

## ACTION PLAN – Update April 2021

**Acronyms:**

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| - RAD: Research Administration Department                        | - PSS: Parliament of the Scientific Staff                        |
| - QUAT: Quality Assurance Team                                   | - SC: Scientific Council   |
| - VRR: Vice-Rector for Research                                  | - IRD: International Relations Department                        |
| - HRD: Human Resources Department                                | - ESU: Educational Support Unit                                  |
| - DSEM: Direction de la Sécurité, l'Environnement et la Mobilité | - WG: Working group  |
|  | - MUMONS : Department for Scientific dissemination to the public |

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

Title action	Timing	Resp. Unit	Remarks	Current status	Indicators
<b>1. Improving recurring communication strategy to all researchers</b>	Continuous	RAD	<ul style="list-style-type: none"> <li>- New RAD web site (intranet) with all information about funding opportunities, mobility and IP issues</li> <li>- Videos ("Tutos de l'AVRE") explaining various subjects such as Dual use-Misuse, Open science, PhD, ...</li> <li>- Videos of presentation of Research institutes of UMONS</li> <li>- Update of the pages containing useful information for researchers in the UMONS web site</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Numbers of publications/videos</li> <li>• Numbers of views/visit webpages/video</li> </ul>
<b>2. Increasing awareness on UMONS mission statement and societal commitments</b>	Continuous	QAR	Formalization of UMONS' policy: <ul style="list-style-type: none"> <li>- Strategic note of UMONS</li> <li>- Charter for Quality</li> <li>- Gender policy</li> <li>- Sustainable development (+Charter)</li> <li>- HRS4R</li> <li>- Welcoming refugees</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Number of refugees received at UMONS</li> <li>• Number of cases concerning gender issues handled</li> </ul>

Title action	Timing	Resp. Unit	Remarks	Current status	Indicators
<b>3. Developing the mentorship of young PhD students</b>	Continuous	PSS - RAD Alumni	<ul style="list-style-type: none"> <li>- Creation of a Program Ment'Out (mentoring program concerning the PhD students who are considering a professional career outside the academic world)</li> <li>- Creation of a PhD House which constitutes an opportunity for PhD Students to initiate and manage their own (social cultural) projects.</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Numbers of participants to the program</li> <li>• Numbers of activities within the PhD House</li> </ul>
<b>4. Developing doctoral programs for PhD students</b>	Continuous	VRR	<ul style="list-style-type: none"> <li>- Thematic Doctoral Schools (accredited and financially supported by F.R.S.-FNRS) offering</li> <li>- Since the end of 2019, a monthly newsletter sent to all of our PhD students (forthcoming events, trainings opportunities, mobility grants, etc.)</li> <li>- Strong effort in order to better organise, present and promotes cross-disciplinary courses for our PhD students. + Creation of a database available on our website</li> <li>- Training catalogue from HRD</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Numbers of organized training activities per year</li> <li>• Level of participation to doctoral training</li> <li>• Evolution of Budget allocated</li> <li>• Number of consultations of the newsletter</li> </ul>
<b>5. Setting up an Ethical Standard Commissions</b>		VRR	<ul style="list-style-type: none"> <li>- The Commission of ethics and deontology was created in September 2014.</li> <li>- A new Commission of Research Integrity has been created in January 2017.</li> <li>- Training about Ethics and Integrity in Research has been organised in 2020. This will be renewed.</li> <li>- Posters will be put in all research facilities in order to raise awareness of researchers about ethics and integrity.</li> <li>- A charter on ethical issues will be drafted by the Commission of Ethics</li> </ul>	In progress	<ul style="list-style-type: none"> <li>• Redaction of the Charter</li> <li>• Level of participation to the training</li> </ul>
<b>6. Intellectual Property Rights</b>	Continuous	RAD	<ul style="list-style-type: none"> <li>- Intellectual Property Day is organised each year</li> <li>- Efforts are made to sensitize our researchers about PI (information available on intranet, permanences in the different faculty, special courses)</li> <li>- Regulations on intellectual property that stipulate the means of protecting and exploiting the results obtained within the walls of the University and under its responsibility.</li> <li>- Translation into English of the University Regulations regarding Intellectual Property, protection of results and copyrights</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Number of participants to the IP Day/Trainings/Permanences</li> <li>• Number of cases concerning IP issues handled</li> </ul>

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

Title action	Timing	Resp. Unit	Remarks	Current Status	Indicators
7. Revising HSR4R policy taking OTM-R into account		Dedicated WG	<ul style="list-style-type: none"> <li>- Policy revision to be implemented</li> <li>- Communicate about this revised policy</li> </ul>	In progress	To be determined after the revision of the HSR4R policy
8. Expanding the distribution channels for job offers	Continuous	HRD	<ul style="list-style-type: none"> <li>- Information about Euraxess job procedures in the UMONS web site</li> <li>- Guidelines about how to publish a job offer on Euraxess</li> <li>- Creation of a webpage informing about research subjects available at UMONS.</li> <li>- Published on various international websites</li> <li>- Increase openness to international recruitment of doctoral and post-doctoral researchers (obligation for the Cofund C2W project)</li> <li>- 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</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Evolution of the number of visits on UMONS website specific pages</li> <li>• Numbers of publications on Euraxess jobs</li> </ul>
9. Completing the current 'Employment' page	Continuous	HRD RAD	<ul style="list-style-type: none"> <li>- Web page dedicated to scientific career at UMONS and link to information for Foreign students and Euraxess</li> <li>- General information concerning the life in Mons and work conditions at UMONS are available on the website</li> <li>- Further actions planned: Improving communication about those issues</li> </ul>	In progress	Number of visits on dedicated Web page
10. Pooling of selection resources and tools for head of units in charge of recruiting		HRD	<p>HRD give assistance "on demand" for recruiting process</p> <p><i>Further actions planned:</i></p> <ul style="list-style-type: none"> <li>- Creation of a section concerning good practices on recruitment will be inserted in the "vademecum" of Heads of departments</li> <li>- Creation of a "list of best practices" for recruitment, taking OTM-R into account</li> <li>- Creation of a handbook for recruitment of researchers under EU funded projects</li> </ul>	Extended	Number of "on demand" assistances
11. Systematizing the preparation of a recruitment report (form)		HRD	<p><i>Further actions planned:</i></p> <ul style="list-style-type: none"> <li>- Development of a set of indicators for the monitoring of recruitment process, with some researchers' categories (UMONS contracts, FNRS fellowships, assistants/researchers)</li> <li>- Apply this set of indicators for recruitment under EU funded projects</li> <li>- Identification of targets for the monitoring</li> </ul>	In progress	Percentage of cases respecting OTM-R objectives, among targeted researchers' categories

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

Title action	Timing	Resp. Unit	Remarks	Current status	Indicators
<b>12. Setting up a Commission for Gender Equality</b>	2022	Specific WG	<p>The Commission for Gender was created in 2014</p> <ul style="list-style-type: none"> <li>- Nomination of a contact person on gender issues.</li> <li>- Since March 2021, a working group is analysing UMONS indicators in order to establish and monitor a Gender Action Plan.</li> <li>- Gender Action Plan will be achieved by the end of 2021.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>• Redaction of the Action Plan</li> <li>• Indicators as defined in the working group</li> </ul>
<b>13. Publishing the institution's position on non-discrimination</b>		HRD	<ul style="list-style-type: none"> <li>- The position on non-discrimination is mentioned in the job page of UMONS web site and on other pages relating to Gender, refugees, ...</li> <li>- - Dedicated person to the welcoming of asylum seekers.</li> <li>- - Setting up of the "<i>Communauté universitaire inclusive</i>".</li> <li>- - Collaboration with AVIQ and the non-profit organization "<i>Les Cèdres</i>" to better assist persons with disabilities.</li> </ul>	Completed	<ul style="list-style-type: none"> <li>• Number of consultation</li> <li>• UMONS members' level of awareness (survey)</li> <li>• Number of recruited persons with disabilities</li> <li>• Number of persons with disabilities that access to "Les Cèdres" services</li> </ul>
<b>14. Identifying possible working arrangements</b>	Continuous	HRD	<ul style="list-style-type: none"> <li>- Work regulations exist for PhDs and assistants.</li> <li>- 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.</li> <li>- - Development of the homeworking during the pandemic</li> </ul>	In progress	
<b>15. Promoting a preventive approach to conflicts</b>	Continuous	DRH DSEM	<ul style="list-style-type: none"> <li>- Appointment of "confidence persons" internal to the institution.</li> <li>- Possibility to contact an external prevention advisor.</li> <li>- Training for managers.</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Level of participation to trainings</li> <li>• Number of contact and follow-up with confidence person</li> </ul>

**Contributing to a better recognition of courses and qualifications**

Title action	Timing	Resp. Unit	Remarks	Current Status	Indicators
<b>16. Actively participating in the inter-university group identifying legal obstacles</b>	Continuous	HRD-RAD	UMONS participates regularly to the Euraxess Steering Committee coordinated by CRef ( <i>Conseil des Recteurs</i> ) and to other dedicated working groups	Extended	Number of meetings
<b>17. Better formalization and visibility of academic paths and individual achievements</b>	Continuous	RAD, PQAD ITRD	<ul style="list-style-type: none"> <li>- Implementation of an institutional repository.</li> <li>- Activity reports and CVs are automatically generated (teaching activities included).</li> <li>- Presentation video of research institutes.</li> <li>- Regular interview or press contact with researchers.</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Number of videos</li> <li>• Number of interviews and audience</li> </ul>
<b>18. Supporting the management of the teams in the research departments</b>	Continuous	VRR	<ul style="list-style-type: none"> <li>- HRD provide to heads of departments on demand information about external trainings for team manager.</li> <li>- Creation of 10 Research Institutes where young teams can benefit from support of more experienced groups.</li> </ul>	Extended	Number of trainings
<b>19. Supporting and valorizing mobility</b>	Continuous	RAD IRD	<ul style="list-style-type: none"> <li>- RAD and IRD continuously diffuse Information about mobility funding.</li> <li>- Providing financial support for post-doctoral stays abroad.</li> <li>- "<i>Fonds Franeau</i>" financially supports the mobility of doctoral and post-doctoral researchers. This tool is managed by the UMONS's Research Council.</li> <li>- Compulsory to make a 3-month stay abroad to access to a tenure position.</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Number of forms of stay abroad</li> <li>• Number of joint supervision thesis</li> <li>• Number of articles with co-author based abroad</li> <li>• Evolution of funds dedicated to doctoral and post-doc researchers' mobility</li> </ul>

## Supporting researchers' career development

Title action	Timing	Resp. Unit	Remarks	Current Status	Indicators
<b>20. Welcoming new researchers</b>	Continuous	RAD HRD	<ul style="list-style-type: none"> <li>- Welcome pack distributed, including English versions of documents (recently translated (October 2016)), Including RAD's mentorship.</li> <li>- Creation of a centralized email address (welcome@umons.ac.be).</li> <li>- Welcome drink for the new employees at Polytech (once a year).</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Numbers of welcome pack</li> <li>• Numbers of contact via welcome@</li> <li>• Level of participation to the drink</li> </ul>
<b>21. Continuing the use of 'Stop-gap contracts'</b>		VRR	« Stop-gap contracts » supported by "Fonds Franeau" . This tool is managed by the UMONS's Research Council.	Completed	Evolution of funds dedicated to the « Stop-gap contracts »
<b>22. Improving access to research training and ongoing development</b>	Continuous	PSS, RAD, QAD Alumni	<ul style="list-style-type: none"> <li>- Setting up of an extensive training program : transferable skills, presentations of research results and participation in a workshop on interdisciplinarity and leadership.</li> <li>- Focus on interdisciplinary expertise and skills: Skills on open science (publication of research results in open access, FAIR Guiding Principles production of a Data Management Plan), project management (progress reporting and budget monitoring), Proposal writing, Communication skills, Intellectual Property issues, Entrepreneurship, Technology Transfer, Responsible Research, Career development, Teaching practices and skills, Language courses).</li> <li>- Doctoral trainings fed on a regular basis with new trainings.</li> <li>- Centre for Modern Languages offers : Scientific papers' proof reading, French courses for foreign students, English courses for UMONS students and staff, ...</li> <li>- The Pedagogical Quality Assurance Department aims to develop educational tools available to teachers, such as the e-learning platform "Moodle".</li> <li>- Workshops organized by Faculties and Research Institutes.</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Number of training</li> <li>• Availability of training offer in a centralised online catalogue</li> <li>• Evolution of the number of participants</li> <li>• Evaluation from participants</li> <li>• Publication of one newsletter/month about training offer</li> </ul>

Title action	Timing	Resp. Unit	Remarks	Current Status	Indicators
<b>23. Further developing PhD-specific initiatives</b>	Continuous	VRR	<ul style="list-style-type: none"> <li>- Creation of a PhD College aimed to coordinate activities linked to the PhD, offering to PhD Students and their promotors visibility and place of expression.</li> <li>- Strong efforts on doctoral trainings : Each training is evaluated by the participants in order to improve the offer and the process over time.</li> <li>- Doctoral fellowships, financial support at the end of the thesis and dissertation thesis grant. Measure managed by the UMONS's Research Council</li> <li>- Organisation of a "mois du doctorant" (The aims were to highlight the work carried out by our PhD Students and to inform younger students (BAC) about research).</li> <li>- Stimulating a UMONS inter-faculty PhD student network within the PhD House.</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Evolution of allocated budget</li> <li>• Number of meetings of the PhD College</li> <li>• Level of participation to training (and evaluation)</li> <li>• Number of activities organised by the PhD House</li> </ul>
<b>24. Information on career development opportunities</b>	Continuous	RAD, HRD Alumni	<ul style="list-style-type: none"> <li>- Reorganization of the alumni department and systematic publication of job and internship offers on UMONS Career centers pages.</li> <li>- Participation at the annual event « PhD@work » informing PhD students about possible future career opportunities.</li> <li>- Regular information on social media.</li> <li>- Newsletter « Votre Projet Emploi »</li> <li>- Participation at the annual event « PhD@work » informing PhD students about possible future career opportunities</li> </ul>	Extended	<ul style="list-style-type: none"> <li>• Statistics of consultation of the Career center pages</li> <li>• Number of participants to events</li> <li>• Number of views of social media/newsletter</li> </ul>
<b>25. Enhancing the quality of working conditions</b>	Continuous	HRD, DSEM MUMONS	<ul style="list-style-type: none"> <li>- Restaurants (modern, low-cost and quality restaurants available for all members of UMONS staff).</li> <li>- Creation of a day care.</li> <li>- New infrastructures : libraries, museum, conference room, etc.</li> <li>- Carpooling and shared bicycles.</li> <li>- Extended culture offer by MUMONS.</li> <li>- Sport accommodation.</li> <li>- Development of a wellness platform.</li> <li>- Special online initiatives during the pandemic.</li> </ul>	Extended	Level of satisfaction (different surveys organized to evaluate general services)

## New actions

Title action	Timing	Resp. Unit	Remarks	Current Status	Indicators
26. Improving the welcoming procedure for newly hired international researchers	Continuous	RAD	<ul style="list-style-type: none"> <li>- Setting up of a welcome desk for international researchers helping them to the integration and support them for all their administrative procedures (mutual, bank, housing, taxes...).</li> <li>- Permanent support through social networks with the Ph.D. House or dedicated events and a private Teams group.</li> <li>- Organization of a welcoming event (city tour).</li> <li>- Intercultural training.</li> </ul>	New	<ul style="list-style-type: none"> <li>• Euraxess Statistics</li> <li>• Number of participants to event</li> <li>• Exchange via Teams group</li> </ul>
27. As part of the implementation of the MSCA-COFUND (2021-2026), consolidation, extension and evaluation of in-house competences regarding call management, attraction of excellent international postdoctoral researchers and on-site welcoming services, including delivering of repository of evaluators available to assess the excellence of project submissions across all disciplines	End 2021	RAD		New	Infographic for each of the two calls that represents a number of key statistics (e.g. number of submissions, diffusion channels used for publicity, number of evaluators involved, number of candidates above an “excellence” threshold, nationalities, disciplines, gender, age and family situation for the accepted fellows).
28. Implementation of a new tool for the presentation of research, including research units and platforms	2022	RAD DSI Research units		New	<ul style="list-style-type: none"> <li>• Number of websites developed.</li> <li>• Statistics of views/users</li> </ul>



Title action	Timing	Resp. Unit	Remarks	Current Status	Indicators
<b>29. Development and implementation of a career development and training programme for postdoctoral researchers</b>	2022	RAD HRD Alumni	See also action 22	New	Infographic after each C2W 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).
<b>30. Raise awareness and promote Open Science culture and practices</b>	Continuous			New	<ul style="list-style-type: none"> <li>• Number of participants to webinars and events</li> <li>• Number of views of webinars and podcasts</li> </ul>