

INTRODUCTION

The Catholic University of Louvain (UCL) has signed, through the Council of Rectors (CRef), the "European Charter for Researchers" (the "Charter") and the "Code of Conduct for the Recruitment of Researchers" (the 'Code') as early as in January 2006. In July 2010, she formally reiterated her commitment emphasizing her determination to support the European Commission's initiative to promote the mobility of researchers in Europe (Euraxess).

In accordance with the recommendations of the European Commission, the University conducted an internal analysis of its practices in order to identify areas of progress and defined its "Human Resources Strategy for Researchers". This strategy was recognised by the Commission in March 2011. Under the direction of the 'Euraxess Strategy Committee', composed almost exclusively of researchers, the 'Euraxess Steering Committee' has implemented the various actions provided for in its strategy. In accordance with the defined process, UCL also conducted a mid-term internal assessment in March 2014 and, in March 2016, a final assessment. These two assessments showed that very significant progress has been made in various areas, for the benefit of all researchers at the University.

Pending the assessment by experts from the European Commission, UCL has continued to seek improvements in the working and career conditions of its researchers. In July 2015, the Board of Directors approved the strategic project of the University: "Louvain 2020". The University expresses, in particular, its desire to expand its research university position and strengthen its internationalization.

With clear strategic lines, UCLouvain intends today to enter the "newly reinforced HRS₄R process" defined by the European Commission by tabling a new human resources strategy for the next three years (HRS₄R 2018 - 2021).

This new strategy intends to continue and develop some of the actions undertaken in the previous strategy, but also to implement new priority actions, in particular to comply with the requirements of the enhanced procedure as established by the European Commission.

Although facing the limits of funding for higher education in the Wallonia-Brussels Federation and the need to work without additional resources, the University remains convinced of the interest of the initiative developed by the Commission and reaffirms its commitment to respect the principles of the 'Charter' and the 'Code'. It is convinced that the recognition of the quality of its "HRS₄R 2018 - 2021" will be an additional factor of attractiveness for researchers and will contribute to increasing their international mobility.

PRIORITY ACTIONS

DIMENSION I: IMPROVE THE RECEPTION OF RESEARCHERS FROM ABROAD

An open, multicultural and multilingual university, UCLouvain is a *research university* that welcomes more researchers from around the world every year. In the context of its previous HRS₄R, the University has already taken many steps to improve the quality of reception and integration of these researchers in their new work environment. An International welcome guide (online) has been published on the institutional portal.

These achievements, however, are not yet sufficiently known. Similarly, some initiatives would be more effective if they were carried in a more coordinated fashion.

In this concern for the visibility and constant improvement of the services offered to researchers coming from abroad, the University intends to establish a 'Louvain welcome desk' which will be specifically dedicated to them.

Driven by the network of all those who play a role in the international reception on its various campuses and in the central services ('referent international reception'), the 'Louvain welcome desk' will be a unique point of

welcome, with significant visibility. It will boost the exchange of information and good practices, ensure the simplification of procedures and stimulate new initiatives.

The Louvain welcome desk is one of the initiatives to be developed within the framework of LOUVAINTERNATIONAL, which aims to promote the international dimension of the University throughout the 2018-2019 academic year. These initiatives concretely demonstrate the opening of UCLouvain to the world, an opening that animates the entire community around a fundamental issue.

To this end, the University will:

1. Implement the 'Louvain welcome desk' (LWD) for researchers from around the world with the development of a specific home portal and a single contact e-mail address. On the other hand, the networking of the 'referents' at the level of the central services and the various campuses as well as the animation of the network.
2. Strengthen the culture of multilingual and multicultural welcome within UCLouvain by continuing the training program to offer especially to LWD people.
3. Enrich the "International Welcome Guide" (online) according to the specificity of the public concerned (doctoral researchers, researchers, visitors, etc.).
4. Make visible the offer of cross-curricular courses particularly relevant for researchers from abroad (see action n° 16: creation of a "*Guide for cross-curricular trainings*" accessible to all researchers).

DIMENSION II: RECRUITMENT

In terms of academic recruitment, UCLouvain has for years been pursuing a policy that is particularly open to the outside world. The same desire governs the recruitment of scientists. The implementation of the e-recruitment platform (SuccessFactors) helps to increase the quality and transparency of recruitment procedures for academic staff and temporary scientific staff, in addition to administrative and technical staff.

As part of its new HRS₄R, the University intends to comply with the requirements formulated by the European Commission using the assessment tool it proposes (OTM-R tool). It will also endeavor to state the good recruitment practices that are in effect within it. Finally, it will continue the initiatives launched under the previous HRS₄R in terms of information for those with responsibilities in the recruitment of researchers and in promoting its international recruitment of post-doctoral researchers.

To this end, the University will ensure to:

5. Examine all recruitment procedures for researchers using the tool proposed by the European Commission (OTM-R tool).
6. Create a "Recruitment Guide" for all those hiring researchers (procedures, best practices, examples of selection criteria).
7. Promote the international recruitment of postdoctoral researchers

DIMENSION III: WORKING CONDITIONS AND SOCIAL SECURITY

For many years, UCLouvain has been striving to provide its researchers with attractive employment conditions, remuneration and an attractive work environment. It actively participates in all initiatives aimed at improving the professional situation of its researchers and strives to remove the obstacles to scientific mobility.

Significant progress has been made in the previous HRS₄R on promoting equal opportunities for men and women. A gender policy has been approved by the University authorities which intends to ensure its effective implementation. In this regard, particular attention will be given to the theme "balance between professional and private life". The University will also continue previous initiatives to improve the information provided to researchers – especially early in the career – about the resources they can use in the event of difficulty. Finally, the University wishes to further assist researchers who are confronted with ethical issues in their research practice.

To this end, the University will:

8. Create an "Institutional Review Board" at the institutional level to increase the quality of the ethical framework for research.
9. Monitor the implementation of the gender policy.
10. Inform researchers and their managers about the importance of the "work-life balance" and the measures that exist to promote this balance.
11. Improve the information given to doctoral researchers about the resources available to them in the event of administrative, relational or psychological difficulties.
12. Revise the doctoral regulations to clarify the possible remedies.
13. Add new modules in the training "Management and psychosocial risks".
14. Improve the social security information given to researchers residing abroad and having an employer other than UCLouvain.

DIMENSION IV: TRAINING AND CAREER

Significant efforts have been made in the framework of the previous HRS₄R to support researchers throughout their doctoral training as well as in their socio-professional integration. UCLouvain has, for example, implemented a certificate of formal recognition of the teaching skills of temporary scientific staff.

Given the importance of these issues for young researchers, the University will once again invest efforts in this direction over the next three years and develop new initiatives focused on their professional development.

To this end, the University will:

15. Enrich the doctoral guide (Valo Doc).
16. Evaluate the opportunity to implement a self-assessment tool for cross-curricular competencies of doctoral researchers.
17. Create a "Cross-Training Guide" accessible to all researchers.
18. Offer new transversal trainings for doctoral researchers.
19. Continue to develop the specific services offered to doctoral researchers in terms of socio-professional integration.
20. Pursue efforts to promote the doctorate outside the academic world.
21. Continue to generalise the use of the PAIC to manage the academic path, especially at the most advanced stage of the career.

IMPLEMENTATION OF THE 'HUMAN RESOURCES STRATEGY FOR RESEARCHERS' 2019-2022

As it did for the previous HRS₄R, the University entrusts the responsibility for the implementation of its "HRS₄R 2018-2021" to the "Euraxess Strategic Committee" and the operationalization of its actions in the "Euraxess Steering Committee".

At the end of the academic year 2020-2021, the "Euraxess Strategic Committee" will evaluate internally the effective implementation of the "HRS₄R 2018-2021", the results of which will be sent to the European Commission for assessment and will make recommendations to further implement the "Charter" and "Code" within the institution.

| Previous HRS ₄ R | | Dimension I: Welcoming researchers from the international scene | | | | | | | |
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| Extension / new action(s) : ↻ | | | | | | | | | |
| Action to finalise : → | | | | | | | | | |
| Status Former assess ^{nt} | Description of the activity | Action No | Description of the activity | Leader | Participating parties | Timing | Activities | Indicators | Target (*) |
| New | | 1. | Implementation of the Louvain Welcome Desk (LWD) | PRI | ADRI – ADRE ARH SIC – AVIE Secteurs, Facultés, Instituts, | To be finished by June 2019 then continuously | <ul style="list-style-type: none"> Networking reception referents Development of a specific home portal Single contact email address | <ul style="list-style-type: none"> List of network members Number of emails Network meetings | R1 -> R4 |
| New | | 2. | Strengthen the culture of multilingual and multicultural welcome at UCL by offering trainings | VRPP | ARH | To be finished by end December 2018 then continuously | <ul style="list-style-type: none"> Organization of intercultural communication trainings for welcoming staff | <ul style="list-style-type: none"> Training specifications Number of participants | R1 -> R4 |
| → | Increase the quality of welcome and information to facilitate their integration into the work environment | 3. | Enrich the online welcome guide according to the specificity of the public concerned (doctoral researchers, researchers, visitors, etc.). | PRI | AREC Réseau d'accueil | To be finished by end December 2019 | <ul style="list-style-type: none"> Enrichment of the guide | <ul style="list-style-type: none"> Publication on the portal | R1 -> R4 |
| New | | 4. | To raise awareness of the offer of cross-curricular courses particularly relevant for researchers from abroad | VRPP | ARH ADRE | To be finished by end December 2020 | <ul style="list-style-type: none"> Creation of new pages on the website (VALO Doc) | <ul style="list-style-type: none"> Publication on the portal | R1 -> R4 |

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ADRE – Research administration
AREC – Communication department
CDD – Subject-specific doctoral committees

CIO – Centre for information and guidance for students
CODAL – Subject-specific doctoral committee of the Académie Louvain
CRCT – Staff office of the Rector
CRPG – Advisor to the rector for the gender policy

ARH – Human resources administration
LID – Louvain International Desk (Replaced by the Louvain Welcome Desk – LWD)
LLL – Louvain Learning Lab

SGSI – IT department
PRI – Pro-Rector for international Affairs
PRR – Pro-Rector for Research
VRPP – Vice-Rector for personnel policy

4

| Previous HRS ₄ R | | Dimension II: Recruitment | | | | | | | |
|-------------------------------|---|---------------------------|---|-------------|---------------------------------|-------------------------------------|---|--|----------------------|
| Extension / new action(s) : ↻ | | | | | | | | | |
| Action to finalise : → | | | | | | | | | |
| Status Former assessment | Description of the activity | Action No | Description of the activity | Leader | Participating parties | Timing | Activities | Indicators | Target (*) |
| New | | 5. | Review all researcher recruitment procedures using the OTM-R tool | VRPP | ARH CRCT ADRE Secteurs | To be finished by end December 2019 | <ul style="list-style-type: none"> In-depth analysis of all recruitment procedures for all categories of researchers recruited through the OTM-R (tool recommended by the European Commission) | <ul style="list-style-type: none"> Analysis documents Recommendations | R1 R2 R3 R4 |
| → | Create a recruitment handbook aimed at developers who are called upon to recruit researchers. | 6. | Create a recruitment guide for everyone who has a responsibility for recruiting researchers | VRPP PRR | ARH ADRE Institutes | To be finished by end August 2020 | <ul style="list-style-type: none"> Procedures Best practices Examples of selection criteria | <ul style="list-style-type: none"> Recruitment of Researchers on External Credits – Note Materiality of the vademecum (paper and / or electronic) Communication plan to promoters | R3 R4 |
| ↻ | Increase openness to international recruitment of post-doctoral researchers | 7. | Promote the international recruitment of postdoctoral researchers | PRR | ADRE | To be finished by June 2020 | <ul style="list-style-type: none"> Establish a new partnership | <ul style="list-style-type: none"> Partnership | R2 |

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| Previous HRS ₄ R Extension / new action(s) : ↻ Action to finalise : → | | Dimension III: Working conditions | | | | | | | |
|--|---|-----------------------------------|--|--------------|---------------------------------------|--|---|---|----------------------|
| Status Forme r assessment . | Description of the activity | Action No | Description of the activity | Leade r | Participatin g parties | Timing | Activities | Indicators | Target (*) |
| New | | 8. | Create an "Institutional Review Board" to increase the quality of the research framework | PRR | ADRE Groupe des juristes | To be finished by June 2021 | <ul style="list-style-type: none"> Inventory of existing bodies Board creation | <ul style="list-style-type: none"> Institutional Review Board | R1 R2 R3 R4 |
| ↻ | Adoption of a program designed to promote equality between women and men | 9. | Monitor the implementation of gender policy | VRPP CRPG | ARH | Continuously | <ul style="list-style-type: none"> Monitoring of gender policy using defined indicators Annual report to the authorities | <ul style="list-style-type: none"> Annual update of monitoring indicators Annual Report | R1 R2 R3 R4 |
| New | | 10. | Inform researchers and their managers about the importance of the "work-life balance" and the measures that exist to promote this balance. | VRPP CRPG | ARH | To be finished by December 2019 | <ul style="list-style-type: none"> Creation of a charter to raise awareness among managers on the importance of balancing personal and professional life | <ul style="list-style-type: none"> Charter New information pages on the portal | R1 R2 R3 R4 |
| → | Identify and document the procedures available to researchers | 11. | Improve the information given to doctoral researchers about existing resources and bodies in the event of administrative, relational and psychological difficulties. | PRR | ADRE ARH CDD CODAL CORSCI | <ul style="list-style-type: none"> To be finished by June 2019 | <ul style="list-style-type: none"> Identification of existing resources / bodies | <ul style="list-style-type: none"> New information pages in VALO DOC Louvain | R1 |
| → | Distribution and explanation of all the rules and procedures to researchers | | | | | | | | |
| New | | 12. | Revise the doctoral regulations to specify possible remedies | PRR | ADRE CDD CODAL | <ul style="list-style-type: none"> To be finished by September 2021 | <ul style="list-style-type: none"> Specify the possible remedies (procedure, deadlines, etc.). | <ul style="list-style-type: none"> Doctoral Regulations amended | R1 |

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UCLouvain – Human Resources Strategy for Researchers – HRS₄R – 2018–2021

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|  | Promote a preventive approach to conflicts by organizing in "management of psychosocial risks" | 13. | Add new modules in the training 'Management of psychosocial risks' | VRPP | ARH | <ul style="list-style-type: none"> To be finished by September 2020 | <ul style="list-style-type: none"> Design and organization of new modules | <ul style="list-style-type: none"> Specifications | R4 |
| New | | 14. | Improve the social security information given to researchers residing abroad and having an employer other than UCLouvain | VRPP | ARH | <ul style="list-style-type: none"> To be finished by September 2021 | <ul style="list-style-type: none"> Creating Specific Information Raising awareness among concerned researchers | <ul style="list-style-type: none"> Specific information about the portal and in the researchers welcome guide | |

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| Previous HRS ₄ R | | Dimension IV: Training and career | | | | | | | |
|-------------------------------|--|-----------------------------------|---|-------------|---|-------------------------------------|--|---|----------------------|
| Extension / new action(s) : ↻ | | | | | | | | | |
| Action to finalise : → | | | | | | | | | |
| Status Forme r assess nt | Description of the activity | Action No | Description of the activity | Leade r | Participatin g parties | Timing | Activities | Indicators | Target (*) |
| ↻ | Creation of a handbook for future and current PhD students | 15. | Enrich the doctoral guide (VALO DOC) for future and current doctoral researchers | PRR | CIO ARH | To be finished by end 2019 | <ul style="list-style-type: none"> Addition of information in VALO DOC – especially aspects of career management | <ul style="list-style-type: none"> Publication of information on the portal | R1 |
| ↻ | Definition of soft skills that can be acquired during the thesis | 16. | Evaluate the opportunity to implement a tool for self-assessment of cross-curricular competencies of doctoral researchers | VRPP PRR | ARH ADRE, CIO CDD/CODAL ADEF | To be finished by end December 2019 | <ul style="list-style-type: none"> Analysis of possible options in terms of tools (benchmarking) Recommendations | <ul style="list-style-type: none"> Assessment report | R1 |
| New | | 17. | Create an (online) guide containing all cross-curricular trainings accessible to researchers | VRPP | ARH – ADRE, CIO – LLL + others | To be finished by end 2019 | <ul style="list-style-type: none"> Identify all transversal trainings offered by all internal operators Creation of the web guide | <ul style="list-style-type: none"> Guide for cross-curricular trainings for researchers | R1 R2 R3 R4 |
| ↻ | Offer PhD students a soft skills development programme | 18. | Propose new cross-curricular trainings for doctoral researchers | VRPP | ARH ADRE CIO | To be finished by end August 2019 | <ul style="list-style-type: none"> Identification of transversal skills for which there is not yet a structured training offer Drafting of the specifications of the new training offers | <ul style="list-style-type: none"> Specifications of the new organised trainings No. of participants | R1 |
| ↻ | Academic and non academic integration at the end of the thesis | 19. | Continue the development of new specific services for socio-professional insertion | CIO | ADRE | Continuously | <ul style="list-style-type: none"> Personal coaching: interviews, discussions Group coaching: seminars, specific lectures, etc. Collaboration with 'Objective Research' | <ul style="list-style-type: none"> Publication of the program of activities proposed on the portal Online documentary | R1 |

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UCLouvain – Human Resources Strategy for Researchers – HRS₄R – 2018–2021

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| | | | | | | | • Advice online | space | |
|  | Promotion in the non academic world of skills that can be acquired during the PhD or while performing the research. | 20. | Pursue efforts to promote the doctorate outside the academic world | PRR | ADRE CIO | To be finished by end December 2019 | • Actions to be developed as part of the Interuniversity Work Program PhDs@Work | • Events | R1 R2 R3 R4 |
|  | Develop the use of PAIC to manage the academic career | 21. | Pursue the development of the use of PAI? especially at the most advanced stage of the career | VRPP | CRCT IPM | Continuously | • Organization Plan of the PAI | • Implementing the PAI | R3 R4 |

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