



2020-2025 HRS4R ACTION PLAN

**Updated November 2024
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COFIL of 11/29/2024)**

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1- The HRS4R 2020-2025 action plan defined in 2019

The “Human Resources Strategy for Research” (HRS4R) action plan of the University of Angers (UA), associated with the “HR Excellence in Research” (HRER) label obtained on December 4, 2020, is based on the gap analysis (gap analysis carried out in 2019, see Appendix B) in relation to the principles of the Charter and the Code (see Appendix C).

The HRS4R action plan includes 40 actions (including one cross-cutting and 5 defined “in reserve” in 2019) grouped into 4 major thematic areas which overlap the categories of the Charter and the Code ¹:

- **A- Recruitment** (actions 1 to 11);
- **B- Ethics, non-discrimination and gender** (actions 12 to 21 and, 40);
- **C- Training** (actions 22 to 30);
- **D- Support for staff** (actions 31 to 33 and, 35 to 39).

1-1- List of actions 2020-2025 with regard to the principles of the Charter and the Code

Thematic	Action No.	Action label	Principles – HRS4R 2008 classification (Gap analysis)
A- Recruitment	1	Training in writing gender-neutral job descriptions	27- Gender balance (-/+)
	2	Improve information for candidates: systematic information on the composition of selection committees, on procedures, in particular for contract staff (post-doc, IGR/IGE) the selection criteria; information given to candidates for contract positions on their rights and obligations.	12- Recruitment (principles) (-/+) 13- Recruitment (procedure) (-/+) 14- Selection (+/-) 15- Transparency (-/+) 16- Judgment of merit (+/-)
	3	Implementation of recruitment, advancement and remuneration systems for contract workers.	5- Contractual and legal obligations (+/-) 14- Selection (+/-) 15- Transparency (-/+)
	4	Internal and external communication on recruitment issues and procedures	15- Transparency (-/+)
	5	Post EC, post-doc and IGR/IGE job offers on Euraxess	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+)
	6	Deploy a training system for members of selection and recruitment committees on gender stereotypes, selection criteria, job interviews, etc.	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+)

¹ HRS4R 2008 classification, see APPENDIX C

			14-Selection (+/-) 27-Gender balance (-/+)
	7	Encouragement for the generalization of work placements for recruitment, at least for MCF and Pr	16- Judgment of merit (+/-)
	8	Redefine and promote the status of “post-doc”, including maximum duration and remuneration standards (all establishments combined)	21- Post-doctoral appointments (-/-) 22- Recognition of the profession (+/-) 26- Funding and salaries (+/-)
	9	Provide an HR management tool (age pyramid, workforce, body, grade, age, gender, numerical projections, etc.) for recruitment, involving departments and URs to anticipate recruitment needs in the different sectors. This tool will also include the construction of a benchmark of experiences that can be used during recruitment, taking into account mobility, qualifications	17- Variations in the chronology of CVs (-/+) 18- Recognition of mobility experience (+/+) 19- Recognition of qualifications (+/-)
	10	Dematerialization of the procedure, digital links allowing better completion of application files for contract workers	13- Recruitment (procedure) (-/+) 15- Transparency (-/+)
	11	Building a “toolbox” integrating undetectable needs for the UA, based on the needs expressed by the candidates	13-Recruitment (procedure) (-/+)
B- Ethics, non-discrimination and gender	12	Information and communication to staff on the ethical and professional conduct systems of the UA: training, scientific integrity, ethics committee – Thematic meetings in the labs (support for EC skills booklet)	2- Ethical principles (+/-) 3- Professional responsibility (+/-) 5- Contractual and legal obligations (+/-) 6- Responsibility (-/+)
	13	Ethical training in relation to the business world: obligations of civil servants, scientific competitions, taking shares in a company, consultancy; protection against pressure groups	2-Ethical principles (+/-) 3-Professional responsibility (+/-) 31- Intellectual property rights (+/-)
	14	Creation of an ethics mission	2-Ethical principles (+/-)
	15	Define internally within the UA “the author” in compliance with the rules of ethics. Establish rules of good conduct within the UA on authors and integrate them into the “Scientific Integrity” training.	3-Professional liability (+/-) 31-Intellectual property rights (+/-) 32- Co-author (-/+)
	16	Define the conditions for being a co-author in a charter of signatures by integrating international standards. The UA signature principles must appear in the internal regulations (IR) of the laboratories which must be available to all, in free consultation on the intranet.	3-Professional responsibility (+/-) 31-Intellectual property rights (+/-) 32-Co-author (-/+)
	17	Establish training on intellectual property; Make existing optional training mandatory for doctoral students, and open it up to teacher-researchers and post-doctoral students	3-Professional responsibility (+/-) 5-Contractual and legal obligations (+/-) 8- Dissemination and exploitation of results (+/-) 31-Intellectual property rights (+/-)

	18	Information on the national legal framework, the UA strategic orientation on gender and disability issues (framework letter, recruitment charter) (Selection committee and recruitment committee booklet)	2-Ethical principles (+/-) 5-Contractual and legal obligations (+/-) 10- Non-discrimination (+/-) 12- Recruitment (principles) (-/+) 27- Gender balance (-/+)
	19	Training in combating stereotypes, particularly gender and disability, aimed primarily at management, department directors, middle managers and recruitment panels.	10- Non-discrimination (+/-) 27- Gender balance (-/+)
	20	Have a “gender” referent to check that at each stage of the process, gender issues are correctly addressed (particularly for job descriptions, advancement decisions, the M/F balance in project management, management of structures, etc.)	27-Gender balance (-/+)
	21	Monitoring young researchers during the first 10 years of their career (integration of mentoring + gender by integrating work-family balance)	24- Working conditions (-/+) 27- Gender balance (-/+) 28- Career development (-/+) 39- Access to training, research and continuing development (-/+)
C- Training	22	Structure a training offer (possibly shared locally between EPST-UA) and dedicated to the teacher-researcher at each stage of their career and their assumption of scientific and management responsibilities (HR, finances, prevention, etc.). Propose a training course for the management of a research unit.	4- Professional attitude (+/-) 20- Seniority (+/-) 37- Supervision and management tasks (-/+) 38- Continuing professional development (+/-)
	23	Training in research financing, project assembly, management, and practical rules for operating calls for tender, ethics, intellectual property.	4-Professional attitude (+/-) 6- Responsibility (-/+) 33- Teaching (+/-) 36- Relationship with thesis/internship directors (+/-) 37- Supervision and management tasks (-/+)
	24	Training in recruitment operations intended for department directors, UR directors and selection and recruitment committee chairs.	12- Recruitment (principles) (-/+) 13- Recruitment (procedure) (-/+) 14- Selection (+/-)
	25	Training of thesis supervisors: specifically, make HDRiale and scientific integrity (IS) training mandatory in order to be able to request authorization to register with the HDR; for declared supervisors who benefit from thesis funding from the establishment, make this funding conditional on participation in the HDRiales and IS	36- Relationship with thesis/internship directors (+/-)
	26	Awareness and training of staff in Open Access	8- Dissemination and exploitation of results (+/-)
	27	Reorganization of ED training (and the catalog offered) based on the blocks of skills to be acquired with a common core of training for all doctoral students (same	38- Continuing professional development (+/-)

		skills) in the first 6 months of the doctorate.	
	28	Individualized training plan for the doctoral student, defined from the start of the thesis	20- Seniority (+/-) 36- Relationship with thesis/internship directors (+/-)
	29	Accessibility of MCF to training courses provided in the doctoral catalog	38- Continuing professional development (+/-)
	30	Open to all ECs or new arrivals the Intellectual Property (IP) Mooc offered by SATT Ouest	3- Professional responsibility (+/-) 8- Dissemination and exploitation of results (+/-) 31- Intellectual property rights (+/-)
D- Support for staff	31	Construction of a dynamic interface to make visible the reference persons (intranet) linked to the department concerned or the action (training, managers, etc.)	24- Working conditions (-/+) 28- Career development (-/+) 40- Supervision (-/+)
	32	Setting up professional interviews for career prospects, defining training needs, identifying individual problems to be integrated into the management of the person and the action of the UA	30- Access to career guidance services (-/+) 38- Continuing professional development (+/-) 39- Access to research training and continuing development (-/+)
	33	Allow young ECs to establish themselves professionally under good conditions by controlling the use of additional hours during the first three years of practice and by using possible time releases at the start of their career.	24- Working conditions (-/+) 33- Teaching (+/-)
	35	Improve the information of C and EC regarding the rights and obligations vis-à-vis the UR. (Point to work between UA, ED, UR, partners outside UA such as CNRS)	4- Professional attitude (+/-) 5- Contractual and legal obligations (+/-)
Transverse	34	English translation of all strategic documents of the UA and its URs	12- Recruitment (principles) (-/+) 13- Recruitment (procedure) (-/+) OTM-R
Action in Reserve (D- Staff support)	36	Establishment of a resource person within the work unit to support teacher-researchers (permanent and contract) in their career considerations and their integration for new arrivals.	24- Working conditions (-/+) 28- Career development (-/+) 30- Access to career guidance services (-/+) 38- Continuing professional development (+/-) 39- Access to research training and continuing development (-/+) 40- Supervision (-/+)
Action in Reserve (D- Staff support)	37	Implementation of a career and mobility support tool - professional, international and statutory - for researchers integrating information actions on existing systems (CRCT, delegation , etc.).	29- Valorization of mobility (+/-) 38- Continuing professional development (+/-)
Action in Reserve (D- Staff support)	38	Creation of a customizable intranet allowing everyone to access dedicated tools and information	24- Working conditions (-/+)

Action in Reserve (D- Staff support)	39	Strengthen consideration of staff investment in their dissemination actions towards the general public for their career progression	9- Commitment to society (+/+)
Action in Reserve (B- Ethics, non-discrimination and gender)	40	Training in knowledge of the institution and the rules of public higher education, in particular for contract workers	4- Professional attitude (+/-) 5- Contractual and legal obligations (+/-) 6- Responsibility (-/+) 7- Good practices in the research sector (+/+)

1-2- List of actions 2020-2025 – Support directions, indicators and deadlines defined in 2019

Thematic	Action No.	Synthetic wording of the action	Support Directions	Indicators	Startup	Implementation / Progressive Improvement	Fully implemented / Completed
A- Recruitment	1	Training in gender-neutral job descriptions	VP equality	Training implemented Number of people participating	Q4-2020	Q2-2021	Q2-2021
	2	Information for candidates	DDN HRD DCOM	30% at 2 years, 60% at 4 years and 100% at 6 years Effective implementation of a wiki	Q4-2020	Q2-2021	2027
	3	Contractual recruitment, advancement, remuneration	HRD	30% at 2 years, 60% at 4 years and 100% at 6 years	Q4-2020	Q1-2021	2027
	4	Communication on recruitment issues and procedures	HRD DCOM	Updated according to changes in regulations or relevant needs of the devices concerned	Q4-2021	Q2-2023	Q2-2023
	5	Using Euraxess	HRD DI DRIED	Deposit indicators on Euraxess: 30% at 2 years, 60% at 4 years and 100% at 6 years	Q4-2020	Q2-2021	2027
	6	Training of selection and recruitment committees	VP equality HRD	Integration into the training plan + 50% of local members trained in 4 years	Q4-2020	Q2-2021	Q4-2025
	7	Professional situation	VP HR HRD	100% of Pr and MCF jobs by 2024	Q1-2020	Q1-2020	Q4-2025
	8	Redefining and promoting post-doc status	HRD UA	Establishment of an internal settlement point Indicators: 30% at 2 years, 60% at 4 years and	Q4-2020	Q4-2021	Q4-2026

				100% at 6 years			
	9	HR management tool for selection and recruitment committees	HRD DPE	Creation of a dynamic document Positions concerned: 30% at 2 years, 60% at 4 years and 100% at 6 years	Q4-2021	Q2-2022	2028
	10	Dematerialization of recruitment application files	HRD DDN	Effective dematerialization. Putting documents online. Links to standard documents and to useful sections for candidate information.	Q2-2021	Q4-2021	Q4-2021
	11	Toolkit for candidates	HRD COPI VP R	Putting tools online	Q4-2021	Q1-2022	2028
B- Ethics, non-discrimination and gender	12	Ethics and professional conduct information at the AU	DRIED DCOM	Effectiveness of a meeting schedule with the labs Number of staff having completed IS training Number of projects requesting the opinion of the ethics committee	Q4-2021	Q4-2022	Q4-2022
	13	Ethics training in the business world	DRIED	Training implemented Number of people participating	Q4-2021	Q4-2022	Q4-2022
	14	Creation of an ethics mission	UA	Creation of the ethics mission	Q4-2020	Q4-2020	Q4-2020
	15	Definition of the author (ethics)	DRIED	Production of an “ethics” document including a framework letter and charter. Effective integration of this dimension into the internal regulations of the URs. Effective training	Q2-2021	Q4-2021	Q4-2021
	16	Definition of co-author – charter of signatures	DRIED VP R	Charter of Signatures signed 100% modification of unit regulations and putting them online	Q2-2021	Q4-2021	Q4-2021
	17	Intellectual Property Training	DRIED VP R	Existing training open Number of people participating	Q4-2021	Q4-2022	Q4-2024
	18	Information on gender and disability	DAGJ HRD VP equality	Production of a selection committee book including a framework letter and charter	Q1-2022	Q4-2022	Q4-2022
	19	Stereotype training	HRD VP equality	Training implemented Number of people participating	Q1-2022	Q4-2022	Q4-2022
	20	Gender referent	VP equality	Inventory carried out	Q4-2021	Q4-2021	Q4-2021

				Identifiable “gender” referent Number of consultations			
	21	Monitoring of young researchers (mentoring, gender)	VP equality VP HR HRD	Identifiable “gender” referent Career monitoring (regular professional interviews, etc.) - objective: 100% in 4 years	Q1-2022	Q4-2022	Q4-2022
C- Training	22	Training in taking responsibility	DRIED HRD	Have a shared EPST-UA training catalog in the field of research Number of training courses taken	Q1-2022	Q4-2022	Q4-2022
	23	Training in project assembly	DRIED HRD	Training implemented Number of people participating	Q1-2022	Q4-2022	Q4-2022
	24	Recruitment training	DRIED HRD	Training implemented Number of people participating	Q1-2022	Q4-2022	Q4-2023
	25	Training in thesis supervision	DRIED VP R	Define a participation rate for these days / number of potential MCF HDRs and PRs (70%)	Q1-2022	Q4-2022	Q4-2022
	26	Open Access Training	DRIED SCDA	Increase in the % of UA publications in OA with the ultimate objective of 100%	Q1-2022	Q4-2022	2027
	27	Reorganization of ED training according to skills	DRIED Doctoral College	Creation of a catalog / training plan Redefining training	Q1-2022	Q4-2022	Q4-2022
	28	Doctoral student training plan	DRIED Doctoral College	Verification at the time of UA registration	Q1-2022	Q4-2022	Q4-2023
	29	Opening of the doctoral catalog at MCF	DRIED HRD	Effective opening of the catalog	Q4-2020	Q4-2020	Q4-2020
	30	Opening of the SATT Ouest PI Mooc	DRIED	Existing training open Number of people participating	Q1-2021	Q1-2021	Q1-2021
	D- Support for staff	31	Visibility of reference persons	DDN DCOM	Number of requests	Q4-2020	Q4-2021
32		Professional interviews	VP HR HRD	Effective implementation of a schedule of coordinated interviews between managers (HRD, UR director, dep, etc.)	Q4-2021	Q4-2025	Q4-2025
33		Professional installation of young EC	HRD AU	Reduction in the number of additional hours worked by young MCFs	Q1-2021	Q4-2021	Q4-2023

	35	Information on the rights and obligations of the researcher	DRIED	Internal regulations of the UR renewed	Q4-2021	Q4-2021	Q4-2021
Transverse	34	English translation	DI DCOM	Uploading documents	Q1-2020	Q1-2020	Continuous action
Action in Reserve (D- Staff support)	36	Local resource person for career support	DRIED HRD	1 resource person identified in each work unit. Number of requests from teacher-researchers (appointments made)	Not defined	Not defined	Not defined
Action in Reserve (D- Staff support)	37	Career and mobility support tool	DRIED HRD	Number of views of pages created, participation in information actions, mobility carried out.	Not defined	Not defined	Not defined
Action in Reserve (D- Staff support)	38	Customizable intranet	DDN DCOM	Number of custom web pages created	Not defined	Not defined	Not defined
Action in Reserve (D- Staff support)	39	Consideration of investment in dissemination actions	DRIED DCOM HRD	Inclusion of this criterion in the evaluation grids for local advancement files	Not defined	Not defined	Not defined
Action in Reserve (B- Ethics, non-discrimination and gender)	40	Training on the institution and rules of the ESR	UA	Existing training open number of people participating	Not defined	Not defined	Not defined

2- The HRS4R 2020-2025 action plan – Status report 2022 and revision 2023-2025

The planning and the purpose of certain actions planned in the HRS4R 2020-2025 action plan have been disrupted by various factors. The covid19 health crisis on the one hand delayed the European Commission's expert appraisal work and the final decision of December 4, 2020 to label the University of Angers "Human Resources Excellence in Research", on the other hand impacted the implementation of the work by the establishment. Regulatory developments at the national level have also influenced the action plan, in particular: Law on the Transformation of the Civil Service (LTFP) n ° 2019-828 of August 6, 2019 and its implementation (LDG management guidelines, Social Database BdS and Single Social Report RSU); Research Programming Law (LPR) n ° 2020-1674 of December 24, 2020 and its various implementing decrees; Action Plan on Professional Equality between Women and Men (PAE) ².

The 2-year self-assessment of the HRS4R approach and the associated action plan was carried out during 2022 and was accompanied by the presentation of the progress of the HRS4R work to the University's Board of Directors (CA) on February 14, 2022. The self-assessment was sent to the European Commission on December 3, 2022 and presented to the Academic Council (CAC) on January 14, 2023 and then to the CA on January 26, 2023.

² See the comparative study of IGAENR No. 2019-061 <https://www.education.gouv.fr/etude-comparative-entre-le-label-europeen-hrs4r-et-les-labels-nationaux-egalite-professionnelle-41183>

2-1- Summary of developments by theme of the action plan for the period 2020-2022

A- Recruitment (actions 1 to 11)

One of the important axes is the dissemination of positions on EURAXESS (action 5). The UA is working to improve international communication and has now reached almost 100% of useful positions to be published: for 2022, 10/10 university professor positions (PR), 21/21 for lecturers (MCF), 33/44 for temporary teaching and research assistants (ATER) (does not include second campaign positions), 3/3 junior professor chair positions open. 3 research engineer positions (IGE) have also been published on Euraxess. The thinking on this dissemination has evolved, since not all types of positions are useful to be published on Euraxess. The central objective is to reach 100% for tenured positions and for ATERs as far as technically possible (some positions are opened too late to be disseminated). This objective is now effective for ECs and for technically publishable ATER positions. It is in progress for research engineers (IGR).

Information and training for (vice)presidents of selection committees (COS) for tenured teacher-researchers (EC) is in place (action 6). This is a regulatory aspect that has been in practice for years. Training on non-discrimination is being put in place, requiring time for reflection on practical implementation. The reflection and current implementation focused on self-training tools comparable to what is done in other European universities. These tools offer the advantage of reaching both members from the UA and members from outside our university.

A regulatory focus has made it possible to legally frame the status of post-doctoral fellows (post-docs), and thus regulates the objectives of action 8.

The UA has made a substantial effort on the issue of remuneration. It has embarked on a trajectory of progression within the framework of the State targets and means set by the LPR for permanent ECs, within the framework of the LPR and the LTFP for other staff, on State means and on own resources. The salary of doctoral students and the conditions of entry into the career of newly recruited MCF have thus been improved. The IGE, IGR and technicians have also seen their remuneration increased, as well as various allowances, and the conditions of promotion improved. The UA has also significantly improved the situation of contract workers on permanent contracts (CDI) by applying the principle of "equal pay for equal work and skills" compared to permanent staff. The management guidelines (LDG) promotion and career development also set the framework for contract workers (action 3).

B- Ethics, non-discrimination and gender (actions 12 to 21)

The UA has made progress on its weak points identified in the dossier submitted in 2019.

An ethics officer has been appointed (action 14) and an information and training system has been initiated on the issue of the relationship with the business world (action 13). Since February 2020, the files of applications for authorizations for scientific competitions of UA personnel have been examined, under the aegis of the SATT Ouest Valorisation³, by an inter-regional commission (Brittany-Pays de la Loire) which transmits its opinions to the President.

Actions have been launched on equality issues (gender, disability, remuneration, etc. actions 19, 20) and have been set up in connection with the 2021-2023 Equality Action Plan (PAE⁴), a ministerial plan whose objectives overlap and correspond to those of the European Research Charter. An equality referent has been appointed (equality officer), and the UA is experimenting with the relay by equality referents in the components (action 20).

The 2021-2023 PAE is led by the UA Vice-President responsible for equality and member of the HRS4R COPIL, Ms. Catherine Passirani. The themes of the PEA that can be found in HRS4R are the fight against the gender pay gap, equal access to responsibilities, the fight against discrimination and harassment, training and communication on equality, etc. Since September 30, 2022, a video on sexual and gender-based violence can be viewed on the UA website with a module for doctoral students and another for staff. It represents the first building block of a process that has been launched.

The theme of disability is also addressed, in particular with the Disability Master Plan⁵ (SDH 2021-2024) voted by the CA on November 30, 2021 for the years 2021-2024 (action 18), defining the strategic orientations of the UA in this area.

3 SATT: Technology Transfer Acceleration Company

4 <https://www.univ-angers.fr/fr/universite/strategies-et-grands-projets/egalite/plan-d-egalite-professionnelle-femmes-hommes.html?search-keywords=PAE>

5 <https://www.univ-angers.fr/fr/universite/strategies-et-grands-projets/egalite/schema-director-du-handicap.html?search-keywords=schema+director+handicap>

Systematic professional interviews are conducted with all new MCFs, jointly led by the Vice-President for Human Resources and the Vice-President for Research (Action 21). In the medium and long term, the UA aims to generalize interviews within 4 years; they are currently being tested by the Vice-President for Research.

C- Training (actions from 22 to 30)

The UA has improved access to training for ECs and doctoral students. The opening of some training courses in the catalogues should be extended (agreement in principle between stakeholders) by opening the previously separate training catalogues (action 29). This subject is very regularly reworked due to the recent remodelling of doctoral schools requiring the reorganisation of the training courses offered. Training opportunities have already been extended and crossed between what was offered to doctoral students and researchers.

Training for certain responsibilities is being developed or is being developed (action 23, 24). Training cycles for unit management were thus carried out during the first half of 2022. Training corresponding to the various stages of the career is in the consideration phase.

Furthermore, consideration is being given to training at different ages in the profession (action 22)

D- Support for staff (actions from 31 to 33 and 35)

In parallel with the salary improvement, the UA has made a special effort for young ECs. In addition to the welcome day for new arrivals and the establishment of a dedicated training course⁶, a budget is allocated for professional installation, accompanied by a limitation of additional hours from the start of the school year in September 2022 for the first two years following tenure (action 33). As already mentioned, systematic professional interviews are carried out with all new MCFs with the ambition of renewing systematic interviews at 4 years. They will be set up systematically according to an organization under study by decentralizing them in the components. This line of action will lead to mobilizing action 36 in reserve until now, relating to the establishment of resource persons in all UA work units as well as at the central level (mobility and career advice).

As part of the PAE, the UA has paid particular attention to professional equality and in particular to improving the F/M ratio in career progression where possible. Indeed, in some cases, the pool is lacking. It is also working to use the tool of research or thematic conversion leave (CRCT) to improve equality within it.

The scientific jobs of the UA will benefit over the period 2022-2027, within the framework of the LPR, from very special attention with the creation of new exclusive internal promotion routes (lists of exceptional aptitudes for the bodies of PR, technicians, assistant engineers, IGE and IGR).

2-2- Self-assessment 2020-2022 and recommendations from the European Commission evaluators

The European Commission issued its recommendations on April 7, 2023, from which the following key points for improvement and adjustments emerge:

- specify how HRS4R fits into the strategy of the University of Angers (for the establishment and its researchers), in particular its OTM-R policy, and how the HRS4R quality system fits into the establishment's overall quality system and its communication system;
- specify the structure put in place for the monitoring and implementation of HRS4R actions ;
- aim for effective implementation: avoid dispersion of responsibilities, allocate appropriate human resources and plan the timetable and indicators precisely, establish priorities;
- the action plan published on the institution's website must be updated and present the following information: name of the action, progress, timetable, persons/units responsible, indicators ;
- the planned actions must be proposed according to the SMART approach (Specific, Measurable, Achievable, Realistic-relevant, Time-bound): they must be realistic and limited in time; they must aim at the implementation of established procedures or one-off actions; there can be no "reserve" actions;
- The actions and their groupings must necessarily correspond to the 4 categories of the charter and the code: ethical and professional aspects; recruitment; working and safety conditions; training and development.

⁶ <https://www.univ-angers.fr/intranet/fr/ressources-humaine-1/formation-continue-1/programme/parcours/parcours-mcf-titulaires-1.html>

This document is based on the self-assessment carried out in 2022 and has been updated in form and content in light of the recommendations of the European Commission experts. The status of the actions thus revised and updated to November 2024 is presented in the following paragraph. It is specified in Appendix A of this document.

2-3- Revision 2023-2025, status report 2022-2024, target status 2025

Thematic	Action No.	Synthetic wording of the action	Support Directions	Observed status Q4-2022	Observed status Q4-2023	Observed status Q4-2024	Target status Q4-2025
A- Recruitment	1	Training in gender-neutral job descriptions	VP equality	Extended	Completed		
	2	Information for candidates	DDN HRD DCOM	In progress	In progress	In progress	Completed (but wiki)
	3	Contractual recruitment, advancement, remuneration	HRD	Completed (permanent action)			
	4	Communication on recruitment issues and procedures	HRD DCOM	In progress	In progress	In progress	Completed (permanent action)
	5	Using Euraxess	HRD DI DRIED	In progress	In progress	Completed (permanent action)	
	6	Training of selection and recruitment committees	VP equality HRD	In progress	Completed (permanent action)		
	7	Professional situation	VP HR HRD	In progress	In progress	In progress	Completed
	8	Redefining and promoting post-doc status	HRD UA	Completed (permanent action)			
	9	HR management tool for selection and recruitment committees	HRD DPE	In progress	In progress	In progress	In progress (Targeted end date: 2028)

	10	Dematerialization of recruitment application files	HRD DDN	In progress	In progress	Completed (permanent action)	
	11	Toolkit for candidates	HRD COPIL VP R	Extended	Extended	Abandon	
B- Ethics, non-discrimination and gender	12	Ethics and professional conduct information at the AU	DRIED DCOM	Completed (permanent action)			
	13	Ethics training in the business world	DRIED	In progress	Completed (permanent action)		
	14	Creation of an ethics mission	UA	Completed (permanent action)			
	15	Definition of the author (ethics)	DRIED	Completed (permanent action)			
	16	Definition of co-author – charter of signatures	DRIED VP R	Completed (permanent action)			
	17	Intellectual Property Training	DRIED VP R	Extended	In progress	Completed (permanent action)	
	18	Information on gender and disability	DAGJ HRD VP equality	Extended	In progress	Completed (permanent action)	
	19	Stereotype training	HRD VP equality	In progress	In progress	Completed (permanent action)	
	20	Gender referent	VP equality	In progress	Completed (permanent action)		
	21	Monitoring of young researchers (mentoring, gender)	VP equality VP HR HRD	In progress	In progress	In progress	In progress
C- Training	22	Training in taking responsibility	DRIED HRD	Extended	In progress	Completed (permanent action)	
	23	Training in project assembly	DRIED HRD	Completed (permanent action)			
	24	Recruitment training	DRIED HRD	In progress	Completed (permanent action)		

	25	Training in thesis supervision	DRIED VP R	Extended	Extended	In progress	In progress
	26	Open Access Training	DRIED SCDA	In progress	In progress	Completed (permanent action)	
	27	Reorganization of ED training according to skills	DRIED Doctoral College	In progress	In progress	In progress	In progress
	28	Doctoral student training plan	DRIED Doctoral College	In progress	In progress	Completed (continuous action)	
	29	Opening of the doctoral catalog at MCF	DRIED HRD	Completed (permanent action)			
	30	Opening of the SATT Ouest PI Mooc	DRIED	Extended	In progress	Completed (permanent action)	
D- Support for staff	31	Visibility of reference persons	DDN DCOM	Extended	In progress	In progress	Completed (permanent action)
	32	Professional interviews	VP HR HRD	In progress	In progress	In progress	In progress
	33	Professional installation of young EC	HRD AU	In progress	Completed (permanent action)		
	35	Information on the rights and obligations of the researcher	DRIED	Completed (permanent action)			
Transverse	34	English translation	DI DCOM	In progress	In progress	In progress	In progress
D- Support for staff	36	Local resource person for career support	DRIED HRD	Extended	In progress	In progress	In progress
D- Support for staff	37	Career and mobility support tool	DRIED HRD	Extended	In progress	In progress	Completed (permanent action)
D- Support for staff	38	Customizable intranet	DDN DCOM	Extended	In progress	Completed (permanent action)	
D- Support for staff	39	Consideration of investment in dissemination actions	DRIED DCOM HRD	Extended	In progress	In progress	In progress

B- Ethics, non-discrimination and gender	40	Training on the institution and rules of the ESR	UA	Extended	In progress	Completed (permanent action)	
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APPENDIX A – 2020-2024 review and update of HRS4R actions

Action 1: Train in writing gender-neutral job descriptions–Train in non-discriminatory communication.

Theme: Recruitment

Initialization planned 2019 : Q4-2020

Completion planned 2019 : Q2-2021

Responsible department(s): Vice-President of Equality

Associated HRS4R Principle(s): 27- Gender Balance, OTM-R

Master plan(s) or related action plan(s): PAE 2021-2023 (action 2.1.3), SDH 2021-2024 (action 3.1)

Status Q4-2022: Extended

Status Q4-2023: Completed

Review of the 2020-2024 period: this action was reoriented in 2021 in its title to “Training in non-discriminatory communication”, in connection with the actions of the 2021-2023 PAE and the 2021-2024 SDH, the objective being to train before Q3 2024 the resource persons in charge of the analysis and, where appropriate, the non-discriminatory reformulation of job descriptions. Seven resource persons (from the HRD) attended a one-day training course on “ *Recruitment and the fight against discrimination*” in 2022 .

Indicator(s): 1.a- Training implemented. 1.b- Number of people participating

2022 data	2022 training plan: “Professional equality and prevention of discrimination” focus, “Recruitment and fight against discrimination (for the HR department)” training. 04/08/2022, 7 participants.
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Action 2: Improve information for candidates: systematic information on the composition of selection committees, on procedures, in particular for contract staff (post-doc, IGR/IGE) the selection criteria; information given to candidates for contract positions on their rights and obligations.

Theme: Recruitment

Initialization planned 2019 : Q4-2020

Completion planned 2019 : Q4-2026

Responsible department(s): Digital Development Department / Human Resources Department / Communications Department

Associated HRS4R principle(s): 12-Recruitment (principles); 13- Recruitment (procedure); 14- Selection; 15- Transparency; 16-Judgment of merit, OTM-R

Master plan(s) or related action plan(s): PAE 2021-2023 (action 2.1.3), SDH 2021-2024 (action 3.1), PAE 2024-2027 (axis 2)

Status Q4-2022: In progress **Status Q4-2023:** In progress **Status Q4-2024:** In progress **Targeted status Q4-2025:** Completed (but wiki)

Review of the 2020-2024 period: On external communication on recruitment, systematic information on job profiles and procedures is provided on the UA website (<https://www.univ-angers.fr/fr/universite/travailler-al-ua.html>) with potential referral to the Galaxie ministerial portal depending on the position category. On the composition of juries, information is systematic for the recruitment of permanent staff and for certain categories of contract positions (eg Junior Professor Chair). In 2025, the “Guide to the recruitment of Biatss agents by internal and external means” (outside of competition) will be implemented with new tools deployed. The implementation of a wiki is postponed to the 2026-2029 period.

Indicator(s): 2.a- 30% at 2 years, 60% at 4 years and 100% at 6 years: completed or in the process of being completed

Indicator(s): 2.b Effective implementation of a wiki: postponed 2026-2029

Action 3: Implementation of recruitment, advancement and remuneration systems for contract workers.

Theme: Recruitment

Initialization planned 2019 : Q4-2020

Completion planned 2019 : Q4-2026

Responsible department(s): Human Resources Department

Associated HRS4R Principle(s): 5- Contractual and legal obligations; 14- Selection; 15- Transparency, OTM-R

Master plan(s) or related action plan(s): PAE 2021-2023 (action 1.2.3), PAE 2024-2027 (axis 1)

Status Q4-2022: Completed (ongoing action)

Review of the 2020-2024 period: The framework for the recruitment and remuneration of contract ECs (known as LRU, article L. 954-3 of the Education Code) was reviewed in 2020. As part of the Civil Service Transformation Act (LFTP) No. 2019-828 of August 6, 2019, the University of Angers set its Management Guidelines (LDG) in 2021 relating to the promotion and enhancement of the career paths of its staff and contract agents in particular. They have been applicable since then. These LDGs set the framework for the recruitment, advancement and remuneration of agents. The University of Angers also set the compensation framework for permanent contract Biatss agents at the end of 2021.

Indicator(s): 3.a- 30% at 2 years, 60% at 4 years and 100% at 6 years

2020 data	Framework for the recruitment and remuneration of contract ECs: CA of 07/09/2020.
2021 data	Management Guidelines (LDG) promotion and enhancement of professional careers: adoption by deliberation of CA n°025 / 04/15/2021. Compensation framework for Biatss agents on permanent contracts: CA of 11/29/2021
2022 data	Implementation of the LDG and the Biatss compensation framework – Target 100% achieved
Data 2023	Implementation of the LDG and the Biatss compensation framework. Update of the LDG by resolution of the CA 09/28/2023 – Target 100% achieved
Data 2024	Implementation of LDGs – Target 100% achieved

Action 4: Internal and external communication on recruitment issues and procedures.

Theme: Recruitment

Initialization planned 2019 : Q4-2021

Completion planned 2019 : Q2-2023

Responsible department(s): Human Resources Department / Communications Department

Associated HRS4R Principle(s): 15- Transparency, OTM-R

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 1), SDH 2021-2024 (action 1.1, action 3.1)

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: In progress

Target status Q4-2025: Completed (ongoing action)

Review of the 2020-2024 period: The challenges of the HR policy on recruitment were defined by the 2022-2024 means letter (CA of 04/15/2021). In terms of external communication on recruitment, systematic information on job profiles and procedures is provided on the UA website, which refers as needed to the national sites of the Ministry in charge of higher education (<https://www.univ-angers.fr/fr/universite/travailler-al-ua.html>). In internal communication, information is provided on the new intranet "UA&moi" opened in early 2024 (https://intranet.univ-angers.fr/jcms/por_5175/concours-et-recrutement). All internal mobility has been featured in real time in the intranet news since 2023. Furthermore, on the UA&Moi intranet, a "community" dedicated to managers has a tab on Useful Documents ("wiki"). On the UA&Moi intranet, a "community" dedicated to Research has a *Resource Pages* tab dedicated to *Recruitment* with support tools for recruiters (job description templates, step-by-step procedure visualization, etc.): https://intranet.univ-angers.fr/jcms/pp1_86296/recrutement (see: action no. 10). In 2025, the "Guide to the recruitment of Biatss agents internally and externally" (outside of competition) will be implemented with new tools deployed. Action 2025: complete the communication elements on procedures by candidate categories and rewrite the OTM-R policy.

Indicator(s): 4.a- Update according to changes in regulations or relevant needs of the targeted devices: completed

Action 5: Post EC, post-doc and IGR/IGE job offers on Euraxess.

Theme: Recruitment

Initialization planned 2019 : Q4-2020

Completion planned 2019 : Q4-2026

Responsible department(s): Human Resources Department / International Department / Research, Innovation and Doctoral Studies Department

Associated HRS4R principle(s): 12-Recruitment (principles); 13-Recruitment (procedure), OTM-R

Master plan(s) or related action plan(s): International Strategy 2023-2027 (Axis 2 "Increase visibility and attractiveness internationally", action "Promote the AU's research areas internationally"; Axis 4 "Guarantee a successful experience for internationals at the AU", action "Strengthen support for international researchers").

Status Q4-2022: In progress **Status Q4-2023:** In progress **Status Q4-2024:** Completed (ongoing action)

Review of the 2020-2024 period: All MCF and PR positions are published on Euraxess (with a link to the Galaxie portal) by the HRD (teaching department). The same applies to ATER positions put up for recruitment (HRD, teaching department). Contractual teacher-researcher positions (“ECER”) are published on Euraxess except for the 2nd campaign, which planning constraints do not allow. All Junior Professor Chair (CPJ) positions are published on Euraxess (HRD, teaching department). Regarding IGE/IGR positions, only positions with an international vocation are published on Euraxess. Publication on Euraxess takes place at the request of the project leader by the HRD. The Euraxess publication of post-doc positions has been done systematically since 2023, as and when, both on the UA website (legal obligation) and on the Euraxess website. (Managed by the HRD recruitment department by transmission of the files by the DRIED).

Indicator(s): 5.a- Deposit indicators on Euraxess: 30% at 2 years, 60% at 4 years and 100% at 6 years: completed

Action 6: Deploy a training system for members of selection and recruitment committees on gender stereotypes, selection criteria, job interviews, etc.

Theme: Recruitment

Initialization planned 2019 : Q4-2020

Completion planned 2019 : Q4-2025

Responsible department(s): Vice-President Equality / Human Resources Department

Associated HRS4R principle(s): 12-Recruitment (principles); 13-Recruitment (procedure); 14-Selection; 27-Gender balance, OTM-R

Master plan(s) or related action plan(s): PAE 2021-2023 (action 6.3.1)

Status Q4-2022: In progress **Status Q4-2023:** Completed (ongoing action)

Review of the 2020-2024 period: Training for (vice)presidents of EC selection and recruitment committees (COS) has existed for several years on regulatory aspects including equal treatment of candidates. In 2021, a specific and separate training course on gender stereotypes and various biases was created. In 2022, it was decided to group these types of training into a single "regulatory aspects, fight against discrimination and gender selection bias" led by the VPs in charge of equality and HR. It also includes a platform (<https://moodle.univ-angers.fr/course/view.php?id=22716>) for additional self-training, intended for all COS members.

Action 2025: Revised format with separation of “non-discrimination training” (VP and equality officer) and “regulatory aspects training” (VP-HR). Associated Moodle to be updated.

Indicator(s): 6.a- Integration into the training plan. 6.b- 50% of local members trained in 4 years: completed

2020 data	Training of (vice)presidents of selection and recruitment committees, regulatory aspects (VP-HR), 04/08/2020 (remote-covid19), 21 registered.
2021 data	- 2021 training plan: “Professional equality and prevention of discrimination” focus; “Training to become a member of a recruitment jury or selection committee” training (RM CONSEIL organization of the RGM Conseil Group), 04/14/2021, 9 registrants present. - Training of (vice)presidents of selection and recruitment committees, regulatory aspects (VP-HR), 02/03/2021 (remote-covid19), 29 registered.

2022 data	- Training of (vice)presidents of selection and recruitment committees, regulatory aspects, fight against discrimination and gender selection bias (VP HR, VP equality), 03/14/2022, 26 registered present
Data 2023	Training of (vice)presidents of selection and recruitment committees, regulatory aspects, fight against discrimination and gender selection bias (VP HR, VP equality), 03/15/2023, 49 registered
Data 2024	Training of (vice)presidents of selection and recruitment committees, regulatory aspects, fight against discrimination and gender selection bias (VP HR, VP equality), 03/21/2024, 45 registered

Action 7: Encourage the generalization of work placements for recruitment, at least for MCFs and PRs.

Theme: Recruitment

Initialization planned 2019 : Q1-2024

Completion planned 2019 : Q4-2025

Responsible department(s): Vice-President of Human Resources / Human Resources Department

Associated HRS4R Principle(s): 16- Judgment of Merit, OTM-R

Master plan(s) or related action plan(s):

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: In progress

Target status Q4-2025: Completed

Review of the 2020-2024 period: The incentive to implement "work placement" for MCF and PR recruitment is carried out by the letter from the VP-HR sent each year to the component management for the launch of the synchronized recruitment campaign. The incentive also goes through the model job description where the ambition targeted by the HRS4R approach is explained. If this action as such is therefore carried out (incentive), its result is more mixed (target not reached on the work placements applied by the selection and recruitment committees). The reason is the standardized nature of these placements (art 9.2 of decree n°84-431 of June 6, 1984), leaving little room for maneuver for the COS. Action to be reworked for 2026-2029.

Indicator(s): 7.a- Action already initiated – 100% of PR and MCF jobs by 2024

2020 data	VP-HR letter to components, October 2020: Synchronized MCF and PR 2021 recruitment campaign, establishment of selection and recruitment committees and publishable profiles 2020 campaign. MCF position scenario: 12.5%. PR position scenario: 20%.
2021 data	VP-HR letter to components, October 2021: Synchronized MCF and PR 2022 recruitment campaign, establishment of selection and recruitment committees and publishable profiles 2021 campaign. MCF position scenario: 20%. PR position scenario: 0%.
2022 data	VP-HR letter to components, October 2022: Synchronized MCF and PR 2023 recruitment campaign, establishment of selection and recruitment committees and publishable profiles 2022 campaign. MCF position scenario: 19.05%. PR position scenario: 10%.

Data 2023	VP-HR letter to components, October 2023: Synchronized MCF and PR 2024 recruitment campaign, establishment of selection and recruitment committees and publishable profiles 2023 campaign. MCF positions scenario: 31.58%. PR positions scenario: 33.33%.
Data 2024	VP-HR letter to components, October 2024: Synchronized MCF and PR 2025 recruitment campaign, establishment of selection and recruitment committees and publishable profiles 2024 campaign. MCF position scenario: 5.56%. PR position scenario: 30%.

Action 8: Redefine and promote the status of “post-doc”, including maximum duration and remuneration standards (all establishments combined).

Theme: Recruitment

Initialization planned 2019 : Q4-2020

Completion planned 2019 : Q4-2026

Responsible department(s): Human Resources Department / AU

Associated HRS4R principle(s): 21-Post-doctoral appointments; 22-Recognition of the profession; 26-Funding and salaries, OTM-R

Master plan(s) or related action plan(s): International Strategy 2023-2027 (Axis 2 “Increase visibility and attractiveness internationally”)

Status Q4-2022: Completed (ongoing action)

Review of the period 2020-2024: within the framework of the Research Programming Law (LPR) n°2020-1674 of December 24, 2020 and its implementing decree n° 2021-1450 of November 4, 2021 relating to the postdoctoral contract under public law, a national framework for post-doctoral research is established: status, maximum duration, remuneration standards.

Indicator(s): 8.a- Establishment of an internal settlement point

2021 data	Decree No. 2021-1450 of November 4, 2021 relating to the postdoctoral contract under public law provided for by Article L. 412-4 of the Research Code
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Action 9: Provide an HR management tool (age pyramid, workforce, body, grade, age, gender, numerical projections, etc.) for recruitment, involving departments and URs to anticipate recruitment needs in the different sectors. This tool will also include the construction of a benchmark of experiences that can be used during recruitment, taking into account mobility and qualifications.

Theme: Recruitment

Initialization planned 2019 : Q4-2021

Completion planned 2019 : Q4-2027

Responsible department(s): Human Resources Department / Steering and Evaluation Department

Associated HRS4R principle(s): 17-Variations in the chronology of CVs; 18-Recognition of mobility experience; 19-Recognition of qualifications, OTM-R

Master plan(s) or related action plan(s): Multi-year contract 2022-2027, specific component of the University of Angers (Axis 3. Strengthen the governance and professionalization of management and decision-making support tools [...])

Status Q4-2022: In progress **Status Q4-2023:** In progress **Status Q4-2024:** In progress **Targeted status Q4-2025 :** In progress (Targeted end date: 2028)

Review of the period 2020-2024: At the establishment level, the action focused on the implementation of the Single Social Report (SSR) and the Social Database (SDB), in application of LTFP n° 2019-828 of August 6, 2019 (Order of May 7, 2021 establishing for the State civil service the list of indicators contained in the social database). This data is available on the intranet (<https://papua.univ-angers.fr/fr/masse-salariale-et-emplois/rapport-social-unique.html>). As part of the HCERES 2020-2021 evaluation campaign in preparation for the 2022-2027 establishment contract, the Research Units (UR) also produced their self-evaluations, including a section describing their 5-year projects and strategy and, in particular, their recruitment projections. The project and strategy of each UR were formalized by a mission letter from the UR management. In 2025, continuation of the action in connection with objective 5 of the Contract of Objectives, Means and Performance (COMP) 2025-2027 (GPEEC and GEPP).

Indicator(s): 9.a- Creation of a dynamic document

2020 data	- RSU 2020 - UR self-assessment documents, HCERES 2020-2021 evaluation campaign
2021 data	RSU 2021
2022 data	- RSU 2022 - Mission letter from the director of the UR
Data 2023	RSU 2023

Indicator(s): 9.b- Positions concerned: 30% at 2 years, 60% at 4 years and 100% at 6 years: see RSU

Action 10: Dematerialization of the procedure, digital links allowing better completion of application files for contract workers.

Theme: Recruitment

Initialization planned 2019 : Q2-2021

Completion planned 2019 : Q4-2021

Responsible department(s): Human Resources Department / Digital Development Department

Associated HRS4R principle(s): 13-Recruitment (procedure); 15-Transparency, OTM-R

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 1), SDH 2021-2024 (action 1.1, action 3.1)

Status Q4-2022: In progress **Status Q4-2023:** In progress **Status Q4-2024:** Completed (ongoing action)

Review of the 2020-2024 period: Dematerialization is effective with the implementation of tutorials for candidates.

For researchers and research support staff, offers are published on the UA website and the application procedure is dematerialized (see: screenshots in the action evidence booklet no. 4 and see: UA website: <https://www.univ-angers.fr/fr/universite/travailler-al-ua/chercheur-es-et-personnels-d-appui-a-la-recherche.html>)

For contract ECs (ECER), offers are published on the UA website and the application procedure is entirely electronic (see: UA website: <https://www.univ-angers.fr/fr/universite/travailler-al-ua/enseignants-enseignants-chercheurs.html>).

For ATERs, the procedure is entirely dematerialized via the Ministry website (GALAXIE – ALTAÏR).

Furthermore, internally, the DRIED has put on the intranet support tools for recruiters (job description templates, step-by-step procedure visual): https://intranet.univ-angers.fr/jcms/pp11_86296/recrutement

The online tool BEETWEEN (<https://recrutement.univ-angers.fr/>), in place since October 2023, allows for BIATSS positions to be applied for entirely electronically. In addition, all job offers on permanent needs are published on the choisir-le-service-public.fr website and for certain positions identified by the DRIED and translated into English on the EURAXESS website.

Indicator(s): 10.a- Effective dematerialization. Online publication of documents. Links to standard documents and to useful sections for candidate information: Completed

Action 11: Build a “toolbox” integrating undetectable needs for the AU, based on the needs expressed by the candidates.

Theme: Recruitment

Initialization planned 2019 : Q4-2021

Completion planned 2019 : 2028

Responsible department(s): Human Resources Department / COPIL HRS4R / Vice-President Research

Associated HRS4R principle(s): 13-Recruitment (procedure), OTM-R

Master plan(s) or related action plan(s):

Status Q4-2022: Extended

Status Q4-2023: Extended

Status Q4-2024: Action Abandoned

Review of the period 2020-2024: Action abandoned due to lack of sufficient human resources to develop the toolbox. Action to be reviewed in the 2026-2029 framework.

Indicator(s): 11.a- Putting tools online

Action 12: Information and communication to staff on the ethical and professional conduct systems of the UA: training, scientific integrity, ethics committee – Thematic meetings in the labs (support for EC skills booklet).

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q4-2021

Completion planned 2019 : Q4-2022

Responsible department(s): Research, Innovation and Doctoral Studies Department / Communications Department

Associated HRS4R principle(s): 2-Ethical principles; 3-Professional responsibility; 5-Contractual and legal obligations; 6-Responsibility

Master plan(s) or related action plan(s): LTFP Law No. 2019-828 of August 6, 2019 (ethics in the public service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

Status Q4-2022: Completed (ongoing action)

Review of the 2020-2024 period: Interventions in all URs on ethics and scientific integrity took place in 2022 by 2 speakers, including the Scientific Integrity referent of the UA. The University of Angers also has a Research Ethics Committee shared with Le Mans University as part of the experimental COMUE Angers-Le Mans (<https://www.univ-angerslemans.fr/comite-ethique-recherche/>). It aims to guarantee the protection of individuals with regard to the protocols envisaged to carry out research work on cohorts of participants, outside RIPH. Numerous training / information sessions took place with wide distribution, all audiences (example video capsule March 2024). Ethics - scientific integrity training has been carried out, since 2020, with doctoral students. This training is mandatory before the thesis defense. After a COVID interruption during the 2021-2022 academic year, they have been resumed since 2022. Since 2023, non-doctoral populations (EC, Biatss, etc.) have been allowed to register as long as the quota of places not reserved by doctoral students allows it.

Indicator(s): 12.a- Effectiveness of a schedule of meetings with laboratories

2022 data	Intervention in all URs in laboratory general meetings on ethics and scientific integrity
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Indicator(s): 12.b- Number of staff having followed the Scientific Integrity training (https://intranet.univ-angers.fr/jcms/9567_JEvent/ethique-et-integrite-scientifique)

2021 data	All UR researchers. Academic year 2020-2021: 3 groups of doctoral students (October 14-21 and 28, 2020): 53 doctoral students and 1 MCF
2022 data	All UR researchers. Academic year 2021-2022 (1 session on January 31, 2021): 23 doctoral students trained
Data 2023	2023 Catalog, training on ethics and scientific integrity open to all: Year 2023-2024, 1 session on April 16, 2024, 17 doctoral students trained and 2 staff (CPJ and IGE) Health Charter: ethics, integrity, professional conduct signed by the faculty council on July 12, 2023

Indicator(s): 12.c- Number of projects having requested the opinion of the ethics committee

2020 data	12
2021 data	9
2022 data	17
Data 2023	16
Data 2024	Figure will be communicated at the end of December 2024. Action 2024: Submission of a table on the COMUE page with the number of projects having obtained a favorable opinion and the number of projects having obtained an unfavorable opinion. Desire for transparency of the activity.

Action 13: Ethical training in relation to the business world: obligations of civil servants, scientific competitions, taking shares in a company, consultancy; protection against pressure groups.

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q4-2021

Completion planned 2019: Q4-2022 continuous action

Responsible department(s): Research, Innovation and Doctoral Studies Department

Associated HRS4R Principle(s): 2-Ethical Principles; 3-Professional Responsibility; 31- Intellectual Property Rights

Master plan(s) or related action plan(s): LTFP Law No. 2019-828 of August 6, 2019 (ethics in the public service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

Status Q4-2022: In progress

Status Q4-2023: Completed (ongoing action)

Review of the period 2020-2024: Through the creation of an ethics mission (action 14), awareness-raising and ethics training have been developed in research units through interventions by the ethics officer. Several courses or even teaching units for students moving towards research to train them in the ethics of their future profession have been or are being implemented within the UA (Health, LLSH, DEG components, etc.), for example a MOOC "Ethics and research ethics" in LLSH (<https://formations.univ-angers.fr/fr/offre-de-formation/master-lmd-MLMD/sciences-humaines-et-sociales-SHS/master-psychologie-clinique-psychopathologie-et-psychologie-de-la-sante-KV25FUFL/parcours-neuropsychologie-de-l-enfant-KY072UZN/ue3-6-recherche-KY4AYDB8/ethique-et-deontologie-de-la-recherche-mooc-LEZH1VAD.html?search-keywords=D%C3%A9ontologie>). Please note that this theme is present within the "CJB" Research Unit with the publication under hal (<https://univ-angers.hal.science/hal-02563008>) of research on "the obligation of dignity of the public agent". Action to be clarified in 2026-2029 with the pair of ethics referents and whistleblowers. Action coupled with action 14

Indicator(s): 13.a- Training implemented: YES. 13.b- Number of people participating: data not available

Action 14: Creation of an ethics mission.

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q4-2020

Completion planned 2019: Q4-2020

Responsible department(s): UA

Associated HRS4R Principle(s): 2-Ethical Principles

Master plan(s) or related action plan(s): LTFP Law No. 2019-828 of August 6, 2019 (ethics in the public service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

Status Q4-2022: Completed (ongoing action)

Review of the 2020-2024 period: the ethics mission was created on 01/09/2020 with the appointment of an ethics officer with a mission sheet.

Indicator(s): 14.a- Creation of the ethics mission: appointment of the ethics officer on 01/09/2020. CA of 26/11/2020 (creation of a function bonus associated with the ethics mission)

Action 15: Define internally within the AU “the author” in compliance with the rules of ethics. Establish rules of good conduct within the AU on authors and integrate them into the “Scientific Integrity” training.

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q2-2021

Completion planned 2019: Q4-2021

Responsible department(s): Research, Innovation and Doctoral Studies Department

Associated HRS4R Principle(s): 3-Professional Liability; 31-Intellectual Property Rights; 32- Co-Author

Master plan(s) or related action plan(s): LTFP Law No. 2019-828 of August 6, 2019 (ethics in the public service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

Status Q4-2022: Completed (ongoing action)

Review of the period 2020-2024: An ethics officer was appointed at the University of Angers in September 2020. He has a role of vigilance, useful advice on compliance with ethical obligations and principles, and deals with cases of conflicts of interest. In addition, a scientific integrity officer was in place at the University of Angers in 2016. He is responsible for promoting good research practices as defined in particular in the "National Charter of Ethics for Research Professions".

Furthermore, the model internal regulations for research units, validated by the research committee on 19/09/2022, now includes an article on ethics, scientific integrity and professional conduct concerning the scientific results and intellectual property of the unit's research work.

(See also action 16, action 35)

Indicator(s): 15.a- Production of an “ethics” document including a framework letter and charter

Data 2023	Health charter voted by faculty council July 12, 2023
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Indicator(s): 15.b- Effective integration of this dimension into the internal regulations of the URs

2022 data	Vote to validate the Internal Regulations of the Laboratories in the Research Commission of 09/19/2022. See article 9
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Data 2023	Reception of the Internal Regulations of the Laboratories. Action Completed
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Indicator(s): 15.c- **Effective** scientific integrity training . See action 12

Action 16: Define the conditions for being a co-author in a charter of signatures by integrating international standards. The UA signature principles must appear in the internal regulations (IR) of the laboratories which must be available to all, in free consultation on the intranet.

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q2-2021

Completion planned 2019: Q4-2021

Responsible department(s): Research, Innovation and Doctoral Studies Department / Vice-President Research

Associated HRS4R Principle(s): 3-Professional Liability; 31-Intellectual Property Rights; 32-Co-Author

Master plan(s) or related action plan(s):

Status Q4-2022: Completed (ongoing action)

Review of the 2020-2024 period: The common signature charter for scientific publications at the UA was adopted by the Research Commission on 01/18/2021 (revised on March 22, 2022). In 2022, the charter and signature model were integrated into the RI of the research units, renewed for the 2022-2027 contract. These new RI were signed and distributed in 2022-2023. Laboratories are required to bring the RI to the attention of agents by posting it on the premises, also via the intranet if they have one. Note that numerous training courses have been carried out on the theme of co-authorship, the signature charter and distribution under HAL. (See also action 15, action 35).

Indicator(s): 16.a- Charter of signatures signed

2021 data	Joint signature charter for scientific publications at the AU: adopted at the CR of 01/18/2021
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Indicator(s): 16.b- Modification of 100% of unit regulations and putting online

2022 data	Signature and dissemination of the new RI of the URs, integrating charter and signature model (see appendix 2 of the RI)
Data 2023	Signature and dissemination of the new RI of the UR, integrating charter and signature model. (Continuation and end of the action)

Action 17: Set up training on intellectual property. Make the existing optional training mandatory for doctoral students, and open it up to teacher-researchers and post-doctoral students.

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q4-2021

Completion planned 2019: Q4-2024

Responsible department(s): Research, Innovation and Doctoral Studies Department / Vice-President Research

Associated HRS4R Principle(s): 3-Professional responsibility; 5-Contractual and legal obligations; 8- Dissemination and exploitation of results; 31-Intellectual property rights

Master plan(s) or related action plan(s):

Status Q4-2022: Extended **Status Q4-2023:** In progress **Status Q4-2024:** Completed (ongoing action)

Review of the period 2020-2024: The (regional) doctoral college did not wish to make this training mandatory. On the other hand, the AU wished to develop training in this area for a varied audience (doctoral students, ECs and researchers, post-docs and new arrivals). Action delayed with regard to the implementation of action 30, see this action.

Indicator(s): 17.a- Existing training open. 17.b- Number of people participating

2020 data	Training for doctoral students on intellectual property every year
2021 data	Training not carried out during COVID period
2022 data	Training for doctoral students not carried out internally, trainer on sick leave
Data 2023	INPI training for new EC arrivals (11/16/2023 and 10/17/2023)
Data 2024	“Protection of results” page on the Research community intranet (accessible to all UA staff including contract doctoral students), see “life of a research project”. Resumption of internal PI training for doctoral students.

Action 18: Information on the national legal framework, the strategic orientation of the AU on gender and disability issues (framework letter, recruitment charter) (Selection committee and recruitment committee booklet).

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022

Responsible department(s): General, legal and institutional affairs department / Human resources department / Vice-President for equality

Associated HRS4R Principle(s): 2-Ethical Principles; 5-Contractual and Legal Obligations; 10- Non-Discrimination; 12- Recruitment (Principles); 27- Gender Balance

Master plan(s) or related action plan(s): PAE 2021-2023 (action 6.3.1), SDH 2021-2024 (action 1.1, action 3.1)

Status Q4-2022: Extended **Status Q4-2023:** In progress **Status Q4-2024:** Completed (ongoing action)

Review of the 2020-2024 period: All information is posted on a platform (<https://moodle.univ-angers.fr/course/view.php?id=22716>) intended for all COS members. See action 6. At each launch of a synchronized campaign, a written statement from the governance (VP in charge of human resources) reminds the component management that a minimum of 40% of people of each gender is expected across all COS presidencies in the component.

In addition to a moodle self-training on recruitment biases (UA commitments), since (at least) 2020, there has been training or awareness-raising (COS information meeting) for COS presidents and vice-presidents and component secretaries on the functioning and methods for having the COS deliberate.

Furthermore, at the HRD level there is a “Charter on the recruitment of ECs at the UA – 2024 campaign” but more targeted on the prevention of conflicts of interest.

Indicator(s): 18.a- Production of a selection committee book including framework letter and charter: YES (moodle platform format)

Action 19: Training in combating stereotypes, particularly gender and disability, aimed primarily at management, department directors, middle managers and recruitment panels.

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022 continuous action

Responsible department(s): Human Resources Department / Vice-President Equality

Associated HRS4R Principle(s): 10- Non-discrimination; 27- Gender balance

Master plan(s) or related action plan(s): PAE 2021-2023 (action 6.3.2), SDH 2021-2024 (action 1.1, action 3.1)

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: Completed (ongoing action)

Review of the 2020-2024 period: Concerning the (vice)presidents of the EC selection and recruitment committees (COS), a specific and separate training course on gender stereotypes and various biases was created in 2021 and 2022. In 2022, it was decided to group these 2 types of training into a single "regulatory aspects, fight against discrimination and gender selection bias" led by the VPs in charge of equality and HR. It also includes a self-training platform (moodle), intended for all COS members. Concerning governance, department directors and middle managers, training is part of the training plan: managerial courses and/or more specific training linked to disability and the equality action plan (e.g. Diversity fresco workshop).

Indicator(s): 19.a- Training implemented. 19.b- Number of people participating

2021 data	- 2021 training plan: "Professional equality and prevention of discrimination" focus; training "Training to become a member of a recruitment jury or selection committee", 04/14/2021, 9 registrants present. - Training of (vice)presidents of selection and recruitment committees, regulatory aspects (VP-HR), 02/03/2021 (remote-covid19), 29 registered. - 2021 training plan: "Management" focus; training "Managerial keys to prevent and support situations of disability and professional burnout" - Disability training
2022 data	- Training of (vice)presidents of selection and recruitment committees, regulatory aspects, fight against discrimination and gender selection bias (VP HR, VP equality), 03/14/2022, 26 registrants present. Moodle self-training: 14 new registrants. - 2022 training plan: "Management" focus; training "Managerial keys to prevent and support situations of disability and professional burnout – Manager + managers course"
Data 2023	Training of (vice)presidents of selection and recruitment committees, regulatory aspects, fight against discrimination and gender selection bias (VP HR, VP equality), 03/15/2024, 49 registered. Moodle self-training: 13 new registrants. - 2023 training plan: "Management" focus; training "Managerial keys to prevent and support situations of disability and professional burnout" - 2023 training plan: "Equality" focus; "Diversity Fresco Workshop" training.

	Managers' course: 24 registered. Disability training.
Data 2024	Training of (vice)presidents of selection and recruitment committees, regulatory aspects, fight against discrimination and gender selection bias (VP HR, VP equality), 03/21/2024, 45 registrants. Moodle self-training: 7 new registrants Managers' course: 12 registered. Disability training.

Action 20: Have a “gender” “equality” referent to check that at each stage of the process, gender and equality issues are correctly addressed (particularly for job descriptions, advancement decisions, M/F balance in project management, management of structures, etc.).

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q4-2021

Completion planned 2019: Q4-2021

Responsible department(s): Vice-President of Equality

Associated HRS4R Principle(s): 27- Gender balance

Master plan(s) or related action plan(s): PAE 2021-2023 (actions 5.2.1, 5.2.2, 5.2.4, 6.2, 6.3.1, 6.3.2, 6.3.3)

Status Q4-2022: In progress

Status Q4-2023: Completed (ongoing action)

Review of the 2020-2024 period: The concept of "gender referent" has been changed to "equality referent" as part of the implementation of the 2021-2023 PAE. In addition to the Vice-President in charge of equality (already in place before 2020), there is an equality officer (already in place before 2020) and equality referents in components and services, created in 2023 (28 positions created, E, EC and Biatss: <https://www.univ-angers.fr/fr/universite/strategies-et-grands-projets/egalite/reseau-des-referentes-et-referents-egalite.html?search-keywords=referent+egalit%C3%A9>), after a year of experimentation in 2022-2023 in the LLSH component. More specifically regarding permanent ECs and questions of gender equality for job descriptions (recruitment) and decisions on advancement and the allocation of individual bonuses, the equality referent is the VP HR: review of job descriptions with the VP R, presentation in restricted CAC of gender data and F/H targets for grade advancements and the allocation of individual bonuses, in application of the LDG promotion and enhancement of professional careers and the LDG relating to the compensation scheme for teacher-researchers (RIPEC) of the University of Angers

Indicator(s): 20.a- Inventory carried out

2021 data	CT of 02/18/2021 and CA of 03/11/2021: Professional equality plan for women and men
Data 2023	CSA of 10/17/2023: Assessment of the Equality Action Plan 1 and methodology for developing the PAE 2 CA of 10/26/2023: Implementation report of the multi-year action plan on equality between women and men

Indicator(s): 20.b- Identifiable “gender” referent. 20.c- Number of consultations

2020 data	CA of 03/12/2020: election of the Vice-President in charge of equality CA of 11/26/2020: equality mission officer bonus (designation of mission officer on 09/01/2020, see appointment order)
2022 data	Restricted CAC of 07/11/2022 (progress)
Data 2023	CSA of 06/23/2023: creation of equality referents on 09/01/2023 CA of 07/13/2023: reference framework for hourly equivalences, creation of equality referents as of 09/01/2023 Restricted CAC of 07/10/2023 (promotions)
Data 2024	Restricted CAC of 07/10/2024 (progress)

Action 21: Monitoring young researchers during the first 10 years of their career (integration of mentoring + gender by integrating work-family balance).

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022

Responsible department(s): Vice-President Equality / Vice-President Human Resources / Human Resources Department

Associated HRS4R Principle(s): 24- Working conditions; 27- Gender balance; 28- Career development; 39- Access to training, research and continuing development

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 2, actions 3.2.1, 3.2.2, 5.2.1, 5.2.2), PAE 2024-2027 (axis 2, action 5)

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024 : In progress

Targeted status Q4-2025 : In progress

Review of the 2020-2024 period: The concept of "gender referent" has been changed to "equality referent" as part of the implementation of the 2021-2023 EAP. In addition to the Vice-President in charge of equality (already in place before 2020), there is an equality officer (already in place before 2020) and equality referents in components and services, created in 2023 (28 positions created, E, EC and Biatss: <https://www.univ-angers.fr/fr/universite/strategies-et-grands-projets/egalite/reseau-des-referentes-et-referents-egalite.html?search-keywords=referent+egalit%C3%A9>), after a year of experimentation in 2022-2023 in the LLSH component.

Concerning Biatss staff, a professional and individual interview is conducted each year by the direct hierarchical superior.

Regarding newly recruited MCFs, an individual interview with the VPs in charge of HR and Research is systematically carried out during the internship year.

Since 2023, MCFs appointed over the past 4 years have been invited to an individual interview on monitoring research integration with the VP in charge of Research.

In 2025, implementation of the 2024-2027 PAE (axis 2, action 5). Action to be specified again for 2026-2029

(Action combined with actions 32 and 36).

Indicator(s): 21.a- Identifiable "gender" referent

2020 data	CA of 03/12/2020: election of the Vice-President in charge of equality CA of 11/26/2020: PCA in charge of equality mission (designation of the mission manager on 09/01/2020 ?? cf appointment order)
Data 2023	CSA of 06/23/2023: creation of equality referents on 09/01/2023

	CA of 07/13/2023: reference framework for hourly equivalences, creation of equality referents as of 09/01/2023
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Indicator(s): 21.b- Career monitoring (regular professional interviews, etc.) - objective: 100% in 4 years

2021 data	Newly recruited MCFs in 2020, individual interviews 2020-2021 VP HR and R: 8 interviews/8
2022 data	Newly recruited MCFs in 2021, individual interviews 2021-2021 VP HR and R: 5 interviews/5
Data 2023	Newly recruited MCFs in 2022, individual interviews 2022-2023 VP HR and R: 21 interviews/21
Data 2024	Newly recruited MCFs in 2023, individual interviews with VP HR and R: 2 interviews/17 (impact of the change in UA governance in 2024) MCF appointed in 2019, individual interviews 2023-2024 on monitoring of research integration VP R: 14 interviews/14

Action 22: Structure a training offer (possibly shared locally between EPST-UA) and dedicated to the teacher-researcher at each stage of their career and their assumption of scientific and management responsibilities (HR, finances, prevention, etc.). Propose a training course for the management of research units.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022

Responsible department(s): Research, Innovation and Doctoral Studies Department / Human Resources Department

Associated HRS4R Principle(s): 4- Professional attitude; 20- Seniority; 37- Supervision and management tasks; 38- Continuing professional development

Master plan(s) or related action plan(s):

Status Q4-2022: Extended

Status Q4-2023: In progress

Status Q4-2024: Completed (ongoing action)

Review of the 2020-2024 period: The training course for new directors of research units and SFRs (33) and their deputies (32) took place in the first half of 2022: 01/14/2022, financial management and operation of the UA; 02/03/2022, human resources part 1 the fundamentals; 02/25/2022, research contracts; 03/15/2022, human resources part 2 the management of contract workers; 03/30/2022, research tools (including Internal Regulations); 04/26/2022, doctoral training and Equality/prevention of discrimination; 05/12/2022, the promotion and development of research. Note that each year, continuing education is provided, with the DU conference.

(See also action 24).

Indicator(s): 22.a- Have a shared EPST-UA training catalog in the field of research . 22.b- Number of training courses followed

2020 data	Annual DU Conference
2021 data	Annual DU Conference
2022 data	Training for new DUs as part of the installation of the new five-year contract: from 01/14/2022 to 05/12/2022. DU and SFR 21 present/33 for all or part of the training. DU assistants 15 present/32 for all or part of the training.

Data 2023	Annual DU Conference
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Action 23: Training in research financing, project assembly, management, and practical rules for operating calls for tender, ethics, intellectual property.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022

Responsible department(s): Research, Innovation and Doctoral Studies Department / Human Resources Department

Associated HRS4R Principle(s): 4-Professional attitude; 6- Responsibility; 33- Teaching; 36- Relationship with thesis/internship directors; 37- Supervision and management tasks

Master plan(s) or related action plan(s):

Status Q4-2022: Completed (ongoing action)

Review of the 2020-2024 period: Information-training sessions on the ANR action plan are held every year in September. Training helps with setting up a project (in July: general training for all funders; in February – March: ANR budget training and presentation for PI, HR, DAF). In addition, personalized meetings are held (setting up and monitoring complex projects)

The UA Cap Europe hub, through its "Tremplin vers Marie-Curie", provides a support system for UA researchers and teacher-researchers to submit Marie-Curie postdoctoral fellowships. Project monitoring training was also provided in 2022 for new MCF-PR arrivals and continues every year.

A personalized welcome for each new MCF arrival is carried out through a joint exchange with VP Research and VP Human Resources (see action 21).

A presentation of the training/information organized each year for researchers on research funding and project development was made to the research committee on 21/10/2024. It appears that the following meetings are organized each year: ANR Phase 1 training; Project winner training; PULSAR preparation (Pays de la Loire Region call for proposals); Newcomers training (2 sessions); Individual meetings for newcomers; MSCA springboard (on request); Road to ERC; Overview of research funding; Introduction to research project development (2 levels).

Indicator(s): 23.a- Training implemented. 23.b- Number of people participating

2021 data	ANR action plan training 09/28/2021 Cap Europe Tremplin towards Marie-Curie 2021 support (first edition) Cap Europe training Horizon Europe Program 11/25/2021 TANGRAM training – Fil’Innov regional program 09/23/2021
2022 data	ANR action plan training 09/29/2022 Project assembly assistance workshops 07/11/2022 Cap Europe Tremplin support towards Marie-Curie 2022 (second edition) Training for new arrivals MCF PR project monitoring
Data 2023	ANR action plan training 09/19/2023

	Project assembly assistance workshops 01/17/2023 Cap Europe Support Springboard towards Marie-Curie 2022 (Third edition)
Data 2024	ANR action plan training 09/16/2024 Project assembly assistance workshops 01/07/2024

Action 24: Training in recruitment operations intended for department directors, UR directors and selection and recruitment committee chairs.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2023

Responsible department(s): Research, Innovation and Doctoral Studies Department / Human Resources Department

Associated HRS4R Principle(s): 12- Recruitment (principles); 13- Recruitment (procedure); 14- Selection

Master plan(s) or related action plan(s): PAE 2021-2023 (actions 6.3.1)

Status Q4-2022: In progress

Status Q4-2023: Completed (ongoing action)

Review of the 2020-2024 period: For training courses for the chairs of selection and recruitment committees for permanent ECs, see action 6.

The training (including the issue of recruitment) intended for new directors of research units and SFRs (33) and their deputies (32) took place in the first half of 2022: 01/14/2022, financial management and operation of the UA; 02/03/2022, human resources part 1 the fundamentals; 02/25/2022, research contracts; 03/15/2022, human resources part 2 the management of contract workers; 03/30/2022, research tools (including Internal Regulations); 04/26/2022, doctoral training and Equality/prevention of discrimination; 05/12/2022, the promotion and development of research.

(See also action 6, action 22).

Indicator(s): 24.a- Training implemented. 24.b- Number of people participating

2021 data	Awareness of project-based recruitment carried out as part of training for graduates (annual). See supporting document action 23
2022 data	Awareness of project-based recruitment carried out as part of training for graduates (annual) Training for new DUs as part of the installation of the new five-year contract: from 01/14/2022 to 05/12/2022. DU and SFR 21 present/33 for all or part of the training. DU assistants 15 present/32 for all or part of the training (see action 22)
Data 2023	Awareness of project-based recruitment carried out as part of training for graduates (annual) Implementation of a digital tool dedicated to research recruitment (FUA)

Action 25: Training of thesis supervisors: in concrete terms, make HDRiale and scientific integrity (IS) training mandatory in order to be able to request authorization to register with the HDR; for declared supervisors who benefit from thesis funding from the establishment, make this funding conditional on participation in the HDRiales and IS.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022

Responsible department(s): Research, Innovation and Doctoral Studies Department / Vice-President Research

Associated HRS4R principle(s): 36- Relationship with thesis/internship directors

Master plan(s) or related action plan(s): PAE 2021-2023 (action 4.3.5)

Status Q4-2022: Extended

Status Q4-2023: Extended

Status Q4-2024: In progress

Status targeted Q4-2025 : In progress

Review of the 2020-2024 period: Registration for the HDR includes, among other things, the requirement to have completed the “supervision of doctoral students” and “prevention of VSS/VDH” training courses before defending the HDR. Reflections on recommendations concerning authorization to register for the HDR from the start of the 2023-2024 academic year made in 2023 (doctoral pole council of April 14, 2023). Presentation to the research committee (October 2024): the procedure must be subject to a certain number of revisions.

Action in 2025: working groups (research commission) set up then implementation of the actions decided. The assessment of completion or not will be made in Q4-2025.

Indicator(s): 25.a- Define a participation rate for these days / number of potential MCF HDRs and PRs (70%): data not available

Action 26: Awareness-raising and training of staff in Open Access.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: 2027

Responsible department(s): Research, Innovation and Doctoral Studies Department / SCDA

Associated HRS4R principle(s): 8- Dissemination and exploitation of results

Master plan(s) or related action plan(s):

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: Completed (ongoing action)

Review of the period 2020-2024: In addition to the on-demand training implemented since 2021, numerous training courses and information have been provided by the DRIED open access referent to research units and teacher-researchers. Implementation of an open access bonus as part of scientific credits. Also note information on the intranet site such as "Open Science prerequisites", deposit on Hal, Open Science Obligations... (UA&moi intranet site, research community).

Indicator(s): 26.a- Increase in the % of UA publications in OA with the ultimate objective of 100% (intermediate objective: 50% in 2027)

2021 data	Implementation of an open access bonus for research units within the framework of scientific credits (CR decision 06/12/2021)
Data 2023	Many publications on the new intranet. OA = 39% as of 25.10.2024

Action 27: Reorganization of ED training (and the catalog offered) based on the blocks of skills to be acquired with a common core of training for all doctoral students (same skills) in the first 6 months of the doctorate.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2022

Responsible department(s): Research, Innovation and Doctoral Studies Department / Doctoral College

Associated HRS4R Principle(s): 38- Continuing Professional Development

Master plan(s) or related action plan(s):

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: In progress

Targeted status Q4-2025: In progress

Review of the 2020-2024 period: Since the start of the 2022 academic year, the Pays de la Loire regional doctoral college has been keen to organize doctoral training into blocks of skills following the publication of the RNCP file on the doctorate (decree of February 22, 2019). The UA doctoral center is actively participating in this development through its doctoral center director in his capacity as joint director of the Pays de la Loire doctoral college. Delay partly due to difficulties related to the national AMETHIS application. The assessment of completion or not will be made in Q4-2025.

Indicator(s): 27.a- Creation of a training catalog/plan. 27.b- Redefinition of training

2022 data	Creation of a questionnaire by the Pays de la Loire College, early 2022, to set up the 2022 intake of skills block training. Integration into the AMETHIS application (national consortium) used by doctoral students.
Data 2023	AMETHIS, a consortium of significant size, is still evolving to comply with this desire for a skills-based approach.

Action 28: Individualized training plan for the doctoral student, defined from the start of the thesis.

Theme: Training

Initialization planned 2019 : Q1-2022

Completion planned 2019: Q4-2023

Responsible department(s): Research, Innovation and Doctoral Studies Department / Doctoral College

Associated HRS4R principle(s): 20- Seniority; 36- Relationship with thesis/internship directors

Master plan(s) or related action plan(s):

Status Q4-2022: In progress **Status Q4-2023:** In progress **Status Q4-2024:** Completed (ongoing action)

Review of the 2020-2024 period: Individual training agreement provided for by the decree of May 25, 2016. Its presence is verified in the UA registration file. It must be present during re-registrations and examined by the monitoring committee. Particular attention has been requested from thesis directors for an individual training plan that is supported and evolving.

Indicator(s): 28.a- Verification at the time of UA registration

2020 data	Effective verification of the presence of the individual agreement in the registration file.
Data 2024	Since the start of the 2024 academic year, doctoral students in the Pays de la Loire have been able to activate their individual training plan on AMETHIS. Once this information has been completed, the doctoral student receives an individual notification indicating the implementation of training courses corresponding to their training plan .

Action 29: Accessibility of MCFs to training courses provided in the doctoral catalog.

Theme: Training

Initialization planned 2019 : Q4-2020

Completion planned 2019: Q4-2020

Responsible department(s): Research, Innovation and Doctoral Studies Department / Human Resources Department

Associated HRS4R principle(s): 38-Continuing professional development

Master plan(s) or related action plan(s):

Status Q4-2022: Completed (ongoing action)

Review of the 2020-2024 period: MCFs' access to the training courses in the catalog is made as soon as there are sufficient places and the subject lends itself to it. Attempts in 2022 and 2023 to share the doctoral pole's training courses in the UA staff catalog, but the scope and the difference in compatibility of the tools do not lend themselves to this. However, some training courses have been opened. (Example of training: animal experimentation - project designers; ethics; etc.). In 2024, the doctoral center will open its training courses to researchers other than doctoral students as soon as possible. Action completed but to be rethought 2026-2029.

Indicator(s): 29.a- Effective opening of the catalog: action completed

Action 30: Open the Intellectual Property (IP) Mooc offered by SATT Ouest to all ECs or new arrivals.

Theme: Training

Initialization planned 2019 : Q1-2021

Completion planned 2019: Q2-2021

Responsible department(s): Research, Innovation and Doctoral Studies Department

Associated HRS4R Principle(s): 3- Professional responsibility; 8- Dissemination and exploitation of results; 31- Intellectual property rights

Master plan(s) or related action plan(s):

Status Q4-2022: Extended

Status Q4-2023: In progress

Status Q4-2024: Completed (ongoing action)

Review of the period 2020-2024: This action was delayed due to legal issues with the SATT. The implementation was in the initialization phase at the end of 2022. The training opened in 2024, via distance learning MOOC training courses on intellectual property offered by the National Institute of Intellectual Property (INPI). These MOOCs are organized into 3 different sequences (see 2023 data). During the training of new EC arrivals, the availability of this MOOC is reported. Since the end of 2023, this MOOC has been integrated into an entrepreneur's course within the framework of the EU-GREEN Alliance: the training courses took place in May 2024.

Indicator(s): 30.a- Existing training open

Data 2023	<p>On March 21, 2023, an email was sent to all doctoral students to inform them that in addition to face-to-face training on IP, they could follow the INPI MOOC, specifying that these hours could be integrated into their training plan.</p> <p>Distance learning MOOC training courses on intellectual property offered by the National Institute of Intellectual Property (INPI):</p> <ul style="list-style-type: none"> - MOOC "Understanding Intellectual Property" - 8 hours (accessible to doctoral students from all doctoral schools) - MOOC "Brevet" - 2 hours (suitable for doctoral students from BS, 3MG, VAAME, SIS doctoral schools) - MOOC "Design" - 2 hours (suitable for doctoral students from the MaSTIC, ALL, STT, ECLIS, DSP, EDGE doctoral schools) <p>INPI training for new EC arrivals (28 people: 10/17/2023 and 11/16/2023).</p> <p>And reminder mail of the MOOC on November 20, 2023.</p>
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Indicator(s): 30.b- Number of people participating

Data 2024	<p>The INPI MOOC does not allow us to know how many people connect to it since the University of Angers is not an administrator. On the other hand, people from the UA who have followed this MOOC and who would like to promote it in personal training can do so because they receive a badge at the end of each training sequence.</p> <p>On February 21, 2024, online publication on the Research community, for the information of all UA staff, regardless of their status, of information on the protection of results and in particular on IP depending on their status (EC, doctoral students, students, interns, biatss) and on securing the assembly of a project.</p>
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Action 31: Construction of a dynamic interface to make visible the reference persons (intranet) linked to the department concerned or the action (training, managers, etc.).

Theme: Support for staff **Initialization planned for 2019 :** Q4-2020 **Completion planned for 2019:** Q4-2021

Responsible department(s): Digital Development Department / Communications Department

Associated HRS4R Principle(s): 24- Working conditions; 28- Career development; 40- Supervision

Status Q4-2022: Extended **Status Q4-2023:** In progress **Status Q4-2024:** In progress **Targeted status Q4-2025:** Completed (ongoing action)

Master plan(s) or related action plan(s):

Review of the 2020-2024 period: In 2024, several complementary solutions now address this issue.

a) Directory

- Online directory: accessible from the website and the intranet site, this tool, accessible to all, allows you to carry out a search: by name/first name; by function and assignment (allows you to search for a contact person according to their missions); by telephone number

- Directory by component and service: accessible from the website and the intranet site, this tool, reserved for the establishment's staff, allows you to learn about the organization of the different structures that make up the University of Angers and to identify the ad hoc contact. The search is done either via the drop-down list, which allows you to discover all the existing structures within the establishment, or by a search.

b) Identification of contact persons on the intranet site: the implementation of the new UA intranet site in November 2023 was accompanied by an editorial charter aimed in particular at better identifying contact persons in order to participate in better identification of resource persons. This strategy is accompanied by systematic training of new contributors to the intranet site. Thus, on each page of the intranet site, depending on the topic covered (HR, health, prevention and safety, purchasing and public procurement, etc.), a contact is identified.

Action targeted for 2025: updating directory records. Work on a process to complete the directory's update in order to include agents' additional responsibilities (those that do not fall within their main function) in their directory record. This would make it easier to find them via a search in the directory or the intranet.

Example of roles that could be added: Mission managers and referents designated by the president; Prevention assistants; Equality referents; Social referents; Directory referents; etc.

Indicator(s): 31.a- Number of requests: indicator replaced by the effectiveness of the dynamic interface.

Action 32: Setting up professional interviews for career prospects, defining training needs, identifying individual problems to be integrated into the management of the person and the action of the AU.

Theme: Support for staff **Initialization planned for 2019 :** Q4-2021 **Completion planned for 2019:** Q4-2025

Responsible department(s): Vice-President of Human Resources / Human Resources Department

Associated HRS4R Principle(s): 30- Access to career guidance services; 38- Continuing professional development; 39- Access to research training and continuing development

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 2, actions 3.2.2, 5.2.1, 5.2.2)

Status Q4-2022: In progress **Status Q4-2023:** In progress **Status Q4-2024:** In progress **Targeted status Q4-2025 :** In progress

Review of the period 2020-2024: Concerning Biats staff, a professional and individual interview is conducted each year by the direct hierarchical superior. Regarding newly recruited MCFs, an individual interview with the VPs in charge of HR and Research is systematically carried out during the internship year. Since 2023, MCFs appointed over the past 4 years have been invited to an individual interview on monitoring research integration with the VP in charge of Research. The establishment of a schedule of coordinated interviews between managers and consistent with the career monitoring of the CNU remains to be constructed for the ECs, in link with research unit directors. Currently, as part of the career monitoring by the CNU via submission of a file at the request of the EC, the VP in charge of HR is informed of any feedback from the CNU requiring action by the UA. Action to be reconsidered in the 2026-2029 framework, in connection with action 21 and 36 and PAE 24-27. Action 2025: implementation of PAE 24-27, axis 2. (Action combined with action 21 and action 36)

Indicator(s): 32.a- Effective implementation of a schedule of coordinated interviews between managers (HRD, UR director, dep, etc.)

2021 data	Newly recruited MCFs in 2020, individual interviews 2020-2021 VP HR and R: 8 interviews/8
2022 data	Newly recruited MCFs in 2021, individual interviews 2021-2021 VP HR and R: 5 interviews/5
Data 2023	Newly recruited MCFs in 2022, individual interviews 2022-2023 VP HR and R: 21 interviews/21
Data 2024	Newly recruited MCFs in 2023, individual interviews with VP HR and R: 2 interviews/17 (impact of the change in UA governance in 2024) MCF appointed in 2019, individual interviews 2023-2024 on monitoring of research integration VP R: 14 interviews/14

Action 33: Allow young ECs to establish themselves professionally under good conditions by controlling the use of additional hours during the first three years of practice and by using possible time releases at the start of their career.

Theme: Support for staff **Initialization planned for 2019 :** Q1-2021 **Completion planned for 2019:** Q4-2023

Responsible department(s): Human Resources Department / AU

Associated HRS4R Principle(s): 24- Working conditions; 33- Teaching

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 2)

Status Q4-2022: In progress **Status Q4-2023:** Completed (ongoing action)

Review of the 2020-2024 period: The ban on additional hours for trainee MCFs was already in effect in 2020. The limitation on the use of additional hours for MCFs in the first 2 years of tenure was defined as part of the revision of the reference framework for hourly equivalence (ref. EH) in 2022: CA of July 7, 2022, ref. EH 2022-2023, limitation to a maximum of 96 hours of additional hours for tenured MCFs in the first 2 years of tenure. It has been applied since the 2022-2023 academic year for those tenured in 2022 and beyond. On the research side, MCF trainees benefit (since 2022-2023) from an individual allocation which can be supplemented by various regional systems.

Indicator(s): 33.a- Reduction in the number of additional hours worked by young MCFs

2022 data	CA of July 7, 2022: ref EH 2022-2023, limitation to a maximum of 96 hours of additional hours (HC) of permanent MCFs during the first 2 years of tenure. 14 MCFs appointed in 2020. HC 2020-2021: average 57.76 hetd, 1 MCF > 96 hetd. HC 2021-2022: average 61.80 hetd, 4 MCF > 96 hetd.
Data 2023	CA of July 13, 2023: ref EH 2023-2024 7 MCFs appointed in 2021. HC 2021-2022: average 84.47 hetd, 2 MCFs > 96 hetd. HC 2022-2023: average 91.70 hetd, 5 MCFs > 96 hetd.
Data 2024	CA of July 11, 2024: ref EH 2024-2025 5 MCFs appointed in 2022. HC 2022-2023: average 45.23 hetd, 0 MCF > 96 hetd. HC 2023-2024: average 37.83 hetd, 0 MCF > 96 hetd.

Action 35: Improve information for C and EC regarding rights and obligations with respect to URs. (Point to be worked on between UA, ED, UR, partners outside UA such as CNRS)

Theme: Support for staff **Initialization planned for 2019 :** Q4-2021 **Completion planned for 2019:** Q4-2021

Responsible department(s): Research, Innovation and Doctoral Studies Department

Associated HRS4R Principle(s): 4- Professional attitude; 5- Contractual and legal obligations

Master plan(s) or related action plan(s):

Status Q4-2022: Completed (ongoing action)

Review of the period 2020-2024: the RIs of the research units were renewed for the 2022-2027 contract. These new RIs were signed and disseminated in 2022-2023. (See also action 15, action 16).

Indicator(s): 35.a- Internal regulations of the UR renewed

2022 data	Signature and dissemination of the new RI of the URs
Data 2023	Signature and dissemination of the new RI of the URs. Thirteen research units have drawn up their internal regulations under the UA model, i.e. all the URs under the sole supervision of the UA, to which are added 3 URs having as supervision the UA and another supervision.

Action 34: Translation into English of all strategic documents of the AU and its URs

Theme: Transversal

Initialization planned for 2019 : Q1-2020

Completion planned for 2019: continuous action

Responsible department(s): International department / Communications department

Associated HRS4R Principle(s): 12- Recruitment (principles); 13- Recruitment (procedure); OTM-R

Master plan(s) or related action plan(s): International Strategy 2023-2027

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: In progress

Targeted status Q4-2025 : In progress

Review of the 2020-2024 period: Regarding the AU's communication to and for the international community, the creation of an English version of the international site represents a major improvement. Its content and functionality make it possible to effectively transmit the necessary information to current and potential AU students, researchers and partners who do not speak French. There is a desire to continue to improve the functionality of the site, in particular to facilitate navigation when switching from the French to the English version, and to offer more content in collaboration with the components and laboratories (from the "International Strategy 2023-2027").

Action 2025: clarify the concept of "strategic documents", particularly in terms of recruitment, then implement where appropriate for missing documents.

Indicator(s): 34.a- Uploading of documents: YES in part

Action 36: Establishment of a resource person within the work unit to support teacher-researchers (permanent and contract) in their career considerations and their integration for new arrivals.

Theme: Support for staff

Initialization planned for 2019 : not defined

Completion planned for 2019: not defined

Responsible department(s): Research, Innovation and Doctoral Studies Department / Human Resources Department

Associated HRS4R Principle(s): 24- Working conditions; 28- Career development; 30- Access to career guidance services; 38- Continuing professional development; 39- Access to research training and continuing development; 40- Supervision

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 2), International Strategy 2023-2027 (axis 4), PAE 24-27 (axis 2)

Status Q4-2022: In progress

Status Q4-2023: In progress

Status Q4-2024: In progress

Target status Q4-2025: In progress

Review of the 2020-2024 period: For newly recruited MCFs, an individual interview with the VPs in charge of HR and Research is systematically conducted during the internship year. Since 2023, MCFs appointed for 4 years have been invited to an individual interview on monitoring research integration with the VP in charge of Research.

The establishment of an interview schedule between the managers and/or the resource person to be identified remains to be constructed for the ECs.
 Action to be rethought within the 2026-2029 framework, in connection with action 21 and 36 and PAE 24-27.
 Action 2025: implementation of PAE 24-27, axis 2.
 (Action coupled with action 21 and action 32)

Indicator(s): 36.a- A resource person identified in each work unit. 36.b- Number of requests from teacher-researchers (Meetings made)

2021 data	Newly recruited MCFs in 2020, individual interviews 2020-2021 VP HR and R: 8 interviews/8
2022 data	Newly recruited MCFs in 2021, individual interviews 2021-2021 VP HR and R: 5 interviews/5
Data 2023	Newly recruited MCFs in 2022, individual interviews 2022-2023 VP HR and R: 21 interviews/21
Data 2024	Newly recruited MCFs in 2023, individual interviews with VP HR and R: 2 interviews/17 (impact of the change in UA governance in 2024) MCF appointed in 2019, individual interviews 2023-2024 on monitoring of research integration VP R: 14 interviews/14

Action 37: Implementation of a career and mobility support tool - professional, international and statutory - for researchers integrating information actions on existing systems (CRCT, delegation, etc.).

Theme: Support for staff **Initialization planned for 2019 :** not defined **Completion planned for 2019:** not defined

Responsible department(s): Research, Innovation and Doctoral Studies Department / Human Resources Department

Associated HRS4R principle(s): 29- Valorization of mobility; 38- Continuing professional development

Master plan(s) or related action plan(s): PAE 2021-2023 (axis 2)

Status Q4-2022: Extended **Status Q4-2023:** In progress **Status Q4-2024:** In progress **Targeted status Q4-2025:** Completed (ongoing action)

Review of the 2020-2024 period: Since 2023, the intranet site (tab "HR info" > career path > *Mechanisms for devoting oneself to a research or educational project*) presents the various professional mobility mechanisms: CNRS/CPP/CRCT delegation. In addition, a News page is displayed each year at the time of the launch of each campaign (according to the MESR calendar).

An internal HR schedule is programmed for sending CRCT information / CNRS delegation / career monitoring, grade advancement, departmental development (2nd^{degree}), internal promotion, RIPEC C3. Each launch email specifies the calendar, application procedures, dates, GALAXIE connection links (texts) and to the CNU website (recommendations). The intranet page displays a brief and general presentation. The News pages are specific and updated with the dates and calendar of the current year.
 Action 2025: additional pages to be created if necessary.

Indicator(s): 37.a- Number of consultations of the pages created, participation in information actions, mobility carried out.

Data 2024	As of 11/20/2024, the general intranet page on CRCT, CNRS delegation and CPP systems (published on 10/03/24): 42 views. As of 11/20/2024, the News page on the CRCT 2025-2026 campaign (published on 10/18/24): 108 views.
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	<p>As of 11/20/2024, the <i>News page</i> on the 2025-2026 CNRS delegation reception campaign (published on 10/07/24): 57 views.</p> <p>As of 11/20/2024, the <i>News page</i> on 2024 grade promotions (published on 09/23/24): 211 views.</p> <p>As of 11/20/2024, the <i>News page</i> on the RIPEC C3 2024 bonus (published on 02/16/24): 510 views.</p> <p><i>News page</i> on Erasmus+ Teaching and Training Mobilities (published on 18/11/24): 27 views.</p>
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Action 38: Creation of a customizable intranet allowing everyone to access dedicated tools and information

Theme: Support for staff **Initialization planned for 2019 :** not defined **Completion planned for 2019:** not defined

Responsible department(s): Digital Development Department / Communications Department

Associated HRS4R principle(s): 29- Valorization of mobility; 38- Continuing professional development

Master plan(s) or related action plan(s):

Status Q4-2022: Extended **Status Q4-2023:** In progress **Status Q4-2024:** Completed (ongoing action)

Review of the 2020-2024 period: The new “UA&moi” intranet opened at the start of 2024 responds to the targeted action.

Indicator(s): 38.a- Number of personalized web pages created: data not available.

Action 39: Strengthen consideration of staff investment in their dissemination actions towards the general public for their career progression

Theme: Support for staff **Initialization planned for 2019 :** not defined **Completion planned for 2019:** not defined

Responsible department(s): Research, Innovation and Doctoral Studies Department / Communications Department / Human Resources Department

Associated HRS4R Principle(s): 9- Commitment to society

Master plan(s) or related action plan(s):

Status Q4-2022: Extended **Status Q4-2023:** In progress **Status Q4-2024:** In progress **Targeted status Q4-2025:** In progress

Review of the 2020-2024 period: the management guidelines (LDG) relating to the compensation scheme for teacher-researchers (RIPEC) at the University of Angers, as voted in 2023, take into account in the evaluation of application files for the individual C3 bonus and the allocation for scientific activities, involvement in Science and Society actions

(dissemination to the general public, scientific mediation, participatory science), more generally the dissemination of humanist culture, in particular through the development of human and social sciences, and scientific, technical and industrial culture.

Better consideration of this type of investment in teacher-researcher grade promotions will be the subject of subsequent work in the 2026-2029 period (revision of the LDG promotion and promotion of professional careers).

Indicator(s): 39.a- Inclusion of this criterion in the evaluation grids for local advancement files

Data 2023	LDG RIPEC, CA of May 13, 2023
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Action 40: Training in knowledge of the institution and rules of public higher education and research, in particular for contract workers

Theme: Ethics, non-discrimination and gender

Initialization planned 2019 : not defined

Completion planned 2019: not defined

Responsible department(s): UA

Associated HRS4R Principle(s): 4- Professional attitude; 5- Contractual and legal obligations; 6- Responsibility; 7- Good practices in the research sector

Status Q4-2022: Extended

Status Q4-2023: In progress

Status Q4-2024: Completed (ongoing action)

Master plan(s) or related action plan(s):

Review of the period 2020-2024: The training "Regulation and knowledge of the university" was set up in 2022 and 2023. Mainly intended for Biatss staff, it was not renewed in 2024 due to lack of demand and need for training. Reflection to be undertaken in 2026-2029 for the public of other researchers and teacher-researchers.

Indicator(s): 40.a- Existing training open. 40.b- Number of people participating

2022 data	2022 training plan: "Competitions and mobility" focus; "Regulations and knowledge of the university" training
Data 2023	2023 training plan: "Competitions and mobility" focus; "Regulations and knowledge of the university" training

APPENDIX B - University of Angers – Gap Analysis 2019

UNIVERSITY OF ANGERS - GAP ANALYSIS 2019 AND ACTION PLAN 2020-2025 TARGET				
Article No.	Principles (HRS4R 2008 Classification)	2019 Reviews	Corrections No. of actions	Reasons
Pillar 1: ethical and professional aspects				
1	Freedom of research	+/+ fully implemented		
2	Ethical principles	+/- almost but not completely implemented	12 13 14 18	- There is a lack of an ethics officer (obligation according to the text of April 10, 2017) to improve the UA system. – The UA must develop a vigilance reflex with regard to funds collected for research which may raise ethical issues – The UA must develop increased vigilance on the ethical admissibility of thesis subjects prior to the registration of doctoral students.
3	Professional liability	+/- almost but not completely implemented	12 13 15 17 30	- C and EC do not always have the technical and legal knowledge on intellectual property issues and respect for the author. Not all researchers are trained on the subject. - Post-doctoral and contract contracts are not sufficiently referenced and explicit on intellectual property issues.
4	Professional attitude	+/- almost but not completely implemented	22 23 35 40	Researchers and ECs do not systematically have the reflex to inform their managers of the status of their research or to always integrate the financial constraints of their establishment. This demonstrates a lack of information on certain obligations often contained in the regulations of research units, as well as a weakness in training in project and research management.
5	Contractual and legal obligations	+/- almost but not completely implemented	03 12 17 18 35 40	Better information for staff is needed, particularly for contract workers. Doctoral and post-doctoral contracts need to be reviewed on this point.
6	Responsibility	-/+ partially implemented	12	Need for information and training of C and EC on their responsibilities and for

			23 40	effective and efficient management of resources.
7	Best practices in the research sector	+/+ fully implemented	40	
8	Dissemination and exploitation of results	+/- almost but not completely implemented	17 26 30	Need for increased information and training on data protection and security, imperative given the increasing openness of information-research. In addition, this points to a parallel lack of training and information on intellectual property.
9	Commitment to society	+/+ fully implemented	39	
10	Non-discrimination	+/- almost but not completely implemented	18 19	Need for continuous training and information regarding mentalities (stereotypes, particularly for disability and gender) which only evolve gradually (therefore gap between theory and practice).
11	Assessment systems	+/+ fully implemented		French legislation is currently evolving. It should be possible to develop construction site contracts, authorizing recruitment over time, and therefore allowing contract workers to develop their careers based on an assessment.
Pillar 2: Recruitment				
12	Recruitment (principles)	-/+ partially implemented	2 5 6 18 24 34	- Recruitment criteria are not always clearly defined. The integration of certain parameters such as gender or disability issues are not always mastered. - Low publication of positions on EURAXESS: entry criteria and standards are not very visible from abroad. - The question of criteria and standards must be explored in greater depth for independent recruitment carried out by URs (in particular post-docs).
13	Recruitment (procedure)	-/+ partially implemented	2 5 6 10 11 24 34	- Lack of ownership of the operating methods of recruitment committees (procedures, relationship to job profiles, rules, etc.). Lack of training for a better understanding of the missions entrusted. The most acute problem arises for certain categories of non-tenured staff, especially for the recruitment of postdocs (lack of procedures, transparency on recruitment conditions, etc.). The problem is less for doctoral students whose recruitment is supervised by the RI of the EDs (internal regulations to be examined ED by ED). - Lack of information seen from abroad. Publication of positions in English non-existent or almost non-existent
14	Selection	+/- almost but not completely implemented	2 3 6	The UA should improve communication on the composition of selection committees and recruitment commissions for contract workers, and ensure systematic online publication.

			24	
15	Transparency	-/+ partially implemented	2 3 4 10	<p>- Access to information for recruitment is not always easy. Many things are framed for permanent employees and depend on the ministry's website. This is less the case for contract employees. Information on the procedures and criteria for classification and judgment, as well as the composition of recruitment committees, is not systematic.</p> <p>- Problem of transparency of the criteria for judging merit, not displayed in the job descriptions, and not transmitted to non-selected candidates. Generally speaking, there is a lack of the desirable equivalent of a guide to good jury practices.</p>
16	Judgment of merit	+/- almost but not completely implemented	2 7	See the respect of profiles and the proper functioning of recruitment committees. The criteria exist, but are not always clearly defined and a priori nor disseminated. (work to be done with UR, ED and RI).
17	Variations in resume chronology	-/+ partially implemented	9	There is a lack of a benchmark for experiences that can be used by ECs and Cs in the context of recruitment.
18	Recognition of mobility experience	+/+ fully implemented	9	
19	Recognition of qualifications	+/- almost but not completely implemented	9	There is a lack of a skills framework that would allow for the integration of multiple national and international experiences during recruitment and other personnel management operations for C and EC staff. This framework should be available in French and English.
20	Seniority	+/- almost but not completely implemented	22 28	<p>- C and EC do not always have the time needed to train. The current training system must be supplemented to move towards a genuine multi-year training and development plan, as well as an organization that materially allows training and career launch for the youngest.</p> <p>- In this regard, there is a lack of regular monitoring of personnel (career and skills assessment, prospects and training) which exists for certain categories of personnel (INSERM, CNRS).</p>
21	Post-doctoral appointments	-/- insufficiently implemented	8	Need to frame heterogeneous recruitment conditions which can sometimes be opaque, with poorly defined and sometimes personalized procedures. Also problem of maintaining a status which is normally only transitory.
Pillar 3: working and safety conditions				
22	Recognition of the profession	+/- almost but not completely implemented	8	Some contracts for contract researchers are not specific enough about the activity carried out, and therefore about their recognition of their status as research

				professionals from the thesis or during their post-docs.
23	Research environment	+/+ fully implemented		
24	Working conditions	-/+ partially implemented	21 31 33 36 38	One of the major problems is the work overload for AU staff. Faced with external constraints, the difficulties to be resolved for the C and EC are multiple: – Raise awareness of health risks and professional dropout – Better organize the work of departments of all types within the limits of financial constraints – Lack of knowledge of existing systems concerning work arrangements – Lack of institutional or other interlocutors to address career management – Lack of knowledge of the functions and roles of the administrative bodies of labs, departments, components, etc.
25	Stability and continuity of employment	+/- almost but not completely implemented		Problem of precariousness for some contract workers in their positions, which cannot be renewed for more than one year. A law currently being validated should offer the possibility of recruiting for longer periods, resolving the issue of high precariousness. In the absence of a definitive text, no action is currently foreseeable.
26	Financing and salaries	+/- almost but not completely implemented	8	– Dissemination of the application of salary rules concerning the experience of non-permanent employees. – Certain tasks such as the management of European projects are not, or not sufficiently, recognised.
27	Gender balance	-/+ partially implemented	1 6 18 19 20 21	- Beyond the balance imposed by law in elective bodies, the M/F ratio remains unbalanced in several areas: registration in a research-oriented M course (therefore relatively small pool of candidates for level D (to be verified)); presence in management bodies (administration, project management, etc.) - Behind these material points often lie less visible problems: stereotypes that are still sensitive during recruitment or in the evaluation of publications despite the efforts made; difficulty in reconciling career and family life during the first years, which are nevertheless decisive for the professional trajectory.
28	Career development	-/+ partially implemented	21 31 36	Lack of a monitoring system for permanent and non-permanent C and EC staff. Promotion systems (level and grade) only exist for permanent staff. Furthermore, these systems do not address issues regarding how to manage one's career and the strategies to implement.
29	Promoting mobility	+/- almost but not completely implemented	37	The UA's incentive policy is sometimes limited by the low use of DI information by Cs and ECs.

30	Access to career guidance services	-/+ partially implemented	36	There is a lack of opportunity to regularly conduct career, training and professional outlook reviews for many ECs and Cs.
31	Intellectual Property Rights	+/- almost but not completely implemented	13 15 17 30	Lack of training and information on intellectual property and data and research protection.
32	Co-author	-/+ partially implemented	15 30	Imprecise knowledge of the rules governing co-signatures of works (with possibly the question of copyrights linked to it). Furthermore, co-signatures of work are not always developed between confirmed Cs (for example, thesis directors) and young researchers, even though this is a key element of career progression and training for the youngest.
33	Education	+/- almost but not completely implemented	23 33	- Need for more in-depth training of C and EC. - Need for better use of educational innovations to free up time for research - Problem for multiple ECs who are unable to reduce their teaching load to follow training courses.
34	Complaints and appeals	+/+ fully implemented		
35	Participation in decision-making bodies	+/+ fully implemented		
Pillar 4: Training and development				
36	Relationship with thesis/internship directors	+/- almost but not completely implemented	23 25 28	Lack of mastery, sometimes, of technical questions on administrative management (joint supervision for example). Need to launch, as soon as the thesis is registered, a strategic framework on the doctoral student's training plan, and the positioning in a skills framework.
37	Supervision and management tasks	-/+ partially implemented	22 23	Lack of upstream training for leadership and management tasks such as unit or department management (currently, training takes place after appointment, and not for all responsibilities). Lack of co-supervision involving confirmed C and non-HRD C, with a view to developing their careers.
38	Continuing professional development	+/- almost but not completely implemented	22 27 29 30 36	Need support for carrying out major HDR-type projects that are central to career development. Need to build a long-term training plan, whether for the doctoral student or the researcher in post. This involves an assessment, which is currently missing, of the skills needs of the person concerned, and internal monitoring.

			37	
39	Access to research training and continuing development	-/+ partially implemented	21 30 36	The main problem is related to ECs and Cs who, for various reasons such as work overload or the burden of family life during maternity, drop out of research activity. In this regard, there is a lack of identification and support for people to overcome difficulties (material, psychological, etc.)
40	Supervision	-/+ partially implemented	31 36	Beyond the regulatory dimension (thesis director, HDR tutor), the field of resource persons remains to be invested. The mentoring represents an important tool for the UA but does not do everything. There is undoubtedly a lack of people to contact more informally to deal with multiple technical and personal problems in carrying out the job, particularly during the first years of a career.

ANNEX C – Information from the European Commission

C-1- HRS4R 2008 Classification and 2005 Charter and Code

The “HR Excellence in Research” 2020-2025 label of the University of Angers is part of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) defined by the European Commission in 2005

(https://cdn2.euraxess.org/sites/default/files/brochures/eur_21620_en-fr.pdf)

This unique document includes 40 articles (principles) divided between:

- **The European Charter for Researchers: Articles 1 to 31**
 - Articles 1 to 12 group together the general principles and basic conditions applicable to researchers;
 - Articles 13 to 31 set out the general principles and basic conditions applicable to employers and lenders.
- **The code of conduct for the recruitment of researchers: articles 32 to 40.**

As part of the HRS4R approach, however, a new classification was proposed by the European Commission and the 40 articles were redistributed in 2008 within 4 main thematic axes:

- Pillar 1: ethical and professional aspects: 11 articles.
- Pillar 2: Recruitment: 10 articles
- Pillar 3: working and safety conditions: 14 articles
- Pillar 4: Training and development: 5 articles

This document refers to the 2008 classification proposed within the HRS4R approach .

Charter and Code: the 40 principles according to the HRS4R classification (2008)			
Pillar 1: ethical and professional aspects	Pillar 2: Recruitment	Pillar 3: working and safety conditions	Pillar 4: Training and development
1. Freedom of research	12. Recruitment (principles)	22. Recognition of the profession	36. Relationship with thesis/internship supervisors
2. Ethical principles	13. Recruitment (procedure)	23. Research environment	37. Supervision and management tasks
3. Professional liability	14. Selection	24. Working conditions	38. Continuing professional development
4. Professional attitude	15. Transparency	25. Stability and continuity of employment	39. Access to research training and continuing development
5. Contractual and legal obligations	16. Judgment of merit	26. Financing and salaries	40. Supervision
6. Liability	17. Variations in resume chronology	27. Gender balance	
7. Good practices in the research sector	18. Recognition of mobility experience	28. Career development	
8. Dissemination and exploitation of results	19. Recognition of qualifications	29. Promotion of mobility	
9. Commitment to society	20. Seniority	30. Access to career guidance services	
10. Non-discrimination	21. Post-doctoral appointments	31. Intellectual Property Rights	

11. Evaluation systems	+ OTM-R	32. Co-author 33. Teaching 34. Complaints and appeals 35. Participation in decision-making bodies	
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C-2- Evolution 2023 – New European Charter for Researchers

On 18 December 2023, the Council adopted the “Council Recommendations on a European Framework for Attracting and Retaining Research, Innovation and Entrepreneurial Talent in Europe”: <https://op.europa.eu/en/publication-detail/-/publication/5250dd63-a5ec-11ee-b164-01aa75ed71a1/language-en>

The new **European Charter for Researchers**, presented in Annex 2 of the Council's recommendations, replaces the Charter and Code dating from 2005.

The new European Charter for Researchers is a set of principles underpinning the development of attractive scientific careers to support excellence in research and innovation in Europe. The Charter for Researchers emphasises the rights and responsibilities of researchers, employers, funders and policy makers and is broken down into 20 key principles, divided into the following four pillars:

New European Charter for Researchers (2023)			
Pillar 1: Ethics, Integrity, Gender and Open Science	Pillar 2: Evaluation, recruitment and professional progression of researchers	Pillar 3: Working conditions and methods	Pillar 4: Scientific careers and talent development.
<ol style="list-style-type: none"> 1. Research Ethics and Integrity 2. Freedom of scientific research 3. Open science 4. Gender equality 5. Taking diversity into account 6. The profession of researcher 7. Free movement of researchers 8. Sustainability of research 	<ol style="list-style-type: none"> 1. Researcher evaluation 2. Recruitment 3. Selection 4. Career development <p style="text-align: center;">+ OTM-R</p>	<ol style="list-style-type: none"> 1. Working conditions, financing and salaries 2. Job stability 3. Contractual and legal obligations 4. Dissemination and promotion of results 	<ol style="list-style-type: none"> 1. Promoting diverse scientific careers 2. Career development and orientations 3. Continuing professional training 4. Supervision and mentoring

