Human Resources Strategy for Researchers (EURAXESS - HRS4R)
Mid-term self-assessment report
May 2015

In regards to its member states, the European Commission has drafted a list of rights and obligations for researchers and their employers, in order to increase mobility and promote best practices in the European research area. These recommendations can be found in the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (hereafter referred to as Charter and Code).

Based on these documents, the Université libre de Bruxelles carried out a diagnostic assessment (called the EURAXESS Gap analysis) of its human resources strategy for researchers, and then made a proposal for a structured action plan (Annex 1) based on five main topics: the missions of the University and governance, recruitment, the status of research staff and career development, working conditions and internationalisation@home. After the strategy had been successfully examined by assessors appointed by the European Commission, the University was awarded the European logo “Human Resources Excellence in Research” in July 2013.

In order to monitor the implementation of the strategy, the University Board established, on 16 September 2013, a dedicated Steering Committee composed of the Vice-Rector for Research and Regional Development (President of the Steering Committee), the Vice-Rector for Academic Affairs and Career Management, the Vice-Rector for Quality and Gender Policies, the Head of the Human Resources Department, the Head of the Research Administration Office, the Head of the External Relations Department, one representative of the Faculty Administration Directors Committee, the University Secretary and the EURAXESS Rights project manager at the University (Secretary of the Steering Committee). The Steering Committee met six times between October 2013 and May 2015. The Steering Committee established three working groups on internationalisation (actions 20, 44-46 and 49), gender equality (actions 4-6, 12 and 43) and recruitment and information for newly hired staff (actions 1, 11, 11, 30 and 42). For each other action, a member of the Steering Committee was appointed coordinator.

As required by the European Commission, institutions implementing their action plan must regularly undertake a self-assessment at least every second year. The University Steering Committee decided to report every year to the University Academic Council Board and to conduct, every two years, a self-assessment to be communicated, once approved by the Academic Council, to the University members and the European Commission. This document describes the progress of each action and makes recommendations, including about the implementation schedule when necessary. A summary table of the implementation of the action plan is annexed to this report (Annex 2).
1. Missions of the University and governance *(Charter, pp. 45-48)*

The diagnostic assessment identified nine areas for improvement regarding information for researchers (actions 1-3), gender balance (actions 4-6) and dissemination of research results (actions 7-9).

Seven actions have been implemented according to the initial schedule or ahead of this schedule (see summary table, Annex 1). Two others are currently being implemented with a slight delay.

**Implementation progress**

1. **Make researchers more aware, as soon as they are hired, of the institutional strategic objectives** (special welcome day for new researchers)

   *The University organises an annual Welcome Day for new academic and research staff during which they are informed about the institutional strategic goals.*


   ✔️ Action implemented according to schedule.

2. **Post the Charter and the Code on the University’s website and inform newly hired researchers about them**

   *The Charter and Code are available at: [http://www.ulb.ac.be/recherche/presentation/euraxess/en-euraxessrightsen.htm](http://www.ulb.ac.be/recherche/presentation/euraxess/en-euraxessrightsen.htm). Since 2013, new staff members have been informed about the Charter and the Code by the Human Resources Department, individually and at the Annual ULB Welcome Day (see action 1).*

   ✔️ Action implemented according to schedule.

3. **Improve the organisation and dissemination of information on rules, regulations and best practice regarding knowledge and technology transfer (protection of intellectual property, patents, spin-offs, etc.), via a single handbook**

   *The Research Council (on 12 November 2013) and the University Academic Council (on 17 February 2014) approved an updated version of the Regulations regarding intellectual property, and the protection and transfer of research results made at the Université libre de Bruxelles. This document is now the single reference document for the University. It is available at: [http://www.ulb.ac.be/ulb/greffe/documents/matiererecherche.html](http://www.ulb.ac.be/ulb/greffe/documents/matiererecherche.html).*
Research, Academic and administrative staff were informed about these new regulations through informative meetings and the University’s internal communication tools (ULB Pratique, 27 February 2014, [Intra]lettre, 19 February 2014, Horizon recherche, 18 March 2014 and Esprit libre, April-June 2014 p. 26-27). In addition, the Research Administration Office also draws the attention of researchers involved in technology or knowledge transfer processes to this document. The Research Administration Office has also organised, since 2013, an annual training session on copyrights, intellectual property and knowledge transfer designed for doctoral and post-doctoral researchers, as well as more specific workshops for junior and senior researchers.

✓ Action implemented according to schedule.

4. Proposals for an improved gender balance within the decision-making bodies

Several actions have been taken to improve the gender balance within the University’s decision-making bodies.

According to the revised University Organic Statutes (17 October 2013), Faculty Vice-Deans with specific competences cannot all be the same gender, and electoral lists must be gender-balanced. Although this last rule guarantees gender-balanced representation when there is only one list, the gender balance is not guaranteed when there is more than one list.

According to the Memo on academic careers, approved by the Academic Council on 26 May 2014, at least one third of the members of committees involved in the recruitment or promotion of research and academic staff must be of each gender. In addition, gender is a selective recruitment criterion in case of equally-ranked candidates.

Finally, five-year Faculty strategic plans related to teaching and research staff must match the University’s gender policy. For this reason, the 2015-2019 Faculty strategic plan included a report on gender data regarding hired staff and an action plan aiming at ensuring gender-balanced participation in Faculty bodies.

✓✓ Action implemented ahead of the initial schedule.

5. Systematic development and publication of gender statistics at all levels of research activity

Since 2012, the University has published an annual gender report. The 2014 report includes data about research staff: number and percentage of male/female permanent and non-permanent research staff, data about researchers who did a research stay abroad (funding, duration of stay, country), about researchers on sabbaticals, about certain awards and funding and about internal promotion (applications and successful candidates). The report also includes gender data about several of the University’s decision-making bodies and about deans, presidents and heads of faculties, academic departments and administration offices.
For the first time, comparative data have been included in order to analyse whether and how gender equality data at the University have changed in the past few years. The report contains other interesting information such as the University’s policy and actions regarding gender equality and the list of courses, Master theses and PhD theses in gender studies.

The report is available on the webpage related to gender policy at the University: http://www.ulb.ac.be/ulb/presentation/genre.html.

✓ Action implemented according to schedule.

6. Creation of a directory of research on gender issues undertaken at the University, and an increase in the visibility given to this

An initial directory of teaching and research in gender studies at the Université libre de Bruxelles was released in October 2013. Its purpose is to increase the visibility of research and teaching on gender issues and to promote opportunities for cooperation between research teams.

The directory includes a list of teaching, research projects, publications, conferences, and Master and PhD theses in gender studies.

The directory is available on the webpage related to gender policy at the University: http://www.ulb.ac.be/ulb/presentation/genre.html.

✓✓ Action implemented ahead of the initial schedule.

7. Evaluation and perpetuation of the institutional procedure for the five-year evaluation of research

For the period 2009-2014, the University organised an internal evaluation of the research carried out at the University. This five-year evaluation process is currently being analysed by the Vice-Rector for Research and Regional Development, the Vice-Rector for Quality and Gender Policies, the President and Rector’s Advisor for Quality as well as senior staff members from the Organisation, Audit and Quality Unit and from the Research Administration Office, according to a methodology approved by the Quality Council and the Research Council on 31 March 2015.

A report will be made to the Quality Council, the Research Council and the Academic Council by November 2015. It will include recommendations for further internal research evaluations.

☑ Action delayed. According to the current schedule, it should be implemented by 2015, with a maximum one-year delay.
8. Implementation of a new tool for the presentation of research, including research units and platforms

The Academic Council of the University established, on 16 June 2014, a working group in order to propose a standardised presentation of the ULB’s research entities. The working group is preparing recommendations for the presentation of the research carried out at ULB and for new procedures regarding the University’s official recognition of new and existing research groups. The report should be submitted to the Research Council and the Academic Council by the end of 2015. Soon after the approval of the report, the University website presenting the University’s research activities as well as the underlying database will be adapted accordingly.

① Action delayed. According to current schedule, it should be implemented by early 2016, with just over a one-year delay.

9. Assessment of experience and possible revision of the Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs

Questions related to ethics in research can be addressed to the Research Ethics and Integrity Committee, whose members are appointed by the Academic Council. This Committee has had to investigate a small number of cases in the past few years.

On the basis of that experience, the University decided not to revise the current Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs.

It should be noted that the value of the work done by the Research Ethics and Integrity Committee has been recognised by the FRS-FNRS funding agency. Indeed, the FRS-FNRS delegates, to the University Committee, any investigation regarding FRS-FNRS researchers working at the Université libre de Bruxelles, even though the committee’s members are appointed by the University itself and not by the FRS-FNRS.

☑ Action implemented according to schedule.

2. Recruitment (Charter p. 57 and Code pp. 58-61)

The diagnostic assessment identified eight areas for improvement, regarding dissemination and completeness of job vacancies (action 10), information for applicants (action 11), and recruitment procedures (actions 12-17).

Three actions have been implemented according to the initial schedule or ahead of this schedule and four are currently being implemented according to schedule. One will be implemented with a delay due to the delayed implementation of another action.
**Implementation progress**

10. Implementation of the decision to publish job vacancies and research grants on the EURAXESS Jobs portal

The Research Council decided, on 19 March 2013, that all vacancies for research positions would be published on EURAXESS Jobs. Since then, the number of vacancies for doctoral and postdoctoral research grants/contracts, assistantships (50% research/50% teaching) and permanent academic positions has increased significantly, as indicated by the table below:

<table>
<thead>
<tr>
<th>EURAXESS Jobs @ ULB</th>
<th>March 2013</th>
<th>November 2013</th>
<th>May 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and administrative units entitled to publish</td>
<td>26</td>
<td>285</td>
<td>298</td>
</tr>
<tr>
<td>Publishing research and administrative units</td>
<td>23</td>
<td>42</td>
<td>79</td>
</tr>
<tr>
<td>Online vacancies, including fellowships</td>
<td>52</td>
<td>83</td>
<td>240 (*)</td>
</tr>
<tr>
<td>Views of vacancies</td>
<td>17136</td>
<td>37637</td>
<td>127554 (*)</td>
</tr>
<tr>
<td>Average view/vacancy</td>
<td>330</td>
<td>453</td>
<td>531 (*)</td>
</tr>
</tbody>
</table>

(*) Projections based on 2015 data (1 January-19 May 2015)

EURAXESS Jobs @ ULB: entities and vacancies (March 2013-May 2015).
Source: EURAXESS Jobs coordinator at the University (19 May 2015).

The procedure is being monitored by the Human Resources Department which checks, for each newly hired staff member, if the vacancy was published on EURAXESS Jobs as required. Should this not be the case, the Human Resources Department informs the coordinator of the research unit about the Research Council’s decision to make sure that further vacancies in the concerned research unit will be published on EURAXESS Jobs.

✔ Action implemented according to schedule.

11. Creation of a guide for applicants, including those applicants seeking promotion, giving legal information (salary scales, rules regarding seniority and qualifications, etc.) and full details of criteria and selection procedures

The Human Resources Department is currently gathering information and preparing the guide, which will be available online in 2016, according to schedule. This website will also include an online application tool, with an as-yet-unscheduled date of completion.

Meanwhile, some information has been made available on the Human Resources Department’s website but not in a unique guide. The Human Resources Department has also developed, since 2012, a training programme for heads of units and team managers, which includes information about recruitment, selection and promotion procedures. More information about the training is available at: [http://www.ulb.ac.be/drh/devcompresp.html](http://www.ulb.ac.be/drh/devcompresp.html).
The action is being implemented according to schedule.

12. Setting up of training programmes for staff regarding gender neutrality during recruitment

The University EURAXESS working group on gender equality recommended starting training for the research and administrative staff involved in gender issues who are: the Vice-Rector for Quality and Gender Policies, the President and Rector’s Advisor on Gender Policy, the University gender contact person (member of the interuniversity network of gender contact persons established in 2013 and the coordinator of gender initiatives funded by the Communauté française de Belgique, including an annual report on gender equality at the University), the University interfaculty network of gender contact persons recognised by the Academic Council on 30 June 2014 (which aims at exchanging good practices and making recommendations in order to implement the University gender policy locally) and the working group on gender balance at the University, established by the Academic Council on 4 December 2014 (whose mission is to make recommendations to the Board and the Academic Council in order to improve gender equality at the University). Training administrative staff from the Human Resources Department was also suggested.

Two workshops were organised by the President and Rector’s Advisor on Gender Policy and the University gender contact person on 14 October 2014 and 3 February 2015. The topic was: “How to avoid gender discrimination in selection, recruitment and promotion procedures for academic staff?” The trainers were Silvija Akif, a psychologist, and Monique Chalude, a sociologist, both specialised in the implementation of action plans and training regarding gender.

Several vice-rectors and deans participated in the workshop, as well as members of the Human Resources Department and the academic staff (members of the interfaculty network of gender contact persons, of the working group on gender balance and from the Master in Gender and Inequalities).

The workshop intended to strengthen the knowledge and skills of participants in gender neutrality during selection, recruitment and promotion procedures, as well as to identify potential bias during these procedures and to learn how to reduce the impact of such bias. It also encouraged and trained the participants to spread the information in their faculty and make their colleagues aware of gender issues. A toolbox was given to each participant.

✔️ ✔️ Action implemented before the scheduled end date.
13. New on-line version of the institutional CV, to be made more complete and usable, and to cover the three main missions and mobility

A new database, in which researchers may store all their CV data, using a user-friendly web interface, was designed in 2013-2014. The tool also allows users to display and produce paper versions of their cvs with various options and formats.

It is, however, not yet in production since it is anticipated that the CV database will be linked to the new presentation tool about research made at the University (see action 8). The project of combining both actions emerged after the Human Resources Strategy was drafted, which explains why the implementation of the action has been delayed according to the initial schedule.

14. Reflection on whether it would be appropriate to standardise cover letters and also interviews for candidates retained following the initial screening

15. Definition of a coherent policy on letters of reference

17. Definition of a university policy regarding responses to non-selected candidates

The Memo on academic careers, approved by the Academic Council on 26 May 2014, specifies the content of applications and the recruitment procedures (committees, ranking, interviews, public lecture, etc.) for candidates for an academic position.

The Memo clarifies the use of letters of reference: the recruitment committee randomly selects two of the five referees suggested by the candidate.

The Memo also defines a policy regarding responses to non-selected candidates, which vary according to the vacancy and the stage of the recruiting procedure in which the applicant was not selected.

Regarding non-permanent researchers, a Memo, which has yet to be drafted, will also clarify the recruitment procedure, the use of letters of reference and the policy regarding responses to non-selected candidates.

16. Reflection on standardising the recruitment of assistants by a Faculty recruitment committee

Every assistant must now be recruited by a Faculty Scientific Committee as required by the revised ‘Coordinated text of provisions regarding the scientific and academic staff’, approved by the Board on 18 November 2013.
3. Status of research staff and career development (Charter pp. 49-56)

The diagnostic assessment identified nine areas for improvement, regarding the existing legislation (actions 18-19), the University statutes (actions 20-21) and career stability and prospects (actions 22-26).

Seven actions have been implemented according to the initial schedule or ahead of this schedule and two are currently being implemented according to schedule.

Implementation progress

18. Negotiations with political authorities with a view to improving the professional status of “senior researchers”

At the request of the University trade union and employers representatives (see actions 23-26), the University met with the Communauté française de Belgique in order to negotiate the improvement of the professional status of senior researchers. Unfortunately, the Communauté française does not intend to allocate any resources to this issue at present.

The University will keep a look out for any opportunity for legal improvement in the future.

✔✔ Even though the outcome was not successful, the action was implemented ahead of the initial schedule.

19. Negotiations with political authorities with a view to achieving recognition of the PhD degree for members of the PATGS, when a PhD is required for the position

Discussions on the issue are currently being held internally by the University authorities. Negotiations with the political authorities have not started yet.

➢ The action is being implemented according to schedule.

20. Registration of all “visiting” and “guest” researchers and professors

A procedure has been set for each category of “visiting”, “guest” and “external” researcher/professor, whatever the stage of their career (doctoral and post-doctoral researchers, permanent researchers, academics, etc.).
All of them are now registered at the University, according to the corresponding procedure.

Action implemented according to schedule.

21. A limit to the number of part-time assistantships, in favour of full-time positions

Full-time University assistants work part-time on research (50%) and part-time on teaching (50%). As they work part-time on their research, they need six years to complete their PhD. Their contract then has a duration of six years in total. When they are employed part-time, they actually only spend 25% of their time on their research and need twelve years to complete their thesis, which makes their research work harder (knowledge in a certain field changes a lot in twelve years) and makes the assistantship part of their career very long.

It was decided that the 2015-2019 Faculty strategic plans related to teaching and research staff would reduce, as much as possible, the number of part-time assistantships, in favour of full-time assistantships. Therefore, deans must now duly justify the creation of part-time assistantships in their strategic plan. Thanks to this decision, the number of current assistants working part-time has already dropped by 20% between 2012 (37.5 FTE) and 2015 (30 FTE). This decrease should continue in the next few years.

Action implemented according to schedule.

22. Support in preparation of their future career for doctoral candidates and post-docs, with the setting up of specific coaching for both categories

A new programme, which will be implemented from October 2015, has been developed for PhD candidates. It comprises four complementary coaching sessions, which will be organised consecutively in the first, second, third and fourth years of the PhD.

Thanks to this programme, new PhD candidates will be able to work on their career development from the very first year of their PhD. As this has not been the case for current doctoral and postdoctoral researchers, the University is currently holding, from May to August 2015, a Summer School on career development, in order to provide them with coaching and tools. As this is a one-off action implemented over four months, the coaching will be more intensive than in the extensive four-year programme.

In addition to group coaching, doctoral and post-doctoral researchers can contact the University Career Unit for individual coaching. They are also invited to contact the “doctorat.be” non-profit organisation which is located in Brussels and specialises in giving free career development advice to doctoral and post-doctoral researchers. More information about this association can be found at http://www.doctorat.be/en/.

Action implemented according to schedule.

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1 Source: Human Resources Department, Teaching and Scientific Staff Unit (30 April 2015).
23. Statistical analysis of the careers of “senior researchers” and senior technical staff on external funding, and evaluation of the support offered to these senior staff when they become unemployed

24. Reflection on the end of career for these categories of staff

25. After 15 years of work under contract, or when a “senior researcher” reaches the age of 45, a mandatory regular meeting with the head of the department, the dean, the Human Resources Department and the Financial Administration Department to review the researcher’s career, his/her present contract and future professional prospects

26. Provision of specific tools for “senior researchers” to help them redirect their career outside the university

The University is partially exempt from paying professional taxes for certain non-permanent research staff. In 2013, it was decided to dedicate 30% of the revenue collected from this exemption to senior researchers’ careers. University senior researchers are on a permanent contract which is funded by external research funds. Their career is unpredictable as it depends on successive funding obtained by their research unit.

A working group was appointed by the University trade union and employer representatives on 21 March 2013 to study the potential uses for the 30% revenue. They met seven times from May to December 2013 and worked in close cooperation with staff representatives and the Human Resources, the Financial and the Research Administration offices. Their reflection was based on data about senior researchers (see below). The report of the working group, which was presented on 24 April 2014 to the trade union and employer representatives, contains suggestions to improve the careers of senior researchers, in particular the end of their careers. It suggests, in particular, extending the application of the additional University unemployment benefits and University regulations regarding pensions that currently apply to permanent administrative staff to senior researchers and administrative staff funded by external research funds. The working group tried to identify general actions aimed at encouraging and helping senior researchers on “precarious” contracts to redirect their careers but unfortunately did not reach any conclusion which would be valid for every senior researcher. They recommended then to offer information and support adapted to each individual situation and based on the analysis made by the University “Management Committee for Staff on external funding” (“Comité de Gestion des personnels sur fonds extérieurs” - CGPFE).

The “CGPFE” is a committee in charge of the follow-up of end-of-contract administrative procedures for senior researchers. It is chaired by the Vice-Rector for Research and composed of representatives of the Academic staff, of senior researchers and of the Human Resources, the Financial and the Research Administration offices. Its role is social and it aims at supporting senior researchers reaching the end of their contract. Its way of working has been progressively adapted in the last few years, from a reactive to a preventive follow-up. The “CGPFE” meets now every month in order to analyse the situation of every senior researcher reaching their termination notice period. After a deep analysis of each individual situation, the “CGPFE” contacts the Head of the research units where the concerned senior researchers are working. Together with the Head of unit, they review opportunities for extending the contract, by analysing research funding which could be obtained by the research unit in a near future. When funding prospect seems sufficiently favourable, the “CGPFE” takes the risk...
not to send any termination notice to the concerned researcher. This financial risk is fully supported by the University which tries to ensure as much as possible the continuity of its senior researchers’ career.

The “CGPFE” reports annually to the University Works Council. The report contains anonymous data about senior researchers’ career, including the number of senior researchers in several age and seniority categories. (actions 23 and 24)

Actions implemented ahead of the initial schedule.

Regarding senior researchers aged 45 years and over, the report recommends that the Human Resources Department, the Dean of their Faculty and their Head of Unit inform these senior researchers about their concrete career prospects at the Faculty and encourage them to redirect their career path if necessary. As of today, about 30 researchers aged over 45 years have worked more than 15 years at the University. When the “CGPFE” identifies a risk of a shortage in research funds which may lead to a career disruption, the Human Resources Department organises a meeting with the senior researcher and the Head of research unit. Together, they review the researcher’s career and their future professional prospects, in order to find the most appropriate solution. (action 25).

Action implemented according to schedule.

As regards outplacement for senior researchers, the report recommended offering more than the current University tools.

At present, the University offers systematic outplacement to administrative staff whose contract is funded by external research funds, when the termination notice period is over 30 weeks or when they are aged over 45 years. This basic outplacement offer is adapted to administrative staff and not to research staff. This is the reason why it is not systematically offered to research staff.

The University is currently working on outplacement tools for senior researchers with the same age or termination notice period (action 26).

The action is being implemented according to schedule.

The report suggests other relevant measures such as sabbaticals for senior researchers who have been employed by the University for at least ten years and the payment of a financial supplement to senior researchers on maternity leave or on sick leave of over one month, in order to guarantee their full salary.
4. Working conditions (Charter pp. 49-56)

The diagnostic assessment identified seventeen areas for improvement, regarding the existing legislation (actions 27-28), the commitments between researchers, supervisors and the institution (actions 29-30), the development of training programmes (actions 31-33), teaching (actions 34-36), research funding (actions 37-38), evaluation (action 39), data security (actions 40-41) and flexibility (actions 42-43).

Nine actions have been implemented according to the initial schedule or ahead of this schedule and seven are currently being implemented according to schedule. One will be implemented with a slight delay.

Implementation progress

27. Negotiations with political authorities with a view to legally setting holidays/leave (and the conditions for replacement during holidays/leave) and flexible working time arrangements for academics

A specific social security scheme applies for the University’s permanent researchers and academics. As an example, they do not contribute to any retirement or unemployment schemes. For this reason, their rights in terms of holiday/leave (such as parental leave, time off to take care of a person who is seriously ill or in palliative care) are unclear and not guaranteed.

In order to clarify and improve the situation, contacts with the relevant authorities are required. New regional and federal governments were elected in May 2014. It was decided to learn more about the new economic and social policy which could influence this action before making any formal contact.

The action is being implemented according to schedule.

28. Negotiations with political authorities with a view to adapting the status of post-docs on a fellowship to enable them to take on some teaching activities

In Belgium, universities are exempt from paying professional taxes on research fellowships. The aim of this specific federal tax regime is to support research. For this reason, doctoral and post-doctoral researchers on a fellowship must dedicate their professional activities exclusively to research.

The University contacted the Federal Tax Administration to check whether this law could be adapted in order to allow some teaching activities. Unfortunately, the administration confirmed that such an amendment was not possible as the aim of the tax exemption is to support the development of research and not of teaching activities.
29. Drawing up of a Post-doctoral Charter

The European Charter and Code, which are communicated to newly hired research staff and are available on the University website (see action 2), contain very useful recommendations about the roles and responsibilities of researchers, their research director if any and their hosting institution.

Regarding the PhD, the University has an additional charter which was approved by the University Board on 12 November 2012 and which is signed at the beginning of the PhD by the doctoral candidate, their supervisor and the Chair of their supervisory committee. Doctoral candidates are considered as first stage researchers but they are also formally registered as students in the corresponding doctoral programme. The University therefore deemed it essential to clarify their rights and duties, as well as the reciprocal commitments they make with their supervisor, their supervisory team and their hosting institution.

As regards post-doctoral research, the situation is different as they are not registered for any study programme anymore. After a thorough analysis of the situation, it was decided not to draw up any additional document given that the Charter and Code already contain all the necessary recommendations.

Even though the action was not implemented as planned, the schedule was kept.

30. Improve the visibility of prevention and appeal procedures

A list of regulations and contact details regarding prevention and appeal procedures is now available at http://www.ulb.ac.be/ulb/greffe/documents/reglementsgeneraux.html. It refers to the departments for prevention and protection at work, the commissioner general, the Appeal Committee, the University policy regarding alcohol and drugs at work, procedures regarding mental and sexual harassment and violence at work, the health and safety coordinator and the confidential counsellors.

A section on prevention and protection at work has been created in the University monthly newsletter ULB Pratique to regularly inform staff about procedures, contacts and any relevant information.

Several policy papers and regulations are currently being updated which means that additional information activities will be carried out in the future.

Action implemented according to schedule.
31. Programmes for doctoral candidates: languages and scientific communication, drafting of projects, intellectual property, etc.
32. Programmes for post-docs or “senior researchers”: languages and scientific communication, drafting of projects, searching for funding, technology and knowledge transfer, intellectual property, etc.
33. Training programmes in human resource management and project management for academic staff, in particular for heads of departments, supervisors and newly appointed staff: human resources, staff careers, gender equality, seeking funding, contract management, project management, knowledge and technology transfer, intellectual property, etc.

A free, comprehensive transferable skills training programme was developed in 2014 for researchers, whatever their career stage: doctoral, post-doctoral, senior researchers and members of the academic staff.

Topics include communication (academic communication, popularisation, publishing, open access), languages, research (ethics in research, technology and knowledge transfer, research funding, literature), team management, PhD supervision, teaching and career development.

The targeted public may vary: while certain training sessions are designed for all University researchers, others are specifically organised for a targeted public (e.g.: the training on PhD supervision is organised for the academic staff).

The programme is available at http://www.ulb.ac.be/training_researchers.

✓✓ Actions implemented ahead of the initial schedule.

34. Drawing up of a policy concerning teaching tasks assigned to doctoral candidates and post-docs
35. Official recognition of teaching and supervision, in particular and depending on the case, or co-supervision of dissertations or theses by doctoral candidates, post-docs and “senior researchers”

The University authorities are working, in close cooperation with the elected representatives of the scientific staff, on defining the tasks of non-permanent researchers, including official recognition of certain tasks. It has been planned to draft a memo with all the necessary information as soon as the decisions are made.

➢ The actions are being implemented according to schedule.

36. Partial release from teaching for newly appointed academic staff
37. Introduction of a installation allowance for newly recruited academics

According to the Memo on academic careers approved by the Academic Council on 26 May 2014, partial release from teaching is offered to newly hired academic staff. In addition, they are offered two kinds of installation allowance. Regarding teaching, the
Libraries Council provides them with an extraordinary fund in order to buy books (including books to be made available at the library for their students). Regarding research, the University created, in 2014, a new two-year research funding scheme designed for academic staff hired in the last four years or holding their PhD degree for less than ten years. This “consolidator joint research action” call offers those researchers the opportunity to develop their research and team and to get prepared to apply for prestigious national and international research funding. This call funds about ten five-year research projects every two years (£160,000-240,000/project), which means that approximately one third of newly hired staff may be funded. In the first call, eleven research projects were selected (£200,000-220,000/project). They will run from 2015 to 2019.

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**38. Measures to facilitate access to operational costs for certain categories of doctoral candidates**

Doctoral candidates at the University are funded by a rather wide range of research funding programmes. In most cases, these programmes provide additional funding to cover small equipment as well as conference, publishing and travel costs. This is not the case for University assistants who work part-time on research (50%) and part-time on teaching (50%).

An analysis will be undertaken to determine whether the situation needs to be addressed using specific measures or if it can be handled by making use of existing funding such as the FRS-FNRS travel support fund or faculty funds.

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**39. Reflection on the periodic presentation of individual progress reports by academics**

The University is working on defining the tasks of the academic staff, including the presentation of regular reports. It has been planned to draft a memo with all the necessary information as soon as the decisions are made.

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**40. Reflection on the provision of free tools for computer back-up by the Computing Centre**

The Information and Documentation Council, which was established by the Research Council on 6 June 2014, initiated an analysis of the need for back-up and archive solutions to support research activities. Experts from the University Library and Computing Centre are cooperating on designing tools to be used, not only to archive data, but also to ensure the reuse of
research data. Reusing former research result data would allow researchers to reproduce published results several years after they were produced for the first time.

41. Increase awareness on the use of laboratory notebooks and reflection on the provision of electronic notebooks by the Computing Centre

The University Technology Transfer Office has promoted the use of laboratory notebooks for more than ten years. Paper laboratory notebooks can be easily ordered by email. The Institute for Medical Immunology (IMI) switched to electronic laboratory notebooks in 2011. Extending the use of electronic laboratory notebooks to other University entities is under discussion and will be the subject of further analysis by the Information and Documentation Council, which was established by the Research Council on 6 June 2014.

42. Circulate information about the possibility for doctoral candidates and post-docs to undertake paid activities outside the University, within the limits of the present legislation

The Human Resources Department is currently updating the Vademecum on grants. The new version will include legal information about the right of grantees to undertake paid activities. It will be available by June 2015 and promoted among all the University research staff.

43. Survey all staff to ascertain whether it is necessary to increase the number of places and extend opening times at the crèche

The University crèche cares for children of University students and staff. It is open all year round, Monday to Friday from 7.30 a.m. to 6.30 p.m.

In 2014, the University crèche surveyed parents of the children cared for by the crèche. Forty parents answered the survey. Results show that the current opening hours are satisfactory for most of the parents.

A weak point is the lack of places for University members’ children. At the moment, current human and financial resources do not allow the number of places to be increased. The University crèche remains one of the biggest recognised and subsidised child-care centres in Brussels according to the number of authorised beds (126 beds). In addition, the University crèche is among the biggest child-care centres in Brussels, and the only one which is open all year round.
5. **Internationalisation @ home**

The diagnostic assessment identified six areas for improvement, regarding communication (actions 44-46) and language programmes (actions 47-49).

Three actions have been implemented according to the initial schedule and one is being implemented according to schedule. Two will be implemented with a delay due to internal rescheduling and the new University policy.

**Implementation progress**

44. **Expanded online website in English, particularly where information on careers is concerned**

All the webpages regarding research (including doctoral research) and training for researchers are now available in English, except for the regulations regarding knowledge transfer (see action 3). This document will be translated when the new translation office has been selected (see action 45).

Regarding human resources and careers, it was decided to link action 44 to the implementation of actions 11, 14-17, 34-39 and 42 in order to increase efficiency and coherency. The full, updated website in English will be available after the implementation of the related actions.

① Action delayed due to strategic rescheduling. According to the current schedule, it should be implemented in 2016, with a two-year delay.

45. **Translation into English and online version of main documents including general information and regulations, particularly at the level of the Human Resources Department**

The EURAXESS working group on internationalisation made a list of informative and regulatory documents to be translated into English, with a priority scale. Before translating any document, it was decided to analyse the current situation regarding translations at the University (translators working for the University, quality of the translations, coherence between texts regarding lexicon specific to the University, etc.).

The report on translated documents at the University contains three suggestions regarding the selection of translators working for the University; the external and internal translation procedure; and the use of lexicon specific to the University. Regarding the selection, a public procurement procedure was initiated in January 2015, according to the applicable Belgian
law. The selection process ended in May 2015. The selected translation office will be in charge of every translation needed by the University, except for scientific publications and sworn translations. According to the European NF EN 15038 quality standard for translation service providers, the selected office will appoint a team composed of a translator, a translation reviewer and a backup in case a replacement is needed. The translator will have to refer to the University’s French-English lexicon, which contains a list of words specific to the University. An initial version of this lexicon has been drafted by a specific working group coordinated by a linguistics Professor of the University. The lexicon will be gradually expanded on the basis of forthcoming translations and will be provided to every University member. As regards the internal procedure, internal translation reviewers have been appointed in each administrative unit. They will be in charge of reviewing the translations of documents drafted by their unit.

① Action delayed due to the implementation of a new University translation policy which aims at improving the quality of translations. According to the current schedule, the action should be implemented in 2016, with a two-year delay.

46. Publicising of the services of the International Welcome Desk among researchers

The International Welcome Desk welcomes International Researchers and assists them with the administrative procedures to be undertaken prior to and after their arrival in Belgium. It has published an online Welcome Guide for international researchers regarding their status at the University, the administrative procedures to be undertaken prior to arrival at the University (immigration process, visa, work permit or work permit exemption, etc.) and the various formalities to be completed once in Belgium (residence permit, health insurance, etc.). The Welcome Guide, which also provides practical information about their stay in Belgium (schools and crèches, cost of living, transport, language lessons, etc.), is available at: https://www.ulb.ac.be/international/international-welcome-desk-en.html.

The International Welcome Desk (EURAXESS Services Contact Point) presented its services to the Research Council on 19 February 2013 and to the Faculty international relations officers on 24 September 2013. In addition, information sessions for academic, administrative and research staff are held at all university campuses on a regular basis.

✔️ Action implemented according to schedule.

47. Improved information on the availability of French as a foreign language lessons for international researchers
48. Reflection on the organisation of French as a foreign language lessons for all international researchers

Since September 2013, the University has offered free French as a foreign language lessons to all visiting and new international research and academic staff (partnership with the F9 Languages in Brussels school).
Information is available in the Welcome Guide published by the International Welcome Desk (see action 46) and on the webpage dedicated to training for researchers (see actions 31-33).

Researchers are also informed about the availability of free “French as a foreign language” lessons by the International Welcome Desk and, regularly, in the University training opportunities newsletter.

Actions implemented according to schedule.

49. English lessons for administrative staff (at least one member of staff per unit)

The University decided to focus first on the key administrative departments for international researchers: the Human Resources Department, the Research Administration Office, the PhD Unit of the Admission and Registration Office and the International Relations Office, including the International Welcome Desk. When necessary, the staff was trained. All these departments now have at least one staff member (and usually more than one) in each unit who can communicate in English with international researchers.

In faculties and other central offices, the situation and needs vary. An inventory of needs has to be done. The Heads of the Human Resources Department and the External Relations Department will coordinate this next step with the Director general.

The action is being implemented according to schedule.

6. Conclusions

The Human Resources Strategy for Researchers has been an excellent opportunity for the University to develop a coherent strategy regarding the recruitment, the welcoming, working conditions and the career development of researchers. It has helped progressing at a sustained pace, thanks to clear schedule and roadmap. It has also fostered cooperation between administration offices in charge of those questions, which will be profitable for all the researchers and for the implementation of further institutional strategy.

As regards recruitment of researchers, vacancies for research positions (doctoral and postdoctoral research grants/contracts, assistantships and permanent academic positions) have been published on EURAXESS Jobs from spring 2013 (action 10). Although some job offers were already published on academic jobs websites such as EURAXESS Jobs and Nature Jobs, this decision helped the University to systematically advertise job offers on a large scale. Recruitment procedures for full time and part time academic positions have been carefully specified in the Memo on academic careers (actions 14-17), which defines also the procedure for being promoted to upper scales of the academic career (professor and full professor). Regarding non-permanent research staff, the University decided that every assistant would now be recruited by a Faculty Scientific Committee (action 16). A Memo, which
has still to be drafted, will clarify the recruitment procedures of the non-permanent research staff employed by the University. Other information tools will also be available in the near future.

Regarding the welcoming of newly hired staff, they are now all informed about institutional strategic objectives, relevant regulations and the Charter and the Code, upon arrival and during the annual Welcome day (actions 1-3). Besides, the International Welcome Desk assists international research staff for any administrative procedures to be undertaken prior to and after their arrival in Belgium (action 46).

In order to ensure good working conditions when they start their permanent career at the University, newly hired academic staff has been offered since 2014 partial release for teaching (action 36) and the opportunity to apply for the University “consolidator joint research actions” call (action 37). As regards senior researchers, the University has worked to ensure as much as possible the continuity of their career. Finally, the University decided to limit as much as possible “part-time assistantship” in order to reduce the part of their career dedicated to doctoral research, i.e. six years in place of twelve years (action 21).

Support in career development has been offered since 2015 to all non-permanent research staff, including senior researchers which contract depends on external funding (action 22). All permanent and non-permanent staff may also have access to generic skills training according to their career’s stage (actions 31-33) – including “French as a foreign language” for international staff (action 48).

Alongside the Human Resources Strategy for Researchers, Gender equality was set as an institutional priority, which means that results went faster and beyond expectations set in the human resources strategy. The Working group in gender balance, which was established by the University in 2014, will make further recommendations in order to continue improving gender equality at the University.

To conclude with data, the action plan contains 49 actions. The University can be proud of the implementation process so far as most of the actions were or have been implemented according to schedule: 11 actions have been implemented ahead of the initial schedule, 18 actions have been implemented according to schedule and 14 actions are currently being implemented according to schedule. 6 actions only are suffering a delay, in particular for three reasons: extension of actions; merging of two actions and connection with actions due to be implemented later. For each delayed action, a new reasonable deadline has been set which leads the University EURAXESS Steering Committee to believe that the Human Resources Strategy for Researchers should by implemented by 2016 as planned.
Annex 1. ULB Human Resources Strategy for Researchers (May 2013)

Université libre de Bruxelles - ULB
EURAXESS Rights
European Charter for Researchers and Code of Conduct for the recruitment of researchers
Human Resources Strategy for Researchers (HRS4R)
May 2013

In regards to its member states, the European Commission has drafted a list of rights and obligations for researchers and their employers, in order to increase mobility and expand methods of best practice in the area of research. These recommendations can be found in the European Charter for Researchers and Code of Conduct for the recruitment of researchers (hereafter referred to as Charter and Code).

Based on these documents, ULB carried out a diagnostic assessment of its human resource strategy for researchers, and then made a proposal for a structured action plan centred on five main themes. This document will describe, for each theme, the assessment made and the proposed action plan. The actions are ranked by order of priority within each theme and sub section. The starting and finishing dates proposed in the final table complete the information on the prioritisation of actions.

1. The procedure for drafting the HRS4R action plan at ULB

Following the ratification of the Charter and Code by the Conseil des Recteurs des universités francophones de Belgique (CReF) and the Fonds de la recherche scientifique (F.R.S.-FNRS) back in 2006, three inter-university task forces were set up to pilot EURAXESS Rights, Jobs and Services, and coordinate the work of the universities.

On the 29th March 2010, the interuniversity task force on “EURAXESS Rights” suggested that universities should develop an internal working group to ensure the smooth running and follow-up of the project.

At ULB, this working group was made up of the Vice-Rector for Research, several academics and researchers together with members of the central administration (Human Resources, Research, and Financial Administration Departments). The group met five times in 2010 (on 7th January, 29th March, 28th June, 7th October, and 25th November) and made a diagnostic assessment of the human resource strategy for researchers, plus the initial draft of an action plan. A written report on the outcomes of the work undertaken was submitted to the European Commission in December 2010 and to the University Research Council on 22nd February 2011.
On 18th December 2012, the Research Council set up a new task force composed of the Vice-Rector for Research, the Vice-rector for Academic Affairs and career development, a member of the academic staff, a member of the scientific staff, “EURAXESS Services” and “EURAXESS Jobs” contact persons at ULB, together with members of the central administration (Human Resources and Research). The role of the task force was to devise an action plan, based on the recommendations of the internal working group, and to submit it to the European Commission. It was this action plan that was presented for discussion to the Research Council on 19th March 2013, and then approved, in its amended version, by the Research Council on 23rd April 2013 and the University Board on 13th May 2013.

2. Missions of the University and governance (see Charter, pp. 45-48)

Diagnostic Assessment

Article one of the ULB statutes clearly proclaims the principle of free enquiry and debate. This principle assumes independence of judgment and the rejection of authoritarian argument. It therefore promotes understanding and mutual tolerance, as well as respect.

Thanks to this principle of openness, ULB subscribes to Belgian laws and decrees regarding non-discrimination (gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, handicap, political inclination, social or economic states, etc.). It applies furthermore an active non-discrimination policy. As an example, it ensures good practice is maintained in both national and international recruitment of researchers and has developed a proactive gender equality policy. In this context, the Board has appointed an advisor to the Rector and President of ULB on gender policy; an annual report on gender balance and its evolution is provided to the Board.

This principle of openness, a hallmark of ULB, is also reflected in the constitution of the Board and the Executive Board which, ever since 1968 (ULB was the Belgian pioneer in this domain) have been elected by all the members of the University, and which are composed of representatives of all categories of university staff (lecturers, permanent or temporary researchers, students, plus administrative, technical, specialised and management staff). This rule is also implemented for other participatory bodies across the University; be at institutional level (Research Council) or at faculty level (Departmental or Faculty Executive committees and Councils, etc.). It should be noted however that the composition of the decision-making bodies is not balanced in terms of gender. In 2012-2013, 13 of the 45 members of the Board were women. In the Research Council, 4 of the 21 voting representatives were women.

As an extension to the principle of free enquiry, freedom of research constitutes another essential value of the University, so long as it is exercised, of course, within the limits imposed by existing legislation, and the ethical principles linked to the profession or domain. The latter are clearly defined in the Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs at ULB (approved by the Board on 22/11/2010), under the control of the Commission for deontology and Integrity in Research, and the Council for Integrity.
ULB is committed to fulfilling three missions: teaching, research and service to society. The responsibilities of each academic are include activities related to each of these three missions. The strategic objectives related to the university’s second mission (research) are clearly defined by the Board of the University and made available to all research staff via the website of the university (available also to people outside ULB) and via the annual reports of the Research Council. Researchers at all levels also participate in the 5-year evaluation of research units at ULB, and in the definition of the 5-year strategic plan for each Faculty, which defines the priorities for the recruitment of academic staff.

ULB has developed various information tools (more especially via its InfoFin database and weekly newsletter) and the Research Administration Office supplies administrative assistance for researchers seeking funding and wishing to develop their research. Those who obtain funding subsequently have an obligation towards the University and/or their funding organisations to provide information and reports, according to a strict procedure, on both the progress of their research and the human resources and financial management at their disposal.

Where the third mission is concerned, all questions regarding intellectual property and knowledge and technology transfer are controlled by the Regulations pertaining to property, protection and valorisation of research results undertaken at ULB and the Regulations as applied to intellectual property and valorisation and ensuing copyright legislation of work undertaken at ULB (approved by the Board 7/07/2008). In order to enhance greater awareness amongst researchers, ULB offers training programmes for both doctoral candidates and established researchers that are run by members of the Technology Transfer Office in its Research Department, which plays a major role in assisting researchers wishing to better exploit their results off campus. With regard to the dissemination of research results, ULB requires its research staff to use several tools: the institutional repository Di-Fusion, the online repository of PhD theses BICTEL, the inventory of research units, and use of the institutional procedure for protection of intellectual property. Furthermore, CRef and the LIEU network (Intra University Enterprise Liaison, a network of technology transfer offices in francophone universities) have set up an interuniversity directory of research units and laboratories.

Many other services to society are offered by ULB, such as advisory/consultancy services for society and political authorities, international cooperation, knowledge and technology transfer, outreach activities (press interviews, lectures and debates open to the public, museums and the ULB Centre for scientific culture, important events such as the Spring Festival for Science, or the Researchers’ Night, and the Inter-Age University called CEPULB...), etc.

**Action Plan**

The diagnostic assessment above enabled us to identify the following areas for improvement.

As regards information for researchers:

1. Make researchers more aware, as soon as they are hired, of the institutional strategic objectives (special welcome day for new researchers);
2. Post on university’s website the *European Charter for Researchers* and the *Code of Conduct for the recruitment of researchers*, and information about this to newly hired researchers;

3. A better organisation and dissemination of information about rules, regulations and best practice regarding knowledge and technology transfer (protection of intellectual property, patents, spin-offs, etc.), via a single handbook.

As regards gender balance:

4. Proposals for an improved gender balance within the decision-making bodies;

5. Systematic development and publication of statistics on gender at all levels of research activity;

6. Creation of a directory of research on gender issues undertaken at the University, and an increase in the visibility given to this.

As regards the dissemination of research results:

7. Evaluation and perpetuation of the institutional procedure for five-year evaluation of research;

8. Implementation of a new tool for the presentation of research, including research units and platforms;

9. Assessment of experience and possible revision of the *Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs*.

### 3. Recruitment (see Charter p. 57 and Code pp. 58-61)

*Diagnostic assessment*

ULB adheres to the principles as presented in the *Code*.

Recruitment procedures are open and transparent. ULB meets the legal requirements regarding qualifications required and calculation of seniority.

It also publishes its academic and research positions at international level. In this context, the Board decided on 22nd April 2013 that all vacancies for research positions would therefore be published on the EURAXESS Jobs database. They will be widely advertised at international level and contain all information details as recommended by the *Code*, i.e. a description of working conditions and rights, and perspectives for career development. For doctoral candidates, specific conditions for admission will be included alongside conditions regarding qualifications.

The composition of selection committees and the selection procedure may vary depending on the type of position.

Applications for permanent academic positions are analysed by international committees that will respect gender balance wherever possible. These committees may be inter-disciplinary or inter-sectorial if the position so justifies. Recruitment is generally organised in two phases: drawing up of a short list based on the review of written applications and CVs, then an interview possibly coupled with a public lecture.
For temporary positions, the selection procedure does not always depend on ULB (for example with FNRS post-doctoral positions). If this is the case, a joint recruitment committee is usually set up, either at University level (mini-ARC scholarship for example), Faculty level (assistantships), or at the level of the research team involved (positions within a specific research project). All these committees examine the applications and proceed with the analysis of possible letters of reference and an interview of candidates who passed the initial screening.

In regard to selection criteria, all committees are invited to take into account the complete professional track of each applicant, including all the categories mentioned in the standard model of a CV at ULB, even if these criteria are not fully explicit to applicants: teaching and research career (positions and mandates), publications, scientific presentations, international experience and other forms of professional mobility, international collaboration, membership of societies or editorial boards, supervisory experience, periods spent abroad, awards, knowledge and technology transfer, development cooperation, outreach activities, research management (head of a research centre, organisation of scientific events, organisation of international PhD programmes...), participation in management/governance of the university, etc. International experience is particularly important for postdoctoral and academic positions.

It is vital that committees work in total neutrality especially as regards gender. The appointment of trained observers, in charge of ensuring neutrality within selection committees with respect to gender helps to avoid gender bias.

**Action Plan**

The diagnostic assessment above enabled us to identify the following areas for improvement.

**Dissemination and completeness of job vacancies:**

10. Implementation of the decision to publish job vacancies and research grants on the EURAXESS Jobs portal.

**Information for applicants:**

11. Creation of a guide for applicants, including those applicants seeking promotion, giving legal information (salary scales, rules regarding seniority and qualifications...) and full details of criteria and selection procedures.

**Recruitment procedures:**

12. Setting up of training programmes for personnel regarding gender neutrality during recruitment;
13. New on-line version of the institutional CV, to be made more complete and usable, and covering the three main missions and mobility;
14. Reflexion on whether it would be appropriate to standardise letters of motivation and also interviews for candidates retained following the initial screening;

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2 A list of criteria for promotion to the position of senior assistant and for academic promotion is available in the *Text presenting the provisions for career of researchers and academics* (pp. 58-59), but this is not easily accessible to applicants. Also, there is no grid with clear criteria for people applying for scientific and academic positions.
15. Definition of a coherent policy on letters of reference;
16. Reflexion on standardising the recruitment of assistants by a Faculty recruitment committee;
17. Definition of a university policy regarding responses to non-selected candidates.

4. Status of research staff and career development (see Charter pp. 49-56)

Introduction
To facilitate understanding of points 3 and 4, it seems appropriate to recall the different categories of research staff at ULB, and the inherent funding mechanisms:

**Doctoral candidates**
- PhD grant (100% research):
  - With funding from/via ULB (PAI, ARC, ERC, other agreements...)
  - With a mandate from FRS-FNRS (“aspirant” FRS-FNRS, FRIA, FRESH, Télévie, IISN...)
  - Other grants, in particular from abroad
- ULB Assistantship (50% research/50% teaching)
- Work contract
- Without pay:
  - Self-funded PhD
  - Grantee finishing their thesis, whose funding/contract has ended

**Post-doctoral Researchers**
- Post-doctoral grant (reserved for post-docs arriving from abroad)
- Work contract:
  - With funding from/via ULB (PAI, ARC, ERC, other agreements...)
  - With a mandate from FRS-FNRS (“Chargé de recherche” FRS-FNRS, research projects, IISN...)

“Senior researcher”
- Permanent contract, financed by outside funds (This type of contract is intended for senior researchers, financed by outside funds, who have already benefitted from more than two fixed-term contracts at ULB. It should be noted that this type of contract is dependent on the funding of projects and the centre for which the researcher is working).

**Academics**
- Permanent appointment as lecturer/researcher (*cf.* the three missions outlined in point 1)
- Permanent mandates from FRS-FNRS (“Chercheur qualifié”, “Maître de recherche”, “Directeur de recherche”)

**Administrative, technical, management and specialised staff (PATGS)**
- Fixed-term or permanent contract:
With funding from/via ULB (PAI, ARC, ERC, other agreements...)
With a mandate from FRS-FNRS (research projects, IISN...)

Unpaid mandates

- Scientific collaborator: honorary mandate for researchers employed elsewhere
- Guest professor/researcher: status awarded to retired ULB professors or researchers still carrying out research at the university
- Visiting researcher: status awarded to professors or researchers on leave at ULB and whose salary is not paid by ULB.

Please note that this strategy does not deal with the issue of staff whose sole role is to teach, or with staff at the university hospitals.

Diagnostic Assessment

Everyone in the above categories is a member of ULB staff, with the exception of “unpaid mandates” and doctoral candidates who are unpaid or who benefit from international funding that is not managed by ULB. Unpaid researchers are insured on campus and enjoy access to certain services (libraries, email account, etc.). All doctoral candidates have student status and therefore benefit from the full range of services (insurance, social and medical services, sports facilities, restaurants, libraries, email, etc.).

Every member of research enjoys the rights and benefits applicable to their status, such as representation within the institution, social security (including grant holders), seniority rules, and official salary scales, access to facilities and services for staff (hospital, day-nursery, restaurants, sports halls, etc.). For doctoral candidates and post-docs, the conditions offered are particularly attractive considering international standards. For administrative, technical, management and specialised staff (PATGS) recruited by the university, there are no real legal provisions for gratification of the PhD degree even if their position would justify this. In the case of academic staff who have spent part of their career abroad, the recently modified Belgian legislation on pensions may, in some cases, seem somewhat unattractive and make it difficult to hire people.

In general, stability of the research staff is a complex problem. It is, of course, not possible to give all temporary staff permanent positions, given the pyramidal nature of careers in research, and the lack of available research funding that ULB is confronted with. ULB takes care not to sign grant agreements or contracts of less than a year for institutional contracts and mandates, so as to avoid overtly unstable situations. Furthermore over the past few years, the institution has strived to reduce the number of part-time assistantships that only allow a quarter-time to be spent on research, which is far too little for a PhD thesis to be undertaken under good conditions. That said, there is no systematic policy about this as yet at ULB.

3 The strategy does cover research staff at the faculty of Medicine.
4 Funded doctoral candidates are regarding as both students and scientific staff.
The question of stability of employment is of particular importance for researchers on permanent contracts, whose salary is not directly funded by the university’s own budget. These researchers are employed using “outside funding”, and their contract is dependent on a non-recurrent source of outside funding. These experienced researchers (scientifically and technically) play an essential role in the continuity of the activity of many laboratories and also in the transfer of technology or knowledge, which society regards as one of the missions of the university. However, the career of these researchers does not receive sufficient social recognition, apart from the general regulations applicable to work contracts. Given the non-recurring nature of the funding (often annual) with which they are recruited, these researchers are exposed to repeated terminations of contract, and run the risk of being made redundant until new funding is available. This leads to tension and stress that ULB tries to minimise through the setting-up of a Solidarity Fund, run by the Management committee for staff on outside funding (CGPFE), bringing together representatives from the university’s central administration and research supervisors, plus an observer designated by the Works Council. The Fund makes it possible to avoid sending notice of dismissal even when continuity of funding has not been secured. The Fund also makes it possible to offer a notice period over and above the legal minimum.

Where career prospects are concerned, the situation depends on how far on the researcher is in his or her career.

The PhD Charter ratified by the Board (12th November 2012 and 18th March 2013) clearly defines the pivotal role shared by the supervisor and the supervisory committee in helping to prepare the future career of the doctoral candidate, whether in or outside Academia. In addition, since 2009, the University has developed transversal training programmes for doctoral candidates, the contents of which can be exploited whatever their career prospects may be (scientific communication in English, intellectual property and technology and knowledge transfer, etc.). The ULB Career Centre, meanwhile, also organises training sessions on project management, CV-writing and job interviews, etc. Moreover, as the official branch of the French “Association Bernard Gregory” (ABG), it acts as local “ABG adviser” responsible for assisting doctoral candidates and holders in finding employment. In this context, the Career Centre is working on a system of individualised coaching for candidates wanting to clarify their professional objectives. Lastly, the INTERREG IV “PRODOC” project, financed by the European Union from 2009 to 2012, made it possible to organise specialised seminars for doctoral candidates (CV, job interviews, digital identity, etc.), and also an annual forum for PhD holders on employment outside the academic sphere; other job forums are set up by Faculty and professional associations to facilitate contacts between potential employers and graduates, in particular doctoral candidates. An interuniversity project is underway to continue PRODOC activities and a request for financial support from the authorities has been submitted by the Rectors of francophone universities in Belgium.

Post-docs also have access to the services and training sessions offered by the ULB Career Centre and PRODOC. In addition, the supervisor plays an essential role in helping post-docs to develop their academic careers. This role, however, is not yet clearly defined.

There are currently no specific career development tools for “senior researchers”, even though their sources of funding are temporary. If made unemployed, these workers can receive support guidance but their effectiveness remains to be analysed.
Finally, for academics and PATGS staff, possibilities of promotion are clearly outlined on the University’s website.

**Action Plan**

The diagnostic assessment above enabled us to identify the following areas for improvement.

On the legal level:

ULB cannot take any decision that would go against the legislation but can however attempt to improve the existing legislation:

18. Negotiations with political authorities with a view to improving the professional status of “senior researchers”;
19. Negotiations with political authorities with a view to achieving recognition of the PhD degree for members of the PATGS, when a PhD is required for the position.

ULB internal statutes:

20. Registration of all “visiting” and “guest” researchers and professors;
21. A limit to the number of half-time assistantships, in favour of full-time positions.

Career stability prospects:

22. Support in preparation of their future career for doctoral candidates and post-docs, with the setting up of specific coaching for both categories;
23. Statistical analysis of the careers of “senior researchers” and senior technical staff on outside funding, and evaluation of the support offered to these senior staff when they become unemployed;
24. Reflection on the end of career for these categories of staff;
25. After 15 years of work under contract, or when a “senior researcher” reaches the age of 45, a mandatory regular meeting with the head of the department, the Dean, the Human Resources Department of and the Financial Administration Department to review the researcher’s career, his/her present contract and future professional prospects;
26. Provision of specific tools for “senior researchers” to help them reorient their career outside the university.

5. **Working conditions (see Charter pp. 49-56)**

**Diagnostic Assessment**

In general, academic and research staff enjoy considerable autonomy in the organisation of their work. Moreover, Belgian legislation on flexibility is applicable to members of research staff covered by the legislation (part-time, parental leave...) and ULB has developed certain social funds, such as the maternity fund to cover the difference between actual salary and benefits received from the mutuality during maternity leave. ULB has also devised certain tools to enable staff to better combine work and family life: a crèche, activities for children during school holidays, etc. It should be noted, however, that availability of places in the crèche is insufficient and that the opening times,
While long (7:30am-6:30pm), do not always cover the working hours of lecturers and logistics staff (Monday to Friday 8am-9pm and Saturday morning).

Where prevention and safety are concerned, the Central Prevention and Safety Department (SCPPT) looks after security and well-being in the workplace for research staff. In the event of complaints or appeals, various people can be contacted depending on the problem:

- The head of department, followed by the Dean
- The Human Resources Department
- The general commissioner
- The board of appeal
- The prevention adviser
- “Confidential counsellors”
- The trade unions

It should be noted that a special procedure is foreseen for doctoral candidates, given their particular situation, which can be found in ULB’s *PhD Charter and PhD Regulations*.

The working conditions of **doctoral candidates** are clearly defined in ULB’s *PhD Charter* as regards the relationship between the doctoral candidate and his thesis supervisor and supervisory committee, the material and financial conditions under which the thesis is carried out, the monitoring of progress, the duration of the thesis, integration in the research team, the procedure to be followed in the event of conflicts, and preparation of the doctoral candidate’s subsequent career. Doctoral candidates are fully integrated in research teams and can therefore officially be authors or co-authors, depending on their discipline, of articles, patents, and other research results that they (co-)produce. They may also use laboratory equipment, within the limits of their competence. The salaries and grants paid by or via ULB are standardised, but the financial conditions surrounding support for research may vary depending on their status. Doctoral candidates with a grant from FRS-FNRS, FRIA, and FRESH,… benefit from operating costs that enable them to contribute to funding of their experiments or attend scientific meetings abroad. For those on a grant from the University (PAI, ARC…) and under contract, the research is generally funded by the research centre. Where assistants are concerned, the situation varies from one Faculty to another. And for non-funded doctoral candidates there is no policy for funding operational costs.

ULB offers doctoral candidates comprehensive supervision, including regular meetings with their thesis supervisor and an annual meeting (at least) with the supervisory committee. During the annual meeting, the supervisory committee assesses the opportunity, in the student’s interest, of pursuing their doctoral research the following year. Furthermore, an intermediate evaluation is organised midway through the thesis to assess the progress made. In addition to the evaluation, an intermediate report may also be presented, depending on the source of funding.

Where skills development is concerned, ULB has set up several soft skills doctoral training programmes (scientific communication in English, intellectual property rights, knowledge and technology transfer, didactics…). The university plans to organise other trainings to broaden these programmes, at interuniversity level, in the years to come, as a follow-on from the PRODOC project (please refer to point 3).
When their status so permits, doctoral candidates can undertake certain teaching activities, including supervision of Master’s theses dissertations. These tasks are not always formally recognised, however. There is a need to establish a procedure at Faculty level that would make it possible to validate these tasks in a CV, in particular the co-supervision of Master’s theses dissertation. Assistants, who spend 50% of their time on pedagogical support activities, can sometimes benefit during their final year from a reduction in workload so that they can concentrate more fully on writing their PhD thesis. The situation varies, however, from one faculty to another.

Like doctoral candidates, post-docs are considered integral members of their research team. They carry out their research under a supervisor but without any formal monitoring, apart from a potential mid-mandate assessment and/or a final project report. Post-docs are often encouraged to do some teaching, within the limits authorised by their position, and/or to supervise Master’s research or theses. Again however, as with doctoral candidates, they do not receive official recognition for the work they do as supervising dissertations or theses. Their working conditions are not formally defined in a charter as they are for doctoral candidates.

Teaching activities should particularly be validated for “senior researchers”, who often make a major contribution to the teaching of specialised courses, including the co-supervision of PhD theses.

The responsibilities of the academic staff cover the ULB’s three missions (teaching, research and services to society). Moreover, academics can do some extra paid work (up to 20%) in addition to teaching/research activity, by declaring this to ULB. They can also ask for sabbatical leave, providing they are replaced, using either internal or external financing.

Where research proper is concerned, the Research department has developed various information channels on available funding opportunities (see above) and provides logistical support for submission of applications. Furthermore, ULB offers researchers the necessary equipment and environment, through internal and external funding options.

A special welcome day is organised for new academic staff but they do not systematically benefit from practical benefits such as a reduction in the teaching hours during the first years of office, or from the systematic provision of an installation allowance. Moreover, they do not receive specific training on research (funding, etc.) or supervision of research and human resource management.

At present, academics are not systematically evaluated at regular intervals. Their dossiers are assessed when they get a permanent lectureship or when they apply for promotion or funding.

Finally, it would probably be a good idea for a backup software be made available free of charge to the whole research community at the University. Laboratory notebooks are generally used in laboratories where their use is justified but the University should make researchers aware of their importance and offer them a software (electronic laboratory notebooks).
**Action Plan**

The diagnostic assessment above enabled us to identify the following areas for improvement.

On the legal level:

ULB cannot take any decision that goes against the legislation but can however attempt to improve the existing legislation:

27. Negotiations with political authorities with a view to legally setting holidays/leave (and the conditions for replacement during holidays/leave) and flexible organisation of working hours for academics;
28. Negotiations with political authorities with a view to adapting the status of post-docs on a fellowship to enable them to take on some teaching activities.

Commitments between Researcher-supervisor-institution:

29. Drawing up of a *Post-doctoral Charter*;
30. Improve the visibility of prevention and appeal procedures.

Development or expansion of training programmes:

31. Programmes for doctoral candidates: languages and scientific communication, drafting of projects, intellectual property, etc.;
32. Programmes for post-docs or “senior researchers”: languages and scientific communication, drafting of projects, searching for funding, technology and knowledge transfer, intellectual property, etc.;
33. Training programmes in human resource management and project management for academic staff, in particular for heads of departments, supervisors and newly appointed staff: human resources, staff career, gender equality, funding seeking, contract management, project management, knowledge and technology transfer, intellectual property, etc.

Teaching:

34. Drawing up of a policy concerning teaching tasks assigned to doctoral candidates and post-docs;
35. Official recognition of teaching and supervision, in particular and depending on the case, of co-supervision of dissertations or theses by doctoral candidates, post-docs and “senior researchers”;
36. Partial release from teaching for newly appointed academics.

Research funding:

37. Introduction of an installation allowance for newly recruited academics;
38. Measures to facilitate access to operational costs for certain categories of doctoral candidates.
Evaluation:

39. Reflexion on the periodic presentation of individual progress reports by academics.

Data security:

40. Reflexion on the provision of free tools for computer back up by the Computing centre;
41. Increase awareness on the use of laboratory workbooks and reflection on the provision of electronic workbooks by the Computing centre.

Flexibility:

42. Circulate information about the possibility for doctoral candidates and post-docs to undertake paid activities outside the university, within the limits of the present legislation;
43. Survey all staff to ascertain whether it is necessary to increase the number of places and extend opening times at the crèche.

6. Internationalisation @ home

Diagnostic Assessment

While the University encourages its researchers to develop international collaborations and to spend time in laboratories abroad, it also welcomes many international doctoral candidates, post-docs and confirmed researchers: 43% of doctoral candidates; 37% of researchers and 14% of academics are of foreign nationality.

In order to facilitate their arrival in Belgium, the University has set up a very efficient EURAXESS Services centre ("International Welcome Desk"), to assist international researchers with their administrative procedures (visas, residence cards, medical insurance, etc.), and with installation requirements (housing, medical services, nurseries, schools, etc.).

The University has also developed a specific website and PhD application form in English. The site in English is nevertheless not quite as complete as the French version. In addition, some documents containing regulations and general information, such as the Guide for New Staff, the Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs, or the regulations regarding intellectual property are not yet available in English. Finally, there is no English version, for information purposes, of contracts or other documents pertaining to employment.

Most administrative departments in contact with researchers have taken on bilingual staff to ensure that international researchers can be helped and informed in English. Efforts should be made in those departments where this is not yet the case via staff language training. Informal conversation classes are currently organised once a week, for members of staff, and English lessons are provided for the PATGS but limited to ten hours.

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5 There also exists a short online presentation of ULB in 18 different languages.
Finally, research activities, within most research centres at ULB, can be conducted exclusively in English; the PhD thesis may also be submitted and defended in English.

**Action Plan**

The diagnostic assessment above enabled us to identify the following areas for improvement.

**Communication:**

44. Expanded online website in English, particularly where information on staff careers is concerned;
45. Translation into English and online version of main documents including general information and regulations, particularly at the level of the Human Resources Department;
46. Publicising of the services of the International Welcome Desk among researchers.

**Language Programmes**

47. Improved information on the availability of French as a foreign language lessons for international researchers;
48. Review of the organisation of French as a foreign language lessons for all international researchers;
49. English lessons for administrative staff (at least one member of staff per unit).
7. Implementation of actions and time-frame

The table below indicates, for each action, the name of the administrative department or body in charge of preparing the dossier (“Preparation of dossier”), the ratifying body, if relevant (“decision-making body”), and the time-frame for the implementation of each action.

Actions involving “reflection” are carried out by the body concerned or by a working group specifically appointed by the body in question, whose mission is to provide recommendations on the subject.

Depending on the theme, dossiers are prepared in collaboration with the Faculties and/or trade unions and the Works Council. To make the table easier to read, this information is not systematically included.

And finally, all points discussed by the Research Council or the Teaching Committee are put on the agenda of the Board. To facilitate reading of the table, the Board is only indicated when the action point has not been previously addressed elsewhere.

<table>
<thead>
<tr>
<th>N°</th>
<th>Action</th>
<th>Preparation of dossier (*)</th>
<th>Decision-making body (**)</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Make researchers more aware, as soon as they are hired, of the institutional strategic objectives (special welcome day for new researchers)</td>
<td>R</td>
<td></td>
<td>2013</td>
<td>2013</td>
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<tr>
<td>2</td>
<td>Post on university’s website the European Charter for Researchers and the Code of Conduct for the recruitment of researchers, and information about this to newly hired researchers</td>
<td>DRH</td>
<td></td>
<td>2013</td>
<td>2013</td>
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<tr>
<td>3</td>
<td>A better organisation and dissemination of information about rules, regulations and best practice regarding knowledge and technology transfer (protection of intellectual property, patents, spin-offs, etc.), via a single handbook</td>
<td>DR</td>
<td>RC; TC</td>
<td>2013</td>
<td>2014</td>
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<tr>
<td>4</td>
<td>Proposals for an improved gender balance within the decision-making bodies</td>
<td>AdGP</td>
<td></td>
<td>2013</td>
<td>2016</td>
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<tr>
<td>5</td>
<td>Systematic development and publication of statistics on gender at all levels of research activity</td>
<td>AdGP; BE</td>
<td>B</td>
<td>2013</td>
<td>2014</td>
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<tr>
<td>6</td>
<td>Creation of a directory of research on gender issues undertaken at the University, and an increase in the visibility given to this</td>
<td>AdGP</td>
<td></td>
<td>2013</td>
<td>2014</td>
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<tr>
<td>7</td>
<td>Evaluation and perpetuation of the institutional procedure for five-year evaluation of research</td>
<td>DR</td>
<td>RC</td>
<td>2013</td>
<td>2014</td>
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<tr>
<td>8</td>
<td>Implementation of a new tool for the presentation of research, including research units and platforms</td>
<td>DR; DRE</td>
<td>RC</td>
<td>2013</td>
<td>2014</td>
</tr>
</tbody>
</table>

The dates correspond to the starting and finishing points for the organisation of the measure in question, not its actual implementation. As an example, action 4 should be up and ready in 2016, once the proposals for a better gender balance will have been formulated. The application and implementation will go beyond 2016.
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Responsible</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>9</td>
<td>Assessment of experience and possible revision of the Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs</td>
<td>CEIR</td>
<td>B</td>
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<td>10</td>
<td>Implementation of the decision to publish job vacancies and research grants on the EURAXESS Jobs portal</td>
<td>DR; DRH; F; Gr</td>
<td>RC</td>
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<td>11</td>
<td>Creation of a guide for applicants, including those applicants seeking promotion, giving legal information (salary scales, rules regarding seniority and qualifications...) and full details of criteria and selection procedures</td>
<td>DRH; DR</td>
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<td>12</td>
<td>Setting up of training programmes for personnel regarding gender neutrality during recruitment</td>
<td>AdGP; DRH; F</td>
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<td></td>
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<td>13</td>
<td>New on-line version of the institutional CV, to be made more complete and usable, and covering the three main missions and mobility</td>
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<td>14</td>
<td>Reflection on whether it would be appropriate to standardise letters of motivation and also interviews for candidates retained following the initial screening</td>
<td>R</td>
<td>RC; TC</td>
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<td>15</td>
<td>Definition of a coherent policy on letters of reference</td>
<td>R</td>
<td>RC; TC</td>
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<td>16</td>
<td>Reflection on standardising the recruitment of assistants by a Faculty recruitment committee</td>
<td>R</td>
<td>RC; TC</td>
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<td>17</td>
<td>Definition of a university policy regarding responses to non-selected candidates</td>
<td>R</td>
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<td>18</td>
<td>Negotiations with political authorities with a view to improving the professional status of “senior researchers”</td>
<td>R; P; DRH</td>
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<td></td>
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<tr>
<td>19</td>
<td>Negotiations with political authorities with a view to achieving recognition of the PhD degree for members of the PATGS, when a PhD is required for the position</td>
<td>R; P; DRH</td>
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<td></td>
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<td>2016</td>
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<tr>
<td>20</td>
<td>Registration of all “visiting” and “guest” researchers and professors</td>
<td>DRE; DRH; F</td>
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<td></td>
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<td>21</td>
<td>A limit to the number of half-time assistantships, in favour of full-time positions</td>
<td>R</td>
<td>RC; TC</td>
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<td>22</td>
<td>Support in preparation of their future career for doctoral candidates and post-docs, with the setting up of specific coaching for both categories</td>
<td>DRH; DR</td>
<td>RC</td>
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<td></td>
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<td>23</td>
<td>Statistical analysis of the careers of “senior researchers” and senior technical staff on outside funding, and evaluation of the support offered to these senior staff when they become unemployed</td>
<td>R; P; DRH; CGPFE; BE</td>
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<td>24</td>
<td>Reflection on the end of career for “senior researchers”</td>
<td>R; P; DRH; CGPFE</td>
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<td></td>
<td>Description</td>
<td>Responsible parties</td>
<td>Start Date</td>
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<tr>
<td>25</td>
<td>After 15 years of work under contract, or when a “senior researcher” reaches the age of 45, a mandatory regular meeting with the head of the department, the Dean, the Human Resources Department of and the Financial Administration Department to review the researcher’s career, his/her present contract and future professional prospects</td>
<td>R; P; DRH; CGPFE</td>
<td>2013</td>
</tr>
<tr>
<td>26</td>
<td>Provision of specific tools for “senior researchers” to help them reorient their career outside the university</td>
<td>R; P; DRH; CGPFE</td>
<td>2013</td>
</tr>
</tbody>
</table>

**Working conditions**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Responsible parties</th>
<th>Start Date</th>
<th>End Date</th>
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</thead>
<tbody>
<tr>
<td>27</td>
<td>Negotiations with political authorities with a view to legally setting holidays/leave (and the conditions for replacement during holidays/leave) and flexible organisation of working hours for academics</td>
<td>R; P; DRH</td>
<td>2013</td>
<td>2016</td>
</tr>
<tr>
<td>28</td>
<td>Negotiations with political authorities with a view to adapting the status of post-docs on a fellowship to enable them to take on some teaching activities</td>
<td>R; P; DRH</td>
<td>2013</td>
<td>2016</td>
</tr>
<tr>
<td>29</td>
<td>Drawing up of a <em>Post-doctoral Charter</em></td>
<td>DR; RC</td>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>30</td>
<td>Improve the visibility of prevention and appeal procedures</td>
<td>Gr; DRE</td>
<td>2013</td>
<td>2013</td>
</tr>
<tr>
<td>31</td>
<td>Training programmes for doctoral candidates</td>
<td>DR; RC</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>32</td>
<td>Training programmes for post-docs or “senior researchers”</td>
<td>DR; RC</td>
<td>2014</td>
<td>2016</td>
</tr>
<tr>
<td>33</td>
<td>Training programmes in human resource management and project management for academic staff, in particular for heads of departments, supervisors and newly appointed staff</td>
<td>DRH; B</td>
<td>2013</td>
<td>2016</td>
</tr>
<tr>
<td>34</td>
<td>Drawing up of a policy concerning teaching tasks assigned to doctoral candidates and post-docs</td>
<td>R; F; TC</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>35</td>
<td>Official recognition of teaching and supervision, in particular and depending on the case, of co-supervision of dissertations or theses by doctoral candidates, post-docs and “senior researchers”</td>
<td>R; F; RC; TC</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>36</td>
<td>Partial release from teaching for newly appointed academics</td>
<td>R; F; TC</td>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>37</td>
<td>Introduction of an installation allowance for newly recruited academics</td>
<td>R; RC</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>38</td>
<td>Measures to facilitate access to operational costs for certain categories of doctoral candidates</td>
<td>R; F</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>39</td>
<td>Reflexion on the periodic presentation of individual progress reports by academics</td>
<td>R; RC</td>
<td>2014</td>
<td>2016</td>
</tr>
<tr>
<td>40</td>
<td>Reflexion on the provision of free tools for computer backup by the Computing centre</td>
<td>CC; RC</td>
<td>2013</td>
<td>2016</td>
</tr>
<tr>
<td>41</td>
<td>Increase awareness on the use of laboratory workbooks and reflection on the provision of electronic workbooks by the Computing centre</td>
<td>DR; CC; RC</td>
<td>2013</td>
<td>2016</td>
</tr>
<tr>
<td>42</td>
<td>Circulate information about the possibility for doctoral candidates and post-docs to undertake paid activities outside the university, within the limits of the present legislation</td>
<td>DRH</td>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>43</td>
<td>Survey all staff to ascertain whether it is necessary to increase the number of places and extend opening times at the crèche</td>
<td>DSCU</td>
<td>2014</td>
<td>2015</td>
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</tbody>
</table>
### Internationalisation @ home

<table>
<thead>
<tr>
<th>#</th>
<th>Action Description</th>
<th>Responsibility</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>Expanded online website in English, particularly where information on staff careers is concerned</td>
<td>DRE; DRH</td>
<td>2013-2014</td>
</tr>
<tr>
<td>45</td>
<td>Translation into English and online version of main documents including general information and regulations, particularly at the level of the Human Resources Department</td>
<td>DRE</td>
<td>2013-2014</td>
</tr>
<tr>
<td>46</td>
<td>Publicising of the services of the International Welcome Desk among researchers</td>
<td>DRE</td>
<td>2013-2013</td>
</tr>
<tr>
<td>47</td>
<td>Improved information on the availability of French as a foreign language lessons for international researchers</td>
<td>DRE; CIDLV</td>
<td>2013-2013</td>
</tr>
<tr>
<td>48</td>
<td>Review of the organisation of French as a foreign language lessons for all international researchers</td>
<td>R; CIDLV</td>
<td>2013-2015</td>
</tr>
<tr>
<td>49</td>
<td>English lessons for administrative staff (at least one member of staff per unit)</td>
<td>DRH; B</td>
<td>2013-2015</td>
</tr>
</tbody>
</table>

(*)

AdGP  Advisor on Gender policy  
BE    Advisory Bureau  
CC    Computing Centre  
CEIR  Committee for Ethics and Integrity in Research  
CGPFE Management committee for staff on external funding  
CIDLV Interfaculty centre for the teaching of modern languages  
DR    Research Administration Office  
DRE   External Relations Department  
DRH   Human Resources Department  
DSCU  Department for services to the university community  
F     Faculties  
Gr    Registry  
P     President  
R     Rector

(**)

B    Board  
RC   Research Council  
TC   Teaching Committee
Annex 2. Implementation of actions: summary table

The table below indicates, for each action, the name of the administrative department or body in charge of the implementation ("coordinator"),\(^7\) the ratifying body, if relevant ("decision-making body"), the action implementation schedule, including a new completion date for delayed actions, and the status of the action.

| N° | Action                                                                 | Coordinator (*| Decision-making body (** | Start | Initial ending date | New ending date | Status (*** | |
|----|------------------------------------------------------------------------|----------------|-----------------------------|-------|---------------------|----------------|-------------| |
| 1  | Make researchers more aware, as soon as they are hired, of the institutional strategic objectives (special welcome day for new researchers) | R              |                             | 2013  | 2013                |                | ✓           | |
| 2  | Post the Charter and the Code on the University's website and inform newly hired researchers about them | DRH            |                             | 2013  | 2013                |                | ✓           | |
| 3  | Improve the organisation and dissemination of information on rules, regulations and best practice regarding knowledge and technology transfer (protection of intellectual property, patents, spin-offs, etc.), via a single handbook | DR; RC; TC     |                             | 2013  | 2014                |                | ✓           | |
| 4  | Proposals for an improved gender balance within the decision-making bodies | AdGP           |                             | 2013  | 2016                |                | ✓✓          | |
| 5  | Systematic development and publication of gender statistics at all levels of research activity | AdGP; BE       | B                           | 2013  | 2014                |                | ✓           | |
| 6  | Creation of a directory of research on gender issues undertaken at the University, and an increase in the visibility given to this | AdGP           |                             | 2013  | 2014                |                | ✓✓          | |
| 7  | Evaluation and perpetuation of the institutional procedure for the five-year | DR, OAQ; RC, QC |                             | 2013  | 2014                | 2015           | ✓           | |

\(^7\) Depending on the topic, actions are implemented in cooperation with the Faculties and/or trade unions and the Works Council. To make the table more understandable, this information is not systematically included.
## Implementation of a new tool for the presentation of research, including research units and platforms

| Evaluation of research | Implementation of a new tool for the presentation of research, including research units and platforms | DR; DRE | RC | 2013 | 2014 | 2016 | ✔ |

## Assessment of experience and possible revision of the Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs

| Evaluation of research | Assessment of experience and possible revision of the Code for ethical conduct and integrity in research, for knowledge and technology transfer, and the creation of spin-offs | CEIR | B | 2013 | 2013 | ✔ |

## Recruitment

| Status of research staff and career development | Implementation of the decision to publish job vacancies and research grants on the EURAXESS Jobs portal | DR; DRH; F; Gr | RC | 2013 | 2013 | ✔ |

| Status of research staff and career development | Creation of a guide for applicants, including those applicants seeking promotion, giving legal information (salary scales, rules regarding seniority and qualifications, etc.) and full details of criteria and selection procedures | DRH; DR | | 2013 | 2016 | » |

| Status of research staff and career development | Setting up of training programmes for staff regarding gender neutrality during recruitment | AdGP; DRH; F | RC | 2013 | 2016 | ✔ ✔ |

| Status of research staff and career development | New on-line version of the institutional CV, to be made more complete and usable, and to cover the three main missions and mobility | DR | RC | 2013 | 2013 | 2016 | ✝ |

| Status of research staff and career development | Reflection on whether it would be appropriate to standardise cover letters and also interviews for candidates retained following the initial screening | R | AC | 2013 | 2015 | » |

| Status of research staff and career development | Definition of a coherent policy on letters of reference | R | AC | 2013 | 2015 | » |

| Status of research staff and career development | Reflection on standardising the recruitment of assistants by a Faculty recruitment committee | R | RC; TC | 2013 | 2013 | ✔ |

| Status of research staff and career development | Definition of a university policy regarding responses to non-selected candidates | R | AC | 2013 | 2015 | » |

| Status of research staff and career development | Negotiations with political authorities with a view to | R; P; DRH | | 2013 | 2016 | ✔ ✔ |
| 19 | Negotiations with political authorities with a view to achieving recognition of the PhD degree for members of the PATGS, when a PhD is required for the position | R; P; DRH | 2013 | 2016 |
| 20 | Registration of all “visiting” and “guest” researchers and professors | DRE; DRH; F | 2013 | 2014 |
| 21 | A limit to the number of part-time assistantships, in favour of full-time positions | R; RC; TC | 2013 | 2014 |
| 22 | Support in preparation of their future career for doctoral candidates and post-docs, with the setting up of specific coaching for both categories | DRH; DR | 2013 | 2015 |
| 23 | Statistical analysis of the careers of “senior researchers” and senior technical staff on external funding, and evaluation of the support offered to these senior staff when they become unemployed | R; P; DRH; CGPFE; BE | B | 2013 | 2015 |
| 24 | Reflection on the end of career for “senior researchers” | R; P; DRH; CGPFE | B | 2013 | 2015 |
| 25 | After 15 years of work under contract, or when a “senior researcher” reaches the age of 45, a mandatory regular meeting with the head of the department, the dean, the Human Resources Department and the Financial Administration Department to review the researcher’s career, his/her present contract and future professional prospects | R; P; DRH; CGPFE | B | 2013 | 2015 |
| 26 | Provision of specific tools for “senior researchers” to help them redirect their career outside the university | R; P; DRH; CGPFE | 2013 | 2015 |

**Working conditions**

<p>| 27 | Negotiations with political authorities with a view to legally setting holidays/leave (and the conditions for replacement | R; P; DRH | 2013 | 2016 |</p>
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<tr>
<td>28</td>
<td>Negotiations with political authorities with a view to adapting the status of post-docs on a fellowship to enable them to take on some teaching activities</td>
<td>R; P; DRH</td>
<td>2013</td>
<td>2016</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>29</td>
<td>Drawing up of a Post-doctoral Charter</td>
<td>DR</td>
<td>RC</td>
<td>2013</td>
<td>2014</td>
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<tr>
<td>30</td>
<td>Improve the visibility of prevention and appeal procedures</td>
<td>Gr; DRE</td>
<td></td>
<td>2013</td>
<td>2013</td>
</tr>
<tr>
<td>31</td>
<td>Training programmes for doctoral candidates</td>
<td>DR</td>
<td>RC</td>
<td>2013</td>
<td>2015</td>
</tr>
<tr>
<td>32</td>
<td>Training programmes for post-docs or “senior researchers”</td>
<td>DR</td>
<td>RC</td>
<td>2014</td>
<td>2016</td>
</tr>
<tr>
<td>33</td>
<td>Training programmes in human resource management and project management for academic staff, in particular for heads of departments, supervisors and newly appointed staff</td>
<td>DRH</td>
<td>B</td>
<td>2013</td>
<td>2016</td>
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</tbody>
</table>
| 34 | Drawing up of a policy concerning teaching tasks assigned to doctoral candidates and post-docs | R; F | AC | 2013 | 2015 | ✔
| 35 | Official recognition of teaching and supervision, in particular and depending on the case, or co-supervision of dissertations or theses by doctoral candidates, post-docs and “senior researchers” | R; F | AC | 2013 | 2015 | ✔
| 36 | Partial release from teaching for newly appointed academics | R; F | TC | 2013 | 2014 | ✔ |
| 37 | Introduction of a installation allowance for newly recruited academics | R | RC | 2013 | 2015 | ✔ |
| 38 | Measures to facilitate access to operational costs for certain categories of doctoral candidates | R; F |   | 2013 | 2015 | ✔
| 39 | Reflection on the periodic presentation of individual progress reports by academics | R | RC | 2014 | 2016 | ✔
| 40 | Reflection on the provision of free tools for computer back-up by the Computing Centre | CC | RC | 2013 | 2016 | ✔

ULB HRS4R Report May 2015 – Annex 2 - IV
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Responsible Parties/Advisory Bureau</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>41</td>
<td>Increase awareness on the use of laboratory notebooks and reflection on the provision of electronic notebooks by the Computing Centre</td>
<td>DR; CC</td>
<td></td>
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<tr>
<td>42</td>
<td>Circulate information about the possibility for doctoral candidates and post-docs to undertake paid activities outside the University, within the limits of the present legislation</td>
<td>DRH</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
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<tr>
<td>43</td>
<td>Survey all staff to ascertain whether it is necessary to increase the number of places and extend opening times at the crèche</td>
<td>DSCU</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

**Internationalisation @ home**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Responsible Parties/Advisory Bureau</th>
<th>2013</th>
<th>2014</th>
<th>2016</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>Expanded online website in English, particularly where information on staff careers is concerned</td>
<td>DRE; DRH</td>
<td>2013</td>
<td>2014</td>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Translation into English and online version of main documents including general information and regulations, particularly at the level of the Human Resources Department</td>
<td>DRE</td>
<td>2013</td>
<td>2014</td>
<td>2016</td>
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<tr>
<td>46</td>
<td>Publicising of the services of the International Welcome Desk among researchers</td>
<td>DRE</td>
<td></td>
<td></td>
<td>2013</td>
<td>✓</td>
</tr>
<tr>
<td>47</td>
<td>Improved information on the availability of French as a foreign language lessons for international researchers</td>
<td>DRE; CIDLV</td>
<td>2013</td>
<td>2013</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>48</td>
<td>Reflection on the organisation of French as a foreign language lessons for all international researchers</td>
<td>R; CIDLV</td>
<td>2013</td>
<td></td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td>49</td>
<td>English lessons for administrative staff (at least one member of staff per unit)</td>
<td>DRH B</td>
<td></td>
<td>2013</td>
<td>2015</td>
<td></td>
</tr>
</tbody>
</table>

(*)&

AdGP  Advisor on Gender policy  
BE  Advisory Bureau  
CC  Computing Centre  
CEIR  Committee for Ethics and Integrity in Research  
CGPFE  Management committee for staff on external funding  
CIDLV  Interfaculty centre for the teaching of modern languages  
DR  Research Administration Office
DRE  External Relations Department
DRH  Human Resources Department
DSCU  Department for Services to the University Community
F  Faculties
Gr  Registry
OAQ  Organisation, Audit and Quality Unit
P  President
R  Rector

(**)
AC  Academic Council
B  Board
QC  Quality Council
RC  Research Council
TC  Teaching Committee (until 2013)

(***)
✓✓ action implemented ahead of the schedule
✓  action implemented according to schedule
⊙  action delayed
▷ ongoing action, according to schedule