

	Action plan 2022-2025	Plan	Timing	Responsible Unit	Indicators	February 2023
Communication						Status
50.	Preparation and implementation of a communication plan aimed at improving the visibility of the HRS4R action plan and the EURAXESS initiatives within the University.	Plan 2018-2021	2 semester 2024	Research Administration Department	<ul style="list-style-type: none"> • Organisation of a kick-off event for the action plan 2022-2025 • At least one publication/year in the ULB internal newsletter • HRS4R presented at Welcome Days • Communication of on-going HRS4R status for the ULB EURAXESS webpage • Number of links on the University website to EURAXESS pages 	En cours
44.	Expanded online website in English, particularly where information on careers is concerned: after listing all pages available, drawing up of a list of pages to be translated, including planned schedule	Plan 2018-2021	2 semester 2024	International Relations Department Human Resources Department	<ul style="list-style-type: none"> • Planning validated by relevant authorities • Number of translated documents according to planning 	En cours (Not started yet for 2023)

45.	Translation into English and online version of main documents including general information and regulations, particularly at the level of the Human Resources Department: after listing all documents available, drawing up of a list of documents to be translated, including planned schedule	Plan 2018-2021	2 semester 2024	International Relations Department Human Resources Department	<ul style="list-style-type: none"> • Planning validated by relevant authorities • Number of translated documents according to planning 	En cours (Not started yet for 2023)
58.	Communication about the revised University 'Coordinated regulatory text regarding the scientific and academic staff' and monitoring of its enforcement within each faculty	Plan 2018-2021	Continuous	Human Resources Department	<ul style="list-style-type: none"> • Number of communication actions when a new version of the Coordinated Text is approved by relevant bodies • Number of online consultations of the Coordinated Text when a new version is approved by relevant bodies • Report on enforcement 	Implemented
85.	Promote and improve bilingual FR/EN institutional mailing communication	New Action	2 semester 2025	International Relations Department	<ul style="list-style-type: none"> • Number of bilingual insitutional mails sent to University 	En cours
Mobility of researchers						

86.	Enhance mobility of researchers, academics and staff, including virtual mobility, to set up collaborations for EU project submission, sharing good practises and promote learning opportunities based on ULB University Alliance	New Action	1 semester 2024	Research Administration Department	<ul style="list-style-type: none"> •Number of mobile researchers/academics/staff •Number of mobility initiatives such as Infodays, collaboration calls and platforms, etc. 	En cours
87.	Revision of the communication strategy about mobility opportunities on ULB website and intranet to ease access to information, including coordination between the departements.	New Action	1 semester 2023	Research Administration Department International Relations Department	<ul style="list-style-type: none"> • Number of mobility opportunities included in the webpage • Number of meetings of working group • Number of interdepartment trainings 	En cours
88.	Benchmark of existing funds for short-term mobility in particular for networking and learning activities at Faculties and central administration and analysis of possible gaps to be addressed	New Action	2 semester 2023	Research Administration Department International Relations Department	<ul style="list-style-type: none"> • Compilation of mobility oppotunities and usage statistics summary • Analysis of possible gaps and recommendations 	En cours
89.	Analysis of existing funds for translation, publication and communication of research to enhance ULB international visibility of research projects	New Action	2 semester 2023	Research Administration Department International Relations Department	<ul style="list-style-type: none"> • Compilation of funds and usage statistics summary • Analysis of possible gaps and recommendations 	En cours

90.	Analysis with the Welcome Desk on actions to implement with the aim to increase the mobility of researchers with family	New Action	1 semester 2024	International Welcome Desk Research Administration Department	<ul style="list-style-type: none"> • Needs analysis of researchers • Analysis of initiatives at European level • Feasibility study of initiatives to implement at ULB level 	Change of scope.
	90.1 Inscription system for visiting researchers and post-docs via Welcome Desk that allows a follow-up of incoming and outgoing researchers, to anticipate services (families, for example) and to have a target audience for Welcome Days, networking activities, etc	New Action	2 semester 2024	International Welcome Desk Research Administration Department	<ul style="list-style-type: none"> • Needs analysis of the Welcome Desk • Option analysis at national level • Content of the form/system and departments to be involved • Communication plan and welcome path of researchers at labs/faculties, etc 	En cours
Training and career development						

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

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

93.	Set up of a new training programme on team management and leadership for researchers and administrative staff	New Action	2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of participants • Number training sessions • Number of registration for training • Number of submitted evaluations to assess quality of trainings 	Implemented continuous
94.	Set up a pilot coaching programme on skills and career development for researchers and administrative staff on-external funding	New Action	2 semester 2023	Human Resources Department	<ul style="list-style-type: none"> • Number of participants • Number of submitted evaluations to assess quality of trainings • Evaluation report 	En cours
95.	Mentoring actions for career development in and out of academia, during the second half of the PhD and/or during the postdoc	New Action	2 semester 2023	Research Administration Department	<ul style="list-style-type: none"> • Launching of the mentorship programs (yes, 2) • Number of inscriptions • Number of submitted quality assesment 	En cours
96.	Reflection on improvement of PhD path and set of recommendations for the Authorities	New Action	1 semester 2024	Research Administration Department	<ul style="list-style-type: none"> • Needs analysis via focus groups for PhD candidates and PhD supervisors • Results presented to the Research Council • Action plan development according to results and recommendations • Aproval of recommendations and action plan by Research Council and Academic Council 	En cours

97.	Development of introductory training sessions on research ethics and integrity and and follow-up modules to discuss its relevance for day-to-day scientific activities	New Action	2 semester 2023	Research Administration Department Integrity Council Ethic Committees	<ul style="list-style-type: none"> • Number of trainings • Number of participants • Percentage of positive evaluations 	No started yet
98.	Develop innovative solutions for researchers in the field via ULB NGO: creation of good practises sharing system, intercultural training, tools for multidisciplinary research and support for publication dissemination	New Action	2 semester 2024	ULB NGO Research Administration Department	<ul style="list-style-type: none"> • Creation of an interdisciplinary and multi-stakeholder exchange space • % of innovative practises collected and systemtised • Researchers taking into account the recommendations • Support provided for researchers in the field, i.e. training, toolkit, etc. 	Starting date 7th February
99.	Reflection on how to increase the pool of trainers for ULB that includes actors from in and out academia	New Action	2 semester 2024	Teaching Department Life-long learning Department Research Administration Department	<ul style="list-style-type: none"> • Creation of the working group and appointment of members • Number of meetings • Number of activities/projects launched • Number of new trainers engaged 	No started yet
Human Resources						
56.	Improving the welcoming procedure (events) for newly hired researchers in order to increase by 25% the number of participants	Plan 2018 - 2021	1 semester 2023	Human Resources Department Department Transversal Strategy Strategy Support	<ul style="list-style-type: none"> • Number of participants in the welcome sessions • Launch of tools to improve better welcoming at departement/unit level • Relevant meetings/trainings to 	En cours. There hasn't been welcoming sessions this year

	<p>56.1 Reflection on the welcome practises with the Authorities to develop an integration/welcoming path</p> <p>56.2 Creation of an on-boarding service for the welcoming of staff and researchers</p>				<p>improve welcoming</p> <ul style="list-style-type: none"> Website updates to access information 	<p>dedicated to PhDs.</p> <p>Action liee au Mobilite, action 90</p>
100.	<p>Informal networking activities development through the Welcome Desk, PhD and post-doc society, which supports integration, but also collaboration among researchers, units, department and faculties.</p>	New Action	1 semester 2023	<p>International Welcome Desk Research Administration Department</p>	<ul style="list-style-type: none"> Number of meetings/events of these type Number of registrations 	<p>Not started yet, action linked to action 96 of Training and career development</p>
11.	<p>Thanks to the implementation of an e-recruitment tool, providing personalised information to all applicants according to their profile (full details of criteria and selection proce-dures, legal information such as salary scales, rules regarding seniority and qualifications, promotion criteria...)</p>	Plan 2018 - 2021	2 semester 2024	<p>Human Resources Department</p>	<ul style="list-style-type: none"> % of applicants who get the personalised information Number of applicants using the e-recrutement tool instead of the former system 	<p>En cours</p>

51.	Improving the communication/ advertisement about the EURAXESS Jobs website in order to increase the number of publications	Plan 2018 - 2021	Continuous	Human Resources Department	<ul style="list-style-type: none"> • At least 1 publication/year in the ULB internal newsletter • Number of publications on EURAXESS Jobs 	En cours
52.	Development of an e-recruitment tool for the recruitment of academic and scientific staff paid by the ULB budget in order to facilitate the process for the applicants and the administration	Plan 2018 - 2021	2 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of applicants using the e-recrutement tool instead of the former system 	En cours
53.	Thanks to the implementation of an e-recruitment tool, communication of career opportunities to all applicants for an academic position via the relevant channels	Plan 2018 - 2021	In progress	Human Resources Department	<ul style="list-style-type: none"> • Number of online consultations of the brochure 	En cours
54.	Based on the implementation of an e-recruitment tool, assesment of best communication channels of main funding schemes and mechanisms applicable to ULB researchers	Plan 2018 - 2021	In progress	Human Resources Department	<ul style="list-style-type: none"> • Number of online consultations of the brochure 	En cours
101.	Development of a set of well-being initiatives for academics, researchers and administrative personnel.	New Action	1 semester 2024	Human Resources Department	<ul style="list-style-type: none"> • Number of trainings on well being • Publication of good practises in ULB webpage • Launch of a survey on the utility of the good practises and further recommendations • Publication of Charter 	Implemented

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

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

111.	Good practises and initiatives sharing through the ULB European University Alliance to promote Gender Equality in academic/scientific careers at European level	New Action	1 semester 2023	Gender and Diversity Advisor ULB CALIPER team ULB RIS4CIVIS team	<ul style="list-style-type: none"> • Number of follow-up meetings on gender • Number of good practises shared • Number of collaborations created" 	En cours
Open Science						
40.	Definition of Next Cloud services for data storage	Plan 2018-2021	2 semester 2022	Departement Informatique Libraries Department	<ul style="list-style-type: none"> • Approval of first line of support • Name a working group to support the system • Development of a second back-up copy of data in a separate site • Up and running system for data storage 	En cours, soon implemented
112.	Nominate an OS academic leader and a supporting OS working group for the coordination	New Action	1 semester 2022	Research Vice Rector	<ul style="list-style-type: none"> • Appointment of academic leader • Creation of the coordination working group • Number of meetings 	En cours
113.	Develop an institutional Open Science strategy	New Action	2 semester 2023	Research Vice Rector Open Science working group	<ul style="list-style-type: none"> • Working group created • Open science strategy approved by Research Council and Academic Board" 	Not started yet. Awaiting for the organisation of a working group (action 112, above)
114.	Create a single access point providing information about Open Science at ULB to increase the visibility of OS and link to relevant guidance, services, tools and trainings available for researchers.	New Action	2 semester 2023	Open Science working group International Relations Department	<ul style="list-style-type: none"> • Launching of the single access point • Number of information topics/services/tools provided 	Not started yet Awaiting for the organisation of a working group. (action 112, above)

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

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

123.	Make recommendations to recognize engagement in Open Science in the researcher evaluation for promotion and funding	New Action	1 semester 2025	Open Science working group Authorities	<ul style="list-style-type: none"> • Drafting of recommendations report • Recommendations presented and discussed to/with the relevant authorities 	En cours
124.	Make recommendations for the responsible use of quantitative indicators in evaluating the outputs of research.	New Action	2 semester 2024	Open Science working group Authorities	<ul style="list-style-type: none"> • Drafting of recommendations report • Recommendations presented and discussed to/with the relevant authorities 	En cours
125.	Raise awareness on Citizen Science and participatory science through promotional events, enhancing visibility of projects, organising training on citizen and participatory science, etc	New Action	2 semester 2023	Brussels Research Open Lab RIS4CIVIS project manager	<ul style="list-style-type: none"> • Number of events • Number of participants • Number of trainings • Launch of website 	En cours