

INTERNAL REVIEW

Name Organisation under review	Université de Mons (UMONS)
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Web-link to published version of organisation's HR Strategy and Action Plan:	https://portail.umons.ac.be/FR/universite/admin/aff_academiques/international/pgmmobilite/euraxess/Pages/StrategieRH.aspx
Web-link to organisational recruitment policy (OTM-R principles):	The recruitment policy is under construction. The web-link will be published as soon as the document is available (<i>the UMONS' website is being completely renewed and will be online later in 2017</i>)

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 8 March 2017

1. Organisational Information

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	661,1
<i>Of whom are international (i.e. foreign nationality)</i>	157,3
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	305
<i>Of whom are women</i>	255,9
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	148,6
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	121,7
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	365,5
<i>Total number of students (if relevant)</i>	7127
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1211,9

RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	96.641.873,22
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	59.746.344,63
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	24.434.748,45
<i>Annual funding from private, non-government sources, designated for research</i>	2.859.174,26
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The University of Mons (UMONS) is the biggest higher education and research community in the province of Hainaut, Belgium. UMONS offers programs to bachelor, master and PhD degrees in various fields. UMONS's scientific staff is composed of around 700 researchers in some 100 Research departments. The research is organised in 10 thematic Research Institutes. Each Institute brings together the expertise of many researchers from 10 faculties and schools of UMONS. Together, they focus their efforts on unifying themes, responding to societal needs. Through its research and close links with the industry, UMONS is also actively involved in regional development.</p>	

2. NARRATIVE

In 2010, the **University of Mons started implementing the Human Resources strategy** in order to improve the working conditions of its researchers, as well as the recruitment processes. Since the beginning of the process, **several initiatives have been undertaken** at UMONS under the responsibility of the various concerned services and administrative units of the university.

In 2010, UMONS implemented a SWOT analysis, in order to highlight its strengths, weaknesses and issued to be addressed. This SWOT analysis allowed UMONS to define a **Human Resources policy strategy**, that includes initiatives to:

- support researchers in terms of **institutional structure, researchers themselves and their scientific production** ;
- improve the institution's performance in the completion of doctoral theses and promote the **recruitment of PhD students** ;
- Introducing measures and activities to set up the conditions needed to develop excellent research **at international level**.

In order to implement this strategy, **five objectives** were identified:

1. Strengthening the ethical, societal and professional dimensions contributing to quality research.
2. Improving information for potential candidates to ensure the transparency of our recruitment procedures.
3. Enhancing our research capabilities by developing a proactive policy for foreign researchers as well as for disadvantaged groups.
4. Contributing to a better recognition of courses and qualifications.
5. Supporting researchers' career development.

To ensure a **proper implementation** of the strategy and allow an efficient monitoring of the process, a **dedicated and sustainable steering committee** has been put in place in early 2011. This committee is chaired by the Vice-Rector for Research, and consists of:

- The Vice-Rector
- The Administrator
- The Quality Advisor to the Rector
- Three representatives of the Scientific Body
- One representative of the FRNS Researchers Committee
- Representatives of the Administrative Departments (Human Resources, Research Administration, Quality Management, and International Relations).

The **steering committee** established an **action plan** (*Annex 1*), which was submitted to the European Commission. Subsequently, **UMONS was labelled by the Commission in 2011**.

In **April 2013**, after two years of implementation, the steering committee conducted its **first own self-assessment** of the implementation of the strategy (*Annex 2*).

The Committee examined the progress of implementation of the Action plan:

- The Steering Committee first noted that the positive highlight is **the degree of implementation**: 75% to 100% of the actions have been implemented.

- However, different **actions to be reinforced** were identified.
- Finally, the Committee noted the necessity to **measure the impact** of the different actions implemented, by mean of **specific assessment tools and indicators**.

After this self-assessment, UMONS continued to implement this strategy, taking a particular attention to the actions to be reinforced, and to the best way to monitor the impact through the defined indicators.

The vast majority of the actions identified, first in 2010 then in 2013, have been implemented. UMONS has chosen an **integrative approach**: new developments have **relied on existing mechanisms or bodies, reinforcing them or broadening their field of action**. The principal advantage of this process is that it ensures the sustainability of the results. On the other hand, it must be acknowledged that it is not easy for UMONS' staff to establish links between these developments and the Charter and the Code.

During the second half of 2016, the steering committee held regular meetings in order to conduct a **second self-assessment** of the implementation of the strategy. This resulted in a **revised, amended and updated action plan, taking into account indicators and OTM-R** (Open, Transparent and Merit-based Recruitment) principles, with new actions to be implemented in the future.

For each item in the revised action plan, a distinction is made between actions that are already being implemented and new actions to take place from 2017 (**See below, section 3**).

Based on the self-assessment and the new intakes from the OTM-R package, UMONS should be investing more specifically, at short and medium-term notice, on the actions of objective 2 (recruitment procedures).

Monitored recruitment processes already exist in our institution. They concern some specific categories of researchers: Academics, Research assistants, Researchers funded by FNRS, PhDs partially or totally funded by UMONS.

UMONS intention is to work from those existing procedures in order to apply them, in the future, to all categories of researchers.

UMONS sees a double opportunity in its HR strategy policy, guided by the Charter, the Code and, more recently the OTM-R package:

- Internally, it is part of an overall continuous effort to improve our HR practices, by progressively formalizing, disseminating and monitoring them.
- Externally, this progress and a better visibility of the strengths of our institution contribute to a better attractiveness to researchers.

The "further actions" of objective 2 of our action plan fall within this double perspective.

3. ACTIONS

Acronyms:

- RAD: Research Administration Department
- QUAT: Quality Assurance Team
- VRR: Vice-Rector for Research
- HRD: Human Resources Department
- PSS: Parliament of the Scientific Staff
- SC: Scientific Council
- IRD: International Relations Department
- ESU: Educational Support Unit

1. Strengthening the ethical, societal and professional dimensions contributing to quality research.

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Current status	Indicators
1.1 Improving recurring communication strategy to all researchers	Ongoing action	RAD	<p>Actions implemented between 2011 and 2016:</p> <ul style="list-style-type: none"> - Human resources department’s guide (RAD and HRD) - New RAD web site (link) with all information about funding opportunities, mobility and IP issues (information also available on the HRD guide) - Creation of a staff welcome guide: (link) - Creation of a page containing useful information for researchers in the UMONS web site (link) 	Implemented - Continuous action	Users’ level of satisfaction (survey) -2017
			<p>Further actions:</p> <ul style="list-style-type: none"> - Survey to take place in 2017 to assess level of awareness and satisfaction among researchers 	To be implemented	
1.2 Increasing awareness on UMONS missions statement and societal commitments	Ongoing action	QAR	<p>Actions implemented between 2011 and 2016:</p> <p>Formalization of UMONS’ policy:</p> <ul style="list-style-type: none"> - Charter for Quality (link) - UMONS’ missions (link) - Gender policy (link) - Sustainable development (link) - HRS4R (link) - Welcoming refugees (link) 	Implemented - Continuous action	UMONS members’ level of awareness (survey)- 2017

1. Strengthening the ethical, societal and professional dimensions contributing to quality research.

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Current status	Indicators
			<p>Further actions planned:</p> <ul style="list-style-type: none"> - Improving communication about those issues - Survey to take place in 2017 to assess level of awareness and satisfaction - Pursuing translation of documentation 	To be implemented	
1.3	Ongoing action	PSS -RAD	<p>Implemented since 2011:</p> <ul style="list-style-type: none"> - Since 2011: organization of an annual meeting “Doc Connexion” (link) - Since September 2016, UMONS has a unique tutorial system in the Wallonia-Brussels Federation (link) 	Implemented - Continuous action	Users’ level of satisfaction (survey) -2017
			<p>Further actions planned:</p> <ul style="list-style-type: none"> - Survey to take place in 2017 to assess level of awareness and satisfaction 	To be implemented	Users’ level of satisfaction (survey) -2017
1.4	Ongoing action	VRR	<ul style="list-style-type: none"> - Thematic Doctoral Schools (accredited and financially supported by F.R.S.-FNRS) offering - Since 2012, The Scientific Council of UMONS finances the organization of seminars 	Implemented - Continuous action	40 seminars and training activities per year Evolution of Budget allocated
1.5	2017	VRR	<ul style="list-style-type: none"> - The Commission of ethics and deontology was created in September 2014. - A new Commission of Research Integrity has been created in January 2017. 	Implemented	Users’ level of satisfaction (survey) -2017
			<p>Further actions planned</p> <p>A charter on ethical issues will be drafted by the Commission of Ethics in 2017</p>	To be implemented	

2. Improving information for potential candidates to ensure the transparency of our recruitment procedures

	Title action	Timing	Responsible Unit	Action plan – Update February 2017	Status	Indicators
2.1	NEW: Revising HSR4R policy taking OTM-R into account	Starting in 2017	Dedicated working group	Further actions planned <ul style="list-style-type: none"> - Policy revision to be implemented - Communicate about this revised policy 	To be implemented	To be determined after the revision of the HSR4R policy
2.2	Expanding the distribution channels for job offers	Spring 2017 for further actions	HRD	Implemented since 2011: <ul style="list-style-type: none"> - Information about Euraxess job procedures in the UMONS web site (link) - Information, in the HRD guide, about how to publish a job offer on Euraxess 	Implemented	Users' level of satisfaction (survey)
				<ul style="list-style-type: none"> - Creation of a webpage informing about research subjects available at UMONS. Published on various international websites (Euraxess, etc.) → increase openness to international recruitment of doctoral and post-doctoral researchers (link) 	Under test phase since November 2016	
				Further actions planned: <ul style="list-style-type: none"> - Creation of a template for the job description, in order to help and standardize the recruitment of researchers, based on the existing template done by DRH and taking into account OTMR principles 	To be implemented	
2.3	Completing the current 'Employment' page	Starting in 2017	HRD	<ul style="list-style-type: none"> - Web page dedicated to scientific career at UMONS and link to information for Foreign students and Euraxess - General information concerning the life in Mons and work conditions at UMONS are available on the website (link) 	Implemented	Users' level of satisfaction (survey) - 2017
				Further actions planned: <ul style="list-style-type: none"> - Survey to take place in 2017 to assess level of awareness and satisfaction - Improving communication about those issues 	To be implemented	

2. Improving information for potential candidates to ensure the transparency of our recruitment procedures

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Status	Indicators	
2.4	Pooling of selection resources and tools for head of units in charge of recruiting	Starting in 2017	HRD	HRD give assistance “on demand” for recruiting process	Implemented - Continuous action	Number of cases handled
				<p>Further actions planned:</p> <ul style="list-style-type: none"> - Creation of a section concerning good practices on recruitment will be inserted in the “vademecum” of Heads of departments - Creation of a “list of best practices” for recruitment, taking OTM-R into account - Creation of a handbook for recruitment of researchers under EU funded projects 	To be implemented	
2.5	Systematizing the preparation of a recruitment report (form)	Starting in 2017	HRD	<p>Further actions planned:</p> <ul style="list-style-type: none"> - Development of a set of indicators for the monitoring of recruitment process, with some researchers’ categories (UMONS contracts, FNRS fellowships, assistants/researchers) - Apply this set of indicators for recruitment under EU funded projects - Identification of targets for the monitoring 	To be implemented	Percentage of cases respecting OTM-R objectives, among targeted researchers’ categories

3. Enhancing our research capabilities by developing a proactive policy for foreign researchers as well as for disadvantaged groups

	Title action	Timing	Responsible Unit	Action plan – Update February 2017	Current status	Indicators
3.1	Setting up a Commission for Gender Equality	Ongoing action	Specific working group	The Commission for Gender was created in 2014 (link) This Commission is led by the Advisor to the Rector on gender issues.	Implemented - Continuous action	Users' level of satisfaction (survey) - 2017
				Further actions planned: Integration of gender indicator for the monitoring of the recruitment process (see point 2.5 above)	To be implemented	
3.2	Expanding the dissemination of our job offers abroad	Starting in 2017	HRD	Euraxess job procedure (link)	Implemented - Continuous action	Users' level of satisfaction (survey)-2017
				Further actions planned: Creation of a template for the job description, in order to help and standardize the recruitment of researchers, based on the existing template done by DRH and taking into account OTMR principles (See point 2.2 above)	To be implemented	
3.3	Publishing the institution's position on non-discrimination	Starting in 2017	HRD	<ul style="list-style-type: none"> - The position on non-discrimination is mentioned in the job page of UMONS web site (link) - In October 2015, the University of Mons (UMONS) has decided to welcome and assist asylum seekers who have just arrived in the Province of Hainaut (link) 	Implemented - Continuous action	UMONS members' level of awareness (survey) - 2017
				Further actions planned: Survey to take place in 2017 to assess level of awareness and satisfaction	To be implemented	

3. Enhancing our research capabilities by developing a proactive policy for foreign researchers as well as for disadvantaged groups

	Title action	Timing	Responsible Unit	Action plan – Update February 2017	Current status	Indicators
3.4	Informing applicants with disabilities	Ongoing action	HRD	Collaboration with AVIQ and the non-profit organization “Les Cèdres” (link)	Implemented - Continuous action	UMONS members’ level of awareness (survey) Number of recruited persons with disabilities Number of persons with disabilities that access to “Les Cèdres” services
3.5	Identifying possible working arrangements	Ongoing action	HRD	Work regulations exist for PhDs and assistants. In order to be more flexible and take into account the project’s characteristics and the researcher’s need, the work conditions are negotiated at the level of the Research Departments, with, if deemed necessary, the assistance from HRD.	Implemented - Continuous action	Users’ level of satisfaction (survey) - 2017
				Further actions planned: Survey to take place in 2017 to assess indicators	To be implemented	
3.6	NEW: Promoting a preventive approach to conflicts	2016		UMONS hired in 2013 a psychosocial assistant whose missions include helping researchers	implemented	Users’ level of satisfaction (survey) - 2017

4. Contributing to a better recognition of courses and qualifications

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Current Status	Indicators	
4.1	Actively participating in the inter-university group identifying legal obstacles	Ongoing action	HRD-RAD	UMONS participates to the Euraxess Steering Committee coordinated by CRef (<i>Conseil des Recteurs</i>) (link)	Implemented - Continuous action	Number of meetings
4.2	Finalizing work on harmonizing regulations and procedures	Ongoing action	Specific Work Group	Implemented for both permanent and non-permanent scientific staff	Implemented - Continuous action	Users' level of satisfaction (survey) - 2017
				Further actions planned: Survey to take place in 2017 to assess level of awareness and satisfaction	To be implemented	
4.3	Better formalization and visibility of academic paths and individual achievements	Ongoing action	RAD, PQAD and ITRD	<ul style="list-style-type: none"> - Implementation of an institutional repository (link) - Activity reports and CVs are automatically generated (teaching activities included). - Annual pedagogical surveys. 	Implemented - Continuous action	Users' level of satisfaction (survey) - 2017
				Further actions planned: Survey to take place in 2017 to assess level of awareness and satisfaction	To be implemented	

4. Contributing to a better recognition of courses and qualifications

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Current Status	Indicators
4.4 Supporting the management of the teams in the research departments	Ongoing action	VRR	<ul style="list-style-type: none"> - UMONS hired in 2013 a psychosocial assistant whose missions include helping managers - HRD provide to heads of departments on demand information about external trainings for team manager - Creation of 10 Research Institutes where young teams can benefit from support of more experienced groups (link) 	Implemented - Continuous action	Number of psychosocial supports Number of trainings
			<p>Further actions planned: Survey to take place in 2017 to assess level of awareness and satisfaction</p>	To be implemented	UMONS members' level of awareness (survey)
4.5 Supporting and valorizing mobility	Ongoing action	IRD	RAD and IRD continuously diffuse Information about mobility funding Mobility is an essential criterion in career development (link)	Implemented - Continuous action	Number of forms of stay abroad (available on line) Number of joint supervision thesis Number of articles with co-author based abroad

5. Supporting researchers' career development

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Status	Indicators
5.1. NEW: Welcoming new researchers	2016 onwards	RAD HRD	Welcome pack distributed, including English versions of documents (recently translated (October 2016)), Including RAD's mentorship. Welcome drink for the new employees at Polytech (once a year).	Implemented - Continuous action	Users' level of satisfaction (survey) - 2017
			Further actions planned: <ul style="list-style-type: none"> - New action to be undertaken: Communication to PhD students about mentorship. - Doc Connexion in late 2017 - Survey to take place in 2017 to assess level of awareness and satisfaction 	To be implemented	
5.2. Providing financial support for post-doctoral stays abroad	Ongoing action	VRR	<ul style="list-style-type: none"> - "Fonds Franeau" financially supports the mobility of doctoral and post-doctoral researchers. This tool is managed by the UMONS's Research Council. - Compulsory to make a 3-month stay abroad to access to a tenure position 	Implemented - Continuous action	Evolution of funds dedicated to doctoral and post-doc researchers' mobility
5.3. Continuing the use of 'Stop-gap contracts'	Ongoing action	VRR	« Stop-gap contracts » supported by "Fonds Franeau" . This tool is managed by the UMONS's Research Council.	Implemented - Continuous action	Evolution of funds dedicated to the « Stop-gap contracts »

5. Supporting researchers' career development

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Status	Indicators
5.4 Improving access to research training and ongoing development	Ongoing action	PSS, RAD, QAD	<p>Centre for Modern Languages offers (link)</p> <ul style="list-style-type: none"> - Actions for linguistic and cultural integration of foreign students - Seminar on vocational integration - Scientific papers' proof reading - French courses for foreign students - English courses for UMONS students and staff - Workshops and extra-curricular courses in English, Dutch, Spanish and German open to all UMONS students who wish to learn a foreign language 	Implemented - Continuous action	Users' level of satisfaction (survey) Evolution of the number of participants
			<ul style="list-style-type: none"> - The Quality Coordinator of the UMONS Pedagogical Quality Assurance Department provides services in the form of counselling (capitalization of experience), providing, in the long term, part of the generic indicators essential for writing self-evaluation reports. 	Implemented - Continuous action	
			<p>ESU</p> <ul style="list-style-type: none"> - The Pedagogical Quality Assurance Department aims to develop educational tools available to teachers, such as the e-learning platform "Moodle" (link) - Thematic Doctoral Schools - Organization from 2011 of « Doc Connexion » events - Workshops organized by Faculties and Research Institutes 	Implemented	
			<p>Further actions planned:</p> <p>Survey to take place in 2017 to assess level of awareness and satisfaction</p>	Implemented	
			<p>To be implemented</p>		
5.5 Further developing PhD-specific initiatives	Ongoing action	VRR	Doctoral fellowships, financial support at the end of the thesis and dissertation thesis grant. Measure managed by the UMONS's Research Council	Implemented	Evolution of allocated budget:

5. Supporting researchers' career development

Title action	Timing	Responsible Unit	Action plan – Update February 2017	Status	Indicators
5.6 Stimulating a UMONS inter-faculty PhD student network	2013	RAD, PSS	<ul style="list-style-type: none"> - Since 2011, organization of « Doc Connexion » events - Development of a mentoring research doctoral students (link) - Organization of annual meeting “<i>Matinée des chercheurs</i>” with poster sessions (link) - Creation of 10 Research Institutes that promote PhD student networking 	Implemented - Continuous action	Evolution of Number of events and participants Number of PhD students
5.7 Information on career development opportunities	Since 2010	RAD, PSS, HRD	<ul style="list-style-type: none"> - Web page for researchers (link) - Web page of RAD (link) - Reorganization of the alumni department and systematic publication of job and internship offers on the alumni’s linkedin page (link) - HRD guide - Participation at the annual event « PhD@work » informing PhD students about possible future career opportunities 	Implemented - Continuous action	Users’ level of satisfaction (survey)
5.8 Enhancing the quality of working conditions	Since 2010		<ul style="list-style-type: none"> - Restaurants (modern, low-cost and quality restaurants available for all members of UMONS staff) (link) - Creation of a nursery (new building under construction). This nursery is part of a big extension process that was inaugurated in 2016, in which the University is investing 30 million of Euros in new infrastructure (nursery, libraries, museum, conference room, etc.). - Carpooling (link) - Culture (link) - Sport accommodation (link) 	Implemented - Continuous action	Users’ level of satisfaction (survey)
			<p>Further actions planned: Survey to take place in 2017 to assess indicators</p>	To be implemented	

IMPLEMENTATION OF OPEN, TRANSPARENT, MERIT-BASED RECRUITMENT PRINCIPLES:

A specific working group was created in order to evaluate the OTM-R issues. Different axis of actions were identified:

Communication

- The working group pointed out the relevance of a better communication to the scientific community about the already existing procedures of recruitment taking OTM-R into account. The working group decided to create a section dedicated to good practices on recruitment in the “vademecum” of Heads of departments.
- Different phases of implementation are scheduled: the first phase will be to draft and disseminate a recruitment handbook to project promoters under H2020 programme.

Monitoring

- Development of a set of indicators for the monitoring of recruitment process, with some researchers’ categories (UMONS contracts, F.R.S.-FNRS fellowships, assistants/researchers).
- As a first stage of the HR strategy development this set of indicators will be applied for recruitment of researchers under EU funded projects. Targets for the monitoring will be identified.

Support

- Revision of templates for the job description, in order to help and standardize the recruitment of researchers, based on the existing template done by the HRD and taking into account OTR-M principles.
- HRD staff will be trained in order to accompanying heads of department all along the process of recruitment.

4. IMPLEMENTATION

- *How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process ?*

Regular meetings we organised with the authorities (Rector, Administrator, Deans) to discuss and implement the revision of the HR strategy.

The scientific community participated in the internal review through the involvement of representatives of the PSS in the steering committee and the working groups.

The web page dedicated to researchers was carried out taking into account the indications and suggestions of the PSS which were validated by the General Assembly.

- *Do you have an implementation committee and/or steering group regularly overseeing progress?*

A steering committee was established in early 2011, as indicated above, and specific working groups were created to deal with specific issues:

- Working Group for the creation of the web page dedicated to researchers (HRD, RAD, PSS)
 - Working Group for the report writing (RAD, QUAT)
 - Working group for the revision of the HR strategy (HRD, RAD)
 - Working Group for the monitoring of indicators and the organisation of the survey (QUAT, RAD, HRD)
- *Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?*

The vision and practical goals of UMONS are described in a strategic note, which summarises the key indicators necessary to efficiently manage the institution. In the strategic note the UMONS commits itself in a policy of resource management, human and material, with the greatest possible transparency.

- *How is your organisation ensuring that the proposed actions are also being implemented? / How are you monitoring progress?*

In pursuing its work, the Steering Committee has defined the information and communication aspects of the actions already carried out since 2010 as a primary transversal objective. In addition, internal communication will benefit from an internal survey among UMONS' researchers, which will measure their level of awareness and satisfaction with the services offered and the current procedures. These qualitative indicators will complement the indicators of achievement already identified. Their analysis by the working group could lead to adjustments in the action plan, or to new courses of action. Pending these additional data, it seemed appropriate to keep the action plan structured into five objectives, as listed above (see section "2. Narrative").

The progress of implemented actions will be monitored by measuring the indicators identified in the last column of the table (**section 3**) as well as specific indicators for the OTM-R procedure monitoring and by planning satisfaction surveys among the scientific community.

The steering committee will analyse the impact of the different measures on a regular basis.

- *How do you expect to prepare for the external review?*

As mentioned, UMONS relies on a permanent working group that ensures the continuity of the approach and coordinates the implementation of the action plan by the departments concerned. In preparing this report and determining the revision of the action plan, the working group conducted a self-assessment.

To prepare for the visit, the working group plans to continue collecting quantitative and qualitative indicators. In order to allow an evidence-based approach for the auditors, the working group will prepare the documentation necessary to demonstrate the actions already carried out. The working group wishes to be able to communicate with the auditors beforehand in order to identify, where appropriate, the personnel and/or stakeholders whose presence might be necessary during the visit.

Annex 1 – January 2011				
Actions		Start	End	Leadership
1	<i>Strengthening the ethical, societal and professional dimensions contributing to quality research.</i>			
1.1	Developing a short <i>Vademecum</i> guide	2011	October 2011 October 2012 for ethical aspects)	Research Administration Department
1.2	Expanding the UMONS quality charter	2011	October 2011	Quality Advisor to the Rector
1.3	Developing the mentorship of young PhD students	2011	October 2011 to set up the network. October 2013 to get a full mentorship program.	Parliament of the Scientific Staff
1.4	Developing doctoral programs for PhD students	2011	2015	Vice-Rector for Research
1.5	Setting up an Ethical Standards Commission	2013	2015	Vice-Rector for Research
2	<i>Improving information for potential candidates to ensure the transparency of our recruitment procedures</i>			
2.1	Expanding the distribution channels for job offers	2011		Human Resources Department
2.2	Completing the current 'Employment' page	2011	October 2011 for categories of researchers. 2015 for standards.	Human Resources Department

			October 2012 for general information.	
2.3	Pooling of selection resources and tools for head of units in charge of recruiting	2012	2015	Human Resources Department
2.4	Systematizing the preparation of a recruitment report (form)	2012	2015	Human Resources Department will initiate the action
3	<i>Enhancing our research capabilities by developing a proactive policy for foreign researchers as well as for disadvantaged groups</i>			
3.1	Expanding the dissemination of our job offers abroad	2011	October 2011	Human Resources Department
3.2	Publishing the institution's position on non-discrimination	2011	October 2011	Human Resources Department
3.3	Informing applicants with disabilities	2011	October 2011	Human Resources Department
3.4	Identifying possible working arrangements	2011	October 2012	Human Resources Department
4	<i>Contributing to a better recognition of courses and qualifications</i>			
4.1	Actively participating in the inter-university group identifying legal obstacles	As soon as the group is created (which is out of UMONS responsibility)	October 2013	Human Resources Department
4.2.1	Finalizing work on harmonizing regulations and procedures	2011	Already done for the permanent academic and scientific staff. October 2013 for the non-permanent scientific staff.	Specific Work Group

4.2.2.	Better formalization and visibility of academic paths and individual achievements	2011	October 2011	Research Administration Department, Pedagogical Quality Assurance Department and IT Resources Département
4.2.3	Supporting the management of the teams in the research departments	2012	2015	Vice-Rector for Research
4.2.4	Supporting and valorizing mobility	2011	2015	International Relations Department
5	<i>Supporting researchers' career development</i>			
5.1	Providing financial support for post-doctoral stays abroad		2015	Vice-Rector for Research (along with Scientific Council)
5.2	Continuing the use of 'Stop-gap contracts'	2011		Vice-Rector for Research (along with Scientific Council)
5.3	Improving access to research training and continuous development	2011 for English and pedagogical trainings; 2013 for other areas.	2015	Parliament of the Scientific Staff
5.4	Further developing PhD-specific initiatives	2011	2015	Vice-Rector for Research (along with Scientific Council)
5.5	Stimulating a UMONS inter-faculty PhD student network	2011	2013	Research Administration Department, Parliament of the Scientific Staff

Annex 2 - March 2013

Actions	Start	End	Leadership	ACTIONS		
				Actions taken	Actions to be taken	
1	<i>Strengthening the ethical, societal and professional dimensions contributing to quality research.</i>					
1.1	Developing a short <i>Vademecum</i> guide	2011	October 2011 October 2012 for ethical aspects)	RAD	<ul style="list-style-type: none"> - Vademecum for Heads of departments (RAD and DRH) - New RAD web site with all information about funding opportunities, mobility and IP issues (information also available on the HRD guide) 	Implemented
1.2	Expanding the UMONS quality charter	2011	October 2011	QAR	UMONS Charter for Quality https://portail.umons.ac.be/en2/universite/admin/rectorat/pages/nosengagementsqualite.aspx	Implemented
1.3	Developing the mentorship of young PhD students	2011	Ongoing action	PSS - RAD	From 2011 organization of an annual meeting "Doc Connexion": 'mentorship' of young PhD students by senior ones and by confirmed UMONS researchers https://portail.umons.ac.be/FR/universite/admin/dar/Pages/DocConnexion20.aspx	

1.4	Developing doctoral programs for PhD students	2011 2012	Ongoing action	VRR	<ul style="list-style-type: none"> - Thematic Doctoral Schools (accredited and financially supported by F.R.S.-FNRS) offering seminars and training activities (40 per year) - The Scientific Council of UMONS finances from 2012 the organization of seminars 	Ongoing action
1.5	Setting up an Ethical Standards Commission	2013	2015	VRR		Process to be started soon
2	<i>Improving information for potential candidates to ensure the transparency of our recruitment procedures</i>					
2.1	Expanding the distribution channels for job offers	2011		HRD	HRD regularly informs researchers about Euraxess job procedures	Implemented
2.2	Completing the current 'Employment' page	2011	October 2011 for categories of researchers. 2015 for standards. October 2012 for general information.	HRD	<ul style="list-style-type: none"> - Web page ¹ dedicated to scientific career at UMONS and link to information for Foreign students and Euraxess - General information concerning the life in Mons and work conditions at UMONS are available on the website https://portail.umons.ac.be/en2/infospour/etudiants_internationaux/pages/default.aspx - 	Implemented

¹ <https://portail.umons.ac.be/FR/universite/admin/drh/emploi/CarriereDuScientifique/Pages/default.aspx>

2.3	Pooling of selection resources and tools for head of units in charge of recruiting	2012	2015	HRD	Work in progress.	Tools will be soon provided to the Heads of departments
2.4	Systematizing the preparation of a recruitment report (form)	2012	2015	HRD	Work in progress.	A pilot action will start soon. A report form will be provided to some pilot departments to make tests
3	<i>Enhancing our research capabilities by developing a proactive policy for foreign researchers as well as for disadvantaged groups</i>					
3.1	Expanding the dissemination of our job offers abroad	2011	October 2011	HRD	Euraxess job procedure implemented.	Implemented
3.2	Publishing the institution's position on non-discrimination	2011	October 2011	HRD	The position on non-discrimination is mentioned in the job page of UMONS web site ²	Implemented

² <https://portail.umons.ac.be/FR/universite/admin/drh/emploi/Pages/Emploi.aspx> : "The information provided respect the principle of non-discrimination and in particular guarantee equal treatment for its users irrespective of their nationality, gender, racial or ethnic origin, religion or beliefs, disability, age or sexual orientation".

3.3	Informing applicants with disabilities	2011	October 2011	HRD	Collaboration with AWIPH and the non-profit organization les "Cèdres" ³ (web sites indicated at the page « scientific career at UMONS »)	Implemented
3.4	Identifying possible working arrangements	2011	October 2012	HRD	Action delayed.	Information will be included in the Employment Rules and Regulations guide which is still in preparation. The end of action is planned in October 2013
4	<i>Contributing to a better recognition of courses and qualifications</i>					
4.1	Actively participating in the inter-university group identifying legal obstacles		2013	HRD-RAD	UMONS participates to 3 working groups coordinated by F.R.S.-FNRS: Euraxess Rights, Euraxess Jobs, Euraxess services	Implemented
4.2.1	Finalizing work on harmonizing regulations and procedures	2011	2012	Specific Work Group	Realized for either permanent and non-permanent scientific staff	Implemented

³ <https://portail.umons.ac.be/FR/universite/admin/drh/emploi/CarriereDuScientifique/Pages/default.aspx>

4.2.2.	Better formalization and visibility of academic paths and individual achievements	2011	October 2011	RAD, PQAD and ITRD	<ul style="list-style-type: none"> - Implementation of an institutional repository of the Brussels Alliance for Research and Higher Education http://difusion.academiewb.be/. - Activity reports and CVs are partially automatically generated (teaching activities included). - Annual pedagogical surveys. 	Implemented
4.2.3	Supporting the management of the teams in the research departments	2012	2015	VRR	UMONS hired in 2013 a psychosocial assistant whose missions include helping managers All head of departments are informed about external trainings for team manager	Work in progress
4.2.4	Supporting and valorizing mobility	2011	Ongoing action	IRD	RAD and IRD ongoingly diffuse Information about mobility funding Mobility is one criteria in recruitment procedure	Implemented
5	<i>Supporting researchers' career development</i>					
5.1	Providing financial support for post-doctoral stays abroad		Ongoing action	VRR	Fonds Franeau financially support mobility of doctoral and post-doctoral researchers (non FPMs). Measure managed by the UMONS's Research Council	Implemented
5.2	Continuing the use of 'Stop-gap contracts'	2011	Ongoing action	VRR	« Stop-gap contrats » supported by Fonds Franeau). Measure managed by the UMONS's Research Council	Implemented
5.3	Improving access to research training and ongoing development	2011 for English and pedagogical trainings;	Ongoing action	PSS	Centre for Modern Languages: <ul style="list-style-type: none"> - Actions for linguistic and cultural integration of foreign students - Scientific paper proof reading - French courses for foreign students 	Implemented

		2013 for other areas.			<ul style="list-style-type: none"> - English courses for UMONS students - Workshops and extra-curricular courses in English, Dutch, Spanish and German open to all UMONS students who wish to learn a foreign language <p>http://portail.umons.ac.be/en2/universite/admin/clv/pages/default.aspx</p> <p>Centre of Higher Education Didactics : Teacher training are organized in Mons and supported by the Brussels Alliance for Research and Higher Education. This training is mandatory for new assistants and open to all scientists.</p> <p>http://portail.umons.ac.be/EN2/universite/partenaires/Pages/CentredeDidactiqueSuperieur.aspx</p>	
5.4	Further developing PhD-specific initiatives	2011	Ongoing action	VRR	Doctoral fellowships, financial support at the end of the thesis and dissertation thesis grant. Measure managed by the UMONS's Research Council	Implemented
5.5	Stimulating a UMONS inter-faculty PhD student network	2011	2013	RAD, PSS	<ul style="list-style-type: none"> - Organization from 2011 of « Doc Connexion » events - Organization of an annual meeting “Matinée des chercheurs” with poster and oral sessions <p>www.umons.ac.be/mdc2013</p> <ul style="list-style-type: none"> - Creation of 10 Research Institutes that promote PhD student networking in different thematic 	Implemented

RAD = Research Administration Department, QAR = Quality Advisor to the Rector, VRR = Vice-Rector for Research, HRD = Human Resources Department, PSS = Parliament of the Scientific Staff,, SC= Scientific Council, PQAD = Pedagogical Quality Assurance Department, ITRD = IT Resources Department, IRD = International Relations Department