



MANAGEMENT OF THE HRS4R APPROACH

Updated December 2025

1. The HRS4R approach and the 2016-2020 strategy of the University of Angers

The "Human Resources Strategy for Research" (HRS4R) approach leading to the award of the "Human Resources Excellence in Research" (HRER) label on December 4, 2020 was part of a continuous improvement process for the University of Angers and as part of its 2017-2021 establishment project, aimed at better taking into account the recommendations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and their Framework of Practice.

In the 2017-2021 political project, the goal was in particular:

- to "increase research potential [...] a key issue";
- "actions [...] in favor of the attractiveness of the Angers site for EPST researchers ¹and foreign researchers";
- "actions allowing teacher-researchers to devote more time to research".

The HRS4R approach aimed more specifically at ²:

- a quality approach deployed in a collaborative logic within the UBL ³, in particular with Le Mans University;
- integration into a pan-European network of certified institutions;
- a positive differentiation in France and in the EU reinforcing attractiveness, therefore being identified as:
 - a university corresponding to EU quality standards for the reception and work of researchers;
 - a reliable partner for cooperation and research projects;
- security against a probable need in the long term to be labeled for access to research funding at the European H2020 level (2020-2026) ⁴.

The committee for the implementation of the HRS4R approach and set up over 2020-2023 consisted of :

- a COPIL HRS4R, Steering Committee responsible for the strategic management of actions: compliance with the guidelines and the timetable. Made up of 11 members including institutional representatives (President and Vice-Presidents) and volunteers representing the various categories of researchers;
- a Project Group (or working group), responsible for implementing the actions decided upon, and making proposals to adjust them. Made up of 6 members: Director General of Services, Directors of central services;
- Action Groups formed for each action. Under the responsibility of a member of the HRS4R COPIL, each Action Group mobilizes the ad hoc members of the Project Group and the services associated with the targeted action, including the main management.

Following the interim self-evaluation process at the end of 2022 and considering the recommendations of the European Commission evaluators, the comitology has been reviewed. It is presented in this document which furthermore incorporates organizational changes in the general management of services that occurred in November 2025.

¹ Public establishment of a scientific and technological nature.

² CA of 11/14/2019.

³ COMUE University of Brittany Loire.

⁴ Under Article 32 of the Annotated Model Grant Agreement (AGA) relating to H2020 funding, a sanction mechanism is provided for in the event of non-compliance with the principles of the charter and the code.

2. The HRS4R approach included in the renewed 2022-2027 strategy of the University of Angers

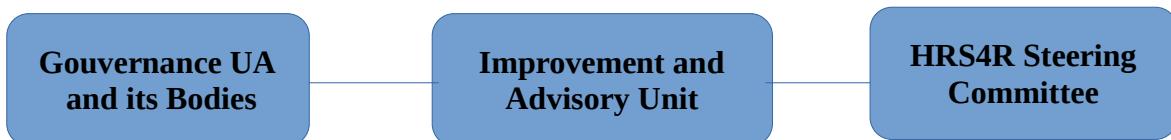
The ambition associated with the HRER labeling of the University of Angers was renewed in the multi-year establishment contract 2022-2027⁵ through various objectives, indicators and milestones, including in particular:

- 1) **Objective 2.1** : “Strengthen the UA’s research activity” and in particular,
 - **action 1** : “Strengthening scientific potential”,
 - **action 3** : “Support UA projects on competitive (ANR, PIA, IUF) and international (Horizon Europe – ERC, MSCA COFUND⁶ – international laboratories, etc.) calls for proposals”,
 - **action 4** : “Give visibility and promote research activities to society”.
- 2) **Objective 2.2** : “Strengthen the attractiveness of masters and doctorates”.
- 3) **Objective 3.2** : “Strengthen HR management processes” and in particular,
 - **action 1** : “Continue the processes of improving staff remuneration”,
 - **action 2** : “Set up a specific internal training system for agents”,
these two actions being linked to the implementation of a “human resources master plan” and the deployment of the CPOM 2025-2027 in a revised format.
- 4) **objective 3.3** : “Deploy a quality approach” and in particular,
 - **action 1** : “Create a Continuous Improvement and Quality steering committee⁷”.

Furthermore, in connection with the European alliance EU-GREEN, of which the University of Angers is leading the Research work package, “positioning oneself on issues of sustainability and environment”.

The objectives of strengthening partnerships and consultations with national research organizations (ONR), CNRS and INRAE in particular, and with Le Mans University, all 3 HRER-labeled, also encourage a convergence of HRS4R approaches with these institutions.

3. The HRS4R approach, part of a global quality approach 2022-2027 at the University of Angers



The HRS4R approach is part of a comprehensive quality policy of the University of Angers. Its general management proceeds from 3 levels: the governance of the establishment and its bodies; the Improvement and Advisory Unit (CDAC); the HRS4R steering committee.

1. Governance and bodies of the University of Angers

The institution's governance and its bodies define the university's general strategy and decide on the allocation of resources. As part of the 2022-2027 multi-year institution contract, they set the political orientations and priorities, as well as the resources allocated to the deployment of the HRS4R

⁵ CA of 12/21/2022

⁶ Only establishments labeled HRER or at least participating in an HRS4R approach are eligible for MSCA COFUND.

⁷ This steering committee was renamed “Improvement and Advisory Unit”.

approach. In particular, the work aimed at the application for renewal of the HRER label is framed by a framework letter from the President specifying the political orientations and purposes of the approach.

2. Improvement and Advisory Unit (CDAC)

Action 1 of objective 3.3 of the 2022-2027 multi-year establishment contract sets the priorities of the CDAC:

- Priority 1: “improving the quality of data in the broad sense, its reliability, its availability and its enhancement, and its use, in particular via improvement advice and dashboards”.
- Priority 2: “making master plans and cross-functional projects consistent. The quality approach will provide support for monitoring the progress of master plans and structuring projects of the UA by creating a link between each of them, which helps to optimize their implementation.”

In this context, it was established that the HRS4R approach interacts in 2025 with in particular:

- the “2021-2024 Action Plan on Professional Equality between Women and Men” (PAE) and its 2025-2027 renewal ⁸;
- the “International Strategy 2023-2027”;
- the “EU-GREEN European Alliance”;
- the Disability Master Plan (SDH) 2021-2024;
- the future DD&RS Master Plan;
- the Contract of Objectives, Means and Performance COMP 2025-2027;
- the future Human Resources Master Plan.

3. HRS4R Steering Committee (COPIL) and HRS4R Project Team

The HRS4R approach of the University of Angers is placed under the authority of its President. She is assisted by the Vice-President in charge of human resources, designated as HRS4R project director. In this capacity, the latter chairs the HRS4R COPIL which, in coordination with the CDAC is in charge of steering the HRS4R approach. The HRS4R project director is assisted by an HRS4R project manager, who together form the HRS4R Project Team.

3-1- The **HRS4R Steering Committee (COPIL)** comprises 2 subcommittees: the HRS4R Strategy committee; the HRS4R Operational committee.

The **HRS4R Strategy Committee**. Under the acronym **COMSTRA**, it includes 14 members: 9 members of the governance of the University of Angers, the President, the statutory Vice-Presidents and those directly involved in the HRS4R approach, the Director General of Services, the Deputy Director General in charge of the resources and management division; 5 researchers representing the scientific community and the R1 ⁹, R2 ¹⁰, R3 ¹¹, R4 levels ¹², appointed by the 5 federative research structures (SFR), one per structure.

⁸ 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-equalite-professionnelle-41183>

⁹ R1: First Stage Researcher – First-level researcher, e.g. doctoral student

¹⁰ R2: Recognized Researcher – Recognized researcher, e.g. postdoctoral fellow

¹¹ R3: Established Researcher – Confirmed researcher, e.g. assistant professor

¹² R4: Leading Researcher – Principal researcher, ex: university professor

The following are invited members of the HRS4R Strategy Group: the 5 directors of the DRH (Human Resources Department), DRIED (Research, Innovation and Doctoral Studies Department), DI (International Department), DPE (Steering and Evaluation Department), DCOM (Communication Department); the Head of the CDAC (Improvement and Advisory Unit); the HSR4R project manager.

The HRS4R COMSTRA's missions are:

- as part of the implementation of the approach (format "HRS4R implementation COMSTRA"): it ensures the proper deployment of the approach and compliance with the schedule, validates the corrective actions proposed by the HRS4R Operational committee in the event of observed deviations, defines any adjustments to be made in the event of changes to the strategic orientations of the establishment. (1 or 2 meetings per year).
- as part of the work aimed at renewing the label (self-assessment at 5 years then at 3 years and preparation of the revised action plan): it validates the methodology and the timetable for implementing the approach; it carries out the self-assessment of the actions and the renewal of the Gap analysis; it identifies and proposes to the governance of the establishment the areas for improvement aimed at the revised action plan; within the framework of the strategic orientations and the means set by the **framework letter of the President**, it validates the revised action plan. For this work, the HRS4R COMSTRA can be temporarily expanded (format "HRS4R award renewal COMSTRA") to cover the entire scientific community (extension from 1 to 2-5 researchers per SFR, designated by the SFR; researchers from ONRs partner, etc.). (3 or 4 meetings over the year dedicated to the work).



The **HRS4R Operational Committee**. Under the acronym **COMOP**, it includes 7 members including: the 2 members of the HRS4R Project Team; 5 **HRS4R referents**, including one for each pilot department of actions of the HRS4R approach, namely: DRH (Human Resources Department), DRIED (Research, Innovation and Doctoral Studies Department), DI (International Department), DCOM (Communications Department); CDAC (Improvement and Advisory Unit).

The HRS4R COMOP oversees the technical implementation of the actions and monitoring of the objectives and schedules targeted by these actions. Its members meet once a quarter (Q1, Q2, Q3, Q4) and establish an inventory of the work for each meeting. Each meeting gives rise to a report indicating any potential blocking points or difficulties as well as any proposals for adjustments. This report is sent by the HRS4R project manager to the members of the HRS4R COPIL. As part of the work aimed at renewing the label, the HRS4R COMOP formalizes the revised action plan resulting from the work of the HRS4R COMSTRA.

Each **HRS4R referent** of the HRS4R COMOP is in charge of the regular monitoring of indicators relating to actions falling under the responsibility of their reporting department. HRS4R referents are

particularly responsible for producing and saving supporting documents associated with the indicators, in a specific and shared “HRS4R Project” file of the HRS4R COMOP.

3-2- The **HRS4R Project Team** consists of 2 people, the HRS4R Project Director and the HRS4R Project Manager, who work closely and interact regularly.

The **HRS4R Project Director** is responsible for the general and political management of the HRS4R approach and for monitoring the strategic orientations set by the President of the university and the institutions' authorities. He chairs the HRS4R COPIL and sets the agenda for the HRS4R Strategy Group meetings.

Under the functional supervision of the HRS4R project director, the **HRS4R project manager** is responsible for:

- as part of the implementation of the approach: the HRS4R project manager ensures the smooth running of the HRS4R approach. In this capacity, she plans and organizes the meetings of the HRS4R COPIL (HRS4R COMSTRA and COMOP) and leads the meetings of the HRS4R COMOP, the minutes of which she writes. The HRS4R project manager is responsible for checking the proper status of the monitoring of indicators and their supporting documents issued by the HRS4R referents and for producing a summary table for the HRS4R COPIL, in particular during the meetings of the HRS4R COMSTRA.
- as part of the work aimed at renewing the label, the HRS4R project manager:
 - with the HRS4R project director and the General Director of Services, sets the methodology and its schedule, carries out progress reports on the deployment of the work;
 - organizes the launch session of the renewal process (COPIL HRS4R) and the study day (workshop of the extended HRS4R COMSTRA) dedicated to defining areas for improvement;
 - organizes and leads the work of the HRS4R COMOP dedicated to the drafting of the self-assessment report, to that of the actions accompanied by their statuses (completed, revised-extended, new); organizes and leads specific subgroups (e.g. drafting of the OTM-R charter with the DRH, extraction of statistical and budgetary data with the DPE, definition of the communication framework with the DCOM, etc.);
 - organizes the meetings of the HRS4R COMSTRA to validate the self-assessment report and the revised action plan in accordance with the President's HRS4R framework letter;
 - proceeds, with the HRS4R project director and under his responsibility, to the submission to the European Commission of the self-assessment report and the request for renewal of the HRER label ;
 - organizes with the HRS4R project director and under his responsibility, the visit to the site of the evaluators of the European Commission with a view to the renewal of the HRER label.

COPIL HRS4R		
HRS4R COMSTRA – Full members (December 2025)		
FUNCTIONS	NAME First name	DISCIPLINARY FIELD
President	GROLLEAU Françoise (R4)	Science and technology disciplines

1st Statutory Vice-President, in charge of the board of directors, sustainable development and social responsibility	LERICHE Philippe (R4)	Science and technology disciplines
Statutory Vice-President, in charge of research	CAMUS Sandra (R4)	Legal, economic and management disciplines
Statutory Vice-President, in charge of training and student life	MATHIEU Isabelle (R3)	Disciplines: literature, humanities and social sciences
Vice President in charge of international affairs and equality	PASSIRANI Catherine (R4)	Health disciplines
Vice President in charge of development, innovation and partnerships	CASTANIER Bruno (R4)	Science and technology disciplines
HRS4R Project Director Vice President in charge of human resources	DELABAERE Eric (R4)	Science and technology disciplines
Director General of Services	LAIGNEAU Olivier	
Deputy General Manager, Resources and Management Division	LORET Delphine	
Representative of the Quasav Research Federation Structure - Plant & Environment research center	PAYS-VOLARD Olivier (R4)	Science and technology disciplines BiodivAG Laboratory
Representative of the Matrix Research Federative Structure - materials research center	ZINOUNE Julien-Bilal (R1)	Science and technology disciplines Lphia Laboratory
Representative of the Icat Research Federative Structure - health research center	GOURHAND Clara (R1)	Health disciplines CarME-MitoVasc Laboratory
Representative of the Math-STIC Research Federative Structure - Mathematics, Information and Communication Sciences & Technologies research center	PANNIER Marie-Lise (R3)	Science and technology disciplines LARIS Laboratory
Representative of the Confluences Research Federative Structure - multidisciplinary research center in literature, languages and human sciences	CUSSONNEAU Eléonore	Legal, economic and management disciplines Literature, human and social sciences disciplines PGAR LLSH and LPPL Laboratory

HRS4R COMSTRA – Invited Members (December 2025)

FUNCTIONS	NAME First name	
Director of Human Resources (DRH)	LEBASTARD Elodie	

Director of the Research, Innovation and Doctoral Studies Department (DRIED)	GIRAULT Benedicte	
Director of the International Department (ID)	MANCEAU Claire	
Director of the Steering and Evaluation Department (DPE)	BAUPIN Dominique	
Director of the Communications Department (DCOM)	HAUMONT Gwendoline	
Head of the Continuous Improvement Unit (CDAC), Resources and Steering Center	AMAND Marion	
HRS4R Project Manager Assistance to the DGS Steering	LORET Veronique	

COPIL HRS4R	
HRS4R COMOP (December 2025)	
FUNCTIONS	NAME First name
HRS4R Representative of the Human Resources Department HRD Assistance to the DGS Steering	LORET Véronique
HRS4R Referent of the Directorate of Research, Innovation and Doctoral Studies DRIED Deputy to the Director of Research Strategic Research Projects CPER FEDER Continuous improvement referent	TRAON Christelle
HRS4R Referent of the International DI Department Responsible for monitoring European research projects European research project assistant CAP Europe communication contact	BRETON Charlotte
HRS4R Referent for the Improvement and Advisory (CDAC) Responsible for coordinating master plans and structuring projects	BOMAL Emilie
HRS4R Representative of the DCOM Communications Department Deputy to the DCOM Director - Internal communications officer / equality and disability policy representative	HAUMONT Gwendoline
HRS4R Project Director Vice President in charge of human resources	DELABAERE Eric
HRS4R Project Manager Assistance to the DGS Steering	LORET Veronique

