



# Managing your PhD career

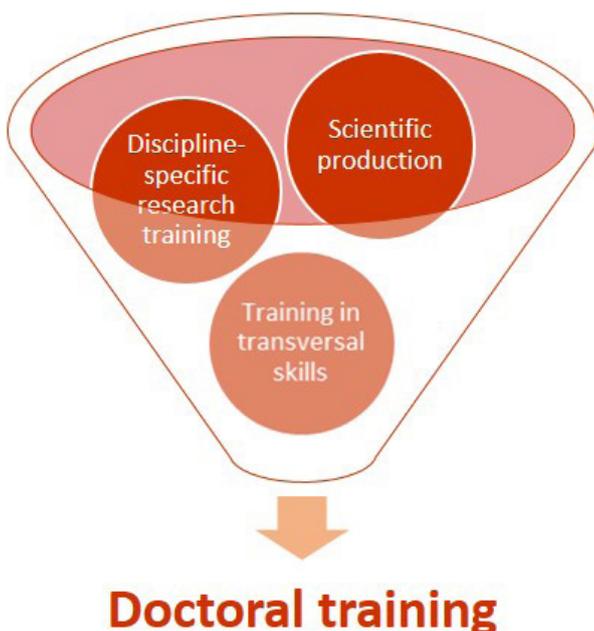


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## 1/DOCTORAL TRAINING

As a reminder, the decree of 7 November 2013 defining the landscape of higher education and the academic organization of studies specifies that «no one can obtain the academic degree of doctor if he/she has not successfully completed a corresponding doctoral training» (1). The research training certificate, which has a flat-rate value of 60 training credits, will be issued at the end of your doctorate education.

*The doctoral training program includes three types of activities, namely:*



→ **Scientific production** is the writing and presentation of scientific projects, articles and communications.

→ **Training specific to the research discipline** may take several forms, such as regular or more ad hoc research seminars organized by the research unit, by the Faculty, or by doctoral schools. The offer varies from one discipline to another. To find out what specific training is available to you, ask your colleagues in your discipline.

→ **Training in transversal competences** is the acquisition of transversal competences and, in the case of assistants, didactic supervision activities. These skills can be used after the thesis, both in the academic career and in non-academic sectors. For more information, see section 5.10 «transversal competences».

Throughout your doctoral studies, you therefore benefit from this not insignificant training opportunity. The doctoral training allows to acquire a high scientific and professional qualification in order to specialise in your discipline, to carry out your research work and to develop your future employability.

Doctoral training is essentially individualized. A personalized plan is drawn up at the beginning of each academic year, in agreement with your thesis committee and the doctoral college or doctoral commission to which you belong at your university; this committee or commission also evaluates the progress of your training.

The duration of the thesis (max. 48 months for a F.R.S- FNRS scholarship holder, for example) is a requirement that you must pay attention to from the outset. This is the best way to demonstrate your mastery of meeting the deadlines. Your doctoral college or doctoral commission, on the basis of the opinion of your thesis committee, ensures that your work progresses sufficiently to allow you to re-register and this until you submit your thesis (2). It is up to you to take the necessary steps to re-register, please consult the doctoral regulations for more information.



As a reminder, in each university, the doctorate is governed by its own **doctoral regulations**. Don't forget to consult them throughout your doctoral studies.

## 2/THE THESIS COMMITTEE

*As indicated in the «Preparing your PhD» sheet, the thesis committee is committed to provide you with regular support throughout the duration of your doctorate in a constant dialogue. Its role is to:*

- guide you, advise you in harmony with your thesis supervisor regarding the orientation of your research.
- to enlarge the network of your scientific contacts.
- advise you in the development of your doctoral training program.

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It is your duty to invite your committee to meet at least once a year. However, although you are responsible for organizing and planning the meeting, your thesis supervisor must also ensure that the committee meets **(3)**.

The thesis committee meeting is a good opportunity to improve your presentation and argumentation of your ideas and research results. Even if it does generate a bit of anxiety, do not see this meeting as a check-up but as an opportunity to present the progress of your work and to discuss possible support you might need. This is why it is essential to prepare for this meeting, both in terms of content and of form (length, clarity of presentation, quality of your PowerPoint presentation, etc.) **(4)**.

*Here are a few tips to help you prepare for this meeting :*

- Discuss with your thesis supervisor beforehand what points need to be discussed.
- If this is your first meeting with the committee, get advice from other PhDs who have already been there.
- Write down the key points to be covered in your presentation and repeat the exercise orally, ideally in front of a few researchers in your circle.
- Also write down a list of questions you have, both research questions and questions that you need to answer in order to move forward and complete your thesis education.
- Prepare and communicate the agenda to the committee members and the expected purpose of the meeting well in advance **(5)**.
- Share important research results before the meeting so that no one is caught off guard on the day. If possible, share these results individually by asking for feedback. So, if disagreement arises, try to resolve it before the meeting to avoid allowing participants to focus on your questions and the next steps of the research at the meeting.

*Some tips for a smooth meeting:*

- Take note of the comments made by the members of the committee so that nothing is lost. Especially note the points that participants agreed to.
- Take seriously your role as the master of the meeting: make sure that the meeting is well prepared and that the agenda agreed upon during the meeting is respected. You will rarely have the opportunity to discuss with each member in one room, so try to avoid off-topic overflows with respect and courtesy. Likewise, if you disagree with an item being explained, don't be afraid to share your point of view **(6)**.
- At the end of the meeting, make a summary of the agreements that have been made, the next actions (with an approximate timeline), and if possible already agree on the date of the next meeting.



**And for a good follow-up of the meeting:**

- Share your minutes (including the agreements and action plans agreed upon) with the participants and any committee members who were unable to attend **(7)**.
- Pay great attention to the timeline that has been proposed. In order to build trust between you and your committee, it is important to show that they can rely on the proposed actions being respected. If it is not possible or difficult for you to meet one or more deadlines and complete one or more actions, discuss this with your thesis supervisor **(8)**.



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At the end of each committee meeting, you will be informed of the outcome of your assessment. If this evaluation is negative (subject to a reasoned opinion and only in the case of a serious deficiency), the committee may recommend to the competent Admission Commission to refuse your re-enrolment in the doctoral training for the following academic year.

### 3/YOUR RELATIONSHIP WITH YOUR THESIS SUPERVISOR

As explained in the “Preparing for your PhD” sheet, the role of your thesis supervisor has not only to supervise your research project throughout your doctorate, but also to provide you with scientific and personal support in your development as a young researcher. However, although he or she is responsible for supervising you, this does not mean that all the responsibility for the “constructive” relationship lies with him or her. Indeed, you also have the responsibility to establish structured and regular relationships with your thesis supervisor. For this reason, we strongly advise you to get to know how he or she works in order to understand his or her coaching style from the very beginning of your thesis. Indeed, the terms of your relationship with her or him must be clearly established as soon as possible.

Misunderstandings and even conflicts can sometimes arise from a lack of clarification of mutual expectations. It is therefore essential to discuss together the type of mentoring your thesis supervisor and the mentoring that suits you in order to find the right balance. Discuss mutual expectations regarding your tasks, your doctoral training, the frequency of exchanges and how they should be structured to fit into each other’s schedules.

***The following is a non-exhaustive list of discussion points:***

- frequency of meetings (meetings on a weekly or monthly basis).
- availability of your thesis supervisor outside of meetings
- privileged means of contact (rather by e-mail? If yes, rather brief or detailed? Rather passing by his office, if yes, how often?)
- deadlines to be respected in your tasks
- the pace at which the thesis supervisor reviews your work
- opportunities to present at conferences and write articles
- network access
- homeworking
- charges and work outside the thesis

Be careful, this communication exercise is crucial throughout the PhD. These questions can of course be discussed again and modified during the course of the thesis. Continue to explain your wishes and requirements at all stages of your doctoral training.

In order to help you identify your expectations and those of your thesis supervisor, see also “Role Perception Reading Scale” by Ingrid Moses, the [“Points de discussion entre promoteur et doctorant”](#) of the Doctoral Council and IFRES of ULiège, or [“Eleven practices of effective post-graduate supervisors”](#) of the University of Melbourne.



In addition, here are some additional tips to help you maintain these good relationships:

- **Inform your thesis supervisor regularly** of the work in progress by making assessments as often as possible
- **Decide together on the interval of these assessments as well as the form** (very synthetic or not? Draft? etc.) and the expected feedback (comments? annotations? additional information? etc.).
- **Let him/her know if you have health problems or difficulties** that are insurmountable, she will understand that you also have limits.
- **Demystify the status of thesis supervisor**, behind his or her mission, there is also a person who on the one hand has also gone through the PhD training and can understand you, but on the other hand who has not necessarily been trained to supervise young researchers and who, just as you, learns to manage the relationship as you go along (9).
- **Prepare your meetings**: summarize (ideally in writing) the questions you want to ask, the points to be discussed, take written notes of the oral comments. It may also be a good idea to send a synthesis before the meeting detailing the progress of the work done and to send a short summary note after the meeting (10).

› **In the moments of doubts**

The relationship with one's thesis supervisor can sometimes be complex for several reasons, including the ambiguous status that the thesis supervisor may have (on one side as thesis supervisor and on the other side as peer/researcher). So don't panic if you have feelings such as:

- **Fear of judgment**: "what will my thesis supervisor think of this chapter? "What will he/she think of me if I ask him/her this question? »
- **The feeling of helplessness**: "I can't keep writing without his/her feedback but I haven't had any answer for weeks, what can I do? »
- **Lack of guidance**: "I don't see how I can make progress in my thesis but my thesis supervisor doesn't understand my demotivation, who can I ask for advice? (11) ».

In these moments of doubt, the golden rule remains COMMUNICATION. If possible, discuss this with your thesis supervisor. In addition, talk to your colleagues and relatives, they could advise you and help you find a solution. Consult blogs or guides such as "[Interaction Promoteur-doctorant](#)" from the Earth&Life Institute (UCLouvain, 2012) or watch the interview "[Doctorants et directeurs de thèse : vers une relation plus satisfaisante](#)" from the blog "Réussir sa thèse". In cases where your thesis supervisor is simply not available, try to be proactive and make up for the lack with the help or guidance of other researchers (laboratory colleagues, members of your thesis committee for example). They will surely be willing to proofread a paper, discuss a problem, give you advice on administrative services that could help you in case of funding problems, on colloquia, post-doctoral work, etc. The key is to find the right balance and to always give priority to good communication and regular follow-up with your thesis supervisor.

If problems persist, the President of the doctoral college or of the doctoral commission within your university is the contact person for the PhD student and the members of the thesis committee. Any dispute arising between them can be referred to him/her and these decisions can also be appealed. For more information on conflict management and your rights and duties as a researcher, consult the sheets "Facing difficulties" and "Rights and duties of researchers".

**In these moments of doubt, the rule of gold remains the COMMUNICATION. If possible discuss with your thesis supervisor .**





## 4/MANAGING YOUR THESIS PROJECT

A critical point to manage your thesis project in the best possible way is to realize that by definition research has no limits. The more you explore a path, the more you will see the links with other themes and the more you will want to dig deeper into the question (12). Your thesis supervisor will often encourage you to do so. It is therefore crucial that you set yourself the limit of your research, even if you consider exploring it later. The science started before you started your PhD and will continue afterwards. Focus on what is possible to implement over the course of 3-6 years of research and discuss with your thesis supervisor if you are uncomfortable with this.

Difficulty with organization or time management is also frequently cited by PhD students. Good project planning from the outset is essential to identify periods of bibliographical research, data acquisition, intense work, publication, mobility, writing, etc. A mistake often made is to focus too much on short-term deadlines. There are many organizational techniques available to help you manage your time more effectively, see the sheet “Facing difficulties” to find out more about them.

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## 5/INTEGRATING INTO THE WORKPLACE

In addition to acquire the professional skills needed to conduct research, a PhD student must also integrate into the workplace by actively participating in the activities of his or her research team, doctoral school and university.

A pleasant work environment is also an opportunity to discuss science and other matters with colleagues. If you dare to talk about your weekends or your passions, you will also dare to share your research problems with them more easily. It's a good way to get ideas out of a conversation. Your more experienced colleague may have the solution to a problem that concerns you and can save you time! Having good relationships with colleagues also helps to sustain the motivation needed for the research project.

The major events (back-to-school, University Day, ...) organized by your university are also an opportunity to exchange with your colleagues, researchers or not, and to participate to the identity of the University. Many projects are emerging or may emerge thanks to you. Are you motivated by gender issues, global warming or do you come by bike? Broaden your horizons by taking part in concrete projects that affect your values and that are related to your university's projects.

In a broader way, a scientific network is built through direct contacts (colleagues, collaborations, ...) and indirect contacts (in the university and in the world).

## 6/MOBILITY

Mobility, whether international, inter-university or cross-sectoral, is nowadays a great asset in any research career. Experience abroad or in another sector (such as in a company or public organization) opens up new scientific, professional and personal horizons. The new contacts created during this experience are considered as a key element in the constitution of the network of researchers, as this newly developed network could lead to the launching of fruitful collaborations. It is also an opportunity to meet other researchers working on the same theme as you. If you stay in another laboratory, it sometimes allows you to work with equipment that you do not have in-house, which can solve difficulties when the lack of equipment or funding in your laboratory prevents you from taking certain measurements.

Furthermore, an international or cross-sectoral stay is an asset to highlight on your CV, not only in an academic career but also in a non-academic career. It attests to your openness to the world and breaks the stereotype of the “lab rat” researcher.





During your PhD, your stays can take several forms:

- A stay (a few weeks or a few months) in a company or a public organization.
- A stay (a few weeks or a few months) in another Belgian university.
- A scientific meeting abroad:
  - If you take part in a conference abroad and present a paper, you can ask the [F.R.S-FNRS](#) for an allowance for transport costs (this must be done several months in advance).
  - Your university can also contribute financially to your mission expenses.
- A short-term mission abroad:
  - The [F.R.S-FNRS](#) also grants funding for stays abroad with the aim, for example, of acquiring new knowledge in another laboratory. For more information on the different types of fellowships offered, please visit their website.
  - Wallonia-Brussels International (WBI) offers mobility grants to researchers from all disciplines for short stays abroad (1 to 3 months). In order to benefit from this type of aid, a collaborative project must be submitted by the research laboratory on the basis of a call. For more information on mobility grants from the WBI and other institutions, please consult this [page](#).
- A long-term mission abroad:
  - Through the Excellence Grants program, WBI annually awards long-term mobility grants (1 year with the possibility of renewal) - deadline of 1st March to submit your application. Consult the [WBI website](#) for more information.
  - The Belgian American Educational Foundation (BAEF), the Marie Curie Actions of the European Union, and the Commission for Educational Exchange (Fulbright) also regularly offer mobility grants to women researchers. These offers depend on the ongoing programs of these institutions. Contact the Research Administration or the International Relations Department of your university for more information.

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A stay in a border region is sometimes a very good solution when you wish to have an international experience on your CV but cannot afford to go far away for family reasons for example.

If you want to go abroad, you should also consider the option of the "doctorat européen" label.

Furthermore, be careful, a stay is prepared months in advance, so take the time to plan it. The agreement of the rector is sometimes necessary, as well as residence visas etc. The Euraxess mobility centers in each university of the Wallonia-Brussels Federation can help you to plan and organize your research stay.

## INFORMATION & CONTACT

### UNamur

consult the page [Plomino](#) for mobility grants and contact the [Researcher's Helpdesk](#) or all questions related to the reception of the researchers in a situation of mobility.

### ULB, PhD Unit

doctorat@ulb.be, [www.ulb.be/doctorat](http://www.ulb.be/doctorat)

### UMons, Doctorate Unit

phd@umons.ac.be

### UCLouvain

<https://uclouvain.be/fr/chercher/mobilite-du-chercheur.html> – contact : mobility-adre@uclouvain.be for the «financing of mobility» part and welcome-researcher@uclouvain.be for all questions relating to the reception of researchers in a situation of mobility

### ULiège

doctorat@uliege.be, [www.recherche.uliege.be/doctorat](http://www.recherche.uliege.be/doctorat)

### USaint-Louis Brussels

doctorat@usaintlouis.be et <https://www.usaintlouis.be/sl/756.html>



Here we discuss mobility stays during the PhD and not afterwards, for more information on the issues related to post-doctoral mobility for example in the perspective of an academic career, consult the following sheets "Questions to ask before starting a PhD" and "Research opportunities after the PhD".



## 7/DEVELOPING YOUR NETWORK

Networking, whether formal or informal, face-to-face or on the web, is essential in the development of your career. Indeed, meeting other scientists is a great opportunity that you will be able to use in the planning of your thesis (collaborations, research stay, co-publications, invitations to conferences, etc.) but also for the post-thesis period, which always comes faster than it seems! Your network could be your future colleagues, supervisors, or collaborators. In addition, keeping in touch with other PhDs is also important and a source of exchange of information and good practices (13).

So you are wondering how to develop and maintain your network? If you find it difficult to meet new people or you don't like the idea of "selling yourself", we suggest some more "authentic" ways to develop your network:

- Maximize your networking during conferences by focusing not necessarily on the quantity of contacts created but on the quality. Go beyond a simple hello and the exchange of your business cards and try to create a real exchange over a cup of coffee for example.
- Choose strategically the events you are going to attend, find out about the speakers/participants before the day, or even offer help to the organizers to connect to the speakers more easily.
- Set goals for yourself, for example, to meet two people who you will reconnect with on the day a day or two after the meeting. And why not 3 or 4 people for the next event.
- Do not forget that networking with junior researchers is just as important as networking with senior researchers, because the former will also be able to exchange information and best practices from their departments and/or institutions.
- Propose an "informal interview" to a post-doctoral fellow from a department or university that interests you or an employee of a company that could potentially interest you after your thesis, for example.
- Participate in writing one of the many blogs for researchers.
- Do not limit your networking to the academic network but extend it to the private and public sectors as well. Not only will these contacts be very useful if you are planning a career outside academia after your thesis, but they will also be very useful to create intersectoral collaborations with, for example, cities, leading companies in your field of research, international organizations, etc.



**i** Be careful in any networking situation, do not forget to pay attention to the information and ideas you are allowed to share.

Once contact is established, organize yourself to maintain it. For example, create a file listing interesting contacts with their contact details and detailing the context of the meeting, how the meeting was enriching, ...

***This will serve as a reminder. Furthermore, to maintain the network of relationships you have built up, you can also:***

- send them an email quite soon after your meeting or invite them to connect via LinkedIn.
- let them know about your publications.
- express your interest in their ongoing research.
- ask them to be part of your thesis committee or your thesis jury.
- submit your application for a stay at their research center.
- send them an email before the next conference you will attend.

So you've noticed, networking isn't just about sending a LinkedIn invitation or congratulating a speaker at the end of the conference. Networking is a real ongoing effort. It's a skill that you develop with practice. It requires above all the development of interpersonal skills. So don't worry if you don't feel that you are innately good at it. This is completely normal and as it is said "practice makes perfect".

***For more advice on how to develop your network, see:***

- ["5 steps to effective conference networking"](#)
- « [How introverts can network powerfully : 5 key ways to rock at networking when you hate it](#) »
- « [How to develop successful networking skills in academia](#) »
- « [5 easy ways for PhD students to start networking](#) »

#### › ***Know your long-term goal:***

It is important to know your long-term goal when developing your network, whether you are thinking of starting an academic career, or in the public or private sector, or setting up your own business. Depending on these goals, you will need to do different types of networking to acquire a certain type of address book. This is of course also the case with regard to your mobility and the training in transversal competences that you will undertake.

Be aware, however, that this objective may change along the way during your PhD. Indeed, you might have started your thesis thinking about an academic career and then change your mind for various reasons.

## **8/TRANSVERSAL COMPETENCES**

What do "transversal competences" refer to? First of all, it must be understood that a competence is a knowledge, a capacity that is put into action, it refers to both know-how and interpersonal skills, but it is in fact the ability to act that prevails. For example, team management skills can only be activated when a team is managed, and in the same way, foreign language skills can only be activated when a language is used. A transversal competence is a competence linked to the professional experience of the thesis but which can go beyond this framework and be mobilized in other professional situations (for example: speaking in public). Consult the sheet "Transversal competences" to know how to identify and develop them.



## 9/DEFENDING YOUR THESIS: THE LAST SPRINT!

### 9.1 Approval of the thesis supervisor and the thesis committee

The PhD student may only submit and defend his/her thesis with the agreement of his/her thesis supervisor and his/her thesis committee. To do so, his/her work must be sufficiently advanced and meet the requirements and expectations agreed upon beforehand between the PhD student, the thesis supervisor and the thesis committee during the annual meetings. When the doctoral student is authorized to submit his/her thesis, his/her thesis supervisor and his/her thesis committee are responsible for empaneling the jury that will examine the doctoral thesis and question the doctoral student during the defense. The composition of this jury is governed by the university's internal regulations: it generally includes specialists from outside the university and internal researchers.

Another condition to be allowed to defend your thesis, which in most cases is a prerequisite, is to have completed your 60-credit doctoral training, validated by the thesis supervisor, the thesis committee and in some cases by the doctoral college or doctoral commission that you depend on within your university.

A third condition is to be enrolled in the doctoral program at the time of submission and defense of the thesis.

### 9.2 Submission of the thesis

The submission of the thesis follows a strict procedure, clearly defined in each university and in each faculty. Ask your thesis supervisor and your faculty secretary for more information. Moreover, in some cases, the submission of the thesis is only allowed on certain dates set in advance by the academic and faculty agendas of the university. If the "paper" submission is still valid, the submission on the institutional site of the university tends to become more and more widespread.

You should also know that a minimum period, usually one month, is imposed between the submission of the thesis and the defense. This period may be longer depending on your university's doctoral regulations.

### 9.3 Organization and conduct of the thesis defense

The thesis defense procedure differs from one university to another and even from one faculty to another. Again, you should check the internal conditions of your university. In some cases, the defense is in two stages: a private defense followed by a public defense. In other cases, only a public defense is required in the doctoral regulations.

As its name suggests, the private defense takes place in a restricted circle, in the presence of your jury only. This defense consists of a real scientific dialogue on your subject, an opportunity to receive in-depth feedback from specialists in your field who will carefully examine the fruit of your research and your ability to defend your choice of methods and your interpretation of the results. The success of a private defense usually conditions the holding of a public defense.

The public defense is open to the general public. Relatives, colleagues, students, members of the university, and even anyone interested in your subject are invited to come and listen to the presentation of your dissertation and to support you in this final stage of the doctoral program. If a private defense has already taken place, the public defense aims above all at exposing your work to an uninitiated public. The discussion with the jury will be limited to more general questions, focusing more on the possibilities of deepening your research than on details. Members of the public present, whether or not they hold a doctoral degree according to the rules, may also be invited to ask questions. If there is no private defense provided for in the doctoral regulations, the so-called "public" defense will allow you to ask both specific questions following the in-depth examination of your work, but also more general questions.

All defenses, whether public or private, are codified. The time for the presentation of results if required, the time devoted to questions from the jury and the deliberation time are the result of a strict procedure on which we advise you to find out precisely. Speak to your thesis supervisor, who will be best person able to guide you.

**Keep one important thing in mind: no one than you has a better command of your subject.**

**You are the best person to talk about your experience and results. So do not be shy and get started frankly!**



A defense is prepared in detail. It is not only a scientific exercise, but also a showcase for the transversal skills you have acquired during your doctoral studies: communication skills, synthesizing information, respecting time limits, popularizing your subject, self-criticism, stress management... In other words, prepare yourself as well as possible: repeat your presentation, time it and imagine, with the help of your thesis supervisor, the questions that the jury might ask you during the presentation.

Attending other thesis defenses also allows you to better master the process and decorum of the performance.

From an organizational point of view, it is most often up to the PhD student to take care of the logistical aspects of her or his thesis defense(s): choice and reservation of the premises, contact with the technical service if necessary, catering in case of reception after the defense.

As indicated previously (see Preparing for the PhD), a cotutelle (joined degree) generally gives rise to a single defense. A "pre-defense" can be organized at the other university. Cotutelle also leads to a double doctoral degree, either a joint degree or a degree from each university.

## 9.4 Diploma

The title of doctor is now awarded without mention.

### MANAGING STRESS AFTER THE THESIS

*Once the thesis has been defended, a fairly frequent phenomenon is the "blues" at the end of the thesis. This "thesis-blues" often manifests itself a few weeks or even months after the defense. You have spent several years on this project and your life during that time revolved around it. You also often gave all of yourself in the last few months, mobilizing all your energy and suddenly: nothing more! You need now new landmarks and you need to reorganize your life system and your energy. Some people decide to immediately start new projects (e.g. writing articles), others preferred to take a vacation, there's no quick fix. However, one thing is certain: don't just sit around a very long time. It is better to force yourself a little and take control of your life with the help of your loved ones.*

*Association ED3C of the Doctoral School Sciences and Health of the University of Picardie Jules Verne, Amiens - "[Guide du doctorant](#)" Amiens, 1999. (p.65)*





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- [3] Ibid.
- [4] Ibid.
- [5] Farkas Dora, *7 steps to ace your next committee meeting*, consulted on 15 May 2019 on the blog «Finish your thesis».
- [6] Ibid.
- [7] Conseil du doctorat de l'Université de Liège, *Pars en thèse : le guide du doctorat à l'Université de Liège*, Liège, September 2016 version.
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- [9] «Zen, restons zen»: *les conseils d'une psychologue aux doctorant.e.s enseignant.e.s en quête de sérénité*, accessed April 20, 2019, on the site of the Réseau inter-universitaire des doctorants enseignants.
- [10] Conseil du doctorat de l'Université de Liège, *Pars en thèse : le guide du doctorat à l'Université de Liège*, Liège, September 2016 version.
- [11] Doré Emilie, *Les relations avec son directeur de thèse : pourquoi est-ce (parfois) si difficile?* (Relations with one's supervisor: why is it (sometimes) so difficult?) consulted on the blog «Réussir sa thèse» on May 2, 2019.
- [12] Conseil du doctorat de l'Université de Liège, *Pars en thèse : le guide du doctorat à l'Université de Liège*, Liège, September 2016 version.
- [13] Ibid.

## INFORMATIONS & CONTACT

### UNamur, Euraxess Unit

euraxess@unamur.be,  
<https://www.unamur.be/en/research/euraxess>

### ULB, PhD Unit

doctorat@ulb.be, [www.ulb.be/doctorat](http://www.ulb.be/doctorat)

### UMons, Doctorate Unit

phd@umons.ac.be

### UCLouvain, PhD Unit

doctorat-adre@uclouvain.be

### ULiège, PhD Unit

doctorat@uliege.be, [www.recherche.uliege.be/doctorat](http://www.recherche.uliege.be/doctorat)

### USaint-Louis Brussels, Doctoral Unit

doctorat@usaintlouis.be and <https://www.usaintlouis.be/sl/2877.html>



The PhD@Work project aims to strengthen and enhance the transversal skills of researchers. It is an integrated and inter-university project which has several sub-objectives: to continue the effort already made to strengthen the transversal skills of PhD students and PhDs, in better adequacy with the needs of the socio-economic world; to promote these skills to recruiters in order to improve the employability of PhDs and to support innovation; to develop supports, tools and support for professional integration; and to organize communication and events aimed at PhD students and PhDs as well as academics and companies. The project leader is the ASBL Objectif Recherche and the partner universities are UMONS, UCLouvain, USaint-Louis Brussels, ULB, UNamur and ULiège.

The PhD Welcome Pack was written by UNamur in collaboration with the partners of the PhDs@Work project.