based on the Training and Guidance Plan. Additionally, annual alerts are sent if the annual appraisal interview has not yet been conducted. This alert will notify the
supervisor and PhD candidate a year before the end of the PhD appointment in regards to the career-related discussion they must have. This alert will also include a checklist/questionnaire that they can complete together. A separate alert will be sent for postdocs, indicating that the annual appraisal interview should include a discussion of career prospects.

Result of the actions:
In 2016 an assessment will be made of the result of both actions on the number of career interviews held with postdocs and PhD candidates. A programme group will implement and monitor the PhD candidate tracking system. For this reason, the evaluation of the system will focus on the abovementioned elements.

2) P&O provides information about alternative career prospects
P&O has set up some structural activities to inform PhD candidates and postdocs about alternative career prospects. This has led to the following results:
- Get Inspired: career day for PhD candidates and postdocs
  Number of participants: 250 PhD candidates and postdocs per programme
- Coach Café for PhD candidates and postdocs
  Number of participants: 25 PhD candidates and postdocs per programme
- Career management for PhD candidates
  An average of 45 PhD candidates per year take part in this training programme.
- Individual coaching for PhD candidates and postdocs
  An average of 45 PhD candidates per year receive coaching and a slightly lower number of postdocs.
- Setting up career services for PhD candidates.
  Career Services is a department that offers faculty-targeted services to guide students to the external labour market. The Faculty of Social Sciences and the Faculty of Science also offer these services to PhD candidates and postdocs. Other faculties do not yet offer these services.
- Faculty actions such as theme days and alumni days (such as at the Faculty of Arts).
- Information on alternative career prospects through the website: offering a career portal with specific attention for PhD candidates and postdocs.
- Organising an annual job market that includes activities aimed at PhD candidates and postdocs during the Radboud Career Week.
- Incorporating the Personality Preference Questionnaire (PPQ) in the development and supervision of PhD candidates.
  Total PPQs administered: 55. This is followed by an evaluation of the PPQ which also enquires into the effects of the PPQ on the supervision of the PhD candidate.

3rd quarter 2014
Action 9
Principle 1: Guaranteeing freedom of research

Faculties and/or institutes pay attention to the social integration of PhD candidates by stimulating contacts and networks within the peer group.

Action: An action plan has been created together with the PhD Organisation Nijmegen. The first step is to take stock of the current social activities at the institutional level which target PhD candidates. Based on this, a decision will be made on where supplementary activities are needed and how institutes can be stimulated to enact additional initiatives. The university is providing additional funding for this purpose (spring 2015).

4th quarter 2014
Conducting the self-assessment.
1st quarter 2015
Action 10
Principle 27: More diversity and gender balance

The mentoring and coaching programme designed to increase the percentage of women in high level positions will be continued until at least 22% of professors (including Radboud university medical center) are female.

The percentage of female professors is now 22%, meaning the above target has been reached. During the academic mentor programme, 70 talented women received coaching and professional development aimed at improving their position. In many cases this led to promotion and in some cases to their appointment to a professorship.

Since the target for 2014 was reached, a new gender balance objective was set by Radboud University: in 2020 at least 25% of all employees in senior positions must be female.

2nd quarter 2015
Action 4
Principle 8: Dissemination and valorisation of results

The faculties will put knowledge valorisation on the agenda for discussion during the annual appraisal interview if it relates to new steps to be taken. In addition, agreements must be made between supervisors and researchers about the goals to be reached in the area of knowledge valorisation in the coming year.

To be carried out in 2015

3rd quarter 2015
Action 5
Principle 8: Dissemination and valorisation of results

The university and the faculties will encourage the provision of open access to academic information.

Action and the result:
The Radboud Repository was established in 2014. The repository is a database containing all of Radboud University’s academic publications. Here people can find details about and, in many cases, full online versions of academic publications by the university’s researchers for free.

This includes:
- journal articles
- books or book chapters
- proceedings
- dissertations

All details about the official academic university publications since 2004 have been stored in the Radboud Repository. The database also contains academic publications from before this date. For instance, the university library stores digital versions of dissertations dating back to the university’s founding in 1923 and even older publications are being digitised at the request of RU researchers.

4th quarter 2015
Action 11
Principle 33: Teaching development
Faculties ensure participation in the university teaching qualification training programme, so at least 75% of the permanent teaching staff possesses this qualification.

Results:
Through a wide range of actions the number of staff with a university teaching qualification has increased greatly. Now every supervisor discusses this topic with relevant employees during the annual appraisal interview. By the end of 2014, 78.8% of the target group had obtained a University Teaching Qualification (UTQ/BKO) or Senior Teaching Qualification (UKO/SKO). The figures per faculty are as follows:

<table>
<thead>
<tr>
<th>Faculty of Philosophy, Theology and Religious Studies</th>
<th>Faculty of Arts</th>
<th>Faculty of Law</th>
<th>Nijmegen School of Management</th>
<th>Faculty of Social Sciences</th>
<th>Faculty of Science</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of BKO or UKO among permanent teaching staff</td>
<td>88.2%</td>
<td>74.8%</td>
<td>69.9%</td>
<td>83.2%</td>
<td>81.8%</td>
<td>83.9%</td>
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</table>

1st, 2nd and 3rd quarter 2016
New actions: see diagram in Appendix 1.

4th quarter 2016
Holding the external audit and working towards a new action/ improvement plan.
## Appendix 1 Implementing the action plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Quarter</th>
<th>Objective</th>
<th>HRS4R norm</th>
<th>Action</th>
<th>Action description (for more detail, refer to the report above)</th>
<th>- Completed</th>
<th>- In progress</th>
<th>- Yet to begin</th>
<th>Result (For more detail, refer to the report above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1</td>
<td>More open recruitment</td>
<td>No. 13</td>
<td>No. 3</td>
<td>1. The Executive Board has decided that all academic vacancies will simultaneously be made available to internal and external applicants.&lt;br&gt;2. Furthermore, the concept of open recruitment will be further specified: placement of the vacancy on the AcademicTransfer website.</td>
<td>Completed</td>
<td>Completed</td>
<td>The actions have been implemented and will result in all academic vacancies being made available to internal and external applicants. AcademicTransfer will be used.</td>
<td></td>
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<tr>
<td>2</td>
<td>2</td>
<td>Clear prospects for young researchers</td>
<td>No. 21</td>
<td>No. 1</td>
<td>The Executive Board has decided that PhD candidates and postdocs shall in principle devote at least 75% of their work hours to research and a maximum of 25% to teaching. In individual cases this may be deviated from, so long as this is not detrimental to the research results.</td>
<td>In progress</td>
<td></td>
<td>The result of the actions will be ascertained by measuring the actual time spent.</td>
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<td>3</td>
<td>3</td>
<td>Recognition of the academic profession</td>
<td>No. 22</td>
<td>No. 2</td>
<td>1. The Executive Board has decided that in principle the regulations applicable to salaried researchers are also applicable to non-salaried researchers.&lt;br&gt;2. The faculties will log all non-salaried researchers in the Staff Information System.</td>
<td>Completed</td>
<td>Completed</td>
<td>The actions have been implemented and are resulting in more equal recognition of researchers working for Radboud University.</td>
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<td>4</td>
<td>4</td>
<td>Guaranteeing freedom of research</td>
<td>No. 1</td>
<td>No. 8</td>
<td>The university is investigating how the Netherlands Code of Conduct for Scientific Practice can be incorporated in the study programmes of students and PhD candidates by:&lt;br&gt;1. Offering a course on academic integrity as</td>
<td>In progress</td>
<td></td>
<td>1. The actual result of the actions depends on which recommendations the University Council on Scientific Integrity will make.&lt;br&gt;2. The course on academic integrity has not yet reached its participant capacity.</td>
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<tr>
<td>Year</td>
<td>No.</td>
<td>Task</td>
<td>Actions</td>
<td>Status</td>
<td>Notes</td>
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<tr>
<td>2014</td>
<td>1</td>
<td>Dissemination and valorisation of results</td>
<td>A module on academic communication will be incorporated into the regular academic curriculums for PhD candidates.</td>
<td>Completed</td>
<td>The course has begun and has proven popular from the onset. The course will be offered twice a year with space for twenty PhD candidates per course.</td>
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<tr>
<td></td>
<td>2</td>
<td>Clear prospects for young researchers</td>
<td>1. The faculties encourage supervisors to discuss career prospects with their PhD candidates and postdocs. Various actions have been taken in this regard. 2. The supervisor and employee in question each receive an 'alert' through the PhD candidate tracking system when a career interview is required. 3. P&amp;O will provide information on alternative career prospects. Various actions have been taken in this regard.</td>
<td>Completed</td>
<td>Almost all the proposed actions have been implemented. The result of these actions will be measured in the external audit in late 2016. The PhD candidate tracking system will be implemented by June 2015, and will include alerts to supervisors.</td>
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<td></td>
<td>3</td>
<td>Guaranteeing freedom of research</td>
<td>Faculties and/or institutes pay attention to the social integration of PhD candidates by stimulating contacts and networks within the peer group. Resources have been made available by the university, and an action plan will be developed in March-April 2015.</td>
<td>In progress</td>
<td>The result will not be visible until the additional actions have been implemented.</td>
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<tr>
<td></td>
<td>4</td>
<td>Conducting the self-assessment</td>
<td>Conducting the self-assessment</td>
<td>Completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Quarter</td>
<td>Objective</td>
<td>HRS4R norm</td>
<td>Action</td>
<td>Action description (for more detail, refer to the report above)</td>
<td>- Completed - In progress - Yet to begin</td>
<td>Result (For more detail, refer to the report above)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>1</td>
<td>More diversity and gender balance</td>
<td>No. 27</td>
<td>No. 10</td>
<td>The mentoring and coaching programme designed to increase the percentage of women in high level positions will be continued until at least 22% of professors (including Radboudumc) are female.</td>
<td>Completed</td>
<td>The percentage of female professors is 22%.</td>
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<td></td>
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<tr>
<td></td>
<td>2</td>
<td>Dissemination and valorisation of results</td>
<td>No. 8</td>
<td>No. 4</td>
<td>The faculties will put knowledge valorisation on the agenda for discussion during the annual appraisal interview if this is part of their task package. In addition, agreements must be made between supervisors and researchers about the goals to be reached in the area of knowledge valorisation in the coming year.</td>
<td>Yet to begin</td>
<td>The result will be made clear during the external audit.</td>
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<tr>
<td></td>
<td>3</td>
<td>Dissemination and valorisation of results</td>
<td>No. 8</td>
<td>No. 5</td>
<td>The university and the faculties will encourage the provision of open access to academic information.</td>
<td>Completed</td>
<td>All data from the university’s official academic publications from 2004 will be stored in the Radboud Repository. The database also contains earlier academic publications.</td>
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<tr>
<td></td>
<td>4</td>
<td>Teaching development</td>
<td>No. 33</td>
<td>No. 11</td>
<td>Faculties ensure participation in the University Teaching Qualification (UTQ/BKO) training programme, so at least 75% of the permanent teaching staff possesses this qualification.</td>
<td>Completed</td>
<td>Through a wide range of activities, the percentage of staff members with a teaching qualification has increased significantly. Now every supervisor discusses this topic with relevant employees during annual appraisal interviews and 78.8% of the target group has obtained a BKO or UKO/SKO.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Quarter</td>
<td>Objective</td>
<td>HRS4R norm</td>
<td>Action</td>
<td>Action description (for more detail, refer to the report above)</td>
<td>- Completed</td>
<td>- In progress</td>
<td>- Yet to begin</td>
<td>Result (For more detail, refer to the report above)</td>
</tr>
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<td>------------------------------------------------</td>
</tr>
<tr>
<td>2016</td>
<td>1</td>
<td><strong>New action:</strong> More diversity and gender balance</td>
<td>No. 27</td>
<td>No. 13</td>
<td>Radboud University has set a new target of 25% for women in senior positions by 2020. To this end the mentoring programme will continue and expand its scope.</td>
<td>In progress</td>
<td></td>
<td>Yet to begin</td>
<td>The result will be made clear during the external audit.</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td><strong>New action:</strong> Clear prospects for young researchers</td>
<td>No. 28</td>
<td>No. 14</td>
<td>Radboud University will begin organising group sessions such as coach cafés for PhD candidates and postdocs. These sessions will focus on broad career orientation and information.</td>
<td>Yet to begin</td>
<td></td>
<td></td>
<td>A pilot has been started and has received a positive evaluation. Approximately 100 PhD candidates and postdocs have already participated. The Coach Café will be organised at regular intervals starting in 2016.</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td><strong>New action:</strong> Dissemination and valorisation of results</td>
<td>No. 8</td>
<td>No. 15</td>
<td>Radboud University is developing a course for PhD candidates aimed at data management, since good data management contributes to open access to academic data and results.</td>
<td>In progress</td>
<td></td>
<td></td>
<td>The structure of the course has been set and the course will begin shortly.</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Preparation and execution of external audit</td>
<td>No. 12</td>
<td></td>
<td>Radboud University is preparing the external audit.</td>
<td>Yet to begin</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 2 Action plan (part of application in March 2013)

<table>
<thead>
<tr>
<th>Action</th>
<th>What?</th>
<th>Who?</th>
<th>Done?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1</td>
<td>The Executive Board determines that PhD and postdoc students spend at least 75% of their working hours on research (relative time utilisation). In principle, up to 25% of working hours are spent on education. Deviations may occur in individual cases if research results are not adversely affected.</td>
<td>EB</td>
<td>Q2 2013</td>
</tr>
<tr>
<td>Action 2</td>
<td>The Executive Board determines that regulations that apply to salaried researchers should, in principle, also apply to non-salaried employees. The faculties register all non-salaried employees in the Staff Information System.</td>
<td>EB Faculties</td>
<td>Q3 2013</td>
</tr>
<tr>
<td>Action 3</td>
<td>The Executive Board determines that all academic vacancies should be open to both internal and external applicants. Additionally, advertising the position on Academic Transfer has been specified as sufficiently open.</td>
<td>EB</td>
<td>Q1 2013</td>
</tr>
<tr>
<td>Action 4</td>
<td>The faculties make the development and transfer of knowledge a topic of discussion during annual meetings if it relates to new steps to be taken. In addition, agreements will be made between supervisors and researchers as to results to be achieved in the area of knowledge development and transfer for the coming year.</td>
<td>Faculties</td>
<td>Q2 2015</td>
</tr>
<tr>
<td>Action 5</td>
<td>The university and faculties encourage the open access of academic knowledge and information so that all publications are openly available and accessible.</td>
<td>EB Faculties</td>
<td>Q3 2015</td>
</tr>
<tr>
<td>Action 6</td>
<td>An academic communication module will be introduced to PhD candidates during the regular curriculum on offer at the university.</td>
<td>HRD</td>
<td>Q1 2014</td>
</tr>
<tr>
<td>Action 7</td>
<td>The faculties encourage executives to discuss career prospects with their PhD candidates and postdocs. The supervisor and employee concerned are alerted by the Staff Information System when it is time to conduct a career interview. The HR Department provides information on alternative job prospects.</td>
<td>Faculties HRD</td>
<td>Q2 2014</td>
</tr>
<tr>
<td>Action 8</td>
<td>The University examines how the Code of Conduct for Scientific Practice can be incorporated in the education and training of students and PhD candidates.</td>
<td>EB</td>
<td>Q4 2013</td>
</tr>
<tr>
<td>Action 9</td>
<td>Faculties and/or institutions focus their attention on the social integration of PhD candidates by promoting contacts and networks between peers.</td>
<td>Faculties Institutes</td>
<td>Q3 2014</td>
</tr>
<tr>
<td>Action 10</td>
<td>The mentoring and coaching programme designed to increase the ratio of women in senior positions (Radboudumc included) will continue until at least 22% of the overall number of professors are women.</td>
<td>HRD</td>
<td>Q1 2015</td>
</tr>
<tr>
<td>Action 11</td>
<td>Faculties shall ensure participation in the university teaching qualification (UTQ) training course so that at least 75% of permanent teaching staff has this basic qualification.</td>
<td>Faculties</td>
<td>Q4 2015</td>
</tr>
</tbody>
</table>