

TEMPLATE 3: INTERNAL REVIEW of ULiège ACTION PLAN (C2, 2015-2018)

Name Organisation under review: **University of Liege, Belgium**
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Web link to published version of organisation's HR Strategy and Action Plan:

https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence

Web-link to organisational recruitment policy (OTM-R principles):

https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence

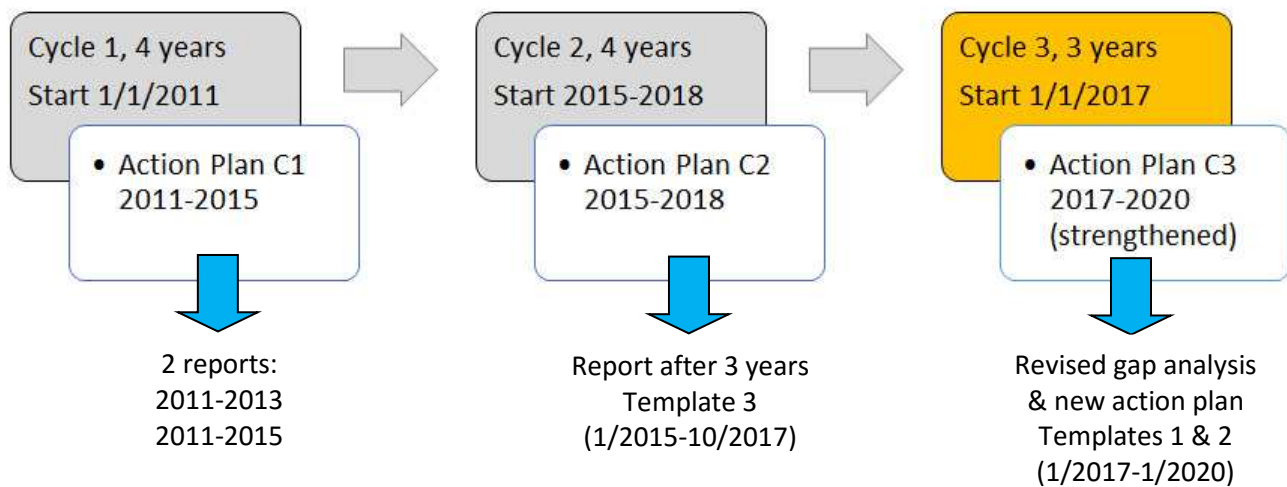
SUBMISSION DATE: 15/11/2017 (RENEWAL OF THE AWARD GIVEN ON JANUARY 2011)

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS (2015-2016)	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	3,672.1
<i>Of whom are international (i.e. foreign nationality)</i>	1,112.8
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	532.9
<i>Of whom are women</i>	1,535.3
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	788.1
<i>Of whom are stage R2 = researchers with postdoc level</i>	603.5
<i>Of whom are stage R1 = researchers with doctoral level</i>	2,280.4
<i>Total number of students (if relevant) – PhDs are not included (see above)</i>	21,310.6
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	5,387.8
RESEARCH FUNDING (figures for most recent fiscal year: 2015)	€
<i>Total annual organisational budget</i>	237,138,000
<i>Annual organisational direct government funding (designated for research)</i>	91,800,000
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	50,035,000
<i>Annual funding from private, non-government sources, designated for research</i>	95,303,000
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The University of Liege is a Belgian public university offering studies and research in all disciplines. The University comprises 11 Faculties, 50 Research Units and a hospital, located on 3 campuses 100km away from each other (Liege, Gembloux and Arlon) and close to Germany, the Netherlands and Luxembourg. ULiege ranks 300-350 and is renowned for its contribution to science as well as to economic development. Its strengths are in Materials sciences, Astrophysics and Space sciences, Health Sciences, Veterinary Medicine and Psychology. ULiege is very active in international research networks and has created innovative partnerships with companies, directly or through its 80 spin-offs.</p> <p>Key figures : https://www.uliege.be/cms/c_9038278/fr/chiffres-cles</p>	

2. NARRATIVE

2.1. From 2011 to 2017: 3 cycles of HRS4R



ULiege was awarded the HRS4R in January 2011 and complied with the EU reporting requirements: a self-assessment report was submitted after 2 years (2011-2013) and an evaluation report after 4 years (2011-2015). These reports were published on the University website with annual updates on the action plan: https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence. In January 2015, at the end of the first 4 years-cycle, the University expected to be externally evaluated and visited - “step 5” in the previous HRS4R process - but this procedure was suspended. The HRS4R steering committee decided to move forward by entering a new 2015-2018 cycle (C2). In August 2017 the EU Commission instructed ULiege to apply for the renewal using the new templates (deadline set to Nov. 2017) and to write a 3 year-action plan starting from January 2017. Therefore, ULiege is submitting Template 3 as the report of the C2 1/2015-10/2017 period (this document), and Template 1 +Template 2 as mandatory templates for the renewal together with a new action plan (Cycle C3, 1/2017-1/2020, referred as C3 HR and Action Plan). The authors apologise for possible overlaps and redundancies between these documents.

2.2. Action Plan 2015-2018: Integration of the AP structure into the Institutional strategic priorities

At the end of 2014, the change of the University Board brought new dynamics and priorities¹ focusing on issues such as Research Integrity, Gender, Doctoral Supervision and Researchers Training. Researchers stressed the urgent need to address Ethics (need for procedures, trainings and creation of an Ethical Committee in Human Sciences) and Doctoral training programmes. It was thus necessary to adapt the structure of the initial 2011-2015 AP in order to integrate the institutional strategy, while ensuring consistency over time.

Annex 1 explains the links between and the continuity across actions and action plans. Annex 2 presents the new Action plan with the expected schedule starting from 2015.

¹ The Institutional strategic plan is published on ULiege website with a summary in English: https://www.uliege.be/cms/c_9038272/en/strategic-plan

2.3. Report on main achievements (1/2015-10/2017)

The steering committee composition was unchanged since 2011. Its members met several times (14/7/2015, 2/12/2015, 18/8/2016, 5/12/2016, 3/10/2017, 20/11/2017) in order to both achieve the periodic self-assessment and ensure a swift transition to the “strengthened process”. The researchers were involved in the steering committee as delegates of their research association.

A. Ethics

During this period, the Ethical Committee, originally created in 2015 for the assessment of misconduct, evolved into an Ethics Council. New members, including researchers, joined the initial group of “wise persons” and developed an integrated approach² of Ethics to ensure good research practices and to develop a culture of ethics:

Training	Sensitisation and education in research ethics. Development of professional capacities incl. duos
Forum	Ethics on the public space. Discussion and exchange on questions, dilemma, case-studies, intervision
Appraisal	Requirement for ethics appraisal of each research project, with the help of ad hoc ethics committees
Analysis	Analysis of special questions, complaints, problems and decisions in case of violation of integrity
Regulation	Procedures and recommendations including dissemination for ensuring their knowledge and use

- A training programme on ethics was developed. More than 120 young researchers were trained over 2 years.
- Two annual forums were organised (Spring 2016, Spring 2017): lecture by an international expert; round table with researchers. About 100 participants/session.
- An ethical committee in Human Sciences was created in 2016 and was quickly operational for research appraisal
- Many practical cases were discussed (IT and ethics, crowdfunding, co-authorship), several disputes addressed and recommendations written.
- Access to information and procedures is given to all researchers on the website (previously only on Intranet) since Sept. 2017; English translation is on track (https://www.recherche.uliege.be/cms/c_9022717/fr/ethique-et-integrite-scientifique).

Some improvements are still necessary on communication and dissemination, on one hand, and on the number of trained researchers, on the other hand.

B. Gender and diversity

Even if the objective linked to this issue was too vague, the recorded results led to recommendations for actions to be listed in the 2017-2020 Action Plan.

- A contact person was appointed and wrote the institutional reports on gender (2016; 2017). This is a very good reference for actual statistics and indicators.
- A Master in Gender studies was created; the first cohort of about 30 students registered this year. (It should be noted that this was done in an interuniversity framework, which is an innovative process)

² <http://orbi.ulg.ac.be/handle/2268/207616>

- The first annual Gender Day at ULiege was organized on March 8th, 2017. More than 50 participants attended this meeting.
- The writing of a guide “For a good work/Life balance” was decided in 2017. It is not available yet
- Progress was made on parental leave for both doctoral and post-doc fellows (extended contract).
- Switch from a mandatory to a voluntary use of the spouse name in all ULiege directories and databases.

C. Supervision of doctoral candidates

In 2016-2017, the Doctoral council analysed the strengths and weaknesses of the doctoral studies at ULiege. They pointed out 2 main axes for actions: increase of the success rate by ensuring a strengthened supervision and revision of the internal structure. In the framework of the HRS4R process, it was decided to create a new group of actions dealing with the supervision quality of doctoral candidates:

- Training and joint seminars for supervisors (collaborative effort with the University of Brussels): 2-days sessions in 2016 and 2017; 20 ULiege participants
- 3-days seminar (“Pars-en-thèse”) in Oct. 2015, Oct. 2016, Oct.2017 for new doctoral candidates , 60 participants + light version in 1 day at the “New comers meeting” organised by the doctoral network (RED), 150 participants. Seminars in English are currently developed and will be offered in Feb. 2018.
- 3-months training for the preparation of the doctoral project: 10 international participants in 2016, 15 in 2017. This programme should be promoted to ULiege’s Master graduates.
- The roadmap is used in trainings but not enough disseminated to supervisors. A digital platform is available to doctoral candidates for communicating with their supervisor, their thesis committee, the jury and the administration.

D. Researcher’s development

Since 2011, every year brings new initiatives and services for the researcher’s development. Over this period, we can point out:

- A structured catalogue of trainings with target diversification (from doctoral candidates to experienced researchers) and development of new activities (top-down and bottom-up requests) - https://www.recherche.uliege.be/cms/c_9022734/en/formations
- Support was provided to fellows to get more information on the non-academic world: meet&greet with companies, LinkedInWallonia, personal skills assessment. 12 meetings were organised, with 8 participants on average. The researchers are more and more involved in outreach (Researcher’s night, MT180, Doc’cafés, Science Spring with scholars).
- One of the main achievements during this period was the evaluation of senior researchers (250 researchers, 2015 and 2017). The Rector’s Board decided to proceed to peer-evaluation regarding teaching, research and engagement. This led to new practices (incl. written feedback) and recommendations, as well as to more objective evaluation. A guide for the research evaluation in Human Sciences emerged from this new dynamics (Summer 2017). Doctoral candidates are evaluated once a year (mandatory). Periodic evaluation will be extended to all researchers in the near future.

E. Support to researchers

Most of the efforts about support to researchers focused on giving them access to the information and on the integration of international researchers: Revision of regulation on fellowships, Updated regulation on Intellectual Property, Welcome guide for foreign researchers, English version of administrative forms (appointment form, reimbursement of expenses, safety recommendations, etc.), integration events.

The Research Office and TTO offices merged to provide more effective support to researchers (information, writing proposals, anteriority analysis, valorisation of results). A new full time position was created in 2016 to support the applicants to ERC and MSCA funding. Since 2017, new services are offered for the

organisation of conferences and should be confirmed and extended in the near future. The administration officers were strongly involved in working groups and projects on HRS4R and related topics.

F. Institutional Actions

These actions are related to OTM-R. The Cofund project enabled ULiege to develop new tools for a better recruitment and evaluation of applicants. Guides for applicants and evaluators were written and applications were made available online.

Academic positions are now systematically published on Euraxess (20-30/year); other positions are advertised on a voluntary basis. It has to evolve, according to the OTM-R policy published in Nov. 2017.

Finally, ULiege participated in 2 initiatives that are of interest to the researchers:

- Science4refugees with help to researchers from Syria and Burundi
- New software Modus for the recording and reporting on mobility and partnership

2.4. Conclusions

ULiege learned from its first action plan experience and this period was really positive: actions are more integrated in the institutional strategic orientations, collaboration between administrations is more effective, periodic presentation of the achievements to the researchers' community is ensured.

ULiege is now better organised to address ethical issues in an effective way and to provide efficient support and training to researchers. What should be enhanced though is the participation of researchers to the trainings - the evolution should be carefully tracked. A priority in the next future is to address Gender issues more efficiently.

3. ACTIONS

		Status 1/2015	Status 2016	Status 10/2017	Responsible	Indicator
Ethics						
1	<i>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</i>	Ongoing	Ongoing	Completed	CEIS + ARD	Revised in 2015; Created in 2016
2	<i>Information about CEIS, regulation and procedures + trainings</i>	Ongoing	Ongoing	Running	CEIS + ARD	Web site, ppt (see text and OA reference)
3	<i>Seminaries, courses and white papers on Ethics, Quality, Professional attitude in research</i>	Ongoing	Running	Running	CEIS + ARD	120 participants in 4 sessions
4	<i>ULiege-Annual day on ethics in research</i>		Initiated	Running	CEIS + ARD	100 participants/session, 2 sessions
Gender and diversity						
5	ULiege Gender and Diversity Action Plan for researchers		Initiated	Initiated	Contact Gender	Ideas and axes suggested in the annual reports on gender (1016, 2017)
5'	ULiege-Annual day on Gender and Diversity		New	Initiated	Contact Gender	50 participants in 2017
5''	Practical guide for the good development of the researcher's work/live balance		New	New	ARD (Ernst)	On track
Supervision of doctoral candidates						
6	Development and promotion of trainings for doctoral candidate supervisors		Initiated	Ongoing	ARD (Favart)	10 participants/session, 2 sessions
7	Development and promotion of an induction seminary (3 days) for new doctoral candidates + English session		Initiated	Running	ARD (Favart)	20 participants/session, 3 sessions 150 participants to the short session, 2 sessions
8	Development of roadmaps and communication tools for supervisors and doctoral candidates		Initiated	Ongoing	ARD (Favart)	Existence of the roadmap 60 doctoral candidates trained
Researcher's development						
9	Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession	Ongoing	Ongoing	Generalisation phase Initiated	ARD (Ernst)	2x150 professors evaluated (2015 and 2017)
10	Development and sustainability of the training programme (entrepreneurship, leadership, networking) with an amplification of the offer in English	Ongoing	Running	Running	ARD (Delcourt)	Exist in the catalogue

		Status 1/2015	Status 2016	Status 10/2017	Responsible	Indicator
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	Ongoing	Ongoing	ARD	Average 8 participants/session, 12 sessions More than 20 participants to outreach activities /session
12	Support to the career development and the integration of researchers in the non-academic world - focus on the non-permanent researchers		Initiated	Ongoing	ARD	Average 2 participants/session, 12 sessions Average 50 participants to outreach activities/session

Support to researchers

13	Increase participation to (inter)national working groups on research <u>and career development</u>	Ongoing	Ongoing	Ongoing	ARD (Halleux)	HRS4R promotion Staff training Participation to 3 projects
14	Integration actions for new researchers		Ongoing	Running	ARD (Halleux)	45 participants/event, 3 events
15	New structure R&I and actions for the optimisation of the support to researchers (funding, networking)		Initiated	Ongoing	ARD (Halleux)	Operational 2 new collaborators
16	Practical support for the organisation of congresses and conferences	Frozen	Initiated	Ongoing	ARD (Halleux)	1 new collaborator, 1 researchers event in 2017 (MT180)

Institutional actions

M2	Systematic publication of job offers for researchers, integrated into Euraxess Jobs	Ongoing	Initiated	Ongoing	ARD	Average 25 position/y on Euraxess
M11	Information on procedures concerning job offers and the selection and recruitment of the researchers at all levels	Ongoing		Initiated	ARD	Exist on Cofund website

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

ULiege published its OTM-R policy in Sept. 2017, filled the check-list and listed priority actions for the near future. Please refer to ULiege C3 HRS4R and Action Plan: https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence

4. IMPLEMENTATION

How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?

The researchers and the research community were regularly involved in the implementation process through their participation to the Steering committee meetings and various activities. The composition evolved in Nov. 2017 in order to integrate new stakeholders (FNRS researchers' delegate, professors). Moreover, the researchers are invited to participate to the periodic (annual) consultation on priorities, which is organised by the steering committee while presenting the achievements to the community and the Board. In 2017, the researchers were extensively involved in the revision of the gap analysis and new action plan as they had the opportunity to include the results of the surveys they had conducted – see explanation in the C3 HRS4R and Action Plan.

Do you have an implementation committee and/or steering group regularly overseeing progress?

Yes, see the description of the steering committee's mission and role above

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

Yes, certainly. See above or in C3 HR and Action plan the comments regarding the strategic plan, the collaboration with new working groups and their Action Plans

How is your organisation ensuring that the proposed actions are also being implemented?

By a strong collaboration with the involved administration as well as with the researchers' associations.

How are you monitoring progress?

ULiege developed a collaborative platform for recording progress, action by action. The system was described in the report of the first 2011-2015 AP. New collaboration processes and tools will be developed for quantitative indicators (i.e. reporting of participation increase), that were not requested as key performance indicators before 1/1/2017.

How do you expect to prepare for the external review?

ULiege is ready for the external review and made the choice to be fully transparent with the experts. This report and the renewal forms provide as clear as possible information for a good understanding of our context and uncertainties. The steering committee will work with the researchers so that they can provide their survey results in English. Moreover, ULiege will be organising an Erasmus staff training week with international peers on this topic in March 2018.

5. ANNEXES

Annex 1: Links between and the continuity across actions and action plans (C1, C2).

Annex 2: 2015-2018 Action plan with the expected schedule starting from 2015.



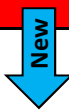


FROM AP 2011-2015 (C1) TO AP 2015-2018 (C2)

Status 1/2015

Acknowledgment by the EU

R1			Ask for acknowledgment by the EU	Completed
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




Political Strategy actions :

P1			Clarification of the internal term of "research staff" who are concerned by this declaration and that of "researcher", following or not the definition of Frascati	Completed
P2			Policy of systematic publication of job offers and open-minded approach to the recruitment of foreign researchers	Completed
P3			Transparent policy concerning offers to, and selection and recruitment of, researchers and professors	Completed
P4	see 9		Follow-up of previous work and definition of ways of applying measures relative to the employment and the career of researcher, regardless of his/her status	Ongoing
P5			Policies and terms of development and promotion of all forms of mobility, in particular trans-sector mobility and mixed careers	Completed
P6			Creation of ethical and appeal bodies for all researchers (such as they already exist for academic staff and students)	Ongoing
	1	Ethics	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	 
	2	Ethics	Information about CEIS, regulation and procedures + trainings	
P7			Support for the recently created Council of Doctoral Studies (CA 19 Oct. 2010) through a specially dedicated administrative unit for Doctoral Studies	Completed
	6	Supervision of doctoral candidates	Development and promotion of trainings for doctoral candidate supervisors	
P8			Declaration of an integration policy for non-EU researchers, with particular attention paid to doctoral students from Developing Countries and to researchers involved in projects with those countries	Completed
P9			Definition of actions aiming at eliminating discrimination, notably in terms of gender	Ongoing
	5	Gender and Diversity	ULiege Gender and Diversity Action Plan for researchers	 
	5'	Gender and Diversity	ULiege-Annual day on Gender and Diversity	

FROM AP 2011-2015 (C1) TO AP 2015-2018 (C2)

				Status 1/2015
P10			Improvement of the research environment by a clear strategic policy concerning investment in research infrastructures (movable and immovable)	Completed
P11			Policies and methods for self-assessment and external assessment of results, tools and institutional research funding and mobility programmes	Completed
P12			Enhance of the national and international participation of research-specific working groups	Ongoing
	13	Support to researchers	Increase participation to (inter)national working groups on research and <u>career development</u>	↓












Actions for researchers on an individual level :

C1			Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession	Ongoing
	9	Researcher's development	Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession	↓
C2			Systematic information for professors, researchers and doctoral students on the ethical and professional aspects for their profession	Ongoing
	3	Ethics	Seminaries, courses and white papers on Ethics, Quality, Professional attitude in research	↓ ↓
	4	Ethics	ULiege-Annual day on ethics in research	↓ ↓
C3			Access to the training modules run by the institution and development of specific professional modules	Ongoing
	C4		Access to information related to researchers' rights and their obligations to ULg	Ongoing
	10	Researcher's development	Development and sustainability of the training programme (entrepreneurship, leadership, networking) with an amplification of the offer in English	↓ ↓







FROM AP 2011-2015 (C1) TO AP 2015-2018 (C2)

Status 1/2015



Actions for the development of priorities (by the administration) :

M1			Specialisation of support units for the orientation and development of researchers' career, in particular for young researchers	Ongoing
	11	Researcher's development	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	
	12	Researcher's development	Support to the career development and the integration of researchers in the non-academic world - focus on the non-permanent researchers	
M2			Systematic publication of job offers for researchers, integrated into Euraxess Jobs	Ongoing
	M2	Institutional action	Systematic publication of job offers for researchers, integrated into Euraxess Jobs	
M3	see 10		Strengthening of Life long Learning for researchers, with a particular emphasis on the development of soft skills	Ongoing
M4			Application of the pay-scale "Doctor" recognising those holding a PhD, for all university jobs	Completed
M5			Strengthening of the services for the management of research projects (R&D Administration)	Ongoing
	15	Support to researchers	New structure R&I and actions for the optimisation of the support to researchers (funding, networking)	
M6			Development of Euraxess Services for all of ULg's campuses	Completed
	14	Support to researchers	Integration actions for new researchers	
M7			Creation of an appendix to the work contract that includes institutional rules and the rights and responsibilities of the researcher	Completed
M8			Flexible working conditions, part-time contracts or temporary reclassification for researchers during difficult or sensitive periods (illness, incompatibility linked to health, pregnancy, etc.)	Completed
	5"	Gender and Diversity	Practical guide for the good development of the researcher's work/live balance	
M9	see 5		Integration of the recommendations of various groups working on questions linked to the Charter and Code (e.g. Women and Science)	Ongoing

FROM AP 2011-2015 (C1) TO AP 2015-2018 (C2)

				Status 1/2015
M10			Development of and increase in access to information on individual funding for researchers (positions, mobility, various grants)	Completed
M11			Information on procedures concerning job offers and the selection and recruitment of the researchers at all levels	Ongoing
	M11	Institutional action	Information on procedures concerning job offers and the selection and recruitment of the researchers at all levels	
M12			Setting up of a "research" training module for all new researchers, and particularly for the doctoral students	Completed
	7	Supervision of doctoral candidates	Development and promotion of an induction seminary (3 days) for new doctoral candidates + English session	
	8	Supervision of doctoral candidates	Development of roadmaps and communication tools for supervisors and doctoral candidates	

Actions for the development of priorities (by the administration) - cont. :

M13			Specific training for new members of the research councils, concerning the institution's strategic questions on research	Completed
M14			Practical support for the organisation of congresses and conferences	Frozen
	16	Support to researchers	Practical support for the organisation of congresses and conferences	

Assessment actions :

E1			Self-assessment after 2 years	Completed
E2			External assessment after 4 years	Waiting for

Action Plan 2015-2018 (Cycle 2)

R : running

		status 1/2015	2015/2	2016/1	2016/2	2017/1	2017/2	2018/1	2018/2
Ethics									
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			
2	Information about CEIS, regulation and procedures + trainings	Ongoing			x	x	R	R	
3	Seminaries, courses and white papers on Ethics, Quality, Professional attitude in research	Ongoing	x	x	R	R	R	R	R
4	ULiege-Annual day on ethics in research			x		R		R	
Gender and diversity									
5	ULiege Gender and Diversity Action Plan for researchers			x	x	x	x		
5'	ULiege-Annual day on Gender and Diversity					x		x	
5"	Practical guide for the good development of the researcher's work/live balance							x	x
Supervision of doctoral candidates									
6	Development and promotion of trainings for doctoral candidate supervisors		x		x		R		R
7	Development and promotion of an induction seminary (3 days) for new doctoral candidates + English session			x		R	R	R	R
8	Development of roadmaps and communication tools for supervisors and doctoral candidates			x	x	x	x	R	R
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
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
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
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
Support to researchers									
13	Increase participation to (inter)national working groups on research <u>and</u> <u>career development</u>	Ongoing	x	x	x	x	x	x	x
14	Integration actions for new researchers	Ongoing			x		R		R
15	New structure R&I and actions for the optimisation of the support to researchers (funding, networking)		x	x	x	x			
16	Practical support for the organisation of congresses and conferences	Frozen		x	x	x	x	x	x
Institutional actions									
M2	Systematic publication of job offers for researchers, integrated into Euraxess Jobs	Ongoing	x	x	x	x	x	x	x
M11	Information on procedures concerning job offers and the selection and recruitment of the researchers at all levels	Ongoing	x	x	x	x	x		