



HR Excellence in Research

Report of the UNamur Human Resources Strategy for Researchers (HRS4R)

This report represents the 5th stage of the implementation process of the “European Charter of rights for Researchers and the Code of Conduct” within the University of Namur. It compiles the results of the self-assessment achieved in December 2018.

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1. Organisational information

STAFF & STUDENTS (2018)	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	580
Of whom are international (i.e. foreign nationality)	125
Of whom are externally funded (i.e. for whom the organisation is host organisation)	111
Of whom are women	187
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	184
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	101
Of whom are stage R1 = in most organisations corresponding with doctoral level	295
Total number of students (if relevant)	6.511
Total number of staff (including management, administrative, teaching and research staff)	1.004
UNamur FUNDING (2017)	€
Total annual organisational budget	106.738.390
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	62.599.004
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	23.313.256
Annual funding from private, non-government sources, designated for research	2.603.334

Organisational profile

The University of Namur (UNamur) is the first higher education institution in the Namur region of Belgium. The University is anchored in the Namur educational landscape through close collaboration and association with Namur hospitals and university colleges. UNamur offers bachelor (22), master (35) and doctorate (12) programs in 6 faculties. Through the 11 transdisciplinary research institutes, researchers work on more than 800 applied and fundamental research projects. UNamur is successful in the following areas: nanotechnologies, life sciences, surface and materials physics and chemistry, information systems and information technology engineering, big data, regional economics, development economics and information, law and society.

2. Strengths and weaknesses of the current practice

2.1. Ethical and professional aspects

Since 2016, ethics and the researcher's commitment to society have been flagship projects of UNamur's policy, for example:

- The creation of an ethics committee in the social sciences and humanities,
- The revision of the procedure in the event of a breach of scientific integrity,
- Awareness-raising actions on ethics and technology transfer,

- The reorientation of the scientific mediation centre to include the human sciences,
- The organization of training courses in scientific mediation.

Among the progresses that will soon be put into effect, the online publication of regulations, important for researchers, is expected to be completed quickly in order for researchers to be aware of their responsibilities. A new Communication Administration (AdCom) has been created in December 2018, with the hiring of a new director. The restructuring of the department is underway. The communication plan for the actions carried out requires a structured and coherent reflection in relation to the target audience in order to increase the number of people informed. Thus, the actions provided within the previous action plan will be finalised by the communication and information carried out by AdCom.

Structural weaknesses (the change of the Director of the Human Resources Department - SRH- and the reorganisation of the department) have delayed the publication of contractual and legal information for researchers. The case has been well investigated despite the lack of human resources and will be finalised in 2019 thanks to the strengthening of the service. Indeed, since September 2019, a personnel member has been detached to the HR department to work on the HRS4R file.

Based on the requests of researchers, relayed by the Scientific Body Council to the Euraxess cell, UNamur has chosen to include in its priorities the study of the repartition of tasks (teaching, research, services to society and the community) for researchers both hired for the UNamur staff and for projects financed by external fundings.

The strong political will, as expressed in the Rectoral Policy Statement (DPR 2018-2021), support actions for non-discrimination, with the appointment of a gender contact person and the upcoming commitment of an additional person in charge of diversity. In order to close the actions undertaken with regard to gender, the feminisation of job titles will be the next task.

Another strong commitment from the DPR is the respect for each individual through the creation of a wellness unit, the commitment of a safety advisor and the support provided to the SIPPT (Service Interne de Prévention et de Protection du Travail).

The improvement of good research practices is based in particular on increasing laboratory security, the proper use of computer data (security and backup), support for security-in-charge people in laboratories and the creation of internal regulations common to all laboratories. These initiatives are strongly supported by UNamur's general policy and are among the priorities.

2.2. Recruitment and selection

The recruitment policy is directly mentioned in the DPR with a position taken by the UNamur Board of Directors as early as 2018. One of the nine axes of the DPR is directly dedicated to the OTM-R policy. The OTM-R checklist serves as a working basis for checking the progress of projects, with priority given to the revision of staff regulations and recruitment, for example: the implementation of an online recruitment platform, the revision of the vade mecum for recruitment and the Recruitment Charter. The clarification of the recruitment procedure is a

request from young researchers, based on individual interviews, in order to make the procedure fairer and more transparent.

Senior management has also taken the initiative to directly encourage researchers to advertise their job offers systematically on the Euraxess Jobs platform, which is already giving positive feedback. Recently, the university authorities approved the launch of a project to improve the organizational and structural management of human resources. The project was outsourced to a private consulting company. It examined in particular the current procedure for recruiting researchers and the improvement measures to be implemented in this context. A working group is in charge of instructing and identifying the improvement actions that will then be implemented.

As the HR department has been radically restructured by its new director, several actions announced have been delayed and are included in the future action plan, including the systematization of feedback procedures. Several cells within the department have been created, which has led to a reinforcement of the teams with commitments (additional HR assistants and a person dedicated to the application of OTM-R procedures for example). The implementation of a new human resource management software (HR4U) is however long and still incomplete. To overcome this weakness, recruitment committees can call on the HR department when interviewing candidates. Finally, the need to respect the State salary scales does not make it possible to offer stable career opportunities for post-doctoral candidates and to satisfy principle 21 of the Code. The size of the institution does not allow for regular recruitment due to few natural retirements.

2.3. Working conditions

As already mentioned in the context of good research practices, institutional policy is positioned for an even more favourable working environment in the future with the creation of a wellness unit, a survey on psycho-social risks and the engagement of a prevention advisor. Staff working conditions are indeed ongoing concerns, as shown by the series of actions put in place to promote a work-life balance with, for example:

- The recognition of part-time work for the academic staff,
- The increase of the university day-care capacity,
- The creation of a parent-baby meeting place,
- Negotiating a price reduction for baby products in pharmacies,
- The creation of a parenting brochure at UNamur.

Other projects carried out in the previous action plan are being finalised with the continuation of transversal competence training, communication on the skills of the employment unit for researchers and the feminization of job titles.

In order to assess the progress of the projects, a quality unit has been created with the recent commitment (December 2018) of a quality attaché. In view of the external constraints imposed by the Wallonia-Brussels Federation (WBF), the quality unit will focus first on the requested AEQES inquiry regarding the quality of education.

Actions for advocating the policy regarding intellectual property and the recognition of co-authors in scientific publications by the research administration are among the priorities in terms of communication to the scientific community.

Finally, the recognition of the different categories of researchers R1 to R4 is currently being discussed by the FWB Rectors' Council in order to propose a harmonious rule in FWB. These categories are already implemented internally for the UNamur statistics, but they are not yet formally included in the internal regulations.

2.4. Training and development

The training of staff, and not only of researchers, is a constant in the UNamur policy. This is exemplified by the implementation of an ever-expanding catalogue of HR training courses and the implementation of transversal competence training courses specifically dedicated to researchers. This catalogue, which exists since 2013, is constantly updated to meet the needs of researchers and their new demands. This continuous adaptation explains its flexibility and temporary nature since it is directly linked to the needs expressed by researchers each year on various occasions: round tables, individual interviews and surveys.

In order to facilitate administrative procedures for doctoral students and their supervisors, a doctoral student kit (currently being drafted) and a supervisor kit are planned. Despite several attempts to rethink the tasks of supervisors (training, coaching, round table), it is currently difficult to convince them to participate. The general context in FWB, linked to the Marcourt decree with new regulations on the functioning of universities, complicates the administrative work for everyone within the university. In addition, since the principle of academic freedom is very strong at UNamur, we are looking for new proposals through reflections in other FWB universities.

Unamur has a career development centre, through an employment unit that has been restructured in September 2018. Communication around its activities requires that the newly created AdCom takes charge of it.

3. Implementation

To ensure the implementation of the HRS4R and OTM-R process, a Euraxess cell has been set up in January 2012. This makes possible to effectively monitor and coordinate projects. In addition, a steering committee was created in 2012 with meetings at least twice a year.

The steering committee is responsible for proposing actions to be included, validating the HRS4R and OTM-R action plans and reporting to the Board of Directors. The steering committee is chaired by the Vice-Rector for Research and International Relations. The composition is as follows:

- 1st Vice-Rector in charge of Human Resources;
- Vice-Rector in charge of Education and Quality;
- Directors (Human Resources Services SRH, Research Administration ADRE);

- Representatives of the three bodies (academic, scientific and administrative);
- Person in charge of quality;
- Person in charge of hosting foreign researchers (Researcher's Helpdesk);
- Representatives of the Euraxess cell.

The involvement of the Euraxess cell in university life and the human size of the structure facilitate exchanges, which allows researchers to directly contact the Euraxess cell for their requests. In addition, the faculty councils collaborate with the councils of the scientific and academic bodies whose representatives sit on the steering committee. Depending on the projects, working groups are created, reports and information are centralised by the Euraxess unit. Finally, many events are organised throughout the year to allow researchers to express themselves (round tables, workshops, individual meetings) and to explain the implementation of the HRS4R process (newsletter, annual events on Euraxess).

The new rectoral policy (DPR 2018-2021), presented in September 2018 to the university community, includes the HRS4R action plan transversely in each of its guidelines. Integration is facilitated by the strong representation of the institution's authorities on the steering committee. The emphasis is on the development of a strong HR policy that allows the implementation of the OTM-R strategy.

3.1. How will the implementation committee and/or steering group regularly oversee progress?

Progress is presented to the steering committee, which meets at least twice a year, by a representative of the Euraxess unit. The follow-up of the actions is carried out by the Euraxess unit. Indeed, a person on a part-time basis is dedicated to monitoring and coordinating the actions of the action plan. This person is responsible for initiating projects, monitoring their progress and gathering the necessary information to judge the progress of the project. An internal project management tool is used to monitor progress in terms of time (meeting deadlines) and indicators to be achieved.

3.2. How do you intend to involve the research community, your main stakeholders, in the implementation process?

Researchers are invited to the steering committee through their representatives from the academic and scientific communities. These two representatives act as a link with the councils of both bodies and thus ensure the transmission of requests and projects from both councils.

In addition, the Euraxess unit actively participates in UNamur events and regularly attends information meetings. Through the network set up, researchers can easily contact the Euraxess unit and send in their requests. Monthly round tables allow researchers to freely express their opinions.

Finally, researchers are invited to take part in the reflection of the HRS4R action plan during an annual event that provides information, raises awareness and thus involves the attending researchers.

3.3. How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

The participation of three vice-rectors in the steering committee (half of the rectoral council) allows HRS4R actions to be integrated into the institutional strategy. Thus, the 2018-2021 rectoral policy statement includes actions that directly contribute to the compliance with the European Charter for Researchers and the Code for the Recruitment of Researchers, such as:

- Knowledge and technology transfer;
- Strengthening international collaborations in teaching and research;
- Strengthening the quality approach;
- Development of innovative pedagogy through teacher training;
- Improving the integration of foreign students (doctoral students in particular);
- Standardization of procedures for recruiting scientific staff;
- Revision of the Recruitment Charter in order to establish a coherent and structured OTM-R policy.

The future human resources strategy is directly linked to the OTM-R action plan, which is developed by the 1st Vice-Rector in charge of HR and by the HR Director in consultation with his collaborators.

3.4. How will you ensure that the proposed actions are implemented?

Actions are considered completed when the indicators defined in advance are reached. This may be a training, a report or a number of participants to be reached.

When the event is held, the Euraxess unit perpetuates it by including it in the annual catalogue of a department: general training for the HR department and training for researchers for the research administration department, annual official communication, staff orientation day.

In the case of a report, the Euraxess unit establishes a watch to ensure the continuity of the project (think tank, survey, evaluation report) and ensure the use of the data collected (addition to the institutional policy, creation of a working group, official mandate for an administrative service).

Finally, short actions such as the translation of doctoral regulation are monitored to ensure that future updated versions of the regulations are also translated.

3.5. How will you monitor progress (timeline)?

Please, refer to 3.1. How will the implementation committee and/or steering group regularly oversee progress?

3.6. How will you measure progress (indicators) in view of the next assessment?

Please, refer to 3.1. How will the implementation committee and/or steering group regularly oversee progress?

4. Actions

4.1. Implementation of the OTM-R strategy

Following the self-assessment report of the HRS4R Action Plan (2013-2016) submitted by the University of Namur, the European Commission issued recommendations inviting UNamur in particular to further develop its recruitment policy for researchers based on the OTM-R principles.

The recruitment of researchers at UNamur is mainly organized into two categories of staff members: academics and scientists. The recruitment procedures for academics are set out in the "Statutes" of the staff in this category. As for scientific staff, two types of researchers are recruited: either scientists on managerial posts (assistants) or scientists on external funding. The recruitment procedure is different for these two types of researchers and needs to be improved with regard to the OTM-R principles. The actions defined in the new action plan are intended to implement these improvements. UNamur recruits its researchers both internally and externally.

Some members of the administrative services may also be recruited for specific research management positions. They are part of a third category of staff, administrative, technical or management staff.

Driven by its values of excellence in each of its missions, including research, the new current authorities of the University of Namur want to strengthen the attractiveness and welcome of both national and international researchers. Thus, the recruitment of researchers, which is intended to be open, transparent and based on the merit of candidates, has become one of the University's strategic priorities.

In 2017, UNamur adopted the "OTM-R toolbox" proposed by the European Commission. The "OTM-R Gap analysis", which systematically includes the 23 questions of the checklist, was carried out by the Euraxess Unit. The analysis of the institutional policy on the recruitment of researchers and the identification of gaps to be filled in order to comply with the OTM-R principles made it possible to identify actions to be implemented to improve the recruitment practices of researchers within UNamur.

Thus, the "OTM-R Gap analysis" was followed, in August 2017, by the drafting of the OTM-R Action Plan. The "OTM-R Gap analysis" and the "OTM-R Action Plan" were validated by the UNamur Board of Directors on January 25, 2019. Today, the actions of the HRS4R and OTM-R plans significantly cross all of UNamur's strategic priorities, supported by the new rectoral team.

The human resources policy developed by the 1st Vice-Rector in charge of Personnel, in close collaboration with the Human Resources Department, made it possible to highlight the priority actions of the OTM-R (2019-2021) Action Plan. These priority actions are fully in line with UNamur's HR strategy and meet the objectives of the guidelines of the Regional Policy

Statement (2017-2021). Taking advantage of the current revision of the statutes of the three categories of staff, the priority actions to be carried out (2019-2021) are as follows:

- Revision of the procedure for recruiting scientific staff to bring it into line with OTM-R principles;
- Revision of the current UNamur Recruitment Charter and drafting of a new Recruitment Charter, common to all three categories of staff, incorporating the new procedure for recruiting scientific staff;
- Update of the Vade-Mecum of recruitment at UNamur;
- Implementation of an e-recruitment platform;
- Systematic publication of all job offers on the Euraxess-Jobs platform.

These various actions are fully included in the HRS4R Action Plan. Other additional actions are included in the "OTM-R Action Plan" (2019-2021).

The University of Namur recognizes that research entities must be able to recruit researchers in the most efficient way. Thus, it strives to apply strict recruitment and selection rules. However, derogations should be allowed in certain specific cases, in particular to retain, extend or reintegrate researchers who have already carried out their activities within UNamur. The derogation process is intended to be clear, transparent, justified and non-discriminatory.

List of abbreviations used in the 2019-2021 action plan:

1VR : 1st Vice-Rector in charge of Personnel

AdCom : Administration of Communication

ADEN : Administration of Education

ADRE : Administration of Research

DET : Education and Technology Department

PUNCH : Namur University Pedagogy in Change

SAT : Audiovisuel and Transmedia Service

SFIN : Financial service

SIPPT : Internal Service for Prevention and Protection of Work

SIU : University IT Department

SPS : Strategic Policy Department

SRH : Human Resource Department

SRI : International Relation Service

ST : Technical services

VRE/VRQ : Vice-Rector in charge of Education and Quality

VRR : Vice-Rector for Research and International Relations

4.2. Action plan 2016-2019

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Ethics : - Establishment of an ethics committee in the social sciences and humanities, - Review of the procedure in the event of a breach of scientific integrity, - Communication to UNamur members, - Synthesis document (French and English) for new academics.	2	2018	VRR	Ethics Committee, procedure, email, summary document, training
Revision of the doctoral regulations and translation into English.	3, 4	2015-2018	VRR	Revised doctoral regulations in French and English
Online publication of the government scales	5, 15, 26	2016	SRH	Number of people using the service
Setting up a document sharing and synchronization service	7	2017	SIU	Accès au service
Hiring of two people: a Chief Privacy and Data Protection Officer (GDPR) and an Information Systems Security Officer (CISO)	7, 23	2018	Rector's Service	Hiring
Radiation protection training for the radiation protection advisor	7	2017-2018	SIPPT	Radiation protection advisor trained
Increase in the working time of the biosafety advisor (half-time to full-time)	7	2018	SIPPT	Working time
Participation to the Pôle Académique de Namur (a group of higher education institutions in the Namur region) and association with two hospitals)	8	2016	Rector's Service	Creation of the consortium
Creation of 11 research institutes	8	2017	VRR	Research institutes
Hiring of a quality manager	23	2018	VRQ	Hiring
Creation of an IT governance group	23	2018	SIU	IT gouvernance group

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Improvements in working conditions: - Recognition of part-time work for the academic staff, - Increase in the number of places in the nursery, - Creation of a parent-baby meeting place, - Negotiating a price reduction for baby products in pharmacies, - Creation of a parenting brochure.	24	2017	1VR	Parenting brochure. Advantages for parents. Parent-baby meeting place. Number of places in nursery.
Stabilization (CDD to CDI) for research logisticians associated with technology platforms	25	2016-2017	VRR	Permanent contracts
Appointment of a gender contact person	27	2018	VRQ	Hiring
Setting up the employment unit and the career development center	28	2016	SPS	Number of formations and career platform
Improving communication in the international relations department: - Updating of the website, - Improved communication with the foreign researcher support service, - Communication of offers by newsletter, - Communication to the academic staff.	29	2018	VRR	Website. Newsletter. Mail
Support for cooperation projects with the South	29	2018	SRI	Number of projects with the South
Implementation of a job offer management platform	30	2017	SPS	Job offer management platform
Addition of an intellectual property training course to the doctoral student training catalogue	31	2018	SPS	Doctoral training catalogue
Creation of the co-author charter and revision of the recommendations. Communication email to UNamur	32	2018	VRR	Co-author Charter. Communication email.

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Hiring of three pedagogical advisors	33	2018	PUNCH	Hiring
Renewal and communication on confidence persons	34	2017	Rector's Service	SIPPT website
Hiring of a prevention advisor	7, 34	2018	1VR	Hiring
Continuing biosafety training for researchers	39, 7	2018	SIPPT	Number of participants

4.3. Action plan 2019-2021

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Ethics training	2	T3 2019	ADRE	Number of people trained
Integration of minimum ethical rules into the common rules of procedure of laboratories	2	T2 2020	SIPPT	Ratio of harmonised rules of procedure
Formalization of the reporting relationship between the Director of the SIPPT and the Animal Well-being Officer	2	T3 2019	SIPPT	Organigram
Writing of the Anti-Plagiarism Charter	3	T3 2020	ADRE	Anti-Plagiarism Charter
Restart of the information campaign on plagiarism	3	T1 2021	AdCom	Number of people reached
Anti-plagiarism training	3	T4 2019	ADRE	Number of people trained
Integration of intellectual property regulations into documents provided to new foreign researchers	3	T1 2019	SRH	Ratio of documents submitted to the number of new foreign researchers
Purchase of a plagiarism detection software	3	T1 2019	VRE	Percentage of utilisation
Continuation of the inventory on the division of tasks for researchers outside the executive assistant	4, 33	T4 2020	Scientific Body Council	Summary for each contract and tags
Publication of contractual and legal information (training and working conditions) for posting on the intranet and website	5, 12	T2 2019	SRH	Complete internal and external sites
Improved management of accounting management policies and training every two years for staff	6	T2 2019	SFIN	Number of projects monitored. Number of participants in the training
Ensure the sustainability of open access training in the training catalogue	6	T3 2019	ADRE	Annual training
Accounting management training	6	T4 2019	SFIN	Number of participants
Setting up a data backup system	7	T2 2019	SIU	Storage available per person

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Campus security (laboratories and animal house)	7	T2 2020	ST	Number of laboratories equipped
Creation of internal rules of procedure common to all laboratories	7	T4 2020	SIPPT	Internal regulations
Support and training for internal security relays in laboratories	7	T4 2019	SIPPT	Number of participants
Implementation of a medical monitoring process	7	T2 2020	SIPPT	Medical follow-up process
Continuation of the risk analysis program in laboratories	7, 23	T3 2019	SIPPT	Risk Analysis Program
Implementation of quality procedures in the administration	8, 23	T1 2020	VRQ	Ratio of quality procedures implemented in the administration
Centralisation of scientific outreach actions at the level of the new Communication Department	9	T4 2019	AdCom	Number of people participating in the actions
Audio portraits of researchers	9	T3 2019	SAT	Number of portraits
Recruitment of a person in charge of diversity at 40%	10, 27	T2 2019	1VR	Hiring of staff
Feminization of function titles	10, 27	T3 2019	1VR	Document on feminised job titles
Revision of the Recruitment Charter	10, 12	T1 2020	1VR	Recruitment Charter
Setting up an evaluation of research institutes	11	T2 2021	VRR	Evaluation criteria defined
Formative evaluation of staff	11	T4 2021	1VR	Personnel evaluation grid
Revision of the promotion of scientific staff (statutes)	11, 15	T4 2021	1VR	Statutes of scientific staff
Definition of an OTM-R institutional policy	12	T1 2019	1VR	OTM-R institutional policy
Communication on formalized recruitment procedures	12	T2 2019	AdCom	Communication supports
Revision of the statutes of scientific and academic staff	12	T4 2021	1VR	Revised statutes for scientific and academic staff
Writing provisions for the hiring of new academics	12	T4 2019	1VR	Document for the hiring of academics

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Implementation of a procedure for posting job offers on Euraxess Jobs and UNamur Jobs	12	T2 2019	SRH	Display procedure and number of displays
Review of the recruitment handbook	13, 16	T4 2021	1VR	Recruitment handbook revised
Implementation of an e-recruitment platform	13	T3 2020	SRH	e-recruitment platform
English translation of the research administration department website for researchers	13	T4 2021	ADRE	Link to the website in English
Posting of job offers in the research sector in English on UNamur Jobs	13	T2 2019	SRH	Link to the UNamur Jobs website
Introduction of the automatic feedback mechanism from interviews to candidates (on request) and on the recruitment procedure	14	T3 2019	SRH	Archiving of interview files and information procedure
Information on contract renewals	15	T3 2019	SRH	Number of people informed
Creation of job offer templates that comply with OTM-R standards	16	T2 2019	SRH	Templates of job offers. Information materials distributed to staff
Use of researcher categories R1 to R4	22	T2 2021	SRH	Use of categories of researchers in official documents (statistics, statutes)
Follow-up of the evaluation of teaching	23	T3 2019	VRQ	Quality processes for each department
Investigation of psycho-social risks	24	T4 2019	1VR	Survey report
Hiring of a prevention advisor	24, 34	T4 2019	1VR	Hiring
Feasibility study on teleworking	24	T2 2020	SRH	Report on the feasibility of teleworking

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Publication of the rules for calculating seniority on the external site	26	T2 2019	SRH	Link to the external website
Improvement of the gender balance in commissions (recruitment, evaluation and appointment) and decision-making bodies. Consideration of interruptions (illness, maternity, paternity, adoption).	27	T4 2020	1VR	Ratio of men to women in commissions
Participation in cross-border job fairs (France, Wallonia, Flanders)	28	T4 2020	Euraxess unit	Number of participants
Establishment of a catalogue of permanent transversal competence training courses.	28, 38	T3 2019	Euraxess unit	Number of doctoral students participating
Information campaign for the Erasmus programme for staff	29	T2 2019	AdCom	Number of participants. Number of files submitted
Hiring of an accountant to process research projects in collaboration with universities in the South	29	T2 2019	SFIN	Number of ARES-CCD projects submitted
Information on the employment unit and career management services of the career development center	30, 39	T2 2019	AdCom	Number of job offers and events published. Ratio of candidates per offer and number of people received
Development of a building for innovative pedagogies	33	T4 2019	PUNCH	Percentage of building occupancy
Communication on the missions, roles and confidentiality obligation of confidence persons	34, 36	T3 2019	AdCom	Communication email
Increase in the awareness among decision-making bodies (institutes, doctoral guidance committees) to include a representative of researchers	35	T3 2019	VRR	Rate of organs in which researchers are included
Communication on the Doctoral Student Kit	36	T1 2020	AdCom	Communication media
Realization of the Promoter Kit	36, 37	T2 2021	Euraxess unit	Promoter Kit

Actions	Charter principle(s)	Time	Responsible unit	Indicators
Bilingualism of official letters and emails from the Rectorate and the ADRE	37	T4 2020	AdCom	Ratio of letters and emails received in English
Implementation of an information session on the rights and duties of thesis supervisors	37	T3 2019	VRR	Number of participating promoters
Implementation of HR training for team leaders	37, 38	T1 2021	SRH	Catalogue of HR training courses specific to team leaders
Formalization of thesis management appointments for young researchers	38	T4 2019	Euraxess unit	Number of people received in appointments
Implementation of training in pedagogy	38	T3 2019	PUNCH	Number of training courses. Number of participants
Evaluation of the assistant teaching abilities and training needs	38	T3 2019	DET	Report of identified training needs