



## **HR Excellence in Research**

---

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

## ORGANISATIONAL INFORMATION

---

- Key figures for your organization

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	705,96
	182,22
Of whom are international (i.e. foreign nationality)	
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	320,45
Of whom are women *	286,82
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	150,30
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	131,20
Of whom are stage R1 = in most organisations corresponding with doctoral level *	407,36
Total number of students (if relevant) *	9766
Total number of staff (including management, administrative, teaching and research staff) *	1289,29

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	117.150.446,62
Annual organisational direct government funding (designated for research)	3.787.778,08
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	29.277.724,68
	1.797.047,33
Annual funding from private, non-government sources, designated for research	

## ORGANISATION PROFILE

---

The University of Mons (UMONS) is located in the French-speaking province of Hainaut, Belgium, near the French border. UMONS has 7 faculties, 3 schools, 10 research institutes, 3 partner research centres, and operates on two campuses, the main one located in Mons, and the second one in Charleroi. UMONS has nowadays about 150 different degree programs on offer at Bachelor, Master and PhD level in more than 25 fields. UMONS's scientific staff is composed of around 900 researchers in some 100 Research departments. Through its research and close links with the industry, UMONS is also actively involved in regional development. Research objectives are pursued both regionally and internationally and the expertise of the university researchers is internationally acknowledged.

### 1. Ethical and professional aspects

Those last few years, UMONS made lots of improvements as regards to ethical and professional aspects. Amongst others, we may emphasize the development/reinforcement of the following strengths.

- **Sensibilization, communication and training of researchers to ethic, integrity and deontology**, as for example:
  - In 2020, a training about Ethics and Integrity in Research has been organised by AVRE. It met quite a success and helped the researchers to get informed about those aspects. We may emphasize here that the AVRE staff is officially certified to deliver trainings on many subjects, including this one.
  - In addition to this training, two additional tasks are planned for the coming months: A video of the training should be available very soon (first semester 2021). This video will allow researchers to access the information at any time. Posters will be put in all research facilities to raise awareness of researchers about ethics and integrity. This is planned for the end of 2021.
  - With the pandemic, and the fact that it made it complicated to meet researchers at events, AVRE decided to realise a series of videos: « *les Tutos de l'AVRE* » are short videos available on [Youtube](#) and sent to all researchers at UMONS. They disseminate information and tips about useful subjects for researchers such as: dual use/misuse, Open Science, etc. A new video is made every month.
  - Every year, as part of the [LIEU Network](#), UMONS organises the [Intellectual Property Day](#), on the 26th of April. This day is an opportunity for us to sensitize our researchers about PI issues.
- **Structuration and organization of the UMONS in regard to ethic, integrity and deontology:**
  - A commission for Ethics and Deontology has been put in place in February 2017.
  - A [task force](#) is in place and meets on a regular basis to deal with gender issues within UMONS.
  - The University has agreed to be included and to participate in the Superior Council of Scientific Integrity which has just been set up at the level of the Wallonia-Brussels region under the aegis of the *Académie Royale de Médecine et de l'Académie Royale des Sciences, des Lettres et des Beaux Arts de Belgique*.
- **Respect and human proximity** as a core value at UMONS and its implementation through support measures such as:
  - AVRE has created an Innovation Roadmap template aiming at helping researchers to build their research strategy on the long term. AVRE staff is trained to help them fill this roadmap.
  - Another strong commitment from the DPR is the respect for everyone 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) (see also “Working conditions”).

- **Specific consideration for our PhD students**, from their welcoming to their integration such as:
  - A PhD House and a PhD College have been created. The PhD College is the coordination body for activities linked to the PhD, offering to PhD Students and their promoters visibility and place of expression. Under the aegis of PhD College, the PhD House is a place, a space, made available to PhD students and their promoters, concretizing the existence of their community within UMONS. But much more than a place, the PhD House, in collaboration with "[PhD College](#)", will offer PhD students the opportunity to initiate and manage their own projects.
  - Doctoral trainings: we made a strong effort in order to better organise, present and promotes cross-disciplinary courses for our PhD students. A [database](#) has been created and is available on our website. It is fed on a regular basis with new trainings. Each training is evaluated by the participants in order to improve the offer and the process over time.
  - [Videos](#) have been created for our 10 [research institutes](#). Each institute is presented, in a short video, by senior researchers and PhD students, who speak about their research subject, what's the life of a researcher is like, etc. With the aim of respecting gender balance, 50% of the researchers in those videos are women.
  - Since the end of 2019 a newsletter is sent monthly to all of our PhD students. Those newsletters inform them about forthcoming events, trainings opportunities, mobility grants, etc.
  - For the first time this year, the "*mois du doctorant*" has been organised at UMONS. The aims were to highlight the work carried out by our PhD Students and to inform younger students (BAC) about research and to potentially attract them to a research career.

Of course, things can be improved and since the last evaluation, this weakness is still identified as one to be dealt with :

- **Lack of formalization of goals and plans in regard to ethics and integrity**
  - A gender plan is currently being discussed by an ad hoc Working Group, is not available yet. It is the first pilot project of a strategic gender equality plan, which could then be extended to a broader diversity policy, including non-discrimination. The objective is to promote gender equality in different areas, including Human Resources (academic career and cross-sectoral professional insertion, including SHS)
  - No ethics chart is available yet. This task has suffered some delays due to structural changes within some of our administrative departments and the covid crisis. Further actions will be taken in order to pursue this task.

## 2. Recruitment and selection

Amongst others, we may emphasize the development/reinforcement of the following strengths :

- The **promotion of OTM-R through the structuration of HRD**. In recent years, the HRD, and in particular the recruitment and selection department, has undergone many changes and

developments:

- A staff fully dedicated to these functions. This has allowed for greater availability and flexibility on the part of the HRD.
- Contacts and recruitments in collaboration with different departments, directorates, etc. have helped to make our services more widely known within the UMONS.
- Thanks to the experience we have gained over the years with the recruitment and selection of PATO (*Personnel Administratif Technique et Ouvrier*) staff, we are able to make these skills available to scientific and academic staff. Our support covers the dissemination of their job offers, the organisation of tests or interviews on request, various advice on request concerning the different interview techniques, role-playing exercises, etc., as well as the administrative and application follow-up of applicants.
  
- **Tools developed by the HRD to support centralised and non-centralised recruitment**
  - Respect for the OTM-R is already well established in the recruitment service thanks to our job offers open to all. The tests and techniques set up by the HRD complete this aspect by guaranteeing an objective treatment of the application file.
  - In a more targeted manner, the HRD was able to introduce several tools to strengthen its services to Euraxess: creation and provision of a template and best practice guides on OTM-R standards and on the basics of recruitment and selection within UMONS. These simple documents provide clear and quick support to departments wishing to recruit.
  - Finally, in the interests of constant development and improvement, the HRD would like to strengthen its above-mentioned competences by implementing a talent management software.
  
- **A participative approach**, as the collaboration of the HRD with other services concerned by the Euraxess system allows for an enriched and multiple reflection.

Since the last evaluation, these weaknesses are still identified as to be dealt with:

- **A constant trade-off between available of resources and efficacy:**

The changes and developments within the HRD did not come about easily. Each time, it was necessary to take ownership of the function, the procedures, the documents, etc. Despite this, the HRD has been able to move forward at its own pace while remaining aware of its weaknesses and the improvements that need to be made.

- The **university context** and the variety of its functions offer additional difficulties in recruitment.

On the one hand, the need to convince: the importance of having these services recognised (publications, testing, selection...) and their usefulness to the rest of the university community, which is sometimes not sufficiently confronted with the recruitment procedures.

On the other hand, the need for constant adaptation of HRD agents: it is important to adapt and to be aware of the research or recruitment context for each department wishing to recruit. Training and continuous learning are therefore essential!

- **A certain reluctance to change**, in a tradition of academic freedom and autonomy. As such:

- The diversity of profiles to be recruited often requires adaptations in the support offered to recruiting departments.
- The administrative requirements of a complete and transparent recruitment process are often perceived as too cumbersome by the departments, so it is up to the HRD and the authorities to convince them to use it.
- The introduction of talent management software would allow for a monitoring and survey system, which is still underdeveloped within the HRD, but also for a much more automated follow-up of recruitments.

### 3. Working conditions

Amongst others, we may emphasize the development/reinforcement of the following strengths.

- A major strength in terms of working conditions is the **human dimension** of UMONS and the values of solidarity and cohesion that underlie it. The institutional policy of the university aims at reinforcing these values and develops concrete actions to achieve this.
- Structuration and organization of the university, with **Structural commissions and services** set up to support and take care of the staff and in particular new researchers, as :
  - The "*Commission d'Aide et d'Accompagnement du Personnel*" can intervene, in a rapid manner, to support any staff member (regardless of status) who is facing difficulties or unforeseen events in life.
  - The "*Service social*" of the university can also provide punctual help such as granting of a birth or adoption allowance; reimbursements for health care, ...
  - The "[Inclusive University Community](#)" aims to cultivate a dynamic of adhesion and inclusion of each of its members.
  - The "[Sustainable Development Council](#)" allows to amplify the ongoing effort to integrate sustainable development in all research programs and to contribute to the implementation of measures aimed at reducing the environmental impact of the campuses, with very concrete actions such as a reflection on mobility (mobility manager, provision of bicycles, ...) or the implementation of *Recupel* recycling points (sorting and recycling of used electrical appliances and light bulbs).
  - Safety and well-being at work are among the main concerns of the UMONS, which has a specialized prevention service ("*Direction de la Sécurité, l'Environnement et la Mobilité*" - [DSEM](#)).
  - A prevention policy in the field of psychosocial risks has been set up in close collaboration, on the one hand, with the "confidence persons" internal to the institution and, on the other hand, with [external prevention advisors](#). A guide to safety and well-being at work has been written by the DSEM to inform staff of the risks and the prevention and protection measures to adopt (available in FR en EN on the intranet).
- **Specific support for the integration of international researchers**, as the UMONS wants to be an international university open to the world, as well by its international representation via its researchers and students as by the reception and the valuation of the visitors coming from all countries:
  - A [welcome desk](#) for international researchers has been put in place in September 2019 and is fully functional, aiming at helping researchers with any issue which is not directly related to their research work, to help to the integration and support them for all their administrative procedures (mutual, bank, housing, taxes...). The desk also proposes a permanent support

through social networks with the Ph.D. House or dedicated events and a private Teams group.

- **Opportunities for personal development**, since the training of staff is a constant in the UMONS policy (see below), such as:
  - A catalogue that is constantly updated to meet the needs of staff, including researchers, and their new demands. This catalogue has a specific section about personal development: stress and emotion management, burn out prevention, meditation, forest therapy (available on the intranet).
  - Constant **investment in the working and social/life environment**, for instance:
    - o In terms of infrastructure, acquisition, renovation and improvement of buildings and new spaces (some still under construction) has been undertaken in recent years. These works have resulted in a more modern and functional working environment.
    - o A fundamental advance has been the opening of a 36-seat daycare on one of the University's sites. The daycare is subsidized by the ONE (*Office National de l'Enfance*) and the fees are calculated according to the parents' income. A weakness of the offer is however that, due to the public subsidy, the available places are not reserved in priority for the UMONS staff.
    - o As said before, cohesion and solidarity are important values within UMONS and they are also based on a concern of conviviality of the institution. To this end, social events are regularly organized to allow staff members to meet each other: visits to local museums/exhibitions, afterwork, city tours for internationals, ...

The above elements demonstrate the concern of UMONS to develop an active policy on positive working conditions.

Since the last evaluation, these weaknesses are still identified as to be dealt with :

- a general weakness lies in the **fragmentation of initiatives**, which sometimes leads to a lack of coordination of actions. As a result, the visibility of certain actions can be diminished.
- Therefore, for researchers, it may be difficult to be informed and aware of all the possibilities and initiatives dedicated to the enhancement of their well-being.

## Remarks

The [context of the covid epidemic](#), apart from the constraints and revisions of certain priorities, has highlighted a capacity to react and a focus on students of course, but also on the various categories of personnel, including researchers.

Remarkable initiatives were quickly put in place:

- Distribution of masks, launch of the PCR saliva testing campaign (first time on 20 April 2021)
- The use of homeworking has been facilitated by the reinforcement of the IT department and the setting up of a helpdesk in order to support teachers and students during remote examination sessions.
- Psychological hotline accessible in different languages thanks to a collaboration between the Faculty of psychology and the Faculty of Interpretation.
- Regular sharing of information about the sanitary situation and rules via a Teams group dedicated to international researchers.
- The various supports in terms of well-being at work have been strengthened and gathered on a platform (U for you on the intranet)
- Via social networks and remotely, [MUMONS](#) (Department for Scientific dissemination to the public) has

continued to propose cultural activities or the dissemination of scientific culture by associating various researchers.

#### 4. Training and development

Amongst others, we may emphasize the development/reinforcement of the following strengths.

- **Promotion and support of researchers' career development**, by improving access to research training and ongoing development. The UMONS training offer has been strongly reinforced in recent years (and since the last HRS4R action plan) and better structured in order to meet the researcher's needs according to different stages of their career.
  - UMONS aims to emphasize the interdisciplinary aspect of research and offer researchers an extensive training program: transferable skills, presentations of research results and participation in a workshop on interdisciplinarity and leadership. The objective is to provide strong 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)
  - Doctoral trainings : UMONS made a strong effort in order to better organise, present and promotes cross-disciplinary courses for PhD students. A database has been created and is available on [website](#). It is fed on a regular basis with new trainings. Each training is evaluated by the participants in order to improve the offer and the process over time.
  - The UMONS also offers an educational platform ([UMOOC](#)) dedicated to massive and open learning. This training space, based on a Moodle platform, aims to offer a new learning experience by allowing to follow quality MOOCs and SPOCs: i.e. open courses in which an important place is given to learning activities, collaboration between peers and real support by tutors.
- Constant concern of UMONS, beyond training, to **maximize the future employability and professional integration** of its researchers:
  - For this reason, a support service ([UMONS Alumni Service](#)) has been created. UMONS Alumni Service offers various services via the "UMONS Career Center" platform. They organize group and/or individual coaching (such as personal review of a non-academic CV, development of a LinkedIn profile, preparation for a job interview) and networking events with and within companies (like the Junior Enterprise of the Warocqué School of Business and Economics of UMONS) enabling companies to meet students and researchers for possible internship or recruitment opportunities.
- **Specific care of UMONS young PhD students**, i.e. through mentorship :
  - To support the career development of doctoral students, the mentoring program "Ment'OUT" has been created. It concerns at all PhD students who are considering a professional career outside the academic world (more precisely outside the academic job). The program aims to accompany them in their professional reorientation, from the definition of their professional project to the job interview. In concrete terms, the "Ment'OUT" program consists of putting UMONS doctoral students (Mentees) in contact with former UMONS doctoral students (Mentors) who hold positions in different professional sectors. Doctoral students thus benefit from the advice, help and experience of their elders. The program consists of two levels of

mentoring depending on the maturity of the career change project: Definition of the professional project and support in active professional integration with the help of a dedicated Mentor.

- Real Support and valorization of researchers' **mobility**, through the career and beyond :
  - o UMONS has recently become a European university in the [EUNICE alliance](#), and all the European partners will be delighted to receive and exchange researchers. EUNICE aims to be an inter-university campus linking students, teachers, researchers, and administrative staff in a multi-core university campus creating an alternative to nearby, traditional and often perspective-less universities. It aims to be a multicentric forge of talent, combining competence, professionalism, ethical values, aggregation, sustainability, multilingualism as a vehicle for multiculturalism and diversity.

Since the last evaluation, this weakness is still identified as one to be dealt with :

- The **extension of the offer in English** is undoubtedly one point **to improve**. With the award of a MSCA COFUND project C2W (MSCA-COFUND-FP) in 2020 the UMONS will increase the number of trainings in English. C2W was created to offer Experienced Researchers an exceptional opportunity to develop new skills and competences in order to become the next generation of leaders with strong interdisciplinary expertise.
- The **importance of raising gender issues awareness** is also at stake. It will be therefore foreseen in the first gender equality plan the implementation of sensitisation programmes and science popularisation projects against implicit gender bias.

- **Have any of the priorities for the short and medium term changed?**

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. 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 priorities 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.

Since the last internal assessment there has been no significant change in the priorities of our action plan. Moreover, the Rector's strategic note (covering the period 2018-2021) has stipulated the reinforcement of some of these priorities and in particular the international collaborations in teaching and research; the integration of foreign researchers and the institutional quality approach.

Obviously, during the period of the COVID pandemic, the efforts of the Institution were focused on managing the crisis in order to minimise the negative impact on the entire university community and particularly on students and researchers. From April 2020, main priorities/challenges have been:

- Taking care of security and well-being of students and staff
- Combining sanitary crisis management and background institutional steering
- Ensuring effective and calming crisis communication
- Ensuring continuity of qualitative teaching speeding up numerical strategies deployment complementary to conventional presence teaching
- Ensuring access to training for all students
- Ensuring continuity of research and services to the wider society
- Jointly contributing to tackle the pandemic issue
- Maintaining a wide public communication and the promotion of our education offer

○ **Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy?**

Except from the covid situation, there is no notable change of the circumstances in which UMONS is evolving.

The new Rectoral Team is in line with the achievements of the previous one. They aim to continue the consolidation of the University of Mons, to reinforce the UMONS DNA as an innovative and efficient institution through its actions, but also to increase even more, and for all the staff and students.

As a consequence of the sanitary crisis, changes in the circumstances and organization have occurred to tackle the new priorities (see above). In regard to the HR strategy and the implementation of the action plan, main changes are:

- The increased workload of staff, to respond to urgent matters, making it difficult to work on background tasks in services involved in the action plan
- The economical and human resources cost of tackling the situation, impacting all institutions

● **Are any strategic decisions under way that may influence the action plan?**

As mentioned above, the strategy developed by the rectoral team for the period 2018-2021 has reinforced certain aspects strongly linked to the implementation of our action plan. For example, one measure that has been strengthened is the opening up to the international scene. On the one hand, through the creation of the "at home" internationalisation project, the aim being to unify and promote the many individual initiatives to develop an institutional and integrated concept of "travelling without moving": courses in foreign languages, integration of international themes in the courses of the different curricula, awareness-raising on development cooperation, public seminars given by visitors from the international scientific community hosting and tutoring of international students/researchers by Belgian students, creation of an "international journal" highlighting the in/out stays and international activities of UMONS members. On the other hand, by improving the help and support for international researchers.

The award of the MSCA COFUND FP project (C2W), which will start in September 2021, will also provide an excellent opportunity to improve the training offer for researchers and to strengthen international collaborations.

Beyond the university level, the financing of higher education is currently under discussion at the federal level. Any change in the financing act shall impact the available resources and by the way, the implementation capability, eventually changing the priorities of the institution.

## ACTIONS

---

*See action plan annexed.*

### Comments on the implementation of the OTM-R principles

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 revision of our Website, our offers, the vade mecum for recruitment and the Recruitment Charter. The clarification of the recruitment procedure but also the services we propose (tests, individual interviews, follow-ups), 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 has already giving positive feedback. They also compose the selection committee to respect the gender diversity into it.

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. Moreover, a change in the head management of UMONS has occurred in 2018. The HR department had to help implement the new strategy lines in different areas.

Despite this delay, we can now assure that the actions planned will be implemented. Indeed, several cells within the HR 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 is also planned and will fasten all the procedures. To overcome this delay, recruitment committees can call on the HR department when interviewing candidates or for any questions or advice.

## IMPLEMENTATION

---

### General overview of the expected overall implementation process of the action plan

To ensure a proper implementation of the Human Resources 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
- Representatives of the Scientific Body
- One representative of the FRS-FNRS Researchers Committee
- Representatives of the Administrative Departments (Human Resources, Research Administration, Quality Management, and International Relations).

To make the process more efficient, different and ad hoc working groups have been 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)

To ensure the progress of implementation process of the Action plan and monitoring the different measures, the AVRE ensure the general coordination and report on progress to the Steering committee. Regular meetings are also 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 vast majority of the actions identified in the Action Plan have been implemented or are still ongoing. 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.

- **How will the implementation committee and/or steering group regularly oversee progress? \***

As said in the general overview, the AVRE ensures the coordination.

A small working group (AVRE, DRH, EQUIP) has been put in place with a Teams group to simplify exchanges of ideas and report on progress to the Steering committee.

To write this specific review, an important work of analysis of the different institutional documents of the University (Strategic Note 2018-2021, Operational Plan of the Administrator and COS 2020 brochure) has been carried out by the quality service in order to maintain an integrative approach of the different initiatives within the framework of Euraxess but more broadly of the University's policy.

For a more effective follow-up of the action plan, we are planning to convene the steering committee on a more regular basis.

The indicators defined in the Action plan will be formalised more precisely and transmitted to the relevant services / departments, which will implement them to allow for monitoring, regular updates and provision of data when requested.

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

The research community was regularly involved in the implementation process through their participation to the Steering committee meetings and various activities.

Implementing the decisions through an integrative approach, using existing mechanisms, councils and commissions, structurally ensure the involvement of all stakeholders: researchers of different status, PhD students, ... All corpses are indeed represented in decisional structures to take their specificities into account.

Moreover, we would like to invite researchers to participate to a periodic (annual) consultation on priorities and to take part in the reflection of the HRS4R action plan in order to provide more detailed information and raise awareness.

- **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**

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.

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, and with our action plan 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 researchers.

- **How will you ensure that the proposed actions are implemented? \***

By a strong collaboration with the involved administration services and a regular monitoring as described in the first question.

- **How are you monitoring progress (timeline)? \***

See first question

- **How will you measure progress (indicators) in view of the next assessment? \***

See first question