

The Assessment of the “HR Excellence in Research” Award, 2025

Name of the Organisation under review:	University of Orléans
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1. ORGANISATIONAL INFORMATION

Staff and Students	FTE
<i>Total number of researchers: teacher/researchers, researchers, non-teaching contractual research staff, temporary teacher/research assistants (ATER), doctoral students</i>	<i>1 183</i>
<i>Of whom are international (i.e. foreign nationality)</i>	<i>299</i>
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation) *</i>	<i>274</i>
<i>Of whom are women *</i>	<i>470</i>
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *</i>	<i>596</i>
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level *</i>	<i>149</i>
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level *</i>	<i>438</i>
<i>Total number of students</i>	<i>18 177</i>
<i>Total number of staff (including management, administrative, teaching and research staff) *</i>	<i>2 075 (au 31/12/2023)</i>

Research Funding (2021)	€
<i>Total annual organisational budget</i>	<i>€219.8 million</i>
<i>Annual organisational direct government funding (designated for research)</i>	<i>€52.5 million</i>
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	<i>€26.3 million</i>
<i>Annual funding from private, non-government sources, designated for research</i>	<i>€5.0 million</i>
Organisational profile (a brief description of the organisation, max. 100 words)	
<p><i>Founded in 1306, the University of Orléans is a medium-sized institution recognized among multidisciplinary universities without health studies. However, it is currently acquiring expertise in health sciences with the creation of a Medical School in 2022, and is aiming to create a Faculty of Health Sciences by 2026. The UO is open internationally with teacher-researchers, researchers, engineers and high-level technicians developing cutting-edge research within its 25 research laboratories.</i></p> <p><i>The HR Excellence in Research award in June 2020 was followed by the success of the “ATHENA European University” project in July 2020. In addition to these 2 major projects, the University also participates in international research programs, educational partnerships with double degrees, and welcoming foreign researchers.</i></p>	

2. STRENGTHS AND WEAKNESSES OF CURRENT PRACTICE (GAP BETWEEN 2022 AND 2025)

Topics of the Charter and the Code	Strengths	Weaknesses
Ethical and professional aspects	<ul style="list-style-type: none"> - Improvement of the awareness of the Science Integrity and Research Ethics Committee (CIDR) - Existence of a dedicated and structured body with a dedicated committee (CIDR), a scientific integrity advisor, a research ethics advisor and a bilingual web page updated regularly. - Creation of a thesis charter including a paragraph on scientific integrity, a formalized commitment for doctoral students, and an accessible anti-plagiarism tool. <p>Mandatory training on scientific integrity for doctoral students, also open to all researchers registered on the catalogue since 2023.</p> <p>Information letters focused on ethics have been introduced (Letter n°4 in 2023), with a consultation rate to be improved but currently progressing.</p> <ul style="list-style-type: none"> - Presence of a Data Protection Officer and a “Sciences and Society” mission created at the end of 2021. - From 2024 survey, a majority of respondents say they do not encounter any conflict regarding ethics (83.2%), and more than half of them say they are informed on the challenges of open science. 	<ul style="list-style-type: none"> - Despite the progress, awareness on the CIDR is still partial: 48.8% of 2024 respondents only say they are aware of its existence. - The newsletter on ethics, even though implemented, is still not identified enough (43.3% have read it in 2024) - The action regarding animal testing has not been implemented yet, and some processes such as a charter on intellectual property or science outreach can still be strengthened.

Topics of the Charter and the Code	Strengths	Weaknesses
Recruitment and selection	<ul style="list-style-type: none"> - The OTM-R policy has been formalized, approved (Social Committee of Administration/Academic Council) and published online in 2024, with regular monitoring to be implemented in 2025. - Harmonization of job descriptions according to OTM-R principles for all staff categories (teacher-researchers, ATER, lecturers, PAST, etc.). <p><i>Offers (excluding doctoral candidates) are systematically published both on EURAXESS and on the University's website, including selection criteria and working environments.</i></p> <p><i>Transparency of hiring committees: their composition is published online.</i></p> <ul style="list-style-type: none"> - Systematic response to applicants via Galaxie (national tool for the recruitment of teacher-researchers), with differentiated procedures depending on their status. - Implementation of a standardized grid of reasoned opinions in order to standardize feedback to candidates. - Section dedicated to disability on the website to reinforce accessibility. - Recruitment procedure for contract researchers finalized, driven by the Human Resources Office. - Work undertaken to structure the recruitment of doctoral students, with differentiated typologies. 	<ul style="list-style-type: none"> - With regard to the recruitment of contract staff and doctoral students, closer monitoring will be required as part of the continuous improvement process implemented at the University of Orléans.

Topics of the Charter and the Code	Strengths	Weaknesses
Working conditions	<ul style="list-style-type: none"> - Annual performance review for research contract staff implemented in 2024, with HR framework and assessment presented to the Research Commission. - Salary grid coherent with the professional experience, with specific management framework validated in 2024. - Enhanced monitoring of doctoral students (portfolio, monitoring committees, support from thesis supervisors, seminars, and regular exchange days). - Updated welcome booklet accessible from the intranet, completed with health & safety information sheets and part-time rights. - Remote working procedure implemented for BIATSS staff since 2021, adapted to the post-COVID context. - Leave tracking software available for BIATSS research contract staff. - Social action policy available online for all staff. - Implementation of the Anti-Violence Unit (CLV). - Implementation of an action plan for professional equality between men and women in 2021. 	<ul style="list-style-type: none"> - Career monitoring by CNU (National Council of Universities) sections remains poorly implemented locally due to a lack of communication, calls for applications, or involvement from national sections. - Laboratory internal regulations have not yet been systematized. This action is drafted in the new action plan. - The support system for researchers who do not publish remains a point of vigilance.

Topics of the Charter and the Code	Strengths	Weaknesses
Training and development	<ul style="list-style-type: none"> - <i>Training on the supervision of doctoral students integrated to the internal training offer.</i> - <i>Systematic management training for new laboratory directors, organized annually since 2021.</i> - <i>Management and project management training offered to new team leaders, with targeted identification and a structured program.</i> - <i>Dedicated web section on career development for researchers created and regularly updated, including FAQs, calendars, and contacts.</i> - <i>Mentoring program established since 2024 for new Associate Professors (MCF), with interim reviews and feedback to the Academic Council (CAc).</i> - <i>Annual survey of training needs via the laboratories and the Internal Agreement on Objectives and Resources (CIOM), allowing for continuous adaptation of the offer.</i> <p><i>Development of a catalogue of specific training courses for researchers, supported by dedicated communication (newsletters, Internal Agreement on Objectives and Resources, meetings).</i></p> <ul style="list-style-type: none"> - <i>HR tools and support made available to laboratory directors for career follow-up and mobility.</i> - <i>Information events (general assemblies, annual meetings, individual appointments) to better inform researchers and support their career paths.</i> 	<ul style="list-style-type: none"> - <i>Training plans are still insufficiently formalized in some UO laboratories.</i> - <i>Support for contract researchers and support staff in terms of training needs to be strengthened.</i> <p><i>The mentoring program, initially limited to Associate Professors (MCFs), has now been extended to include teaching staff, with further expansion planned but not yet fully implemented.</i></p> <ul style="list-style-type: none"> - <i>Communication on the training offer would benefit from being consolidated to improve visibility and uptake.</i>

Have any of the priorities for the short and medium term changed? (max. 500 words)

Since the last update of the HRS4R action plan, several significant changes have been made to the short and medium-term priorities. In 2022, the focus was placed on recruitment procedures, the publication of the OTM-R policy, ethics and scientific integrity, as well as on the development of support mechanisms for newly hired researchers, an expanded training plan, and the creation of a user committee. By 2025, attention is increasingly being shifted towards the doctoral students population. This change reflects a continued commitment to enhancing both administrative and scientific support for this group.

Furthermore, communication efforts around existing tools, reference documents, and HR best practices are now well established. Despite these efforts, indicators still show room for improvement due to the persistently low visibility of certain tools (e.g. the Scientific Integrity Committee or internal newsletters). This communication axis remains a priority area within the roadmap, while being regularly reassessed.

Another reinforced focus area: the rigorous monitoring of implemented actions, in alignment with a broader quality assurance approach at the institutional level. This monitoring is intended to ensure the sustainability and continuous improvement of the measures established.

The renewal of the European Charter for Researchers in December 2023 has also led to a strategic realignment: integrating its updated principles (equality, diversity, open science, assessment, etc.) in the next HRS4R action plan has become a central objective for the medium term. As in 2022, the alignment between HR strategy and other key institutional frameworks (institutional strategy, quality approach, ATHENA commitments, etc.) remains a strong priority.

Finally, particular attention is being given to the governance of the HRS4R label process. A reorganization of the coordination structure is planned for September 2025, aiming to make user committees durable, improve researcher involvement in working groups, and designate operational points of contact. The institution's recent membership in CoARA (February 2024) has also introduced a new priority: rethinking research assessment based on broader and more qualitative criteria, in line with European recommendations.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max. 500 words)

The working conditions at the University of Orléans have evolved significantly in recent months, with direct repercussions on the HRS4R strategy. First, the institutional context has been marked by changes in governance, notably the renewal of the Presidency of the Academic Council in 2025. This change was accompanied by a new administrative steering of the label, with the appointment of a Deputy General Manager for Resources actively involved in monitoring the process.

At the same time, several key positions experienced periods of vacancy, such as the Human Resources Director, which may have slowed down certain action dynamics (recruitment, HR monitoring, digitalization). These positions have now been filled. In addition, several strategic appointments have strengthened the structure: a Vice President for Equality, Diversity and Inclusion; an officer for Open Science; a officer for Science with and for Society; and a Research Integrity and Ethics Referee.

The University's strengthened involvement in the European university alliance ATHENA and its membership in COARA have also helped to refocus the HRS4R strategy on key European priorities: open science, diversity of research careers, and recognition of transversal skills.

Finally, its growing engagement in a comprehensive institutional quality assurance approach (including HR, strategic planning, and research) contributes to positioning the HR Excellence in Research award as an integrated lever, rather than a peripheral initiative. The overall impact of these developments is therefore positive: they promote greater cross-disciplinary cooperation, a more professional HR policy for researchers, and broader ownership of the label's objectives across the institution.

Are any strategic decisions under way that may influence the action plan ?

Yes, several strategic decisions, either recent or still ongoing, are likely to influence the future HRS4R action plan.

The first one involves consolidating a stronger governance: the appointment of a Vice-President for Equality, Inclusion and Diversity, a Scientific Integrity Advisor, and an Ethics Advisor will help establish a sustainable ethical, inclusive, and supportive approach to researchers' careers.

In the same vein, the appointment of officers for Open Science and Science with and for Society opens up new opportunities for structuring actions related to SAPS (Science with and for Society) and scientific dissemination practices.

At the organizational level, the restructuring planned for the beginning of the 2025 academic year around the HR Excellence in Research award (appointment of HRS4R representatives, integration into quality processes, creation of an internal guide) reflects a strong commitment to embedding the HRS4R principles sustainably into the institution's culture.

Finally, the University of Orléans continues to strengthen its integration into the European Research Area through its involvement in both ATHENA and COARA. This translates into renewed ambitions for qualitative researcher assessment, open science, and cross-disciplinary mobility.

These strategic orientations will clearly provide new momentum for the upcoming action plan, which will need to balance European ambitions, local engagement, and a focus on continuous improvement.

3. BILAN DU PLAN D'ACTION

The HR Excellence in Research award action plan, initially submitted to the European Commission at the end of 2019, was updated for the first time in 2022 to take into account institutional developments, necessary adjustments, and the progress of actions carried out between 2019 and 2022.

As part of the preparations for the renewal application in 2025, a new consolidation phase was launched. Each action has been re-assessed with an updated status (completed, in progress, delayed, to be renewed periodically, or abandoned), accompanied by a comment on the progress made and the associated deliverables.

This assessment has been introduced to the various relevant bodies, namely:

- *The HRS4R steering committee (November 2024 and May 2025)*
- *The User Committee (April 2025)*
- *The Research Commission and the restricted Project Committee (gathered once or twice a month)*
- *The Research Units' Directors (DU) meeting in May 2025*
- *The Academic Council (June 17 2025)*
- *The Social Administration Committee (June 24 2025)*
- *The Board of Trustees (July 11 2025)*

The project is now being led by the new president of the Academic Council and monitored by the new Deputy General Manager for Resources, with a view to ensuring continuity and strengthening management.

Color code:

Green: completed

Purple: to be renewed periodically

Blue: ongoing

Orange: delayed

Red: abandoned

Action	GAP Principles	Timing	Responsible Unit	Deliverables	Indicators/Targets	Status	Remarks et Comments
1. Developing and distributing to all researchers a researcher's guide including the national charter for research professions, the university's own regulations, and reference texts (both in French and in English).	1 2 3 32	Q1 2020	Scientific Integrity Advisor	Documents published on the UO's website: A dedicated web page The Ethics and Scientific Integrity Charter of the National Agency for Research The 2016 Corvol report	Percentage of survey respondents who are aware of this process: 2021: 17.6% 2024: 48.8%	Completed	<p>The university has created a bilingual web page (in French and English) dedicated to scientific integrity and research ethics. This page presents, in particular, the dedicated committee implemented within the institution, the national charter of ethics and scientific integrity, and the Corvol report. https://www.univ-orleans.fr/en/univ/research/researchers-and-hdr/scientific-integrity-and-research-ethics-committee</p> <p>In addition, following the survey sent to researchers in July 2021, periodic newsletters for researchers were introduced (see action 54). In this context, awareness of ethics was addressed in newsletter no. 4 of September 2023. Furthermore, 43.3% of respondents indicated that they had read the newsletter on ethics, according to the survey conducted in 2024.</p> <p>There has thus been a notable improvement in awareness of the scientific integrity and research ethics process. However, this momentum needs to be consolidated in the next action plan, in particular through recurring awareness-raising activities.</p>
2. Integrating ethical and integrity issues into the thesis charter	1	Q1-Q2 2021	Scientific Integrity Advisor Projects, Research & Innovation Center	Publication of the charter on the Doctoral College website		Completed	<p>A paragraph on scientific integrity and the prevention of plagiarism has been added to the thesis charter (see page 5). This charter, which is common to all member institutions of the Centre-Val de Loire Doctoral College, has also been approved by the University of Tours and INSA. https://collegedoctoral-cvl.fr/as/ed/page.pl?site=CDCVL&page=charte_doctorat</p> <p>In addition, doctoral students are now required to sign an ethical commitment statement at the time of their thesis defense, formalizing their adherence to the principles of scientific integrity throughout their doctoral studies.</p>

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3. Launching a Science Integrity and Research Ethics Committee (CIDR)	2	Q1-Q2 2019	Presidency	Approbation of the Research Commission and of the Board of Trustees	Percentage of survey respondents who are aware of this process: 2021: 17,6% 2024: 48,8%	Completed	<p>The Science Integrity and Research Ethics Committee (CIDR) at the University of Orleans was implemented at the end of 2018, following its adoption by the Research Commission and the Board of Trustees (November 23, 2018).</p> <p>The committee's mission is to provide advice and raise awareness on scientific integrity. It also acts as a mediator in conflict situations and manages ethical breaches.</p> <p>The CIDR can be consulted by any member of the university community, as well as by people outside the institution.</p> <p>https://www.univ-orleans.fr/en/univ/research/researchers-and-hdr/scientific-integrity-and-research-ethics-committee</p>
4. Appointing a "Scientific Integrity" Referee	2	Q1-Q2 2019	Presidency	Approbation of the Research Commission and of the Board of Trustees Engagement letter of the Advisor	Communication on the Referee's appointment	Completed	<p>A Scientific Integrity Referee was appointed when the CIDR was created at the University of Orléans. In addition, an Ethics Advisor, who is also a member of the committee, was appointed.</p> <p>The engagement letters for these two advisors were updated and signed on February 6, 2025. They are available on the university's website.</p> <p>https://www.univ-orleans.fr/fr/univ/universite/organisation/referents + https://www.univ-orleans.fr/en/univ/research/researchers-and-hdr/scientific-integrity-and-research-ethics-committee</p>

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5. Implementing awareness actions for all researchers	2	Q4 2022	Scientific Integrity Advisor Communications Office	The National Charter of Ethics for Research Professions available on the University's website The training programs schedule		Completed To be renewed periodically	<p>The university is committed to developing accessible, regular information and training programs tailored to all stakeholders. Several key initiatives have been implemented in this regard:</p> <p>The National Charter of Ethics for Research Professions, available on the university's website, provides a reference framework for responsible practices in the field of research.</p> <p>A training course dedicated to ethics and scientific integrity has been offered since 2023, raising awareness of these fundamental issues among researchers and relevant staff.</p> <p>Letter No. 4 – On Ethics, published in September 2023, provides additional insight into the principles and best practices to be adopted.</p> <p>Awareness-raising initiatives will be renewed and strengthened as part of the new HRS4R action plan to ensure continuity and further development of the measures already taken.</p>

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6. Introduce a « Scientific Integrity » training course open to all staff	2	2019-2023	Scientific Integrity Advisor	Training offer registered within the University's training catalogue	<p>Number of doctoral students following the training course per year -> Objective: at least once during the doctorate</p> <p>Percentage of experienced researchers following the training course every 5 years</p>	Completed To be renewed periodically	<p>The University of Orléans reaffirms its commitment to responsible research by offering training in ethics and scientific integrity to the entire academic community.</p> <p>Each year, mandatory training is offered to doctoral students. Recognized as a foundational component of doctoral program, this course must be completed at least once during the doctoral studies and is required in order to defend the thesis. Between 100 and 150 doctoral researchers participate annually, reflecting a high level of engagement and awareness.</p> <p>In parallel, the University has expanded its training offer by including a course on scientific integrity in its general catalogue for all researchers. This proactive approach contributes to fostering a shared culture of ethics and supporting the evolution of research practices.</p> <p>These key initiatives will be continued and strengthened in the new HRS4R action plan, with the aim of maintaining an ambitious momentum for raising awareness and promoting ownership of integrity-related issues.</p>
7. Generalizing the use of COMPILATIO to check documents before theses and master's dissertations defense	3	Theses: Q4 2022 Master's: Q4 2022	Projects, Research & Innovation Center		Percentage of theses checked with COMPILATIO	Completed	<p>The University of Orléans is strengthening its commitment to academic integrity by providing access to the COMPILATIO tool, available to all researchers wishing to verify the originality of their work prior to thesis submission.</p> <p>Plagiarism prevention is a specific focus within the mandatory ethics training for doctoral students, which is fully integrated into their academic pathway. This approach is reinforced by regular communication with doctoral supervisors through doctoral school meetings, as well as by the inclusion of a reminder on scientific integrity and plagiarism in the thesis</p>

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							<p>charter.</p> <p>Starting in the 2025 academic year, thesis supervisors will be required to formally confirm their commitment to raising doctoral students' awareness of these issues through a dedicated checkbox on the thesis submission forms.</p> <p>At the master's level, special attention has been paid since 2022 to raising awareness among students and academic coordinators. A dedicated focus on best practices and plagiarism-related risks is now systematically included in all master's programs, helping to promote a shared culture of integrity from the early stages of research.</p>
8. Drafting a document to reiterate the rules regarding financing.	4	2019	<p>Financial Affairs Office</p> <p>Projects, Research & Innovation Center</p> <p>Vice-President for Research</p>	Finalized document on financing rules, published and sent to all researchers		Completed (To be renewed periodically)	<p>With a view to transparency and proper financial management, an information guide is systematically provided to the scientific manager when each research project is launched. This support is accompanied by an individual meeting to clarify the applicable rules and answer specific questions related to the project.</p> <p>Aware of the constant evolution of research funding formats and requirements, the university regularly updates the guide to ensure that the information provided is relevant and to effectively support project leaders throughout the process.</p>
9. Restructuring the financial information system (SI) to allow laboratory managers access to the status of agreements Implementing a more regular monitoring as well as a justifying expenditure process	6	Q1 2021-Q4 2022	Projects, Research & Innovation Center	Automatic and regular dashboards for financial monitoring of agreements	Percentage of monitored projects Frequency of dashboard delivery	Ongoing (Extended)	A software program for tracking research contracts has just been rolled out across the institution (named "Oscar"). It will be extended to all research contracts gradually over the course of 2025.

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					Objective: giving access to 100% of research projects managers		
10. Defining and implementing the University's data protection policy	7	Q1-Q4 2023	Deputy Vice-President for "Digital World and Digital Education"	Presentation during the laboratories' general assembly (report) Communication on the UO's website Policy sent to all UO staff members List of actions taken by the Data Protection Officer to ensure compliance with the policy	Percentage of data bases that are in line with the data protection policy Objective: 50% compliant in 2023 and 100% in 2024	Delayed (Extended)	As part of the implementation of its data protection policy, the university benefited from a consulting and information mission carried out by a Data Protection Officer (DPO). A joint recruitment project for a Data Protection Officer (DPO) with the INSA Centre Val de Loire, funded by the government, was launched to establish this role on a permanent basis. The project included a GDPR compliance audit, the development of an action plan, and an awareness program for staff. This action has been delayed, as the actual recruitment of the DPO was not completed until the second quarter of 2024. This will allow for the gradual dissemination of best practices in data protection. Nevertheless, it is maintained in the new action plan in order to ensure the gradual implementation of the initial commitments.
11. Writing and disseminating the Charter on	8	Q1-Q4 2023	Projects, Research & Innovation		Publication and dissemination of the charter	Extended	Although a specific document for the University of Orléans has not yet been formalized, the institution already relies on the national legal framework for intellectual property, as well as on

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Intellectual Property			Center Vice-President for Research				the work of CVAlo (Loire Thematic Valorization Consortium). The university also uses existing intellectual property management processes in its laboratories, in conjunction with its supervisory bodies and partners, to ensure consistent and secure support. The formalization of a charter specific to the UO remains an objective, requiring consultation with all stakeholders.
12. Formalizing existing initiatives for scientific outreach Defining and displaying the institution's policy on its website	9	2022-2023	Communications Office	Creation of the web page		Completed To be renewed periodically	A survey of existing initiatives was conducted at the end of 2021. At the start of the 2021 academic year, the President of the University appointed an officer for "Science with and for Society" (SAPS), with the aim of structuring scientific outreach initiatives across the institution and steering university policy in this area. A dedicated section has been created on the UO website , where you can find all the information related to SAPS initiatives: the schedule of events, the training courses offered, the initiatives carried out by the university's laboratories to make science accessible to young people, calls for SAPS projects, as well as a space dedicated to resources and partners. https://www.univ-orleans.fr/fr/univ/recherche/sciences-avec-et-pour-la-societe
13. Creating a resource that raises awareness among committee members about the various aspects to consider during selection or promotion (non-discrimination, merit-based assessment, consideration of diverse experiences)	10 16 17	Q2 2022	President of the Academic Council Human Resources Office	Guide and methodological note Presentation video	April annual meeting: 2024 data About 50 President and Vice-Presidents were asked to attend the	Completed	The new President of the Academic Council continues and takes up these actions. Each year in April, a meeting is held bringing together all chairs of selection committees, jointly organized by the Presidency of the Academic Council and the Human Resources Office. A guide and an accompanying memo outline the functioning and organization of the selection committees. A video raising awareness about selection bias is also available. Furthermore, a methodological note defining the evaluation

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					Selection Committees meeting, and about 1 representative per Selection Committee attended this meeting, i.e. 25 representatives		<p>criteria for promotion applications of academic staff, developed in February 2022, is accessible to all teacher-researchers via the UO's intranet. This document complements the institution's HR management guidelines, which frame its human resources policy.</p> <p>An additional resource has also been drafted to support existing procedures, highlighting key areas of attention in connection with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.</p>
14. Implementing a professional interview (assessment and perspectives) once a year for contract staff	11 28 37	Q4 2022	Human Resources Office	Example of a scoping email and the guideline for the interviews	Percentage of achievement of the professional interviews for contract staff (with over 1 year of experience) 2020: 22 2021: 34 2022: 40 2024: 50 (only 1 agent did not attend his/her professional interview)	Completed To be renewed periodically	<p>To strengthen the support and recognition of research contract staff, the Research Committee has decided to implement an annual performance interview for those with more than one year of service. The direct supervisor (N+1) conducts these interviews within the laboratory, following procedures defined by the Human Resources Office.</p> <p>As part of this initiative, the HR Office has issued a guidance note and an interview guideline for supervisors, to be used during the interview campaign.</p> <p>An annual summary of these interviews will be presented to the Research Committee to ensure proper monitoring and continuous improvement of this process.</p>
15. Making proposals on how the Research Commission needs to be part of the monitoring of assessment of contract staff	11	Q1-Q2 2019	Vice-President for Research	The Research Commission's report		Completed	An annual assessment of interviews was presented to the members of the Research Commission.

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16. Publishing the selection criteria for the R1 to R4 types of recruitment on the University's website and on Euraxess	12 13 15 21	<u>Teacher</u> - <u>researchers</u> : Q3 - Q4 2019 <u>Others</u> : Q2 2022	Human Resources Office, President of the Academic Council		Objective: 100% of offers published with complete selection criteria	Completed	<p>Job descriptions for teacher-researchers (EC), ATERs, contract teacher-researchers (EC C), secondary school teachers, lecturers, language instructors, and part-time and invited adjunct teachers (PAST & MAST) have been harmonized in line with the HRS4R label's principles.</p> <p>In 2024, the University expanded its recruitment possibilities by implementing a specific management framework for contract teacher-researchers. This framework, approved by the Board of Trustees in April 2024, details the recruitment process: composition of the selection committees, selection criteria, pay grid, taking into account the acquired experience, etc.</p> <p>https://www.univ-orleans.fr/upload/public/2024-05/2024-30_D%C3%A9lib%C3%A9ration%20PV%20CA_20240419_Cadre%20de%20gestion%20contractuels%20enseignants%20et%20enseignants-chercheurs.pdf</p> <p>The recruitment process of research contract staff also includes these principles. These elements are published on the institution's website, thus contributing to better transparency and readability of recruitment processes.</p>
17. Publishing an institutional recruitment policy (both in French and English) on the website, encouraging the judging of an applicant's value on known criteria, which can vary depending on the research field (including the OTM-R policy)	12	Q2 2022	President of the Academic Council	Recruitment policy published on the University's website		Completed	<p>The OTM-R (Open, Transparent and Merit-based Recruitment) policy, as recommended within the framework of the award, has been formalized and published on the institution's dedicated HRS4R webpage.</p> <p>https://www.univ-orleans.fr/fr/univ/recherche/hr-excellence-research-hrs4r</p>
18. Adding a dedicated section about the recruitment of disabled staff members on the UO's website	12	2019-2020	Project Manager for Disability Human Resources Office	Visible website section on the recruitment of disabled staff members on the website		Completed	<p>In order to strengthen the accessibility of recruitment processes, the University of Orléans has implemented a dedicated section for the recruitment of disabled staff members on its institutional website.</p> <p>https://www.univ-orleans.fr/fr/univ/universite/travailler-luniversite/personnels-administratifs-et-techniques/campagne-de-1</p>

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19. Launching a monitoring of HR indicators for contract staff	12 20 21 22	Q1 2023-Q2 2023	Human Resources Office	Document for the monitoring of the indicators (to be defined)		Delayed (Extended)	Monitoring HR indicators for contract research staff is a long-term area of focus. Its implementation depends on the stabilization of a dedicated recruitment procedure, currently being formalized, which will enable reliable centralization of data within the recruitment office. This initiative will be subject to ongoing monitoring as part of the HRS4R process, with the aim of ensuring better understanding, strengthened support, and a more structured management of this staff population.
20. Publishing all job offers on EURAXESS and on the UO's website (with detailed profiles and working environments)	12 13 15	<u>Doctoral students</u> : Q3 2019 - Q3 2022 <u>Post-doctoral students</u> : Q3 2020 - Q3 2024	Project Manager for Doctoral College Human Resources Office Doctoral Schools Managers		Percentage of offers published on EURAXESS Percentage of offers published on the UO's website	Completed	All job offers proposed by the University of Orléans - teacher-researchers, researchers and ATERs – are published on the EURAXESS platform.
21. Making proposals on the minimum number of applications per offer published and per section Applying the approved regulations	13	<u>Teacher</u> : <u>researchers + doctoral students</u> : Q3 2019 - Q3	Human Resources Office President of the Academic Council		Deciding the minimum number of applications Percentage of positions that have reached the minimum	Delayed (Extended)	The University remains committed to improving the clarity and quality of its recruitment procedures. While it cannot directly influence the number of applications submitted for each position, it aims to further explore potential levers to encourage a sufficient number of applications, by disciplinary section and by type of position. In this context, proposals will be developed and discussed in collaboration with the relevant academic divisions, with the goal

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		2022 <i>Others:</i> Q3 2020 – Q3 2024			number of applicants		of establishing shared guidelines that promote open, transparent, and competitive recruitment practices, in line with the principles of the European Charter for Researchers.
22. Developing and publishing the composition of selection committees for all recruitments, in an accessible way, for instance on the University's website	14	Q3 2020-Q3 2024	Human Resources Office, President of the Academic Council		Composition regulations easily available via the University's website	Completed	The composition of selection committees is available on the University's website. https://www.univ-orleans.fr/fr/univ/universite/travailler-universite/personnels-enseignants-et-chercheurs/enseignants-chercheurs
23. Defining and publishing recruitment procedures for doctoral students funded by external sources and for contract researchers	15	Q1 2019 – Q4 2022	Human Resources Office Projects, Research and Innovation Center	Published procedures		Delayed	Priority has been given to finalizing the recruitment procedure for contract researchers, which is now complete and currently being disseminated for communication purposes (see Action 27). Delays have been observed regarding the recruitment procedure for doctoral students. However, work has been initiated in collaboration with the Projects, Research and Innovation Center (APRI) to structure this procedure. The first step involved identifying the various categories of doctoral students in order to define procedures tailored to each case. This approach is intended to support, in a second phase, a comprehensive review and improvement of the existing recruitment process.
24. Implementing a response procedure for all unsuccessful applicants Delivering reasoned decisions upon request to all applicants	15	2021-2024	Human Resources Office President of the Academic Council		Proportion of Feedback Provided After Interviews 2021: All applicants	Completed To be renewed periodically	It is planned that the HR Office will use the Galaxie application to enter the reason "Eligible application – Not shortlisted" for ATER applicants whose files were reviewed but who were not selected for an interview. For ranked applicants, information is provided regarding their position on the list and the next steps in the recruitment process. For ATER applicants who were not interviewed, it has been

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					<p>received a response to their application.</p> <p>2022: Applicants received a reasoned response upon request.</p> <p>2024: An automatic email is sent to all applicants. All shortlisted (interviewed) candidates receive a reasoned response regarding their application outcome.</p> <p>In 2024, approximately 2,000 applicants were informed of the outcome of their application.</p>		<p>clarified that systematically providing a justification for non-ranking is not mandatory. However, a reasoned explanation may be provided upon request, after the request has been reviewed by the Disciplinary Expert Committee.</p> <p>For teacher-researchers (EC), the delivery of documents related to individual assessments remains available upon request, in accordance with the applicable regulatory framework governing this practice.</p> <p>Applicants who submitted an application were informed of their ranking—or lack thereof—via the Galaxie platform.</p>

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25. Creating a grid to write down the reasoned opinions following recruitment	15	2019	Human Resources Office President of the Academic Council	Existence of the grid Yes/No	Objective: 100% of selection committees use this matrix	Completed	A standardized grid for the writing of reasoned opinions was created in order to harmonize response practices for applicants within the framework of recruitment procedures.

26. Ensuring the pay of contract staff is in line with their prior experience	20 22	Q3 2019	Human Resources Office President of the Academic Council	<p><i>Social Administration Committee deliberation of June 2023</i></p> <p><i>Board of Trustees deliberation of June 2023</i></p> <p><i>Board of Trustees deliberation of April 2024</i></p>	<p><i>Percentage of contract staff with a pay considering experience</i></p> <p>10 redeployment files were implemented for the consideration of prior experiences of new contract staff + the newly recruited contract workers have benefitted from the new management framework approved in April 2024, taking the degree acquisition into account.</p>	Completed	<p><i>The grid has been implemented since the Board of Trustees deliberation of July 2020, and applies to all recruitments made since that date.</i></p> <p><i>The HR Office conducted an individualized analysis for each contract staff member in order to determine his or her placement on the grid.</i></p> <p><i>This initiative has made significant progress since 2023. Following the adoption of the University of Orléans' HR management guidelines in June 2023, approved by both the Social Administration Committee and the Board of Trustees, a general framework was established to ensure fair and consistent staff management.</i></p> <p><i>In addition, a specific management framework for contract teaching and research staff was developed. This framework includes, in particular, criteria for taking prior professional experience into account when determining remuneration. It was approved by the Board of Trustees in April 2024 and has been in effect since the beginning of the 2024 university year.</i></p> <p><i>These measures now ensure greater transparency and fairness in the remuneration of contract staff, in line with OTM-R principles and the commitments made under the HRS4R strategy.</i></p>
27. Establishing a recruitment procedure for contract	21	Implementation	Human Resources	Publication of drafted		Completed	<i>The recruitment procedure for contract researchers has been communicated to the relevant stakeholders and is currently</i>

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researchers. Digitalizing the recruitment process		: Q1 2019 – Q4 2022 Digitalization: 2023- 2025	Office	procedures + Communication flyer			<p>being implemented.</p> <p>Its objective is to secure and standardize practices while simplifying administrative procedures. It also contributes to greater transparency in the recruitment process and provides all parties involved with clearer visibility on the steps to follow.</p> <p>The entry point has been refocused through the Human Resources Office, specifically the recruitment service—marking a significant shift from the previous system in which laboratories published job offers directly.</p> <p>This new framework is designed to better support project leaders, shorten processing times, and ensure that recruitment is managed in compliance with institutional policies.</p> <p>Although the digitalization of the process was initially considered, it could not be implemented at this stage due to technical constraints and other organizational priorities.</p> <p>Nonetheless, it remains a potential area for improvement to be explored in the future.</p>
28. Exploring different possibilities for supplementary income for doctoral students with insufficient scholarships Implementing this system for the doctoral students concerned	22	2019- 2022	Vice-President for Research	Research Commission deliberation	Finished study	Completed	<p>The Research Committee adopted a document establishing a minimum income criterion.</p> <p>In the vast majority of cases, this threshold is met. In exceptional cases where it is not, applicants are required to provide a written statement detailing their personal sources of funding. These specific cases are then systematically submitted to the Research Commission for approval.</p>
29. Expanding welcome procedures and Health and	23	Q4	Human		Percentage of	Completed	A working group entitled “Staff Welcome and Departure” was

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Safety procedures to all laboratory staff		2022-Q4 2023	Resources Office		newly arrived staff who received the welcome documents		<p>established in 2021 to harmonize processes related to the arrival and departure of all personnel. In 2025, this working group was reactivated to update existing documents and propose resources tailored to current needs.</p> <p>A welcome booklet is systematically provided to every new staff member. In addition, since the start of the 2021 academic year, a dedicated section on the intranet has centralized all useful documents for new employees.</p> <p>https://intranet.univ-orleans.fr/fr/ressources-humaines/guides-pratiques/mes-premiers-pas-luniversite</p> <p>In terms of Health & Safety (H&S), new staff members complete and sign occupational risk identification forms as part of their welcome process.</p>
30. Including information on part-time rights in the welcome booklet and on the intranet	24	Q3-Q4 2019	Communications Central Office		Information Available in the University's welcome booklet	Completed	Information on part-time rights is now written in the welcome booklet for staff members. This addition aims at ensuring a better visibility of these rights as soon as the new agents arrive.
31. Adapting and implementing the Ministry's procedures on remote working at the UO's scale	24	2023- 2024	Human Resources Office, President of the Academic Council		Drafted procedure	Completed	The COVID context has sped up the implementation process of this initiative. Remote-working procedures have been implemented since Q4 2021 for all administrative staff members (BIATSS).
32. Implementing leave monitoring with a new software for BIATSS research contract staff Proving the software to all teacher-researchers (EC)	24	2019- 2024	Human Resources Office		Percentage of BIATSS contract staff using the leave management	Completed	The leave monitoring software is available for all BIATSS research contract staff. However, the leave approval procedure for this population - as well as a communication campaign directed at laboratories - are yet to be implemented in order to ensure an entirely operational rollout.

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					software		
33. Establishing a procedure to be followed 2 months before the end of each contract at the latest	25	Q3 2022 – Q1 2023	Human Resources Office		Number of contracts renewed 2 months before the end date (or written engagement)	Completed	This action applies exclusively to contract research staff. It is now integrated into the new recruitment process currently being rolled out. The objective is to anticipate contract end dates, ensure compliance with legal notice periods, and provide smooth and secure follow-up of individual situations.
34. Displaying the social support policy on the University's website	26	2019	Human Resources Office	Published and available policy		Completed	This action has been completed. The University's social support policy is now accessible on the website through dedicated links, allowing all staff members to consult the available schemes and procedures. https://intranet.univ-orleans.fr/fr/ressources-humaines/accompagnement-social https://www.univ-orleans.fr/fr/univ/universite/travailler-luniversite/laction-sociale
35. Gradually implementing career monitoring (according to the CNU)	30	2019-2025 (continuously, according to the Ministry's schedule)	President of the Academic Council		2022: 100% of teacher-researchers have a career monitoring interview by the CNU at least once every 5 years 2022: interview by the President of the Academic Council of all	Completed To be renewed periodically	The career monitoring system, overseen nationally by the Ministry and the sections of the CNU, is implemented on a voluntary basis, but no significant progress has been observed at the local level. The low number of submitted files, the lack of a formal call for applications, and the non-participation of certain CNU sections in the review process are hindering the effective implementation of this system. In this context, it appears necessary to revisit this action with the new President of the Academic Council (PCAc), in order to reconsider the communication, support, and monitoring methods at the local level. The aim would be to revitalize the

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					teacher-researchers for whom the CNU has given recommendations		initiative and foster greater engagement with the system among academic staff.
36. Launching a support scheme for “non-publishing” teacher-researchers within the framework of career monitoring	30	Q4 2022 – Q4 2023	Human Resources Office President of the Academic Council		Number of teacher-researchers supported Percentage of publishing teacher-researchers Percentage of non-publishing teacher-researchers becoming active	Delayed (Extended)	A discussion was initiated within the Academic Council and with laboratory directors in the second half of 2022, with the aim of identifying appropriate support measures for so-called “non-publishing” teacher-researchers. As part of this effort, meetings held between March and June 2022 within the framework of the Internal Contracts on Objectives and Resources (CIOM), bringing together university leadership and each laboratory’s management, enabled a first round of identification of these profiles. Since then, some research units have launched internal support and mentoring initiatives. A review of these actions will be carried out with unit directors during the upcoming CIOM meetings, in order to develop a coherent and institution-wide support strategy.
37. Implementing a mediation process	34	Q4 2021 – Q1 2022	Presidential Office		Number of resolved conflicts	Completed	Since January 2022, the University has called upon an external mediator when necessary. Mediation needs can be identified by the Human Resources Department or by the Anti-Violence Unit (CLV). Once the need is confirmed, a call for tenders is issued to implement a mediation process tailored to the specific situation.

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38. Implementing internal regulations for all laboratories	35	2022-2023	Projects Research and Innovation Center		Percentage of laboratories that have implemented internal regulations Objective: 100% before the end of 2023	Delayed (Extended)	<p>The identification of laboratories with internal regulations was carried out during the CIOM laboratory meetings held between March and June 2022.</p> <p>Joint research units (UO/CNRS) already have standardized internal regulations in place, in accordance with the requirements of their supervisory bodies. However, this action experienced some delays, notably due to the creation of the Projects, Research and Innovation Center (APRI) in the second quarter of 2022, which has since taken over responsibility for this mission.</p> <p>The initiative was relaunched in autumn 2024. Work was undertaken between the Vice-President of the Research Commission and the Legal Affairs Services (SAJ) to develop a standard template for internal regulations, based on existing models used in joint research units (UMRs). This template is intended to support and harmonize the drafting of internal rules in laboratories that have not yet formalized such a document.</p>
39. Gradually implementing individual monitoring committees for doctoral students	36	2020-2021	Chargé de mission collège doctoral Directeurs des ED		Percentage of monitored doctoral students	Completed	<p>The University's five doctoral schools supervise all doctoral students.</p> <p>The procedures governing this supervision are published on the website of the Centre-Val de Loire Doctoral College: https://collegedoctoral-cvl.fr/as/ed/page.pl?site=CDCVL&page=ed549</p> <p>It should be noted that the functioning of the monitoring committees may vary from one doctoral school to another, depending on their disciplinary and organizational specificities.</p>
40. Organizing an annual day for thesis supervisors	36	Q1 2021 To be renewed annually	Skills Development and Recruitment	The day's program Training catalogue	Percentage of supervisors present at the meeting	Completed (To be renewed periodically)	<p>The annual day dedicated to thesis supervisors was held for the first time on April 22, 2021.</p> <p>It provided a valuable opportunity for discussion and exchange around doctoral supervision practices. The event was held again</p>

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			Center		Objective: 100% of new supervisors and 50% of experienced supervisors		<p>in 2023 and 2024.</p> <p>In continuation of this momentum, a seminar on doctoral supervision was organized on January 28, 2022, in collaboration with the Training Service. The objectives of the seminar were to help supervisors:</p> <ul style="list-style-type: none"> Develop a shared vision of supervision aligned with the institution's policy, Understand and apply recommendations from official guidelines, Promote the development of doctoral students' autonomy, Discover key management tools and apply them to doctoral supervision, Professionalize doctoral recruitment practices. <p>Given the strong interest shown and the positive feedback from participants (based on a satisfaction survey), this training will now be held annually, with two sessions organized each year—in the first and fourth quarters.</p>
41. Routinizing the implementation of a progression-oriented doctoral student portfolio gathering the skills acquired during the thesis (general skills, specialty skills, cross-disciplinary skills)	36	2020-2022	Projects Research and Innovation Center		Percentage of doctoral students with a portfolio Objective: 100% by 2022	Completed	All doctoral students own a portfolio. It is mandatory before the thesis defense for doctoral schools within the "Sciences and Technology" field. For "Humanities and Social Sciences" doctoral schools, the portfolio is presented at every individual monitoring committee.
42. Boosting the practice of laboratory internal seminars (obligation to participate in all seminars for doctoral students, with at least one contribution per year)	36	2022	President of the Academic Council		% de doctorants ayant participé aux séminaires internes au moins une fois par an	Completed (To be renewed periodically)	In 2021, a survey was conducted among research laboratories to assess doctoral candidates' involvement in internal seminars. Among the laboratories that responded, 63% had made participation mandatory for doctoral candidates, while 16% strongly recommended it. As part of an effort to revitalize these seminars, the objective was to reinforce this practice by generalizing doctoral participation, with at least one contribution per year.
43. Generalizing an annual progress report with	36	2020	President of		80% of	Completed	Following the survey disseminated throughout the laboratories,

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doctoral students in the form of a "doctoral students' day" before the laboratory's researchers			the Academic Council Projects Research and Innovation Center		laboratories having implemented the annual progress report (2021)		more than 80% of those that responded are currently organizing an annual doctoral students' day.
44. Encouraging new team managers to follow trainings on management and project management	37	Q1-Q2 2022 (to be renewed every year)	Skills Development and Recruitment Center		Evolution of the proportion of teacher-researchers and researchers who have benefitted from at least 3 days of training Objective: 100% of managers within 5 years	Completed (To be renewed periodically)	At the end of 2021, laboratories were asked to provide a list of relevant staff members so that the Training Services could offer them tailored learning paths. This process is intended to be repeated annually. In addition, the laboratory CIOM meetings held between March and June 2022 helped to better identify training needs, with a dedicated time for discussion included in each session. These initiatives were further supported by a presentation to the Council of Unit Managers in 2023. A management training program was introduced in 2024, complementing the existing offer, including courses on project management.
45. Systematically offering a supervision training to new laboratory directors	37	2021 (to be renewed every year)	Skills Development and Recruitment Center	Training catalogue	Evolution of the proportion of teacher-researchers and researchers who have benefitted from at least 3 days of training	Completed (To be renewed periodically)	The University is committed to providing tailored support to new laboratory directors upon taking up their position. Leadership training is considered essential to ensure a smooth transition into these responsibilities. A training course entitled "Management for Heads of Academic Divisions and Research Units" is organized annually. This initiative is now part of a regular schedule, with yearly programming. Sessions were held in the first quarter of 2023 and the first quarter of 2024.
46. Raising researchers' awareness on the interest of	38	2019	Skills Development	Communication around	Percentage of researchers	Ongoing (To be renewed)	In 2021, an initial awareness-raising effort was conducted through an online seminar on doctoral supervision, held on April

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training programs			and Recruitment Center	awareness-raising initiatives: Letter n°2 "Focus on the training of researchers" in March 2022	attending the UO's training courses	periodically) (Extended)	22. In addition, the Training Services developed a training catalogue specifically designed for teacher-researchers. This momentum continued in 2022 with the distribution of a dedicated newsletter on research staff training, sent to all researchers. The introduction of the CIOM meetings also provided an opportunity to address training needs, with time systematically allocated for discussion on this topic during each session. For 2025/2026, an updated version of the newsletter is planned to renew communication on the training offer and further encourage researcher engagement.
47. Identifying researchers' training needs and updating the training catalogue accordingly	39	Q3 2021 – Q2 2022 (annual update)	Skills Development and Recruitment Center		Data for training monitoring + survey results	Completed (To be renewed periodically)	All joint research units (UO, CNRS) have a training plan that identifies the needs of their staff. For other laboratories, training needs were assessed by the Training Services. The 2022 internal training offer was developed based on this feedback, in order to best meet the identified collective needs. These needs were formalized in the form of a training plan, revised annually (see new action introduced in 2022). In addition, individual training requests are reviewed by the Training Commission, while the specific needs of doctoral students are assessed by the doctoral schools, which may allocate dedicated funding.
48. Establishing a clear and uniform rule on the number of doctoral student supervised via HdR (authorization to supervise research)	40	2021	Projects Research and Innovation Center	Drafted rule	Percentage of supervisors in compliance with the rule	Completed	Supervisors may oversee up to three doctoral theses at the same time, according to current regulations.
49. Appointing a mentor for each debuting	40	Q4 2022	Human		100% of new	Completed	A mentoring scheme has been implemented for newly appointed

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researcher		– Q1 2024	Resources Office President of the Academic Council		arrivals having a mentor Including the mentor role within internal regulations	(To be renewed periodically)	Associate Professors (MCF) at the University of Orléans. In 2024, all trainee teacher-researchers benefited from guidance provided by a designated mentor. An initial review was carried out with the mentors, followed by a second feedback session with the mentees. A summary of the overall outcomes was presented to the Academic Council (CAc). The program is being continued and extended to all newly appointed teacher-researchers and teachers. For other categories of newly recruited researchers: Contract researchers: an annual interview is scheduled, supplemented by ongoing support from the scientific supervisor and the laboratory director. New teacher-researchers: a regional support program is also being rolled out through the creation of a mentoring network at the regional level.
50. Implementing regular monitoring of the OTM-R policy	5 23 10 OTM-R	2023-2024	Human Resources Office		Implemented monitoring procedure Yes/No Self-monitoring grid	Ongoing (Extended)	The institution's OTM-R (Open, Transparent and Merit-based Recruitment) policy was recently formalized and has been available online on the University's website since 2024. https://www.univ-orleans.fr/fr/univ/recherche/hr-excellence-research-hrs4r The implementation of a monitoring procedure to ensure the application of this policy is planned for 2025.
51. Providing laboratory directors with tools to	30	2022	Unit	Documents		Ongoing (To	Laboratory managers are systematically consulted to provide

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support researchers' career development			Managers Human Resources Office President of the Academic Council	sent to the laboratories		<i>be renewed periodically)</i>	input on academic staff promotion applications. Regarding applications for research leave (CRCT), teaching discharge (CPP), and secondments, they are informed of the relevant timelines, the applications submitted by members of their unit, and the outcomes. The CIOM laboratory meetings held in 2022 and 2024 also served to review existing practices and support laboratory directors at the University of Orléans in their roles related to the monitoring and management of academic human resources.
52. Creating a section on the website dedicated to researchers career development (mobility, training, research projects, contracts, etc.)	28	Q4 2022 – Q1 2023	Human Resources Office	Section created on the website		Completed	A dedicated section on researchers' career development, including all relevant notes and timelines, has been created. An annual update is planned: https://www.univ-orleans.fr/fr/univ/recherche/espace-chercheurs-et-hdr Each year, a general assembly for all tenured researchers is organized by the Presidency of the Academic Council (CAc) to present recent developments related to career progression and the compensation system. A frequently asked questions section has also been made available. An annual meeting will be offered to address questions from tenured researchers. In addition, following the Academic Council's decisions on career advancement applications, researchers who received a negative response were given the opportunity, upon request, to have a one-on-one meeting with the Council President to discuss their case.
53. Ensuring that the rules regarding animal and	4	2023	Projects, Research &	Drafted document		Delayed (Extended)	This action will be implemented within the framework of the creation of the new Animal Testing Platform.

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"pieces" testing are transmitted to the relevant laboratories			Innovation Center (formerly known as Research & Partnerships Office) Vice-President for Research				
54. Creating an annual staff training plan within each laboratory	39	2023	Skills Development and Recruitment Center		100% of laboratories with an annual training plan	Delayed (Extended)	An annual training plan has been implemented within the Joint Research Units (UMR). This approach is adapted across the various laboratories to address their specific needs.

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55. Establishing an action plan for gender equality	10, 27	2021-2024	Vice-President for Equality and Quality of Life at Work	Action plan published on the website Assessment of the actions taken Monitoring of the indicators		Completed	<p>This action has been completed. A dedicated webpage has been published on the University's website, presenting the Gender Equality Action Plan.</p> <p>The page provides access to the action plan and the 2020 Gender Equality booklet in PDF format.</p> <p>https://www.univ-orleans.fr/fr/univ/universite/egalite-diversite/plan-dactions-pour-egalite-professionnelle-entre-les-femmes-et</p> <p>As part of the monitoring of the University's Gender Equality Policy, particular attention is paid to gender balance in the composition of various bodies: selection committees for the recruitment teacher-researchers (EC), recruitment committees for teachers (E), promotion committees related to career restructuring, and committees dedicated to contract teachers.</p> <p>A link to an awareness-raising video on the Gender Equality Action Plan is systematically shared with the chairs of selection committees.</p> <p>Furthermore, the Vice-President in charge of Equality has been included in both the HRS4R Steering Committee and the Open Science Steering Committee, thereby strengthening the cross-cutting integration of equality-related actions within the institution's overall policies.</p>
56. Creating an Anti-Violence Unit	10	2019	Project Manager for Equality	Assessment of the Unit		Completed	<p>A dedicated webpage has been published on the University's website in order to introduce the Anti-Violence Unit. This unit was established to prevent, raise awareness, train and support members of the community regarding all forms of violence</p>

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							<p>(sexist and sexual violence, psychological violence, etc.).</p> <p>A confidential listening and support service is available and can be reached at the following address: stopviolence@univ-orleans.fr.</p> <p>https://www.univ-orleans.fr/fr/univ/universite/egalite-diversite/cellule-de-lutte-contre-les-violences</p>
57. Formalizing a support procedure for the development of technology transfer structures (IP, copyrights, etc.).	7 31	2024	Projects, Research and Innovation Center	Drafted and disseminated procedure		Delayed (Extended)	No internal procedure has been formalized, as the University refers to national legislation. However, dedicated training sessions on scientific integrity, intellectual property, and related issues are regularly implemented.
58. Formalizing a procedure for collecting and handling reports of breaches of research ethics and integrity	2	2023	Scientific Integrity Advisor Communications Office	Drafted and disseminated procedure		Ongoing (Extended)	<p>This action is part of the continued implementation of the Scientific Integrity and Research Ethics Committee.</p> <p>The reporting and handling procedure has already been drafted, and a supporting PowerPoint presentation is available. The next steps involve formalizing the procedure in accordance with the University's standards and ensuring its dissemination within the university community.</p>

Action	GAP Principles	Timing	Responsible Unit	Deliverables	Indicators/Targets	Status	Remarks et Comments
59. Creating a breeding ground for career advisors for researchers	28	Q4 2022	President of the Academic Council	Missions of the advisors approved by the Academic Council Number of guided researchers	<u>Objective:</u> 2022: Implementation for new staff members 2023: Expanding the availability to other researchers	Completed (To be renewed periodically)	The action was launched in 2022 , with an initial rollout targeting newly recruited staff. In 2023, the initiative was extended to all researchers within the institution, with the aim of providing individualized support in shaping their professional careers. In preparation for the renewal of CNU members , an inventory of University staff serving on the CNU was conducted to identify a pool of potential career advisors. A list of career advisors was then compiled, ensuring representation from each disciplinary group of the CNU sections. These advisors have agreed to respond to teacher-researchers who contact them, in a career advisory capacity.
60. Implementing an annual meeting on the development of researchers' careers	28	2022-2023	President of the Academic Council	Meetings programs Meetings schedule	Number of participants	Completed (To be renewed periodically)	Annual meetings dedicated to the career development of teacher-researchers have been introduced as part of general assemblies: 2 were held in 2023 and 1 in 2024. Equivalent meetings were also organized for teachers: 1 in 2023 and 1 in 2024. The extension of this initiative to other staff categories, notably ATERs and contract researchers, remains to be developed. A call for input on this matter was issued to academic divisions by the Presidency of the Academic Council (CAc). This expansion would help strengthen the inclusiveness of the approach at the institutional level.
61. Launching "researcher meet-up" days	23 24	2022-2023	Projects, Research and Innovation Center Vice-President for Research	Dates and programs of the meet-up days		Completed (To be renewed periodically)	The action has been implemented and is coordinated by the Projects, Research and Innovation Center, in close collaboration with the Vice-President in charge of the Research Commission. These events aim to foster exchange among researchers, showcase the research conducted within the institution, and strengthen inter-laboratory collaboration.

Action	GAP Principles	Timing	Responsible Unit	Deliverables	Indicators/Targets	Status	Remarks et Comments
62. Drafting documents in English for foreign researchers	24 29	2024	International Central Office Vice-President for International Relations	Translated welcome documents		Ongoing (Extended)	<i>The action aimed at producing documents in English for international researchers is currently underway.</i> <i>An initial list of translated documents has been compiled by the International Central Office (DRI), but this list still needs to be completed and regularly updated.</i> <i>It is also proposed to expand the scope of this action to include international doctoral students, which will require a review of the stakeholders involved in the process.</i> <i>Lastly, a prioritization effort is needed to identify which documents are essential, depending on the target audience (doctoral students, contract researchers, etc.).</i>
63. Launching actions to facilitate the integration of foreign researchers	24 29	2023	International Central Office Vice-President for International Relations	Assessment of already implemented actions		Completed (To be renewed periodically)	<i>An event targeting experienced researchers, in partnership with Le Studium, is planned for the second half of 2025.</i> <i>In parallel, an event specifically dedicated to doctoral students was held in January 2025.</i>
64. Setting up guiding measures for administrative staff with support roles to help them adapt to the changes introduced by the HR Excellence in Research Award		Q4 2022 – Q4 2024	HRS4R Project Team	Meeting with all concerned players Awareness raising among services managers		Completed (To be renewed periodically)	<i>The action has been completed and is intended to be renewed periodically.</i> <i>It aims to raise awareness among staff in research support roles about the implications and developments associated with the HR Excellence in Research Award.</i> <i>Information sessions were held in 2024 for the relevant services, in order to present the objectives of the award and the related changes.</i> <i>In 2025, a meeting involving all support staff is planned to further strengthen this awareness and to extend the initiative to</i>

Action	GAP Principles	Timing	Responsible Unit	Deliverables	Indicators/Targets	Status	Remarks et Comments
							other staff groups, with the goal of broader dissemination and collective engagement around the award.
65. Sending specific regular communication on the evolution of the action plan to all researchers		Q4 2021 - Q4 2025	HRS4R Project Team Communications Office Action leaders		Newsletter sent regularly Survey to be renewed	Completed (To be renewed periodically)	<p>In order to involve researchers in the implementation phase of the action plan, an initial survey was circulated in July 2021.</p> <p>The results highlighted several areas for improvement in terms of communication, particularly regarding the implications of the HR Excellence in Research Award and the actions undertaken. To address these needs, the Steering Committee introduced a regular newsletter addressed to all researchers. Since late 2021, seven thematic newsletters have been published:</p> <ul style="list-style-type: none"> ○ December 2021: The HR Excellence in Research Award – Its Benefits and Implications ○ March 2022: Researcher Training – Label Recommendations and Implemented Measures ○ June 2022: Doctoral Students – Supervision, Training, Ethics ○ September 2023: Research Ethics ○ February 2024: International – Mobility, Hosting, Collaborations ○ 2025: Research Support ○ 2025: Outreach on the New Charter for Researchers <p>All newsletters are available online at: https://www.univ-orleans.fr/fr/univ/recherche/hr-excellence-research-hrs4r</p> <p>A revised version of the survey was distributed at the end of 2024 to assess changes in awareness levels and compare the results to those from 2021.</p> <p>An additional targeted survey is also planned for research</p>

Action	GAP Principles	Timing	Responsible Unit	Deliverables	Indicators/Targets	Status	Remarks et Comments
							support staff, with the aim of evaluating their knowledge of the label and adapting awareness-raising actions accordingly.
66. Implementing an HRS4R "Users' Committee"		Q4 2022 – Q4 2023	HRS4R Project Team	Meeting reports List of committee members		Completed (To be renewed periodically)	<p>An HRS4R "User Committee" has been established to promote the involvement of relevant staff members (researchers, supervisors, and support staff) in the implementation of the action plan, to gather their feedback, and to adjust actions based on needs identified in the field.</p> <p><u>The committee meets regularly. To date, four meetings have been held:</u></p> <ul style="list-style-type: none"> ○ March 2023 (kick-off meeting) ○ July 2023 ○ June 2024 ○ April 2025 <p>This committee contributes to reinforcing the participatory dimension of the HRS4R process and ensures the regular and collaborative monitoring of the action plan. Its members now serve as key contacts within laboratories, helping to explain and disseminate the actions implemented.</p>

Comments on the implementing of the OTM-R principles :

The HRS4R action plan and the OTM-R policy have been published on the UO's website on the following link:

URL: <https://www.univ-orleans.fr/fr/univ/recherche/hr-excellence-research-hrs4r>

As part of its commitment to an Open, Transparent, and Merit-based Recruitment (OTM-R) policy, the University of Orléans has implemented a series of structural actions, aligned with the recommendations of the European OTM-R guide and with the principles of the European Charter for Researchers.

The main objective is to ensure equal access to research and higher education positions, while strengthening the institution's attractiveness and competitiveness. To this end, a diagnostic assessment was carried out using the OTM-R self-assessment grid. This analysis highlighted the strengths of the existing system—particularly its compliance with regulatory requirements regarding job publications and the composition of selection committees—as well as several areas for improvement, including:

- *the harmonization of recruitment practices,*
- *the formalization of selection procedures for non-tenured staff,*
- *and improved communication regarding for instance the evaluation criteria.*

To address these challenges, the University has strengthened the transparency of its processes by systematically publishing job offers on accessible platforms such as Euraxess and Galaxie. Each offer now includes a clear description of the selection criteria. The traceability of procedures has also been improved through the systematic archiving of meeting minutes and evaluation grids used by the selection committees.

Special attention is given to the balanced composition of selection panels, ensuring gender parity, disciplinary diversity, and the inclusion of external members. In addition, feedback is systematically offered to unsuccessful candidates.

In addition, the Human Resources Office and the Presidency of the Academic Council have jointly worked on developing a set of framework documents (job description templates, best practice guides) intended to support selection committees. A dedicated recruitment procedure for research contract staff has also been implemented, clearly defining the roles of the various stakeholders at each stage, from identifying the need to welcoming the new employee.

As part of a broader effort to improve attractiveness, all job offers are now published both on the University's website and on the Euraxess platform. The composition of selection committees is also made public for all recruitment types, and selection processes are conducted online to ensure greater transparency.

Finally, the OTM-R approach is aligned with the University's Gender Equality Plan (2021–2024), which provides for 50 actions structured around four main areas:

- *Reducing pay gaps,*
- *Ensuring equal access to career advancement and job positions,*
- *Reconciling career and personal life,*
- *Preventing and addressing discrimination, violence, and harassment.*

This plan is currently being updated.

The University's OTM-R recruitment policy, which details the types of staff recruited as well as the procedures applicable to each type of position, is available on the dedicated HRS4R webpage.

4. THE IMPLEMENTATION OF THE ACTION PLAN

The General description of the action plan implementation process :

The project team oversees the implementation of the action plan. It is composed of the President of the Academic Council (who succeeded the former President in February 2025), the Deputy General Manager for Resources, and the Quality Manager based within the Management & Continuous Improvement Office (DPPA). This project team ensures, with the various designated action leads, that the action plan is implemented in accordance with the planned modalities and schedule. To do so, members use a dedicated dashboard to monitor progress on the action plan. The team centralizes procedures and deliverables submitted by the relevant services. It also prepares progress updates for the Steering Committee, the University's governance bodies, and its executive-level staff. Additionally, regular information points on the actions planned in the action plan are sent to all researchers. Since late 2021, the project team has coordinated, in collaboration with the lead services and the Communications Office, the creation and distribution of newsletters addressed to the research community.

As for the Steering Committee, its main objective is to decide on proposed changes to the action plan, to approve deliverables, and to recommend new actions to implement.

Its composition includes: the President of the University, the President of the Academic Council, the Vice-President of the Board of Trustees, the Vice-President for Research, the Vice-President of the Education and University Life Council (CFVU), the Vice-President for International Relations, the Scientific Integrity and Research Ethics Advisor, the General Services Manager (DGS), the Deputy General Manager for Education and Student Life, the Deputy General Manager for Resources, the Human Resources Manager, the Deputy HR Manager, the Head of the Skills Development and Recruitment Center, the Communications Manager, the Head of the Projects, Research and Innovation Center (APRI), the Quality Manager, the Head of the Management & Continuous Improvement Office, the Research and Doctoral Schools Manager, the Open Science and Science with and for Society (SAPS) Officers, the Vice-President for Equality, Inclusion and Diversity, and the coordinators of the working groups that contributed to the gap analysis and action plan development.

The 7 action plan monitoring committees coordinate with the relevant stakeholders, plan and track all related tasks, and provide the necessary deliverables to the project team.

Questions	Detailed description (500 mots max)
How did you prepare the evaluation of the action plan ?	<p><i>The self-assessment process began in spring 2024, in line with the preparation for the HRS4R renewal application scheduled for July 2025. An in-depth update was conducted with the action leads: working meetings and the provision of a monitoring dashboard, verification of the deliverables, and collection of supporting evidence.</i></p> <p><i>This evaluation relied on two main tools:</i></p> <ul style="list-style-type: none"> <i>A survey campaign conducted in September 2024, which received responses from over 125 researchers, representing levels R1 to R4. This survey helped assessing their awareness of the existing measures, the extent to which they were used (e.g., use of the CIDR, SPVGC, access to training, knowledge of the label, etc.), and identifying key expectations.</i> <i>Collaborative work with the monitoring committees, the HRS4R user committee (April 2025), and several presentations in governance bodies (HRS4R Steering Committee meetings in November 2024 and May 2025, restricted project team meetings, unit managers' meeting, Research Commission, etc.).</i> <p><i>Finally, a quantitative assessment was carried out for each action: 68 actions were assessed according to five statuses (completed, ongoing, to be renewed periodically, delayed, or discontinued).</i></p>
How did you involve the research community and the main actors during the implementation phase of the action plan?	<p><i>Progress updates have been presented to members of the University's governing bodies, including the Social Administration Committee, the Research Commission, and the Board of Trustees. In addition, information points have been included into internal communication, notably through channels such as the Com'nous newsletter.</i></p>

	<p><i>Several actions have also been tested by a selection of laboratories before being rolled out more broadly to all researchers.</i></p> <p><i>Furthermore, researchers have been actively involved in shaping the HRS4R action plan via responses to the surveys conducted in 2021 and 2024. In line with recommendations from the HRS4R information days organized by the European Commission, several open comment sections were included to allow researchers to express their views.</i></p> <p><i>A number of researchers are also members of the HRS4R Steering Committee.</i></p> <p><i>In summary, the HRS4R strategy is now based on a more integrated governance:</i></p> <ul style="list-style-type: none"> <i>• Researchers are members of both the Steering Committee and the User Committee;</i> <i>• Working groups involve teacher-researchers depending on their theme (ethics, doctoral training, recruitment, etc.);</i> <i>• A dedicated generic email address (hrs4r@univ-orleans.fr) helps to centralize field-level input;</i> <i>• The 2021 and 2024 surveys enabled broad participation;</i> <i>• Several awareness-raising events were organized: welcome days, webinars, and targeted newsletters (eight since 2021);</i> <i>• Pilot laboratories have tested procedures before wider implementation (e.g. recruitment, training, welcome guides);</i> <i>• The CIOM (Internal Contracts on Objectives and Resources) meetings with the 25 laboratories have also acted as a channel for dialogue.</i> <p><i>This approach has helped to strengthen a project-driven culture within the researcher community, although efforts are still needed to improve the visibility of the HRS4R label in some areas.</i></p>
<p>How does the action plan implementation committee or the steering committee regularly supervise the</p>	<p><i>The Steering Committee (COPIL) meets at least twice a year. In 2024 and 2025, it was actively involved in the self-assessment process, the preparation of the renewal application, the revision of</i></p>

progress of the project?	<p><i>the action plan in light of the new Charter for Researchers, and the analysis of survey results. A smaller project committee ensures the close monitoring of actions.</i></p> <p><i>The project team holds regular meetings with action leaders and maintains a centralized monitoring dashboard. Progress reports are presented to the Research Commission, the Academic Council, and the Board of Trustees, ensuring high-level strategic oversight.</i></p>
How do you ensure that the HRS4R policy is in line with the overall UO's policy?	<p><i>The implementation of the HRS4R process is one of the objectives set out in the institution's Strategic Project and the Administration Project.</i></p> <p><i>The University's Board of Trustees approved both the launch of the process and the action plan.</i></p> <p><i>The HRS4R governance is led by the President of the Academic Council, the Deputy General Manager for Resources, and the Head of the Management & Continuous Improvement Office, with strong political and administrative support.</i></p>
How do you ensure that the proposed actions are properly implemented?	<p><i>On the one hand, the project team, in close collaboration with the action leads, regularly monitors the implementation of the action plan to ensure that progress is being made as planned.</i></p> <p><i>On the other hand, the survey distributed to researchers serves as a valuable tool to assess the on-field perceptions of staff members concerned by the action plan.</i></p>
How do you supervise the respect of the schedule?	<p><i>Each action lead is provided with a dedicated table listing their actions, the timeline, and the corresponding indicators to assess the result.</i></p> <p><i>The project team regularly interviews the action leads to ensure that implementation is progressing according to the expected schedule.</i></p>
How do you measure the progress of the project using	<p><i>Indicators are updated through various means: using documents approved by governance bodies and/or published, data collected from relevant services, responses to the researcher survey, as well</i></p>

indicators for the next evaluation?	<i>as extracts from the university's information system.</i>
How do you plan to prepare the external evaluation by EC experts?	<p><i>The period during which the site visit will take place is known in advance.</i></p> <p><i>We are anticipating this phase by ensuring the traceability of the procedures implemented and by informing the action leaders about the implications of this visit for the award.</i></p> <p><i>Preparation has already begun with the launch of a retro-planning shared with all the stakeholders involved.</i></p>

Additional comments regarding the process for implementing the action plan: