HRS4R 2024 REPORT

SELF-ASSESSMENT
FOR
RENEWING THE "HR EXCELLENCE IN RESEARCH" AWARD AT UM

HR EXCELLENCE IN RESEARCH

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Auteur	Nathalie Modjeska
Contact	hrs4r-contact@umontpellier.fr
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1   Organizational information

STAFF & STUDENTS	Full-time equivalent 2023 (data in No. of persons)	Evolution 2023/2020	Full-time equivalent 2020 (data in No. of persons)	2017 values	Change /2017
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research	2,848 (2,891)	+6%	2,690 (2 735)	2 620	+3%
Of whom are international (i.e. foreign nationality)	384 (389)	+14%	337 (342)	271	+24%
Of whom are externally funded (i.e. For whom the organization is host organization)	N/A		N/A	N/A	
Of whom are women	1,251 (1,271)	+10%	1 140 (1,158)	1 055	+8%
Of whom are stage R3 or R4 = researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1,668 (1,703)	Stable	1 669 (1,701)	1 700	0%
Of which are stage R2 = in most organizations corresponding with postdoctoral level	597 (605)	+25%	479 (489)	387	%
Of which are stage R1 = in most organizations corresponding with doctoral level	583 (583) employed by UM	+7,5%	542 (545) employed by UM	533	+2%
Total number of students (if relevant):	52,304	+5%	49,687	46 300	+7%
Total number of staff (including management, administrative, teaching and research staff)	2,984 (3,032)	+5%	2,849 2,901	2 770	+3%

	2023	Delta 2023 /2020	2020	2017	Delta 2020 /2017
Research funding (figures for most recent fiscal year) €	159,317,560	+2%	156,330,856	141,073,197	+6,4%
Total annual organizational budget	469,503,825	+22%	383,756,146	376,794,973	+22%
Annual organizational direct government funding (designated for research)	119,913,615	+15%	104,475,330	99,900,672	+14%
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations - including EU funding)	38,672,768	-9% (+18% since 2017)	42,611,342	32,832,372	+30%
Annual funding from private, non-government sources, designated for research	9,061,901	-2%	9,244,184	8,340,153	+11%

Organizational profile

With over 50,000 students and more than 5,000 scientific executives and administrative and technical staff, the University of Montpellier brings together a vast community of knowledge around major areas of training and research: Law, Economics, Management, Education, Engineering, Health, Sciences and Sports.

With a rich history spanning more than 800 years, UM is strongly embedded into its territory and firmly open to the world. Recognized for its capacity for innovation and a world leader in ecology research, UM stands out for its impact on major societal issues around the 3 pillars "Feed – Protect – Care" of the I-SITE Excellence Program, a program in place since 2021 that UM coordinates for a consortium of 16 partners. UM was the first university in France to receive the European "HR Excellence in Research" award" in March 2015, and to renew it in June 2021.

2 Strengths and weaknesses of your current practice

2.1 Ethical and professional aspects

Strengths and weaknesses

Strengths

The HRS4R 2020-2023 plan called for 7 actions in the Ethical and Professional Aspects section: 5 were completed in full and became permanent; 2 will continue over the next period.

Delivery of the OCAPI Information System took place as planned in early 2021, securing contract management at the University, facilitating information sharing with researchers on Intellectual Property data and streamlining patent portfolio management (Action 1 and 21 of the 2020-2023 plan).

Action 2 of the 2020-2023 plan was split into 2 parts: (2.1) the promotion of successes via internal and external communication was completed over the period, while (2.2) the project to deploy an online research directory to facilitate access to information about the academic and scientific activity of the site's scientific community requires inter-institutional collaboration on a national level and therefore spans over a longer term. This second part of the action will continue over the next period (Action 1 of the 2024-2027

plan).

Internationalization efforts have continued, with the expansion of the range of information and documentation available in English, both internally and externally (action 3 of the 2020-2023 plan), including: the redesign of UM's website, with automatic translation of contents; the translation of various support materials and forms into English, thanks to a centrally allocated budget. Identification of central departments requiring language skills was completed (action 4 of the 2020-2023 plan). This has enabled us to offer appropriate language training courses to staff from these departments as part of the UM training plan.

As agreed, the institution's proposal to create focus groups (Action 5 of the 2020-2023 plan) on the specific needs of male and female researchers came to reality with the creation in 2022 of a group for the R1-R2 category. Following the recommendation of the experts who audited the previous renewal application, a second group was created at the same time for the R3-R4 category. These two groups bring together an average of fifteen volunteer scientists, who take part in the strategic group meetings, during which they report on the results of their discussions and share any suggestions they may have. As a result, an HRS4R survey was carried out at the time of renewal, for example (Cf. Appendix 10 - HRS4R survey results).

UM's ongoing efforts to streamline administrative procedures, in response to the wishes of the scientific community, have led to the development of several projects: decentralization of payroll management to training and research structures and certain central departments was completed during the period (Action 6 of the 2020-2023 plan). The second project in progress concerns the digitalized process for travel forms and missions that will be completed over the next period (action 31 of the 2024-2027 plan). The informal committee set up in 2020 to work on harmonizing procedures and liaising with research organizations, on aspects that may be treated locally (Action 7 of the 2020-2023 plan) meets approximately every 4-6 weeks to discuss topical issues such as UMR agreements, the HCERES assessment of laboratories, or Article 12 of the 2020 LPR (French Research Programming Law). The latter now authorizes ECs to pursue their research activities while working in a company to develop a patent or disseminate scientific culture. In addition, in response to a call from the French Ministry of Higher Education and Research, in spring 2024, UM decided to take part in a streamlining process aimed at restoring research time to research-professors, researchers and support staff. To lead this process, UM appointed a vice-president in charge of streamlining research and monitoring national programs.

Avenues for improvement

To facilitate monitoring of the future plan and future renewals, the HRS4R actions envisaged for the 2024-2027 period have been listed according to the 4 pillars of the new European Charter for Researchers. Thus, the **Ethics, Integrity, Gender and Open Science pillar** of the new 2024-2027 action plan includes 12 actions, 11 of which are new, as follows:

Facilitating access to information on academic and scientific activity at UM remains a priority. To this end, UM plans to deploy an on-line researchers' directory, in conjunction with a skills mapping project launched in 2023 (Action 1 of the 2024-2027 plan). Similarly, the ORCID number will be used as a unique identifier for researchers to improve the referencing of their scientific output (action 3 of the 2024-2027 plan).

In line with [UM's master plan on Ecological Transition](#) launched in 2023, it is planned to include environmental criteria in the University's calls for projects for research (calculation of carbon impact, encouragement to travel by train, etc.) in order to raise awareness on these challenges in the research community (action 2 of the 2024-2027 plan).

A survey conducted at UM from May 15 to June 5, 2024 polled the research community (EC; C; PhD; technicians and engineers) as well as people from central administration involved in the research sphere (DIPA DCSPH, DRED, DRI and DPS) to gather suggestions for improvement and contribute to the HRS4R action plan: Awareness-raising campaigns on the new European Charter for Researchers are planned internally to increase awareness of HRS4R (action 4 of the 2024-2027 plan) – (Cf. Appendix 9 for details of the survey and its results).

The University's social responsibility remains an emblematic aspect of its corporate project. UM remains

strongly committed to promoting gender equality, disability, diversity and the fight against discrimination, as well as to improving the Quality of Working Life for its staff, thanks to the specific action plans that have been deployed by the Campus Life Department for almost ten years.

In this area, the University wishes to pursue and strengthen its commitment to inclusiveness with the following actions:

- Expand UM system for reporting acts of violence, discrimination, harassment and gender-based harassment by seeking external partners to collect reports (action 5 of the 2024-2027 plan).

- Include a reference to UM's commitments to diversity, the fight against gender-based and sexual violence, and gender equality in the welcome guide for new staff (action 6 of the 2024-2027 plan).

- Raise awareness among the research community (PhD, E and EC) on gender-based and sexual violence (action 8 of the 2024-2027 plan).

- Renew the 2026-2028 gender equality action plan (action 9 of the 2024-2027 plan).

- Offer awareness-raising on gender stereotypes for communications managers (action 10 of the 2024-2027 plan).

In addition, UM is one of the fifteen or so French establishments in which the national "ACADISCRI" survey on unequal treatment and discrimination in the academic world was conducted in March 2024. The results of the survey, carried out as part of a research project funded by France's national research agency, will be available in 2026. UM proposes to analyze them and develop future action plans accordingly to correct any discrepancies (action 11 of the 2024-2027 plan).

UM's achievement of the HRS4R label is an asset in the ALLIANCE[1] labeling process, which has been underway since 2021 for the central departments, university services and UFRs, schools and institutes. This process will be continued and completed by 2025 (action 7 of the 2024-2027 plan).

The implementation of a partnership with the French Fulbright Commission to co-finance cross-mobility action for doctoral students is also planned in the next action plan (action 12 of the 2024-2027 plan).

Remarks

[1] The Alliance label is a national scheme comprising two labels, owned by the French government: the Egalité label (promoting gender diversity and professional equality between women and men) recognizes exemplary practices in the field of equality between women and men; and the Diversité label (preventing discrimination and promoting diversity) recognizes good practices in the fields of recruitment, integration, career management, and so on, and promoting diversity in the workplace.

Details on UM's research strategy

As indicated in previous reports, since 2016 UM has been strongly committed to promoting ethical and responsible conduct in research. The University continues to deploy actions as part of its open science policy and is amplifying its commitment through its research strategy built around 7 axes:

1. Structuring research through organizational changes - creation of 5 main scientific clusters (AEB, BS, Chemistry, MIPS and SOC), each comprising laboratories, human resources committees, doctoral schools and/or associated technology platforms;

2. Commitment to promoting doctoral studies through 7 doctoral schools and a doctoral college at PEI level providing soft skills training and organizing a joint graduation ceremony for I-SITE partners from 2019;

3. Signature of a strategic agreement on the conduct of research with the 16 I-SITE partners

4. Emblematic projects supported by the University (PEI, IDIL, EXPOSUM, PUI, ENSbyUM, IHU, and more.)

5. Commitment to interdisciplinarity (awarding of interdisciplinarity prizes for PhD students by the

> doctoral college, development of so-called "mirror" theses that enable several PhD students from various disciplines to work on the same subject from different angles, as in IDIL and EXPOSUM projects, and in international laboratories;
>
> 6. Talent attraction policy (tenure-tracks made possible by the LPR law, which has enabled the creation of Junior Professorships – CPJ –, or certain projects offering attractive salaries, a research environment in which to set up a team, and tenure prospects within 6 years).
>
> 7. Support for the organization of scientific events and the posting of articles in open archives, in particular the opening of an institutional space in the Research Data Gouv (RDG) warehouse in 2023 enabling University researchers to share their datasets. In July 2024, 80 datasets will be accessible at this [address](#).

A list of the acronyms and abbreviations used is available in the Appendix section (Appendix 1 - List of acronyms and abbreviations).

2.2 Recruitment and selection

Strengths and weaknesses

Strengths

Since 2010, even before it was awarded the "HR Excellence in Research" label, the University of Montpellier has been implementing measures to guarantee transparency and equal opportunities. Since then, a number of initiatives have been launched, as reported in 2020.

In addition, the HRS4R 2020-2023 plan provided for 4 actions in the Recruitment and Selection section, all of which were carried out during the period and became permanent: the UM OTM-R charter, published in 2020 (action 8 of the 2020-2023 plan), was extended to UM doctoral contracts (action 10 of the 2020-2023 plan), in conjunction with the doctoral schools in charge of recruiting doctoral students; training courses on OTM-R principles and internal and external dissemination of information on this subject to the relevant audiences (candidates, selection committee members) have helped to spread the OTM-R strategy; and as agreed, OTM-R implementation has been monitored using the indicators in the single annual social report (action 9 of the 2020-2023 plan). A specific recruitment guide for post-docs has been drawn up to complement the guidelines which already invite recruiters to take into account all the missions of researchers (team, project and unit management; mobility; coaching, mentoring; teaching...) in their selection criteria for hiring, bonuses and promotion (Action 11 of the 2020-2023 plan).

Avenues for improvement

UM wishes to further improve its practices in the field of personnel and talent management. 8 new actions for the period 2024-2027 are thus grouped under **pillar 2 dedicated to the researchers' assessment, recruitment and progression**:

To improve its payroll management and its pluriannual management of jobs and skills, UM will draw up a human resources master plan by the end of 2024 (action 13 of the 2024-2027 plan).

The deployment in June 2024 of a new online tool (Beetween application) facilitates the recruitment process for BIATSS contract staff: it automatically posts job offers on several recruitment platforms (UM institutional website, France Travail, APEC), monitors applications as they come in, candidate selection for audition, facilitates recruitment committees and audition management, and notifies candidates. It also includes a CV-library and a pool of candidates for generic profile positions, which facilitates and can accelerate recruitment. UM intends to continue streamlining and digitazing the entire UM recruitment process (action 14 of the 2024-2027 plan) and plans to extend the use of Beetween to the recruitment of contract teaching staff and researchers (action 15 of the 2024-2027 plan).

In order to better manage the increasing flow of activity in this area, UM's specific procedure for publishing

research-related job offers on Euraxess, which was developed in 2017, will be revised to facilitate the publication of future doctoral contract campaigns from 2025 onwards in conjunction with UM's Doctoral Schools (action 16 of the 2024-2027 plan).

In line with its open recruitment policy, UM intends to internationalize the post-publication phase of E and EC recruitment processes by offering an English version of the related documents to facilitate the integration of non-French-speaking staff into the institution (action 17 of the 2024-2027 plan).

The HRS4R survey conducted in May 2024 highlighted the UM research community's desire to see the diversity of studies and atypical careers better valued in recruitment and evaluation processes: UM will implement specific actions to meet this demand (action 18 of the 2024-2027 plan).

Finally, UM's efforts to attract researchers in previous periods will be continued in the next period through the implementation of the I-Site excellence program (action 19 of the 2024-2027 plan) and the Exposum project (action 20 of the 2024-2027 plan).

2.3 Working conditions

Strengths and weaknesses

Strengths

In the Working Conditions section, the 10 actions set out in the HRS4R 2020-2023 plan have all been carried out and have become permanent fixtures in the University's operations.

Spearheaded by the Campus Life Department (DVC), the implementation of a 2021-2022 action plan for professional gender equality (Action 12 of the 2020-2023 plan) formalized the long-standing process at UM and fulfilled the legal obligation in force in France since 2021: forty actions spread over 7 axes have been carried out to continue building and promoting a culture of gender equality in all aspects of university life, as well as fighting sexist and sexual violence. The production of a pluriannual parity report for the years 2018, 2019, 2020 and 2021 completes this now permanent action at UM: a new F/H equality plan for the period 2023-2025 is underway, with 13 actions completed, 12 initiated and 5 still to be undertaken.

The pursuit of significant, long-term actions such as the reservation of day-care spots, the Oser! training program to support the careers of UM female staff, and the organization of events such as "*Donner des Elles à l'UM*" has been enriched by training courses on Sexist and Sexual Violence (VSS) and self-defense workshops for UM female staff. Another new feature: in addition to the VSS hotline set up in 2017, a system for reporting VSS was deployed in 2022 and widely distributed among UM students and staff (creation of a specific form and guide to provide the best possible support for victims or witnesses of VSS).

The final part of the digital services package deployed by UM since 2015, was delivered in early 2021; it improved practices on data exchange, communication, and storage (Action 13 of the 2020-2023 plan).

The proposal to develop a profit-sharing and/or value-creation scheme for staff involved in research contracts that contribute to the reputation of the University and are managed by UM (Action 14 of the 2020-2023 plan) was the subject of a cross-department working group (DRH-DRED-DIPA-HRS4R project manager). They were tasked with carrying out an update on regulations, an inventory and an assessment of the volume of profit-sharing practiced at UM. The results showed that a large number of schemes are already in place at UM and that over the period 2022-2023, nearly 7,000 people benefited from them, for a total amount of €6.6 million in bonuses, i.e. an average of €645 per beneficiary.

UM's action in favor of inclusion continued through the implementation of the 45 measures of the 2020-2023 disability master plan, including the introduction in 2023 of specific HR welcoming services for researchers, taking into account people with disabilities (Action 15 of the 2020-2023 plan). Steadily rising over the period, the proportion of disabled staff reached 5.11% in 2023, compared with 4.67% in 2020, an increase of +11.6% and still higher than the national average of 4.49% in higher education in 2023. Key initiatives for staff with disability include the awarding of doctoral contracts, the introduction of promotion by secondment for BIATSS staff, and reduced working hours for EC staff.

The University carried out its policy of attracting promising young researchers, post-docs and established researchers (Action 16 of the 2020-2023 plan). Over the period, 10 tenure-track positions(CPJ) were published (this type of position, supported by financial aid, enables a young recruit to set up a team and gain access to a full professorship within 6 years).

After analyzing the University's existing initiatives to promote education, UM considered that the objective of action 17 of the 2020-2023 plan had been achieved, and did not consider it necessary to create a separate award. On the other hand, 1,548 research scientists from research organizations who contributed to education efforts have been tracked over the period (for a total of 29,538 TD-equivalent hours taught), so that this activity may be recognized as part of their duties (Action 21 of the 2020-2023 plan).

The OCAPI Information System, delivered in 2021, provides a consolidated, shared view of research contracts and optimizes the monitoring and management of Intellectual Property (Action 21 of the 2020-2023 plan).

Deployed from the end of 2021, an internal and external communication plan on career progression/tenure schedules and procedures (Action 18 of the 2020-2023 plan) responded to staff's desire to be better informed about career and advancement opportunities. Similarly, awareness-raising initiatives to encourage all staff (PhD, E, EC, C, Admin) to develop a personalized career plan have been carried out by the HR Department's Office of Mobility and Career Paths, which guides around 65 people a year (Action 19 of the 2020-2023 plan).

Maintaining awareness-raising initiatives for the scientific community, such as the monthly INPI office hours (since 2017) and UM's deployment of a new OCAPI information system (Action20 of the 2020-2023 plan), help to disseminate best practices on Intellectual Property by facilitating the monitoring, management and steering of the patent portfolio. The University will pursue its commitment in this area over the coming period.

Furthermore, in response to a call from the French Ministry of Higher Education and Research, UM decided in spring 2024 to take part in a streamlining process aimed at restoring research time for professors, researchers and support staff. To lead this process, UM has appointed a vice-president in charge of streamlining research and monitoring national programs.

Avenues for improvement

Numerous avenues for improvement have been identified in the area of working conditions for the coming period. This translates into 21 actions, grouped in the 2024-2027 plan under **Pillar 3 "Working conditions and practices"**, as follows:

To encourage Research Units to adopt internal regulations, a model will be drawn up and made available (Action 21 of the 2024-2027 plan).

Efforts will be made to improve the visibility of digital services for researchers and ECs through communication initiatives, and in particular through the creation of a dedicated digital website (Action 22 of the 2024-2027 plan).

In order to continue to encourage and value the commitment of our scientists to large-scale research projects that contribute to the reputation of the institution, UM decided to extend the ERC grant scheme to Marie Sklodowska Curie (MSCA) project holders (Action 23 of the 2024-2027 plan).

The University of Montpellier's innovation activity is recognized internationally and nationally (UM is ranked 2nd in France and 17th in Europe in the REUTERS 2019 ranking). The institution's consistent efforts in this area are reflected in the HRS4R strategy through actions such as : the pursuit of innovation awareness actions for EC and C students (Action 24 of the 2024-2027 plan) and the deployment of the University Innovation Cluster (*Pôle Universitaire d'Innovation*, PUI): since 2021, UM has been a laureate for this project, funded under the France 2030 program and that aims to encourage partnership research, develop technology transfer and stimulate business start-ups. Over the next period, a single portal for EC and C students will be created (Action 25 of the 2024-2027 plan) and the collective appraisal of innovation

applications (Action 26 of the 2024-2027 plan) will continue via operational and governance meetings of the PUI, which brings together all the academic, private and institutional players on the Montpellier site and in the Occitanie region.

Internally, UM will continue to deploy the OCAPI tool to the UM research community (action 27 of the 2024-2027 plan) and develop complementary modules for managing invention declarations (action 28 of the 2024-2027 plan) and electronic signing of contracts within the application (action 29 of the 2024-2027 plan).

In an effort to simplify and standardize practices, electronic laboratory notebooks will be made widely available at the UM, in partnership with other UMR supervisory bodies (action 30 of the 2024-2027 plan). This follows a conclusive test phase conducted since 2023, which enabled to cut in half the number of laboratory notebooks distributed at UM (540 distributed notebooks in 2020 compared with 225 in 2023).

Also in this area, UM is taking part in a national experiment to streamline research (action 32 of the 2024-2027 plan), and is continuing its efforts to digitize and simplify administrative procedures over the next period, notably for travel forms and missions (action 31 of the 2024-2027 plan).

In an effort to continuously improve working conditions, the next period will see the development and implementation of a new 2025-2027 program to improve quality of life at work and psychosocial risks (action 33 of the 2024-2027 plan), the extension of actions relating to the quality of life of staff to UM sites other than Montpellier (action 34 of the 2024-2027 plan), and the creation of a space for managers to exchange practices (pilot project) under the supervision of an occupational psychologist outside of UM (action 35 of the 2024-2027 plan).

The implementation of the Ecological Transition Master Plan (SDTE), launched in 2023, will address the need to improve working conditions for E, EC, C and research staff: support for soft mobility, building renovation, contracts with sustainable development clauses (action 36 of the 2024-2027 plan).

Actions to improve user services are also planned: in the field of UM's University Service for Documentation, with the development and implementation of a "Service Public+" action plan (action 37 of the 2024-2027 plan); in the international field, the application for renewal of the "Bienvenue en France" label awarded to UM in 2020 by Campus France, constitutes a marker of the quality of the welcome reserved for foreign students and scientists hosted at the University (action 38 of the 2024-2027 plan); in addition, UM wishes to facilitate the arrival of new French and international recruits and visitors, and to this end will be considering the creation of a one-stop welcome desk (action 39 of the 2024-2027 plan), and updating and translating into English the travel and missions guide to reflect the changes in national regulations concerning travel supporting documents (action 40 of the 2024-2027 plan).

With regard to students, UM wishes to initiate a consultation with the French Agency on Mutualization for Universities and establishments (AMUE) on the possibility of developing an English version of the student registration tool interface (action 41 of the 2024-2027 plan).

Remarks

On improving working conditions

The introduction of a teleworking charter, including the possibility of extending it to pregnant women or people with special medical conditions (without disabilities), as well as the specific charter for people with disabilities, are just examples of the many actions taken by the University to improve working conditions for its staff. In addition to this, UM has been making significant efforts in the field of real estate over the past 10 years.

In this area, the challenge over the last period has been to continue restoring and renewing premises, while maintaining the same net surface area. Thus, in 2022, some buildings were demolished or retroceded for a total of 6,400 sq.meters (i.e., sports facilities bought by the Montpellier Metropolis). In 2023, the total net surface area of UM reached 505,695 sq. meters. Added to this is the surface area (1,916 sq. meters) contributed by the Ecole Nationale Supérieure de Chimie de Montpellier (ENSCM), which became a

component of the experimental UM establishment following the I-SITE's perpetuation in 2022.

The development and deployment of a real estate and development master plan (SDIA) is one of the strategic objectives of UM 2021-2026 site contract. This SDIA is linked to the Environment axis of the Ecological Transition Master Plan.

Efforts to improve the working conditions and safety of UM students and staff will focus on reducing the institution's carbon footprint, by assessing greenhouse gas emissions and implementing a "sobriety plan": improving the thermal performance of buildings to reduce fluid consumption, reducing and managing waste, and protecting and promoting biodiversity (limiting soil artificialization, late mowing, and choosing climate-suited plants).

UM's commitment to the Ecological Transition is a long-term one: in 2016 the institution adopted a green plan, which was extended with a energy sobriety plan adopted in 2022. To amplify and anchor this commitment, UM has reaffirmed in Axis 5 - Societal Responsibility of its current site contract, the strengthening of its actions in favor of sustainable development by publishing an Ecological Transition Master Plan (Schéma Directeur de la Transition Ecologique (SDTE)) at the end of 2023, one year before French legislation made it mandatory. The SDTE is built around 4 axes (Teaching and Training, Research and Innovation, Environment, and Strategy and Governance) and is in line with the continued policy of the University while meeting ministerial priorities in this field.

In 2024, the University took advantage of a new opportunity provided by the Ministry (the Contract of Objectives, Means and Performance, COMP) to negotiate and obtain funding for certain actions included in the SDTE, in order to strengthen its capacity for action in this area.

2.4 Training and development

Strengths and weaknesses

Strengths

In the Training and Development category, the HRS4R 2020-2023 plan included 2 actions, which were carried out over the period and became permanent.

As planned, in addition to UM's training plan, which combines collective training and support for individual requests, training courses in line with the institution's strategic goals and various projects underway (Open Data, Green Plan, nutrition plan, and more) have been developed and launched over the period (Action 22 of the 2020-2023 plan). Similarly, training courses to develop managerial skills were extended to all facility managers (Action 23 of the 2020-2023 plan).

Avenues for improvement

Several avenues for improvement have been identified for this category: 5 actions of the 2024-2027 plan are grouped under **pillar 4 "Research careers and talent development"**.

In 2024, the OSER! program opened up to other staff such as female staff without supervisory responsibilities and female doctoral students (action 42 of the 2024-2027 plan).

Internationalization of training courses for students is a top priority of UM's training and education strategy, described as 6i for International, Interdisciplinary, Inlab, Industrialization, Involvement for success, Insertion. To meet this objective, and partly in response to the suggestion made by the European experts who audited the award renewal application in 2020, UM has decided to devote part of the COMP funding received from the French government to finance and offer English-language training courses for teaching staff (action 43 of the 2024-2027 plan), in order to encourage them to internationalize their training courses at UM.

The HRS4R survey conducted in May 2024 for the purposes of this renewal highlighted the need for Cs and ECs to be better informed about the HR department (DRH) support services in the areas of guidance for the development of a personalized professional project and the various training schemes available at the UM.

The new action plan (action 44 of the 2024-2027 plan and action 45 of the 2024-2027 plan) will provide for targeted communication campaigns with C and EC staff on support for the development of their individual project, collective training and individual training opportunities.

Also, UM has joined forces with 9 other partners (including 4 universities, a research funding agency, the Marie Curie Alumni Association, and three expert consultants) to respond to a WIDERA pilot call for projects on the development of talent ecosystems, in line with the European Charter for Researchers. Called MERCURY, this project, if selected for funding by the European Commission, will aim to disseminate best practices on the development of research talent ecosystems in Europe through training courses for institutions (public or private) willing to implement the principles of the European Charter for Researchers (action 46 of the 2024-2027 plan).

2.5 Have any of the priorities for the short- and medium term changed?

Short- and medium-term priorities have not changed radically, but they are evolving, in line with UM's strategic orientations and the degree of completion of actions programmed over the last 10 years.

As part of UM's institutional strategy, the HRS4R continuous improvement approach is being pursued in the area of human resources for research, and is included in Objective 3 "Consolidate management and continuous improvement systems" of Axis 6 "Modernizing the institution" of the 2021-2026 pluriannual contract between UM and its supervisory ministry, the Ministry of Higher Education and Research.

Having been involved for several years in the deployment of a proactive approach leading to ISO 9001 certification for "support" and "sustaining" processes, the University wishes to pursue the development of an ambitious quality approach. To this end, in July 2022, the University set up a Continuous Improvement Committee, which offers a consolidated view of the various continuous improvement projects underway at UM, including the HRS4R project alongside internal control systems, the Alliance label and the SDTE.

The HRS4R strategy has been deployed at UM since 2015 resulting in a number of achievements, in line with the principles of the European Charter for Researchers.

- The initial HRS4R plan for the 2015-2018 period encompassed a total of 42 objectives and recorded a 96% completion rate with 40 actions out of 42 actions in the initial plan completed (cf. 2017 HRS4R Mid-term review report).

- At mid-term, the update of the action plan during the interim evaluation reduced the number of actions to be carried out or completed for the 2017-2019 period to 26. This plan totaled an overall completion rate of 61%, with 16 actions completed (status Completed) out of the 26 planned (cf. HRS4R 2020 report). This lower completion rate is partly the result of the 2020 pandemic and successive periods of lockdown, which slowed down the implementation of the HRS4R plan over this period.

- The first application for renewal of the award included 23 actions in its **action plan for the period 2020-2023**. The assessment carried out in June 2024 showed a 91% completion rate, with 21 actions fully completed (status Completed) out of the 23 planned, and 2 to be completed (status in progress) over the next period (Cf. Appendix 3 - Fulfillment status 2020-2023 action plan). This results from regular monitoring by the Operational Group and effective implementation of actions over a period without any new sanitary crisis.

For this end-of-cycle self-assessment, and as for the previous application for renewal of the award, UM chose to simplify the presentation of its action plan monitoring by removing completed actions which, once deployed, correspond to permanent measures and/or policies and are an integral part of the University's operations. The 21 actions for the 2020-2023 period that became permanent will continue to be monitored with regular collection of indicators, as is done for the 38 permanent actions previously removed from the action plan.

In 2021, the European experts in charge of assessing UM's first award renewal application made

recommendations concerning the definition of more precise monitoring means so as to enable an action to be considered completed, and when possible, the use of qualitative and quantitative indicators. In 2022, in response to these recommendations, the HRS4R team undertook a major review of all HRS4R indicators within the Operational group, with the support of the Steering Department (DPIL), as an expert in this field. On 20 April 20 2022, the referents of the UM departments involved in HRS4R were brought together for a 1/2-day workshop to work on defining SMART (Specific, Measurable, Achievable, Realistic, Time-bound) indicators for all actions: permanent actions, actions of the 2020-2023 plan, and the OTM-R checklist. As part of this process, an effort was made to pool and rationalize indicators already available at UM. Additional bilateral working sessions between the project leader, the DPIL referent and each department then completed this exercise, defining a total of **111 indicators** for the HRS4R project, with 34 for the 2020-2023 action plan, 56 for HRS4R permanent actions, and 21 for the OTM-R checklist (Cf. Appendix 2 – Collected Indicators for Permanent actions and Appendix 4 - Recorded Indicators action plan 2020-23).

Launched in November 2023, the process for the second renewal of the "HR Excellence in Research" award is based on regular inter-directional tracking and monitoring work, as well as on a large consultation of UM research stakeholders with a survey carried out in May 2024.

To guarantee the impartiality and objectivity of the latter, UM's governing team chose to entrust the conduct of the survey and the analysis of its results to an external service provider. Members of the strategic group and the HRS4R project manager worked with the service provider to draw up the questionnaire, based on a survey proposal produced by the R1-R2 researchers' focus group, as well as on elements of the revised European Charter for Researchers.

A 25-question survey was therefore launched from May 15 to June 5, 2024 and addressed to 2,715 UM researchers, research-professors, engineers, technicians and research support staff in order to collect the opinions of the scientific community on topics related to the implementation of the HRS4R strategy at the University. 536 complete responses were received, representing a participation rate of 19.7%. A summary of the results, based on statistical processing of the anonymized collected responses, is presented in a document appended to this report (Cf. Appendix 10 - HRS4R 2024 survey results).

The resulting areas for improvement were taken into account in drawing up the 2024-2027 action plan and translated into objectives: they amount to fifteen new actions relating to improving awareness of the European Charter for Researchers (Action 4), dissemination and awareness of UM communication efforts (Action 22), awareness and use of the support and skills development services offered by UM (Actions 18, 44, 45 and 46), and the fight against discrimination, moral harassment and lack of transparency in recruitment (Actions 5, 6, 9, 10, 11, 14, 15, 16 and 17).

Added to the 31 actions proposed by the departments involved in HRS4R, in line with UM's strategic axes and the various institutional master plans, they make up a **revised 2024-2027 plan** of **46 actions**, approved by UM Board of Directors on 18 November 2024 (Cf. Appendix 5 - HRS4R 2024-2027 action plan).

2.6 Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy?

Created in January 2015 from the merger of Universities Montpellier 1 and 2, the University of Montpellier (UM) undertook a restructuring process that continued in 2016 with the grouping of educational structures, research structures and doctoral schools into 9 scientific departments whose role was to coordinate research and strengthen the link between research and training in a given thematic area.

Since March 2017, UM has been a laureate of France's future investment programs with an I-SITE (Initiative-Science-Innovation-Territories-Economy) Program of Excellence, which it coordinates for a consortium of 16 partners that encompasses most of the national research organizations (ONR) that are strongly implemented on the Montpellier site. The aim of the I-SITE Program of Excellence (PEI) is to create a research-intensive university in Montpellier, internationally recognized for its impact in the fields of

agriculture, environment/ecology/biodiversity and health.

In 2021, the perpetuation of the I-SITE Excellence program by the international jury that selected and regularly assessed it between 2017 and 2021, combined with UM's remarkable progress in international rankings during the period, testified to UM's level of local, regional, national and international recognition.

In the Shanghai 2024 ranking, and for the sixth year running, the University of Montpellier retained its position as one of the world's top 151-200 universities, and is among the world leaders in Ecology in the thematic ranking (2nd globally). The University of Montpellier also confirmed its progress in The Times Higher Education Impact Rankings, maintaining its number-one ranking in France and its position among the world's top 101-200 institutions in the overall ranking, thanks to its commitment to sustainable development. UM particularly stood out on the Sustainable Development Goal (SDG) "health and well-being" with a 30th world ranking and 1st place in France, and made strong progress on the SDG "aquatic life" with a 30th world ranking, and a new 1st national ranking, once again demonstrating UM's excellence in the field of ecology. Finally, UM also stands out in the field of innovation, ranking 2nd French university (17th European) in the 2019 REUTERS ranking, which evaluates the world's most innovative universities on the basis of empirical data such as patent filings and research publication citations.

On January 1, 2022, following the perpetuation by the French government of the PEI funding, the University of Montpellier took on the status of an experimental public establishment (EPE) and integrated the *École nationale supérieure de chimie de Montpellier* (ENSCM) as a component establishment. This new EPE has defined new bylaws enabling a number of innovations such as: a new structuring of the institution (creation of research poles and collegiums), representation of national research organizations on the Board of Directors, the creation of an International Advisory Committee as a new statutory body, a Strategic Investment Committee and a Structuring Programs department to pursue the deployment of the PEI and the transformation of the University of Montpellier.

In 2024, UM encompasses 17 Education and Research Units –UFRs, Schools and Institutes (UEI) and 74 research structures, regrouped into 5 major scientific clusters (AEB, BS, Chemistry, MIPS and SOC), each comprising laboratories, human resources committees, doctoral schools and/or associated technology platforms. In administrative terms, UM has 15 central departments, 7 university services and 2 centers (Cf. Appendix 6 - UM organizational chart).

The transition to EPE status led to new elections, which saw Philippe Augé re-elected to the presidency of UM for another mandate of 5 years, thus ensuring continuity in the implementation of the University's strategy, including for HRS4R.

The governing team around the President is now perfectly gender balanced: in 2024, the team comprises 8 female and 8 male Vice-Presidents corresponding to 50% female in 2024, compared with 29% in 2020 and 14% in 2017.

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

The HRS4R action plan is defined on the basis of UM's strategic orientations, linked to the site policy developed as part of the I-SITE excellence program, as well as to the University of Montpellier's transformation objective, which is being pursued thanks to additional national funding obtained after competitive calls for projects (France 2030 programs).

These strategic orientations also depend on the national context and new regulations in line with the European Charter for Researchers:

- The 2020 French research programming law (LPR) proposes a number of measures to enhance the remuneration and careers of higher education, research and innovation staff. These include actions to increase remuneration (*repyramidage*), accelerated recruitment tracks (CPJ or tenure tracks), the recognition of researchers' multiple missions in career progression, the possibility for ECs to pursue their research activity while becoming involved in a business to develop a patent or disseminate scientific culture, and an increase in funds earmarked to finance research work.

- the national "DIVERSITY" and "EQUALITY (WOMEN/MEN)" labels invite public and private organizations

to evaluate their human resources management procedures, a process to which UM has been committed for several years and which should be completed by 2025.

- The French law of 6 August 2019 on the transformation of the civil service makes it compulsory for institutions to set up a gender equality plan by 2020, as well as a range of management training courses for supervisors and managers.

 - The climate plan of the French Ministry of Higher Education and Research (MESR) requires all French establishments to draw up a sustainable development - social and environmental responsibility master plan by 2024 (UM launched its SDTE in 2023).

The HRS4R action plan for the period 2024-2027 was drawn up in conjunction with the University's many pluriannual documents: the site contract; the contract of objectives, means and performance (COMP); the various institutional master plans (student life, disability, digital, ecological transition, real estate and development, gender equality plan, etc.).

The HRS4R continuous improvement approach is an integral part of the institutional strategy in the field of human resources for research. HRS4R is included in Objective 3 "Consolidate management and continuous improvement systems" of Axis 6 "Modernizing the institution" of the 2021-2026 pluriannual contract between UM and its supervisory ministry, the MESR.

Actions in line with these guidelines and regulations are included in the 2024-2027 plan.

Finally, as this report is being written for the renewal of UM's Excellence in Research award, it is worth mentioning that the current budgetary restrictions to which the French government has committed itself are threatening to pose major risks to the budgetary balance of French universities.

3   Actions

> 1. . Freedom of research ..2. Ethical principles ..3. Professional responsibility . 4. Professional attitude 5. Contractual and legal obligations 6. Responsibility and liability 7. Good practice in research 8. Dissemination and exploitation of results 9. Commitment to society 10. Non-discrimination 11. Evaluation systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) .16. Merit (Code) . 17. Variations in the chronology of Curricula Vitae (Code) 18. Recognition of mobility experience (Code) . 19. Recognition of qualifications (Code) ...20. Seniority (Code) 21. Post-doctorate appointments (Code) 22. Recognition of the profession 23. Research environment 24. Working conditions 25. Stability and continuity of employment 26. Funding and salaries 27. Gender balance 28. Career development 29. Valuing mobility 30. Access to career guidance 31. Intellectual property rights 32. Co-authorship 33. Teaching 34. Complaints and appeals 35. Participation in decision-making bodies 36. Relations with thesis/internship supervisors 37. Supervision and management tasks 38. Continuing professional development 39. Access to research training and continuing development 40. Supervision

23 actions (including 13 ongoing and 10 NEW actions) made up the action plan for the 2020-2023 period: 21 actions have been completed and 2 are extended over the next period.

As with the previous application for renewal of the label, UM has chosen to simplify the presentation of its action plan by removing previously completed actions which, once achieved, correspond to long-term permanent measures and/or policies and are an integral part of the University's operations. The actions for the 2020-2023 period that have become perennial will continue to be monitored and their indicators recorded on a regular basis, in the same way as the 38 perennial actions previously removed from the plan (Cf. Appendix 2 – Collected Indicators for Permanent actions and Appendix 4 - Recorded Indicators action plan 2020-23).

Part 3 Actions of this report is divided into two parts: the first one (3.1) presents the completion assessment of the 2020-2023 action plan; the second (3.2) announces the action plan to be implemented for the 2024-2027 period.

3.1   PAST AND FUTURE ACTIONS

3.1.1   Review of 2020-2023 action plan

(Cf. Appendix 4 – Recorded Indicators action plan 2020-23 for indicator values of actions from the 2020-2023 action plan)

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Deliver an Information System to collect and share Intellectual Property data	5. Contractual and legal obligations; 6. Accountability; 8. Dissemination, exploitation of results; 31. Intellectual Property Rights	Q1 2021	DIPA	IS Deployment
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2022 Updated indicators: - Access rate as IS user		

			- Access rate as IS consultative user		

Action 2.1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Facilitate access to information on academic and scientific activities at UM: promote successes with internal and external dissemination	8. Dissemination, exploitation of results; 9. Public engagement	Q4 2023	DCOM	No. of published portraits, Hall of Fame delivery, on-line researchers' directory delivery
	Current Status	Remarks		
	Completed	Actual delivery date: Q1 2024 Updated indicators: - No. of external subscribers to monthly newsletter (7 topics/newsletter), in addition to internal circulation to 5K UM staff - No. of new channels of communication: A l'UM la science, LUM lu, PhD student portraits - No. subscribers to UM social networks - No. of portraits published in Hall of Fame		

Action 2.2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Facilitate access to information on academic and scientific activities at UM: deploy an on-line researchers' directory).	8. Dissemination and exploitation of results; 9. Commitment to society	Q4 2023	DCOM	Number of portraits, delivery of Hall of Fame, delivery of IS directory Search
	Current Status	Remarks		
	Extended	Planned delivery date : Q1 2025 Updated indicators : - Temporary delivery of on-line researchers' directory - Permanent delivery of on-line researchers' directory		

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Complete the offer of English-language information and documents (for internal and external use)	10. Non discrimination	Q1 2021	DRI	No. of translated webpages and documents
	Current Status	Remarks		
	Completed	Actual delivery date: Q1 2024 Updated indicator: - Translation rate into English of identified documents and contents		

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Identify main administration departments and offices requiring foreign language skills	10. Non discrimination	Q2 2021	DRH	No. of identified departments/offices
	Current Status	Remarks		
	Completed	Actual delivery date: Q1 2022 Updated indicator: - Production of a census of structures requiring language skills in central administration departments and services		

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Facilitate dialogue, exchange and sharing on best practice among UM staff categories: create a work group on early stage researchers' specific needs(R1-R2); organize mixed workshops on Administrative/Technical and Administrative/Research issues	5. Contractual and legal obligations; 22. Recognition of the profession; 25. Stability and permanence of employment; 28. Career development; 36. Relation with supervisors; 37. Supervision and managerial duties	Q4 2021	DRED	"Early stage researchers" group creation date, and no. of meetings/year; launching date of mixed workshops, and no. of workshops
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2022 Updated indicator: - No. meetings - Collection of themes discussed by reflection groups		

Action 6.1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue paperless procedures and administrative streamlining efforts: 2023-2024 phase (contract-based personnel payroll)	24. Working conditions	Q3 2021	DSIN-DPIL	Newly deployed tools Tool usage rate
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2023 Indicator updated: - Progress report on the administrative streamlining efforts - New tools deployed		

Action 6.2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue paperless procedures and administrative streamlining	24. Working conditions	Q3 2021	DSIN-DPIL	Newly deployed tools Tool usage rate

efforts: phase 2024-2027 (mission order)	Current Status	Remarks		
	Extended	Responsible Unit: DAF		

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Create a committee to harmonize procedures and forge closer links with research organizations (on aspects that can be dealt with locally).	7. Good practice in the research sector; 23. Research environment	Q3 2021	DRED/VPR	Date created Committee & no. of meetings/year; participating organizations; topics addressed/year
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2022 Updated indicators: - No. of meetings/year - Participation of member NROs in the committee		

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Publication of UM OTM-R charter (policy for Open, Transparent, Merit-based Recruitment)	10. Non discrimination; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code) 21. Postdoctoral appointments (Code)	Q4 2020	DRH	Publication on institutional website
	Current Status	Remarks		
	Completed	Updated indicator: Compliance of published OTM-R content with current regulations		

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Disseminate & enforce OTM-R principles with training sessions (via UM's	12. Recruitment; 13. Recruitment (Code)	Q2 2021	DRH	No. dissemination actions and workshops;

network of HR representatives) and monitor with indicators from the annual social report				# No."Recruiting without Discrimination" brochures distributed; social report indicators
	Current Status	Remarks		
	Completed	Actual delivery date: Q1 2021 Updated indicator: No. of HR correspondants trained on OTMR		
Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Extend OTM-R policy principles to UM doctoral employment contracts	13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code)	Q2 2021	DRED	No. of doctoral positions published in line with OTM-R principles
	Current Status	Remarks		
	Completed	Actual delivery date: Q1 2021 Updated indicator: No. of doctoral contracts published according to OTM-R principles		
Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Produce a specific Post-doc recruitment guide with selection criteria that include the diversity of a researcher's missions (team, project or laboratory management; mobility; mentoring and supervision; training and more) for hiring, bonus granting, and staff promoting purposes	13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code) 21. Postdoctoral appointments (Code)	Q3 2020	DRH	Publication of the Post-doc recruitment guide
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2022 Updated indicator: Regulation published and updated annually		
Action 12	GAP Principle(s)	Timing (at least by year's	Responsible	Indicator(s)

		quarter/semester)	Unit	/ Target(s)
Continue efforts to achieve gender balance: implementing a gender equality plan	13. Recruitment (Code); 24. Working conditions;.27; Gender balance	Q1 2021	DVC	Social report
	Current Status	Remarks		
	Completed	Updated indicator: - % of initiated actions - % women / total UM staff		
Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Deployment of a series of digital services to improve exchanges, communication and data storage.	23. Research environment	Q2 2020	DSIN	Use rate of researchers' accounts
	Current Status	Remarks		
	Completed	Actual delivery date: Q1 2021 Updated indicator: % of researchers with validated account		
Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop a profit-sharing and/or value-creation scheme (individual and collective) for staff involved in UM-managed research contracts that contribute to the reputation of the University	26. Funding and salaries	Q3 2022	DRH	Publication of scheme and no. of beneficiaries
	Current Status	Remarks		
	Completed	Actual delivery date: Q3 2024 Updated indicator: Implementation of profit-sharing or value-creation scheme at UM		
Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implement HR welcoming services for researchers, with specific consideration for staff with disabilities	10. Non discrimination; 24. Working conditions	Q4 2021	DRH	HR welcoming services implemented
	Current Status	Remarks		
	Completed	Actual delivery date: Q2 2023 Updated indicator: No. staff who benefited from adapted welcoming services		
Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implement an	26. Funding and	Q3 2022	DRH	Publication of the

attractiveness policy to attract and retain promising young researchers, post-docs and senior researchers (Chairs, tenure-tracks, arrival package)	salaries			policy; no. of attracted staff
	Current Status	Remarks		
	Completed	Updated indicator: No. of Tenure-track (CPJ) positions published / year		

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue promoting education: award annual prizes for education	11. Evaluation/ appraisal systems; 19. Recognition of qualifications (Code); 33. Teaching	Q1 2021	MUSE	No. of education prizes awarded to Research-Professors annually; No. candidates No. laureates (ratio)
	Current Status	Remarks		
	Completed	Actual delivery date: Q3 2022 Updated indicator: Existing schemes were deemed satisfactory and the creation of a specific prize was not pursued		

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Communication actions on career advancement/tenure calendars and procedures	13. Recruitment (Code); 15. Transparency (Code); 28. Career development; 39. Access to research training and continuous development;t 40. Supervision	Q3 2021	DRH	No. of communication actions
	Current Status	Remarks		
	Completed	Actual delivery date: Q2 2021 Updated indicator: No. of communication actions toward research structures on the topic of career advancement and tenured positions for Research Professors and non-permanent researchers		

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Raise awareness for all staff members (from PhD student to Professor, Research-Professor, Researcher, and Administrative personnel)	28. Career development; 29. Value of mobility; 30. Access to career advice	Q1 2021	DRH	No. of supported staff/year
	Current Status	Remarks		

to work towards a personalized career plan (with the support of the "Career Support and Monitoring" team in HR department)	Completed	Updated indicator: No. of staff who benefited from career guidance by the office of Career guidance of HR		
Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Best practice on Intellectual Property: provide a shared and consolidated view on research projects and call-for-projects; optimize the monitoring, management and control of the patent portfolio	5. Contractual and legal obligations; 6. Accountability; 8. Dissemination, exploitation of results; 31. Intellectual Property Rights	Q2 2021	DIPA	Deployment and use rate of LEGISWAY software
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2022 Updated indicator: Implementation of OCAPI IS		
Agenda 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Monitoring researchers employed by research organizations to recognize their contribution to training (MUSE project: liaising with research organizations to share/harmonize practices)	11. Evaluation/ appraisal systems; 19. Recognition of qualifications (Code); 33. Teaching	Q1 2021	MUSE	Production of "Adjunct professor" charter & no. of researchers involved in more than 64 training hours/year
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2023 Responsible Unit: DRH Updated indicator: No. researchers who completed teaching hours at UM		
Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Offer training sessions in line with the institution's strategic goals (Open Data, Green Plan, nutrition plan, and more)	38. Continuing Professional Development; 39. Access to research training and continuous development	Q4 2021	DRH	No. trained staff
	Current Status	Remarks		
	Completed	Actual delivery date: Q4 2020 Updated indicator: No. participants to training sessions		

		on open science, sustainable development, Nagoya protocol		
Action 23	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Training sessions on managerial skills development extended to all heads of structures (departments, offices, research structures, educational structures, institutes, schools…)	37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision	Q4 2021	DRH	No. trained staff
	Current Status	**Remarks**		
	Completed	Updated indicator: No. staff trained on management		

3.1.2 New action plan 2024-2027

46 actions (including 3 ongoing actions and 43 NEW objectives) make up the new plan for the 2024-2027 period.

Action 1	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Facilitate access to information on academic and scientific activities at UM (deployment of an on-line researchers' directory)	8 and 9	Q4 2025	DPS	Temporary delivery of on-line researchers' directory Permanent delivery of on-line researchers' directory
	Current Status	**Remarks**		
	In progress			
Action 2	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Raise awareness on Ecological Transition in the research community by including environmental criteria in calls	2; 3; 4; 6; 7; 9; 23; 24	Q4 2025	DRED	No. of calls for projects with Ecological Transition

for projects (calculation of carbon impact, ...).				Master Plan criteria
				No. of awareness-raising actions (round tables…) carried out
	Current Status	Remarks		
	NEW			

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Use Researchers' ORCID numbers as unique identifiers to simplify referencing of their scientific output	7, 8 and 9	Q4 2025	DRED	No. of UM research-professors with an ORCID ID
				No. of UM research-professors with an Affiliation Manager certified ORCID ID
	Current Status	Remarks		
	NEW			

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Raise awareness of the new European Charter for Researchers (including DU meetings, articles, etc.)	All	Q1 2026	DRED	No. of awareness-raising actions carried out
	Current Status	Remarks		
	NEW			

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Expand the system for reporting acts of violence, discrimination, harassment and sexual harassment by seeking external partnerships to collect reports	10. Non-discrimination	Q4 2025	DVC	Partnership implemented
	Current Status	Remarks		
	NEW			

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Include in the induction guide for new staff a reference on UM's commitment to diversity, gender equality, and the fight against sexist and sexual violence	10 and 27	Q3 2024	DVC	No. of induction guides distributed during the annual Welcome day for new recruits
	Current Status	Remarks		
	NEW			

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Complete the ALLIANCE certification process	10 and 27	Q4 2024	DPIL	Certification received
	Current Status	Remarks		
	NEW			

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Raise awareness among the research community (PhD, E and EC) on gender-based and sexual violence	10 and 27	Q4 2025	DVC	Workshop / webinar for PhD students No. of people reached / year
	Current Status	Remarks		
	NEW			

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Renew the action plan for gender equality in the workplace for 2026-2028	10 and 27	Q4 2026	DVC	Elaboration and deployment of the New Action Plan
	Current Status	Remarks		
	NEW			

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Raise awareness of communication managers on gender stereotypes	10 and 27	Q4 2025	DVC	No. of participants at the training session
	Current Status	Remarks		
	NEW			
Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Analyze the results of the ACADISCRI survey on discrimination and develop future action plans accordingly	10	Q4 2027	DVC	New actions or revised action plans based on analysis
	Current Status	Remarks		
	NEW			
Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implement a partnership with the French Fulbright Commission (co-financing of cross-mobility of doctoral students)	18, 29	Q4 2026	DRI	Target: 2 mobility actions / year over 4 years
	Current Status	Remarks		
	NEW			
Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop and implement a Human Resources Master Plan	12; 13; 14 15; 16; 17; 18; 19; 20; 21; 38; 39	Q4 2025	DRH	Implementation of the Human Resources Master Plan (HRMP) No. of actions planned in HRMP Communication actions related to HRMP
	Current Status	Remarks		
	NEW			
Action 14	GAP Principle(s)	Timing (at least by year's	Responsible	Indicator(s)

		quarter/semester)	Unit	/ Target(s)
Further streamlining and dematerializing of UM's entire recruitment process	12; 13; 14; 15; 16; 17; 18; 19; 20 ; 23	Q4 2025	DRH	Further streamlining and dematerializing of UM's entire recruitment process
	Current Status	Remarks		
	NEW			

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Extend the use of Beetween to recruit non-permanent teaching staff and researchers	12; 13; 14; 15; 16; 17; 18; 19; 20 ; 22	Q4 2025	DRH	Development of the Beetween application and recruitment website for the recruitment of non-permanent teaching staff, and related communication initiatives
	Current Status	Remarks		
	NEW			

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Review UM's internal procedure for publishing research job offers on Euraxess	12; 13; 14; 15; 16; 17; 18; 19; 20 ; 21	Q4 2025	DRH	Implementation of the new system
	Current Status	Remarks		
	NEW			

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Internationalize the post-publication phase of the E/EC/C recruitment process (propose an English version of related documents)		Q4 2025	DRH	English version of UM recruitment documents
	Current Status	Remarks		

	NEW			
Action 18	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Value the diversity of atypical study and career paths during recruitment and assessment processes	10; 11; 12; 13; 14; 15; 16; 17; 19	Q1 2026	DRH	Implementation of initiatives to promote the diversity of atypical studies and careers in recruitment and assessment processes
	Current Status	**Remarks**		
	NEW			
Action 19	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Implement the I-Site excellence program attractiveness program	12; 13; 14; 15; 16; 17; 18; 19; 23; 25; 26; 28; 29;	Q1 2025	DPS	1 to 2 recruited researchers / year
	Current Status	**Remarks**		
	NEW			
Action 20	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Implement EXPOSUM's attractiveness program	12; 13; 14; 15; 16; 17; 18; 19; 23; 25; 26; 28; 29;	Q4 2026	DPS	2 to 3 recruited researchers / year
	Current Status	**Remarks**		
	NEW			
Agenda 21	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Draw up and provide a model of internal regulations for research units	2; 3; 4; 5; 6; 7; 9; 24;	Q4 2025	DRED	No. of research units that adopted the internal regulations model No. of internal regulations validated by the

				Research Council
	Current Status	Remarks		
	NEW			

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Improve the visibility of digital services for researchers and ECs through communication initiatives (via dedicated digital website)	24	Q4 2025	DSIN	Annual attendance rate No. of offered services
	Current Status	Remarks		
	NEW			

Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Extend ERC-type incentives to MSCA holders	22; 23; 24; 26	Q4 2025	DRH	Published regulation and No. of beneficiaries
	Current Status	Remarks		
	NEW			

Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Raise awareness of research-professors and researchers on innovation	8	Q4 2025	DIPA	No. of awareness-raising actions
	Current Status	Remarks		
	NEW			

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implement the University Innovation Cluster to create a single entry point for research-professors and researchers	8	Q1 2026	DPS	Creation of a dedicated website
	Current Status	Remarks		
	NEW			

Action 26	GAP Principle(s)	Timing (at least by	Responsible	Indicator(s)

		year's quarter/semester)	Unit	/ Target(s)
Process innovation projects collectively through operational and governance meetings	8	Q4 2024	DPS	Operational committee: once / month Governing committee: once / year
	Current Status	Remarks		
	NEW			

Action 27	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue to deploy OCAPI application towards UM's research community	24; 31;	Q4 2025	DIPA	No. of OCAPI users in research units
	Current Status	Remarks		
	NEW			

Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop a module to manage invention declarations in the OCAPI application	24; 31;	Q4 2025	DIPA	No. of invention declarations registered in the module
	Current Status	Remarks		
	NEW			

Action 29	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop a module for electronic signature of contracts in the OCAPI application	24; 31;	Q4 2026	DIPA	No. of electronic signatures within the scope of the OCAPI application
	Current Status	Remarks		
	NEW			

Action 30	GAP Principle(s)	Timing (at least by	Responsible	Indicator(s)

		year's quarter/semester)	Unit	/ Target(s)
Following a 2022-23 pilot phase, extend the implementation of electronic laboratory notebooks	2; 3; 4; 5; 6; 7; 8; 23; 24; 31;	Q4 2026	DIPA	No. of electronic laboratory notebooks
	Current Status	**Remarks**		
	NEW			

Action 31	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue to implement paperless procedures and administrative streamlining efforts: digitalized process for missions (2024-2027 period)	24	Q3 2025	DAF	New implemented tools Rate of tool use
	Current Status	**Remarks**		
	In progress			

Action 32	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Participate in the French national experiment to facilitate research	24	Q1 2025	DRED / VP simplification	Appointment of a VP dedicated to the issue No. of Steering Committee meetings
	Current Status	**Remarks**		
	In progress			

Action 33	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop a new program for the period 2025-2027 to improve the quality of life at work and reduce psychosocial risks	24	Q1 2025	DVC	New program for quality of life at work and reduce psychosocial risks
	Current Status	**Remarks**		
	NEW			

Action 34	GAP Principle(s)	Timing (at least by year's	Responsible Unit	Indicator(s)

		quarter/semester)		/ Target(s)
Extend quality of life initiatives (well-being workshops, etc.) to all UM sites	24	Q4 2025	DVC	No. of implemented actions No. of participants
	Current Status	Remarks		
	NEW			

Action 35	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Create a space for managers to exchange practices (pilot project), led by an occupational psychologist from outside UM	7, 23 and 24	Q4 2025	DVC	Workshop organized (6 to 7 meetings / year) Target: 10 people per year
	Current Status	Remarks		
	NEW			

Action 36	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Meet E-EC-C and research staff's expectations by deploying the Ecological Transition Master Plan (SDTE) to improve working conditions (support for soft mobility, building renovation, tenders with sustainable development clauses)	24	Q4 2025	DPIL	Fulfillment rate of SDTE
	Current Status	Remarks		
	NEW			

Action 37	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop and implement an action plan to improve user reception at the UM's Documentation University Service (Service Public+)	24	Q4 2027	DPIL	Launch of a formal action plan
	Current Status	Remarks		
	NEW			

Action 38	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Apply for renewal of the "Welcome to France" label awarded by Campus France	18 and 19	Q4 2024	DRI	Target: 2 or 3 stars
	Current Status	Remarks		
	NEW			

Action 39	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Initiate discussions on the creation of a one-stop shop to facilitate the arrival of foreign E, E-C, C employees (new recruits, visitors) at UM	18 and 19	Q4 2026	DRH	Creation of a one-stop shop to facilitate the arrival at UM of foreign E, EC, C employees (new recruits, visitors)
	Current Status	Remarks		
	NEW			

Action 40	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Update and translate the mission guide into English in alignment with the revised regulation (reduction and streamlining of supporting documentation requirements)	5; 10; 24	Q4 2025	DAF	Updated guide English version of the guide
	Current Status	Remarks		
	NEW			

Action 41	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Consult the French Agency on Mutualization for Universities and establishments (AMUE) on the possibility of developing an English version of the student registration tool interface	18 and 29	Q4 2026	DFE	Consultation with French Agency on Mutualization for Universities and establishments (AMUE) on the possibility of developing an English version of the student registration tool interface
	Current Status	Remarks		

		NEW		
Action 42	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Open the "OSER" training program to other staff (women without supervisory responsibilities, PhD students, etc.)	27; 28; 37; 38; 39; 40	Q4 2025	DVC	No. of sessions / year No. of female participants without supervisory responsibilities and PhD students
	Current Status	Remarks		
	NEW			
Action 43	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Provide English-language classes for research-professors	10; 38; 39;	Q4 2026	DRI	No. of trained research-professors and No. of training sessions carried out
	Current Status	Remarks		
	NEW			
Action 44	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Communicate about support for the development of a personalized professional project to researchers and research-professors	30; 38; 39	Q4 2026	DRH	No. of communication initiatives carried out
	Current Status	Remarks		
	NEW			
Action 45	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Communicate on UM's various training programs (collective and individual training offers)	38; 39	Q1 2025	DRH	Updated communication emails and related intranet

				articles
				Updated communication materials on the various training programs
	Current Status	Remarks		
	NEW			

Action 46	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Organize training sessions to develop talent ecosystems, in line with the European Charter for Research, within the European MERCURY project (WIDERA Pilot project subjected to selection for funding by the EC)	All	Q4 2026	DRH	No. training programs set up to develop talent ecosystems in line with the European Charter for Research
	Current Status	Remarks		
	NEW			

3.2   OTM-R

The updated version of UM's HR Strategy for the next 3 years, including the OTM-R strategy, are published on the institution's website.

URL: https://www.umontpellier.fr/en/international/attractivite-scientifique/hrs4r-label-hr-excellence-in-research

Comments on implementation of OTM-R principles (Renewal phase)

French legislation and the institution's own guidelines define a recruitment system at the University that largely meets the requirements of the Code for the Recruitment of Researchers. Since 2010, the University of Montpellier has been implementing measures to ensure transparency and equal opportunities (digitization of applications, parity of Recruitment Committees, and more). In this area, the HR department has carried out specific communication actions towards selection committee presidents, to raise their awareness on possible selection bias, particularly with regards to minorities (production and distribution of a brochure entitled "Recruiting without discrimination", and a leaflet for managers entitled "Inclusion of LGBTQI+ staff at work").

Data for 2023 on the total number of research staff at UM indicates a total of 2,987 Full Time Equivalent (FTE), up 5% on the previous period. For research staff only, the increase is +6%, with a total of 2,848 FTE in 2023, compared with 2,690 FTE in 2020.

This increase primarily benefits international agents, whose numbers are up by 14%, with 384 foreign researchers in 2023 compared to 337 in 2020. It also benefits women, whose numbers reach 1,251 in 2023 versus 1,140 in 2020, an increase of +10% compared to the previous period. In 2024, women account for 44% of UM research staff, up 4 points since 2017 (42% in 2020 and 40% in 2017).

The number of researchers in category R2 shows the highest rate of increase, with 597 post-docs compared with 479 in 2020, an increase of +25%. The number of doctoral students at the University is also up by +7.5%, with 586 doctoral students in 2023 compared with 542 in 2020. These increases can be explained in part by the PEI effect and the recruitment of young researchers on research projects it generates. It is interesting to note that the number of female doctoral students at UM has been rising steadily since 2020: in 2023, the proportion of women enrolled in doctoral studies reached 58%, compared with 48% in 2020 (+21%).

The proportion of disabled staff at UM is also on the rise, representing 5.11% of staff in 2023, compared with 4.67% in 2020, an increase of 11.6% on the previous period, and still higher than the national average for higher education (4.49% in 2023).

The Open Transparent, Merit-based Recruitment (OTM-R) policy, which has been an integral part of HRS4R since 2017, is fully and durably embedded in UM HRS4R strategy.

The OTM-R self-assessment carried out in 2024 reveals positive results, once again improving on previous periods. The rate of positive responses reached 100% in 2024 (compared with 96% in 2020 and 87% in 2017), with 23/23 assessments considered positive (Yes, somewhat; Yes; and Yes, absolutely) (Cf. Appendix 8 - OTM-R Checklist 2024).

The OTMR charter was drawn up and published on the institutional website at the time of the previous application for renewal of the award, in 2020. As planned, OTM-R was extended to UM doctoral contracts during the period (action 10 of the 2020-2023 plan). **UM's OTM-R Charter** has been updated to incorporate the new recruitment procedures for doctoral contracts via the University's doctoral schools and the new CPJ-type contracts (tenure-tracks) (Cf. Appendix 7 – UM OTM-R Charter). In order to pursue its efforts to raise awareness of open, transparent recruitment, merit-based recruitment, the University has scheduled several actions in the 2024-2027 plan, notably the streamlining and digitization of the entire UM recruitment process (action 14 of the 2024-2027 plan) as well as the extension of the use of Beetween software to the recruitment of contract teaching staff and researchers (action 15 of the 2024-2027 plan).

4   Implementation process

4.1   Implementation

General overview of the implementation process

The HRS4R strategy at the University of Montpellier is placed under the authority of President Philippe Augé, assisted by the Vice-President in charge of Research, Jacques Mercier, who, in his capacity as HRS4R Executive Manager, chairs the Steering Committee in charge of leading the HRS4R implementation and monitoring at UM.

The Steering committee comprises two groups:

-    The **Strategy Group** is responsible for steering the implementation of HRS4R, meets on average twice a year. It is comprised of 17 members, including:

-    Members of UM governance: the President, the Vice-Presidents of the Board of Directors, Research, Education and University Life, International Relations, Social Responsibility, Partnerships and Innovation, Science-Society Relations, Ethics and Deontology, Streamlining Research and Monitoring National Programs; the General Services Director and one of his deputies in charge of Resources and Steering (RP) and the Director of the Doctoral College.

-    Representatives of the scientific community (since 2018), with one representative for each category of researcher (R1- doctoral students, R2-post-doctoral students, R3-assistant-professors and R4-professors).

-    5 invited members: directors of central administrative departments (DRH, DRED, DRI, DPIL, DIPA) and the project manager.

In 2020, at the time of the final evaluation and for the first award renewal application, the Steering Committee chose to promote collective intelligence and involve all UM scientific fields by inviting 8 additional researchers to the Strategic Group, to enable broader representation with 3 representatives per category of researcher.

Since then, and in line with the recommendation of the European experts responsible for evaluating the 1st award renewal application, the initially temporary broadening of the representation of researchers within the Strategic Group has been maintained to ensure their regular contribution. As a result, research focus groups for the 4 levels R1-R2-R3-R4 have been set up in 2022, for all UM's scientific fields (Agriculture-Environment-Biodiversity (AEB); Bio-Health (BS); Chemistry; Mathematics-Computer Science-Physics-Systems (MIPS); Social Sciences (SOC)). On a voluntary basis, these scientists consult each other and share their thoughts. They are invited to attend Strategy Group meetings, where they report on the results of their discussions and share any suggestions they may have; they receive HRS4R reports and communications.

These representatives of the UM scientific community complement the 15 scientists on the governance committee (the President, Vice-Presidents and Director of the Doctoral College are also researchers or research-professors). This brings the proportion of scientists on the steering committee to 85%, with 28 researchers and research-professors out of 33 members, including 10 women which represents a F/M ratio of 36%.

The Operational Group meets quarterly, executes, monitors and reports on the fulfillment of HRS4R to the HRS4R Executive Manager via the project manager. The Operational Group is made up of representatives of the 15 departments and university services involved in implementing HRS4R (who may be the director of the department in question). In 2024, the departments involved in HRS4R are:

- o   Innovation and Partnerships Department (DIPA)
- o   Communications Department (DCOM)
- o   Research and Doctoral Studies Department (DRED)

- o Campus Life Department (DVC)
- o Financial Affairs Department (DAF)
- o General and Institutional Affairs Department (DAGI)
- o Training and Education Department (DFE)
- o Department of Structuring Programs (DPS)
- o International Relations Department (DRI)
- o Human Resources Department (DRH)
- o Property Management Department (DPI)
- o Steering Department (DPIL)
- o Information System and Digital Department (DSIN)
- o University Service for Occupational Medicine and Health Promotion (SCMPPS)
- o Consulting and Risk Prevention Department (SCPR)

The composition of the Steering Committee gets updated to reflect the reality of departures and arrivals that are common in any institution (Cf. Appendix 8 - Composition of the Steering Committee).

4.2 How will the implementation committee and/or steering group regularly oversee progress?

The HRS4R Steering Committee ensures the smooth implementation and monitoring of the HRS4R action plan at the University. It regularly monitors the achievement of objectives thanks to a collaborative methodology and monitoring process that have been implemented since 2015.

The Operational Group meets quarterly, on average, to monitor the implementation of HRS4R and report to the HRS4R Executive Manager via the project manager. Minutes of the meetings and records of decisions are circulated to participants (and, for information, to members of the Strategic Group). Minutes and meeting materials are filed in a shared directory on the common storage space dedicated to the HRS4R project on the UM server, as well as in a TEAMS collaborative directory accessible to Steering Committee members (since 2022). This process allows all members to keep informed on the good implementation of the action plan.

The Strategy Group meets twice a year on average. These meetings provide an opportunity to share updates on the implementation of HRS4R action plan, to mention possible adjustments in the institution's strategy and, where appropriate, to make decisions related to corrective actions for potentially observed discrepancies.

At the time of the first renewal of the HR Excellence in Research award, it was decided to temporarily broaden the representation of researchers on the Strategy Group in order to widely gather input from UM's scientific community. Since then, in order to maintain regular consultation with a broad representation of scientists, and in line with the 2020-2023 action plan and the recommendations of the experts who audited the previous renewal proposal in 2021, researcher focus groups for the 4 levels R1-R2-R3-R4 have been set up in 2022 for all UM scientific fields (AEB, BS, CHIMIE, MIPS, SOC). On a voluntary basis, these scientists consult each other and share their thoughts. They attend Strategy Group meetings, where they report on the results of their discussions and share any suggestions they may have; they receive HRS4R reports and communications.

The project manager works closely and regularly with the HRS4R Executive Manager. Additional meetings with the streamlined governance team (President, Executive Director of Administration, HRS4R Executive Manager, HR Department director, Project Manager) are organized as necessary.

For the purposes of the second renewal project alone, 13 meetings were organized between October 2023 and October 2024:

- 2 plenary sessions common to both groups (launch of renewal process 11/17/2023 - presentation of new action plan 10/25/2024)

- 4 meetings with streamlined governance (President, Executive Director of Administration, HRS4R Executive Manager, HR Department director, Project Manager) on 13/03/2024 - 26/04/2024 - 21/06/2024 - 02/10/2024 ;

- the Strategic Group met in plenary session on 2 other occasions (12/10/2023 - 30/08/2024).

- the Operational Group met in plenary session on 5 other occasions (14/12/2023 - 06/02/2024 - 09/04/2024 - 25/06/2024 - 05/09/2024), and in sub-group as often as necessary (around 15 times), in particular to collect and define the actions to be included in the new 2024-2027 action plan.

- In addition, weekly half day work sessions have been set up since Q3 2019 between the HRS4R project manager and a part-time HR assistant who provides administrative support for the implementation and management of HRS4R.

Detailed tracking of planned actions was carried out to tally up actions fulfilled between March 2020 and March 2024, and to collect achievement indicators. Proposals for actions, including those resulting from the analysis of the [HRS4R 2024 survey results](), were collected from the central administrative departments and services involved, in liaison with the Vice-Presidents of the areas concerned. These actions were then presented to the governance for arbitration, and finalized with the members of the Strategy Group at the plenary session on 25/10/2024.

The 44 actions thus defined are added to the 2 actions that remain to be completed under the previous plan, bringing to 46 the number of objectives in the revised HRS4R action plan for the 2024-2027 period.

This methodology, based on cross-directional teamwork, has resulted in the production of: this [renewal report](), a [fulfillment status of the 2020-2023 plan](), a table of collected indicators for permanent actions, a table of collected indicators for the 2020-2023 action plan, a revised [UM OTM-R Charter]() and a 2024 OTM-R checklist, as well as a new [action plan for the 2024-2027]() period.

Presented for validation to UM Board of Directors on 18/11/2024, these documents are published on UM's website in November 2024 and submitted to the European Commission for evaluation.

This collaborative methodology and monitoring process will be maintained for the coming period.

4.3 How do you intend to involve the research community, your main stakeholders, in the implementation process?

During the initial phase, several research-professors volunteered to contribute to the Gap Analysis and the definition of objectives for the first 2015-2017 action plan.

At mid-term assessment time, an electronic survey was conducted to collect contributions from the UM scientific community. The survey was addressed to UM research staff (3,114 people) and enabled the identification of areas for improvement that were taken into account in the 2017-2019 action plan.

Later in 2017, it was decided to include representatives of researchers in the Strategic group. 4 scientists (some of them elected by their peers in UM governing bodies) volunteered to represent their community and since Q2 2018, one representative per researcher category (R1-PhD student, R2-Post-doctoral fellow, R3-Assistant Professor and R4-Professor) have been invited to participate in the Strategic Group meetings, and received minutes and information related to HRS4R.

In 2020, at the time of the first award renewal procedure, the Steering Committee chose to promote collective intelligence and a wider involvement of all UM's scientific fields by inviting 8 additional researchers to the Strategic Group, and allowing 3 representatives per category of researcher (R1-R2-R3-R4).

Since 2022, and in line with the recommendation of the European experts in charge of assessing UM's first

award renewal application, the initially temporary expansion of researcher representation on the Strategy Group has been maintained to ensure their regular contribution. As a result, research focus groups for the 4 levels R1-R2-R3-R4 have been set up in 2022 for all UM scientific fields (Agriculture-Environment-Biodiversity (AEB); Bio-Health (BS); Chemistry; Mathematics-Computer Science-Physics-Systems (MIPS); Social Sciences (SOC)). On a voluntary basis, these scientists consult each other and share their thoughts. They attend Strategy Group meetings, where they report on the results of their discussions and share any suggestions they may have; they receive HRS4R reports and communications.

These representatives of the UM scientific community complement the 15 scientists on the governance committee (the President, Vice-Presidents and Director of the Doctoral College are also researchers or research-professors). This brings the proportion of scientists on the steering committee to 85%, with 28 researchers and research-professors out of 33 members, including 10 women which represents a F/M ratio of 36%.

Overall, the representation rates for researchers in categories R1, R2, R3 and R4 are 11%, 1%, 25% and 57% respectively.

As part of the 2nd renewal application of the HR Excellence in Research award, the University decided to conduct a new survey. Unlike the 2017 survey, which focused on assessing the importance of the 40 principles of C&C and the extent to which they had been implemented at UM, the 2024 survey was designed to gather a broader range of opinions from the scientific community on topics related to the implementation of the HRS4R strategy at the University. To guarantee the impartiality and objectivity of this process, UM's governing team chose to entrust the conduct of the survey and the analysis of its results to an external service provider. Members of the strategic group and the HRS4R project manager worked with the service provider to draw up the questionnaire, based on a survey proposal produced by the R1-R2 researchers' focus group, as well as on elements of the revised European Charter for Researchers.

A 25-question survey was therefore launched from May 15 to June 5, 2024 and addressed to 2,715 UM researchers, research-professors, engineers, technicians and research support staff in order to collect the opinions of UM's scientific community on topics related to the implementation of the HRS4R strategy at the University.

536 complete responses were received, representing a participation rate of 19.7%. A summary of the results, based on statistical processing of the anonymized collected responses, is presented in a document appended to this report (Cf. Appendix 10 - HRS4R 2024 survey results).

Overall, the results indicate a good knowledge of UM's research facilities, frameworks and various plans and guidelines. The resulting areas for improvement were taken into account in drawing up the 2024-2027 action plan and translated into objectives: they amount to fifteen new actions relating to increasing awareness of the European Charter for Researchers (Action 4), dissemination and awareness of UM communication efforts (Action 22), awareness and use of the support and skills development services offered by UM (Actions 18, 44, 45 and 46), the fight against discrimination, moral harassment and lack of transparency in recruitment (Actions 5, 6, 9, 10, 11, 14, 15, 16 and 17).

4.4 How do you proceed with the alignment of organisational policies with the HRS4R?

Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

UM's commitment to implement C&C principles paved the path for French universities. UM was France's first university and second national institution to be awarded the "HR Excellence in Research" award in 2015 and to renew it in 2021.

Since then, implementing HRS4R produced a set of institutional procedures reflecting this commitment, including: a specific recruitment procedure for the publication of "Research" positions on Euraxess job portal; a reference to C&C in internal regulations and in responses to national and international calls-for-projects; use of the "HR Excellence in Research" logo on the website, corporate documents and letterheads, and employees' electronic signatures; a toolbox on intranet with files and rules for logo use; sample text in

French and English on UM's HRS4R commitment.

HRS4R is fully embedded in the institutional policy. Engagement of the highest level of governance in the composition of the HRS4R Steering Committee strongly illustrates that; so does the publication of UM OTMR charter and related series of awareness-raising and training actions for relevant internal audiences.

The HRS4R continuous improvement approach is an integral part of the institutional strategy in the field of human resources for research; HRS4R is included in objective 3 "Consolidate steering and continuous improvement systems" of axis 6 "Modernizing the institution" of the 2021-2026 pluriannual site contract signed between UM and its supervisory ministry, the Ministry of Higher Education and Research.

The action plan for the 2024-2027 period has been drawn up in conjunction with the establishment's many pluriannual documents: the site contract, the contract of objectives, means and performance (COMP), the University's various master plans (student life, disability, digital, ecological transition, real estate and development, gender equality plan, and so on.).

4.5 How will you ensure that the proposed actions are implemented?

From the beginning, implementing HRS4R has been overseen by the Steering Committee and the two groups it comprises: the Strategic Group steers and arbitrates strategy orientations, while the Operational Group executes, implements, monitors and reports to the HRS4R Executive Manager via the project manager.

The involvement of the highest level of governance in the composition of the HRS4R Steering Committee also demonstrates the commitment to implement the HRS4R action plan, which is fully embedded in the institutional strategy.

Implementation of each action of the plan has been appointed to a specific team or department, together with a delivery date and indicators for completion. Each team or department in charge of an action follows up and reports on its implementation during Operational Group meetings. When appropriate, a department in charge may further defines specific follow-up schedules to implement and monitor assigned actions. This organization allows the departments to closely monitor the achievement of objectives that are within their scope of activity.

In order to facilitate information sharing and monitoring, a specific inter-departmental shared folder was created on the university's server and access was granted to members of both groups.

Since 2022, a collaborative TEAMS directory specific to the HRS4R project has also been in place. Accessible to all members of the HRS4R Steering Committee, this tool promotes real-time collaboration, file sharing and the centralization of information in a collaborative environment. It keeps all members informed of the project's progress.

Minutes of the regular Operational Group meetings are produced to relay implementation progress and general project management. They are shared with the Strategic Group for complete transparency, and are archived in the shared folder on the server as well as in the HRS4R TEAMS group. When major deviations from objectives are observed, they are reported to the HRS4R Executive Manager by the project manager and to the governance for arbitration.

The biannual meetings of the Strategy Group provide an opportunity to share updates on the HRS4R action plan implementation, to mention possible adjustments in the institution's strategy and to take note of any exchanges and suggestions reported by the researchers' focus groups. Where appropriate, these meetings are also used to make decisions related to corrective actions for potentially observed discrepancies.

The methodology is based on cross-directional teamwork, regular monitoring of planned actions, including the recording of achievements and collection of performance indicators, storage of information in a dedicated shared folder and the TEAMS collaborative tool for HRS4R. It contributes to ensuring the successful implementation of the HRS4R project in the institution.

In addition, HRS4R is one of several continuous improvement projects underway at UM to be monitored by a Continuous Improvement Committee which was set up by the University in July 2022 to provide a consolidated vision in this area.

The 92% cumulative completion rate of previous action plans since 2015 demonstrates the work already accomplished.

Likewise, the 46 actions in the 2024-2027 plan illustrate UM's ambition with the HRS4R objectives it plans to achieve in the coming years.

4.6   How will you monitor progress (timeline)?

In compliance with HRS4R recommendations and expectations, and since the initial phase, quarterly time targets have been set for every action in the UM HRS4R action plan. The same goes for the upcoming plan for the period 2024-2027.

Implementation is monitored on a regular basis and updates are made at the quarterly Operational Group meetings. This makes it possible to collectively track progress made with regards to the planned calendar, report to the governance team and, when applicable, adjust deliverable dates.

The self-assessments carried out at the end of each HRS4R cycle are an opportunity to take stock, and adjust the action plan's orientations if necessary.

The methodology is based on cross-directional teamwork, regular monitoring of planned actions, including the recording of achievements and collection of performance indicators, storage of information in a dedicated shared folder and the TEAMS collaborative tool for HRS4R. It contributes to ensuring the successful implementation of the HRS4R project in the institution.

In addition, HRS4R is one of several continuous improvement projects underway at UM to be monitored by a Continuous Improvement Committee which was set up by the University in July 2022 to provide a consolidated vision in this area.

The 92% cumulative completion rate of previous action plans since 2015 demonstrates the work already accomplished.

Likewise, the 46 actions in the 2024-2027 plan illustrate UM's ambition with the HRS4R objectives it plans to achieve in the coming years.

4.7   How will you measure progress (indicators) in view of the next assessment?

Just like an action's implementation is assigned to a specific department with a set quarterly target date, indicators are defined for every action of the HRS4R plan. Moreover, it is planned to monitor the implementation of OTM-R using specific indicators defined in the OTM-R diagnosis (Cf. Appendix 8 - OTM-R checklist 2024) and indicators from the University's annual social report, which is drawn up annually by the University.

In order to measure progress made towards a set objective, departments in charge of carrying out actions regularly track their related indicators, whose frequency may vary from case to case, via the designated referents. The latter are responsible for producing and saving the fulfillment justification in a specific file in the specific TEAMS group dedicated to HRS4R. To facilitate sharing and archiving, a specific coding has been determined to link the achievement or indicator justification to the action and the year.

In 2021, the European experts in charge of assessing UM's first award renewal application made recommendations concerning the definition of more precise monitoring means so as to enable an action

to be considered completed, together with the use of qualitative and quantitative indicators when possible. In 2022, in response to these recommendations, the HRS4R team undertook a major review of all HRS4R indicators within the Operational group, with the support of the Steering Department (DPIL), as an expert in this field. On 20 April 20 2022, the referents of the UM departments involved in HRS4R were brought together for a 1/2-day workshop to work on defining SMART (Specific, Measurable, Achievable, Realistic, Time-bound) indicators for all actions: permanent actions, actions of the 2020-2023 plan, and the OTM-R checklist. As part of this process, an effort was made to pool and rationalize indicators already available at UM. Additional bilateral working sessions between the project leader, the DPIL referent and each department then completed this exercise, defining a total of **111 indicators** for the HRS4R project, with 34 for the 2020-2023 action plan, 56 for HRS4R permanent actions, and 21 for the OTM-R checklist (Cf. Appendix 8 – OTM-R Checklist 2024).

The HRS4R team (Project Manager and Assistant) is responsible for checking and compiling these indicators in a macro file, facilitating the synthesis of the project's progress measurements, year after year (Cf. Appendix 2 – Collected indicators for Permanent actions; Appendix 4 - Recorded Indicators action plan 2020-23).

Regular collection, coding, archiving and compilation are particularly useful for reporting to the Steering Committee and during evaluation phases.

4.8 Additional remarks/comments

UM's contribution to disseminating the HRS4R policy

Since it received its award in March 2015, UM has contributed significantly to the dissemination and the promotion of HRS4R policy in France and Europe. Internally, presentations have been made to the scientific community and several articles have been published (FORUM magazine, 4 articles on the website and a page on the intranet in the (Espace Numérique de Travail ENT)).

Externally, President Philippe AUGÉ was invited in 2015 by the French Conference of University Presidents (CPU) to present UM's award-gaining process to his peers. The same year, Nathalie Modjeska, UM HRS4R project leader, was invited by the DG Research and Innovation of the European Commission to participate in a working group for the revision and strengthening of HRS4R (DG Research and Innovation Expert group on Strengthening HRS4R). Since then, she has been part of the expert assessors' group for the European Commission to evaluate applications for the "HR Excellence in Research" award (nearly 60 evaluations since 2015). She is also regularly invited to present UM's HRS4R experience at national and international level at the request of the Ministry of Higher Education and Research (MESR), various French and foreign institutions and the European Commission. Nathalie Modjeska has given 18 presentations, including 4 in France, 9 internationally, and 5 remotely (Cf. Appendix 11 - Table of UM external dissemination actions on HRS4R).

Last but not least, UM's participation in response to the WIDERA call for proposals for the development of talent ecosystems, in conjunction with the European Charter for Researchers, bears witness to a commitment that goes beyond the University itself to extend to national, European and international levels. UM has joined forces with 9 other partners (including 4 universities - Antwerp U, UCC, Polito, U. Gdansk - a research funding agency, the Marie Curie Alumni Association, and three expert consultants) to respond to a pilot call for projects. The aim of the project, named MERCURY, if selected for funding by the EC, will be to disseminate best practice in the development of research talent ecosystems in Europe, through training courses aimed at institutions (public or private) willing to implement the principles of the European Charter for Researchers. Private sector stakeholders from the 5 partner universities and member institutions of the European universities in which they participate will be invited to attend the training courses. Combined with the participation of the Marie Curie Alumni Association and other recognized experts, this project is set to make a substantial and valuable contribution to the dissemination of European policy on the development of research talent ecosystems, in line with the principles of the European Charter for Researchers.

5 APPENDICES

5.1 Appendix 1 - List of acronyms and abbreviations

Meaning of acronyms and abbreviations used in the report

AEB: Agriculture-Environment-Biodiversity
APEC: Association for executive employment
BIATSS: staff category (library, engineers, administrative, technical, social & health workers)
BS: Biologie-Santé
BS: Bio-Health
C: Researcher
COMP: Contract of Objectives, Means and Performance
CPJ: Tenure-track position (*Chaire Professeur Junior*)
CSA: Social Administration Committee
DAF: Financial Affairs Department
DAGI: General and Institutional Affairs Department
DCOM : Communication Department
DCSPH: Scientific Culture and Historical Heritage Department
DFE: Education and Studies Department
DIPA: Innovation and Partnerships Department
DPI: Public Property Department
DPIL: Steering Department
DPS: Structuring Programs Department
DRED: Research and Doctoral Studies Department
DRH: Human Resources Department
DRI: International Relations Department
DSIN: Digital and Information System Department
DVC: Campus Life Department
EC: Research-Professor
E: Teaching staff
ENT: Digital Work Space (*Espace Numérique de Travail*)
IUF: Institut Universitaire de France
MCF: Assistant professor
MESR: Ministry of Higher Education and Research
MIPS: Maths-Informatics-Physics-Systems
ODD: Sustainable Development Goal (SDG) (*Objectif Développement Durable)*
PCA: Bonus for administrative charges (*Prime de charges administratives)*
PEDR: Bonus for Research Supervision (*Prime à l'encadrement doctoral et de recherche*)
PEI: I-SITE (Initiative Science-Innovation-Territoires- Economie) Excellence Program
PhD: Doctoral student
PR: Professor
REH: Hourly Framework for Research
RH: Human Resources
RIPEC: Compensation scheme for teaching and research staff (*régime indemnitaire des personnels enseignants et chercheurs*)
SCD: Documentation Department
SCMPPS: University Service for Occupational Medicine and Health Promotion
SCSIP: University Service of support for pedagogical innovation
SCUIOIP: University Service for Information, Orientation and Professional Insertion
SDIA: property and development master plan (*schéma directeur immobilier et de l'aménagement)*
SDTE: Ecological Transition Master Plan (*schéma directeur de la Transition Ecologique*)
SHON: Net surface area *(Surface Hors Œuvre Nette)*
SOC: Social Sciences
UEI: Education Units, Schools and Institutes *(Unités de Formation, Ecoles et Instituts)*
UMR: Joint Research Unit
VSS: Sexist and Sexual Violence

5.2   Appendix 2 – Collected Indicators for Permanent actions

# action	Permanent actions	Leading Dept	Indicators revised in 2022	YTD 2020-2023	2020	2021	2022	2023
I-2.1	In order to promote good research practice ethics, all Research Units are encouraged to use of Internal rules and regulations and assistance is offered in writing them for further harmonization	DRED	# research structures with internal rules voted in Research Commission	7	3	1	2	1
I-3.1	In order to encourage doctoral students to apply professional responsibility, reference to Scientific Integrity charter and C&C is inserted in PhD registration documents and on-line (ENT), and training on this topic is provided via Doctoral schools and UM Doctoral College	DRED	# PhD students who took training on scientific integrity	1,757	174	382	582	619
I-3.2	In order to increase researchers' awareness with regards to plagiarism and self-plagiarism, this message is conveyed early on as part of university curriculum (Bachelor and Master level); the examination charter includes penalties in case of plagiarism; this is also mentioned in the Scientific integrity charter and the University deployed a anti-plagiarism tool, made available to all students and teaching staff (COMPILATIO). This tool is free of use and available on the intranet; its use is to be generalized to all UM Doctoral schools	DFE	# documents treated by COMPILATI	6	2	1	1	2
I-3.2 bis	In order to increase researchers' awareness with regards to plagiarism and self-plagiarism, this message is conveyed early on as part of university curriculum (Bachelor and Master level); the examination charter includes penalties in case of plagiarism; this is also mentioned in the Scientific integrity charter and the University deployed a anti-plagiarism tool, made available to all students and teaching staff (COMPILATIO). This tool is free of use and available on the intranet; its use is to be generalized to all UM Doctoral	DFE	# cases sanctioned	7	2	1	2	2
I-5.1	Will to increase researchers' awareness for the interest of sharing IP and patent information with the Contract/Value-generation office of the Innovation and Partnerships department via laboratory visits, posting of articles on intra- and internet, development of an Information System for saving and sharing IP data (Q1 2021 deliverable), use of STEP and STAR applications, and signature of a thesis dissemination contract (SUDOC tool)	DIPA	# laboratories reached via awareness actions (Intellectual Property information sessions, lab visits…)	16	0	0	5	11
I-6	In order to raise researchers' awareness with regards to their obligations towards their employers and funders, the use of lab logbooks is generalized for all researchers of experimental scientific fields and the means to manage and monitor funding are increased (increase of staff in the Research support office of the Financial department, deployment of SINCHRO computer application, improvement of research credits use tracking (balance)	DIPA	# logbooks distributed yearly by DIPA	1,428	540	433	230	225
I-6 bis	In order to raise researchers' awareness with regards to their obligations towards their employers and funders, the use of lab logbooks is generalized for all researchers of experimental scientific fields and the means to manage and monitor funding are increased (increase of staff in the Research support office of the Financial department, deployment of SINCHRO computer application, improvement of research credits use tracking (balance)	DIPA	use rate of UM endowed research funds and call-for-project allocated funds	93% average 62% average	data not significant due to pandemic	92% 60%	95% 58%	93% 69%
I-7.2	To increase the research community's awareness on the value of occupational medicine, UM implements an annual training plan for prevention assistants and on Hygiene and Security; it developed a flyer on occupational medicine service, a welcome booklet on Hygiene and Security for new recruits; laboratory and individual workstation visits are organized by SCMPPS	SCMPPS	# trained agents on the Prevention assistant training # trained agents on the F3SCT training # Prevention assistants who accessed the welcome booklet	# trained agents on the Prevention assistant training: 60 # trained agents on the F3SCT training: 19 # Prevention assistants who accessed the welcome booklet 826	# trained agents on the Prevention assistant training: 0 # trained agents on the F3SCT training: 0 # Prevention assistants who accessed the welcome booklet 200	# trained agents on the Prevention assistant training: 33 # trained agents on the F3SCT training: 0 # Prevention assistants who accessed the welcome booklet 201	# trained agents on the Prevention assistant training: 0 # trained agents on the F3SCT training: 0 # Prevention assistants who accessed the welcome booklet 202	trained agents on the Prevention assistant training: 19 # trained agents on the F3SCT training: 19 # Prevention assistants who accessed the welcome booklet 211
I-8.1	Researchers' obligations (respect rules and ethical principles, obligation to train, supervision, results dissemination, security, IP protection) are reminded via a memorandum, the signature of a Thesis Charter and of a PhD Training plan (with a clause on value-generating) by the PhD student, the thesis supervisor, the research unit director and Doctoral school director. Exploiting results is encouraged via an inventors' profit-sharing scheme	DIPA	Nbr and amount of premium	151 premiums 107,772.78€	43 premiums 17,011.66 €	17 premiums 3,412.96 €	3 premiums 3,348.16 €	88 premiums 84,000 €
I-8.2	In order to tag UM efficiently in results dissemination, the reference to UM (in UM funding allocation notifications), the use of university logo and the publication signature charter (5/12/2016) were made mandatory.	DRED	Signature charter obedience rate	87.13%	86.20%	88.2%	87%	N/A
I-9.1	Publication of articles with "The conversation"	DCOM	Nbr articles Nbr authors Nbr views	198 articles 178 authors 6.7M views	53 articles 46 authors 873,000 views	48 articles 44 authors 1.6 M views	44 articles 41 authors 2.8 M views	53 articles 47 authors 1.5 M views
I-10.2	To promote internalization@home, university staff with foreign language skills and main administration departments and offices requiring foreign language skills are identified.	DRH	Nbr of UM staff who took language skills training	278	84	67	68	59
I-10.3	Deeply committed to promoting diversity and fighting discrimination, UM has appointed a focal point for secularism, racism and anti-Semitism, implements an annual program of actions for gender balance (Women's month, Springboard workshops, crisis hotline for gender-based or sexual violence) and awareness weeks to combat discrimination related to sexual orientation and gender identity, racism, anti-Semitism and disability (disability master plan).	DVC	Appointed focal points # awareness events 1st French university to sign the LGBTQ de l'Autre Cercle charter in 2017 Victimization survey launched Report on "OSER" workshops participation: nbr of sessions/year nbr participants/year Master plans and schemes	6 sessions of OSER workshop 73 participants	Nominated focal points: *Gender balance - Agnès Fichard-Carroll *Fight against racism and antisemitism - JeanPaul Udave Yearly events * Donner des elles à l'UM * awareness week against discrimination based on sexual orientation and gender identity * Actions for the Fight against racism and antisemitism * Actions for inclusion of staff with disability * OSER workshop: 1 session, 11 participants OSER workshop: 2 session, 25 participants	Nominated focal points: *Gender balance - Agnès Fichard-Carroll *Fight against racism and antisemitism - JeanPaul Udave Yearly events * Donner des elles à l'UM * awareness week against discrimination based on sexual orientation and gender identity * Actions for the Fight against racism and antisemitism * Actions for inclusion of staff with disability * Equality Plan 2021-2022	Nominated focal points: *Secularism: Jean-Paul Udave *Gender balance - Agnès Fichard-Carroll, VP of Education and campus life *Fight against racism and antisemitism - Julie Boiché Yearly events * Donner des elles à l'UM * awareness week against discrimination based on sexual orientation and gender identity * Actions for the Fight against racism and antisemitism * Equality Plan 2021-2022 * AUTRE CERCLE charter (students) OSER workshop: 2 session, 27 participants	Nominated focal points: *Secularism: Jean-Paul Udave *Gender balance - Agnès Fichard-Carroll, VP of Education and campus life *Fight against racism and antisemitism - Julie Boiché, VP of social responsability * ACADISCRI survey launched Yearly events * Donner des elles à l'UM * awareness week against discrimination based on sexual orientation and gender identity * Actions for the Fight against racism and antisemitism * Actions for inclusion of staff with disability * Equality Plan 2023-2025 * OSER workshop: 1 session, 10 participants

# action	Permanent actions	Leading Dept	Indicators revised in 2022	YTD 2020-2023	2020	2021	2022	2023
I-10.4	Insert a reference to C&C in International Relations schemes for international scientists (amend guidelines to integrate C&C principles)	DRI	Insert a reference to C&C in International Relations schemes for international scientists	Explore calls: 4 STA/STT calls: 6	0	Explore call:1 STA/STT call: 2	Explore call:1 STA/STT call: 2	Explore call:2 STA/STT call: 2
I-11	Assessment of UM 2015-2020 accredited course offer has been implemented since November 2016. Research units that host doctoral students are assessed by French high authority for Research and HCERES. It is carried out per grade level (Bachelor, Master, other diplomas), per specialty/path of study; per institutional main theme, via Thesis assessment committee for PhD students, every 5 years for PhD supervisors. Finally, doctoral students' activities and curricula are assessed by survey; training of supervisors by external trainers is assessed.	DFE	# of HCERES assessed research units	66 (next assessment in 2025)	66	NC	NC	NC
II-13.1	Des mesures sont prises à l'UM pour assurer un recrutement Ouvert, Transparent Basé sur le Mérite permettant l'égalité des chances, et le recrutement de candidats les mieux qualifiés. Ainsi, une référence à la Charte et au Code est ajoutée dans le Vade-Mecum pour le recrutement à l'UM; une procédure RH spécifique est créée pour la publication des postes sur Euraxess job portal (adresse dédiée drh-euro-recrut@umontpellier.fr); le recensement annuel des délais sur les campagnes 2015-2016	DRH	# job offers posted on Euraxess	298	8 (8 job offers Euraxess session synchro)	19 (19 job offers Euraxess session synchro)	131 (26 job offers Euraxess session synchro + 99 research positions + 6 tenure-tracks (CPJ)	140 (34 job offers Euraxess session synchro + 100 research positions + 6 tenure-tracks (CPJ)
II-13.1	Measures are taken at UM to ensure Open, Transparent, Merit-based Recruitment, to guarantee equal opportunities and recruitment of best qualified candidates. Hence, a reference to the Charter and Code was added in the Vade-Mecum for recruitment at UM; a specific HR procedure was developed for the publication of vacant positions on Euraxess jobs portal (dedicated generic email address drh-eurorecrut@umontpellier.fr); tracking of job posting duration for annual recruitment	DRH	average duration of publication campaigns	1 month	One-month regulatory publication	One-month regulatory publication	One-month regulatory publication	One-month regulatory publication
II-16	In line with UM OTM-R strategy, guidelines were written to emphasize the need to take into account all researchers' missions (management of teams, projects, research units; sectorial and geographical mobility; acting as supervisor and/or mentor; training), when dealing with recruitment, bonus, and promotion of staff. Job description, bonus and promotion guidelines take these missions into account (Research-professors). SCV office delivers information and awareness-actions to researchers on public/private brigdes; guidelines relating to Hourly Framework for Research (REH) was approved on 20/06/2016 and disseminated to Research Unit Directors (meeting 13 July 2016) + published on intranet.	DRH	# EC recruited/year with consideration of these missions # recruitment forms	87 E-C 394 non-permanent researchers 22,08% on average	8 E-C 88 non-permanent researchers 9%	19 E-C 107 non-permanent researchers 17,75%	26 E-C 99 non-permanent researchers 29,29%	34 E-C 100 non-permanent researchers 34%
II-16	In line with UM OTM-R strategy, guidelines were written to emphasize the need to take into account all researchers' missions (management of teams, projects, research units; sectorial and geographical mobility; acting as supervisor and/or mentor; training), when dealing with recruitment, bonus, and promotion of staff. Job description, bonus and promotion guidelines take these missions into account (Research-professors). SCV office delivers information and awareness-actions to researchers on public/private brigdes; guidelines relating to Hourly Framework for Research (REH) was approved on 20/06/2016 and disseminated to Research Unit Directors (meeting 13 July 2016) + published on intranet.	DRH	# hrs of granted discharge/year Euro equivalent	5,852.19 hands-on hours 375,680 €	Hourly Framework for Research (REH): 2,810.49 hands-on hours	Hourly Framework for Research (REH): 678 hands-on hours Research PCA: 171,430.42 €	Hourly Framework for Research (REH): 996.70 hands-on hours Research PCA: 173,849.44 €	Hourly Framework for Research (REH): 1,367 hands-on hours Research PCA: 30,400 € C2 Recherche :
II-16	In line with UM OTM-R strategy, guidelines were written to emphasize the need to take into account all researchers' missions (management of teams, projects, research units; sectorial and geographical mobility; acting as supervisor and/or mentor; training), when dealing with recruitment, bonus, and promotion of staff. Job description, bonus and promotion guidelines take these missions into account (Research-professors). SCV office delivers information and awareness-actions to researchers on public/private brigdes; guidelines relating to Hourly Framework for Research (REH) was approved on 20/06/2016 and disseminated to Research Unit Directors (meeting 13 July 2016) + published on intranet.	DRH	Nb EC attributaires? Nb PEDR (prime d'encadrement doctoral et de recherche) et CRCT (Congé pour Recherches ou Conversions Thématiques)	1,989	SOURCE: BS 2020 # beneficiaries of Bonus for Research Supervision (PEDR = prime à l'encadrement doctoral et de recherche): 417	SOURCE: RSU 2021 # beneficiaries of Bonus for Research Supervision (PEDR = prime à l'encadrement doctoral et de recherche): 416	SOURCE: RSU 2022 # beneficiaries of Bonus for Research Supervision (PEDR = prime à l'encadrement doctoral et de recherche): 390 progressive disappearance of PEDR for EC => creation of RIPEC C3 (compensation scheme for teaching and research staff) # beneficiaries of RIPEC: 164	SOURCE: RSU 2023 # beneficiaries of Bonus for Research Supervision (PEDR = prime à l'encadrement doctoral et de recherche): 308 progressive disappearance of PEDR for EC => creation of RIPEC C3 (compensation scheme for teaching and research staff) # beneficiaries of RIPEC: 294
II-18.2	UM's wish to recognize mobility experience is illustrated in the posting of testimonies on the EC portal (Mobility Tool) and via Moveon 4, a management and coordination tool for mobilities, actions, and cooperation of the International Relations dept.	DRI	# of outgoing mobilities by E-C, C supported by programs like Erasmus, Explore (PEI)	12 mobility actions STA/STT 111 outgoing / 212 EXPLORE	18 outgoing / 27 EXPLORE # 3	4 mobilités STA/STT	4 mobilités STA/STT 28 outgoing / 55 EXPLORE # 4	4 mobilités STA/STT 65 outgoing / 130 EXPLORE # 5 + #6
III-23.1	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM allocates appropriate funds to renovate/build facilities and comply with safety requirements (Plan Campus).	DPI	Allocated budget NB: fluids cost encompasses Montpellier Triolet, Saint-Priest, central administration sites only	95,458 K€ of which 11,850 K€ (fluids) 8,237 K€ (fonct) 72,538 K€ (invest)	16,481,000 € of which 2,833,000 € (fluids) 1,838,000 € (fonct) 11,810,000 € (invest)	25,02,000 € of which 2,968,000 € (fluids) 1,612,000 € (fonct) 21,122,000 € (invest)	33,403,000 € of which 3,469,000 € (fluids) 2,492,000 € (fonct) 27,442,000 € (invest)	19,872,000 € of which 5,413,000 € (fluids) 2,295,000 € (fonct) 12,164,000 € (invest)
III-23.1	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM allocates appropriate funds to renovate/build facilities and comply with safety requirements (Plan Campus).	DPI	Newly created area	505,262 m² on average	504,731 m²	506,254 m²	504,368 m²	505,695 m²
III-23.1	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM allocates appropriate funds to renovate/build facilities and comply with safety requirements (Plan Campus).	DPI	Total UM area	+6,165 m² - 6,412 m²		Areas: + 813 m² Net surface area "UM" at T39 (S)PACE	Areas: - 4,767 m² Net surface area after destruction of building T06 - 1,645 m² Net surface area after donation of Motte rouge donation + 2,068 m² Net surface area (Medicine faculty Nîmes)	Areas: + 377 m² Net surface area after restructuration of T20
III-23.2	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM deploys a digital collaborative tool series (email, shared agenda = Zimbra) and a document management system (GED). Deployment of a series of digital services is planned for Q2 2020.	DSIN	# student Zimbra users	47 753 on average	40,783	57,126	46,36	45,861
III-23.2	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM deploys a digital collaborative tool series (email, shared agenda = Zimbra) and a document management system (GED). Deployment of a series of digital services is planned for Q2 2020.	DSIN	# staff Zimbra users	9,362 on average	7,643	7,864	10,55	11,391
III-23.2	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM deploys a digital collaborative tool series (email, shared agenda = Zimbra) and a document management system (GED). Deployment of a series of digital services is planned for Q2 2020.	DSIN	# GED user accounts	2,494 on average	2,489	744	2,265	4,476
III-23.2	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM deploys a digital collaborative tool series (email, shared agenda = Zimbra) and a document management system (GED). Deployment of a series of digital services is planned for Q2 2020.	DSIN	% validation rate of user accounts by researchers	71% on average	74%	66%	71%	72,50%

# action	Permanent actions	Leading Dept	Indicators revised in 2022	YTD 2020-2023	2020	2021	2022	2023
III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SCPMMS & Montpellier University Hospital (CHUM) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	DVC	Handicap Master Plan Handicap awareness actions # BOE beneficiaries employment rate Quality at work program Report on Well-being workshops (# workshops and sessions)	Handicap Master Plan 2020-2023 Handicap awareness actions: 9 # BOE beneficiaries: 228,5 on average employment rate: 4,80% on average 2 Quality at work programs 19 Well-being workshops offered over 60 sessions	Handicap Master Plan 2020-2023 # BOE beneficiaries: 213 employment rate: 4,67% Quality at work program 2020-2022 6 Well-being workshops offered over 18 sessions	Handicap Master Plan 2020-2023 # BOE beneficiaries: 213 employment rate: 4,60% Quality at work program 2020-2022 4 Well-being workshops offered over 16 sessions	Handicap Master Plan 2020-2023 Handicap awareness actions: 3 # BOE beneficiaries: 220 employment rate: 4,84% Quality at work program 2020-2022 4 Well-being workshops offered over 13 sessions	Handicap Master Plan 2020-2023 Handicap awareness actions: 6 # BOE beneficiaries: 268 employment rate: 5,11% Quality at work program 2023-2024 5 Well-being workshops offered over 13 sessions
III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SCPMMS & Montpellier University Hospital (CHUM) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	DVC	nb staff with disability who benefit from special services	271 staff with disability	70 staff with disability	74 staff with disability	72 staff with disability	55 staff with disability
III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SCPMMS & Montpellier University Hospital (CHUM) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	DVC	# recruited PhD/post-doc with disability	31 recruited PhDs with disability	8 recruited PhDs with disability	7 recruited PhDs with disability	8 recruited PhDs with disability	8 recruited PhDs with disability
III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SCPMMS & Montpellier University Hospital (CHUM) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	DVC	# reserved day-care spots	57 (19.25 on average)	17 Reserved day-care spots	20 Reserved day-care spots	20 Reserved day-care spots	20 Reserved day-care spots
III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SCPMMS & Montpellier University Hospital (CHUM) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	DVC	# remote work beneficiaries with disability	191	15 beneficiaries	29 beneficiaries	70 beneficiaries	77 beneficiaries
III-24.2	Every year, the University organizes a day of orientation for all newly recruited staff. An HR guide for new staff has been produced and published on intranet.	DRH	# invited and participating new staff	Invited: 1 997 Participating: 709	Invited: 102 Participating: 99	Invited: 548 Participating: 163	Invited: 616 Participating: 204	Invited: 731 Participating: 243
III-25.1	To improve stability of working conditions for researchers, UM has developed guidelines that include the possibility of non-fixed term employment contract (CDI) for top category researchers (Cat A), and the change of status for 2nd degree teachers (PRAG) to assistant professors (MCF). The "Sauvadet" decree (Law of 2012 against job insecurity in research) for reserved tenured position was extended for 2 years in 2016, totalling 60 UM permanent tenured positions.	DRH	# recruited assistant-professors (MCF)	58	3 MCF	16 MCF	19 MCF	20 MCF
III-25.1	To improve stability of working conditions for researchers, UM has developed guidelines that include the possibility of non-fixed term employment contract (CDI) for top category researchers (Cat A), and the change of status for 2nd degree teachers (PRAG) to assistant professors (MCF). The "Sauvadet" decree (Law of 2012 against job insecurity in research) for reserved tenured position was extended for 2 years in 2016, totalling 60 UM permanent tenured positions.	DRH	# researchers / staff on non-fixed term employment contract (CDI)	5	2	1	0	2
III-26.2	In 2019, annual granting of Innovation Prizes was implemented by the I-SITE MUSE project via its Partnerships axis. 5 laureates were rewarded.	DIPA	# competing candidates	112	24	42	33	13
III-26.2	In 2019, annual granting of Innovation Prizes was implemented by the I-SITE MUSE project via its Partnerships axis. 5 laureates were rewarded.	DIPA	# laureates	21	5	5	5	6

# action	Permanent actions	Leading Dept	Indicators revised in 2022	YTD 2020-2023	2020	2021	2022	2023
III-27	With an annually published social report, DPIL monitors indicators of the University gender balance	DPIL	% Female vs Male in research % F vs M PhD students	41% F vs 59% M 51,25 F vs 51,25 M	41% F vs 59% M 48% F vs 52% M	41% F vs 59% M 49% F vs 51% M	41% F vs 59% M 50% F vs 50% M	41% F vs 59% M 58% F vs 42% M
III-28	Awareness-raising actions are carried out for researchers on training programs that are specifically designed for them (skill management, Massive Open Online Courses, Individual Right to Training, sabbatical leave) via dissemination with the existing circulation list for all staff and educational /research unit, researchers + institutional list and via network of HR referents in research Units.	DRH	# training programs for researchers # Personal Training Account (CFP)	University training offer open to all researchers and research-professors with specific training sessions for research activity or hygiene and security Offre accessible via intranet and HR correspondant workshops once a year + dissemination to all UM staff Personal Training Account (CFP) : 1 EC	University training offer open to all researchers and research-professors with specific training sessions for research activity or hygiene and security Offre accessible via intranet and HR correspondant workshops once a year + dissemination to all UM staff Personal Training Account (CFP): 0	University training offer open to all researchers and research-professors with specific training sessions for research activity or hygiene and security Offre accessible via intranet and HR correspondant workshops once a year + dissemination to all UM staff Personal Training Account (CFP) 0	University training offer open to all researchers and research-professors with specific training sessions for research activity or hygiene and security Offre accessible via intranet and HR correspondant workshops once a year + dissemination to all UM staff # Personal Training Account (CFP): 0	University training offer open to all researchers and research-professors with specific training sessions for research activity or hygiene and security Offre accessible via intranet and HR correspondant workshops once a year + dissemination to all UM staff # Personal Training Account (CFP): 1 EC
III-28	Awareness-raising actions are carried out for researchers on training programs that are specifically designed for them (skill management, Massive Open Online Courses, Individual Right to Training, sabbatical leave) via dissemination with the existing circulation list for all staff and educational /research unit, researchers + institutional list and via network of HR referents	DRH	# trainees at training programs for researchers and research-professors	322	153	53	54	62
III-28	Awareness-raising actions are carried out for researchers on training programs that are specifically designed for them (skill management, Massive Open Online Courses, Individual Right to Training, sabbatical leave) via dissemination with the existing circulation list for all staff and educational /research unit, researchers + institutional list and via network of HR referents	DRH	# leaves of absence for Research or Thematic reorientation (CRCT)	89	SOURCE : BS 2020 # CRCT beneficiaries: 29	SOURCE : RSU 2021 # CRCT beneficiaries: 26	SOURCE : RSU 2022 # CRCT beneficiaries: 17	SOURCE : RSU 2023 # CRCT beneficiaries: 17
III-28	Awareness-raising actions are carried out for researchers on training programs that are specifically designed for them (skill management, Massive Open Online Courses, Individual Right to Training, sabbatical leave) via dissemination with the existing circulation list for all staff and educational /research unit, researchers + institutional list and via network of HR referents in research Units.	DRH	# Personal Training Account (CFP)	1 EC	0	0	0	1 EC
III-30	Encourage researchers to consult the institution's 'Career Support and Monitoring' office by identifying target staff to be contacted and by delivering them career guidance and professional advancement interviews	DRH	# completed interviews for Researchers and Research-professors	54	HR dept Guidance by Career and skills office to researchers (C) and research-professors (EC): 1 EC (4 meetings)	HR dept Guidance by Career and skills office to researchers (C) and research-professors (EC) : 1 C (4 meetings) 7 EC (16 meetings)	HR dept Guidance by Career and skills office to researchers (C) and research-professors (EC): 1 C (4 meetings) 6 EC (9 meetings)	HR dept Guidance by Career and skills office to researchers (C) and research-professors (EC): 1 C (7 meetings) and 5 EC (10 meetings)
III-32	Value creation potential and co-authorship publication activity are targeted among researchers in order to best assist these scientists with their result dissemination.	DIPA	# annual requests for priority patents	161	49	49	35	28
III-32	Value creation potential and co-authorship publication activity are targeted among researchers in order to best assist these scientists with their result dissemination.	DRED	# total publications	20,287	6,415	7,141	6,731	
III-32	Value creation potential and co-authorship publication activity are targeted among researchers in order to best assist these scientists with their result dissemination.	DRED	# publications resulting from European collaboration:	11.23% on average	11.4%	11.3%	11%	
III-32	Value creation potential and co-authorship publication activity are targeted among researchers in order to best assist these scientists with their result dissemination.	DRED	# publications resulting from international collaboration (OST data)	64.60% on average	64.4%	64.9%	64.5%	
III-33.1	Training seminars on pedagogical techniques for research-professors and assistant professors offered by the HR department are regularly mapped out and updated in order to best meet the teaching staffs needs in this area. Training actions, workshops (Parlons des TICE à l'UM) and production of a Newsletter on Digital tools, carried out by the SUN (service des usagers du numérique of the DSIN = Office for Digital tools users), complete this offer.	DRH	# Training seminars on pedagogical techniques	100	30	18	19	33
III-33.1	Training seminars on pedagogical techniques for research-professors and assistant professors offered by the HR department are regularly mapped out and updated in order to best meet the teaching staffs needs in this area. Training actions, workshops (Parlons des TICE à l'UM) and production of a Newsletter on Digital tools, carried out by the SUN (service des usagers du numérique of the DSIN = Office for Digital tools users), complete this offer.	DRH	# trainees at training seminars	537	230	83	72	152
III-33.1	Training seminars on pedagogical techniques for research-professors and assistant professors offered by the HR department are regularly mapped out and updated in order to best meet the teaching staffs needs in this area. Training actions, workshops (Parlons des TICE à l'UM) and production of a Newsletter on Digital tools, carried out by the SUN (service des usagers du numérique of the DSIN = Office for Digital tools users), complete this offer.	DRH	# TICE training sessions	57	24	9	9	15
III-33.1	Training seminars on pedagogical techniques for research-professors and assistant professors offered by the HR department are regularly mapped out and updated in order to best meet the teaching staffs needs in this area. Training actions, workshops (Parlons des TICE à l'UM) and production of a Newsletter on Digital tools, carried out by the SUN (service des usagers du numérique of the DSIN = Office for Digital tools users), complete this offer.	DRH	# TICE trained participants	289	131	72	17	69
III-34	Appropriate procedures are in place within the institution to manage and prevent conflicts related to work, litigation and/or appeal (Specific mediation procedure for doctoral students, Scientific Integrity commission since 2017; implementation of a "Monitoring and psycho-social risks (PSR)" Commission within the framework of the PSR prevention plan; page created on intranet, specifically dedicated to unions (ENT).	DRED	# PhD student mediation cases/year	0	0	0	0	0
III-34	Appropriate procedures are in place within the institution to manage and prevent conflicts related to work, litigation and/or appeal (Specific mediation procedure for doctoral students, Scientific Integrity commission since 2017; implementation of a "Monitoring and psycho-social risks (PSR)" Commission within the framework of the PSR prevention plan; page created on intranet, specifically dedicated to unions (ENT).	DVC	# cases reported to the hotline cell/year (all UM)	74	NA	NA	21 reports	53 reports
IV-40	To provide adequate support to young researchers in training (PhD students), administrative means for doctoral schools were strengthened as early as 2016. UM wishes to increase the number of HDR (HDR = Habilité à Diriger la Recherche) scientists, researchers with "Capacity to Supervize Research", and to strengthen training courses on Doctoral student supervision for HDR researchers (via external providers).	DRED	# HDR diplomas delivered	339	75	99	84	81
IV-40	To provide adequate support to young researchers in training (PhD students), administrative means for doctoral schools were strengthened as early as 2016. UM wishes to increase the number of HDR (HDR = Habilité à Diriger la Recherche) scientists, researchers with "Capacity to Supervize Research", and to strengthen training courses on Doctoral student	DRED	# trained HDR researchers/year	92	9 (low nbr due to pandemic)	28	0	55

5.3 Appendix 3 – Fulfillment status 2020-2023 action_plan

UM HRS4R Strategy 2020-2023 action plan

Initiation   Implementation   Deliverable   Permanent/continuous improvement

# action plan 2020-2023	Old action # 2017-2019 plan	Items of the Charter and Code 1 Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations ; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems ; 12.Recruitment; 13. Recruitment (Code); 14.Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code); 22. Recognition of the profession; 23. Research environment; 24. Working conditions; 25. Stability and permanence of employment; 26. Funding and salaries; 27. Gender balance; 28. Career development; 29. Value of mobility; 30. Access to career advice; 31. Intellectual Property Rights; 32. Co-authorship; 33. Teaching; 34. Complains/appeals; 35. Participation in decision-making bodies; 36. Relation with supervisors; 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved ; NEW)	C&C principles	Permanent Action/continuous improvement	Target date	Leading dept	Indicators	2020 / 2021 / 2022 / 2023 / 2024 (Gantt)	Delivery date

Actions under Ethical and Professional Aspects Part

#	Old	Action	Status	C&C principles	Permanent	Target date	Leading dept	Indicators	Delivery date
1	I-5.2	Deliver an Information System to collect and share Intellectual Property data	A	5 - 6 - 8 - 31	Permanent	Q1 2021	DIPA	Access rate as IS user (265 users over period) Access rate as IS consultative user (170 users)	
2.1	NEW	Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination).	A	8-9	Permanent	Q4 2023	DCOM	Nbr of external subscribers (2,103) to monthly newsletter (7 topics/newsletter), in addition to internal circulation to 5K UM staff Nbr of new channels of communication: 65 A l'UM la science, 44 LUM lu, 45 PhD student portraits Nbr subscribers to UM social networks: LinkedIn: 140K; X: 17.8K; Fb: 50K; Instagram: 15K; Youtube: 5.1K Nbr of portraits published in Hall of Fame: 54	
2.2	NEW	Facilitate access to information on academic and scientific activities at UM (deployment of a on-line researchers' directory).	OG	8-9	Permanent	Q4 2023	DCOM	Temporary delivery of on-line researchers' directory Permanent delivery of on-line researchers' directory	Q1 2025
3	I-10.1	Complete the offer of English-language information and documents (for internal and external use)	A	10	Permanent	Q1 2021	DRI	Translation rate into English of identified documents and contents: 100%	
4	I-10.2	Identify main administration departments and offices requiring foreign language skills	A	10	Continuous improvement	Q2 2021	DRH	Production of a census of structures requiring language skills in central administration departments and services: 70 offices out of 204 consulted (34%)	
5	NEW	Facilitate dialogue, exchange and sharing on best practice among UM staff categories (Create a work group on the specific needs of early stage researchers (R1-R2))	A	5 - 22 - 25 - 28 -36-37	Permanent	Q4 2021	DRED	Nbr meetings: 3 Collection of themes discussed by reflection groups: PhD survey; administrative streamlining	
6.1	NEW	Continue to implement paperless procedures and administrative streamlining efforts: decentralized management of staff salary costs (2023-2024 period)	A	24	Permanent	Q3 2021	DSIN/D PIL	Progress report on the administrative streamlining efforts New tools deployed	
6.2	NEW	Continue to implement paperless procedures and administrative streamlining efforts: digitalized process for missions (2024-2027 period)	OG	24		Q3 2021	DSIN/D AF	Progress report on the administrative streamlining efforts New tools deployed	Q1 2027
7	NEW	Create a committee to work on harmonizing procedures and liaising with research organizations (on aspects that may be treated locally)	A	7 - 23 - 35	Permanent	Q3 2021	DRED/ VPR	Nbr of meetings/year: 37 over period, 8,75 average/year Participation of member NROs in the committee: 8	

Actions under Recruitment Part

#	Old	Action	Status	C&C principles	Permanent	Target date	Leading dept	Indicators	Delivery date
8	II-13.4	Publication of the OTM-R charter (procedure for Open, Transparent, Merit-based Recruitment)	A	10 - 13 - 14 - 15 - 16 - 17 - 18 - 19 - 20 - 21	Permanent	Q4 2020	DRH	Compliance of published OTM-R content with current regulations: 100% (annual revision)	
9	NEW	Disseminate, enforce OTM-R principles through training sessions (via UM's HR officers network) and track indicators from the annual social report	A	12-13	Permanent	Q2 2021	DRH	Nbr of HR correspondants trained on OTMR: 40 staff for "successful recruitment trainings"; 170 participants in CRH workshops on UM HR regulations	
10	NEW	Extend OTM-R principles to UM doctoral employment contracts	A	13 - 14 - 15	Permanent	Q2 2021	DRED	Nbr of doctoral contrats published according to OTM-R principles: will start with 2025 campaign	
11	II-16	Produce a specific Post-doc recruitment guide with selection criteria that include the diversity of a researcher's missions (team, project or laboratory management; mobility; mentoring and supervision; training and more) for hiring, bonus granting, and staff promoting purposes	A	13 - 14 - 15 - 16 - 17 - 18 - 19 - 20 - 21	Permanent	Q3 2020	DRH	Regulation published and updated annually	

UM HRS4R Strategy 2020-2023 action plan

Initiation → Implementation → Deliverable ◎ Permanent/continuous improvement →

Items of the Charter and Code 1 Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations ; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems ; 12.Recruitment; 13. Recruitment (Code); 14.Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code); 22. Recognition of the profession; 23. Research environment; 24. Working conditions; 25. Stability and permanence of employment; 26. Funding and salaries; 27. Gender balance; 28. Career development; 29. Value of mobility; 30. Access to career advice; 31. Intellectual Property Rights; 32. Co-authorship; 33. Teaching; 34. Complains/appeals; 35. Participation in decision-making bodies; 36. Relation with supervisors; 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision

Status as of 03/2020 (A: Achieved; OiG: On-going; TBA: To be achieved; NEW)

# action plan 2020-2023	Old action # 2017-2019 plan		Status	C&C principles	Permanent Action/continuous improvement	Target date	Leading dept	Indicators	2020	2021	2022	2023	2024
Actions under Working conditions and Social security Part													
12	NEW	Continue efforts to achieve gender balance: implementing a gender equality plan	A	13 - 24 - 27	Permanent	Q1 2021	DVC	% of initiated actions: 87% average / % women / total UM staff: 50,33% average					
13	III-23.2	Deployment of a series of digital services to improve exchanges, communication and data storage	A	23	Permanent	Q2 2020	DSIN	% of researchers with validated account: 71%					
14	NEW	Develop a profit-sharing and/or value-creation scheme (individual and collective) for staff involved in UM-managed research contracts that contribute to the reputation of the University	A	26	Permanent	Q3 2022	DRH	Implementation of profit-sharing or value-creation scheme at UM: Over 2022-2023 : 91 bonuses ; 87,348€					
15	III-24	Implement HR welcoming services for researchers, including specific consideration for staff with disabilities	A	10-24	Permanent	Q4 2021	DRH	Nbr staff who benefited from adapted welcoming services: 24 staff declared their handicap to HR; 672 / 909 staff with disability benefited from adapted welcoming services or workstation adaptation = 73.9%					
16	III-26.1	Implement a policy to attract and retain promising young researchers, post-docs and senior researchers (Chairs, tenure-tracks, arrival package)	A	26	Permanent	Q3 2022	DRH	Nbr of Tenure-track positions published / year: 10 over period (average 2.5)					
17	III-26.2	Continue promoting education: award annual prizes for education	A	11 - 19 - 33	Permanent	Q1 2021	MUSE	Existing schemes were deemed satisfactory and the creation of a specific prize was not pursued					
18	NEW	Communicate on career advancement/tenure calendars and procedures	A	13 - 15 - 28 - 39 - 40	Permanent	Q3 2021	DRH	Nbr of communication actions toward research structures on the topic of career advancement and tenured positions for Research Professors and non-permanent researchers: 2					
19	III-30	Raise awareness for all staff members (PhD, Professor, Research-Professor, Researcher, and Admin.) to work towards a personalized career plan (with the support of the "Career Support and Monitoring" team in HR department)	A	28 - 29 - 30	Permanent	Q1 2021	DRH	Nbr of staff who benefited from career guidance by the office of Career guidance of HR: 281 over the period					
20	III-31	IP good practice: Provide a shared and consolidated view on research projects and call-for-projects; optimize the monitoring, management and control of the patent portfolio	A	5 - 6 - 8 - 31	Permanent	Q2 2021	DIPA	Implementation of OCAPI IS					
21	III-33.2	Monitoring researchers employed by research organizations to recognize their contribution to training (MUSE project: liaising with research organizations to share/harmonize practices)	A	11 - 19 - 33	Permanent	Q1 2021	DRH	Nbr researchers who completed teaching hours at UM: over the period, 1,548 staff delivered 29,538 hours of hands-on exercise equivalent					
Actions under Education Part													
22	IV-39	Offer training sessions in line with the institution's strategic goals (Open Data, Green Plan, nutrition plan, and more)	A	38-39	Permanent	Q4 2021	DRH	Nbr participants to training sessions on open science, sustainable development, Nagoya protocol: 228 over period					
23	NEW	Training sessions on managerial skills development extended to all heads of structures (departments, offices, research structures, educational structures, institutes, schools…)	A	37 - 38 - 39 - 40	Permanent	Q4 2021	DRH	Nbr staff trained on management: 1,036 over the period					

5.4   Appendix 4 – Recorded Indicators action plan 2020-23

action #	indicator #	Action	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved)	Quand	Direction Leader	Indicators updated during a 2022 workshop	YTD 2020-2023	2020	2021	2022	2023
1	1.1	Deliver an Information System to collect and share Intellectual Property data	A	Q4 2022	DIPA	Access rate as IS user	265	0	0	37 users	228 users
1	1.2	Deliver an Information System to collect and share Intellectual Property data	A	Q4 2022	DIPA	Access rate as IS consultative user	170	0	0	0 (not yet open for consultation)	170 contributors
2.1	2.1.1	Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination).	A	Q1 2024	DCOM	No. of external subscribers to monthly newsletter (7 topics/newsletter), in addition to internal circulation to 5K UM staff	2103	0	NC	NC	2,103
2.1	2.1.2	Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination).	A	Q1 2024	DCOM	No.of new channels of communication: AI'UM la science, LUM lu, PhD student portraits	65 AI'UM la science 45 portraits 44 LUM lus	NC	27 AI'UM la science temporary physical exhibit: 15 portraits	29 AI'UM la science travelling physical exhibit (5 campus) : 15 portraits	9 AI'UM la science travelling physical and digital exhibit : 15 portraits 44 LUM lu produced
2.1	2.1.3	Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination).	A	Q1 2024	DCOM	No. subscribers to UM social networks	LinkedIn : 140K X : 17,8K Fb : 50K Insta : 15K Youtube : 5,1K	Linkedin : 96K X : 12,3K Fb : 28,6K Insta : 6,7K Youtube : 600			LinkedIn : 140K X : 17,8K Fb : 50K Insta : 15K Youtube : 5,1K
2.1	2.1.4	Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination).	A	Q1 2024	DCOM	Nbr of portraits published in Hall of Fame	54	NC	NC	NC	45 imported Total portraits : 54 (9 created since delivery)
2.2	2.2.1	Facilitate access to information on academic and scientific activities at UM (deployment of a on-line researchers' directory).	OG	Q1 2025	DPS	Temporary delivery of on-line researchers' directory		N/A	N/A	N/A	N/A
2.2	2.2.2	Facilitate access to information on academic and scientific activities at UM (deployment of a on-line researchers' directory).	OG	Q4 2025	DPS	Permanent delivery of on-line researchers' directory		N/A	N/A	N/A	N/A
3	3	Complete the offer of English-language information and documents (for internal and external use)	A	Q2 2023	DRI	Translation rate into English of identified documents and contents: 100%	100%	N/A	N/A	N/A	N/A
4	4	Identify main administration departments and offices requiring foreign language skills	A	Q1 2022	DRH	Production of a census of structures requiring language skills in central administration departments and services	70 offices / 204 consulted require language skills (34%)	N/A	N/A	70 offices / 204 consulted (25 structures) require language skills (34%)	NC
5	5.1	Facilitate dialogue, exchange and sharing on best practice among UM staff categories (Create a work group on the specific needs of early stage researchers (R1-R2))	A	Q4 2022	DRED	No. meetings	3 meetings	N/A	N/A	2 meetings	1 meeting (presentation to Scientific Council)
5	5.2	Facilitate dialogue, exchange and sharing on best practice among UM staff categories (Create a work group on the specific needs of early stage researchers (R1-R2))	A	Q4 2022	DRED	Collection of themes discussed by reflection groups	PhD survey; Administrative streamlining	N/A	N/A	PhD survey	Administrative streamlining

HRS4R 2024 report - end-of-cycle self-assessment
Renewal N°2 of the "HR Excellence in Research" label (HRS4R)

action #	indicator #	Action	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved)	Quand	Direction Leader	Indicators updated during a 2022 workshop	YTD 2020-2023	2020	2021	2022	2023
6	6.1	Continue to implement paperless procedures and administrative streamlining efforts: decentralized management of staff salary costs (2023-2024 period)	A	Q4 2023	DAF / DRH	Progress report on the administrative streamlining efforts	N/A	N/A	N/A	N/A	N/A
6	6.2	Continue to implement paperless procedures and administrative streamlining efforts: digitalized process for missions (2024-2027 period)	OG	Q4 2023	DAF	New tools deployed	N/A	N/A	N/A	N/A	N/A
7	7.1	Create a committee to work on harmonizing procedures and liaising with research organizations (on aspects that may be treated locally)	A	Q4 2022	DRED/ VPR	No.of meetings/year	35	11	11	7	6
7	7.2	Create a committee to work on harmonizing procedures and liaising with research organizations (on aspects that may be treated locally)	A	Q4 2022	DRED/ VPR	Participation of member NROs in the committee	8	8 participants in addition to UM	8 participants in addition to UM	8 participants in addition to UM	8 participants in addition to UM
8	8	Publication of the OTM-R charter (procedure for Open, Transparent, Merit-based Recruitment)	A	Q4 2020	DRH	Compliance of published OTM-R content with current regulations	mise à jour annuelle	Yes, change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated on 02/05/2017	Yes, change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated on 02/05/2017	Yes, change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated on 13/06/2022	Yes, change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated on 13/03/2023
9	9	Disseminate, enforce OTM-R principles through training sessions (via UM's HR officers network) and track indicators from the annual social report	A	Q1 2021	DRH	No. of HR correspondants trained on OTMR	"successful recruitment training" followed by 40 staff 170 participants in HRC workshops on UM HR regulations	Change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation) updated on 02/05/2017 presented to HR correspondants (HRC)	20 staff trained for "successful recruitment training" Change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation) updated on 02/05/2017 & presented to HR correspondants at HRC workshop of 08/07/2021 (55 participants)	13 staff trained for "successful recruitment training" Change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation) updated on 13/06/2022 presented to HR correspondants at HRC workshop of 07/07/2022 (96 participants)	7 staff trained for "successful recruitment training" Change in internal practices and regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation) updated on 13/03/2023 presented to HR correspondants at HRC workshop of 25/05/2023 (19 participants)
10	10	Extend OTM-R principles to UM doctoral employment contracts	Fait	Q1 2021	DRED	No. of doctoral contracts published according to OTM-R principles	N/A	N/A	N/A	N/A	N/A
11	11	Produce a specific Post-doc recruitment guide with selection criteria that include the diversity of a researcher's missions (team, project or laboratory management; mobility; mentoring and supervision; training and more) for hiring, bonus granting, and staff promoting purposes	A	Q4 2022	DRH	Regulation published and updated annually	UM regulation for"contract-based personnel" updated annually	regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated and published on 02/05/2017 in alignment with OTMR	regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated and published on 02/05/2017 in alignment with OTMR	regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated and published on13/06/2022 in alignment with OTMR	regulations for "contract-based personnel at UM" for non-permanent staff at UM (regulation)" updated and published on 13/03/2023 in alignment with OTMR

action #	indicator #	Action	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved)	Quand	Direction Leader	Indicators updated during a 2022 workshop	YTD 2020-2023	2020	2021	2022	2023
12	12.1	Continue efforts to achieve gender balance: implementing a gender equality plan	A	Q1 2021	DVC	% of initiated actions	Average 87%	N/A	80%	97,50%	83,33%
12	12.2	Continue efforts to achieve gender balance: implementing a gender equality plan	A	Q1 2021	DVC	% women / total UM staff	Average 50,33%	50,60%	51,25%	51,22%	48,25%
13	13	Deployment of a series of digital services to improve exchanges, communication and data storage	A	Q1 2021	DSIN	% of researchers with validated account: 71%	Average 70,88%	74%	66%	71%	72,5
14	14	Develop a profit-sharing and/or value-creation scheme (individual and collective) for staff involved in UM-managed research contracts that contribute to the reputation of the University	A	Q4 2023	DGS / DRED/ DRH / DIPA	Implementation of profit-sharing or value-creation scheme at UM	N/A	N/A	N/A	N/A	N/A
15	15	Implement HR welcoming services for researchers, including specific consideration for staff with disabilities	A	Q2 2023	DRH	No. staff who benefited from adapted welcoming services	24 staff declared their handicap to HR; 672 / 909 staff with disability benefited from adapted welcoming services or workstation adaptation = 73.9%	6 staff declared their handicap to HR; 160 / 213 staff with disability benefited from adapted welcoming services or workstation adaptation = 75,12%	8 staff declared their handicap to HR; 159 / 213 staff with disability benefited from adapted welcoming services or workstation adaptation = 74,65%	5 staff declared their handicap to HR; 183 / 220 staff with disability benefited from adapted welcoming services or workstation adaptation = 83,18%	5 staff declared their handicap to HR; 170 / 270 staff with disability benefited from adapted welcoming services or workstation adaptation = 64,64%
16	16	Implement a policy to attract and retain promising young researchers, post-docs and senior researchers (Chairs, tenure-tracks, arrival package)	A	Q3 2022	DRH	No. of Tenure-track (CPJ) positions published / year	10 published Tenure-track positions (CPJ)	0 CPJ	2 published Tenure-track positions (CPJ)	4 published Tenure-track positions (CPJ) including 2 from 2021	6 published Tenure-track positions (CPJ) including 2 from 2022
17	17	Continue promoting education: award annual prizes for education	A	Q3 2022	DRH	Existing schemes were deemed satisfactory and the creation of a specific prize was not pursued	recognition of education via the Hourly Framework for Research (REH) currently in use	Award not implemented recognition of education via the Hourly Framework for Research (REH) currently in use	Award not implemented recognition of education via the Hourly Framework for Research (REH) currently in use	Award not implemented recognition of education via the Hourly Framework for Research (REH) currently in use	Award not implemented recognition of education via the Hourly Framework for Research (REH) currently in use

action #	indicator #	Action	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved)	Quand	Direction Leader	Indicators updated during a 2022 workshop	YTD 2020-2023	2020	2021	2022	2023
18	18	Communicate on career advancement/tenure calendars and procedures	A	Q3 2021	DRH	No. of communication actions toward research structures on the topic of career advancement and tenured positions for Research Professors and non-permanent researchers	2 communications (2022-2023)			2023-04-11-14-deliberation-ca-um-ldge-promotions-valorisation-parcours-professionnels-ec-enseignants-assimiles Communication on teaching staff promotion sent by email to HR correspondants and intranet article published online	2023-04-11-14-deliberation-ca-um-ldge-promotions-valorisation-parcours-professionnels-ec-enseignants-assimiles Communication on teaching staff promotion sent by email to HR correspondants and intranet article published online
19	19	Raise awareness for all staff members (PhD, Professor, Research-Professor, Researcher, and Admin.) to work towards a personalized career plan (with the support of the "Career Support and Monitoring" team in HR department)	A	Q1 2021	DRH	No.of staff who benefited from career guidance by the office of Career guidance of HR	281	60	84	58	78
20	20	IP good practice: Provide a shared and consolidated view on research projects and call-for-projects; optimize the monitoring, management and control of the patent portfolio	A	Q4 2022	DIPA	Implementation of OCAPI IS	Q4 2022	N/A	N/A	OCAPI implemented end-of-year 2022	
21	21	Monitoring researchers employed by research organizations to recognize their contribution to training (MUSE project: liaising with research organizations to share/harmonize practices)	A	Q4 2023	DRH	No. researchers who completed teaching hours at UM	1,548 staff delivered 29,538 hours of hands-on exercise equivalent	Academic year 2019/2020 : 389 staff delivered 7,886 hours of hands-on exercise equivalent	Academic year 2020/2021 : 376 staff delivered 7,813 hours of hands-on exercise equivalent	Academic year 2021/2022 : 398 staff delivered 6,772 hours of hands-on exercise equivalent	Academic year 2022/2023 : 385 staff delivered 6,703 hours of hands-on exercise equivalent
22	22	Offer training sessions in line with the institution's strategic goals (Open Data, Green Plan, nutrition plan, and more)	A	Q4 2020	DRH	Nbr participants to training sessions on open science, sustainable development, Nagoya protocol	228	7	72	79	70
23	23	Training sessions on managerial skills development extended to all heads of structures (departments, offices, research structures, educational structures, institutes, schools…)	A	Q4 2021	DRH	No. staff trained on management	1 036	281	375	141	239

5.5 Appendix 5 - HRS4R 2024-2027 Action Plan

UM HRS4R Strategy 2024-2027 action plan

Legend: Initiation (green arrow) · Implementation (orange arrow) · deliverable (⊙) · Permanent/continuous improvement (blue arrow)

Items of the Charter and Code: 1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations ; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems ; 12.Recruitment; 13. Recruitment (Code); 14.Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code); 22. Recognition of the profession; 23. Research environment; 24. Working conditions; 25. Stability and permanence of employment; 26. Funding and salaries; 27. Gender balance; 28. Career development; 29. Value of mobility; 30. Access to career advice; 31. Intellectual Property Rights; 32. Co authorship; 33. Teaching; 34. Complains/appeals; 35. Participation in decision making bodies; 36. Relation with supervisors; 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40.

Status as of 06/2024: (A: Achieved; OG: On going; TBA: To be achieved; NEW)

# action plan 2024-2027	Action	Status as of 06/2024	C&C principles involved	Leading dept	Indicators	Target date
	Actions under PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE					
1	Facilitate access to information on academic and scientific activities at UM (deployment of an on-line researchers' directory)	EC	8; 9	DPS	Temporary delivery of on-line researchers' directory / Permanent delivery of on-line researchers' directory	Q4 2025
2	Raise awareness on Ecological Transition in the research community by including environmental criteria in calls for projects (calculation of carbon impact, …).	New	2; 3; 4; 6; 7; 9; 23; 24	DRED	Nbr of calls for projects with Ecological Transition Master Plan criteria / Nbr of awareness-raising actions (round tables…) carried out	Q4 2025
3	Use Researchers' ORCID numbers as unique identifiers to simplify referencing of their scientific output	New	7; 8; 9	DRED	Nbr of UM research-professors with an ORCID ID / Nbr of UM research-professors with an Affiliation Manager certified ORCID ID	Q4 2025
4	Raise awareness of the new European Charter for Researchers (including DU meetings, articles, etc.)	New	all	DRED	Nbr of awareness-raising actions carried out	Q1 2026
5	Expand the system for reporting acts of violence, discrimination, harassment and sexual harassment by seeking external partnerships to collect reports	New	10	DVC	Partnership implemented	Q4 2025
6	Include in the induction guide for new staff a reference on UM's commitment to diversity, gender equality, and the fight against sexist and sexual violence	New	10; 27	DVC	Nbr of induction guides distributed during the annual Welcome day for new recruits	Q3 2024
7	Complete the ALLIANCE certification process	New	10; 27	DPIL	Certification received	Q4 2024
8	Raise awareness among the research community (PhD, E and EC) on gender-based and sexual violence	New	10; 27	DVC	Workshop / webinar for PhD students / Nbr of people reached / year	Q4 2025
9	Renew the action plan for gender equality in the workplace for 2026-2028	New	10; 27	DVC	Elaboration and deployment of the New Action Plan	Q4 2026
10	Raise awareness of communication managers on gender stereotypes	New	10; 27	DVC	Nbr of participants at the training session	Q4 2025
11	Analyze the results of the ACADISCRI survey on discrimination and develop future action plans accordingly	New	10	DVC	New actions or revised action plans based on analysis	Q4 2027
12	Implement a partnership with the French Fulbright Commission (co-financing of cross-mobility of doctoral students)	New	18; 29	DRI	Target: 2 mobility actions / year over 4 years	Q4 2026
	Actions under PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION					
13	Develop and implement a Human Resources Master Plan	New	12; 13; 14 15; 16; 17; 18; 19; 20; 21;	DRH	Implementation of the Human Resources Master Plan (HRMP) / Nbr of actions planned in HRMP / Communication actions related to HRMP	Q4 2025
14	Further streamlining and dematerializing of UM's entire recruitment process	New	12; 13; 14; 15; 16; 17; 18; 19; 20;	DRH	Evolution of the recruitment process for the "recruitment request part" to be integrated in a tool	Q4 2025
15	Extend the use of Beetween to recruit non-permanent teaching staff and researchers	New	12; 13; 14; 15; 16; 17; 18; 19; 20;	DRH	Development of the Beetween application and recruitment website for the recruitment of non permanent teaching staff, and related communication initiatives	Q4 2025
16	Review UM's internal procedure for publishing research job offers on Euraxess	New	12; 13; 14; 15; 16; 17; 18; 19; 20;	DRH	Implementation of the new system	Q4 2025
17	Internationalize the post-publication phase of the E/EC/C recruitment process (propose an English version of related documents)	New	5; 10; 24	DRH	English version of UM recruitment documents	Q4 2025
18	Value the diversity of atypical study and career paths during recruitment and assessment processes	New	10; 11; 12; 13; 14; 15; 16; 17; 19	DRH	Implementation of initiatives to promote the diversity of atypical studies and careers in recruitment and assessment processes	Q1 2026
19	Implement the I-Site excellence program attractiveness program	New	12; 13; 14; 15; 16; 17; 18; 19; 23;	DPS	1 to 2 recruited researchers / year	Q1 2025
20	Implement EXPOSUM's attractiveness program	New	12; 13; 14; 15; 16; 17; 18; 19; 23;	DPS	2 to 3 recruited researchers / year	Q4 2026

Initiation Implementation deliverable ◉ Permanent/continuous improvement

Legend – Items of the Charter and Code: 1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems; 12.Recruitment; 13. Recruitment (Code); 14.Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code); 22. Recognition of the profession; 23. Research environment; 24. Working conditions; 25. Stability and permanence of employment; 26. Funding and salaries; 27. Gender balance; 28. Career development; 29. Value of mobility; 30. Access to career advice; 31. Intellectual Property Rights; 32. Co authorship; 33. Teaching; 34 Complains/appeals; 35. Participation in decision making bodies; 36. Relation with supervisors; 37. Supervision and managerial duties; 38 Continuing Professional Development; 39. Access to research training and continuous development; 40.

Status as of 06/2024: (A: Achieved; OG:On going; TBA: To be achieved; NEW)

# action plan 2024-2027	Action	Status	C&C principles involved	Leading dept	Indicators	Target date
Actions under PILLAR 3 - WORKING CONDITIONS AND PRACTICES						
21	Draw up and provide a model of internal regulations for research units	New	2; 3; 4; 5; 6; 7; 9; 24;	DRED	Nbr of research units that adopted the internal regulations model / Nbr of internal regulations validated by the Research Council	Q4 2025
22	Improve the visibility of digital services for researchers and ECs through communication initiatives (via dedicated digital website)	New	24	DSIN	Annual attendance rate / Nbr of offered services	Q4 2025
23	Extend ERC-type incentives to MSCA holders	New	22; 23; 24; 26	DRH	Published regulation and nbr of beneficiaries	Q4 2025
24	Raise awareness of research-professors and researchers on innovation	New	8	DIPA	Nbr of awareness-raising actions	Q4 2025
25	Implement the University Innovation Cluster to create a single entry point for research-professors and researchers	New	8	DPS	Creation of a dedicated website	Q1 2026
26	Process innovation projects collectively through operational and governance meetings	New	8	DPS	Operational committee: once / month / Governing committee: once / year	Q4 2024
27	Continue to deploy OCAPI application towards UM's research community	New	24; 31;	DIPA	Nbr of OCAPI users in the research units	Q4 2025
28	Develop a module to manage invention declarations in the OCAPI application	New	24; 31;	DIPA	Nbr of invention declarations registered in the module	Q4 2025
29	Develop a module for electronic signature of contracts in the OCAPI application	New	24; 31;	DIPA	Nbr of electronic signatures within the scope of the OCAPI application	Q4 2026
30	Following a 2022-23 pilot phase, extend the implementation of electronic laboratory notebooks	New	2; 3; 4; 5; 6; 7; 8; 23; 24; 31;	DIPA	Nbr of electronic laboratory notebooks	Q4 2026
31	Continue to implement paperless procedures and administrative streamlining efforts: digitalized process for missions (2024-2027 period)	EC	24	DAF	New implemented tools / Rate of tool use	Q3 2025
32	Participate in the French national experiment to facilitate research	EC	24	DRED/VP streamlining	Appointment of a VP dedicated to the issue / Nbr of Steering Committee meetings	Q1 2025
33	Develop a new program for the period 2025-2027 to improve the quality of life at work and reduce psychosocial risks	New	24	DVC	New program for quality of life at work and reduce psychosocial risks	Q1 2025
34	Extend quality of life initiatives (well-being workshops, etc.) to all UM sites	New	24	DVC	Nbr of implemented actions / Nbr of participants	Q4 2025
35	Create a space for managers to exchange practices (pilot project), led by an occupational psychologist from outside UM	New	7; 23; 24	DVC	Workshop organized (6 to 7 meetings / year) / Target : 10 people per year	Q4 2025
36	Meet E/E-C-C and research staff's expectations by deploying the Ecological Transition Master Plan (ETMP) to improve working conditions (support for soft mobility, building renovation, tenders with sustainable development clauses)	New	24	DPIL	Fulfilment rate of ETMP	Q4 2025
37	Develop and implement an action plan to improve user reception at the UM's Documentation University Service (Service Public+)	New	24	DPIL	launch of a formal action plan	Q4 2027
38	Apply for renewal of the "Welcome to France" label awarded by Campus France	New	18; 29	DRI	Target: 2 or 3 stars	Q4 2024
39	Initiate discussions on the creation of a one-stop shop to facilitate the arrival of foreign E, E-C, C employees (new recruits, visitors) at UM	New	18; 29	DRH	creation of a one-stop shop to facilitate the arrival at UM of foreign E, E-C, C employees (new recruits, visitors)	Q4 2026
40	Update and translate the mission guide into English in alignment with the revised regulation (reduction and streamlining of supporting documentation requirements)	New	5; 10; 24	DAF	updated guide / English version of the guide	Q4 2025
41	Consult the French Agency on Mutualization for Universities and establishments (AMUE) on the possibility of developing an English version of the student registration tool interface	New	18; 29	DFE	Consultation with French Agency on Mutualization for Universities and establishments (AMUE) on the possibility of developing an English version of the student registration tool interface	Q4 2026
Actions under PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT						
42	Open the "OSER" training program to other staff (women without supervisory responsibilities, PhD students, etc.)	New	27; 28; 37; 38; 39; 40	DVC	Nbr of sessions / year / Nbr of female participants without supervisory responsibilities and PhD students	Q4 2025
43	Provide English-language classes for research-professors	New	10; 38; 39;	DRI	Nbr of trained research-professors and nbr of training sessions carried out	Q4 2026
44	Communicate about support for the development of a personalized professional project to researchers and research-professors	New	30; 38; 39	DRH	Nbr of communication initiatives carried out	Q4 2026
45	Communicate on UM's various training programs (collective and individual training offers)	New	38; 39	DRH	Updated communication emails and related intranet articles / Updated communication materials on the various training programs	Q1 2025
46	Organize training sessions to develop talent ecosystems, in line with the European Charter for Research, within the European MERCURY project (WIDERA Pilot project subjected to selection for funding by the EC)	New	all	DRH	Training programs set up to develop talent ecosystems in line with the European Charter for Research	Q4 2026

ORGANIZATIONAL CHART OF UNIVERSITY OF MONTPELLIER

UNIVERSITÉ DE MONTPELLIER

UPDATED - SEPTEMBER 2024

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- **HR Commission Education** — Manager: Sylvain Wagnon
- **HR Commission Management** — Manager: Jean-Marie Courrent

OTM-R CHARTER

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UM OTMR CHARTER[1]

University of Montpellier is committed to supporting research and promoting excellence in Human Resources for research and education.

In 2015, UM developed a Human Resources Strategy for Researchers (or HRS4R) in order to bring its practices up to the standards set by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). Adopted by the European Commission (EC) in 2005, these two sets of standards and requirements aim to promote research careers in Europe. In 2024, the principles contained in the Charter and Code were revised, rewritten and streamlined to form the twenty principles of the new European Charter for Researchers.

For its commitment, the University of Montpellier was granted the European "HR Excellence for Research" award by the European Commission in March 2015. It was the first university in France to receive and then maintain this award (2020).

In addition to bringing greater national and international visibility and attractiveness to the institution, the award facilitates the granting and securing of European funds managed by the University of Montpellier (Article 18 Horizon Europe).

The "HR Excellence for Research"award is fully embedded in the University strategy. As such, it is part of the Research strategy within the five year institutional master plan and is included among the company's continuous improvement initiatives monitored by a dedicated committee headed by the Steering Department. Consequently, UM central administration was reinforced with specific offices and departments in order to better disseminate and further implement the standards of the new European Charter for Researchers.

The HRS4R award attributed to University of Montpellier as early as 2015 is a testimony of the University's commitment and actions to best align its practices with the standards of the European Charter for Researchers.

With this Charter, the University of Montpellier choses to inform researchers and all staff on this recruitment policy and to communicate on its Open, Transparent and Merit-based Recruitment process.

Exception to the recruitment process
Although the University of Montpellier fully adheres to the standards of the "HR Excellence in Research" award, some exceptions remain possible, notably for urgent recruitments under funded research programs that call for pre-identified scientists.

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[1] OTM-R: Open Transparent Merit based Recruitment

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1. University employees

The University mostly employs tenured staff but may also recruit employees on a contract basis.

Tenured staff are civil servants that are recruited through competitive ranking exams to hold a permanent position in public service. France's civil servants employment conditions are regulated by law and decrees.

Contract-based employees are recruited by the University under fixed-term public law contract for a limited period of time:
- On permanent assignments to compensate for the absence of tenured staff, or to carry out special missions for which there is a lack of dedicated civil servant category, or while pending appointment of tenured staff.
- On temporary assignments, in particular to meet the needs of research contracts. In this context, contract-based employees may be recruited on a project or scientific assignment basis to meet the specific needs of the University.

The University personnel is organized into two main categories: education and research staff and staff involved in facilitating and supporting the University's education and research activity.

1.1 Education and research staff

1.1.1 Tenured Research-Professors

University professors and assistant professors are permanent employees who actively take part in fulfilling a dual public service mission: education and public research. They participate in the elaboration and transfer of knowledge, ensure the supervision, counseling and orientation of students and contribute to research work.

University hospital Research-teaching staff (*University professors-hospital practitioners and University assistant professors-hospital practitioners-PH*) combine teaching duties for initial and continuing education with research and hospital duties, in compliance with the provisions governing the practice of medicine, pharmacy and dental surgery.

1.1.2 Fixed-term contract-based Research-Professors

Comprising:

- Junior Professorships (*Chaires Professeurs Junior* or tenure-tracks) are recruited on the basis of a research and educational project undertaken by PhD graduates or of equivalent degree, which will lead to tenure in the category of university professors at the end of the contract and after evaluation by the tenure commission.

- **Temporary Education and Research assistants (ATER,** *attaché temporaires d'enseignement et de recherche*) carry out educational and research-related missions as part of their PhD studies or as preparation to take competitive ranking exams into the French Higher Education system.

- **Associate and visiting professors (*PAST*[2])** are professionals with proven professional experience. They carry out research and education missions, either part- or full-time.

- **University clinical supervisors-hospital assistants, university hospital assistants and university hospital practitioners** complete a triple mission of education, research and providing patient care.

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[2] PAST: Temporary Associate Personnel

1.1.3 Fixed-term contract-based Researchers

Comprising:

- **Fixed-term contract-based researchers (post doctorate positions)** are recruited to carry out research work.

- **Fixed-term contract-based doctoral students** are students who undergo training for, and through, research to gain a doctoral degree.

1.2 Support staff involved in education and research activity

This staff category is comprised of tenured and contract-based engineers, administrative, technical, social & health, and library workers (*BIATSS, bibliothèque, ingénieurs, administratifs, techniques, sociaux et de santé*) who are hired within the French Ministry of Higher Education and Research, and the French Ministry of Education. They hold positions for various Higher Education Institutions in a variety of fields: research, research support, educational support, administration, student affairs, technical departments, preventative medicine, university libraries, and more.

They may be recruited as manager or engineer, assistant engineer, technician or technical assistant on positions that are organized into three civil servant categories.

- Category A: Manager status, open to Bachelor's graduates and up;

- Category B: Intermediate manager status, open to high school graduates and up;

- Category C: Employee status, open to certificate of vocational aptitude (CAP[3]) graduates and up.

2. The recruitment process

The recruitment of University tenured and contract-based staff is aligned with the public service main recruitment standards which take into account a candidate's skills and competences. In addition, the University of Montpellier has embedded practices to fight discrimination and promote gender equality in its recruitment processes.

All recruitments are electronically managed on the University's or the Ministry's platform, depending on the type of recruitment, except for some administrative and technical ranking tenure exams.

The recruitment process comprises five phases:

a. Job publication
b. Application process
c. Selection (application assessment and interview)
d. Results publication (with prior validation by the University's governing bodies for certain types of staff)
e. Job starting

However, specific recruitment processes may apply depending on the type of staff being hired.

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[3] CAP: Certificate of vocational aptitude

2.1 Recruiting education and research staff

Processes vary whether the recruitment is permanent (tenured staff) or temporary (contract-based staff).

2.1.1 Tenured support staff

- <u>Recruitment organization at University of Montpellier</u>

Recruiting tenured education and research staff is carried out via public service competitive ranking exams, by transfer or secondment within a single recruitment campaign, "the synchronized session", or by recruiting as the need arises.

    a. All information related to jobs, applications, and results is available on the Ministry of Higher Education website:
https://www.galaxie.enseignementsup-recherche.gouv.fr/ensup/candidats.html.

In-house organizational details of the recruitment process are managed by the University:

    b. Applicants registration campaign:
    c. Selection committee confer to assess applications, interview and rank candidates
    d. Results are validated by the University's governing bodies and disseminated to candidates via the Ministry online platform
    e. Welcoming laureates (administrative file, greeting newly recruited staff, starting the job) following the final appointment choices of Ministry selected candidates and nominated research-professors.

Specific cases of University hospital Research-teaching staff:

Recruiting University assistant professors-hospital practitioners and University professors-hospital practitioners is carried out via public service competitive ranking exams organized by discipline and by order from both the Ministry of Higher Education and Research and the Ministry of Health.

- <u>Regulation and legal texts</u>

- [Décret n°84-431 du 6 juin 1984](#) fixant les dispositions statutaires communes applicables aux enseignants-chercheurs et portant statut particulier du corps des professeurs des universités et du corps des maîtres de conférences.

- <u>Arrêté du 6 février 2023</u> relatif aux modalités générales des opérations de mutation, de détachement et de recrutement par concours des MCF, PR et CPJ

- [Décret n° 2021-1645 du 13 décembre 2021](#) relatif au personnel enseignant et hospitalier des centres hospitaliers et universitaires

2.1.2 Contract-based staff

- Organizing recruitment at University of Montpellier

Recruitment is carried out in two ways:
- Via a recruitment campaign at the beginning of the academic year to fill job vacancies
- All year long to staff positions that become available during the academic year

  a. All job offers are posted on the University institutional website:
     https://www.umontpellier.fr/en/universite/travailler-a-lum/personnels-enseignants-titulaires
  b. Candidate registration campaign: for each type of staff, the timetable, procedures and job profiles or research and teaching disciplines are available on the University website.
  c. Selection committee confer to assess applications, interview and rank candidates, except for Temporary Education and Research assistant (ATER) applicants whose selection is based on assessing their application file.
  d. Results are validated by the University's governing bodies and disseminated to candidates by the HR department
  e. Welcoming laureates (administrative file, greeting newly recruited staff, starting the job)

Specific cases of University hospital Research-teaching staff:

Recruiting of university clinical supervisors-hospital assistants and university hospital assistants is carried out on decision of the university hospital center's general manager and of the involved education and research unit's director, on the recommendation of the head of department or head of the internal structure, after consultation with the board of the education and research unit and the institutional medical committee of the institution. Procedures for compiling files and submitting applications are defined each year by order from both the Ministry of Higher Education and Research and the Ministry of Health.

Special cases of contract researchers and doctoral candidates:

- Contract-based researchers are recruited all year long, according to the recruitment process for research support staff (cf. par. 2.2.2 below)

- Doctoral students on doctoral contracts funded by the University are recruited according to the terms of the competition specific to each doctoral school, available on their website:

  o ED166 – Information, Structures, Systems (I2S)

  o ED168 – Chemical sciences and Biology sciences for health (CBS2)

  o ED231 – Economics Management (EDEG)

  o ED459 – BALARD chemistry sciences (SCB)

  o ED461 – Law and Political Science (DSP)

  o ED584 - Biodiversity, Agriculture, Food, Environment, Earth, Water (GAIA)

  o ED58 - Languages, Literature, Culture and Civilizations (LLCC)

  o ED 60 – Territories, Time, Societies and Development (TTSD)

  o ED 463 – Human Movement Sciences (SMH)

Offers are also published on Euraxess and specific scientific networks.

- <u>Regulation and legal texts</u>

  - <u>Décret n°88-654 du 7 mai 1988</u> modifié relatif au recrutement d'attachés temporaires d'enseignement et de recherche dans les établissements publics d'enseignement supérieur

  - <u>Article L954-3 du code de l'éducation</u> utilisés principalement à l'université pour des contrats sur des missions d'enseignement (ATE)

  - <u>Décret n°85-733 du 17 juillet 1985</u> modifié relatif aux maîtres de conférences et professeurs des universités associés ou invités

  - <u>Dispositif relatif aux personnels contractuels de l'UM</u>

  - <u>Articles D412-1 à D412-12</u> du Code de la Recherche

  - <u>Décret n° 2016-1173 du 29 août 2016 modifiant le décret n° 2009-464 du 23 avril 2009 relatif aux doctorants contractuels des établissements publics d'enseignement supérieur ou de recherche</u>

  - <u>Arrêté du 26 août 2022</u> modifiant l'arrêté du 25 mai 2016 fixant le cadre national de la formation et les modalités conduisant à la délivrance du diplôme national de doctorat;

  - <u>Décret n° 2021-1645 du 13 décembre 2021</u> relatif au personnel enseignant et hospitalier des centres hospitaliers et universitaires

2.2 Recruiting support staff involved in education and research activity

Processes vary whether the recruitment is permanent (tenured staff) or temporary (contract-based staff).

2.2.1 Tenured support staff

- <u>Organizing recruitment at University of Montpellier</u>

Recruiting tenured support staff (BIATSS) is carried out either via public service competitive ranking exams, by transfer or secondment.

Public service ranking exams, organized at national or regional level (school district level), comprise two selection phases (a written test or application file, and an interview) after which candidates are ranked by merit.

Laureates are appointed to higher education institutions by the local school district administration (*Rectorat*) or by the Ministry of Higher Education and Research, according to their ranking and appointment wishes. Internal ranking exams are subject to public service seniority conditions, while external ranking exams are subject to obtained educational degree conditions.

  a. All information related to jobs, applications, and results is available on

- <u>On the University website:</u>
  <u>https://www.umontpellier.fr/universite/travailler-a-lum/personnels-administratifs-techniques-et-des-bibliotheques</u>

- the Ministry of Higher Education website:
https ://www.enseignementsup-recherche.gouv.fr/pid24790/concours-et-recrutements-des-ingenieurs-et-personnels-techniques-de-recherche-et-de-formation.html

- the *Rectorat* website:
https ://www.ac-montpellier.fr/cid87742/personnels-administratifs-sociaux-sante.html

Most ranking exams are organized as follows:

b. Applicants registration campaign:
c. Eligibility test (a written test or assessment of application file) and admission test (an interview)
d. Publication of results, management of appointment wishes, appointment of laureates
e. Welcoming laureates (administrative file, greeting newly recruited staff, starting the job)

Positions that become available by transfer or secondment are published on Choisir le Service public and follow a two-phase recruitment process by a recruitment commission, with assessment of application files and interviews. Results are communicated to each candidate individually.

- Regulatory texts

- Code général de la fonction publique

- Articles L111-1 à L142-3 du code général de la fonction publique relatifs aux droits, obligations et protections des fonctionnaires

2.2.2 Contract-based staff

- Organizing recruitment at University of Montpellier:

a. All job offers are posted on the University institutional website: https://umontpellier.nous-recrutons.fr/
This link is also available on the University website under the section "Working at the University": https://www.umontpellier.fr/universite/travailler-a-lum/personnels-administratifs-et-techniques-contractuels

Depending on their specific features, job offers may also be published on other sites: Euraxess, Linkedin, Choisir le Service Public , APEC, Indeed, France Travail

b. Job applications are submitted on the various dedicated recruitment platforms
c. Assessment of applications by the recruiting structure, with the help of the HR department, enables to pre-select candidates who will be interviewed by a commission that is comprised of members of the recruiting structure and a HR department staff.
d. Results are communicated to each candidate by the HR department.
e. Welcoming laureates (administrative file, greeting newly recruited staff, starting the job)

In addition, the University publishes vacancies for generic job profiles for category C BIATSS staff ("Administration and tuition", "Finance", "Logistics" and "Human Resources"), thus building up a pool of candidates made available by the HR department to structures that recruit directly and according to their needs.

In the case of contract-based researchers, research structures may organize recruitment operations at their own level (pre-selection, interviews and exchanges with candidates). For this type of staff, job offers are only published on Euraxess, in French an in English.

Finally, apprenticeship offers are published on a dedicated national website, PASS (Place de l'Apprentissage et des Stages).

- Regulation and legal texts

  - Décret n°86-83 du 17 janvier 1986 modifié, relatif aux dispositions générales applicables aux agents non titulaires de l'Etat

  - Dispositif relatif aux personnels contractuels de l'UM

3. Greeting and integrating personnel

Job starting conditions are jointly determined with the laureate, the hosting structure and the HR department.

The welcoming procedure is facilitated and anticipated. In order to help them take up their duties and integrate UM upon arrival, new recruits receive an e-mail in their personal mailbox containing a dematerialized IT passport (PASSUM) which gives them access to the University's digital resources. They are also issued a multiservice card (CMS) which gives them access to UM's various services (parking lot and building access, canteen, and so on).

In addition to that, every year, all newly recruited staff are invited by the University president for a day of orientation at the beginning of September. This day is open to all permanent and contract-based staff, teaching and research staff and administrative and support staff who arrived during the year. To facilitate their induction, they receive presentations on the institution's organization, its various support offices and practical information that may be useful to them. On this occasion, they also receive the staff handbook, which includes information on quality of life at work and support for employees throughout their working lives.

Training is available for recruited staff to ease their transition into their new job, to help them acquire new skills required by their position or to progress in their careers.

The institution offers its staff the possibility of career support and monitoring by the HR department's services, more specifically with a dedicated office within the HR department: the career management and development bureau within the recruitment, training and support office (professional assessment, personalized support, and more).

UM is committed to providing good working conditions for which it deploys a series of master plans. These include a commitment to diversity, gender equality and the fight against all forms of discrimination. The University also encourages employment for staff with disability. In this domain, the University implements actions from a disability master plan that seeks to facilitate the inclusion of employees with disability within the academic and scientific community.

Aware of the challenges and responsibilities it faces in relation to education and research, the University is fully committed to implementing a master plan for ecological transition.

In addition, all UM staff categories benefit from a variety of additional services such as: administrative restaurants, daycare and daycamp services, as well as privileged access to a wide cultural, sports and leisure offer.

UM contract-based doctoral students benefit from the above and also receive tailored welcoming and guidance services from their respective doctoral school. Once a year, a welcoming day is organized by UM Doctoral College jointly with the doctoral schools, specific training is offered within the doctoral schools (scientific and technical training) and by the Doctoral College (professional and transferable skills training, to facilitate future job market penetration).

Several schemes are implemented to accompany PhD students and their supervisors during their thesis work, such as:

- A doctoral student charter;

- An individual training charter;

- The individual thesis monitoring committee;

A "Doctoral student supervision, support and problem prevention" scheme was also implemented. It comprises 3 axes:

1) Training of supervisors on supervision;
2) Coach doctoral students who face difficulties during their PhD studies, and;
3) Commissions for mediation and conciliation.

Open, Transparent & Merit-based Recruitment for researchers
OTM-R

University of Montpellier- Self assessment

	Open	Trans parent	Merit-based	2020 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ; ++ yes completely	Revised indicators (in 2022)	2024 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ;++ yes completely	Observed indicators or action of measurement for the period 2020-2023
OTM R system							
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes	Compliance of published OTM-R content with current regulations	Yes	100% (annual revision)
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes	Guidelines for non-permanent teaching staff	Yes	Regulation published and updated annually
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes partially	Nbr of HR correspondants trained on OTMR	-/+ Yes partially	40 staff for "successful recruitment trainings"; 170 participants in CRH workshops on UM HR regulations
4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes	Share of recruited populations (BIATSS, EC and E permanent and contract-based) via an online tool	Yes	99 %
5. Do we have a quality control system for OTM-R in place?	x	x	x	-/+ Yes partially	Effective scheduling of an audit attesting to good recruitment practices in connection with the Alliance scheme	+/- Yes substantially	Audit performed in December 2022

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	Open	Trans parent	Merit-based	2020 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ; ++ ves completelv	Revised indicators (in 2022)	2024 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ;++ yes completely	Observed indicators or action of measurement for the period 2020-2023
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes	Share of recruitments/campaign published on Euraxess among all recruitments of EC, tenured and non-permanent researchers	Yes	96 % average / year
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/- Yes substantially	Share of recruited staff with foreign nationality (tenured and non-permanent EC, C)	+/- Yes substantially	9 % average / year
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+/- Yes substantially	Share of UM staff with disabilities	-/+ Yes partially	5,11%
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes substantially	Number of attractive positions such as tenure tracks (CPJ) or IUF or MOPGA each year	+/- Yes substantially	10 over 3 years (3.33 average/year)
10. Do we have means to monitor whether the most suitable researchers apply?				Yes	Share of recruited populations (BIATSS, EC and E permanent and contract-based) via an online tool	Yes	99 %
Advertising and application phase							
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes completely	Number of procedures checked/year for publication of vacancies on listed online recruitment sites (PEP, Pole Emploi, APEC, etc.).	++ Yes completely	Update of the publication process of vacancies on listed online recruitment sites (Euraxess, Choisir le Service Public, France travail, APEC etc.) when needed
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		Yes		Yes	
13. The EURAXESS job portal is used to make job vacancies visible to	x	x		Yes	Share of recruitments/campaign published on Euraxess among all	++ Yes completely	96 % average / year

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	Open	Trans parent	Merit-based	2020 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ; ++ yes completely	Revised indicators (in 2022)	2024 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ;++ yes completely	Observed indicators or action of measurement for the period 2020-2023
14. Use of other job posting tools to advertise job vacancies	x			++ Yes completely		++ Yes completely	Posting of vacancies on various job advertising tools (Linkedin UM, Place de l'Emploi Public, APEC, Indeed, Pôle Emploi, ...) and other specific sites
15. Do we keep the administrative burden to a minimum for the candidate?	x			+/- Yes substantially (ministry project for ITRF ranking exams postponed to 2021)	Share of recruited populations (BIATSS, EC and E permanent and contract-based) via an online tool	++ Yes completely	recruitment of non-permanent staff via a single tool: "Beetween"
Selection and evaluation phase							
16. Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	Guidelines for the composition of selection panels for each recruitment	++ Yes completely	Guidelines for the composition of selection panels are followed for each recruitment
17. Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	Guidelines for the composition of selection panels for each recruitment	++ Yes completely	Guidelines for the composition of selection panels are followed for each recruitment
18. Are the committees sufficiently gender-balanced?		x	x	Yes	Guidelines for the composition of selection panels for each recruitment	Yes	Guidelines for the composition of selection panels are followed for each recruitment
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	+/- Yes substantially	The "Recruit without discrimination" brochure is given to the chairman of each committee/commission/jury.	Yes	The "Recruit without discrimination" brochure is given to the chairman of each committee/commission/jury. Specific information meeting for chairmen and vice-chairmen of selection committees for tenured research professors

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	Open	Trans parent	Merit-based	2020 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ; ++ yes completely	Revised indicators (in 2022)	2024 Answer: -- No -/+ Yes partially ; Yes; +/- Yes substantially ;++ yes completely	Observed indicators or action of measurement for the period 2020-2023
Appointment phase							
20. Do we inform all applicants at the end of the selection process?		x		++ Yes completely	Number of complaints from candidates regarding a non-response at the end of a selection process	++ Yes completely	Selection results are published or communicated to all candidates
21. Do we provide adequate feedback to interviewees?		x		++ Yes completely		++ Yes completely	In compliance with the regulations applicable to each type of recruitment, feedback on their performance is provided at the request of the candidates auditioned, as part of a transparent and supportive approach.
22. Do we have an appropriate complaints mechanism in place?		x		++ Yes completely	Number of appeals received per year	++ Yes completely	1 / year on average
Overall assessment							
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	x	x	x	+/- Yes substantially	Effective scheduling of an audit attesting to good recruitment practices in connection with the Alliance scheme	+/- Yes substantially	Implementation of an annual monitoring of indicators within the HR department

Date: November 2024
Signature:

First Name/Last Name: Bénédicte LUPORSI
Title: Director of Human Resources Department

UNIVERSITÉ DE MONTPELLIER

5.9 Appendix 9 - Composition of the Steering Committee

❖ **Strategic Group** *(17 members, 2 meetings/year – initiates implementation)*

o **Philippe AUGÉ**, University President
o **Alexandre VERNHET**, Vice-President of Board of Administration
o **Jacques MERCIER**, Vice-president in charge of Research (HRS4R Executive Manager)
o **Agnès FICHARD-CARROLL**, Vice-president in charge of Education and Academic Life
o **Julie BOICHÉ**, Vice-president in charge of Social Responsibility
o **François PIERROT**, Vice-president in charge of International Relations
o **Philippe COMBETTE**, Vice-president in charge of Partnerships and Innovation
o **Isabelle PARROT**, Vice-president in charge of Science-Society relations
o **Marie-Christine SORDINO**, Vice-president in charge of Ethics and Integrity
o **Agnès MIGNOT**, Vice- president in charge of Research Streamlining and National Programs monitoring
o **Bruno FABRE**, Executive Director of Administration
o **Sébastien PONS**, Deputy Executive Director of Administration in charge of Resources and Steering
o **Gilles SUBRA**, Doctoral College Director
o **Gabriel BAYLE** (CCE-M) representative for R1 category researchers – Early Stage Researcher *(PhD student, < 4 years' experience)*
o **Mathieu PANEL** (PHYMEDEXP) representative for R2 category researchers – Acknowledged Researcher *(post-doc or similar, > 4 years' experience)*
o **Isabelle BORIES-AZEAU** (MRM) representative for R3 category researchers – Established Researcher *(having acquired a level of independence in her/his research domain, Assistant professor level)*
o **Pascale IDOUX** (CREAM) representative for R4 category researchers – Advanced Researcher *(leader in her/his research domain, Professor level)*

❖ Guest members *(6 people)* – Directors (or their representative) of the following departments and project manager:

o Innovation and Partnerships department
o International Relations department
o Steering department
o Research and Doctoral Studies Department
o Human Resources Department
o Project manager: Nathalie MODJESKA

❖ **Researchers representation in the Strategic Group (17)**

For the first renewal request of the HR Excellence in Research award, a temporary expansion of Researchers representation in the Strategic Group had been deciced in order to collect contributions from the whole UM scientific community. Since then, to maintain regular feedback collection from a wide scientific base, reflection groups of researchers from all 4 levels R1-R2-R3-R4 were created in 2022 encompassing all UM scientific clusters (AEB, BS, CHIMIE, MIPS, SOC). On a voluntary basis, these scientists meet and discuss among themselves; they attend the meetings of the Strategic Group, where they report on the results of their discussions and share any suggestions they may have.

Researcher category	Agriculture/Environnment/Biodiversity	Bio-Health	Chemistry	Maths/Informatics/Physics/Systems	Social Sciences
R1 – Early Stage Researcher *(PhD student, < 4 years' experience)*			Antonin MARQUANT (ICGM)	Maximos SKANDALIS (LIRMM)	Gabriel BAYLE (CEE-M)
R2 – Acknowledged Researcher *(post-doc or similar, > 4 years' experience)*		Mathieu PANEL (PHYMEDEXP)			Julien AUDEMARD (CEPEL)
R3 – Established Researcher *(having acquired a level of independence in her/his research domain, Assistant professor level)*	Matthieu FERRY (GM) Julien BRILLARD (DGIMI)		Yaovi HOLADE (IEM) Sonia CANTEL (IBMM) Ayad TAHAR (ICGM)	Olivier STRAUSS (LIRMM)	Isabelle BORIES-AZEAU (MRM)
R4 – Advanced Researcher *(leader in her/his research domain, Professor level)*		Nathalie GUERINEAU (IGF)	Alberto MARRA (IBMM) May MORRIS (IBMM)	François HENN (L2C)	Pascale IDOUX (CREAM)

- ❖ **Operational Group** (*meets quarterly – carries out and follows up on the fulfillment of HRS4R actions – reports to Executive Manager via the project manager*

The Operational Group is comprised of one HRS4R referent (who may be the director of the said department) per UM department involved as listed below:

- o Financial department: Virginie PASTORET ; Ouahiba MOUZAIA ; Christelle DUGUA
- o General and Institutional Affairs department: Hector MAMIA
- o Communication department: Patrick PARIS
- o Education and Studies department: Chrystèle FORGES ; Valérie PORTIER ; Marie Hélène MURILLO
- o Innovation and Partnerships department: Léa MAZEL
- o Public Property department: Maxime POUGET
- o Steering department: Sylvie NAREJOS ; Anne DELESTRE
- o Structuring Programs department: Magali ROUBIEU
- o Research and Doctoral Studies department: Bénédicte LABAT; Magali PUECH ; Alexis DUHAMEL
- o Human Resources department: Deniz KOC
- o International Relations department: Nathalie SHARMAN
- o Digital and Information System department: Delphine GARANDEAU-BODIMENT
- o Campus Life department: Valérie RABIA
- o University Service for Occupational Medicine and Health Promotion: Emmanuelle HASLER
- o University Service for Risk Prevention: Ludivine RUGANI
- o HRS4R Project manager: Nathalie MODJESKA (DPS)
- o Project Assistant: Alexia MESNIER (DRH)

5.10 Appendix 10 - HRS4R 2024 survey results

HRS4R
Survey 2024

For the past 10 years, UM has been implementing a Human Resources Strategy for Researchers, also known as HRS4R, which demonstrates the institution's commitment to bring its practices up to the standards set by the European Charter for Researchers and the Code of conduct for the Recruitment of Researchers (C&C). Adopted by the European Commission (EC) in 2005, these two sets of standards and requirements aim to promote research careers in Europe.

Fully embedded in the institutional strategy, the HRS4R continuous improvement approach is being pursued in the area of human resources for research, and is one of the objectives of the institution's 2021-2026 pluriannual contract. In particular, it aims to support research and promote good working conditions, open, transparent and merit-based recruitment (OTM-R), and career advancement guidance.

Since March 2015, UM has received the European label of excellence "HR Excellence in Research" from the European Commission in recognition of its commitment to the principles of the Charter and Code, making UM the first university in France to receive this certification. After a first renewal obtained in 2021, the University of Montpellier is preparing its 2024 award renewal application for a further 3-year cycle.

As part of this approach, and in order to draw up the future 2024-2027 action plan, University of Montpellier whished to collect the opinions and suggestions of the research community UM staff on subjects related to the implementation of the HRS4R strategy at the University. To this end, a survey of 2,715 researchers, research-professors, engineers, technicians and research support staff was conducted between May 15 and June 5, 2024.

This document presents a summary of the results that are based on the statistical processing of anonymized collected responses. The avenues for improvement thus identified will be taken into account in the 2024-2027 action plan.

The European Charter for Researchers

The European Charter for Researchers is a set of general principles and basic conditions specifying the roles, responsibilities and prerogatives of researchers' employers and/or funding agencies.

It aims to ensure that relationships between researchers and employers or funders are conducive to success in the production, transfer, sharing and dissemination of knowledge and technological development, and to the development of researcher careers.
The charter also recognizes the value of all forms of mobility as a means to enhance researchers' professional development.

With these objectives in mind, the Charter provides a framework for researchers, employers and funders, inviting them to act responsibly and professionally in their workplaces, and to recognize each other as such.

Participation

536 complete responses were received.

The participation rate reached **19.7%**.

Respondants average age was **46 years old** while the average age of the surveyed population is 43 years old.

521 people responded in French (97%) and **15** people responded in English (3%).

RESPONDANTS' PROFILE: RESPONSE RATE BY GENDER

- Population structure
- Response rate

	Women	Men
Population structure	45.4%	54.6%
Response rate	21.7%	18.1%
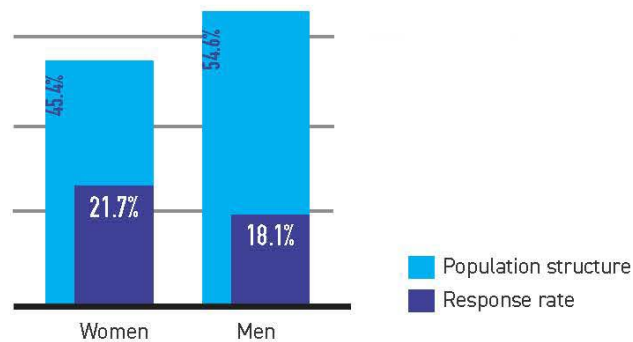
RESPONDANTS' PROFILE: EDUCATION, RESEARCH, MANAGEMENT

Teaching or training activities carried out at UM:

- 62%
- 8%
- 30%
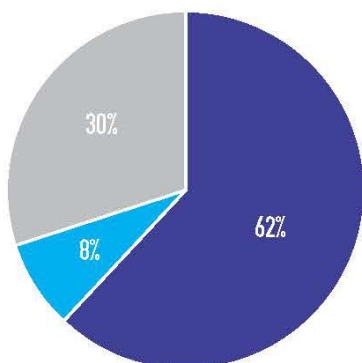
- Yes, that is part of my missions
- Yes, in addition to tasks listed in my job description
- -- No

Contribution to scientific production in the past 3 years:

- 62%
- 20%
- 18%

- Yes, regularly
- Yes, sometimes
- -- No

In a management position at UM:

I supervise research activities of PhD students	I supervise research activities of Master/ Engineering students	I manage a team
38%	51%	20%

RESPONDANTS' PROFILE

Response rate by research cluster, central administrative department or university service

Response rate according to respondent's status

Chart 1 (left): Response rate by research cluster, central administrative department or university service

- Agriculture, Environment Biodiversity — Population structure: 17.2%, Response rate: 24%
- Biology Health — Population structure: 24.8%, Response rate: 15.9%
- Chemistry — Population structure: 12.4%, Response rate: 18.3%
- Maths-Informatics-Physics-Systems — Population structure: 23.5%, Response rate: 17.7%
- Social Sciences — Response rate: 21.4%
- Central administrative department or university services — Population structure: 5%, Response rate: 31.6%

Legend:
- Population structure
- Response rate

Chart 2 (right): Response rate according to respondent's status

- Tenured staff (1,529) — Population structure: 56.3%, Response rate: 19.7%
- Non-tenured staff: contract-based and interns (1,186) — Population structure: 43.7%, Response rate: 11.3%

Response rate by occupation

Chart 3: Response rate by occupation

- Contract-based researcher — Population structure: 4.2%, Response rate: 9.6%
- (Assistant) Research-Professor — Population structure: 53%, Response rate: 24.2%
- PhD student — Population structure: 19%, Response rate: 7.8%
- Engineer, Research Engineer, Technician — Population structure: 11%, Response rate: 25.3%
- Research and Education technical assistant (ATRF) — Population structure: 11.6%, Response rate: 17.2%
- Administrative staff (AENES, ITRF) — Population structure: 1.1%, Response rate: 22.6%

The European Charter for Researchers

DEGREE OF KNOWLEDGE OF THE EUROPEAN CHARTER FOR RESEARCHERS

27%
6%
67%

63.8
30.3%
5.7%
(Assistant) Research-Professor

60%
30%
10%
PhD student

75.5%
21.8%
Engineer, Research-Engineer (ITRF)

86.9%
12.5%
0.6%
ATRF (ITRF) AENES

- Yes, I know about its content
- Yes, but not in detail
- -- No

APPROVAL OF THE IMPLEMENTATION AT UM OF THE KEY POINTS OF THE EUROPEAN CHARTER FOR RESEARCHERS

Statement	Totally agree	Mostly agree	Mostly disagree	Totally disagree
At UM, recruitment is based above all on objective transparency criteria.	14%	53%	21%	12%
Atypical, non-linear career paths are properly valued at the UM.	8%	38%	41%	14%
Resources and facilities provided by the UM are conducive to quality work.	16%	55%	20%	9%
Today, the fight against discrimination is an integral part of UM, including for recruitment processes.	26%	61%	14%	3%
UM pays attention to the supervision of young researchers.	13%	54%	24%	8%
As a young researcher, I get adequate support from more experienced researchers.	41%	44%	11%	4%
The support provided by my supervisors in my professional activity is satisfactory.	33%	39%	17%	11%
I manage to balance work and private life	22%	42%	22%	13%

- Totally agree
- Mostly agree
- Mostly disagree
- Totally disagree

Awareness on UM schemes

AWARENESS ON RESEARCH ACTIONS AND SCHEMES

Scheme	I am familiar with it	I have heard about it	I am not aware
Open Science policy (i.e.: webinars, HAL portal, Meso@LR shared storage space)	64%	28%	7%
Regular publications on the scientific community activity via various channels	62%	28%	10%
Implementation of a research ethics committee for honest, ethical and responsible research	35%	36%	29%
Initiatives related to Ethics (Charter for Scientific Integrity, Nagoya protocol, training sessions, …)	34%	35%	31%
All researchers' skills (publications, supervision, mobility, mentoring, patents, etc.) are taken into account in project and career assessments.	27%	29%	44%
UM takes part in national experiment on simplification to free up time for research	8%	20%	72%

Legend: I am familiar with it — I have heard about it — I am not aware

AWARENESS OF FRAMEWORKS AND ACTIONS

Framework/Action	I consult or take part	I have heard about it	I am not aware
Tools, articles, resources and contact information accessible on the intranet	51%	36%	13%
Online resources (MOOCs, tutorials, webinars, and more) focused on skills development	40%	43%	18%
Continuing professional development programs	38%	46%	16%
Actions organized to fight discrimination and promote gender equality	31%	63%	6%
Free wellness workshops (meditation, sophrology, massages, etc.)	26%	62%	12%
A network of support staff in the event of difficulties (doctors, psychologists, professional coaches, social workers, etc.)	22%	61%	17%
Actions to improve quality of life at work	22%	54%	24%
UM's procedure for publishing research job offers on EURAXESS	11%	24%	65%
Advice and support for career guidance and drafting professional projects	10%	41%	50%

■ I consult or take part ■ I have heard about it ■ I am not aware

FREQUENCY OF READING THE INFORMATION DISSEMINATED BY UM ON VARIOUS MASTE PLANS AND SCHEMES

Plan/Scheme	Always	Often	Sometimes	Never
The action plan for gender balance in the work place	13%	27%	41%	18%
The system for reporting acts of violence, discrimination, harassment and sexual harassment	16%	23%	41%	20%
The masterplan for ecological transition	12%	23%	40%	25%
The program to improve the quality of life at work and prevent psycho-social risks	12%	23%	45%	21%
The disability master plan	10%	15%	39%	36%

■ Always ■ Often ■ Sometimes ■ Never

QUALITY OF RELATIONSHIPS IN IMMEDIATE WORK ENVIRONMENT

UM work environment

Chart: Quality of relationships in immediate work environment

Category	Note 1	Note 2	Note 3	Note 4	Note 5
Your supervisors' availability*	3%	7%	12%	28%	50%
Quality of support provided by your supervisors*	5%	5%	13%	29%	48%
Motivation within your team/department/lab	8%	13%	20%	26%	33%
Conducting the annual thesis monitoring committee	19%	8%	25%	16%	32%
The annual professional and training assessment conducted by your N+1	10%	4%	23%	18%	45%
Cooperation between teams/departments/labs	10%	21%	28%	22%	19%

Legend:
- Note 1 * Excluding research-professors' responses
- Note 2
- Note 3
- Note 4
- Note 5

DEGREE OF AWARENESS AND USE OF SKILL DEVELOPMENT AND SUPPORT SERVICES

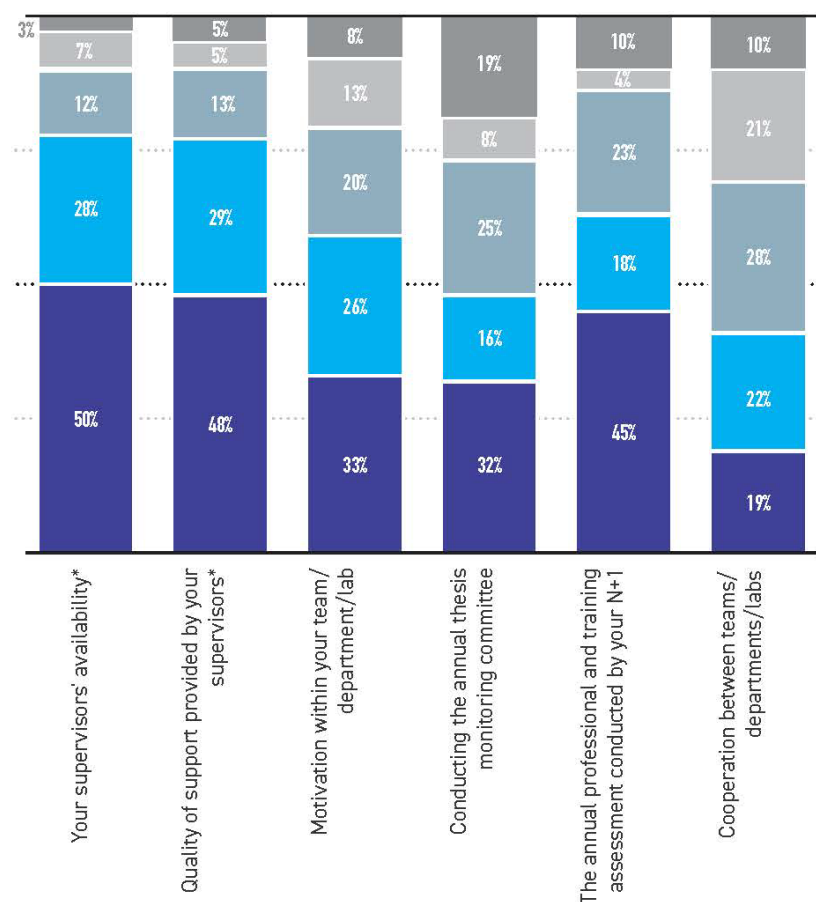| Statement	I am familiar with this and I have benefited from it	I am familiar with	I am not aware
A collective training offer, annually updated and enriched, is available to all staff.	27%	48%	25%
Career development opportunities are circulated by e-mail and available on the intranet.	13%	45%	41%
Employees may take a training leave and activate their personal training account.	4%	45%	41%
Training programs may include individual training, skills assessments, validation of acquired skills, preparation for competitive examinations, and more.	11%	42%	47%
Employees can benefit from personalized for career development from the HR department.	3%	28%	69%

Legend:
- I am familiar with this and I have benefited from it
- I am familiar with
- I am not aware

QUALITY OF RELATIONSHIPS IN IMMEDIATE WORK ENVIRONMENT

UM work environment

	Your supervisors' availability*	Quality of support provided by your supervisors*	Motivation within your team/department/lab	Conducting the annual thesis monitoring committee	The annual professional and training assessment conducted by your N+1	Cooperation between teams/departments/labs
Note 1	3%	5%	8%	19%	10%	10%
Note 2	7%	5%	13%	8%	4%	21%
Note 3	12%	13%	20%	25%	23%	28%
Note 4	28%	29%	26%	16%	18%	22%
Note 5	50%	48%	33%	32%	45%	19%

Note 1 * Excluding research-professors' responses
Note 2
Note 3
Note 4
Note 5

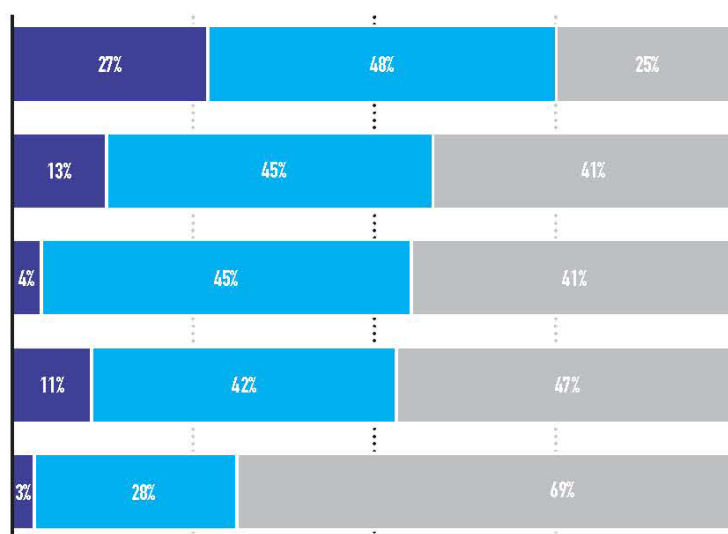# DEGREE OF AWARENESS AND USE OF SKILL DEVELOPMENT AND SUPPORT SERVICES

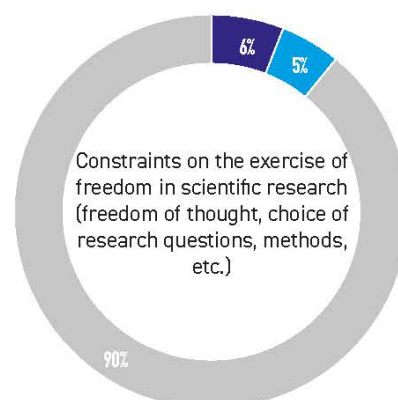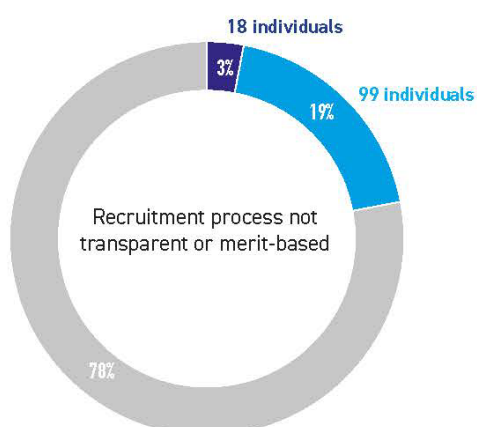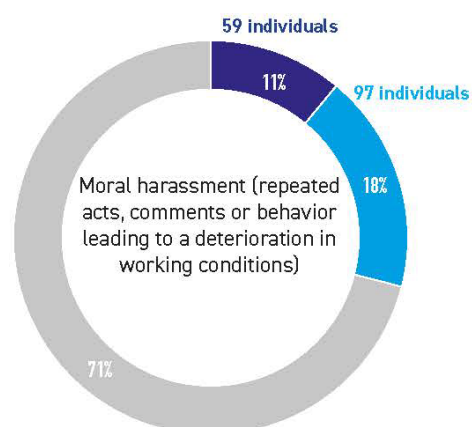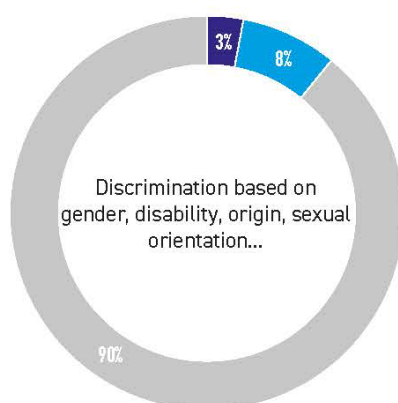|	I am familiar with this and I have benefited from it	I am familiar with this	I am not aware
A collective training offer, annually updated and enriched, is available to all staff.	27%	48%	25%
Career development opportunities are circulated by e-mail and available on the intranet.	13%	45%	41%
Employees may take a training leave and activate their personal training account.	4%	45%	41%
Training programs may include individual training, skills assessments, validation of acquired skills, preparation for competitive examinations, and more.	11%	42%	47%
Employees can benefit from personalized for career development from the HR department.	3%	28%	69%

QUESTION ON PERSONAL EXPERIENCE: OVER THE PAST 3 YEARS, HAVE YOU PERSONALLY EXPERIENCED ANY OF THE FOLLOWING SITUATIONS AT UM?

Attempted theft or theft of intellectual property (plagiarism)
- 4%
- 6%
- 91%

Imposed research collaboration (example: publish an article with a specific person)
- 3%
- 8%
- 88%

Discrimination based on gender, disability, origin, sexual orientation...
- 3%
- 8%
- 90%

Moral harassment (repeated acts, comments or behavior leading to a deterioration in working conditions)
- 59 individuals
- 11%
- 97 individuals
- 18%
- 71%

Recruitment process not transparent or merit-based
- 18 individuals
- 3%
- 99 individuals
- 19%
- 78%

Constraints on the exercise of freedom in scientific research (freedom of thought, choice of research questions, methods, etc.)
- 6%
- 5%
- 90%

■ Yes, as a victim   ■ Yes, as a witness   ■ -- No

* NB: there may be several witnesses to the same situation

5.11 Table of UM external dissemination actions on HRS4R

Date	Event	Organized by	Location	Participation	Speaker
31/03/2015	Web conference	MENESR, CPU and AMUE	Remote	Presentation on **"HR Excellence in Research" award Granting process - Presentation on UM's award granting approach**	N. MODJESKA
05/04/2015	Presentation on UM's HRS4R award granting process	CPU	Paris, FR	Presentation on **"UM's HRS4R (Human Resources strategy for Research) award granting process"**	Philippe AUGÉ
28/08/2015	2nd Symposium of the French Network for Research Directors of higher education and research institutions (Réseau des Responsables Recherche, R3-Sup)	R3Sup	Université de Toulouse 1 Capitole, Toulouse, FR	Presentation on **"UM's HRS4R (Human Resources strategy for Research) award granting process"**	N. MODJESKA
11/05/2015	Conference on "Fostering attractive research careers – the role of the EU Human Resources Strategy for Researchers"	DG Research, CE ; Eurotech Universities ; European Regions Research and Innovation Network (ERRIN)	Catalonia Delegation to the EU, Bruxelles, Belgium	Presentation on "Implementing the HR strategy for Research (HRS4R) - The Université de Montpellier experience"	N. MODJESKA
29/10/2015	Info day HRS4R "How to comply with article 32 of the H2020 Grant Agreement"	DG Research, CE	DG Research, Brussels, Belgium	Discussion panel	N. MODJESKA
28/01/2016	HRS4R Mutual Learning Workshop "Attracting skilled researchers through a strengthened Human Resources strategy (HRS4R)"	DG Research, CE	DG Research, Brussels, Belgium	Steering of a workshop on "Training of researchers to support the planning of attractive careers"	N. MODJESKA
08/03/2016	Staff Mobility- Mobility of the Mind, How to develop a sustainable HR strategy?	Forum Flanders Knowledge Area	Brussels, Belgium	**Presentation on "Implementing the HR strategy for Research (HRS4R) - The *Université de Montpellier* experience"**	N. MODJESKA
12/05/2016	HRS4R Information Event	Ecole Centrale Lyon	Lyon, France	Presentation on **UM's HRS4R (Human Resources strategy for Research) process at University of Montpellier**	N. MODJESKA
24/01/2017	Regional Workshop HRS4R "How to best attract talented researchers"	DG Research & Innovation, Czech and Slovak Ministries of Higher education	Central European Institute of Technology, Masaryk University, Brno, Czech Republic	Presentation on **"Tips and tricks to run a successful HRS4R award granting approach"** and steering of 'HANDS-ON' session 'How to fill a gap-analysis? How to establish an action plan?' workshop.'	N. MODJESKA
17/10/2017	Regional workshop HRS4R on "Better Research talent management for a better Bulgaria and Romania"	DG Research & Innovation, Bulgarian and Romanian ministries of Higher education and research	Office of the European Community representation in Bulgaria, Sofia, Bulgaria	Presentation on "Tips and tricks to make your implementation a success"	N. MODJESKA
23/01/2018 & 24/01/2018	"Sharing Experience to assess the strengthened HRS4R" Advanced assessors' networking session for Mutual learning, exchange of good practice and preparing for site visits"	DG Research & Innovation	DG Research, Brussels, Belgium	Presentation on "How to manage a consensus in the case of diverging individual assessments?" and workshop to define guidelines for site visits	N. MODJESKA
29/01/2019	Ensuring Excellent Research by Investing in Researchers' Talents, Skills & Career Development	DG Research & Innovation	DG Research, Brussels, Belgium	Presentation on "HRS4R positive impact: the University of Montpellier experience"	N. MODJESKA

Date	Event	Organized by	Location	Participation	Speaker
08/07/2019	Campus France Research and Innovation Days	Campus France and French Ministry of Higher Education, Research and Innovation	Cité de la Science, Paris, France	Remote HRS4R process and Panel discussion on HRS4R	N. MODJESKA
06/05/2021	CHARM-EU Staffing meeting	CHARM-EU (european university in which UM is a member)	Remote	Presentation on UM's HRS4R during a Staff Week event of CHARM-EU european university	N. MODJESKA
16/06/2021	WP4 Building Capacities of Research Management MINERVA Virtual Study Visit	University of Liege, BE and University of Montpellier	Remote	Label HR Excellence in Research : Presentation of good practice and renewal process	N. MODJESKA
02/06/2022	HR Excellence in Research Training	University of College Cork	Remote	How to organise the site visit	N. MODJESKA
18/10/2022	HRS4R Info Day	DG Research & Innovation	DG Research, Bruxelles, Belgique	Presentation on UM's experience in renewing the HR Excellence in Research award, and on-site visit by assessors	N. MODJESKA
16-17/11/2023	EU-ASEAN ASEAN Talent Mobility Charter Workshop	ASEAN ATM Charter, Bangkok, Thailand	Remote	Presentation on UM's experience at implementing the principles of the European Charter for Researchers	N. MODJESKA