

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

“A Human Resources Strategy for Researchers incorporating the Charter and Code”

CRP-Santé’s internal analysis

2009 – 2010

The Human Resources Strategy at the CRP-Santé is supporting the implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers (C&C).

Background:

- CRP-Santé has signed the C&C in 2008 as the first research institution in Luxembourg (by now only followed by the FNR).
- CRP-Santé has signed the DECLARATION OF COMMITMENT BY THE MEMBERS OF THE *EURAXESS SERVICES NETWORK* (former ERA-MORE Network) end of November 2008.
- The responsible of Human Resources (HR) attended on October 16th, 2008, the first training session of the C&C in Brussels.
 - This meeting consisted of about 50 people with different profiles such as deans, rectors, HR managers and researchers. All were expected to play an active role to raising awareness about the C&C within their institution and, possibly, also at a national level. **The aim of this training session** was to explore the state-of-play of the C&C implementation with particular regard to communication actions taken.
 - During this first training session, an **action plan** in different fields was defined:
 - Strategy + RH
 - Lobbying
 - Networking
 - Internal Communication
 - External Communication
 - Further to this training session and in view of the forthcoming session of April 2009, the Charter and Code Promoters' Network Community has been created in order to provide members with a user-friendly meeting place. Through this platform, the promoters can keep contact, exchange documents, initiate discussions, and make sure that the Promoters' Network is active across borders.

What has been done so far?

- **Participation in 1st network meeting : 16 October 2008**

- SYNAPSE: the Charter and Code Promoters' Network Community.
- Action Plan of CRP-Santé: March 2009.
- Recruitment Process (applying the Code of Conduct).

- **Participation in 2nd network meeting : 21 April 2009 (with A. Derischebourg, communication manager)**

- Presentation of one of our actions: the recruitment process at the CRP-Santé.
- Several relevant working groups were created: Communication, HR ...
- The first new support tool is called the « Human Resources Strategy for Researchers Incorporating the C&C ».
- Extensive consultation and preparatory work with members.

- **Participation in 1st network meeting of the HRS for Researchers: Warwick, 7 September 2009**

- First practical step forward in implementing the recently agreed partnership for researchers.
- Implementation steps have been given and explained concretely in sharing good practices and other experiences.
- An internal analysis, involving all key institutional players has to be done by March 2010.

- **CRP-Santé 's internal analysis :**

- Working group has met and discussed during 2 working sessions on July 13 and September 1, 2009 and has performed the internal analysis of the 40 C&C principles in 4 areas:
 - Ethical and professional aspects
 - Recruitment
 - Working conditions & social security
 - Training

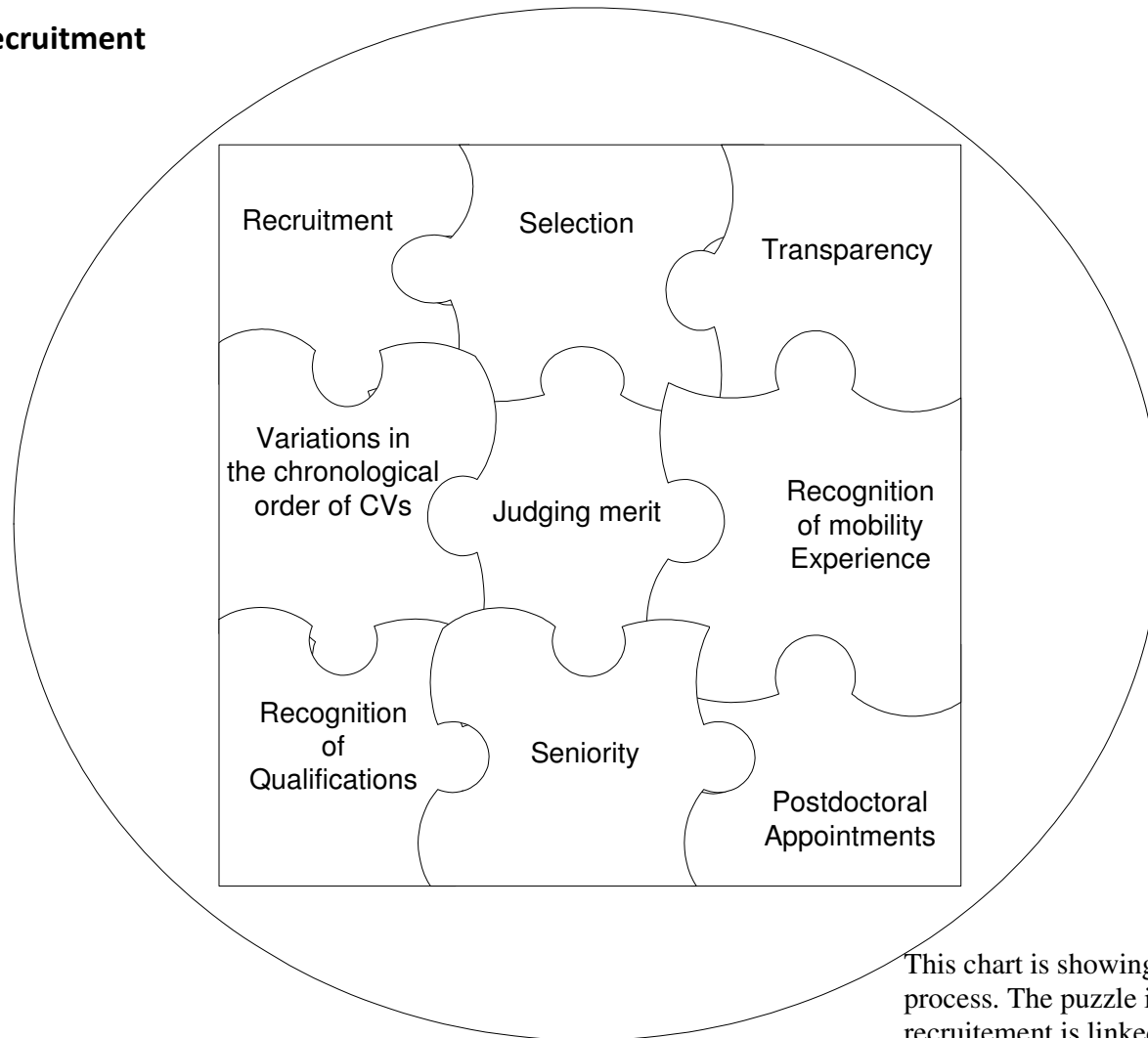
Composition of internal analysis team: Dr JC. Schmit (CEO), D. Cardao (CFO), A. Derischebourg (COM), Dr J. Turner (researcher), Dr F. Azuaje (senior researcher), Dr C. Thomas (researcher), N. Beicht (HR).

- **Participation in 2nd network meeting of the Institutional Resources Strategy Group: Heidelberg, 9 February 2010**

- Exchange of experiences and challenges encountered by group members in implementing the HR Strategy.
- The role of funding organisations as drivers for the HR Strategy process.
- The Commission acknowledgement.

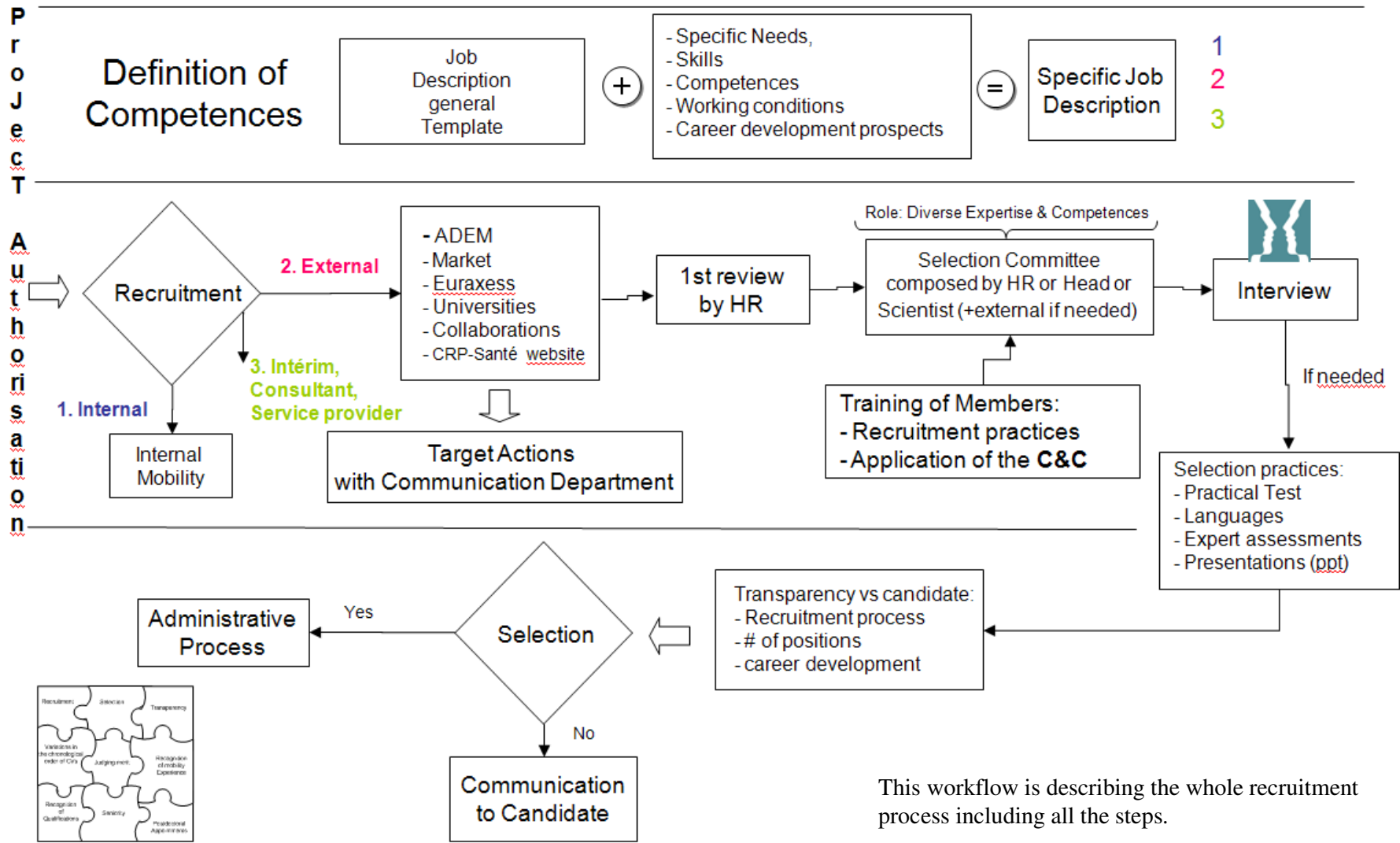
Code of conduct for recruitment

Integrated Process



This chart is showing the integration of all recruitment process. The puzzle indicates that each step of recruitment is linked. The Cercle gives a common view and is applicable to all the candidates.

Recruitment process



This workflow is describing the whole recruitment process including all the steps.

Internal analysis

I. Ethical and professional aspects

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
No recognition of the legal status of “researcher” in Luxembourg law (except special conditions in labour law)	Researchers’ careers defined by internal procedures and salary rules	Lobbying for an “official” recognition of the profession of “researcher”	All, continuously
	Access to scientific literature: Collaboration with Bibliothèque National du Luxembourg	Setting up an internal work group to better define needs	TBD
	Access to relevant legislation and regulations only in French	Translate relevant legislation/regulations and internal procedures and make them available on the intranet	Legal department “Owners” of procedures (end 2010)

2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Helsinki declaration Oviedo declaration Good Clinical Practice EU Directive on clinical trials EU Directive on animal work	Draft of internal ethics code summarising and explaining key principles to be used at CRP-Santé	Workgroup to finalize internal ethics code Approval by management and board	Benchmarking on EU situation (HR 2010) Drafting on internal code (WG 2011) Approval by management (end 2011)

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated,

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
FNR regulations	Note by CEO on plagiarism 2008	Access to scientific literature Information campaign Plagiarism to be included in the internal Code of Ethics Plagiarism detection software, available at project management	See I.1 2010 2011 2010, project manager

that the person to whom it is delegated has the competence to carry it out.

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Governmental declaration 2009	Organisational strategy	Communication on strategy	CEO with communication manager, continuously (included in communication plan 2010)
Law on FNR Law on Data Protection Law on Biomedical Research	Project management procedure	Communication on funding regulations and opportunities Updating of project approval procedure Communication on project approval procedure	Project manager, continuously Project manager, Q1 2010 Project manager with communication manager, starting Q1 2010
	Project management implementation	Implementation of semestrial meetings of project management and principal investigators/head of units	Project manager, implementation process ongoing

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Labour law Law on AFR* (Aides à la Formation-Recherche : www.afr.lu) Law on FNR *(Fonds National de la Recherche Luxembourg : www.fnr.lu) Performance contract (PC) with government	Application of law (internal RH procedures) Work contracts for AFR grants Contracts for FNR grants Implementation process of PC	No further actions required Communication on PC obligations	CEO/CFO
Law on IP rights	Internal IPR procedure	Revision of procedure	TTO/CEO 2011
	Project management procedures	Providing online access to project management database	Project manager, to be fully implemented by end of 2009

*The AFR is a national research grant scheme to support PhD and Postdoctoral research training in Luxembourg and abroad. It has arisen from a reform of the well-established BFR "Bourse Formation-Recherche" fellowship scheme, which has come to a close at the end of September 2008. From the 1st October 2008 onwards, the law on the AFR has come into force. The new AFR scheme is managed by the Fonds National de la Recherche (FNR)

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Performance contract (PC) with government	Implementation process of PC	Communication campaign on funding and accountable use of taxpayer's money	CEO, CFO and communication manager, Q3 2010
Annual state budget	Financial rules and accounting principles	Update of procedures including full cost budgeting and depreciation procedures	CFO 2010
		Procedures for internal communication of relevant figures to interested parties	CFO and communication manager, Q3 2010

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Health & Safety laws	Internal H&S policies	Update policies on a regular basis	H&S managers, continuously
Law on data protection	Internal data protection policies within project management	Update policies on a regular basis	Project management & legal
	Internal IT policies	Update policies based on IT audit from 2009	CIO, CFO, to be finished by end 2009

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Law on innovation 2009	Collaboration contract with Luxinnovation signed in 2009	Define precisely user needs	TTO, CEO, Q1 2010
	Collaboration contract with Vesalius *(private venture capitalist) signed in 2009	Training of TTO (Technology Transfer Officer) Annual research unit review by Vesalius	Vesalius, CEO, CFO, HR, Q4 2009 Vesalius 2010-2012
	Collaboration with Ministry of Economical Affairs and Foreign Trade	Maintain ad hoc interactions	CEO, CFO, as appropriate heads of units, continuously
	Performance contract with government	Yearly reporting on KPI** requesting a certain level of output (i.e. publications, reports).	Management, yearly

* Vesalius Biocapital offers venture capital to young European innovative life science companies. The CRP-Santé has signed a professional partnership with Vesalius in order to develop our research through efficient product development, licensing, collaborations and spin-off companies.

** KPI : Key Performance Indicators.

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	FNR grants for conferences	Motivate researchers to organise conferences	CEO/HR 2010
	Participation in activities of Pro-Science (and similar): Researchers' night Science Festival, and others	Distribution of information on how to participate	Communication manager, yearly
	External communication plan	Update communication plan	Communication manager, yearly
	Activities for young students: open day, girls & boys day, school visits	Ongoing	Yearly, researchers

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Labour law	Code of ethics Internal procedures (e.g. for recruitment)	To be included in Internal Code of Ethics 2011	

11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	External scientific advisory board (ESAB)	Define the field of action and rules for the ESAB (now in collaboration with MESR as they organise audits)	CEO, Q1 2010
	Appraisal at the end of probation period	No actions required, procedure implemented	
	Appraisal for career development (i.e. “prime de fonction”)	No actions required, procedure implemented	
	General appraisal system	Introduction of a general appraisal system (periodicity, link to salary, team appraisal?)	HR, CEO, board, 2013

II. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Admission standards based on education level (diplomas), but allowing for flexibility Individual job profiles always defined Code is largely implemented	No actions required	
	No rules for returning researchers	Develop policy	HR 2013

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Recruitment process established	None, procedure is implemented	

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Selection committee for senior positions	<ul style="list-style-type: none"> - Training of selection committee - Extension to other research positions - Include external members when appropriate 	HR 2010 Management 2012 Management 2010

15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Job vacancies are internally and externally published	No action required, procedure implemented	
	Rules established but no document handed to candidates	Establish document for candidates explaining recruitment process	HR 2010

16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Recruitment process	Include information in document to be distributed to candidates	HR 2010

17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Recruitment procedures	No action required, procedure is implemented	

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Recruitment procedures	No action required, procedure is implemented	

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
FNR regulations	Recruitment process	None	

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Recruitment process	None	
	Salary rules recognise progression	For senior researchers	

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
FNR regulations	Salary rules	None	

III. Working conditions and social security

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Labour law	Salary rules	None	

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
		New building	Starting 2010
	National collaborations with other institutions in place International collaborations with other institutions in place	Develop research network	Head of units, researchers continuously

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Part-time jobs available	None, already implemented	
	Flexible working hours Sabbatical leave possible Tele-working	None, already implemented Procedure to be written Procedure drafted, to be approved by management	HR 2011

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Labour law	Maximum 5 years of determinate contract	None, implemented	

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Labour law	Salary rules	None	
Tax agreements with neighbouring countries			

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Currently more women than men at CRP-Santé	None	
	Senior level: predominance of men	Equal rights for progression	

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	None	Competence analysis	Benchmarking 2010, HR Implementation 2011, HR
	None	Mentor system	Performance contract 2011-2013

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
FNR regulations	Currently, ad hoc	"Open lab" programme	Performance contract 2011-2013
		External exchange programme	

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Currently, ad hoc	National strategy to be defined	Euraxess, FNR
		Internally: development plan PhD student network	

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Internal procedure on IPR	Review 2011	TTO

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Professional rules	Ad hoc	Internal procedure to be developed	2012

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	<ul style="list-style-type: none"> - Salary rules : external teaching possible - Internal teaching (PhD trainings) 	Collaboration agreement on teaching with university	CEO, 2011

34. Complains / appeals

Employers and / or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	No procedures	Procedure to be defined	2012

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Internal committees for consulting and decision making (various)	Improve communication on opinions and decisions (outcome of working groups)	2012 Communication Manager

IV. Training

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Ad hoc	Implement mentor systems	
		PhD student training procedure to be defined Training of trainers	Performance contract 2011-2013

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Management training for senior researchers	Continuing training (Generic and transferable research skills programme)	2011-2013

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
FNR funding for training	Budget for training available	Training offers on intranet	HR & IT

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	Internal training	<ul style="list-style-type: none"> - Advertise internal trainings - Training “log book” 	

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
		Mentor programme	2011-2013