

## ULiège HR STRATEGY - ACTION PLAN (C3, 2017-2020)

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

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

### 1. ORGANISATIONAL INFORMATION

Key figures (2015-2016 data)

| <b>STAFF &amp; STUDENTS (2015-2016)</b>  | <b>FTE</b>  |
|--|-------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research   | 3,672.1     |
| Of whom are international (i.e. foreign nationality)   | 1,112.8     |
| Of whom are externally funded (i.e. for whom the organisation is host organisation)  | 532.9       |
| Of whom are women  | 1,535.3     |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.   | 788.1       |
| Of whom are stage R2 = researchers with postdoc level  | 603.5       |
| Of whom are stage R1 = researchers with doctoral level   | 2,280.4     |
| Total number of students (if relevant) – PhDs are not included (see above)   | 21,310.6    |
| Total number of staff (including management, administrative, teaching and research staff)  | 5,387.8     |
| <b>RESEARCH FUNDING (figures for most recent fiscal year: 2015)</b>  | <b>€</b>    |
| Total annual organisational budget   | 237,138,000 |
| Annual organisational direct government funding (designated for research)  | 91,800,000  |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)   | 50,035,000  |
| Annual funding from private, non-government sources, designated for research   | 95,303,000  |
| <b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>  |             |
| <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.</p> <p>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 : <a href="https://www.uliege.be/cms/c_9038278/fr/chiffres-cles">https://www.uliege.be/cms/c_9038278/fr/chiffres-cles</a></p> |             |

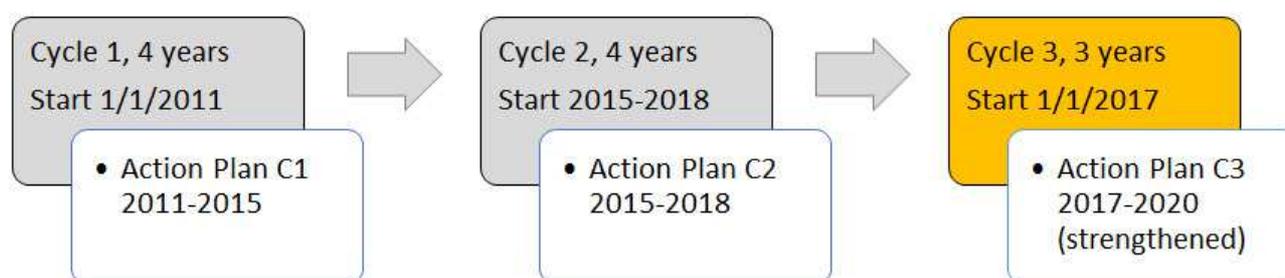
## 2. NARRATIVE

What has happened since ULiege was awarded HRS4R in 2011?

- Much progress and many achievements have been reported.
- An institutional strategic plan was published in which HRS4R is strongly embedded.
- An OTM-R policy was published.
- A new action plan responding to revised gaps was written with the researchers.
- ULiege strongly engaged in the dissemination and exchange of good practices.
- New webpages, highlighting HRS4R and related topics (career development, mobility)

See : [https://www.recherche.uliege.be/cms/c\\_9263814/en/hr-excellence](https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence)

### 2.1. From 2011 to 2017: 3 cycles of HRS4R



The University of Liege 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 (2011), the University decided to highlight 3 packages of actions reflecting priorities and responsibilities for implementing the Charter and Code principles. ULiege regularly reported and published on its achievements in biannual reports on the website, with annual updates of the action plan. In 2015, the first 4 year-cycle expired and the University revised its action plan with a major update and a new action plan structure (Cycle 2, 2015-2018) focusing on the following issues: Ethics, Gender, PhD supervision, Researcher's development, and support to the researchers. OTM-R was not addressed as such. In August 2017, the EU required from the University to comply with the strengthened HRS4R for entering the renewal process, to report on the achievements and to revise the gap analysis and the action plan from 1/2017.

### 2.2. Action Plan 2017-2020: Revised gap analysis and integration of OTM-R actions

From August to November 2017, the gap analysis was revised in all its principles, with a strong involvement of the researchers. The results and issues of surveys conducted among researchers in 2016 and 2017 by the 4 researchers' associations or assemblies (i.e. the Association of Professors (AS\*PROF, R4), the Doctoral Council (DC) - incl. doctoral candidates (R1), Scientific Staff Corps (CCS, R1 R2, R3, R4), and FNRS Contact Committee (CC-FNRS, R1, R2, R3, R4)) were discussed and integrated.

The 2015-2018 Action plan was updated from 2017, with new actions added, corresponding to new actions issued from the institutional strategic plan published in September 2017<sup>1</sup>. Tables that explain the links between and continuity across actions and action plans are to be found in appendix.

The website has recently been fully revised (Oct. 2017) in order to improve communication and visibility. Many pages regarding research are already available in English; translation will be completed by early 2018.

<sup>1</sup> [https://www.uliege.be/cms/c\\_9038272/en/strategic-plan](https://www.uliege.be/cms/c_9038272/en/strategic-plan)

## 2.3. Report on the strengths and weaknesses of C&C aspects (on 10/2017)

### A. Ethical and professional aspects

Many issues were considered from 2011 that led to some significant achievements regarding Ethics and Open Science as well as professional aspects and attitude:

- Creation of the Council for Ethics and Research Integrity (CEIS) and the Ethics Committee for Human and Social Sciences, extension of the mission and integrated model<sup>2</sup> for ethics in research
- Development of trainings sessions in ethics and professional attitude for all researchers, whatever their level - attendance to the trainings sessions remains low. The ambition is now to increase the number of trainees (+15% per year).
- Dissemination of information using new schemes and channels (website, meetings, Faculty tour, articles, Open Access publications) for reaching the targets more efficiently
- English translation of nearly all documents related to regulation in force and procedures
- Engagement of ULiege to society through the dissemination of research results to all kinds of audiences (Researchers' night, Science cafés, Finals of MT180 - the French version of "3 Minutes Thesis", etc.)

Researchers know they are assessed and they would like internal procedures to be extended and adapted to all categories of researchers. They would also like possible career paths to be clarified as early as the recruitment stage. In July 2017 the Rector launched a working group on HR (WG-HRi) at the crossroads of the ULiege strategic plan (Axes Governance and Individuals) whose mission is to increase the visibility and convergence of career paths and to develop procedures for recruitment, evaluation, training and promotion of all employees. It was decided by the board to delegate to the HRS4R steering committee to deal with OTM-R and researcher personal development, while this group would focus on the other aspects. The work will thus have to be done in perfect coordination between the two groups.

The researchers point out that improvement is expected in the next future in administrative simplification and the integration of English in administrative procedures and software programmes. In addition, they mention that doctoral candidates may not have access to computing and research facilities depending of their status. Those issues are to be addressed in priority through new actions to be integrated the Action Plan.

### B. Recruitment and Selection (incl. OTM-R)

ULiege published its OTM-R policy (Nov. 2017), which is applicable to all positions. Recruitment is well codified regarding permanent positions. For 3 years, all permanent positions are systematically advertised on Euraxess jobs but non-permanent positions, which are usually related research contracts, are advertised on a voluntary basis. Recruitment is sometimes discretionary, with no clear selection criteria. The researchers ask for the impact of maternity on recruitment to be taken into account. They also ask for the procedures for the selection of FNRS-Research associates to be revised/clarified. Actions will follow, which could rely on what was implemented for academic and administrative positions or within the BelPD-Cofund framework.

Judgement of merit, seniority and recognition of mobility is well implemented. A guide for evaluating research and researchers in Human and Social Sciences has been available since summer 2017. Researchers mention however that engagement and/or teaching experience could be better recognised. Legally, the value of cross sectorial experience remains difficult to be integrated in salaries.

Improvement is necessary in: the training of recruitment committee members (incl. awareness of gender bias, conflict of interest management), dissemination of procedures and practices, promotion of new recruitment tools (such as e-recruitment) and involvement of the HR department in all recruitment

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<sup>2</sup> <http://hdl.handle.net/2268/213877> (FR) - <http://hdl.handle.net/2268/207616> (EN)

committees. Early information to foreign researchers on the Belgian system of taxes and pension schemes would be appreciated.

### C. Working conditions and social security

ULiege is quite in compliance with these principles: social security is given to all ULiege researchers and good working conditions are offered (flexibility, home working, sabbatical leave, research mobility, contracts, salaries, career development, IP). A substantial budget is allocated by ULiege for the development of the research environment, infrastructures and mobility of researchers (+/- 12,000,000 EUR/y). Research running costs are partially covered by the institution but funding is still missing, which means that researchers have to spend much time applying for projects, even if professional support is provided by the administration.

ULiege, as Euraxess Centre for Career Development (CDC), pays special attention to training, Life Long Learning (LLL) facilities and the development of transferable competences. Advice on career is not organised institutionally but is still available. It should be developed mainly for the youngest and non-permanent researchers.

Some issues are pointed out by the researchers that should be improved by the institution:

- Doctoral candidates would like to be effectively assimilated to researchers, without any discrimination on their status (fellows or not fellows).
- Advantages and working conditions should be made available to all on an equal basis (paid holidays, public transportation reimbursement) – for these issues, a discussion is needed with the Ministry.
- Honorific titles should be used as a recognition of researchers' tasks and responsibilities in teaching and supervision. Independence in research should be more effective for the scientific staff, and sabbatical leaves made possible.
- Participation of researchers in decisional bodies, such as Faculty board, should be revised and extended. Complaint and appeal procedures should be more visible and better known.
- Operational support to the organisation of congresses and conferences would be welcome.

The Rector nominated a professor as the expert and contact person for Gender. Even if Cornet<sup>3</sup> and Halleux<sup>4</sup> reported on gender and suggested actions, ULiege still finds it difficult to implement a gender action plan. This new HRS4R Action Plan integrates 8 priority actions on Gender that will be supervised by a dedicated sub-group of the steering committee for efficiency purposes (definition, planning, implementation, revision of actions).

### D. Training and Development

The ULiege strategic action plan (partim research) is giving priority to the completion of doctoral degrees (the completion rate is low and the average duration is over 5 years). The doctoral council is currently preparing an action plan that will develop new tools and structures for success. The current actions in the HRS4R are running: support to doctoral project writing, induction seminar for new candidates, mutual learning seminars for supervisors, access to external resources. Information is needed on progress.

The number of ULiege's training programmes for researchers of all levels is growing and the offer in English is increasing<sup>5</sup>. A new training programme for research leaders is on track.

What should be improved is the participation in training programmes (<10% new doctoral candidates/year today; very little participation of R2 and R3) and the extension of tool use by the research staff. Better involvement of supervisors in the teaching of transferable skills would be appreciated.

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<sup>3</sup> <http://hdl.handle.net/2268/207825>

<sup>4</sup> <http://hdl.handle.net/2268/215259>

<sup>5</sup> <https://www.ulg.ac.be/books/formations-transversales/>

### 3. ACTIONS

All the actions to be undertaken in the 2017-2020 HR Strategy are listed below. An extended version is appended that shows continuity and coherence between the 2011-2015 and 2015-2018 Action Plans. A detailed Action plan with a chronogram was also added.

18 actions are gathered that are consistent with the institutional strategic plan, the current gaps and researchers' priorities. They focus on Ethics, Gender and Diversity, Supervision of Doctoral Candidates, Researcher's development, Support to researchers.

The actions addressing the implementation of Open, transparent and Merit-based Recruitment principles are numbered 19 to 25. Actions 26 and 27 are for ensuring the coherence of the HRS4R actions with the works of the 2 working groups set up for the implementation of the Institutional Strategic Plan: the WG-HRi action plan and the Doctoral Council Action plan.

ULiege's OTM-R policy is published on: [https://www.recherche.uliege.be/cms/c\\_9263814/en/hr-excellence](https://www.recherche.uliege.be/cms/c_9263814/en/hr-excellence).

An average rate of 15%/year is expected for all the numeral indicators related to training and participation (Currently the total attendance is of about 850 researchers/year, but the average number of participants to the essential sessions is about 20/session, which is 5% of the potential number of participants). This objective will generate a 50% increase in total at the end of this 3.5-year action plan. Special attention will be paid to collecting quality data for statistics and reliable indicators.

Abbreviations in the Table below:

|        |   |                                   |
|--------|---|-----------------------------------|
| 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                         |
| WG-HRi | Groupe de travail RH Plan institutionnel      | Institutional Working Group on RH |
| DC     | Conseil du doctorat                           | Doctorate Council                 |

| Action # | Title | C&C group of principles | Status 2017 | Starting date | Expected achievement date | Responsible for the implementation | Indicators |
|----------|-------|-------------------------|-------------|---------------|---------------------------|------------------------------------|------------|
|----------|-------|-------------------------|-------------|---------------|---------------------------|------------------------------------|------------|

#### ETHICS

|   |   |            |           |            |            |            |                        |
|---|---|------------|-----------|------------|------------|------------|------------------------|
| 1 | Extension of the mission of the Board of Ethics and Scientific Integrity (CEIS) and Creation of a Committee for Ethics in Human and Social Sciences | I          | Completed | 01-09-2015 |            |            |                        |
| 2 | Information about CEIS, regulation and procedures + trainings   | I, III, IV | Running   | 01-09-2015 | 01-06-2018 | CEIS + ARD | PTT, Website, meetings |
| 3 | Seminars, courses and white papers on Ethics, Quality, Professional attitude in research  | I, IV      | Running   | 01-09-2015 | Running    | CEIS + ARD | # stats participation  |
| 4 | ULiege Annual day on ethics in research   | I, IV      | Running   | 01-02-2016 | Annual     | CEIS + ARD | # participants         |

#### GENDER AND DIVERSITY

|   |  |       |           |            |                     |                          |                              |
|---|--|-------|-----------|------------|---------------------|--------------------------|------------------------------|
| 5 | ULiege Gender and Diversity Action Plan for researchers  | I,III | Initiated |            |                     |                          | See Gender Actions below     |
|   | 5.1. Sensitisation to stereotypes and behaviours creating discrimination and bias                |       | Initiated | 01-01-2017 | Running             | Sub-group Gender (Ernst) | #actions, participants       |
|   | 5.2. Promotion of female researchers as models, especially for the youngest                      |       | Initiated | 08-03-2017 | Annual on March 8th | Sub-group Gender (Ernst) | #witness, participants, docs |
|   | 5.3. Specific advices to international female, especially mothers in mobility                    |       | Ongoing   | 01-01-2015 | Permanent           | Sub-group Gender (Ernst) | doc, #Euraxess clients       |
|   | 5.4. Promotion of female researchers' participation in governance boards and in OTM-R committees |       | New       | 01-01-2018 | 01-09-2018          | Sub-group Gender (Ernst) | doc, #rate male-female       |
|   | 5.5. Recommendation on working hours taking into account work-life balance                       |       | New       | 01-08-2017 | 01-09-2018          | Sub-group Gender (Ernst) | doc                          |
|   | 5.6. Encouragement to do research on gender  |       | Initiated | 01-10-2017 | Annual call         | Sub-group Gender (Ernst) | #projects, #budget           |
|   | 5.7. ULiege Annual day on Gender and Diversity   | I,III | Initiated | 01-03-2018 | Annual              | Sub-group Gender (Ernst) | # participants               |
|   | 5.8. Practical guide for the good development of the researcher's work/life balance              | III   | New       | 01-06-2018 | 01-06-2019          | Sub-group Gender (Ernst) | doc                          |

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#### SUPERVISION OF DOCTORAL CANDIDATES

|   |   |       |         |            |                           |              |               |
|---|---|-------|---------|------------|---------------------------|--------------|---------------|
| 6 | Development and promotion of trainings for supervisors  | IV    | Ongoing | 01-01-2016 | periodic                  | ARD (Favart) | report, #     |
| 7 | Development and promotion of an induction seminary (3 days) for new doctoral candidates + English session | I, IV | Running | 01-01-2015 | 1/y French<br>1/y English | ARD (Favart) | #participants |
| 8 | Development of roadmaps and communication tools for supervisors and doctoral candidates                   | I,IV  | Ongoing | 01-05-2015 | 01-09-2019                | ARD (Favart) | # college     |

#### RESEARCHER'S DEVELOPMENT

|    |   |    |                                 |            |            |                |                        |
|----|---|----|---------------------------------|------------|------------|----------------|------------------------|
| 9  | Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession                                    | I  | Generalisati on phase Initiated | 01-02-2013 | 01-09-2020 | ARH            | #researchers evaluated |
| 10 | Development and sustainability of the training programme ( entrepreneurship, leadership, networking) with an amplification of the offer in English          | IV | Running                         | 01-09-2015 | 31-12-2018 | ARD (Delcourt) | #English courses       |
| 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 | IV | Ongoing                         | 01-09-2015 | 01-09-2019 | ARD (Delcourt) | #supported             |
| 12 | Support to the career development and the integration of researchers in the non-academic world - focus on the non-permanent researchers                     | IV | Ongoing                         | 01-09-2013 | 01-09-2019 | ARD (Delcourt) | # supported            |

#### SUPPORT TO RESEARCHERS

|    |   |            |           |            |            |               |                                    |
|----|---|------------|-----------|------------|------------|---------------|------------------------------------|
| 13 | Increase participation to (inter)national working groups on research and career development                                   | III        | Ongoing   | 01-01-2016 | 01-06-2019 | ARD (Halleux) | # participation & projects         |
| 14 | Integration actions for new researchers   | III, IV    | Running   | 01-09-2015 | Permanent  | ARD (Halleux) | #participants                      |
| 15 | New structure R&I and actions for the optimisation of the support to researchers (funding, networking)                        | I, III, IV | Ongoing   | 01-01-2016 | 01-06-2018 | ARD (Halleux) | doc structure and responsibilities |
| 16 | Practical support for the organisation of congresses and conferences  | III, IV    | Ongoing   | 01-01-2017 | 01-09-2018 | ARD (Halleux) | # events                           |
| 17 | English version of the platforms myULiege Doctorat and Modus  | I, III     | Requested | 01-01-2015 | 31-12-2018 | ARD (Halleux) | Y/N                                |
| 18 | Access to support and facilities for the doctoral candidates (incl. Unique and recognise user account) and Alumni researchers | I, III     | Requested | 01-01-2015 | 01-03-2018 | ARD (Halleux) | Y/N                                |

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**OTM-R**

|    |  |    |           |            |            |            |                          |
|----|--|----|-----------|------------|------------|------------|--------------------------|
| 19 | OTM-R policy   | II | Completed | 01-01-2017 | 15-11-2017 | ARH        | doc                      |
| 20 | Systematic publication of job offers for researchers, integrated into Euraxess Jobs  | II | Ongoing   | 01-01-2015 | 01-03-2019 | ARH        | #advertised positions    |
| 21 | Update and disseminate the Advertising forms according to the EU OTM-R group recommendations   | II | Initiated | 01-06-2017 | 01-06-2018 | ARH        | doc                      |
| 22 | Compile and disseminate a "Good recruiting practices guide" including the actual rules and procedures for the recruitment of all researcher positions.         |    | New       | 01-06-2018 | 01-06-2020 | ARH        | doc                      |
| 23 | Organise training and awareness raising of all the new academics who are involved in the recruitment processes (see OTM-R policy)                              | II | New       | 01-06-2018 | 01-06-2020 | ARH        | #sessions, #participants |
| 24 | Study of the possibility of e-recruitment (application, selection) for avoiding discrimination against applicants who are to be interviewed (see OTM-R policy) | II | New       | 01-01-2018 | 31-12-2018 | ARH        | report                   |
| 25 | Establish quality control mechanisms of the OTM-R combined with the internal assessment of the HRS4R   | II | New       | 01-01-2018 | 31-12-2018 | ARH + SMAQ | description              |

**Integration**

|    |  |    |           |  |  |               |                    |
|----|--|----|-----------|--|--|---------------|--------------------|
| 26 | <p>Integrate reflexion and action with the Institutional Working Group on RH (WG-HRi):</p> <ul style="list-style-type: none"> <li>- Develop researchers participation in all the institutional bodies and boards</li> <li>- Promote and recognise the contribution of the researchers, at all stage of their careers (independence, honorific titles, co-supervision)</li> <li>- Harmonise procedures for contract renewal and permanent contract</li> <li>- Decrease discrimination linked to status : salary, progression, pension schemes, annual holidays, access to facilities</li> <li>- Develop a periodic individual evaluation of all the researchers</li> <li>- Develop practical remote working</li> <li>- Develop possibility of sabbatical leave for permanent researchers</li> </ul> | II | Initiated |  |  | ARD (Halleux) | Action Plan WG-Hri |
|----|--|----|-----------|--|--|---------------|--------------------|

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**Integration**

|    |   |    |           |  |  |               |                |
|----|---|----|-----------|--|--|---------------|----------------|
| 27 | Integrate reflexion and action with the Doctorate Council (DC): <ul style="list-style-type: none"> <li>- Fully recognised doctoral candidates as researchers</li> <li>- Recognise and train all supervisors</li> <li>- Access to the same information and facilities for all the doctoral candidates</li> <li>- Create partnership with the supervisors regarding transversal training, as part of the young researcher education, and give value to these training in the periodic evaluation</li> </ul> | IV | Initiated |  |  | ARD (Halleux) | Action Plan DC |
|----|---|----|-----------|--|--|---------------|----------------|

## 4. IMPLEMENTATION

### 4.1. Implementation committee and/or steering group who regularly oversees progress and ensures that the proposed actions will be implemented

The steering committee that performed the gap analysis is also responsible for developing and implementing the HRS4R and the Charter and Code principles. It meets once a year in December or upon request, and is in charge of validating the annual report of implementation, revising the action plan (add or update actions, give priorities), reporting to the University Board and creating links with the institutional strategic plan. The secretary of the steering group will prepare the meetings with the president, write the meeting reports and publish useful information on the web site.

The 2017 steering committee members are researchers and administrative staff with all levels of experience and responsibility, coming from different horizons:

- *President:* Rudi Cloots, Vice-rector for research
- *Academic staff:* François Pichault (SHS), Frank Delvigne (STEM), Véronique Delcenserie (SV)
- *Researchers' representatives:* Grégory Cormann (CCS), Gilles Lepoint (CC-FNRS), Karim Blibek (RED)
- *Administrative staff:* Laurent Despy (Administrator), Monique Marcourt (General Director), Isabelle Halleux (R&I), Linda Agro (ARH), Catherine Vandeleene (SMAQ), Brigitte Ernst (Euraxess Mobility Centre, Secretary of the steering committee)
- *Experts* can be invited

The steering group members will be the essential links with the other groups of interests (WG-HRi, Doctoral Council, Ethics and Integrity council) with which they will communicate on joined issues and priorities.

The “bureau” of the steering group will deal with the daily implementation of the HR Action plan and meet quarterly. It is composed of the administrative staff members of the steering committee who are working under the responsibility of their director and the vice-rector for research. They are in charge of collecting information and indicators for the reporting on quantitative/qualitative progress. They will use and update the database of progress implemented early in 2012.

Due to interest in gender, a sub-group is created for addressing and supervising gender issues. It is composed of Véronique Delcenserie, Grégory Cormann, Linda Agro and Brigitte Ernst and will work with the Gender and the Women in Science contact people.

On OTM-R and Gender, meetings will be organised quarterly with the people responsible for the implementation of these issues.

### 4.2. Involvement of the research community and main stakeholders in the implementation process

As members of the steering committee, the researchers and other stakeholders are involved directly in the process. One of the strengths of ULiege 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.

The research community will however be informed formally through annual progress meetings where they will be informed of the progress made and asked to give feedback.

Focus groups with stakeholders can be organised if relevant, upon request from the steering committee or any other group.

#### 4.3. Preparing for the internal and external review

ULiege 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 reports 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 finally presentation to the University Board ("CA", Conseil d'Administration).

From today, the collaboration of the WG-HRI and Doctoral Council will moreover be solicited in order to integrate their requirements and priorities or to report their success. The members of the steering committee who belong to both groups will be helpful.

#### 4.4. About quality and indicators:

Quality of actions is difficult to describe because the concept of quality could be related to the achievement, the success of the actions as well as to the objectives of the process itself. The challenge here is to evaluate progress using quantitative indicators and thus to develop the necessary tools for collecting and reporting on achievements (or missed achievements).

Once more, the experience with the previous AP will be helpful: collaboration with the statistical and reporting office of the university, use of regular counting of participants to events, collection of evaluation reports, etc.

In 2012 ULiege developed a database for a sharing information on every action. The daily update of this database provides information on actions, activities and related data of interest.

Participants to training programmes or researchers calling for advices/support are counted and yearly reports are produced. Researchers are moreover requested to provide feedback that can help to develop new or correcting actions.

#### 4.5. Dissemination:

What is also of importance in the HRS4R process is the exchange of good practices with peers. ULiege participates in some events in Europe and in projects such as ImpactE, Pipers, Re@WBC, Top III. An Erasmus Staff training week is traditionally organised in Liege in Feb/March<sup>6</sup>. Researchers, staff members and peers are invited to join and to discuss HRS4R issues.

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<sup>6</sup> [https://www.enseignement.uliege.be/cms/c\\_9145525/en/erasmus-staff-training](https://www.enseignement.uliege.be/cms/c_9145525/en/erasmus-staff-training)