

## 1- List of HRS4R actions for 2020-2025 in relation to the principles of the Charter and Code

Theme	Action No.	Action description	Principles – HRS4R 2008 classification (Gap analysis)
<b>A- Recruitment</b>	1	Training on non-discriminatory communication	27-Gender balance (-/+)
	2	Improve candidate information (composition of selection committees, procedures, criteria, rights)	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+) 14-Selection (+/-) 15-Transparency (-/+) 16-Merit assessment (+/-)
	3	Implementation of recruitment, promotion, and remuneration procedures for contract staff.	5-Contractual and legal obligations (+/-) 14-Selection (+/-) 15-Transparency (-/+)
	4	Internal and external communication on recruitment procedures and challenges	15-Transparency (-/+)
	5	Publication of academic staff, postdoctoral and research engineer job offers on EURAXESS	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+)
	6	Training for members of recruitment and selection committees (gender stereotypes, selection criteria, interviews)	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+) 14-Selection (+/-) 27-Gender balance (-/+)
	7	Encourage the use of professional simulations in recruitment procedures (MCF and PR)	16-Merit assessment (+/-)
	8	Redefine and promote the status of postdoctoral researchers (duration and remuneration standards)	21-Postdoctoral appointments (-/-) 22-Recognition of the profession (+/-) 26-Funding and salaries (+/-)
	9	Provide a human resources management and monitoring tool (including age pyramid, staff numbers, staff categories, grades, age, gender, and quantitative projections, etc.) to support recruitment planning. This tool will involve departments and research units in order to anticipate recruitment needs across the different career tracks.	17-Variations in the chronology of resumes (-/+) 18-Recognition of mobility experience (+/+) 19-Recognition of qualifications (+/-)

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		It will also include the development of a reference framework for relevant professional experience to be recognised in recruitment processes, as well as the consideration of mobility and qualifications	
	10	Digitisation of the procedure, digital links enabling better completion of application forms for contract staff	13-Recruitment (procedure) (-/+) 15-Transparency (-/+)
	11	Build a “toolbox” incorporating undetectable needs for the UA, based on the needs expressed by candidates.	13-Recruitment (procedure) (-/+)
<b>B- Ethics, non-discrimination, and gender</b>	12	Information and communication to staff on ethics and research integrity mechanisms : training, scientific integrity, ethics committee –Thematic meetings in the laboratories (EC skills booklet support)	2-Ethical principles (+/-) 3-Professional responsibility (+/-) 5-Contractual and legal obligations (+/-) 6-Responsibility (-/+)
	13	Ethics training in relation to the corporate world: civil servant obligations, scientific competitions, acquiring shares in a company, consultancy; protection against pressure groups	2-Ethical principles (+/-) 3-Professional responsibility (+/-) 31-Intellectual property rights (+/-)
	14	Creation of an ethics officer position	2-Ethical principles (+/-)
	15	Define internally within the UA what constitutes “authorship” in accordance with ethical rules. Establish rules of good conduct within the UA regarding authorship and incorporate them into the “Scientific Integrity” training programme.	3-Professional responsibility (+/-) 31-Intellectual property rights (+/-) 32-Co-author (-/+)
	16	Define co-authorship conditions through an institutional signature charter, by incorporating international standards. The UA signature principles must be included in the internal regulations (RI) of laboratories, which must be freely accessible to all on the intranet.	3-Professional responsibility (+/-) 31-Intellectual property rights (+/-) 32-Co-author (-/+)
	17	Establish training on intellectual property (IP). Make the existing optional training mandatory for doctoral students, and open it up to teaching staff and postdoctoral researchers.	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 courses on combating stereotypes, particularly gender and disability stereotypes, primarily aimed at governance, department heads, middle managers and recruitment panels.	10-Non-discrimination (+/-) 27-Gender balance (-/+)

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	20	Having an "equality" officer to ensure that equality issues are properly addressed at each stage of the process (particularly for job descriptions, promotion decisions, gender balance in project management, management of structures, etc.).	27-Gender balance (-/+)
	21	Monitoring young researchers during the first 10 years of their careers (incorporating mentoring + gender by integrating work-family balance)	24-Working conditions (-/+) 27-Gender balance (-/+) 28-Career development (-/+) 39-Access to research training and continuing development (-/+)
<b>C- Training</b>	22	Structuring a training program (possibly shared locally between EPST-UA) dedicated to teacher-researchers at each stage of their career and scientific and managerial responsibilities (HR, finance, prevention, etc.). Propose a training programme to the research unit (DU) management.	4-Professional attitude (+/-) 20-Seniority (+/-) 37-Supervision and management tasks (-/+) 38-Continuing professional development (+/-)
	23	Training in research funding, project development, management, and concrete rules for the operation of calls for tenders, ethics, intellectual property.	4-Professional attitude (+/-) 6-Responsibility (-/+) 33-Teaching (+/-) 36-Relationship with thesis/internship supervisors (+/-) 37-Supervision and management tasks (-/+)
	24	Training in recruitment procedures for department heads, UR heads and selection and recruitment committee chairs.	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+) 14-Selection (+/-)
	25	Training for thesis supervisors: specifically, making HDRiale training and scientific integrity (IS) training compulsory in order to apply for HDR registration; for registered supervisors who receive thesis funding from the institution, making this funding conditional on participation in HDRiales and IS training	36-Relationship with thesis/internship supervisors (+/-)
	26	Raising awareness and training staff on Open Access (OA)	8-Dissemination and exploitation of results (+/-)
	27	Reorganisation of doctoral school (ED) training (and the course catalog) based on the skill sets to be acquired, with a common core curriculum for all doctoral students (same skills) in the first six months of the doctoral programme.	38-Continuing professional development (+/-)
	28	Individualised training plan for doctoral students, defined at the start of the thesis	20-Seniority (+/-) 36-Relationship with thesis/internship supervisors (+/-)
	29	Accessibility of MCFs to training courses listed in the doctoral catalogue.	38-Continuing professional development (+/-)
	30	Open the Intellectual Property (IP) MOOC to all ECs or newcomers	3-Professional responsibility (+/-) 8-Dissemination and exploitation of results (+/-) 31-Intellectual property rights (+/-)
<b>D- Staff support</b>	31	Construction of a dynamic interface enabling the visibility of key contacts (intranet) linked to the relevant department or activity (training, managers, etc.).	24-Working conditions (-/+) 28-Career development (-/+)

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			40-Supervision (-/+)
	32	Implementation of professional interviews for career prospects, definition of training needs, identification of individual issues to be integrated into personnel management and UA action.	30-Access to career guidance services (-/+) 38-Continuing professional development (+/-) 39-Access to research training and continuing development (-/+)
	33	Enable young ECs to establish themselves professionally under favorable conditions by monitoring the use of additional hours (HC) during their first three years of practice and by making use of possible time off at the start of their careers.	24-Working conditions (-/+) 33-Teaching (+/-)
<b>Cross-disciplinary</b>	34	Translation into English of all strategic documents of the UA and its RUs	12-Recruitment (principles) (-/+) 13-Recruitment (procedure) (-/+) OTM-R
<b>D- Staff support</b>	35	Improve information provided to C and EC regarding their rights and obligations towards UR. (Point to be worked on between UA, ED, UR, partners outside UA such as CNRS)	4-Professional attitude (+/-) 5-Contractual and legal obligations (+/-)
<b>D- Staff support (Action in reserve)</b>	36	Assignment of a resource person within the work unit to support teaching and research staff (tenured and contract) in their career planning and to assist new arrivals with their integration.	24-Working conditions (-/+) 28-Career development (-/+) 30-Access to career guidance services (-/+) 38-Continuing professional development (+/-) 39-Access to training in research and continuous development (-/+) 40-Supervision (-/+)
	37	Implementation of a career and mobility support tool (professional, international and statutory) for researchers, including information on existing schemes (CRCT, secondment, etc.).	29-Promotion of mobility (+/-) 38-Continuing professional development (+/-)
	38	Creation of a customisable intranet allowing everyone to access dedicated tools and information	24-Working conditions (-/+)
	39	Strengthen the consideration of staff investment in their outreach activities to the general public for their career advancement.	9-Commitment to society (+/+)
<b>B- Ethics, non-discrimination, and gender (Action in Reserve)</b>	40	Training on the institution and rules of public higher education and research, particularly for contract staff.	4-Professional attitude (+/-) 5-Contractual and legal obligations (+/-) 6-Responsibility (-/+) 7-Good practices in the research sector (+/+)

## 2- Timeline for the implementation of the HRS4R 2020-2025 action plan

Theme	Action No.	Summary description of the action	Support unit	Status Q4-2022	Status Q4-2023	Status Q4-2024	Status Q4-2025
<b>A- Recruitment</b>	1	Training on non-discriminatory communication	DRH	Completed (action closed)			
	2	Improve candidate information (composition of selection committees, procedures, criteria, rights)	DDN DRH DCOM	In progress	In progress	In progress	Completed (ongoing action)
	3	Implementation of recruitment, promotion, and remuneration procedures for contract staff.	DRH	Completed (ongoing action)			
	4	Internal and external communication on recruitment procedures and challenges	DRH DCOM	In progress	In progress	In progress	Completed (ongoing action)
	5	Publication of academic staff, postdoctoral and research engineer job offers on EURAXESS	DRH DI DRIED	In progress	In progress	Completed (ongoing action)	
	6	Training for members of recruitment and selection committees (gender stereotypes, selection criteria, interviews)	DRH	In progress	Completed (ongoing action)		
	7	Encourage the use of professional simulations in recruitment procedures (MCF and PR)	DRH	In progress	In progress	In progress	Completed (ongoing action)
	8	Redefine and promote the status of postdoctoral researchers (duration and remuneration standards)	DRH	Completed (ongoing action)			
	9	Provide a human resources management and monitoring tool (including age pyramid, staff numbers, staff categories, grades, age, gender, and quantitative projections, etc.) to support recruitment planning. This tool will involve	DRH DPE	In progress	In progress	In progress	Completed (ongoing action)

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		departments and research units in order to anticipate recruitment needs across the different career tracks. It will also include the development of a reference framework for relevant professional experience to be recognised in recruitment processes, as well as the consideration of mobility and qualifications					
	10	Digitisation of the procedure, digital links enabling better completion of application forms for contract staff	DRH	In progress	In progress	Completed (ongoing action)	
	11	Build a “toolbox” incorporating undetectable needs for the UA, based on the needs expressed by candidates.	DRH	Extended	Abandoned		
<b>B- Ethics, non-discrimination, and gender</b>	12	Information and communication to staff on ethics and research integrity mechanisms : training, scientific integrity, ethics committee –Thematic meetings in the laboratories (EC skills booklet support)	DRIED DCOM	Completed (ongoing action)			
	13	Ethics training in relation to the corporate world : civil servant obligations, scientific competitions, acquiring shares in a company, consultancy; protection against pressure groups	DRIED	In progress	Completed (ongoing initiative)		
	14	Creation of an ethics officer position	UA	Completed (ongoing action)			
	15	Define internally within the UA what constitutes “authorship” in accordance with ethical rules. Establish rules of good conduct within the UA regarding authorship and incorporate them into the “Scientific Integrity” training programme.	DRIED	Completed (ongoing action)			

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	16	Define co-authorship conditions through an institutional signature charter, by incorporating international standards. The UA signature principles must be included in the internal regulations (RI) of laboratories, which must be freely accessible to all on the intranet.	DRIED	Completed (ongoing action)			
	17	Establish training on intellectual property (IP). Make the existing optional training mandatory for doctoral students, and open it up to teaching staff and postdoctoral researchers.	DRIED	Extended	In progress	Completed (ongoing initiative)	
	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)	DAGJ DRH	Extended	In progress	Completed (ongoing action)	
	19	Training courses on combating stereotypes, particularly gender and disability stereotypes, primarily aimed at governance, department heads, middle managers and recruitment panels.	DRH	In progress	In progress	Completed (ongoing initiative)	
	20	Having an "equality" officer to ensure that equality issues are properly addressed at each stage of the process (particularly for job descriptions, promotion decisions, gender balance in project management, management of structures, etc.).	DRH	In progress	Completed (ongoing action)		
	21	Monitoring young researchers during the first 10 years of their careers (incorporating mentoring + gender by integrating work-family balance)	DRH	In progress	In progress	In progress	To be extended

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<b>C- Training</b>	22	Structuring a training program (possibly shared locally between EPST-UA) dedicated to teacher-researchers at each stage of their career and scientific and managerial responsibilities (HR, finance, prevention, etc.). Propose a training programme to the research unit (DU) management.	DRIED DRH	Extended	Completed (ongoing action)		
	23	Training in research funding, project development, management, and concrete rules for the operation of calls for tenders, ethics, intellectual property.	DRIED DRH	Completed (ongoing initiative)			
	24	Training in recruitment procedures for department heads, UR heads and selection and recruitment committee chairs.	DRIED DRH	In progress	Completed (ongoing)		
	25	Training for thesis supervisors: specifically, making HDRiale training and scientific integrity (IS) training compulsory in order to apply for HDR registration; for registered supervisors who receive thesis funding from the institution, making this funding conditional on participation in HDRiales and IS training	DRIED DRH	Extended	Extended	In progress	Completed (ongoing action)
	26	Raising awareness and training staff on Open Access (OA)	DRIED SCDA	In progress	In progress	Completed (ongoing action)	
	27	Reorganisation of doctoral school (ED) training (and the course catalog) based on the skill sets to be acquired, with a common core curriculum for all doctoral students (same skills) in the first six months of the doctoral programme.	DRIED Doctoral college	In progress	In progress	In progress	Completed (ongoing action)
	28	Individualised training plan for doctoral students, defined at the start of the thesis	DRIED Doctoral college	In progress	In progress	Completed (ongoing)	

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	29	Accessibility of MCFs to training courses listed in the doctoral catalogue.	DRIED DRH	Completed (ongoing action)			
	30	Open the Intellectual Property (IP) MOOC to all ECs or newcomers	DRIED	Extended	In progress	Completed (ongoing initiative)	
<b>D- Staff support</b>	31	Construction of a dynamic interface enabling the visibility of key contacts (intranet) linked to the relevant department or activity (training, managers, etc.).	DDN DCOM	Extended	In progress	Completed (ongoing action)	
	32	Implementation of professional interviews for career prospects, definition of training needs, identification of individual issues to be integrated into personnel management and UA action.	DRH	In progress	In progress	In progress	To be extended
	33	Enable young ECs to establish themselves professionally under favorable conditions by monitoring the use of additional hours (HC) during their first three years of practice and by making use of possible time off at the start of their careers.	DRH UA	In progress	Completed (ongoing action)		
<b>Cross-functional</b>	34	Translation into English of all strategic documents of the UA and its RUs	DI DCOM	In progress	In progress	In progress	To be extended
<b>D- Staff support</b>	35	Improve information provided to C and EC regarding their rights and obligations towards UR. (Point to be worked on between UA, ED, UR, partners outside UA such as CNRS)	DRIED	Completed (ongoing action)			
	36	Assignment of a resource person within the work unit to support teaching and research staff (tenured and contract) in their career planning and to assist new arrivals with their integration.	DRIED DRH	Extended	In progress	In progress	To be extended
	37	Implementation of a career and mobility support tool (professional, international and statutory) for researchers, including	DRIED DRH	Extended	In progress	Completed (ongoing initiative)	

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		information on existing schemes (CRCT, secondment, etc.).					
	38	Creation of a customisable intranet allowing everyone to access dedicated tools and information	DDN DCOM	Extended	In progress	Completed (ongoing action)	
	39	Strengthen the consideration of staff investment in their outreach activities to the general public for their career advancement.	DRIED DCOM DRH	Extended	Completed (ongoing action)		
<b>B- Ethics, non-discrimination, and gender</b>	40	Training on the institution and rules of public higher education and research, particularly for contract staff.	DRIED DCOM DRH	Extended	Completed (ongoing action)		

## 3- Detailed review of the HRS4R 2020-2025 action plan

### Action 1: ~~Train in writing gender-neutral job descriptions~~ Training on non-discriminatory communication.

**Theme:** Recruitment

**Planned start date:** 2019: Q4-2020

**Planned completion in 2019:** Q2-2021

**Department(s) responsible:** Human Resources Department

**Associated HRS4R principle(s):** 27-Gender balance, OTM-R

**Related master plan(s) or action plan(s):** PAE 2021-2024 (action 2.1.3), SDH 2021-2024 (action 3.1)

**Status Q4-2022:** Completed (action closed)

**Review of the 2020-2025 period:** This action was reoriented in 2021 and renamed “Training in Non-Discriminatory Communication,” in connection with the actions of the 2021–2024 PAE and the 2021–2024 SDH. The objective was to train, before Q3 2022, the resource persons responsible for analysing and, where appropriate, reformulating job descriptions in a non-discriminatory manner. Seven resource persons (from the DRH) attended a one-day training course in 2022 on “Recruitment and Combating Discrimination.”

**Indicator(s):** 1.a- Training implemented. 1.b- Number of participants

2022 data	2022 training plan: focus on "Professional equality and prevention of discrimination," training on "Recruitment and combating discrimination (for the DRH)." On 04/08/2022, 7 participants.
2023 data	PAE interim review, Board of Directors meeting on October 26, 2023

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### Action 2: Improve candidate information (composition of selection committees, procedures, criteria, rights)

**Theme:** Recruitment

**Planned start date 2019:** Q4-2020

**Planned completion 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-Merit assessment, OTM-R

**Related blueprint(s) or action plan(s):** PAE 2021-2024 (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

**Status Q4-2025:** Completed (ongoing action)

**Review of the 2020-2025 period:** With regard to external communication on recruitment, systematic information on job profiles and procedures is provided on the AU website (<https://www.univ-angers.fr/fr/universite/travailler-a-l-ua.html>) with a potential link to the Galaxie ministerial portal depending on the job category. Regarding the composition of selection boards, information is provided systematically for the recruitment of tenured staff and for certain categories of contract positions (e.g., Junior Professor Chair). In 2025, the "[Guide to the internal and external recruitment of Biats staff](#)" (without competition) was implemented with new tools deployed (Beetween). The OTM-R charter has been thoroughly revised and will be published in Q1 2026.

**Indicator(s):** 2.a- 30% at 2 years, 60% at 4 years, and 100% at 6 years: coverage rate for positions over 60% completed

**Indicator(s):** 2.b ~~Effective implementation of a wiki~~ Revised OTM-R charter

### Action 3: Implementation of recruitment, promotion, and remuneration procedures for contract staff.

**Theme:** Recruitment

**Planned start date: 2019:** Q4-2020

**Planned completion 2019:** Q4-2026

**Department(s) responsible:** Human Resources Department (DRH)

**Related HRS4R principle(s):** 5-Contractual and legal obligations; 14-Selection; 15-Transparency, OTM-R

**Related policy framework(s) or action plan(s):** PAE 2021-2024 (action 1.2.3), PAE 2024-2027 (axis 1)

**Status Q4-2022:** Completed (ongoing action)

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**Review of the 2020-2025 period:** The framework for the recruitment and remuneration of contract faculty (known as LRU, Article L. 954-3 of the Education Code) was revised in 2020. Under the Civil Service Transformation Act (LFTP) No. 2019-828 of August 6, 2019, the University of Angers established its [Management Guidelines](#) (LDG) in 2021 relating to the promotion and development of the career paths of its staff and contract agents in particular. These have been in force since then. The LDG set out the framework for the recruitment, advancement, and remuneration of staff. At the end of 2021, the University of Angers also set the compensation framework for Biatss staff on permanent contracts, which will be updated in 2022 and then in 2023 for teachers and Biatss staff on permanent contracts.

**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: Board meeting of July 9, 2020.
2021 data	Management Guidelines (LDG) for promotion and career development: adopted by Board resolution no. 025/15/04/2021. Compensation framework for Biatss agents on permanent contracts: Board meeting of November 29, 2021
2022 data	Implementation of the LDG and the E-Biatss compensation framework – 100% target achieved
2023 data	Implementation of the LDGs and the E-Biatss compensation framework. Update of the LDGs by Board resolution on 09/28/2023 – 100% target achieved PAE interim review, Board of Directors meeting 10/26/2023
2024 data	Implementation of LDGs – 100% target achieved

### Action 4: Internal and external communication on recruitment procedures and challenges

**Theme:** Recruitment

**Planned start date 2019:** Q4-2021

**Planned completion 2019:** Q2-2023

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

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

**Related master plan(s) or action plan(s):** PAE 2021-2024 (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

**Status Q4-2025:** Completed (ongoing action)

**Review of the 2020-2025 period:** The HR policy challenges for recruitment were defined in the 2022-2024 resource letter (Board of Directors meeting of April 15, 2021). In terms of external communication on recruitment, systematic information on job profiles and procedures is provided on the [AU website](#), which refers, where necessary, to the national websites of the ministries responsible for higher education. Internally, [information is provided on the new "UA&moi" intranet](#), which was launched in early 2024. All internal mobility opportunities have been posted in real time in the intranet news section since 2023.

In addition, on the UA&Moi intranet, a "community" dedicated to managers includes a tab on useful *documents* ("wiki").

On the UA&Moi intranet, a "community" dedicated to Research includes a tab for *Resource Pages* dedicated to [Recruitment](#) with tools to assist recruiters (job description templates, step-by-step visual guide to the procedure, etc.) (see: action no. 10).

In 2025, the "[Guide to the internal and external recruitment of Biatss staff](#)" (excluding competitive examinations) was implemented with new tools deployed.

The OTM-R charter has been substantially revised and will be published in Q1 2026.

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**Indicator(s):** 4.a- Update in line with regulatory changes or relevant needs of the targeted measures: completed

### Action 5: Publication of academic staff, postdoctoral and research engineer job offers on EURAXESS

**Theme:** Recruitment

**Planned start date:** 2019: Q4-2020

**Planned completion in 2019:** Q4-2026

**Department(s) responsible:** Human Resources Department / International Affairs Department / Research, Innovation, and Doctoral Studies Department

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

**Related master plan(s) or action plan(s):** International Strategy 2023-2027 (Axis 2 "Increase international visibility and attractiveness," action "Promote UA research areas internationally"; Axis 4 "Ensuring a successful experience for international students at the UA," 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 2020-2025 period:** All MCF and PR positions are published on Euraxess (with a link to the Galaxie portal) by the HR department (teaching division). The same applies to ATER positions advertised for recruitment (HR department, teaching division). Contractual teaching and research positions ("ECER") are published on Euraxess, except for the second campaign, where scheduling constraints do not allow this. All Junior Professor Chair (CPJ) positions are published on Euraxess (HR department, teaching division). With regard to IGE/IGR positions, only those with an international focus are published on Euraxess. Publication on Euraxess takes place at the request of the project leader by the HR department. Post-doc positions have been published systematically on Euraxess since 2023, on an ongoing basis, both on the UA website (legal obligation) and on the Euraxess website. (Managed by the HR department's recruitment division through the transmission of files by the DRIED).

**Indicator(s):** 5.a- Indicators of publication on Euraxess: 30% at 2 years, 60% at 4 years and 100% at 6 years: completed

### Action 6: Training for members of recruitment and selection committees (gender stereotypes, selection criteria, interviews)

**Theme:** Recruitment

**Planned start date:** 2019: Q4-2020

**Planned completion 2019:** Q4-2025

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

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

**Related master plan(s) or action plan(s):** PAE 2021-2024 (action 6.3.1)

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

**Review of the 2020-2025 period:** Training for (vice) presidents and (vice) chairs of EC selection and recruitment committees (CoS) has been in place for several years on regulatory aspects, including equal treatment of male and female candidates. In 2021, a specific and separate training course was created on gender stereotypes and various biases. In 2022, it was decided to combine these types of training courses into a single course on "regulatory aspects, combating discrimination, and gender bias in selection," led by the VPs in charge of equality and HR. In addition, a complementary [Moodle self-training platform](#) has been added for all CoS members.

In 2025, the format was revised, separating the "non-discrimination training" component (PAE Coordinator and Equality Officer) from the "regulatory aspects training" component (VP-HR). The associated Moodle platform was updated.

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

2020 data	Training for (vice)chairs of selection and recruitment committees, regulatory aspects (VP-HR), April 8, 2020 (remote-COVID-19), 21 registered.
2021 data	- 2021 training plan: focus on "Professional equality and prevention of discrimination"; training course "Training to become a member of a recruitment panel or selection committee" (RM CONSEIL, part of the RGM conseil Group), 14/04/2021, 9 participants registered. - Training for (vice) presidents of selection and recruitment committees, regulatory aspects (VP-HR), February 3, 2021 (remote-covid19), 29 participants.
2022 data	- Training for (vice)chairs of selection and recruitment committees, regulatory aspects, combating discrimination and gender bias in selection (VP HR, VP Equality), March 14, 2022, 26 registered participants present
2023 data	Training for (vice)chairs of selection and recruitment committees, regulatory aspects, combating discrimination and gender bias in selection (VP HR, VP Equality), March 15, 2023, 49 registered PAE interim review, Board of Directors 10/26/2023
2024 data	Training for (vice)chairs of selection and recruitment committees, regulatory aspects, combating discrimination and gender bias in selection (VP HR, VP Equality), 03/21/2024, 45 registered

### Action 7: Encourage the use of professional simulations in recruitment procedures (MCF and PR)

**Theme:** Recruitment

**Planned start date: 2019:** Q1-2024

**Planned completion in 2019:** Q4 2025

**Department(s) responsible:** Vice President of Human Resources / Human Resources Department

**Associated HRS4R principle(s):** 16-Merit-based judgment, OTM-R

**Related blueprint(s) or action plan(s):**

**Status Q4-2022:** In progress

**Status Q4-2023:** In progress

**Status Q4-2024:** In progress

**Status Q4-2025:** Completed

**Review of the 2020-2025 period:** The incentive to implement "professional placement" for the recruitment of MCFs and PRs is provided by the VP-HR's letter sent each year to the departments to launch the synchronised recruitment campaign. The incentive is also included in the model job description, which explains the ambition of the HRS4R approach. While

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this action as such has been carried out (incentive), its results are more mixed (target not achieved in terms of professional scenarios applied by the selection and recruitment committees). The reason for this is the standardized nature of these scenarios (Article 9.2 of Decree No. 84-431 of June 6, 1984), which leaves little room for maneuver for the CoS.

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

2020 data	VP-HR letter to departments, October 2020: Synchronized MCF and PR recruitment campaign for 2021, establishment of selection and recruitment committees and publishable profiles 2020 campaign. MCF positions filled: 12.5%. PR positions filled: 20%.
2021 data	VP-HR letter to departments, October 2021: Synchronized MCF and PR recruitment campaign 2022, establishment of selection and recruitment committees and publishable profiles 2021 campaign. MCF positions filled: 20%. PR positions filled: 0%.
2022 data	VP-HR letter to departments, October 2022: Synchronized MCF and PR recruitment campaign 2023, establishment of selection and recruitment committees and publishable profiles 2022 campaign. MCF positions filled: 19.05%. PR positions filled: 10%.
2023 data	VP-HR letter to departments, October 2023: Synchronized MCF and PR recruitment campaign 2024, establishment of selection and recruitment committees and publishable profiles 2023 campaign. MCF positions filled: 31.58%. PR positions filled: 33.33%.
2024 data	VP-HR letter to departments, October 2024: Synchronized MCF and PR recruitment campaign 2025, establishment of selection and recruitment committees and publishable profiles 2024 campaign. MCF positions filled: 5.56%. PR positions filled: 30%.

### Action 8: Redefine and promote the status of postdoctoral researchers (duration and remuneration standards)

**Theme:** Recruitment

**Planned start date: 2019:** Q4-2020

**Planned completion 2019:** Q4-2026

**Responsible department(s):** Human Resources Department / UA

**Related HRS4R principles:** 21-Postdoctoral appointments; 22-Recognition of the profession; 26-Funding and salaries, OTM-R

**Related blueprint(s) or action plan(s):** International Strategy 2023-2027 (Axis 2 "Increasing international visibility and attractiveness")

**Status Q4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** Under the Research Programming Law (LPR) No. 2020-1674 of December 24, 2020, and its implementing decree No. 2021-1450 of November 4, 2021, relating to postdoctoral contracts under public law, a national framework for postdoctoral researchers has been established, covering their status, maximum duration, and remuneration standards.

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

2021 data	Decree No. 2021-1450 of November 4, 2021 relating to postdoctoral contracts under public law provided for in Article L. 412-4 of the Research Code
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**Action 9: Provide a human resources management and monitoring tool (including age pyramid, staff numbers, staff categories, grades, age, gender, and quantitative projections, etc.) to support recruitment planning. This tool will involve departments and research units in order to anticipate recruitment needs across the different career tracks. It will also include the development of a reference framework for relevant professional experience to be recognised in recruitment processes, as well as the consideration of mobility and qualifications.**

**Theme:** Recruitment

**Planned start date: 2019:** Q4-2021

**Planned completion 2019:** Q4-2027

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

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

**Related master plan(s) or action plan(s):** Multi-year Contract 2022-2027, specific section for the University of Angers (Axis 3. Strengthen governance and professionalization of steering and decision-making tools [...])

**Status Q4-2022:** In progress

**Status Q4-2023:** In progress

**Status Q4-2024:** In progress

**Status Q4-2025:** Completed (ongoing action)

**Review of the 2020–2025 period:** At the institutional level, the action focused on the implementation of the Single Social Report (RSU) and the Social Database (BdS), in application of LTFP No. 2019-828 of August 6, 2019 (Decree of May 7, 2021 establishing the list of indicators contained in the social database for the civil service). This data is available on [the intranet](#). As part of the HCERES 2020-2021 evaluation campaign for the 2022-2027 establishment contract, the Research Units (UR) have also produced their self-evaluations, including a section describing their 5-year projects and strategy and, in particular, their recruitment projections. Each RU's project and strategy were formalized in a mission statement from the RU's management.

In 2024 and 2025, the DematCE digital tool for job campaigns was rolled out as part of a revised multi-year steering process for contracts of objectives and means (CPOM), components, and services.

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

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

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2024 and 2025 data | - RSU 2024. Documents and dynamic tool for DematCE and CPOM job campaigns

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

### Action 10: Digitisation of the procedure, digital links enabling better completion of application forms for contract staff.

**Theme:** Recruitment

**Planned start date: 2019:** Q2-2021

**Planned completion in 2019:** Q4-2021

**Department(s) responsible:** Human Resources Department / Digital Development Department

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

**Related master plan(s) or action plan(s):** PAE 2021-2024 (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 2020-2025 period:** Digitization is effective with the implementation of tutorials for applicants.

For researchers and research support staff, job offers are published on the [UA website](#) and the application process is paperless.

For contract lecturers (ECER), job offers are published on the [UA website](#) and the application process is fully paperless.

For ATERs, the procedure is fully digitized via the Ministry's website (GALAXIE – ALTAÏR).

In addition, internally, DRIED has posted [support tools for recruiters](#) on the intranet (job description templates, step-by-step visual guide to the procedure).

[The BEETWEEN online tool](#), in place since October 2023, allows applicants for BIATSS positions to apply entirely online. In addition, all permanent job offers are published on the [choisir-le-service-public.fr](#) website and, for certain positions identified by DRIED, translated into English on the EURAXESS website.

**Indicator(s):** 10.a- Effective digitization. Documents available online. Links to standard documents and useful sections for candidate information: Completed

### Action 11: Build a “toolbox” incorporating undetectable needs for the UA, based on the needs expressed by candidates.

**Theme:** Recruitment

**Planned start date: 2019:** Q4-2021

**Planned completion 2019:** 2028

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

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

**Related master plan(s) or action plan(s):**

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Status Q4-2022: Extended      Status Q4-2023: Action abandoned

**Review of the 2020-2025 period:** Action abandoned due to insufficient human resources to develop the toolbox.

**Indicator(s):** 11.a- Tools made available online

### Action 12: Information and communication to staff on ethics and research integrity mechanisms : training, scientific integrity, ethics committee –Thematic meetings in the laboratories (EC skills booklet support)

**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q4-2021

**Planned completion 2019:** Q4-2022

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

**Associated HRS4R principles:** 2-Ethical principles; 3-Professional responsibility; 5-Contractual and legal obligations; 6-Accountability

**Related policy framework(s) or action plan(s):** LTFP Law No. 2019-828 of August 6, 2019 (ethics in the civil service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

**Status T4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** In 2022, two speakers, including the UA's Scientific Integrity Officer, gave presentations on ethics and scientific integrity in all research units. The University of Angers also has a [Research Ethics Committee](#) shared with Le Mans University as part of the Angers-Le Mans experimental COMUE. Its aim is to guarantee the protection of individuals with regard to the protocols envisaged for carrying out research on cohorts of participants, outside the RIPH. Numerous training courses/information sessions have been held with wide dissemination to all audiences (e.g., video clip March 2024). Since 2020, ethics and scientific integrity training has been provided to doctoral students. This training is mandatory before the thesis defense. After a COVID-related interruption during the 2021-2022 academic year, training resumed in 2022. Since 2023, non-doctoral students (EC, Biatss, etc.) have been allowed to register for these courses, provided that there are places available that have not been reserved for doctoral students. In 2026, following the dissolution of the Angers-Le Mans experimental COMUE, the Research Ethics Committee will be placed under the leadership of the University of Angers.

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

2022 data	Intervention in all research units in laboratory general meetings on ethics and scientific integrity
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**Indicator(s):** 12.b- Number of staff who have completed the Scientific Integrity training course ([https://intranet.univ-angers.fr/jcms/9567\\_JEvent/ethique-et-integrite-scientifique](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 assistant professor
2022 data	All UR researchers. Academic year 2021-2022 (1 session on January 31, 2021): 23 doctoral students trained

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2023 data	2023 catalog, training on ethics and scientific integrity open to all: 2023-2024 academic year, 1 session on April 16, 2024, 17 doctoral students trained and 2 staff members (CPJ and IGE) Health Charter: ethics, integrity, professional conduct signed by the faculty council on July 12, 2023
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**Indicator(s):** 12.c- Number of projects that sought the opinion of the ethics committee

2020 data	12
2021 data	9
2022 data	17
2023 data	16
2024 data	17

### Action 13: Ethics training in relation to the corporate world : civil servant obligations, scientific competitions, acquiring shares in a company, consultancy; protection against pressure groups.

**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q4-2021

**Planned completion 2019:** Q4-2022 ongoing action

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

**Associated HRS4R principle(s):** 2-Ethical principles; 3-Professional responsibility; 31-Intellectual property rights

**Related policy framework(s) or action plan(s):** LTFP Law No. 2019-828 of August 6, 2019 (ethics in the civil 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 2020-2025 period:** Through the creation of an ethics officer position (action 14), awareness and training in ethics have been developed in research units through interventions by the ethics officer. Several courses and even teaching units aimed at students pursuing research careers have been or are being implemented within the UA (Health, LLSH, DEG departments, etc.) to train them in the ethics of their future profession. It should be noted that this topic is covered within the "CJB" research unit with publications on HAL (e.g. "The obligation of dignity of public officials").

Action linked to action 14

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

### Action 14: Creation of an ethics officer position

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**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q4-2020

**Planned completion in 2019:** Q4-2020

**Responsible department(s):** UA

**Associated HRS4R principle(s):** 2-Ethical principles

**Related policy framework(s) or action plan(s):** LTFP Law No. 2019-828 of August 6, 2019 (ethics in the civil service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

**Status T4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** the ethics officer position was created on September 1, 2020, with the appointment of an ethics officer with a mission statement.

**Indicator(s):** 14.a- Creation of the ethics officer role: appointment of the ethics officer on September 1, 2020. Board meeting of November 26, 2020 (creation of a bonus associated with the ethics officer role)

**Action 15: Define internally within the UA what constitutes “authorship” in accordance with ethical rules. Establish rules of good conduct within the UA regarding authorship and incorporate them into the “Scientific Integrity” training programme.**

**Theme:** Ethics, non-discrimination, and gender

**Planned start date 2019:** Q2-2021

**Planned completion 2019:** Q4-2021

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

**Associated HRS4R principle(s):** 3-Professional responsibility; 31-Intellectual property rights; 32-Co-authorship

**Related policy framework(s) or action plan(s):** LTFP Law No. 2019-828 of August 6, 2019 (ethics in the civil service), LPR Law No. 2020-1674 of December 24, 2020 (ethics, scientific integrity)

**Status T4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** An ethics officer was appointed at the University of Angers in September 2020. Their role is to monitor and provide useful advice on compliance with ethical obligations and principles, and to deal with cases of conflict of interest. In addition, a scientific integrity officer has been in place at the University of Angers since 2016, responsible for promoting good research practices as defined in particular in the "National Charter of Ethics for Research Professions."

In addition, the model internal regulations for research units, approved by the Research Committee on September 19, 2022, now include an article on ethics, scientific integrity, and professional conduct concerning scientific results and intellectual property rights relating to the unit's research work.

(See also action 16, action 35)

**Indicator(s):** 15.a- Creation of an "ethics" document including a framework letter and charter

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

2022 data	Vote to approve the internal regulations of the laboratories by the Research Committee on September 19, 2022. See Article 9
2023 data	Receipt of the internal regulations of the laboratories. Action completed

**Indicator(s):** 15.c- Effective scientific integrity training. See action 12

**Action 16: Define co-authorship conditions through an institutional signature charter, by incorporating international standards. The UA signature principles must be included in the internal regulations (RI) of laboratories, which must be freely accessible to all on the intranet.**

**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q2-2021

**Planned completion 2019:** Q4-2021

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

**Associated HRS4R principle(s):** 3-Professional responsibility; 31-Intellectual property rights; 32-Co-authorship

**Related master plan(s) or action plan(s):**

**Status Q4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** The joint signature charter for scientific publications at the UA was adopted by the Research Commission on January 18, 2021 (revised on March 22, 2022). In 2022, the charter and signature template were incorporated into the RIs of the research units, renewed for the 2022-2027 contract. These new RIs were signed and distributed in 2022-2023. Laboratories are required to bring the RI to the attention of staff by posting it on the premises and, if available, on the intranet. It should be noted that numerous training sessions have been held on the topics of co-authorship, the signature charter, and dissemination via HAL. (See also action 15, action 35).

**Indicator(s):** 16.a- Signature charter signed

2021 data	Joint signature charter for scientific publications at the AU: adopted at the CR meeting on January 18, 2021
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**Indicator(s):** 16.b- 100% of unit regulations amended and published online

2022 data	Signature and dissemination of new UR RIs, incorporating the charter and signature template (see Appendix 2 of the RI)
2023 data	Signature and dissemination of new UR RIs, incorporating the charter and signature template. (Continuation and completion of the action)

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

**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q4-2021

**Planned completion 2019:** Q4-2024

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

**Associated HRS4R principles:** 3-Professional responsibility; 5-Contractual and legal obligations; 8-Dissemination and use of results; 31-Intellectual property rights

**Related master plan(s) or action plan(s):**

**Status Q4-2022:** Extended

**Status Q4-2023:** In progress

**Status Q4-2024:** Completed (ongoing action)

**Review of the 2020-2025 period:** The (regional) doctoral college did not wish to make this training compulsory. However, the UA wished to develop training in this area for a varied audience (doctoral students, EC and researchers, post-doctoral students, and new arrivals). Action delayed in view of the implementation of action 30, see this action.

**Indicator(s):** 17.a- Existing open training. 17.b- Number of participants

2020 data	Annual training for doctoral students on intellectual property
2021 data	Training not carried out during COVID period
2022 data	Training for doctoral students not provided internally, trainer on sick leave
2023 data	INPI training for new EC arrivals (November 16, 2023, and October 17, 2023)
2024 data	"Protection of results" page on the Research community intranet (accessible to all UA staff, including doctoral students on contract), see "Life of a research project." Resumption of internal IP training for doctoral students.

### Action 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)

**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q1-2022

**Planned completion in 2019:** Q4-2022

**Responsible department(s):** General, Legal and Institutional Affairs Department / Human Resources Department / Vice President for Equality

**Related HRS4R principle(s):** 2-Ethical principles; 5-Contractual and legal obligations; 10-Non-discrimination; 12-Recruitment (principles); 27-Gender balance

**Related blueprint(s) or action plan(s):** PAE 2021-2024 (action 6.3.1), SDH 2021-2024 (action 1.1, action 3.1)

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

**Review of the 2020-2025 period:** All information is posted on a [Moodle platform](#) intended for all CoS members. See action 6. Each time a synchronized campaign is launched, a letter from the governance team (VP in charge of human resources) reminds the component departments that a minimum of 40% of each gender is expected to be represented among all CoS chairs in the component.

In addition to a Moodle self-training course on recruitment bias (UA commitments), since (at least) 2020, there has been training or awareness-raising (CoS information meeting) for CoS chairs and vice-chairs and component secretaries on the functioning and methods of CoS deliberations.

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

### Action 19: Training courses on combating stereotypes, particularly gender and disability stereotypes, primarily aimed at governance, department heads, middle managers and recruitment panels.

**Theme:** Ethics, non-discrimination, and gender

**Planned start date:** Q1 2022

**Planned completion 2019:** Q4-2022 ongoing action

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

**Associated HRS4R principles:** 10-Non-discrimination; 27-Gender balance

**Related master plan(s) or action plan(s):** PAE 2021-2024 (actions 6.2, 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 2020-2025 period:** With regard to the (vice)chairs and (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 combine these two types of training into a single course on "regulatory aspects, combating discrimination, and gender bias in selection," led by the VPs in charge of equality and HR. In addition, a self-training platform (Moodle) has been created for all CoS members.

With regard to governance, training courses for department directors and middle managers are part of the training plan: management courses and/or more specific training courses related to disability and the equality action plan: diversity workshop, non-discrimination training, "Recruiting an employee" training, etc. (See also PAE interim review, Board meeting 10/26/2023).

**Indicator(s):** 19.a- Training implemented. 19.b- Number of participants

2021 data	<ul style="list-style-type: none"> <li>- 2021 training plan: focus on "Professional equality and prevention of discrimination"; training course on "Becoming a member of a recruitment panel or selection committee," April 14, 2021, 9 registered participants present.</li> <li>- Training for (vice)chairs of selection and recruitment committees, regulatory aspects (VP-HR), February 3, 2021 (remote-COVID-19), 29 registered.</li> <li>- 2021 training plan: "Management" focus; training course: "Key management skills for preventing and supporting situations of disability and burnout."</li> <li>- Disability training</li> </ul>
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2022 data	- Training for (vice)chairs of selection and recruitment committees, regulatory aspects, combating discrimination and gender bias in selection (VP HR, VP Equality), March 14, 2022, 26 registered participants present. Moodle self-training: 14 new registrants. - 2022 training plan: "Management" focus; training course "Key management skills for preventing and supporting situations of disability and professional burnout – Manager + managers course."
2023 data	Training for (vice)chairs of selection and recruitment committees, regulatory aspects, combating discrimination and gender bias in selection (VP HR, VP Equality), 15/03/2024, 49 registered. Moodle self-training: 13 new registrations. - 2023 training plan: "Management" focus; training course: "Key management skills for preventing and supporting situations of disability and burnout." - 2023 training plan: "Equality" focus; training course: "Diversity Fresco Workshop." Manager training program: 24 registrants. Disability training. PAE interim review, Board meeting 10/26/2023
2024 data	Training for (vice) presidents and (vice) chairpersons of selection and recruitment committees, regulatory aspects, combating discrimination and gender bias in selection (VP HR, VP Equality), 03/21/2024, 45 registered. Moodle self-training: 7 new registrants Manager training program: 12 registrants. Disability training.

**Action 20: Having a "gender" "equality" officer to ensure that equality issues are properly addressed at each stage of the process (particularly for job descriptions, promotion decisions, gender balance in project management, management of structures, etc.).**

**Theme:** Ethics, non-discrimination, and gender

**Planned start date: 2019:** Q4-2021

**Planned completion in 2019:** Q4-2021

**Department(s) responsible:** Vice President of Equality, Human Resources Department

**Associated HRS4R principle(s):** 27-Gender balance

**Related master plan(s) or action plan(s):** PAE 2021-2024 (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 2020-2025 period :** The concept of "gender advisor" has been changed to "equality officer" as part of the implementation of the PAE 2021-2024. In addition to the Vice President in charge of equality (already in place before 2020), supported by an equality assistant, there is now an equality officer (already in place before 2020) and equality advisors in departments and services, created in 2023 (28 positions created, E, EC, and Biatss), after a year of experimentation in 2022-2023 in the LLSH department.

The [equality mission](#) will thus be structured in 2023 by the Vice-President in charge of equality, supported by an equality mission assistant, an equality officer, a group of 28 equality advisors, and an equality commission. A PAE coordinator was recruited in 2024.

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With regard more specifically to tenured ECs and gender equality issues for job descriptions (recruitment) and decisions on promotion and the awarding of individual bonuses, the equality advisor is the VP HR: reviewing job descriptions with the VP R, presenting gender data and gender targets for promotions and individual bonus allocations to a select committee, in accordance with [the LDG on promotion and career development](#) and [the LDG on the compensation system for teacher-researchers \(RIPEC\)](#) at the University of Angers. See also PAE interim review, Board of Directors meeting of October 26, 2023.

### Indicator(s): 20.a- Status report completed

2021 data	Technical Committee meeting of February 18, 2021, and Board of Directors meeting of March 11, 2021: Gender equality plan
2023 data	CSA of 10/17/2023: Review of Equality Action Plan 1 and methodology for developing PAE 2 Board meeting of October 26, 2023: Report on the implementation of the multi-year action plan for gender equality

### Indicator(s): 20.b- Identifiable "gender" representative. 20.c- Number of consultations

2020 data	Board meeting of March 12, 2020 : election of the Vice-President in charge of equality Board meeting of November 26, 2020: bonus for equality officer (appointment of officer on September 1, 2020, see appointment order)
2022 data	Restricted CAC meeting on 07/11/2022 (promotions)
2023 data	CSA meeting on June 23, 2023: creation of equality advisors on September 1, 2023 Board meeting on July 13, 2023: reference framework for hourly equivalencies, creation of equality officers on September 1, 2023 Restricted CAC meeting on July 10, 2023 (promotions) PAE interim review, Board of Directors meeting on October 26, 2023
2024 data	Restricted CAC meeting on 07/10/2024 (promotions)

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

**Theme:** Ethics, non-discrimination, and gender

**Planned start date 2019:** Q1-2022

**Planned completion 2019:** Q4-2022

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

**Related HRS4R principle(s):** 24-Working conditions; 27-Gender balance; 28-Career development; 39-Access to research training and continuous development

**Related policy framework(s) or action plan(s):** PAE 2021-2024 (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

**Status Q4-2025:** To be extended

**Review of the 2020-2025 period :** The term "gender advisor" was changed to "equality officer" as part of the implementation of the PAE 2021-2024. The Vice President in charge of equality (already in place before 2020), supported by an equality assistant, is joined by an equality officer (already in place before 2020) and equality advisors in departments and services, created in 2023 (28 positions created, E, EC, and Biatss), after a year of experimentation in 2022-2023 in the LLSH department.

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The [equality mission](#) will thus be structured in 2023 by the Vice-President in charge of equality, supported by an equality mission assistant, an equality officer, a group of 28 equality advisors, and an equality commission. An PAE coordinator was recruited in 2024. The network thus established supports staff on issues of equality, work-life balance, etc.

As part of the 2021-2024 PAE (actions 3.2.1 and 3.2.2), a [parenting guide](#) was published in 2022 and a "booster" system was implemented, involving an interview upon the employee's return from maternity or parental leave.

For Biatss staff, a professional and individual interview is conducted each year by the direct line manager.

For newly recruited MCFs, an individual interview with the VPs in charge of HR and Research is systematically conducted during the probationary year.

In 2023 and 2024, MCFs appointed four years ago (2019 and 2020 promotions) were invited to an individual interview with the VP in charge of Research to follow up on their integration into research.

All staff members can request support from the mobility and career advisor and, more generally, the staff support service (SADP), which will be reinforced by an additional position in 2024.

In 2025, implementation of the PAE 2024-2027 (axis 2, action 5).

(Action linked to actions 32 and 36).

This action is to be extended in a modified format under pillar 4 of the HRS4R 2026-2029 action plan.

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

2020 data	Board meeting of March 12, 2020: election of the Vice President in charge of equality Board meeting of November 26, 2020: Chair of the Board responsible for equality (appointment of the person responsible on September 1, 2020?? See appointment order)
2023 data	Board of Directors meeting on June 23, 2023: creation of equality advisors on September 1, 2023 Board meeting of July 13, 2023: reference framework for hourly equivalencies, creation of equality officers on September 1, 2023 PAE interim review, Board of Directors meeting on October 26, 2023

### Indicator(s): 21.b- Career monitoring (regular professional interviews, etc.) - target: 100% in 4 years

2021 data	Newly recruited MCFs in 2020, individual interviews 2020-2021 VP HR and R: 8 interviews/8 SADP annual activity report
2022 data	Newly recruited MCFs in 2021, individual interviews 2021-2021 VP HR and R: 5 interviews/5 SADP annual activity report
2023 data	Newly recruited MCFs in 2022, individual interviews 2022-2023 VP HR and R: 21 interviews/21 SADP annual activity report
2024 data	Newly recruited MCFs in 2023, individual interviews VP HR and R: 2 interviews/17 (impact of the change in UA governance in 2024) MCFs appointed in 2019 and 2020, individual interviews 2023-2024 on research integration follow-up VP R: 14 interviews/14 SADP annual activity report

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**Action 22: Structuring a training program (possibly shared locally between EPST-UA) dedicated to teacher-researchers at each stage of their career and scientific and managerial responsibilities (HR, finance, prevention, etc.). Propose a training programme to the research unit (DU) management.**

**Theme:** Training

**Planned start date 2019:** Q1-2022

**Planned completion 2019:** Q4-2022

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

**Related HRS4R principle(s):** 4-Professional Conduct; 20-Seniority; 37-Supervision and Management Tasks; 38-Continuing Professional Development

**Related blueprint(s) or action plan(s):**

**Status Q4-2022:** Extended

**Status Q4-2023:** Completed (ongoing action)

**Review of the 2020-2025 period:** The training program for new research unit and SFR directors (33) and their deputies (32) took place in the first half of 2022: January 14, 2022: financial management and operation of the UA; February 3, 2022: human resources part 1: the fundamentals; February 25, 2022: research contracts; March 15, 2022: human resources part 2, contract management; March 30, 2022: research tools (including internal regulations); April 26, 2022, doctoral training and equality/prevention of discrimination; May 12, 2022, research promotion and dissemination. Please note that continuing education is provided each year through 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 taken

2020 data	Annual DU conference
2021 data	Annual DU conference
2022 data	Training for new DUs as part of the implementation of the new five-year contract: from January 14, 2022, to May 12, 2022. DUs and SFRs: 21 out of 33 present for all or part of the training. Deputy DUs: 15 out of 32 present for all or part of the training.
2023 data	Annual DU conference

**Action 23 : Training in research funding, project development, management, and concrete rules for the operation of calls for tenders, ethics, intellectual property.**

**Theme:** Training

**Planned start date 2019:** Q1-2022

**Planned completion 2019:** Q4-2022

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

**Associated HRS4R principles:** 4-Professional conduct; 6-Responsibility; 33-Teaching; 36-Relationship with thesis/internship supervisors; 37-Supervision and management tasks

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### Related policy(ies) or action plan(s):

**Status Q4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** Information and training sessions on the ANR action plan are held every year in September. Training to assist with project development (in July: general training for all funders; in February-March: ANR budget training and presentation of PI, HR, DAF). In addition, there are personalized appointments (development and monitoring of complex projects).

The UA's Cap Europe center, through its "Springboard to Marie Curie" program, provides support to UA researchers and teacher-researchers applying for Marie Curie postdoctoral fellowships. Training in project monitoring was also provided in 2022 to new MCF-PR arrivals and continues each year.

A presentation of the training/information sessions organized each year for researchers on research funding and project development was given to the research committee on October 21, 2024. It shows that the following meetings are organized each year: ANR Phase 1 training; Training for project winners; PULSAR preparation (Pays de la Loire Region call for proposals); Training for new arrivals (2 sessions); Individual meetings for new arrivals; MSCA Springboard (on request); Road to ERC; Overview of research funding; Introduction to setting up research projects (2 levels).

**Indicator(s):** 23.a- Training implemented. 23.b- Number of participants

2021 data	ANR action plan training 09/28/2021 Cap Europe support Springboard to Marie Curie 2021 (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 development workshops 07/11/2022 Cap Europe support Springboard to Marie Curie 2022 (second edition) Training for newcomers MCF  PR project monitoring
2023 data	ANR action plan training 09/19/2023 Project development workshops 01/17/2023 Cap Europe support Springboard to Marie Curie 2022 (third edition)
2024 data	ANR action plan training 09/16/2024 Project development workshops 07/01/2024

### Action 24: Training in recruitment procedures for department heads, UR heads and selection and recruitment committee chairs.

**Theme:** Training

**Planned start date:** Q1 2022

**Planned completion in 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

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**Related master plan(s) or action plan(s):** PAE 2021-2024 (actions 6.3.1)

**Status Q4-2022:** In progress

**Status Q4-2023:** Completed (ongoing action)

**Review of the 2020-2025 period:** For training courses for the chairs of the selection and recruitment committees for tenured ECs, see action 6.

Training (including recruitment issues) for new research unit and SFR directors (33) and their deputies (32) took place in the first half of 2022: January 14, 2022, financial management and operation of the UA; February 3, 2022: human resources, part 1, the fundamentals; February 25, 2022: research contracts; March 15, 2022: human resources, part 2, managing contract staff; March 30, 2022: research tools (including internal regulations); 04/26/2022, doctoral training and equality/prevention of discrimination; 05/12/2022, research promotion and dissemination.

(See also Action 6, Action 22).

**Indicator(s):** 24.a- Training implemented. 24.b- Number of participants

2021 data	Awareness-raising on project-based recruitment carried out as part of training for successful candidates (annual). See supporting document for action 23
2022 data	Awareness-raising on project-based recruitment carried out as part of training for successful candidates (annual) Training for new DUs as part of the implementation of the new five-year contract: from January 14, 2022, to May 12, 2022. DUs and SFRs: 21 out of 33 present for all or part of the training. Deputy DUs: 15 out of 32 present for all or part of the training (see action 22)
2023 data	Awareness-raising on project-based recruitment carried out as part of training for successful candidates (annual) Implementation of a digital tool dedicated to research recruitment (FUA)

**Action 25: Training for thesis supervisors: specifically, making HDRiale training and scientific integrity (IS) training compulsory in order to apply for HDR registration; for registered supervisors who receive thesis funding from the institution, making this funding conditional on participation in HDRiales and IS training.**

**Theme:** Training

**Planned start date 2019:** Q1-2022

**Planned completion in 2019:** Q4-2022

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

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

**Related master plan(s) or action plan(s):** PAE 2021-2024 (action 4.3.5)

**Status Q4-2022:** Extended

**Status Q4-2023:** Extended

**Status Q4-2024:** In progress

**Target status Q4-2025:** Completed (ongoing action)

**Review of the 2020-2025 period:** Among other conditions, registration for the HDR requires completion of the "supervising doctoral students" and "prevention of sexual harassment/violence" training courses prior to the HDR defense. Discussions on recommendations concerning authorization for HDR enrollment starting in the 2023-2024 academic

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year were held in 2023 (doctoral division council meeting of April 14, 2023) and taken up again by the research committee (October 2024). A working group (research committee) established criteria for HDR enrollment by doctoral school in 2025. See [Qualification to supervise research](#).

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

### Action 26: Raising awareness and training staff on Open Access (OA).

**Theme:** Training

**Planned start date 2019:** Q1-2022

**Planned completion 2019:** 2027

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

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

**Related master plan(s) or action plan(s):**

**Status T4-2022:** In progress

**Status Q4-2023:** In progress

**Status Q4-2024:** Completed (ongoing action)

**Review of the 2020-2025 period:** In addition to the on-demand training courses set up since 2021, numerous training courses and information have been provided by the DRIED open access advisor to research units and teacher-researchers. Introduction of an open access bonus as part of scientific credits. Also worth noting is the information available on the intranet site, such as "Open Science prerequisites," Hal repository, Open Science obligations, etc. (UA&moi intranet site, research community).

**Indicator(s):** 26.a- Increase in the percentage of UA publications in OA with a long-term goal of 100% (intermediate goal: 50% in 2027)

2021 data	Implementation of an open access bonus for research units as part of scientific funding (decision CR 06/12/2021)
2023-2024 data	Numerous publications on the new intranet. OA = 39% as of 10/25/2024 (Percentage of documents deposited on HAL UA compared to the number of articles referenced)

### Action 27: Reorganisation of doctoral school (ED) training (and the course catalog) based on the skill sets to be acquired, with a common core curriculum for all doctoral students (same skills) in the first six months of the doctoral programme.

**Theme:** Training

**Planned start date 2019:** Q1-2022

**Planned completion 2019:** Q4-2022

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

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

**Related master plan(s) or action plan(s):**

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

**Review of the 2020-2025 period:** Since the start of the 2022 academic year, the Pays de la Loire regional doctoral college has sought to organise doctoral training into skill blocks following the publication of the RNCP (National Register of Professional Certifications) document on doctoral studies (decree of February 22, 2019). The UA's doctoral center is actively involved in this development through its doctoral center director, who is also the joint director of the Pays de la Loire doctoral college. Delays have been caused in part by difficulties related to the national AMETHIS application. The action is considered complete in Q4-2025.

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

2022 data	Creation of a questionnaire by the Pays de la Loire College in early 2022 for the implementation of the skills block training program at the start of the 2022 academic year. Integration into the AMETHIS application (national consortium) used by doctoral students.
2023 data	AMETHIS, a large consortium, is still evolving to comply with this skills-based approach.

### Action 28: Individualised training plan for doctoral students, defined at the start of the thesis.

**Theme:** Training

**Planned start date: 2019:** Q1-2022

**Planned completion 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 supervisors

**Related master plan(s) or action plan(s):**

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

**Review of the 2020-2025 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 at the time of re-registration and reviewed by the monitoring committee. Special attention has been requested from thesis supervisors for an individualized, supported, and evolving training plan.

**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.
2024 data	Since the start of the 2024 academic year, doctoral students in the Pays de la Loire region have been able to activate their individual training plans 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.

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### Action 29: Accessibility of MCFs to training courses listed in the doctoral catalogue.

**Theme:** Training

**Planned start date:** Q4 2020

**Planned completion in 2019:** Q4-2020

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

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

**Related master plan(s) or action plan(s):**

**Status Q4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** MCFs have access to the training courses in the catalogue as soon as there are enough places and the subject is suitable. Attempts were made in 2022 and 2023 to share the doctoral center's training courses in the UA staff catalogue, but the scope and compatibility differences between the tools made this impossible. However, a few training courses have been opened up. (Examples of training courses: 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.

This action will be reviewed as part of pillar 4 of the HRS4R 2026-2029 action plan.

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

### Action 30: Open the Intellectual Property (IP) MOOC to all ECs or newcomers proposed by SATT Ouest

**Theme:** Training

**Planned start date 2019:** Q1-2021

**Planned completion 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

**Related master plan(s) or action plan(s):**

**Status Q4-2022:** Extended

**Status Q4-2023:** In progress

**Status Q4-2024:** Completed (ongoing action)

**Review of the 2020-2025 period:** This action was delayed due to legal issues with SATT. Implementation was in the initialization phase at the end of 2022. Training began in 2024, via remote MOOC introductory courses on intellectual property offered by the National Institute of Intellectual Property (INPI).

These MOOCs are organized into three different sequences (see 2023 data). During training for new EC arrivals, the availability of this MOOC is mentioned.

Since the end of 2023, this MOOC has been integrated into an entrepreneur's course as part of the EU-GREEN Alliance: training took place in May 2024.

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

2023 data	<p>On March 21, 2023, an email was sent to all doctoral students informing them that, in addition to face-to-face training on IP, they could take the INPI MOOC, specifying that these hours could be included in their training plan.</p> <p>Remote MOOC training courses introducing intellectual property offered by the National Institute of Intellectual Property (INPI):</p> <ul style="list-style-type: none"> <li>- MOOC "Understanding Intellectual Property" - 8 hours (available to doctoral students from all doctoral schools)</li> <li>- MOOC "Patents" - 2 hours (suitable for doctoral students from the BS, 3MG, VAAME, and SIS doctoral schools)</li> <li>- MOOC "Design" - 2 hours (suitable for doctoral students from the MaSTIC, ALL, STT, ECLIS, DSP, and EDGE doctoral schools)</li> </ul> <p>INPI training for new EC arrivals (28 people: October 17, 2023, and November 16, 2023). And MOOC reminder email on November 20, 2023.</p>
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### Indicator(s): 30.b- Number of participants

2024 data	<p>The INPI MOOC does not allow us to know how many people log on to it, as the University of Angers is not one of its administrators. However, UA staff who have taken this MOOC and would like to use it for personal training purposes can do so, as they receive a badge at the end of each training sequence.</p> <p>On February 21, 2024, information on the protection of results, particularly IP, according to status (faculty, doctoral students, students, interns, administrative and technical staff), and on securing project set-up will be posted on the Research community for the information of all UA staff, regardless of their status.</p>
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## Action 31: Construction of a dynamic interface enabling the visibility of key contacts (intranet) linked to the relevant department or activity (training, managers, etc.)

**Theme:** Staff support

**Planned start date:** 2019: Q4 2020

**Planned completion in 2019:** Q4-2021

**Department(s) responsible:** Digital Development Department / Communications Department

**Related HRS4R principle(s):** 24-Working conditions; 28-Career development; 40-Supervision

**Status Q4-2022:** Extended

**Status Q4-2023:** In progress

**Status Q4-2024:** Completed (ongoing action)

**Related blueprint(s) or action plan(s):**

**Review of the 2020-2025 period:** In 2024, several complementary solutions are now available to address this issue.

a) Directory

- Online directory: accessible from the website and intranet, this tool is available to everyone and allows searches by: last name/first name; position and assignment (allows users to search for a contact person based on their responsibilities); phone number

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- Directory by department and service: accessible from the website and intranet, this tool, reserved for staff members, allows users to view the organization of the various structures that make up the University of Angers and identify the appropriate contact person. Searches can be performed either via the drop-down list, which displays all the structures within the institution, or via a search function.

b) Identification of contact persons on the intranet site: the launch 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 improve the identification of resource persons. This strategy is accompanied by systematic training for 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 person is identified.

In 2025, additional work was done on the directory to include employees' additional responsibilities (those that do not fall within their main function) in their directory listings. This was done to make it easier to find them via a search in the directory or on the intranet.

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

### Action 32 : Implementation of professional interviews for career prospects, definition of training needs, identification of individual issues to be integrated into personnel management and UA action

**Theme:** Staff support

**Planned start date 2019:** Q4-2021

**Planned completion 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

**Related blueprint(s) or action plan(s):** PAE 2021-2024 (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

**Status Q4-2025:** To be extended

**Review of the 2020-2025 period:** For Biatss staff, a professional and individual interview is conducted each year by the direct line manager.

For newly recruited MCFs, an interview with the VPs in charge of HR and Research is systematically conducted during the internship year. Integrated into the training program for interns since 2025.

In 2023 and 2024, MCFs appointed within the last four years (2019 and 2020 promotions) were invited to an individual interview with the VP in charge of Research to discuss their integration into research.

All staff members can request support from the mobility and career advisor and, more generally, the staff support service (SADP), which will be reinforced by a new position in 2024. A schedule of coordinated interviews between managers and in line with the career monitoring of CNU's remains to be developed for ECs, in conjunction with the directors of research units. Currently, as part of the CNU's career monitoring process, which involves submitting a file at the request of the EC, the VP in charge of HR is informed of any feedback from the CNU that requires action by the UA.

Action 2025 : implementation of PAE 2024-2027, axis 2. (Action coupled with action 21 and action 36)

This action is extended under pillar 4 of the HRS4R 2026-2029 action plan.

**Indicator(s):** 32.a- Effective implementation of a schedule of coordinated interviews between managers (HR Director, UR Director, Department Director, etc.)

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2021 data	Newly recruited MCFs in 2020, individual interviews 2020-2021 VP HR and R: 8 interviews/8 SADP annual activity report
2022 data	Newly recruited MCFs in 2021, individual interviews 2021-2021 VP HR and R: 5 interviews/5 SADP annual activity report
2023 data	Newly recruited MCFs in 2022, individual interviews 2022-2023 VP HR and R: 21 interviews/21 SADP annual activity report
2024 data	Newly recruited MCFs in 2023, individual interviews with VP HR and R: 2 interviews/17 (impact of the change in UA governance in 2024) Newly recruited MCFs in 2024, individual interviews with VP HR and R: 2 interviews/8 (impact of the change in UA governance in 2024) MCFs appointed in 2019 and 2020, individual interviews in 2023-2024 on research integration follow-up VP R: 14 interviews/14 SADP annual activity report
2025 data	Newly recruited MCFs in 2025, individual interviews 2025 VP HR and R: 6 interviews/6 SADP annual activity report

**Action 33 : Enable young ECs to establish themselves professionally under favorable conditions by monitoring the use of additional hours (HC) during their first three years of practice and by making use of possible time off at the start of their careers.**

**Theme :** Staff support

**Planned start date 2019:** Q1-2021

**Planned completion 2019:** Q4-2023

**Responsible department(s):** Human Resources Department / UA

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

**Related master plan(s) or action plan(s):** PAE 2021-2024 (axis 2)

**Status Q4-2022:** In progress

**Status Q4-2023:** Completed (ongoing action)

**Review of the 2020-2024 period:** The ban on overtime for trainee MCFs was already in place in 2020. The limitation on the use of additional hours by MCFs during the first two years of tenure was defined as part of the revision of [the hourly equivalence reference framework](#) (ref EH) in 2022: CA of July 7, 2022, ref EH 2022-2023, limitation to a maximum of 96 hetd of additional hours for tenured MCFs during the first two years of tenure. It has been applied since the 2022-2023 academic year for those tenured in 2022 and beyond. In terms of research, trainee MCFs have benefited (since 2022-2023) from an individual grant that can be supplemented by various regional schemes.

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

2022 data	Board meeting of July 7, 2022: ref. EH 2022-2023, limitation to a maximum of 96 hetd of overtime (HC) for tenured MCFs in the first two years of tenure. 14 MCFs tenured in 2020. HC 2020-2021: average 57.76 hetd, 1 MCF > 96 hetd. HC 2021-2022: average 61.80 hetd, 4 MCFs > 96 hetd.
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2023 data	Board meeting of July 13, 2023: ref EH 2023-2024 7 MCFs starting in 2021. HC 2021-2022: average 84.47 hetd, 2 MCFs > 96 hetd. HC 2022-2023: average 91.70 hetd, 5 MCFs > 96 hetd.
2024 data	Board meeting of July 11, 2024: ref EH 2024-2025 5 MCFs appointed in 2022. HC 2022-2023: average 45.23 hetd, 0 MCFs > 96 hetd. HC 2023-2024: average 37.83 hetd, 0 MCFs > 96 hetd.

### Action 34: Translation into English of all strategic documents of the UA and its RUs

**Theme:** Cross-cutting

**Planned start date 2019:** Q1-2020

**Planned completion 2019:** ongoing action

**Responsible department(s):** International Department / Communications Department

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

**Related master plan(s) or action plan(s):** International Strategy 2023-2027

**Status Q4-2022:** In progress

**Status Q4-2023:** In progress

**Status Q4-2024:** In progress

**Status Q4-2025:** To be extended

**Review of the 2020-2025 period:** With regard to UA communication to and for the international community, the creation of an English version of the international website represents a major improvement. Its content and functionality enable the effective transmission of necessary information to students, researchers, and current and potential UA partners who do not speak French. There is a desire to continue improving the website's functionality, in particular to facilitate navigation when switching from the French to the English version, and to offer more content in collaboration with the various departments and laboratories (excerpt from the "International Strategy 2023-2027").

**Indicator(s):** 34.a- Documents posted online: YES for part of the OTM-R charter and HRS4R action plan

### Action 35 : Improve information provided to C and EC regarding their rights and obligations towards UR. (Point to be worked on between UA, ED, UR, partners outside UA such as CNRS)

**Theme:** Staff support

**Planned start date:** Q4-2021

**Planned completion 2019:** Q4-2021

**Department(s) responsible:** Research, Innovation, and Doctoral Studies Department

**Associated HRS4R principle(s):** 4-Professional conduct; 5-Contractual and legal obligations

**Related master plan(s) or action plan(s):**

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**Status Q4-2022:** Completed (ongoing action)

**Review of the 2020-2025 period:** the IRs of the research units have been renewed for the 2022-2027 contract. These new IRs were signed and distributed in 2022-2023. (See also action 15, action 16).

**Indicator(s):** 35.a- UR internal regulations renewed

2022 data	Signing and distribution of new UR IRs
2023 data	Signing and distribution of new UR IRs. Thirteen research units have drawn up their internal regulations based on the UA model, i.e., all URs under the sole supervision of the UA, plus three URs supervised by the UA and another supervisory body.

### Action 36 : Assignment of a resource person within the work unit to support teaching and research staff (tenured and contract) in their career planning and to assist new arrivals with their integration.

**Theme:** Staff support

**Planned start date in 2019:** not defined

**Planned completion in 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

**Related blueprint(s) or action plan(s):** PAE 2021-2024 (axis 2), 2023-2027 International Strategy (axis 4), PAE 2024-2027 (axis 2)

**Status Q4-2022:** In progress

**Status Q4-2023:** In progress

**Status Q4-2024:** In progress

**Status Q4-2025:** to be extended

**Review of the 2020-2025 period:** Newly recruited MCFs are accompanied and advised by "peer mentors" as part of a year-long training program punctuated by group meetings. An individual interview with the VPs in charge of HR and Research is systematically conducted during this internship year.

In 2023 and 2024, MCFs appointed four years ago (2019 and 2020 cohorts) were invited to an individual interview with the VP in charge of Research to discuss their integration into the research community.

All staff members can request support from the mobility and career advisor and, more generally, the staff support service (SADP), which will be reinforced by an additional position in 2024.

A schedule of interviews between managers and/or the relevant local contact person still needs to be established for ECs.

Action 2025 : implementation of PAE 2024-2027, axis 2. (Action coupled with action 21 and action 32)

This action is extended under pillar 4 of the HRS4R 2026-2029 action plan.

**Indicator(s):** 36.a- One contact person identified in each work unit. 36.b- Number of requests from faculty members (appointments made)

2021 data	Newly recruited assistant professors in 2020, individual interviews 2020-2021 VP HR and R: 8 interviews/8
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	SADP annual activity report
2022 data	Newly recruited MCFs in 2021, individual interviews 2021-2021 VP HR and R: 5 interviews/5 SADP annual activity report
2023 data	Newly recruited MCFs in 2022, individual interviews 2022-2023 VP HR and R: 21 interviews/21 SADP annual activity report
2024 data	Newly recruited MCFs in 2023, individual interviews with VP HR and R: 2 interviews/17 (impact of the change in UA governance in 2024) Newly recruited MCFs in 2024, individual interviews with VP HR and R: 2 interviews/8 (impact of the change in UA governance in 2024) MCFs appointed in 2019, individual interviews in 2023-2024 on research integration follow-up VP R: 14 interviews/14 SADP annual activity report
2025 data	Newly recruited MCFs in 2025, individual interviews in 2025 VP HR and R: 6 interviews/6 SADP annual activity report

### Action 37 : Implementation of a career and mobility support tool (professional, international and statutory) for researchers, including information on existing schemes (CRCT, secondment, etc.).

**Theme:** Staff support

**Planned start date 2019:** not defined

**Planned completion in 2019:** not defined

**Department(s) responsible:** Research, Innovation, and Doctoral Studies Department / Human Resources Department

**Associated HRS4R principle(s):** 29-Promoting mobility; 38-Continuing professional development

**Related master plan(s) or action plan(s):** PAE 2021-2024 (axis 2)

**Status Q4-2022:** Extended

**Status Q4-2023:** In progress

**Status Q4-2024:** Completed (ongoing action)

**Review of the 2020-2024 period:** Since 2023, the intranet site (tab "HR info" > career path > [Measures to devote oneself to a research or teaching project](#)) has presented the various professional mobility measures: CNRS/PPP/CRCT delegation. In addition, a *News* page is posted each year when each campaign is launched (according to the MESR calendar). An internal HR schedule is set up for sending information on CRCT/CNRS delegation/career monitoring, grade advancement, service adjustments (2<sup>nd</sup> degree), internal promotion, and RIPEC C3. Each launch email specifies the schedule, application procedures, dates, GALAXIE connection links (texts), and links to the CNU website (recommendations). The intranet page displays a brief overview. The *News* pages are specific and updated with the dates and calendar for the current year.

**Indicator(s):** 37.a- Number of visits to the pages created, participation in information campaigns, mobility achieved.

2024 data	As of 11/20/2024, the general intranet page on CRCT, CNRS delegation, and CPP programs (published on 10/03/24): 42 views. As of 11/20/2024, the <i>News</i> page on the 2025-2026 CRCT campaign (published on October 18, 2024): 108 views. As of 11/20/2024, the <i>News</i> page on the 2025-2026 CNRS delegation welcome campaign (published on October 7, 2024): 57 views. As of 11/20/2024, the <i>News</i> page on the 2024 promotions (published on September 23, 2024): 211 views.
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## 5.2 – APPENDIX 2: Review of the HRS4R Action Plan 2020–2025

	As of 11/20/2024, the <i>News</i> page on the 2024 RIPEC C3 bonus (published on February 16, 2024): 510 views. As of 11/20/2024, the <i>News</i> page on Erasmus+ teaching and training mobility (published on November 18, 2024): 27 views.
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### Action 38 : Creation of a customisable intranet allowing everyone to access dedicated tools and information

**Theme:** Staff support      **Planned start date 2019:** not defined      **Planned completion in 2019:** not defined

**Department(s) responsible:** Digital Development Department / Communications Department

**Associated HRS4R principle(s):** 29-Promoting mobility; 38-Continuing professional development

**Related master plan(s) or action plan(s):**

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

**Review of the 2020-2025 period:** The new "UA&moi" intranet, launched in early 2024, meets the target action. See in particular [the Research section](#).

**Indicator(s):** 38.a- Number of personalized web pages created: number of participants in the "Research" section of UA&moi: 976 in Q4-2025.

### Action 39 : Strengthen the consideration of staff investment in their outreach activities to the general public for their career advancement.

**Theme:** Staff support      **Planned start date 2019:** not defined      **Planned completion in 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; 11-Evaluation systems

**Related master plan(s) or action plan(s):**

**Status Q4-2022:** Extended      **Status Q4-2023:** Completed

**Review of the 2020-2025 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 applications for the C3 individual bonus and the allocation for scientific activities, involvement in Science and Society initiatives (dissemination to the general public, scientific mediation, participatory science), and more generally the dissemination of humanist culture, in particular through the development of the humanities and social sciences, and scientific, technical, and industrial culture.

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Within the framework of the LPR of December 24, 2020, and the creation of a temporary internal promotion pathway based on a list of eligible MCFs, the institution's LDGs relating to the promotion and enhancement of career paths take into account all the activities of teacher-researchers, including their involvement in Science and Society initiatives.

**Indicator(s):** 39.a- Inclusion of this criterion in the evaluation grids for local advancement files and the RIPEC C3 bonus: [institution's LDG](#)

2023 data	RIPEC LDG, Board of Directors meeting of May 13, 2023
2024 data	RIPEC LDG, Board of Directors meeting of June 27, 2024

### Action 40 : Training on the institution and rules of public higher education and research, particularly for contract staff.

**Theme:** Ethics, non-discrimination, and gender

**Planned start date 2019:** not defined

**Planned completion 2019:** not defined

**Responsible department(s):** UA

**Associated HRS4R principle(s):** 4-Professional conduct; 5-Contractual and legal obligations; 6-Accountability; 7-Good practices in the research sector

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

**Related master plan(s) or action plan(s):**

**Review of the 2020-2025 period:** Several training courses under the heading "Regulations and knowledge of the university" have been set up since 2022. Aimed mainly at Biatss staff, these training courses can be renewed according to skills requirements.

**Indicator(s):** 40.a- Existing training available. 40.b- Number of participants

2022 data	2022 training catalog: "Competitions and mobility" section; "University regulations and institutional knowledge" training courses
2023 data	2023 training catalog: "Competitions and mobility" section; "University regulations and institutional knowledge" training courses