



HRS4R and Action Plan (2021-2024)

(CA 13 October 2021)

1. Context

The University of Liège committed with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in 2006. ULiège is developing a Human Resources Strategy for Researchers (HRS4R) in order to provide a stimulating research environment for all researchers. The HR Strategy and Action Plan are strongly embedded in the institutional strategy.

In 2011, ULiège was recognised as "HR excellence in research" by the European Commission for this dynamic. Since then, many achievements have been recorded following the implementation of successive action plans (2011-2015; 2015-2017; 2017-2021) published in full transparency on the institution's website (<http://recherche.uliege.be/hrs4r>).

Time has come to report on the results of our last period (2017-2021), to propose an update for going further and to undergo the mandatory external evaluation organised by the European Commission.

The challenge is to assess the impact of the actions undertaken on the improvement of the working conditions of researchers, and to meet the European expectations/requirements and qualify for European funding, and even to make a difference in project evaluations and partnership building.

2. Progress Report

The report is structured according to the 4 thematic groups of principles of the European Charter towards which we are working: (1) Ethical and professional aspects, (2) Recruitment and selection, (3) Working conditions, (4) Training and development. The description of the content of these 4 groups of principles is given in Annex 1. It concerns the 27 actions of the 2017-2021 plan listed in Annex 2.

2.1. Ethical and professional aspects

Previous reports have highlighted strengths in Open Science, dissemination and valorisation of research results as well as outreach to all publics. We have also reported improvements in non-discrimination and in the implementation of inclusion and training actions (see points 2.2 and 2.3 below).

From 2017 to 2021, significant improvements have been made in the assessment of young researchers, especially doctoral candidates (R1). They are offered guidance and tools to report on

their progress and to be ready for their annual assessment. Recommendations on how to assess progress, stimulate young researchers and better write their evaluation reports (in a transparent and useful way and considering also issues for their career development), have been established with supervisors.

The evaluation procedure for academics (teaching + research staff) has been revised to better inform applicants, objectively assess their progress, make recommendations and include all aspects of their work and their development plans. Parenthood and gender are taken into account. Improvements could still be made to regularly assess non-tenured researchers (post-docs, experienced researchers) or to motivate researchers when the upper level of promotion is reached.

The University has been addressing ethical issues for several years. We highlighted in 2017 that communication and awareness of regulations and good practice should be improved. A Council for Ethics and Scientific Integrity (CEIS) has been set up (<http://www.recherche.uliege.be/ceis>). Researchers have expressed their needs and expectations (content, training programme, levels of intervention). We visited all faculties and research councils and participated in meetings of PhD students and researchers to present and report on issues, procedures, actions and achievements; we provided ethics training to many young researchers (2018-2019:104, 2019-2020:176; 2020-2021:127) and plan to expand the offer to more professional training on certain aspects (e.g. Responsible Research Data Management (RRDM), Reproducibility of research results, Data Analysis).

The mission of the Council for Ethics and Scientific Integrity (CEIS) has been extended to the definition and implementation of 12 principles (https://www.recherche.uliege.be/upload/docs/application/pdf/2021-06/douzeprincipesquality_uliege.pdf) aimed at effectively supporting research quality through the development of skills, improvement of the research environment, a transparent workflow for complaints and analysis of misconduct, tools and support for researchers, a forum and exchange of good practice. CEIS has improved its practices in analysing complaints and providing advice to researchers in all disciplines (evaluation committees, dual use procedures, research in developing countries, ethics and environment, ICT and artificial intelligence issues). The website has evolved in content and form (<http://www.recherche.uliege.be/ceis>).

The offer of ethics training in English has increased; online training has been considerably developed. Researchers from the different faculties and administrative staff are working together to develop and implement training; this was particularly efficient during the pandemic, in order to facilitate the awareness of newcomers. The primary targets are PhD students and their supervisors as well as researchers at all levels. More than 1,500 researchers participated in training on ethics in 2020-2021.

We have developed services and actions to support researchers in Responsible Research Data Management - RRDM (data management plans, electronic lab books, personalised support for data analysis, training of data champions), with dedicated staff to implement the actions and to support the evaluation committees (1.5 FTP).

Finally, we participate in inter-university networks and activities on ethics and research data management, with shared actions to improve procedures and practices. In particular, we can mention the European university project UNIC4ER and the RDM project funded by the Wallonia-Brussels Federation.

All actions planned in the previous plan relating to ethics have been completed. The training courses are now well established and efficiently delivered.

Potential improvements can be made to:

- Revise online information concerning the animal ethics committee and its procedures
- Implement the actions of the RRDM with dedicated permanent administrative staff
- Finalise, implement and disseminate documentation on conflict of interest
- Report on CEIS activities to the Board (cases, recommendations, follow-up).
- Provide initial ethics training for newcomers and fill ethics checklists for projects that require appraisal (including PhD projects).

Remark:

ULiege is member of UNIC, a University Alliance on post-industrial transformation of cities. We are working all together on ethics inclusion and supervision (<https://www.unic.eu/en>) for being inspired and able of co-manage these questions. We expect to have all institutions awarded in HR excellence in research by 2023 (5/8 are currently awarded).

Useful documents are published on our Webpages dedicated to Ethics and Scientific Integrity:
<https://www.recherche.uliege.be/ethics>

2.2. Recruitment and selection

The University of Liege is in line with most of the principles related to the recruitment and selection of researchers. The procedures are clear for permanent academic and scientific positions as well as for administrative positions. The BeiPD Postdoc Cofund project (2013-2019; <http://www.recherche.uliege.be/cofund>), helped to refine our practices and regulations and to go further in developing a culture of transparency in recruitment and selection. The question of recruitment obviously arises in a differentiated way depending on the position: university professors, PIs, contract researchers (non-permanent), ERC/MSCA grant holders, etc.

Attractiveness and excellence are of major interest and ULiege is strongly committed to improving recruitment practices. The institutional HR working group (action 26) set up in 2016 by the previous board was dissolved when the new rector was elected in 2018. An HRS4R OTM-R working group was appointed to implement the OTM-R actions (Open, Transparent and Merit-based Recruitment). It can be highlighted that:

- ULiege's OTM-R policy has been published online since 2017 (https://www.recherche.uliege.be/upload/docs/application/pdf/2017-12/uliege_otmr_policy_en.pdf);
- Information seminars have been organised to allow researchers to share and improve their practices. The Research Councils developed guidelines for their new members;
- New web pages have been designed to present careers at ULiege (https://www.uliege.be/cms/c_9247584/en/careers);
- Job offers are advertised on the Euraxess platform for all positions in accordance with our OTM-R policy;
- All new researchers and post-docs are informed and trained (inclusion seminars) on how to recruit and select. Seminars have been developed on how to develop and manage a research team, how to attract talents, how to e-recruit;
- Procedures for "confirmation" of probationary researchers have been clarified and implemented.

Unfortunately, the COVID-19 pandemic slowed down the process of implementing the action plan. It was difficult to recruit new researchers (interviews, appointment and inclusion of new researchers),

but it was a good opportunity to develop e-recruitment (job information, meetings, remote interviews). Online meetings and seminars have been developed for newcomers.

Weaknesses are still identified in

- Standardisation of job advertisement forms, including European and university recommendations;
- Publication of procedures as required by the EU (Internet). A new intranet has been created to provide exhaustive information to researchers, but the information remains difficult to find and is not all translated into English. Communication on regulation and practices should be improved and published on the internet;
- Quality control mechanisms for recruitment.

The implementation of the OTM-R action plan might seem developing over too long a period, but the context of implementation between 2017 and 2021 must be taken into account, beside the pandemic: new rector in 2018, redefinition of priorities, dissolution of institutional groups in 2018, new working groups or commissions. The Vice-Rector and the Administrator, together with the HR Director, are driving the process forward and significant achievements are expected in the next 2 years.

2.3 Working conditions

During the last 3 years, significant improvements were recorded on working conditions. This was partly due to a real support from the governance board (see boxes below) and partly due to proactive reaction to the impact of pandemics on the ULiege community.

The procedure for permanent positions has been updated and made operational so that researchers can better understand their career path. Improvements are still needed in terms of simplifying the status and career development of researchers. The planned actions for the periodic evaluation of all researchers, in particular scientific staff, needs to be further refined and not limited to the promotion phase.

The test phase of remote working, launched with volunteer departments before the pandemic, received a positive evaluation. All researchers and administrative staff have had the opportunity to position themselves for home working, so that everyone now has the possibility to have at least one day of remote working per week. Unfortunately, the costs involved cannot be reimbursed by the university and must be supported by the personal it-self.

The planned actions on co-publishing, teaching, access to facilities and appeals procedures have been completed (introductory seminars, regulations, information, implementation). Particularly noteworthy are the developments related psycho-social risks and well-being for the whole community, with dedicated services reorganised and made visible. Two actions from the 2017-2020 list remain to be developed:

- practical support for conference organisation, including online conferences (need recalled, new priority)
- support for career guidance.

These actions require a significant budget and specialised staff for sustainable implementation. Priority has been given in the last period to research development, welfare and support to social actions, as explained above. These support actions will be a priority for the next cycle.

During the pandemic, many new online trainings, webinars and seminars were developed (rebooting research, zen-in-thesis, motivation). Researchers were offered facilities for restarting and redeveloping their careers: contract extension, funds for mobility, funds for research costs.

Gender, equality and diversity actions were successfully developed under the responsibility of the HRS4R Gender Working Group. This led to the definition of the "Gender Equality Plan" of ULiege with new actions to be developed (https://www.uliege.be/cms/c_11572857/en/egalite-des-chances-et-genre). This is presented in Annex 3. This plan is essential to qualify for funding under the next European framework programme for research, Horizon-Europe. The Gender Working Group will be responsible for the implementation of the GEP, in order to ensure its coherence and embedment. Researchers are regularly consulted and heavily involved in the implementation, according to their skills, responsibilities and availability.

The new support structure for researchers (merging of ARD and Interface into a new "Research and Innovation Administration") is not yet fully operational but is under development. The planned timeframe for the full merger is May-June 2022.

2.4. Training and development

All issues and actions related to researcher training, lifelong learning, access to resources and continuous development have been routinely developed for years at ULiege. In the last period, we have focused on training and supervision of PhD students and young post-docs (see above) and on networking and integration of researchers. PIs and post-docs are invited to participate in the "Professional Skills for Research Leaders" sessions; these networking and training sessions are also offered to faculties and research units. More than 70 researchers have participated in the last two years.

There is no need to plan specific actions for the future in this area. We identify a need to better coordinate the different training structures - even if they are mandated and supervised by thematic working groups (e.g. ethics, RDM, personal development, IT tools, etc.); this will be developed separately.

3. New developments and 2021-2024 Action Plan

The actions to be developed in the new action plan are presented below and qualified by their status: new, completed, in progress, extended to meet new objectives

Researcher development

9	Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession	In progress
10	Development and sustainability of the training programme (entrepreneurship, leadership, networking) with an amplification of the offer in English	In progress

Support to researchers

15	New structure R&I and actions for the optimisation of the support to researchers (funding, networking)	Extended
16	Practical support for the organisation of congresses and conferences	In progress

OTM-R

20	Systematic publication of job offers for researchers, integrated in Euraxess Jobs	In progress
21	Update and disseminate job advertisement forms according to the recommendations of the EU OTM-R group	Extended
22	Compile and disseminate a “Good recruitment practices guide”, including current rules and procedures for all types of researcher jobs	In progress
24	Study of e-recruitment possibilities (online applications, remote selection), to avoid discrimination against candidates to be auditioned (see OTM-R policy)	In progress
25	Establishment of quality assurance mechanisms for OTM-R recruitment combined with the internal evaluation of the HR Strategy for researchers	In progress

New actions – Ethics (current action plan completed)

28	Revision of the web information on the Animal Ethics Committee and its procedures	New
29	Recruitment of an officer for the development of Research Data Management Actions (RDMA)	New
30	Publication and information of documents and regulations on Conflict of Interest	New
31	CEIS annual report to the Board	New
32	Ethics training for new researchers, including list of ethical issues for projects that require it	New

New actions - GEP (Update of actions 5 Gender in progress)

33	GEP: Work-life balance and organisational structure (1): Generalisation and recognition of remote working	New
34	GEP: Work-life balance and organisational structure (2): Support to families, in particular for international researchers	New
35	GEP: Gender balance in leadership and decision-making: Sessions and meetings dedicated to women: female leadership, assertive proposal writing and incentives for inclusion	New
36	GEP: Gender equality in recruitment and career development: Inclusion of gender and diversity information in job advertisement forms and consideration of gender criteria in selection	New
37	GEP: Integrating the gender dimension into research and teaching content (1): Mandatory gender balance in scientific committees of conferences when supported by the institution	New
38	GEP: Integrating the gender dimension into research and teaching content (2): Training on gender, diversity and equality accessible to students and researchers in the institution	In progress
39	GEP: Measures against gender-based violence, including sexual harassment: Training on gender, diversity and equality accessible to students and researchers in the institution	Extended

4. Implementation of the process

A steering committee organises and supervises the process from the beginning. It reports periodically to the Board. Its members come from different backgrounds: vice-rector, professors, researchers from different levels and status, Doctoral candidates and administrative staff.

The composition of the committee (2021) is as follows:

President	Anne-Sophie Nyssen, Vice-Rector for Education and Welbeing – R4
Professors	Grégory Cormann (Humanities and Social Sciences) – R3 Frank Delvigne (Science and Technology) – R4 Véronique Dalcenserie (Health Sciences) – R4
Researchers	Gabriel Mazzuchelli (Senior Research Logistician, president of the Researchers Body, http://labos.ulg.ac.be/ccs/) – R3 Thomas Desaive (Assistant Lecturer, GIGA, representative of the CCS, Researchers Body), - R3 Gilles Lepoint (CC-FNRS, representative of the FNRS Researchers Committee, http://labos.ulg.ac.be/ccs/le-comite-de-contact-fnrs/) – R3 N, International Post-doc, R2 Gilles Degotte (Doctoral candidate, representative of the RED, https://www.red.uliege.be/) – R1
Administrative staff	Anne Girin (Administrator) Isabelle Halleux (Director for Research) Eva Zeimet (Director for Academic Affairs) Linda Agro (HR Department), Catherine Vandeleene (QA Department), Brigitte Ernst (Euraxess Mobility Centre, Secretary of the Steering Committee)
Experts may be invited	

Three sub-groups have been set up for the management of thematic actions. They meet regularly with the support of a responsible for implementation:

- HRS4R OTM-R working group (Chair: Anne Goffin and Oriana Bertucci),
- HRS4R Gender working group (Chair: Grégory Cormann and Véronique Delcenserie,)
- Council for Ethics and Scientific Integrity (Chair: Isabelle Halleux and Judith Biernaux)

Annex 1 - List of the 40 Principles of the Charter and Code

1. Freedom of research
 2. Ethical principles
 3. Professional responsibility
 4. Professional attitude
 5. Contractual and legal obligations
 6. Responsibility
 7. Good practice in the research sector
 8. Dissemination and exploitation of results
 9. Public engagement
 10. Non-discrimination
 11. Evaluation systems
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Ethical and professional aspects

12. Recruitment
 13. Recruitment (publication of posts - Code)
 14. Selection (Code)
 15. Transparency (Code)
 16. Judging merit (Code)
 17. Variations in the chronology of CVs (Code)
 18. Recognition of mobility experience (Code)
 19. Recognition of qualifications (Code)
 20. Seniority (Code)
 21. Post-doctorate (Code)
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Recruitment and Selection

22. Recognition of the profession
 23. Research environment
 24. Working conditions
 25. Stability and continuity of employment
 26. Funding and wages
 27. Gender equality
 28. Career development
 29. Valuing mobility
 30. Career advice
 31. Intellectual property rights
 32. Co-authors
 33. Teaching
 34. Complaints and appeals
 35. Participation in decision-making bodies
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Working Conditions

36. Relationship with thesis/internship supervisors
37. Supervision and management tasks
38. Continuous professional development
39. Access to training and continuing development
40. Supervision

Training and Development

Annexe 2 - Summary of the status of the 2017-2021 action plan

The table below provides a summary of the status of the 2017-2021 action plan. The European nomenclature is used to describe their level of achievement: new, in progress, extended or completed. An action declared "completed" does not mean that no improvement can be made, but that it is working routinely and that specific developments are no longer necessary. When the objective or definition of the action has changed significantly, it is considered "extended".

Action#	Title	Status 2017
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	Completed
2	Information about CEIS, regulation and procedures + trainings	Running
3	Seminars, courses and white papers on Ethics, Quality, Professional attitude in research	Running
4	ULiege Annual day on ethics in research	Running
GENDER AND DIVERSITY		
5	ULiege Gender and Diversity Action Plan for researchers	Initiated
SUPERVISION OF DOCTORAL CANDIDATES		
6	Development and promotion of trainings for supervisors	Ongoing
7	Development and promotion of an induction seminary (3 days) for new doctoral candidates + English session	Running
8	Development of roadmaps and communication tools for supervisors and doctoral candidates	Ongoing
RESEARCHER'S DEVELOPMENT		
9	Definition and setting up of a periodic evaluation of researchers, incorporating the different aspects of the profession	Generalisation phase Initiated
10	Development and sustainability of the training programme (entrepreneurship, leadership, networking) with an amplification of the offer in English	Running
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
12	Support to the career development and the integration of researchers in the non-academic world - focus on the non-permanent researchers	Ongoing
SUPPORT TO RESEARCHERS		
13	Increase participation to (inter)national working groups on research <u>and</u> <u>career development</u>	Ongoing
14	Integration actions for new researchers	Running
15	New structure R&I and actions for the optimisation of the support to researchers (funding, networking)	Ongoing
16	Practical support for the organisation of congresses and conferences	Ongoing
17	English version of the platforms myULiege Doctorat and Modus	Requested
18	Access to support and facilities for the doctoral candidates (incl. Unique and recognise user account) and Alumni researchers	Requested

OTM-R

19	OTM-R policy	Completed
20	Systematic publication of job offers for researchers, integrated into Euraxess Jobs	Ongoing
21	Update and disseminate the Advertising forms according to the EU OTM-R group recommendations	Initiated
22	Compile and disseminate a "Good recruiting practices guide" including the actual rules and procedures for the recruitment of all researcher positions.	New
23	Organise training and awareness raising of all the new academics who are involved in the recruitment processes (see OTM-R policy)	New
24	Study of the possibility of e-recruitment (application, selection) for avoiding discrimination against applicants who are to be interviewed (see OTM-R policy)	New
25	Establish quality control mechanisms of the OTM-R combined with the internal assessment of the HRS4R	New

INTEGRATION

26	Integrate reflexion and action with the Institutional Working Group on RH (WG-HRi):	Initiated
27	Integrate reflexion and action with the Doctorate Council (DC):	Initiated



GENDER EQUALITY PLAN

(version 2021 10 10)

On 2019/07/03, the University of Liège approved institutional policies and strategies for equality, gender and diversity (https://www.uliege.be/cms/c_13354126/fr/egalite-des-chances-et-genre-politique-a-l-uliege). They are strongly embedded in ULiège strategy and the HRS4R Action Plan. The list of GEP actions, timelines, targets and indicators are included in the HRS4R Action Plan (<http://www.recherche.uliege.be/hrs4r>)

In order to be able to respond to external expectations, this document represents the formalization of institutional provisions and can thus be considered/used as the official Gender Equity Plan (GEP) of the University of Liege.

1. PUBLICATION

The official GEP document, duly approved by the institutional authorities, is published on ULiège's webpages:

https://www.uliege.be/cms/c_11572857/en/egalite-des-chances-et-genre (English version)

https://www.uliege.be/cms/c_11572857/fr/egalite-des-chances-et-genre (French version).

2. DEDICATED RESOURCES

The University of Liege has dedicated the following resources and expertise to the implementation of their gender and equality initiatives and policies to ensure coherence and sustainability:

- The **Vice-Rector for Education and Well-being** is in charge of overseeing equality, gender and diversity policies. She ensures the harmonisation, clarification and fairness of management practices within the institution. She develops the institutional policy of equal opportunity at work in partnership with the relevant services. She is President of the HRS4R Steering

Committee and also supervises their "Gender and Diversity" sub-group (see below).
https://www.uliege.be/cms/c_10837966/en/vice-rector-for-education-and-well-being

- The **Gender and Diversity Working group** of the HRS4R Steering Committee is in charge of implementing Actions. This group involves individual researchers, groups of researchers and staff members interested in reflecting and managing actions (FERULiège, Feminist & Gender Lab, Professors in HR management and Gender studies, Reference persons from internal and external working groups or faculties).
- ULiege has **permanent representatives in the Wallonia-Brussels Federation working groups**: a "Gender Contact Person" (PCG - <https://www.ares-ac.be/fr/a-propos/instances/commissions-permanentes/femmes-et-sciences/les-personnes-de-contact-genre-pcg-des-universites-et-du-frs-fnrs>), and 3 representatives on the "Femmes et Sciences" Committee (<https://www.femmes-sciences.be/>)
- The **ULiege RADIUS institutional unit** is dedicated to the collection and analysis of strategic data of institutional interest. They are responsible for monitoring gender-related data published on the university's official website.

3. DATA COLLECTION AND MONITORING

ULiege publishes annual key figures related to gender-related information. Data are collected and analysed on an ongoing basis. They are used to produce official reports, which are available on the university's website: https://www.uliege.be/cms/c_11196147/fr/les-femmes-et-les-hommes-a-l-uliege

4. TRAINING AND AWARENESS

The University of Liège organises trainings, information sessions and events related to gender, equality and diversity:

- Inter-university Master's degree in gender studies. This program trains experts in gender, gender equality and sexuality in all sectors and thus contributes to the fight against discrimination.
<https://www.programmes.uliege.be/archives/20182019/cocoon/formations/bref/H3GENRO1.html>
- Trainings and information sessions:
 - o Trainings facilitated by the HR and Research Departments (https://my.arh.uliege.be/cms/c_10994001/fr/myarh-les-formations-pourquoi-pour-qui-comment and https://www.recherche.uliege.be/cms/c_9022734/en/training)
 - o Dedicated session «Evaluate and Recruit without Being Influenced by Gender » https://www.uliege.be/cms/c_12962376/en/evaluate-and-recruit-without-being-influenced-by-gender
- #Respect campaign with posters, communication and awareness videos
- Annual forums on Gender (International Women's Day, March 8th and on the "Elimination of violence against women, Nov. 25th)
- Publication of a guide giving better visibility to women, by integrating linguistic forms that respect female identity. This guide also includes recommendations to avoid stereotypes (https://www.uliege.be/cms/c_11628953/en/genre-et-egalite-outils-et-guides)

5. RECOMMENDATIONS

ULiege has evolved a lot on gender, equality and diversity issues during the last few years and is committed to going further. The following recommendations will draft actions for the next 3 years (2021-2024). The actions will be part of the HRS4R strategy and action plan and will be implemented under the supervision of the Vice-Rector mentioned above (<http://www.uliege.be/HRS4R>)

5.1. WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

In 2019, ULiège refined their institutional policy to improve the wellbeing of both their students and researchers. Various actions were taken to further this initiative. ULiege will greatly benefit from the flexibility and remote work styles developed during the COVID period.

Further efforts should be made on

- The normalization and recognition of remote work (after covid period)
- Support for family friendliness, especially for international researchers

5.2. GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING

The board has designated that the composition of boards should be comprised of at least 30% female members: board of directors, research councils, etc. This is not easy to implement when persons are elected, even if balance is required on voting lists. Efforts should be continued in order to achieve this rate on all boards, committees, juries, etc.

Since 2017, ULiege has developed induction and professional seminars for researchers, with a strong focus on leadership and management skills. About 15 researchers attend per session. Extra seminars were developed, in response to researchers needs, specifically on recruitment and supervision.

Efforts should be made to host dedicated sessions and meetings for women: female leadership, assertive writing of proposals and incentive for inclusion.

5.3. GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION

Board initiatives on recruitment and career progression led to more transparent procedures and actions for professors. This should be generalised for all types of academic positions (permanent and non-permanent). Special trainings should be offered for female researchers: application and interview preparation, presentation of their works, etc.

EU projects and support, especially MSCA programmes, enabled ULiege to better codify OTM-R (Open Transparent and Merit-based Recruitment) procedures for post-docs, including gender and diversity issues. This led to a better understanding of how to proceed for advertising positions and evaluating applications. These procedures are not visible enough nor widely known and should be extended to all positions. Information provided during advertisement and appointment phases should be more explicit, with pertinent information given on career development.

5.4. INTEGRATION OF THE GENDER DIMENSION INTO RESEARCH AND TEACHING CONTENT

Gender dimensions in research and teaching are well developed at ULiege. We developed a Master on gender with other universities and allocated doctoral grants and research funds to projects. "Gender studies" was added as a keyword for research in ULiège OA institutional repository (UNDP Sustainable Development Goal #5);

We should improve visibility and efficiency by:

- making mandatory the gender balance in conference scientific committees when meetings are supported by the institution
- developing training offers on gender, diversity and equality for students and researchers

5.5. MEASURES AGAINST GENDER_BASED VIOLENCE INCLUDING SEXUAL HARASSMENT

ULiège developed resources for students and researchers on all kinds of harassment. Special attention is paid towards sexual harassment in education (including PhD students). Professionals are available for complaints, mediation and psychological support. This should be extended and prevention actions planned for researchers, especially surrounding the question of “consent”.