

Annex 1 – Detailed explanation on the process and the involvement of the researchers

About the Steering committee and other WG : The steering committee is 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 actions, give priorities) and reporting to the board of the University. The composition of the steering committee was updated in 2017, considering new data: the institutional strategic plan (published in May 2017 – ULg is now ULiege) with its working groups, the extended representation of researchers (see below), the representation of research structures (3 sectors: Human Sciences, STEM, Health Sciences), new/obsolete functions (new: vice-deans for research; obsolete: no vice-rector for quality) and finally gender balance.

The steering committee actual composition is:

Name	G	Level	Research sector/Admin	Role in the Steering Group	Responsibility	Boards or WG
Cloots R.	M	R4	STEM	President	Vice-rector for research	University Board Rectoral College Research Council Ethics Council Doctoral Council
Pichault F.	M	R4	Human sciences	Professor		WG-HRi (Institutional HR working group, see role below)
Delvigne F.	M	R4	STEM	Professor	Vice-dean for research	Research Council
Delcenserie V.	F	R4	Health Sciences	Professor		Research Council
Cormann G.	M	R3	Human sciences	Delegate of the CCS, Scientific staff (R2/R3)		University board WG-HRi
Lepoint G.	M	R3	STEM	Delegate of the CC-FNRS, FNRS detached staff (R1, R2/R3/R4)		
Blibek K.	M	R1	STEM	Delegate of the RED, PhD networks (R1)		Doctoral Council & bureau
Despy L.	M			Administration	Administrator	University Board Rectoral College
Marcourt M.	F		Education Admin	Administration	General Dir.	University Board Rectoral College WG-HRi
Halleux I.	F		Research Admin	Administration	Director	Research Council Ethics Council Doctoral Council WG-HRi
Agro L.	F		HR Admin	Administration		WG-HRi
Vandeleene C.	F		QA services	Administration		WG-HRi
Ernst B.	F		Euraxess Mobility Centre	Secretary		
<i>Experts can be invited, depending of the agenda.</i>						

The HRS4R steering group is facing a new challenge: acting in complementarity and maintaining strong link and efficient communication with 2 others groups dealing with questions related to C&C principles. The rector created two institutional working groups for suggesting actions for enhancing the governance of the university, considering individuals. A first one has to deal with questions related to the doctoral studies (DC WG), the other one created in July 2017 has to suggest actions regarding HR management for researchers, managers and administrative staff (WG-HRi). The mission of the first group is quite clear. It enquired to the doctoral colleges, reported gaps and created 2 working groups facing to what is not included in the HRS4-AP.

Regarding the new HR groups, it was necessary to clarify complementary of action. The document that can be found on https://www.ulg.ac.be/upload/docs/application/vnd.openxmlformats-officedocument.wordprocessingml.document/2017-09/20171506-pv_gt_rh.docx document says that 3 additional subgroups are created, that are complementary to the HRS4R group that will work on:

- (1) the definition of the career steps and criteria for progression
- (2) the description of function, tasks and roadmap for each employee
- (3) the development of the citizenship and attractiveness of the institution.

It is clear to the rector that the HRS4R steering group will stay in place for the next 3 years and will deal with the questions related to the implementation of the Charter and Code, especially regarding the career development, the support to researchers and the OTM-R.

This situation can be seen as complex and could increase the difficulties/risk for implementing the HR S4R action plan. The Steering group is fully aware of that, but see it as a nice opportunity to be more efficient in filling the gaps.

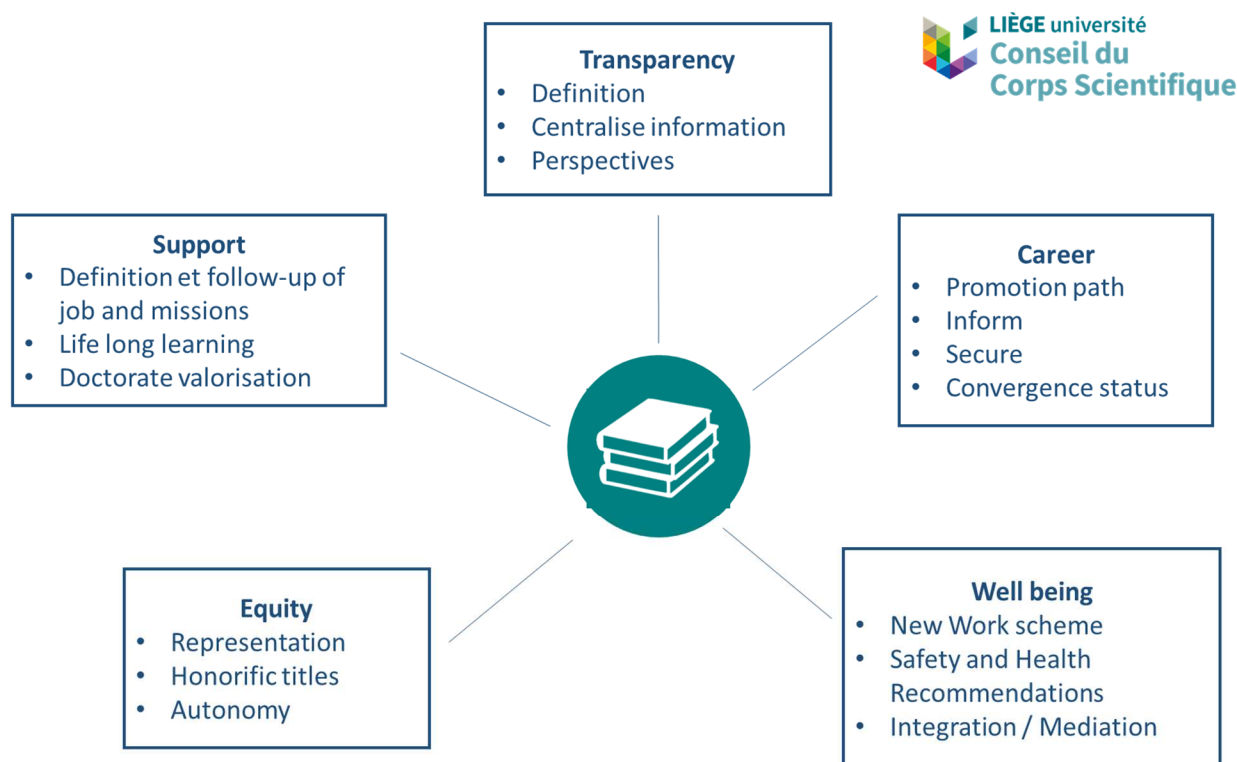
About the involvement of researchers in the process: At ULiege, 4 formal groups of researchers exist that are well organised and represent the researchers: the association of the professors (R4, called “academics”), the CCS (the scientific staff R2, R3, R4), the RED (the network of the doctoral candidates, R1) and the CC-FNRS (the group of researchers employed by the Research National Fund, detached at ULiege and included in the research units, R1,R2,R3,R4). It was requested from those groups to delegate one representative to the Steering Committee and to contribute to a wider involvement of the researchers through consultation in their groups. What they did.

1. Survey of the Association of the professors: In 2016-2017, the association of the professors launched a survey on the job of university professor in order to suggest priorities for its work in the next 5 years. They realised focus groups and an 2-round on-line survey : 209/658 (31,31%) academics, mostly female, participated to the first online survey focalising on practices regarding the 3 missions (education, research, engagement), and 43,47% participated to the second round focalising on 10 “tensions” that can help to define priorities for action in the next 5 years. The completion rate is of about 75%. Questions were open to comments. Here are the conclusions that can be related to the HRS4R:

- Develop collaborative research, interdisciplinarity and mutualisation of activities
- Better recognise engagement and teaching vs research – Promote a better balance teaching-research-engagement
- Increase efficiency in communication (internal/external)
- Decrease administrative tasks, procedures and control

The results were presented to the academic staff on July 5th, 2017 and was published in Open Access (<http://hdl.handle.net/2268/212133>). All the gaps are reported in the gap analysis.

2. Survey of the CCS: In 2016-2017, the CCS launched a survey to the whole members of the scientific staff of the university (+2500 researchers). Results given according to 3 classes of researchers that make sense internally: the doctoral candidates (R1), the PHD holders (R2 are non-permanent; R3 are permanent), and the research staff without PhD working mostly on contracts (R1 are non-permanent, R3 are permanent). They recorded 981 responses, which is pretty good: 398 doctoral candidates, 380 PhD graduates, 203 researchers without doctorates. The results of the surveys are published on <https://app.powerbi.com/view?r=eyJrljoiMTdjZmZhNmMtMTZINS00OTRlTg0NWmtMTI2OGYyMGY4MjAyliwidCI6ImRlZGVhZTY5LWEyZmltNGQ0MS1iYmMzLWE2NTRjMmlyZDdlZSIsImMiOjh9> and summarized in a “Green Book”. It was presented to the scientific community in May 2017 and later to the board of the University: <http://labos.ulg.ac.be/ccs/wp-content/uploads/sites/20/2017/05/Projet-de-livre-vert-du-personnel-scientifique.pdf>. Five axes are presented that are of interest for the HR and can be summarized as follows:



Their main results were extensively included in the gap analysis.

3. Survey of the CC-FNRS: This group of stakeholders paid by the FNRS and detached at ULiege did the same and proceeded to a survey in 2016 with specific questions related to their status (hosted at ULiege, but not employees of the university). The results are published on <http://labos.ulg.ac.be/ccs/wp-content/uploads/sites/20/2015/04/Analyse-R%C3%A9sultat-Questionnaire-FNRS-ULg.pdf> (in French). 269 of the 509 researchers responded. Researchers’ levels are more clear for this group: doctoral candidates are R1 (40% responded), Post-docs are R2 (65% responded) and Permanent (81% responded) are R3/R4 (but never full professors). For each of the questions, they drew conclusions and suggested for actions. Not all the actions are related to their relation with the University of Liege, but with their employer. Identified gaps with ULiege are related mostly to their recognition as professors, independence and autonomy and possibility of

participated in the decisional bodies (mostly at the faculty level). The CC-FNRS made efforts to write a full gap analysis to be submitted to the FNRS that is not yet awarded the HRS4R. Their conclusions and requests regarding the University are included in the gap analysis.

4. Survey of the RED (*Réseau des Doctorants*; PhD network): This group was contacted by the HRS4R bureau for having their feedback. Their comments and remarks are included in the gap analysis. Moreover, the comments issued from the new comers (local and internal) trainings on the Charter and Code were also integrated.

About the gap analysis process:

The Steering group met 3 times in 2017 (September, November) in order to write the new gap analysis, including the results of the surveys. The gaps and HRS4R were presented to the researchers and to board of the university which committed in. The board comprises professors (12), researchers (5), students (8), administrative staff members (3), stakeholders from the non-academic world (7) and ex officio members (4).

The whole community will be involved later in the annual meeting (initiated in 2011) where the results and perspectives are presented, and their comments collected on the gaps, actions and priorities.

The gaps table presented is related to the 2017 compliance with the Charter and Code principles, and is intended to list this gaps accordingly to the “strengthened HRS4R”, integrating the OTM-R aspects. Considering the gaps, it was decided to revise the AP for being more pertinent regarding the topics, internal coherence and the researchers as targets. This is explained in Template 2.