

1. What's the EURAXESS project?

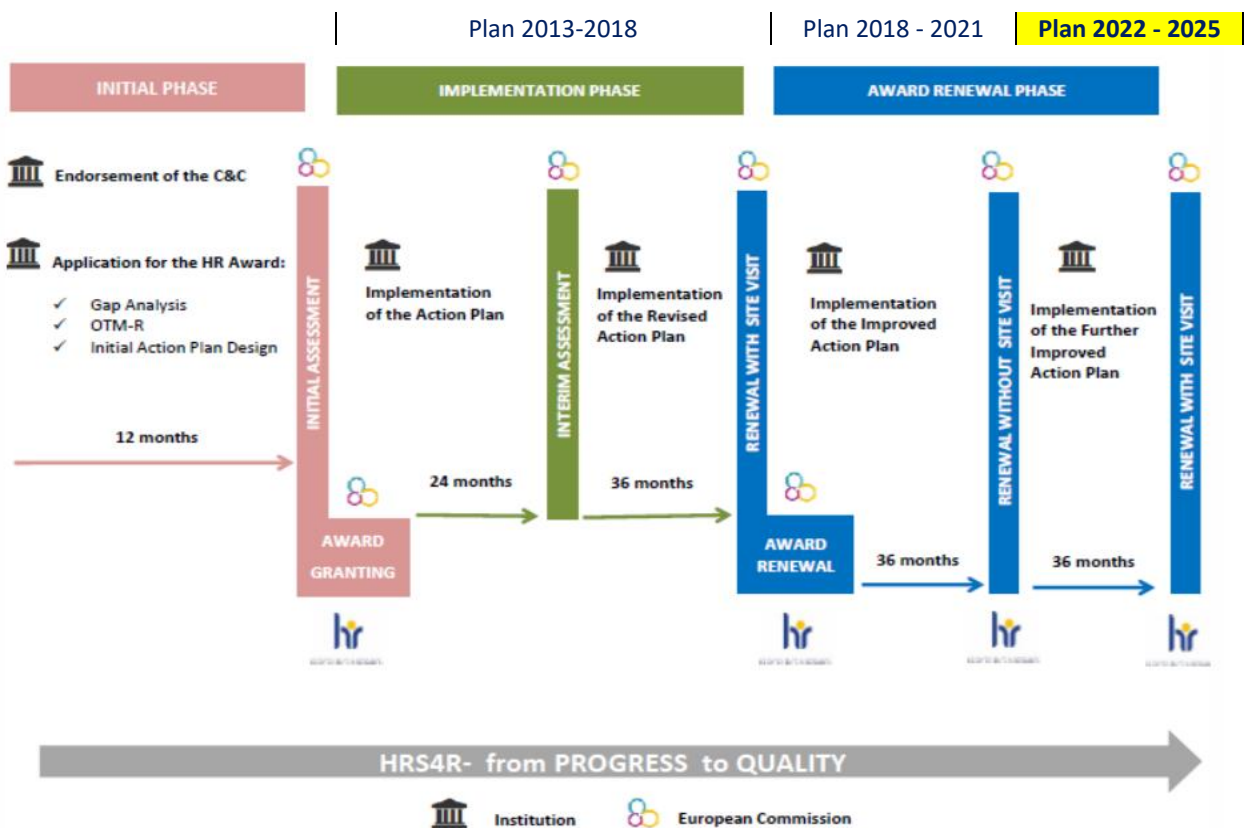
The HRS4R label is awarded by the European Commission to institutions committed to the implementation of the forty principles of the "[European Charter for Researchers](#) and [the Code of Conduct for the Recruitment of Researchers](#)". This Charter aims to attract talent, promote scientific careers and make the European Research Area more attractive by improving working conditions for researchers worldwide.

In order to obtain or renew the label, Universities have to present an action plan every 36 months. This year, ULB has to present the action plan **2022-2025** to renew the label. The results will be provided by the EC in four weeks time.

2. What the EU expects to renew the HR Excellence Award

1. An internal review of the HRS4R process including the 2018-2021 actions and their results
2. The new 2022-2025 action plan
3. An analysis of the Open, transparent, merit-based recruitment policy at ULB. The template called OTM-R was provided by the EC. At ULB this is available [here](#).

3. Project's lifetime



4. How to read the action plan?

1. The HRS4R project has been running since 2013. There has been two previous plans: 2013-2018 and 2018 -2021 before the one below.
2. The new action plan 2022-2025 is composed by new actions and actions from the previous plans.
 - The action plan 2018 -2021 has some actions that are still in **progress (started)/continuous (implemented but in need of monitoring)**, hence, they have been added to the new plan.
 - The action plan 2018-2021 has some actions that are implemented but that have been **extended** in their scope, hence, they have been added to the new plan
3. The numbering of the 'old' actions has been kept. The new actions start counting at 85 as the previous plan last action was 84.
4. There are a total of 41 new actions and 16 of the previous plan



5. Action Plan 2022-2025

	Action plan 2022-2025	Current Status	Timing	Responsible Unit	Indicators
Communication					
50.	Preparation and implementation of a communication plan aimed at improving the visibility of the HRS4R action plan and the EURAXESS initiatives within the University.	Plan 2018-2021	Extended 2 semester 2024	Research Administration Department	<ul style="list-style-type: none"> • Organisation of a kick-off event for the action plan 2022-2025 • At least one publication/year in the ULB internal newsletter • HRS4R presented at Welcome Days • Communication of on-going HRS4R status for the ULB EURAXESS webpage • Number of links on the University website to EURAXESS pages
44.	Expanded online website in English, particularly where information on careers is concerned: after listing all pages available, drawing up of a list of pages to be translated, including planned schedule	Plan 2018-2021	Extended 2 semester 2024	International Relations Department Human Resources Department	<ul style="list-style-type: none"> • Planning validated by relevant authorities • Number of translated documents according to planning
45.	Translation into English and online version of main documents including general information and regulations, particularly at the level of the Human Resources Department: after listing all documents available, drawing up of a list of documents to be translated, including planned schedule	Plan 2018-2021	Extended 2 semester 2024	International Relations Department Human Resources Department	<ul style="list-style-type: none"> • Planning validated by relevant authorities • Number of translated documents according to planning



58.	Communication about the revised University 'Coordinated regulatory text regarding the scientific and academic staff' and monitoring of its enforcement within each faculty	Plan 2018-2021	Continuous	Human Resources Department	<ul style="list-style-type: none"> • Number of communication actions when a new version of the Coordinated Text is approved by relevant bodies • Number of online consultations of the Coordinated Text when a new version is approved by relevant bodies • Report on enforcement
85.	Promote and improve biligual FR/EN institutional mailing communication	New Action	2 semester 2025	International Relations Department	<ul style="list-style-type: none"> • Number of bilingual institutional mails sent to University
Mobility of researchers					
86.	Enhance mobility of researchers, academics and staff, including virtual mobility, to set up collaborations for EU project submission, sharing good practises and promote learning opportunities based on ULB University Alliance	New Action	1 semester 2024	Research Administration Department	<ul style="list-style-type: none"> •Number of mobile researchers/academics/staff •Number of mobility initiatives such as Infodays, collaboration calls and platforms, etc.
87.	Revision of the communication strategy about mobility opportunities on ULB website and intranet to ease access to information, including coordination between the departments.	New Action	1 semester 2023	Research Administration Department International Relations Department	<ul style="list-style-type: none"> • Number of mobility opportunities included in the webpage • Number of meetings of working group • Number of interdepartmental trainings
88.	Benchmark of existing funds for short-term mobility in particular for networking and learning activities at Faculties and central administration and analysis of possible gaps to be addressed	New Action	2 semester 2023	Research Administration Department International Relations Department	<ul style="list-style-type: none"> • Compilation of mobility opportunities and usage statistics summary • Analysis of possible gaps and recommendations



89.	Analysis of existing funds for translation, publication and communication of research to enhance ULB international visibility of research projects	New Action	2 semester 2023	Research Administration Department International Relations Department	<ul style="list-style-type: none"> • Compilation of funds and usage statistics summary • Analysis of possible gaps and recommendations
90.	Analysis with the Welcome Desk on actions to implement with the aim to increase the mobility of researchers with family	New Action	1 semester 2024	International Welcome Desk Research Administration Department	<ul style="list-style-type: none"> • Needs analysis of researchers • Analysis of initiatives at European level • Feasibility study of initiatives to implement at ULB level

Training and career development of researchers

62.	Improve the coordination and presentation of all the existing transferable skills training sessions within the ULB EURAXESS Career Development Centre for researchers	Plan 2018-2021	Extended 2 semester 2024	EURAXESS Career Development Centre for researchers	<ul style="list-style-type: none"> • Availability of training offer in a centralised online catalogue • Number of views of the catalogue • Availability of the training in the external page of ULB for upcoming researchers • Launch of the new newsletter/month about training offer • Organisation of one coordination meeting a year • Number of researchers attending transferable skills training a year
63.	Implementation of a professional development programme for newly hired academic staff, reaching at least 33% of them	Plan 2018-2021	Continuous	EURAXESS Career Development Centre for researchers	<ul style="list-style-type: none"> • Detailed career development programme • Number of participants • Results of evaluation by participants



64.	Implementation of a mentoring programme for newly hired academics, reaching at least 33% of them (pilot-project + evaluation)	Plan 2018-2021	Continuous	EURAXESS Career Development Centre for researchers	<ul style="list-style-type: none"> • Number of participants • Results of evaluation by participants
68.	Development and implementation of a career development and training programme for post-doctoral researchers combined with the creation of an online platform that (a) enables each fellow to keep track of his/her individual career development plan and (b) that allows them to enrol for trainings of their interest.	Plan 2018-2021	Continuous	EURAXESS Career Development Centre for researchers	<ul style="list-style-type: none"> • Infographic after each IF@ULB cohort that contains a key numbers (e.g. number of trainings followed, number of modules that were included in the individual career development plan, popularity and evaluation for each training/event).
65.	Reflection about regular follow-up of the professional development of academic staff	Plan 2018-2021	In progress	VR Academic Policy	<ul style="list-style-type: none"> • Corresponding recommendations, approved by relevant bodies
91.	Reactivation of the communication network of ULB faculties and departments with the aim to coordinate a targeted strategy to increase visibility of training for early-stage researchers, post-docs, etc	New Action	2 semester 2023	EURAXESS Career Development Centre for researchers	<ul style="list-style-type: none"> • List of engaged contact points • Number of coordination meetings • Number of communication/publication activities
92.	Development of a learning management system tool to improve: <ul style="list-style-type: none"> a) visibility b) quality assurance c) needs analysis and skills management d) personalised training plans e) creation of a learning community 	New Action	2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of users • Number training sessions • Launch of the tool • Number of individual training plans • Number of registration for training • Number of submitted evaluations to assess quality of trainings



93.	Set up of a new training programme on team management and leadership for researchers and administrative staff	New Action	2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of participants • Number training sessions • Number of registration for training • Number of submitted evaluations to assess quality of trainings
94.	Set up a pilot coaching programme on skills and career development for researchers and administrative staff on-external funding	New Action	2 semester 2023	Human Resources Department	<ul style="list-style-type: none"> • Number of participants • Number of submitted evaluations to assess quality of trainings • Evaluation report
95.	Mentoring actions for career development in and out of academia, during the second half of the PhD and/or during the postdoc	New Action	2 semester 2023	Research Administration Department	<ul style="list-style-type: none"> • Launching of the mentorship programs • Number of inscriptions • Number of matchmakings • Number of submitted quality assessment
96.	Reflection on improvement of PhD path and set of recommendations for the Authorities	New Action	1 semester 2024	Research Administration Department	<ul style="list-style-type: none"> • Needs analysis via focus groups for PhD candidates and PhD supervisors • Results presented to the Research Council • Action plan development according to results and recommendations • Approval of recommendations and action plan by Research Council and Academic Council
97.	Development of introductory training sessions on research ethics and integrity and follow-up modules to discuss its relevance for day-to-day scientific activities	New Action	2 semester 2022	Research Administration Department Integrity Council Ethic Committees	<ul style="list-style-type: none"> • Number of trainings • Number of participants • Percentage of positive evaluations



98.	Develop innovative solutions for researchers in the field via ULB NGO: creation of good practises sharing system, intercultural training, tools for multidisciplinary research and support for publication dissemination	New Action	2 semester 2024	ULB NGO	<ul style="list-style-type: none"> • Creation of an interdisciplinary and multi-stakeholder exchange space • % of innovative practises collected and systematised • Researchers taking into account the recommendations • Support provided for researchers in the field, i.e. training, toolkit, etc.
99.	Reflection on how to increase the pool of trainers for ULB that includes actors from in and out academia	New Action	2 semester 2024	Life-long learning Department Research Administration Department	<ul style="list-style-type: none"> • Creation of the working group and appointment of members • Number of meetings • Number of activities/projects launched • Number of new trainers engaged
Human Resources					
56.	<p>Improving the welcoming procedure (events) for newly hired researchers in order to increase by 25% the number of participants</p> <p>56.1 Reflection on the welcome practises with the Authorities to develop an integration/welcoming path</p> <p>56.2 Creation of an on-boarding service for the welcoming of staff and researchers</p>	Plan 2018 -2021	Extended 1 semester 2023	Human Resources Department Department Transversal Strategy Strategy Support	<ul style="list-style-type: none"> • Number of participants in the welcome sessions • Launch of tools to improve better welcoming at department/unit level • Relevant meetings/trainings to improve welcoming • Website updates to access information



100.	Informal networking activities development through the Welcome Desk, PhD and post-doc society, which supports integration, but also collaboration among researchers, units, department and faculties.	New Action	1 semester 2023	International Welcome Desk Research Administration Department	<ul style="list-style-type: none"> • Number of meetings/events of these type • Number of registrations
11.	Thanks to the implementation of an e-recruitment tool, providing personalised information to all applicants according to their profile (full details of criteria and selection procedures, legal information such as salary scales, rules regarding seniority and qualifications, promotion criteria...)	Plan 2018 -2021	In progress 2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • % of applicants who get the personalised information • Number of applicants using the e-recruitment tool instead of the former system
51.	Improving the communication/ advertisement about the EURAXESS Jobs website in order to increase the number of publications	Plan 2018 -2021	Continuous	Human Resources Department	<ul style="list-style-type: none"> • At least 1 publication/year in the ULB internal newsletter • Number of publications on EURAXESS Jobs
52.	Development of an e-recruitment tool for the recruitment of academic and scientific staff paid by the ULB budget in order to facilitate the process for the applicants and the administration	Plan 2018 -2021	In progress 2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of applicants using the e-recruitment tool instead of the former system
53.	Thanks to the implementation of an e-recruitment tool, communication of career opportunities to all applicants for an academic position via the relevant channels	Plan 2018 -2021	In progress 2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of online consultations of the brochure
54.	Based on the implementation of an e-recruitment tool, assesment of best communication channels of main funding schemes and mechanisms applicable to ULB researchers	Plan 2018 -2021	In progress 2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of online consultations of the brochure



101.	Development of a set of well-being initiatives for academics, researchers and administrative personnel.	New Action	1 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of trainings on well being • Publication of good practises in ULB webpage • Launch of a survey on the utility of the good practises and further recommendations • Publication of Charter
102.	Development of internal mechanisms in order to support researchers who might be exposed to difficult situations in the course of their research (i.e. violence, conflict, psychological distress, etc.)	New Action	1 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of coaching sessions • Number of registrations
103.	Network developed by the Finance Department in each Faculty to allow flow of information on research accounts, good financial management, available financial tools, etc	New Action	2 semester 2022	Finance Department	<ul style="list-style-type: none"> • Number of person demanding information • Number of persons reached through communication strategy
104.	Development of tools for researchers to support them in their collaboration with external partners beyond technological platforms and intellectual property, based on marketing, financial and contractual and negotiation advise, etc.	New Action	1 semester 2024	Research Department	<ul style="list-style-type: none"> • Number of contracts signed • Amount of funds acquisition • Number of accompaniment performed • Number of tools available
105.	Make available the English version of the Guide for supervisors, which aims to support researchers in the administrative management of their projects	New Action	1 semester 2024	Research Administration Department	<ul style="list-style-type: none"> • Launch of the supervisors guide • Number of consultations • Number of communication activities for guide promotion

Gender and Diversity



106.	Follow up on actions and integration of research in the new Diversity Plan 2.0	New Action	1 semester 2024	Gender and Diversity Advisor Authorities	<ul style="list-style-type: none"> • Approval of Diversity Plan 2.0 by relevant bodies • Creation of a set of indicators to be used during the implementation of the action plan
107.	Follow up on actions initiated within the CALIPER project, Gender Equality Plan in STEM, to provide further continuation for the whole University	New Action	2 semester 2023	Gender and Diversity Advisor Authorities ULB CALIPER team	<ul style="list-style-type: none"> • Number of meetings • Drafting of working document for recommendations for Authorities"
108.	Toolkit to attract more female candidates to STEM positions	New Action	1 semester 2022	Gender and Diversity Advisor Authorities ULB CALIPER team	<ul style="list-style-type: none"> • Production of toolkit: yes/no. • Dissemination of toolkit among STEM recruitment and selection committees • Number of female applications for STEM academic positions
109.	Dissemination of guideline on the inclusion of the sex/gender dimension in research	New Action	1 semester 2023	Gender and Diversity Advisor Authorities ULB CALIPER team	<ul style="list-style-type: none"> • Existent guidelines identified • Selection criteria defined • Guideline published in institutional websites and social media
110.	Dissemination of guide on gender-sensitive teaching	New Action	1 semester 2022	Gender and Diversity Advisor Authorities ULB CALIPER team	<ul style="list-style-type: none"> • Production of guideline • Publication of guideline in institutional website • Guide presented in the respective STEM Faculty councils



111.	Good practises and initiatives sharing through the ULB European University Alliance to promote Gender Equality in academic/scientific careers at European level	New Action	1 semester 2023	Gender and Diversity Advisor ULB CALIPER team ULB RIS4CIVIS team	<ul style="list-style-type: none"> • Number of follow-up meetings on gender • Number of good practises shared • Number of collaborations created"
Open Science					
40.	Definition of Next Cloud services for data storage	Plan 2018-2021	In progress 2 semester 2022	Department Informatic Service Libraries Department	<ul style="list-style-type: none"> • Approval of first line of support • Name a working group to support the system • Development of a second back-up copy of data in a separate site • Up and running system for data storage
112.	Nominate an OS academic leader and a supporting OS working group for the coordination	New Action	1 semester 2022	Research Vice Rector	<ul style="list-style-type: none"> • Appointment of academic leader • Creation of the coordination working group • Number of meetings
113.	Develop an institutional Open Science strategy	New Action	2 semester 2023	Research Vice Rector Open Science working group	<ul style="list-style-type: none"> • Working group created • Open science strategy approved by Research Council and Academic Board"
114.	Create a single access point providing information about Open Science at ULB to increase the visibility of OS and link to relevant guidance, services, tools and trainings available for researchers.	New Action	2 semester 2023	Open Science working group International Relations Department	<ul style="list-style-type: none"> • Launching of the single access point • Number of information topics/services/tools provided



115.	Support and promote non commercial scholar-led Open Access publishing initiatives (journals and books) and infrastructures for scholarly communication.	New Action	2 semester 2023	Documentary Information Council Libraries Department	<ul style="list-style-type: none"> • List of eligibility criteria dedicated budget created • List of potential candidate OA initiatives to support • Number of initiatives supported web site promoting OA initiatives supported by ULB • Communication to the ULB community
116.	Improve the usability of the ULB institutional repository deposit interface	New Action	2 semester 2024	Libraries Department	<ul style="list-style-type: none"> • Assessment of the current interface • Assessment of the new interface • Number of visits to the repository
117.	Provide peer-to-peer support for the development of best practices in RDM	New Action	2 semester 2023	Research Administration Department	<ul style="list-style-type: none"> • Number of Data Ambassadors • Number of activities for RDM support by Data Ambassadors • Virtual forum operational for Data Ambassadors
118.	Set up an RDM training programme with theoretical and practical sessions on different aspects of RDM and FAIR principles	New Action	2 semester 2023	Research Administration Department	<ul style="list-style-type: none"> • Number of trainings • Number of participants • Evaluation assessment from participants
119.	Proof of concept for an institutional data repository aligned with the FAIR principles	New Action	1 semester 2025	Research Administration Department Libraries Department	<ul style="list-style-type: none"> • Pilot data repository implemented • Number of testers



120.	Provide a general ELN for the ULB, promote and develop guidance on the use Electronic Lab Notebook	New Action	1 semester 2022	Research Administration Department Libraries Department	<ul style="list-style-type: none"> • Constitution of a working group • Identification of the more specific needs • Identification of the required features and configurations of the solution • List of recommendations to choose the most appropriate solution
121.	Create a learning module on basic legal aspects related to opening access to research results (Open Data, Open Source, Open Access to publications)	New Action	2 semester 2024	JurisLab ULB (Research Unit, Law Faculty)	<ul style="list-style-type: none"> • Learning module is ready • Number of participants • Number of seminars"
122.	Design a learning programme for researchers in which practical needs are addressed depending on their research stage i.e. basics of open science for early-career researchers/PhDs, open science practices for academics/senior researchers. Include targeted trainings to provide a deeper knowledge on OS practices addressing specific domains (eg. the RDM training programme)	New Action	1 semester 2025	Open Science working group Libraries Department VR Research	<ul style="list-style-type: none"> • Drafting and approval of the programme based on needs • Number of targets addressed
123.	Make recommendations to recognize engagement in Open Science in the researcher evaluation for promotion and funding	New Action	1 semester 2025	Open Science working group Authorities	<ul style="list-style-type: none"> • Drafting of recommendations report • Recommendations presented and discussed to/with the relevant authorities
124.	Make recommendations for the responsible use of quantitative indicators in evaluating the outputs of research.	New Action	2 semester 2024	Open Science working group Authorities	<ul style="list-style-type: none"> • Drafting of recommendations report • Recommendations presented and discussed to/with the relevant authorities



125.	Raise awareness on Citizen Science and participatory science through promotional events, enhancing visibility of projects, organising training on citizen and participatory science, etc	New Action	2 semester 2023	Brussels Research Open Lab Research Administration Department	<ul style="list-style-type: none"> • Number of events • Number of participants • Number of trainings
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