

Action plan
Human Resources Strategy for Researchers (HRS4R)

Leiden University

Proposed actions for acquiring the HR Excellence in Research logo based on a gap analysis

December 2014

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1. Introduction

1.1 Leiden University

Mission

Leiden University positions itself as a European Research University and stands for high-quality research and academic education. Our teachers train their students in programmes that are closely linked to their research, in a challenging study environment with an increasingly international character. Our students prepare to function in scientific and other positions in which they can use their academic knowledge and skills.

Our research meets the highest international standards and contributes to the acquisition of knowledge and innovation, with a focus on prosperity, well-being and culture in a sustainable society. Our researchers focus on ground-breaking scientific research and find inspiration in the scientific and social challenges of the future.¹

Core values

The motto of Leiden University is Praesidium Libertatis, bastion of freedom. Our core values are freedom of spirit, thought and expression, the free development of science, responsibility towards society, and integrity.²

Education

The education we offer at Leiden University is strongly linked to our research. We believe that a complete study programme should consist of a bachelor's and a master's phase. In the latter category we offer, in addition to one-year master's programmes, a number of challenging two-year research master's. These form a preparation for the next phase, the PhD.

Leiden University has five key principles that guide its development in the field of education: academic signature, focus on study success, inspiring teachers, an attractive selection of programmes, and an international orientation.

Research profile

Leiden University has selected eleven profile areas for research. These are fields in which our researchers excel, and which cross over the traditional boundaries between disciplines and faculties. They offer opportunities for fundamental research at the highest level while at the same time meeting the core social and global challenges of the 21st century.

The eleven profile areas are:

1. [Asian modernities and traditions](#)
2. [Bioscience: the science base of health](#)
3. [Brain function and dysfunction over the lifespan](#)
4. [Fundamentals of science](#)
5. [Global interaction of people, culture and power through the ages](#)
6. [Health, prevention and the human life cycle](#)
7. [Interaction between legal systems](#)
8. [Language diversity in the world](#)
9. [Political legitimacy: institutions and identities](#)
10. [Translational drug discovery and development](#)

¹ Leiden University Institutional Plan 2010-2014, *Inspiration and Growth*

² Leiden University Institutional Plan 2010-2014, *Inspiration and Growth*

11. Vascular and regenerative medicine

Organisation and figures

Leiden University was founded on 8 February 1575, and is the oldest university in the Netherlands. The University has 7 faculties: Archaeology, Campus The Hague (including Leiden University College), Humanities, Medicine,³ Law, Social and Behavioural Sciences, and Science. In the 2013/2014 academic year, Leiden University had 23,034 students and 4,076 employees, of whom 2,253 were academic staff members.⁴

Leiden University ranks in the top 100 of all the most important international rankings. As the highest ranking Dutch university, it appears in 67th position in the Times Higher Education World Universities Ranking and in 53rd position in the CWTS Leiden Ranking. In 2013, it appeared in 74th position in both the QS Ranking and the Shanghai (ARWU) Ranking.

National and international collaboration

In both teaching and research, Leiden University collaborates with top institutions from around the world. In addition, together with Delft University of Technology and Erasmus University Rotterdam, Leiden has formed the *LDE Strategic Alliance*, a partnership within which the three universities collaborate in areas such as teaching, research and valorisation.

In 2002, together with 11 other prominent European universities, Leiden University founded the League of European Research Universities (LERU). The LERU has since expanded and now comprises 22 leading universities. The primary objective of this alliance is to persuade national and European governments of the importance of fundamental scientific research and the role that research universities can play in this context. In addition, the LERU also focuses on the exchange of expertise between its members and on stimulating collaboration and interaction between students and researchers. In addition, Leiden University also collaborates in networks and organisations such as the Coimbra Group, the Europaeum, the European University Association, and the International Association of Universities.

HRM Strategy

Our HRM strategy supports the objectives of Leiden University. The purpose of the HRM strategy is to attract, retain and reward new high-quality ('world-class' in the university's key strategic areas) employees in all staff categories, as well as maintaining and further stimulating the motivation, active involvement and professional development of our staff.

The following principles form the foundation for our HRM strategy:

- The core values of the University, as formulated in the institutional plan: freedom of spirit, thought and expression, and the unbounded development of science;
- A close link between research and education;
- A high degree of individual responsibility for staff, as is appropriate for high-level research and education, and the relevant supporting activities;
- A governance structure based on a transparent and explicit framework for the University as a whole, with sufficient room for the faculties to further determine the details and adjustments required to match the needs and preferences of the varying fields of inquiry;

³ In terms of organisation, the Faculty of Medicine is subsumed under the LUMC. The LUMC is an independent organisation (although affiliated with the University). The Faculty of Medicine therefore falls outside the scope of this application.

⁴ <http://www.over.leidenuniv.nl/feitencijfers/cijfers.html>

- The ambition to use financial and personnel resources as efficiently as possible, and to reduce administrative costs as far as possible;
- The personnel policy represents a culture change, the key to which is a dynamic, proactive and result-oriented approach.

Our HRM strategy has been formulated on the basis of five main themes:

1. Climate for excellence;
2. Personnel planning, with in the coming years a substantial focus on steering towards the desired actual number of employees and the composition of the personnel (for example gender balance);
3. Attracting and developing talent;
4. Performance norms, assessment, valuation and rewards, whereby the HRM policy strengthens the link between performance, assessment and rewards;
5. An efficient HRM infrastructure.⁵

1.2 Why the HR Excellence in Research (HRS4R) logo?

Leiden University works in a number of ways on creating a sound and inspiring research climate for its researchers. By acquiring the HR logo, Leiden University hopes to improve this research climate even further. We wish to recruit, retain and motivate talented researchers on the international level.

We regard the principles of the HRS4R logo as a mirror for our HR researcher policy. The process of acquiring the logo is an excellent opportunity to find out how researchers and other key stakeholders experience the rules and policy in their daily work activities. The action points we formulated following the analyses and interviews with researchers will lead to important improvements in the research climate of our researchers. The logo also offers the university the opportunity to improve its position on the international labour market and to increase its recruitment power.

The following section describes the way in which the application process was approached.

⁵ Human Resources (HR) Policy Plan 2010-2014

2 Process description

This application for the HR logo was preceded by an extensive (self-) assessment procedure.

This application was prepared by a project group and a steering group. The members of these groups were drawn from all layers of the University.

The project group consisted of the following members of staff:

- The head of P&O of the Faculty of Humanities
- A policy officer from the Academic Affairs department
- A researcher from the Faculty of Social and Behavioural Sciences
- A senior policy officer from HRM (project leader)
- A legal expert from HRM

The steering group consisted of the following:

- The Dean of the Faculty of Social and Behavioural Sciences (Chair), also a professor.
- The Director of Operations of the Faculty of Science
- The Director of the Academic Affairs department
- The Director of Operations of the General and Administrative Affairs department
- A senior policy officer from HRM (project leader and secretary)

Approach

The chosen approach can be divided into two phases.

- I. Phase one consisted of the internal analysis. This internal analysis consisted of two parts:
 - a. A document analysis
 - b. A practical analysis.
- II. On the basis of this extensive internal analysis, we were able to formulate an action plan: this is the second phase.

Ia Internal analysis: Document analysis

For the document analysis, we examined the national and sector regulations, our current HRM policy and the university regulations to see whether they match the principles and requirements of the Charter and the Code of Conduct. This analysis was prepared by the steering group and the project group. We subsequently consulted a number of experts:

- All the heads of the faculty P&O departments.
- The Directors of Operations of the faculties.
- The Academic Affairs department, the department that is responsible for strategy and policy advice with respect to education, research, internationalisation, collaboration and legislation.
- The Human Resources department.
- The Legal Affairs department.
- Leiden University Research and Innovation Services, the Technology Transfer Office.
- The management of the University library.
- The management of the Strategic Communication and Marketing department.

This resulted in an extensive overview of national, sector and university policy. See Appendix 1.

Ib. Internal analysis: Practical analysis

After completing the document analysis, we proceeded with the practical analysis. Our goal was to involve as many different people as possible in the practical analysis, from as many different positions

within the University as possible. In doing so, we were particularly attentive to the perspective of the researchers. The practical analysis consisted of a number of steps that are described in further detail below.

To begin with, we tested the 40 principles against the results of recent (HRM) investigations. In the past few years, the Leiden University staff have been the subject of a number of studies and surveys:

1. Personnel monitor: once every two years, the University commissions a job satisfaction survey organised by IVA Policy Research and Advice. This is an extensive survey with questions about the job satisfaction of our staff. The topics covered include development and professionalisation, terms and conditions of employment, career support, and mobility. In addition, in 2013, a survey on the working environment was conducted among PhD students from the Leiden PhD Association (*Leids Promovendi Overleg*, LEO). Both surveys yielded many respondents among researchers.
2. Evaluations of HRM policy: on a yearly basis, the implementation of the policy is assessed in the field of P&D (Performance and Development Interviews, *Resultaat- en Beoordelingsgesprekken*) and UTQ (University Teaching Qualification, *Basiskwalificatie Onderwijs*). The results are discussed with the Directors of Operations and the heads of the P&O departments of the faculties. This leads to improvements in the practice of our policy topics.
3. Institutional review: An institutional review took place at the start of 2013. In this review, the Accreditation Organisation of the Netherlands and Flanders (NVAO, *Nederlands Vlaamse Accreditatie Organisatie*) focused particularly on quality assurance in HRM processes. In preparation, the organisation examined its own processes of quality assurance critically and in detail. The final assessment by the NVAO was very positive. The NVAO praised the practical implementation of the central vision of the Executive Board.

The results of these studies and surveys provided a great deal of information on the practical implementation of our policy and provided us with a first draft of our gap analysis.

This draft was subsequently submitted to important consultative bodies within the University. As a result, the draft of the gap analysis has benefited from the critical feedback and ideas for optimisation of the Directors of Operations of all faculties, the heads of the P&O departments of the faculties and the members of the steering group.

The third step consisted of an extensive assessment of the gaps in the course of a number of sessions with Dutch and international researchers.

The first session was a sounding board group, consisting of 15 researchers from various (academic) job groups, and employed by different faculties. The objective of this session was first of all to assess the draft of the gap analysis and to gather recommendations for a new policy or for adjustments to the existing policy. A secondary objective was to provide room to make additions to the draft of the gap analysis. We asked the participants some questions on four previously selected themes that were identified as gaps in the practical analysis. In this way we obtained very constructive feedback from the researchers on our current policy and at the same time some very practical recommendations that we included in our action plan. The input of the researchers also offered insight into gaps that had not previously been identified. This information has been processed into the present application document.

A second session involved a sounding board group of six international researchers who either have a fixed contract or are working on a temporary basis at one of the Leiden University faculties. This group discussed three themes and provided substantial input on how to improve the policy of the

University with regard to international researchers. This information has also been processed in the present application document.

II Formulating an action plan

The second phase consisted of formulating an action plan. This action plan contains the information from both the document analysis and the practical analysis. The suggestions from the sessions with the Dutch and international researchers have also been included. Finally, the application document in its entirety was discussed in a number of consultation platforms and representative bodies, such as the following:

- The policy consultation with the heads of P&O
- The Directors of Operations of the faculties
- The faculty deans in the Management Board
- The University Council

3 Gaps and action points

The gap analysis (see Appendix I) shows that Leiden University fulfils the principles of the Charter and the Code on almost all points. A gap was observed with respect to 7 principles. Following extensive discussions with the two sounding board groups, the steering group and the project group, we decided to focus our improvements on five of these principles.

There was some discussion about principle 3 (professional responsibility). One of the requirements of this principle is that researchers do their utmost to ensure that their research is relevant for society. Leiden University interprets this principle in a broad sense and explicitly wishes to leave room for fundamental research of which the social relevance is not immediately apparent.

Principle 21 (postdoctoral appointments) requires institutions to provide additional professional development opportunities for a research career for postdocs. Leiden University is aware of its responsibility for the career of postdocs. This topic is also covered in the annual Performance & Development Interviews and actions with respect to this point are also being undertaken under principle 28 (Action 9 and 10). However, it may also be the case that the further career of a given postdoc takes him or her outside the research sector. Career support for postdocs should not, in our opinion, focus solely on a research career.

The description and justification of the five gaps is structured as follows:

- The relevant point from the Charter and Code is mentioned.
- The current activities of Leiden University and the state of the art regarding this point are then listed (in the text box).
- Finally, an overview is given of the activities that we wish to undertake on this point, including our objective, method, time frame and the parties responsible. Wherever possible, we indicate the way in which we will be monitoring progress on this point.

Principle 13 Recruitment

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.

Explanation

The University HRM policy plan establishes the following underlying principle: *“Recruitment in open competition is (...) the underlying principle at all levels, from PhD candidate to professor. Assistant professors, associate professors and professors are the parties responsible for teaching and research. As a rule, they have a permanent contract. Appointment is the result of high requirements and a competitive selection.”*

This principle is further developed in the regulations on filling vacancies. These regulations provide guidelines for open recruitment for vacancies, taking into account the collective labour agreement (CAO) requirement that in some situations (such as illness, unemployment or imminent unemployment), staff members are given priority. The regulations on filling vacancies do not apply to full professors and PhD candidates.

The University guidelines regarding the appointment of academic staff states that the recruitment of academic staff should be based on competitive selection. As a rule, competitive selection involves recruiting in an open competition, simultaneously internally and externally. This kind of recruitment often involves candidates at both national and international level. Vacancies are listed on the University website and on the website of Academic Transfer. In this respect, Leiden University follows the guidelines of the Recruitment Code of Conduct of the Netherlands Association for personnel policy (*Nederlandse Vereniging voor Personeelsbeleid*). According to these guidelines, applicants should receive clear information regarding the content of the job, the job requirements, the way in which they can apply and the terms and conditions of employment.

Recruitment of full professors is subject to further rules as established in the policy on full professors: *“The recruitment of full professors should (...) as much as possible involve an open competition. This is achieved by recruiting internally and externally at the same time, generally both in the Netherlands and abroad. The Executive Board may occasionally grant permission to deviate from this principle of open recruitment. The motivation for doing so might range from the properties of the relevant sector of the labour market to specific reasons related to the personnel policy.”*

No specific rules have been formulated for the recruitment of PhD candidates.

Open recruitment and open competition are therefore the norm. The researchers who were involved in the gap analysis indicated that they strongly support this underlying principle. It was again included in the Academic Staff Career Policy for 2014. In practice, exceptions are occasionally made to these regulations. The manner in which these exceptions are implemented requires further streamlining.

Action 1. The Executive Board establishes clear guidelines for the recruitment of academic staff which - on the basis of open recruitment - offer a transparent and concrete framework for exceptions.

Objective: To guarantee open recruitment procedures for academic staff members with the prospect of permanent employment.

Method: New University guidelines

Entry into force 1 January 2016

Responsibility: HRM

Assessment: Guidelines are established and communicated

Principle 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 sector regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Explanation

Leiden University aims to offer its researchers an optimal environment and facilities. The Personnel Monitors of 2010 and 2012 and the sessions with Dutch and international researchers confirm that we are overall successful in this respect.

The most important shortcomings, according to the researchers interviewed, relate to a lack of research time, particularly as a result of combined responsibilities in the field of teaching, research and administration. The increasing pressure to acquire external funding for research and the measures for improving the study success rate exacerbate this effect. Researchers have a need for longer teaching-free periods in which they can concentrate on their research or simply focus on a new grant application. Leiden University has a regulation for sabbatical leave that in practice proves to be used surprisingly rarely.

It also became apparent that international researchers need more practical information on settling in the city and the University. The researchers we consulted in the context of the gap analysis advocated improved information about the University and about practical matters related to life in the Netherlands (housing, schools, facilities, etc.). As of 1 May 2014, the International Service Desk has been launched, which is responsible for handling the appointment of international researchers, including IND (immigration) procedures, etc., effectively and efficiently.

Action 2: Improve quality of information regarding ratio of teaching and research when appointing new researchers by including it as a fixed item in the P&D interviews, including the first of these interviews.

Objective: Transparency for every researcher regarding the question of how much time he or she will be spending on teaching and on research

Method: Fixed item on the form for topics of discussion in (initial) P&D interviews

Entry into force: 1 January 2016

Responsibility: Faculty Boards with support from P&O departments and HRM department

Assessment: Adjusted form (initial) P&D interviews

Action 3: Institutes will enable for researchers to obtain a teaching-free period at least once every 2 to 4 years which they can use to focus on their research.

Objective: Longer contiguous research periods

Method: Teaching-free period

Entry into force: 1 September 2016

Responsibility: Institute boards

Assessment: To be determined

Action 4: Investigating the reasons for the current minimal use of the sabbatical leave. Advertising the options for sabbatical leave.

Objective: Longer contiguous research periods

Method: Communication regarding sabbatical leave via the website and investigation into the use of sabbatical leave

Completed by 1 January 2016

Responsibility: HRM department

Assessment: Investigation completed, publication regarding options for sabbaticals on the website

Action 5. Providing English-language information regarding practical matters with respect to settling in the Netherlands and at Leiden University. This will take the form of the *Holland Handbook, the indispensable guide for expatriates*. In addition, a web page is being developed that contains additional information for international researchers.

Objective: Making it possible for international researchers to settle quickly in the Netherlands and therefore to be able to focus on their research sooner and more thoroughly

Method: Improved information

Entry into force: 1 July 2015

Responsibility: HRM department, in collaboration with the P&O departments and the International Service Desk

Assessment: *Holland handbook* is issued to international researchers at the start of their appointment; English-language web page for international researchers is online.

Action 6. Making sure that the information on the Leiden University website with respect to terms and conditions of employment, appointment and research facilities is available both in Dutch and in English.

Objective: Making sure that international researchers have all relevant information regarding Leiden University

Method: Communication in two languages

Completed by 1 January 2016

Responsibility: SC&M / HRM

Assessment: Web pages translated into English

Principle 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.

Explanation

Although the percentage of female students in the Netherlands has for several years been higher – in the majority of study programmes – than the percentage of male students, this does not as yet translate into the presence of women in higher academic positions. In 2013, 21% of professors at Leiden University were female. These figures show that women are less likely than men to reach the top of the organisation. Leiden University considers it important that the percentage of women increases at all levels of the organisation. We are convinced that this will improve the quality of our research and teaching. In past years, the University has worked with target figures for the positions at the top and the sub-top of the organisation. In 2014 Leiden appointed a Diversity Officer to stimulate and support the faculties in promoting diversity within the organisation. One of the methods for ensuring that the selection committees for the appointment of professors assess the quality of all applicants objectively is to have at least one qualified woman in every single selection committee. This has been Leiden University's goal for a long time, but it is not always realised in practice. The acquisition of a grant (VENI, VIDI, VICI, ERC grant) often provides an important stimulus in the career of a researcher. Unfortunately, in practice female researchers, assistant professors and associate professors – at Leiden University and elsewhere – tend to submit fewer research proposals. The researchers we consulted in the course of the gap analysis also pointed this problem out.

Action 7 Every Selection Committee for the recruitment and selection of a professor includes at least one qualified woman. The HRM department will monitor this on a yearly basis and on the basis of the results will issue advice on how to realise this objective.

Objective: Objective assessment of all candidates for a professor position

Method: At least one academically qualified woman in each selection committee

Entry into force: 1 January 2015

Responsibility: Faculty boards

Assessment: Annual monitor by HRM

Action 8 Scouting talented female researchers and facilitating their submission of research proposals for VENI, VIDI, VICI or ERC grants.

Objective: Increase in the number of applications for research grants by female researchers

Method: Scouting of talented female researchers; facilities for female applicants

Entry into force: 1 July 2015

Responsibility: Faculty Boards. Support by HRM / P&O departments and LURIS

Assessment: As apparent from faculties' staff audit

Principle 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.

Explanation

A successful researcher is likely to develop his or her profile in a number of institutions, social sectors and/or countries. It is rare nowadays to see a career that from the study phase to the professor position takes place within a single institution or a single country. Mobility and experiences in various institutions and social sectors (where relevant abroad) benefit not only the researcher, but also the University. Researchers who have worked in multiple institutions and countries have at their disposal an extensive network and a broad range of experience. In addition, this experience plays an important role when applying for grants. It is becoming increasingly rare for a career from graduation to appointment as professor to take place exclusively at Leiden University. In particular PhD candidates and postdocs should focus on opportunities outside the institution when considering the next steps in their career.

Information regarding consequent appointments (outside Leiden University) is gaining in importance. Career development is therefore also an important topic within Leiden University. Leiden University offers help to all researchers (both those with temporary and those with permanent contracts) in the form of career advice, courses, PhD training programmes, support in writing research proposals for grant applications, etc. There is some variation in how aware researchers (in particular PhD candidates and postdocs) are of these activities and how much they take part in them. Leiden University currently participates in a Cambridge University study among Principal Investigators. We expect this study to provide us with information regarding the success and failure factors for the position of Principal Investigator. This information will – where possible – be used to develop a set of activities to offer to postdocs.

The researchers also indicated that there is a need for opportunities to create a personal profile on the Leiden University website. They wish to have the opportunity to edit and update their personal page on the website themselves.

Action 9 Mapping all available courses, career guidance, coaching for grant applications, etc. for PhDs and postdocs and creating any potentially missing elements partially based on the results of the Cambridge University study.

Objective: Make sure that PhDs and postdocs can adequately and in a timely fashion prepare for the next step in their career

Method: A suitable selection of programmes, career advice, support in applying for grants, etc. for postdocs

Entry into force: 1 January 2016

Responsibility: HRM/Training & Development and Careers Service

Assessment: If necessary, offering a new selection of courses and publishing information about them on the website

Action 10. Ensuring that researchers can publish the required information on the Leiden University website (either on the profile page itself or via a specific research page) and providing information on how to do so.

Objective: Raising the profile of researchers

Method: Simple format for personal profile page on the Leiden University website and option to link to specific research page

Entry into force: 1 April 2015

Responsibility: Director of Administration/Executive Office

Assessment: Communication via website

Principle 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.

Explanation

The guidance and supervision of researchers at Leiden University is well organised. The guidance of PhD candidates employed by the University could do with improvement on a few points, as apparent from sources such as a survey conducted among PhD candidates.

The central labour agreement (CAO) of Dutch Universities states that a training and supervision plan has to be formulated for every PhD candidate employed by the university within 3 months of the start of his/her contract. This plan should specify what knowledge and skills the PhD candidate is supposed to acquire, who the thesis director and the daily supervisor of the PhD candidate are, and the frequency of contact between PhD candidate and supervisor. Some of the PhD candidates do not yet have such a training and supervision plan. The contract PhD candidates whose main task is the completion of a dissertation (hereafter: full-time contract PhD candidates) are not subject to this CAO requirement, but the University is of the opinion that they should also have a training and supervision plan.

The supervision of PhD candidates falls under the responsibility of the thesis director. Some faculties also appoint a second supervisor for the day-to-day supervision. This ensures that the PhD candidate is in a less vulnerable position with respect to the thesis director. Furthermore, from the point of view of scientific integrity and quality, it is better to have a broader supervision team.

Action 11: Every newly appointed employee PhD candidate and every newly appointed (full-time) contract PhD candidate employed by the University is provided with a training and supervision plan within 3 months of the start of his/her contract.

Objective: Guarantee adequate supervision and training for PhD candidates

Method: Training and supervision plan

Entry into force: 1 July 2015

Responsibility: Faculty Boards

Assessment: Registration in Converis

Action 12: Every newly appointed PhD candidate employed by the University and every newly appointed (full-time) contract PhD candidate is assigned not only a thesis director but also at least one second supervisor. The training and supervision plan specifies how the responsibilities are distributed among the various supervisors. In addition, the plan also specifies that the PhD candidate should have at least one interview a year with the second supervisor.

Objective: Guaranteeing the quality of supervision of PhD candidates, as well as scientific integrity and quality

Method: 2 supervisors per PhD candidate

Entry into force: 1 July 2015

Responsibility: Faculty Boards

Assessment: Registration in Converis

4. Action plan

Action	Prin-ciple	What	Who	Date	Assessment
1	13	Clear guidelines for recruitment of academic staff which - based on open recruitment - offer a transparent and concrete framework for exceptions.	HRM	1 January 2016	Guidelines are established and communicated
2	23	Improved quality of information on ratio of teaching and research in (initial) P&D interviews.	Faculty Boards	1 January 2016	Adjusted form (initial) P&D interviews
3	23	Institutes will enable researchers to obtain a teaching-free period at least once every 2 to 4 years which they can use to focus on their research.	Institute Boards	1 September 2016	To be determined
4	23	Investigating the reasons for the current minimal use of sabbaticals + communication about sabbaticals.	HRM	1 January 2016	Investigation completed, publication regarding options for sabbaticals on the website
5	23	Providing English-language information on practical aspects to international researchers.	HRM in collaboration with P&O departments and ISD (International Service Desk)	1 July 2015	<i>Holland Handbook</i> issued to international researchers at the start of their appointment
		Creating and managing English-language webpage with information for new researchers from abroad.	HRM	1 July 2015	English-language webpage for new international researchers online
6	23	Information about appointment and research facilities on the website is also available in English.	SC&M / HRM	1 January 2016	Web pages translated into English

7	27	At least one qualified woman in each selection committee.	Faculty Boards	1 January 2015	Annual monitor HRM
		Monitoring of recruitment and selection procedures for professors.	HRM		Annual monitor HRM
8	27	Scouting talented female researchers, facilitating their submissions of grant proposals.	Faculty Boards	1 July 2015	As apparent from annual faculties' staff audit
9	28	Mapping available courses, career guidance, coaching for grant applications for PhDs and postdocs. Creating elements to fill any potential gaps.	HRM / Training & Development and Careers Service	1 January 2016	If necessary, offering a new selecting of courses, publishing information about it on the website
10	28	Ensuring that researchers can publish the required information the Leiden University website (either on profile page or via a specific research page) and providing information on how to do so.	Director of Administration/Executive Office	1 April 2015	Communication via website
11	40	Every newly appointed employee PhD candidate and every newly appointed (full-time) contract PhD candidate employed by the University is provided with a training and supervision plan within 3 months of the start of his/her contract.	Faculty Boards	1 July 2015	Registration in Converis
12	40	Every newly appointed employee PhD candidate and every newly appointed (full-time) contract PhD candidate is assigned a second supervisor	Faculty Boards	1 July 2015	Registration in Converis

Appendix: Overview of principles and accompanying national and sectoral legislation, university HR policy and university legislation

1. Appendix: Overview of principles and accompanying national and sectoral legislation, university HR policy and university legislation				
	Principles	Legislation	Sectoral legislation	Leiden University
1.	Research freedom	- Art. 7 of the Constitution (Freedom of expression) - Art. 1.6 Higher Education and Academic Research Act (WHW) (Academic freedom)	- Netherlands Code of Conduct for Scientific Practice, Preamble and Principle 5 (Independence) - Art. 1.16 Collective Labour Agreement of Dutch Universities (Confidentiality and academic freedom) - National Platform for Scientific Integrity (LOWI) - LERU-AAU-C9-Go8 Hefei Statement on Characteristics of Research Universities	- Praesidium Libertatis / Leiden University Institutional Plan 2010-2014: Inspiration and Growth - Leiden University Regulation on Complaints regarding Academic Integrity, Academic Integrity Committee, Confidential Adviser on Academic Integrity
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral legislation</i>	<i>Leiden University</i>
2.	Ethical principles	- Personal Data Protection Act (WBP) - Medical Research Involving Human Subjects Act - Experiments on Animals Act	- Netherlands Code of Conduct for Scientific Practice, Principle 2 (Reliability) - National Platform for Scientific Integrity (LOWI) - Code of Conduct for the Use of Personal Data in Academic Research (elaboration of Art. 25 of WBP) - Animal Testing Transparency Code - UFO job profiles; ⁶ result areas. Core activity “Conducting research” (incl. monitoring academic integrity) for Researcher/Assistant Professor (UD)/Associate Professor (UHD)/Professor (HL) (see footnote 1) - Art. 1.14 Collective Labour Agreement of Dutch Universities (Work for third parties) - LERU-AAU-C9-Go8 Hefei Statement on	- Academic integrity policy measures in 2013: all academic staff required to sign statement regarding academic integrity, attention for integrity in bachelor’s, master’s, and PhD curriculum, attention for integrity in inaugural lectures and PhD defences, attention for integrity in annual Performance and Development Interviews, registration of work for third parties. - Information on academic integrity regulations is available via the university webpage: Leiden University Regulation on Complaints regarding Academic Integrity, Academic Integrity Committee,

⁶ UFO profiles:

- Professor: [https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Hoogleraar3/\\$File/Hoogleraar3.pdf](https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Hoogleraar3/$File/Hoogleraar3.pdf)
- Associate Professor (UHD): [https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Universitair_hoofddocent3/\\$File/Universitair%20hoofddocent3.pdf](https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Universitair_hoofddocent3/$File/Universitair%20hoofddocent3.pdf)
- Assistant Professor (UD): [https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Universitair_docent3/\\$File/Universitair%20docent3.pdf](https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Universitair_docent3/$File/Universitair%20docent3.pdf)
- Researcher: [https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Onderzoeker3/\\$File/Onderzoeker3.pdf](https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Onderzoeker3/$File/Onderzoeker3.pdf)
- PhD candidate: [https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Promovendus3/\\$File/v02O&O_%20Promovendus.pdf](https://fws.e-office.com/vsnu/fws.nsf/wwwpdf/Promovendus3/$File/v02O&O_%20Promovendus.pdf)

			Characteristics of Research Universities	Confidential Adviser on Academic Integrity - Leiden University Framework Regulation on Work for Third Parties, including a public register of work for third parties performed by academic staff (as elaboration of Collective Labour Agreement of Dutch Universities and Netherlands Code of Conduct for Scientific Practice); - Instructions on Working for/with Third Parties (chapter on academic integrity), incl. Policy on the Conflict of Interest - Elaboration of Animal Testing Transparency Code - Open Data Policy: Leiden publications can be published in the Leiden Repository in open access, or subject to a temporary embargo.
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
3.	Professional responsibility		- Netherlands Code of Conduct for Scientific Practice, Principle 4 (Impartiality), Principle 3 (Verifiability) , Principle 1 (Scrupulousness) - UFO job profiles; description of targets for Researcher/Assistant Professor (UD)/Associate Professor (UHD)/Professor (HL), core activity 'Research development' for Associate Professor (UHD)/Professor (HL) (footnote 1) - LERU-AAU-C9-Go8 Hefei Statement on Characteristics of Research Universities	- Leiden University Institutional Plan 2010-2014: Inspiration and Growth - Reaction of Leiden University to Strategic Agenda of Ministry of Education, Culture and Science (OCW)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
4.	Professional attitude		- Netherlands Code of Conduct for Scientific Practice, Principle 1 (Scrupulousness) - Art. 1.8 Collective Labour Agreement of Dutch Universities (Obligations of the employee) – UFO job profiles, description of targets and various core activities for PhD Candidate/ Researcher/ Assistant Professor	- Instructions on Working for/with Third Parties, incl. Policy on the Conflict of Interest - Leiden University Regulation on Performance and Development Interviews - Leiden University Protocol for Research

			(UD)/ Associate Professor (UHD)/ Professor (HL) (see footnote 1) - Standard Evaluation Protocol	Assessments
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
5.	Contractual and legal obligations	<ul style="list-style-type: none"> - Higher Education and Academic Research Act - Copyright Act - Patent Act - Seeds and Planting Materials Act - Benelux Convention on Intellectual Property - EU directive 2004/48 Enforcement of Intellectual Property 	<ul style="list-style-type: none"> - Collective Labour Agreement of Dutch Universities, in general, and more specifically Art. 1.5 (inspection and distribution), Art. 6.4 (appointment criteria) - Collective Labour Agreement of Dutch Universities, Chapter 1: <ul style="list-style-type: none"> 1.8 (obligations of the employee) 1.15 (personal advantage) 1.16 (confidentiality) 1.19 (employees' obligations pursuant to third- party agreements) 1.20 (patent right and copyright) 1.21 (obligation to report) 1.22 (transfer and retention of patent rights) 1.23 (reimbursements) - Collective Labour Agreement of Dutch Universities, specific provisions for academic staff: <ul style="list-style-type: none"> 2.3 paragraphs 1, 3, 6, 10 (term of the employment contract and the number of extensions) 3.10 (individual salary increases) 3.22 (expenses related to development) 6.5a (tenure track) 6.8 (doctoral candidate training and guidance plan) 	<ul style="list-style-type: none"> - Instructions on Working for/with Third Parties, incl. Policy on the Conflict of Interest - PhD Regulations - Leiden University website offers overview of conditions of employment
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
6.	Accountability		<ul style="list-style-type: none"> - Netherlands Code of Conduct for Scientific Practice, Principle 3 (Verifiability) - Collective Labour Agreement of Dutch Universities, Art. 1.8 (obligations of the employee), Art. 6.6 Collective Labour Agreement of Dutch Universities (annual consultation) and Art. 6.7 Collective Labour Agreement of Dutch Universities (assessment) - UFO position profiles, for PhD Candidate/ Researcher/ Assistant Professor (UD)/ Associate Professor (UHD)/ 	<ul style="list-style-type: none"> - Instructions on Working for/with Third Parties, incl. Policy on the Conflict of Interest - Leiden University Framework Regulation on Work for Third Parties, including a public register of work for third parties performed by academic staff (as elaboration of Collective Labour Agreement of Dutch Universities and Netherlands Code of Conduct for Scientific Practice);

			Professor (HL) (see footnote 1) - Standard Evaluation Protocol (SEP)	- Leiden University Regulation on Performance and Development Interviews, incl. elaboration in practice - Leiden University Protocol for Research Assessments
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
7.	Good practice in research	- Working Conditions Act - Personal Data Protection Act (WBP) - Medical Research Involving Human Subjects Act - Experiments on Animals Act	- Code of Conduct for the Use of Personal Data in Academic Research (elaboration of Art. 25 of WBP) - Animal Testing Transparency Code - Health and Safety Catalogue Dutch Universities - Art. 1.8 Collective Labour Agreement of Dutch Universities (obligations of the employee) - Art. 1.16 Collective Labour Agreement of Dutch Universities (confidentiality) - Art. 1.17 Collective Labour Agreement of Dutch Universities (liability and compensation) - Standard Evaluation Protocol	- Code of Conduct on the Use of Information Resources - Elaboration of Animal Testing Transparency Code - Occupational Health, Safety and Environment Services (VGM)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
8.	Dissemination, exploitation of results	- Art. 1.3 Higher Education and Academic Research Act	- UFO job profiles; description of targets for Researcher/Assistant Professor (UD)/Associate Professor (UHD)/Professor (HL) (see footnote 1)	- Leiden University Institutional Plan 2010-2014: Inspiration and Growth - Reaction of Leiden University to Strategic Agenda of Ministry of Education, Culture and Science (OCW) - Instructions on Working for/with Third Parties Additional websites: - Strategic alliance Leiden-Delft-Erasmus (LDE) – for instance strategic alliance Medical Delta - Strategic alliance Leiden BioScience Park
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
9.	Public engagement	- European Commission's Science and Society Action Plan	- UFO job profiles; Core activity for Assistant Professor (UD)/Associate Professor (UHD)/Professor (HL): communication of scientific knowledge and insights (see footnote 1) - Magna Charta of European Universities	- Leiden University Institutional Plan 2010-2014: Inspiration and Growth - Reaction of Leiden University to Strategic Agenda of Ministry of Education, Culture and Science (OCW) - Studium Generale - Social Media

				<ul style="list-style-type: none"> - Instructions on Working for/with Third Parties - Media Policy Plan and Policy regarding Scientific Communication - Various activities, such as: Science Day, Science Café, Annual Academic Award, U-meet, Night of Art and Knowledge, Podium 071 and the University also offers Multiple Open Online Courses (MOOC).
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
10.	Non-discrimination	<ul style="list-style-type: none"> - Art. 1 Constitution - Art. 9.32 Higher Education and Academic Research Act (General powers and tasks of the University Council and Council members) - Equal Treatment Act - Equal Opportunities Act - Equal Treatment of Working Hours Act - Act on Equal Treatment of Disabled and Chronically Ill People - Equal Treatment in Employment (Age Discrimination) Act 	<ul style="list-style-type: none"> - Art. 1.8 Paragraph 1 Collective Labour Agreement of Dutch Universities (Obligations of the employee) - Art. 1.12 Collective Labour Agreement of Dutch Universities (Undesirable behaviour) - Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) - Code of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - Magna Charta of European Universities - LERU Model Code of Practice for Research Employment 	<ul style="list-style-type: none"> - Policy Framework on (Sexual) Intimidation, Aggression, Violence and Discrimination - Leiden University Complaints Procedure Undesirable Behaviour, Complaints Committee for Undesirable Behaviour, Confidential Counsellor for Undesirable Behaviour - Article 9.32 of the Higher Education and Academic Research Act is safeguarded in a number of co-participation regulations: <ul style="list-style-type: none"> * University Council Regulations * Faculty regulations, incl. co-participation [with the exception of the Faculty of Law] * Faculty Council Regulations on Diversity Policy - ‘Talent to the Top’ Charter
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
11.	Evaluation/assessment systems		<ul style="list-style-type: none"> - Art. 6.7 Collective Labour Agreement of Dutch Universities (Assessment) - Art. 6.6 Collective Labour Agreement of Dutch Universities (Annual consultation) - UFO job profiles PhD candidate/Researcher/Assistant Professor (UD)/Associate Professor (UHD)/Professor (HL) (see footnote 1) - LERU Model Code of Practice for Research Employment 	<ul style="list-style-type: none"> - Leiden University Regulations on Performance and Development Interviews, incl. elaboration in practice - Leiden University Reference Profile Education and Research Result Areas

	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
12.	Recruitment		<ul style="list-style-type: none"> - Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) - Art. 6.3 Collective Labour Agreement of Dutch Universities (Attention to disadvantaged groups) - Art. 6.4 Collective Labour Agreement of Dutch Universities (Appointment criteria) - Art. 3.5 Collective Labour Agreement of Dutch Universities (Pay classification and career development) - Recruitment Code of Conduct of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - UFO job profiles PhD Candidate/Researcher/Assistant Professor (UD)/Associate Professor (UHD)/ Professor (HL) description of targets, classification criteria, result areas (see footnote 1) 	<ul style="list-style-type: none"> - Leiden University Regulations for Filling Vacancies - Leiden University Guidelines for Appointing Academic Staff, incl. cohesion teaching and research, PhD requirement, competitive selection, personnel assessment, teaching qualification, appointment criteria for professors - Regulations for Instituting Professorships and Appointment of Regular and Exceptional Professors - Leiden University Professorship Policy, incl. explanation of appointment requirements, appointment policy and appointment procedures
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
13	Recruitment (Code)		<ul style="list-style-type: none"> - Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) - Art. 6.3 Collective Labour Agreement of Dutch Universities (Attention to disadvantaged groups) - Art. 6.4 Collective Labour Agreement of Dutch Universities (Appointment criteria) - Art. 3.5 Collective Labour Agreement of Dutch Universities (Pay classification and career development) - Code of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - UFO job profiles PhD Candidate/ Researcher/ Assistant Professor (UD)/ Associate Professor (UHD)/ Professor (HL); description of targets, classification criteria, result areas (see footnote 1) - All vacancies appear on Academic Transfer - LERU-AAU-C9-Go8 Hefei Statement on Characteristics of Research Universities 	<ul style="list-style-type: none"> - Leiden University Regulations for Filling Vacancies - Leiden University Guidelines for Appointing Academic Staff - Regulations for Instituting Professorships and Appointment of Regular and Exceptional Professors - Leiden University Professorship Policy, incl. explanation of appointment requirements, appointment policy and appointment procedures - Information via the website: Working for the University
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
14.	Selection (Code)		- Art. 6.1 Collective Labour Agreement of Dutch	- Leiden University Regulations for Filling

			Universities (Application procedure) - Personnel Management and Organisational Development (NVP Recruitment Code)	Vacancies - Regulations for Instituting Professorships and Appointment of Regular and Exceptional Professors - Leiden University Professorship Policy, incl. explanation of appointment requirements, appointment policy and appointment procedures - Diversity Policy
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
15.	Transparency (Code)		- Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) - Art. 6.3 Collective Labour Agreement of Dutch Universities (Attention to disadvantaged groups) - Art. 6.4 Collective Labour Agreement of Dutch Universities (Appointment criteria) - Code of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - UFO job profiles PhD Candidate/Researcher/Assistant Professor (UD)/Associate Professor (UHD)/ Professor (HL) description of targets, classification criteria, result areas (see footnote 1)	- Overview of vacancies on University website, split into academic and non-academic staff (with a further sub-category for PhD positions) - Information on University website, under Working at Leiden University, incl. information on conditions of employment and development opportunities and the recruitment procedure
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
16.	Judging merits (Code)		- Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) - Code of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - Competence Instrument Dutch Universities	- Diversity Policy - Leiden University Regulations for Filling Vacancies
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
17.	Variations in the chronological order of CVs (Code)		- Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) - Recruitment Code of Conduct of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - Competence Instrument Dutch Universities	- Diversity Policy - Offering a dual PhD programme, opportunities for external PhD candidates - Leiden University Regulations for Filling Vacancies
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>

18.	Recognition of mobility experience (Code)		<ul style="list-style-type: none"> - Preamble to Collective Labour Agreement of Dutch Universities, under ‘Strengthening the single employer concept’ and under ‘Active career policy’ and Art. 6.1 Collective Labour Agreement of Dutch Universities (Application procedure) and Art 4.16a Collective Labour Agreement of Dutch Universities (The sabbatical: exemption of teaching in order to conduct research) - Recruitment Code of Conduct of the Dutch Association for Personnel Management and Organisational Development (NVP recruitment code) - Competence Instrument Dutch Universities 	<ul style="list-style-type: none"> - Leiden University Institutional Plan 2010-2014: Inspiration and Growth - Diversity Policy - Strategic alliance LDE - Strategic alliance Medical Delta - Strategic alliance Leiden BioScience Park - Leiden University Dual PhD Centre The Hague
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
19.	Recognition of qualifications (Code)		See <i>Principle 16</i> for comparable information	<ul style="list-style-type: none"> - Support from SEA Admissions Office in verifying diplomas PhD students - University Teaching Qualifications (BKO’s) of other Dutch universities are recognised by Leiden University.
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
20.	Seniority (Code) <i>See also Principles 10, 12 and 16</i>	- Equal Treatment Act	<ul style="list-style-type: none"> - Art. 6.4 Collective Labour Agreement of Dutch Universities (Appointment criteria) - Art. 6.5a Tenure track - UFO job profiles PhD Candidate/Researcher/Assistant Professor (UD)/Associate Professor (UHD)/ Professor (HL) description of targets, classification criteria, result areas (see footnote 1) 	
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
21.	Post-doctoral appointments (Code) <i>See Principle 12 and onwards for corresponding/ similar information with respect to recruitment.</i> <i>See Principles 28, 29 and 30 for</i>		<ul style="list-style-type: none"> - Art. 2.3 Collective Labour Agreement of Dutch Universities (Term of the employment contract and the number of extensions) - Art. 6.4 Collective Labour Agreement of Dutch Universities (Appointment criteria) - UFO job profile Researcher; description of targets, classification criteria, result areas (see footnote 1) 	

	<i>corresponding/ similar information with respect to career policy</i>			
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
22.	Recognition of profession		<ul style="list-style-type: none"> - Art. 1.1 sub z Collective Labour Agreement of Dutch Universities (definition of academic staff) - UFO position profiles PhD Candidate/ Researcher/ Assistant Professor (UD)/ Associate Professor (UHD)/ Professor (HL); description of targets, classification criteria, result areas (see footnote 1) - LERU Model Code of Practice for Research Employment 	Every researcher is assigned a formal position (UFO profile) and appointment. Legal status and conditions of employment are established in a letter of appointment.
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
23.	<p>Research environment</p> <p><i>For Occupational Health, Safety and Environment, see information under Principle 7.</i></p>	- Health and Safety Act	<ul style="list-style-type: none"> - Health and Safety Catalogue of Dutch Universities - Art. 1.8 Collective Labour Agreement of Dutch Universities (Obligations of the employee) - Art. 3.21 Collective Labour Agreement of Dutch Universities (Work-related expenses) - Art. 3.22 (Expenses related to development) - Art. 3.23 (Professional expenses) 	<ul style="list-style-type: none"> - Leiden University institutional plan and mission - ICT facilities and support provides by the ICT Shared Service Centre - Leiden University Research and Innovation Services (LURIS), research support - Library facilities for research - Career development and specific target-group training programmes for academic staff offered via the University - Separate PhD Portal on the website, with specific information for PhD candidates - Leiden University Press - Leiden University Training Regulations - Leiden University Regulations on Expenses/Allowances
	<i>Principle</i>	<i>Regulation</i>	<i>Sectoral Regulation</i>	<i>Leiden University</i>
24.	Working conditions	<ul style="list-style-type: none"> - Working Hours Act - Health and Safety Act - Work and Care Act - Working Hours (Adjustment) Act 	<ul style="list-style-type: none"> - Collective Labour Agreement of Dutch Universities: Chapters 2 through 7, more specifically Art. 2.3 (Term of the appointment contract and the number of extensions), At. 4.11 (Pre and post maternity leave, adoption leave, 	<ul style="list-style-type: none"> - Regulations on Annual Agreements, Regulations on Special Leave and Leiden University Holiday Procedure - Facilities, such as University Childcare Centre

			<p>foster care leave, calamities and short-term non-attendance leave, short-term and long-term care leave and parental leave), Art. 4.12 (Pre and post maternity leave), Art. 4.13 (Adoption and foster care leave), Section 4.3b (Parental leave on continued payment of wages) Art. 4.16 Collective Labour Agreement of Dutch Universities (Sabbatical leave) Art. 5.5 Collective Labour Agreement of Dutch Universities (Long-term saving model) Art. 6.5 Collective Labour Agreement of Dutch Universities (Career development) Art. 6.5a Collective Labour Agreement of Dutch Universities (Tenure track) Art. 6.6 Collective Labour Agreement of Dutch Universities (Annual consultation) Art. 6.8 Collective Labour Agreement of Dutch Universities (Doctoral candidate training and guidance plan)</p>	
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
25.	Stability and permanence of employment		<ul style="list-style-type: none"> - Art. 2.2 Collective Labour Agreement of Dutch Universities (The employment contract) - Art. 2.3 Collective Labour Agreement of Dutch Universities (Term of the employment contract and the number of extensions) - LERU Model Code of Practice for Research Employment 	HR Strategic Plan 2010-2014 (Chapter 3.2 Size and Structure of the Staff)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
26.	Funding and salaries	<p>Social security legislation, such as</p> <ul style="list-style-type: none"> - Unemployment Act - Law on Work and Income in Accordance with Capacity to Work - Law on General Old Age Insurance 	<ul style="list-style-type: none"> - Collective Labour Agreement of Dutch Universities, Chapter 3 (Remuneration, in particular Art. 3.5, 3.8 and 3.10), Art. 4.13f (Financial and other consequences), Chapter 5 (Individual choices model) and Chapter 7 (Pensions, social security and social services) - Sickness and Disability Scheme of Dutch Universities - Non-Statutory Unemployment Regulation of Dutch Universities 	

		- General Act on Exceptional Medical Expenses	- ABP Pension Scheme - LERU Model Code of Practice for Research Employment	
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
27.	Gender balance <i>See also Principle 14.</i>		- Art. 6.3 Collective Labour Agreement of Dutch Universities (Attention to disadvantaged groups) - 'Talent to the Top' Charter	- Diversity policy - Leiden University Regulations for Filling Vacancies - Leiden University Professorship Policy, incl. explanation of appointment requirements, appointment policy and appointment procedures
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
28.	Career development		- Collective Labour Agreement of Dutch Universities, Preamble (A new HR policy agenda: The future to be the subject of regular discussions, Investing in development, Active career policy) - Art. 6.5 Collective Labour Agreement of Dutch Universities (Career development) - Art. 6.5a Collective Labour Agreement of Dutch Universities (Tenure track) - Art. 6.6 Collective Labour Agreement of Dutch Universities (Annual consultation) - Art. 6.8 Collective Labour Agreement of Dutch Universities (Doctoral candidate training and guidance plan) - Art. 6.9 Collective Labour Agreement of Dutch Universities (Training and development) - UFO position profiles, core activity "guidance PhD candidates" for Researcher (nr 6), Assistant Professor (UD, nr 10), Associate Professor (UHD, nr 12) and Professor (HL, nr 8) (see footnote 1) - LERU Model Code of Practice for Research Employment, including footnote 1	- Leiden University Training Regulations - Career advice and training programmes for (academic) staff - Career advice and training programmes for PhD candidates - Leiden University Regulations on Performance and Development Interviews, incl. elaboration in practice - Leiden University Terms of Employment Individual Choices Model - ICLON (School of education, teacher training)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
29.	Value of mobility		- Collective Labour Agreement of Dutch Universities, Preamble (under A new HR policy agenda and Active	- Leiden University Institutional Plan 2010-2014: Inspiration and Growth

			<p>career policy)</p> <ul style="list-style-type: none"> - Art. 6.5 Collective Labour Agreement of Dutch Universities (Career development) - Magna Charta of European Universities - Memorandum of Understanding LERU 	<ul style="list-style-type: none"> - Strategic alliances, such as Leiden BioScience Park - Leiden University Dual PhD Centre The Hague - Leiden University Joint PhD Programme, with a separate webpage on Financial support - Support via the International Service Desk, the Expat Centre Leiden, LURIS, SEA and the Language Centre.
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
30.	<p>Access to career advice</p> <p><i>See Principle 28 for similar/comparable information</i></p>		<ul style="list-style-type: none"> - Collective Labour Agreement of Dutch Universities, Preamble (under A new HR policy agenda) - Art. 6.5 paragraph 3 and paragraph 4 Collective Labour Agreement of Dutch Universities (Career development) 	See Principle 28
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
31.	Intellectual property rights	<ul style="list-style-type: none"> - Copyright Act - Patent Act - Seeds and Planting Materials Act - Benelux Convention on Intellectual Property - EU directive 2004/48 Enforcement of Intellectual Property 	<ul style="list-style-type: none"> - Art. 1.20 Collective Labour Agreement of Dutch Universities (Patent right and copyright), - Art. 1.21 Collective Labour Agreement of Dutch Universities (Obligation to report patent), - Art. 1.22 Collective Labour Agreement of Dutch Universities (Transfer and retention of patent rights), - Art. 1.23 Collective Labour Agreement of Dutch Universities (Reimbursements) - Memorandum of Understanding LERU (<i>under Open Access to publications and to data</i>) 	<ul style="list-style-type: none"> - Instructions on Working for/with Third Parties, incl. Policy on the Conflict of Interest - Information and support via LURIS - The Copyright Information Office at the Leiden University Libraries
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
32.	<p>Co-authorship</p> <p><i>See also Principle 2.</i></p>	<ul style="list-style-type: none"> - Copyright Act 	<ul style="list-style-type: none"> - Netherlands Code of Conduct for Scientific Practice, Principle I (Scrupulousness) and Principle IV (Impartiality) 	<ul style="list-style-type: none"> - Regulation on Complaints regarding Academic Integrity - Instructions on Working for/with Third parties (incl. academic integrity), incl. Policy on the Conflict of Interest
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
33.	Teaching		<ul style="list-style-type: none"> - UFO job profiles, core activity “Teaching” and “Guiding students” for PhD Candidate, Researcher, 	<ul style="list-style-type: none"> - Leiden University Institutional Plan 2010-2014: Inspiration and Growth

			Assistant Professor (UD), Associate Professor (UHD) and Professor (HL) (see footnote 1) - University Teaching Qualification (<i>BKO</i>) - Performance agreements between Leiden University and the Ministry of Education, Culture and Science regarding teaching qualifications for PhD candidates, lecturers, assistant professors, associate professors and professors.	- Leiden University Guidelines for Appointing Academic Staff, incl. cohesion teaching and research - Graduate school policy - Leiden University Regulations on Performance and Development Interviews, incl. elaboration in practice - Introductory Course Basic Didactic Skills for PhD Candidates with teaching duties
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
34.	Complains/appeals	- General Administrative Law Act	- Art. 1.12 Collective Labour Agreement of Dutch Universities (Undesirable behaviour) - National Platform for Scientific Integrity (LOWI) - LERU Model Code of Practice for Research Employment	- Leiden University Administration and Management Regulations - Complaints Procedure Undesirable Behaviour: (sexual) Intimidation, Aggression, Violence and Discrimination, Complaints Committee for Undesirable Behaviour, Confidential Counsellor for Undesirable Behaviour - Leiden University Regulation on Complaints regarding Academic Integrity, Academic Integrity Committee, Confidential Adviser on Academic Integrity - Regulations for Reporting Irregularities - General Complaints Regulations - Rules of Procedure for the Appeals and Objections Committee - Leiden University Digital Complaints Desk - Leiden University PhD Regulations - Confidential Counsellor for Personnel Affairs - P&O Advisers
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
35.	Participation in	- Higher Education and	- Collective Labour Agreement of Dutch Universities,	- Leiden University Administration and

	decision-making bodies	Academic Research Act (WHW)	Appendix C (Consultation Protocol) - Art. 8.7 Collective Labour Agreement of Dutch Universities (Prohibitions against termination) - UFO job profiles, core activity ‘workgroups and committees’ for Researcher, Assistant Professor (UD), Associate Professor (UHD), Professor, ‘faculty plan, capacity group plan’, ‘management of education and research’ (see footnote 1) - LERU Model Code of Practice for Research Employment	Management Regulations - University Council Regulations - University Council Elections Regulations - Regulations on University Council Facilities - Regulations on Facilities for Members of Local Employees’ Organisation - Faculty Regulations - Electoral Regulations Faculty and Service Councils - Institute Regulations - Leiden PhD Association (LEO)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
36.	Relation with supervisors		- Art. 6.5a Collective Labour Agreement of Dutch Universities (Tenure track) Art. 6.6 Collective Labour Agreement of Dutch Universities (Annual consultation) - Art. 6.7 Collective Labour Agreement of Dutch Universities (Assessment) - Art. 6.8 Collective Labour Agreement of Dutch Universities (Doctoral candidate training and guidance plan) - UFO job profiles, core activity “PhD candidate policy” for Researcher, Assistant Professor (UD), Associate Professor (UHD) and Professor (HL), core activities for Assistant Professor (UD) “research coordination”, core activity for Associate Professor (UHD) “teaching coordination” and “research coordination”, core activities for Professor (HL) “HR policy” (see footnote 1) - LERU Model Code of Practice for Research Employment	- Leiden University Regulation on Performance and Development Interviews, incl. elaboration in practice - PhD Regulations (Art.7 Tasks of the supervisor)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
37.	Supervision and managerial duties		- Netherlands Code of Conduct for Scientific Practice, Principle I (Scrupulousness) and Principle IV (Impartiality)	- Leiden University Regulation on Performance and Development Interviews, incl. elaboration in practice

	<i>See Principle 36 for similar/comparable information</i>		- UFO job profiles PhD Candidate/Researcher/Assistant Professor (UD)/Associate Professor (UHD)/ Professor (HL) (see footnote 1)	
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
38.	Continuing professional development <i>See Principle 28 and 30 for similar/comparable information</i>		- Collective Labour Agreement of Dutch Universities, Preamble (A new HR policy agenda, The future to be the subject of regular discussions, Investing in development, Active career policy) - Art. 6.5 Collective Labour Agreement of Dutch Universities (Career development) - Art. 6.6 Collective Labour Agreement of Dutch Universities (Annual consultation) - Art. 6.8 Collective Labour Agreement of Dutch Universities (Doctoral candidate training and guidance plan) - Art. 6.9 Collective Labour Agreement of Dutch Universities (Training and development) - Netherlands Code of Conduct for Scientific Practice, Principle I (Scrupulousness)	- Leiden University Regulation on Performance and Development Interviews, incl. elaboration in practice - University Teaching Qualification (BKO) - Training Regulations - HR Training Programmes, including training programmes and career advice for academic staff and PhD candidates - ICLON (School of education, teacher training)
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
39.	Access to research training and continuous development <i>See Principles 28 and 30 for similar/comparable information.</i>			- Graduate Schools - Career development and training programmes via the university specifically aimed at offering training to academic staff - Separate PhD Portal on the website, with PhD specific information
	<i>Principle</i>	<i>Legislation</i>	<i>Sectoral Legislation</i>	<i>Leiden University</i>
40.	Supervision <i>See Principle 36 for similar/comparable information.</i>		-Netherlands Code of Conduct for Scientific Practice, Principle I.6 and IV	- Training programmes on offer on Management/Leadership - PhD Regulations

