



CYCLE 2: HR STRATEGY - ACTION PLAN (2015-2018)

Introduction

The University of Liège was awarded the logo early in 2011 and has worked hard to efficiently implement its HR Strategy, considering the identified gaps and actions. At that time, the University decided to highlight 3 packages of actions reflecting priorities and responsibilities for implementing the Charter and Code principles. ULiège regularly reported and published on its achievements in biannual reports on the website, with annual updates of the action plan: https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence. This first 4 year-cycle expired in January 2015.

In January 2015, ULiège expected to be externally evaluated by the European Commission but this possibility was suspended. The Steering Committee decided to revise its gap analysis and to propose a new 2015-2018 action plan ensuring the continuity of the process.

Implementation

The Board confirmed the Steering Committee's composition (Vice-rector, professors, researchers representatives and staff members), role and organisation. It meets once a year or upon request, and is in charge of validating the annual report of implementation, revising the gap analysis and action plan (describe gaps, add or update actions, give priorities), reporting to the University Board and creating links with the institutional strategic plan. The "bureau" of the Steering Committee will deal with the daily implementation of the HR Action plan and meet quarterly. It comprises administrative staff members who are working under the responsibility of their director.

As members of the Steering Committee, the researchers and other stakeholders are involved directly in the process. One of the strengths of ULiège is the efficiency of the researchers' representation through their official associations. Having representatives of these groups in the Steering Committee guarantees an effective dialogue with all researchers.

ULiège will maintain the scheme successfully used since 2011: compilation of results and indicators by the Research Department, discussion with the representatives of the researchers, communication to stakeholders, draft of the report written by the secretary (incl. progress, achievements, difficulties, things to improve), discussion on the report and revision of the action plan, presentation to the community for comments, update and final version to be presented to the Rector's College and presentation to the University Board ("CA", Conseil d'Administration).

2015-2018 Action Plan

The 2015-2018 Action Plan presents a new structure focusing on the issues identified by the researchers and the Board as to be addressed in priority: Ethics, Gender, PhD supervision, Researcher's development, Support to the researchers and Recruitment of researchers. The continuity and coherence between the 2 actions plans is demonstrated in the "From C1 to C2" published on https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence

All the actions to be undertaken in the 2015-2018 HR Strategy are listed below. The following abbreviations are used:

CEIS	Conseil à l'éthique et intégrité scientifique	Ethics and Integrity Council
ARD	Administration de la Recherche	Research Office
ARH	Administration des Ressources Humaines	HR Office
Expert	Personne de contact genre	Gender contact person

2015-2018 ACTION PLAN & CHRONOGRAM

status 1/2015	2015/2	2016/1	2016/2	2017/1	2017/2	2018/1	2018/2	Respon- sible
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Ethics

R : running

1	Extension of the mission of the Board of Ethics and Scientific Integrity (CEIS) et Creation of a Committee for Ethics in Human and Social Sciences	Ongoing	x	x	x	x				CEIS + ARD
2	Information about CEIS, regulation and procedures + trainings	Ongoing			x	x	R	R		CEIS + ARD
3	Seminars, courses and white papers on Ethics, Quality, Professional attitude in research	Ongoing	x	x	R	R	R	R	R	CEIS + ARD
4	ULiege-Annual day on ethics in research			x		R		R		CEIS + ARD

Gender and diversity

5	ULiege Gender and Diversity Action Plan for researchers			x	x	x	x			Expert + ARD
5'	ULiege-Annual day on Gender and Diversity					x		x		Expert + ARD
5''	Practical guide for the good development of the researcher's work/life balance							x	x	ARD (Ernst)

Supervision of doctoral candidates

6	Development and promotion of trainings for doctoral candidate supervisors		x		x		R		R	ARD (Favart)
7	Development and promotion of an induction seminary (3 days) for new doctoral candidates + English session			x		R	R	R	R	ARD (Favart)
8	Development of roadmaps and communication tools for supervisors and doctoral candidates			x	x	x	x	R	R	ARD (Favart)

2015-2018 ACTION PLAN & CHRONOGRAM (cont'd)

		status 1/2015	2015/2	2016/1	2016/2	2017/1	2017/2	2018/1	2018/2	Respon- sible
Researcher's development										
9	Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession	Ongoing	x	x	x	x	x	x	x	ARD + ARH
10	Development and sustainability of the training programme (entrepreneurship, leadership, networking) with an amplification of the offer in English	Ongoing	x	x	x	x	x	x	x	ARD (Delcourt)
11	Support to the career development and the integration of researchers in the non-academic world - focus on the doctoral candidates and post-docs in mobility	Ongoing	x	x	x	x	x	x	x	ARD (Delcourt)
12	Support to the career development and the integration of researchers in the non-academic world - focus on the non-permanent researchers		x	x	x	x	x	x	x	ARD (Delcourt)

Support to researchers

13	Increase participation to (inter)national working groups on research <u>and career development</u>	Ongoing	x	x	x	x	x	x	x	ARD (Halleux)
14	Integration actions for new researchers	Ongoing			x		R		R	ARD (Delahaye)
15	New structure R&I and actions for the optimisation of the support to researchers (funding, networking)		x	x	x	x				ARD (Halleux)
16	Practical support for the organisation of congresses and conferences	Frozen		x	x	x	x	x	x	ARD (Halleux)

Institutional actions

M2	Systematic publication of job offers for researchers, integrated into Euraxess Jobs	Ongoing	x	x	x	x	x	x	x	ARD + ARH
M11	Information on procedures concerning job offers and the selection and recruitment of the researchers at all levels	Ongoing	x	x	x	x	x			ARD + ARH