

1	<p><b>Support devices for researchers - Dedicated structure</b> Easily-identified dedicated and visible structure to help and support researchers in:</p> <ul style="list-style-type: none"> <li>• their search for funding</li> <li>• the organization of scientific events (Congress, consortium)</li> <li>• in the setting up and administrative and financial follow-up of projects, especially international projects</li> </ul> <p>At the same time, defining accurately the perimeters of the central services dedicated to research (SCRs (joint-research departments), DRV (Department of Research and Valorisation), DREDI (Department of External Relations and International Development))</p>	<p>Research freedom</p> <p>Professional attitude</p> <p>Recognition of the profession</p>	6 months/ February 2022	<p>Christophe Clément (R4), vice president in charge of research</p> <p>in connection with the Research Commission (researchers' representative body) and with the Direction-General for Services</p>	<p>1. Existence of the structure and notification to researchers</p> <p>2. Number of projects assisted</p>
2	<p><b>Support devices for researchers - Elaboration of a practical guide for researchers</b> Drawing up a guide for researchers containing up-to-date practical information:</p> <ul style="list-style-type: none"> <li>- organization chart</li> <li>- information on mobility in general, answering human resources questions (availability, secondment, transferability of grants, questions from researchers who want to go abroad on a long project: rights, social security, etc.).</li> <li>- all complaints and appeals processes</li> <li>- elements relating to career development and continuing professional development</li> <li>- rules relating to intellectual property rights.</li> <li>- FAQs (Frequently Asked Questions)</li> </ul>	<p>Research freedom</p> <p>Professional attitude</p> <p>Professional attitude</p> <p>Recognition of the profession</p> <p>Recognition of mobility experience</p> <p>Intellectual property rights</p> <p>Complaints/appeals</p> <p>Continuing professional development</p> <p>Career development</p> <p>Access to research training and continuous development</p> <p>Complaints/appeals</p>	1 year/ September 2022	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p> <p>in connection with the Research Commission (researchers' representative body) and with the Direction of research</p>	<p>1. Existence of the guide (creation, updating, availability online, communication)</p> <p>2. Rate of consultation of the online version</p>

		Recognition of mobility experience			
3	<p><b>Communication on the rights and obligations of the researcher</b></p> <p>Elaborating a jargon-free document on the rights and obligations of researchers to</p> <ul style="list-style-type: none"> <li>Remind good practice and legal obligations in the research sector</li> <li>Spread the document and raise awareness among researchers.</li> </ul>	<p>Contractual and legal obligations</p> <p>Good practice in research</p>	1 year/ September 2022	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p> <p>in connection with the Research Commission (researchers' representative body) and with the Direction of research</p>	<p>1.Existence of documentation.</p> <p>2.Rate of consultation of the online version</p>
4	<p><b>Improvement of material conditions for researchers</b></p> <ul style="list-style-type: none"> <li>Conducting an internal audit to identify the tools at the researchers' disposal (whether they have a professional office/computer for their research) and planning funding to improve the most difficult situations. Studying the question for non-permanent researchers</li> <li>Improving the ticket system with the DPLDD (Department of Heritage, Logistics and Sustainable Development)</li> <li>Providing crèche facilities for each campus with possibilities to adapt to researchers' schedules and preferential rates for URCA staff.</li> <li>Using the existing HRS system to facilitate the setting up of projects</li> <li>Developing teleworking: this would make it possible to make up for the lack of space and allow certain researchers to work more calmly in fields where this is possible.</li> </ul>	<p>Research freedom</p> <p>Professional responsibility</p> <p>Good practice in research</p> <p>Research environment</p> <p>Working conditions</p>	2 years/ September 2023	<p>Laurent Lucas (R4), vice president in charge of research</p> <p>in connection with the Research Commission (researchers' representative body) and with the Direction of research</p>	<p>1. Results of the survey on researchers' equipment</p> <p>2. Annual budget for researchers' equipment</p> <p>3. Rate of eligible researchers using telework</p>

5	<p><b>Improvement of material conditions for researchers- specific actions for young researchers</b></p> <ul style="list-style-type: none"> <li>- Setting up a budget (at the level of doctoral schools or research units) to finance outreach around students doctoral students' research activities: participation in meetings, seminars, international congresses, etc. to enable them to create a network and allow them visibility.</li> <li>- Combating the isolation of young researchers by developing internal seminars to enable the progress of the work to be assessed.</li> <li>- Setting up a system of mentoring by more experienced researchers in parallel with the compulsory training for young researchers. The system could be aimed at doctoral students who are starting to teach and new teacher-researchers.</li> <li>- Considering a procedure that allows each doctoral student who wishes to do so to complete teaching hours (directed studies and practical work) (subject to verification of the doctoral student's ability to carry out both assignments at the same time)</li> </ul>	<p>Research environment Supervision Working conditions Teaching</p>	<p>2 years/ September 2023</p>	<p>Béatrice Marin (R4) in charge of the coordination of doctoral schools And Maxime Thorigny (R1)</p> <p>In connection with the doctoral schools</p>	<ol style="list-style-type: none"> <li>1. Number of funded research activities</li> <li>2. Rate of doctoral students benefiting from a mentoring system</li> </ol>
6	<p><b>Setting up an annual training day in the form of a scientific seminar and/or optional one-off training sessions for researchers, including points related to the Researcher's Charter:</b></p> <ul style="list-style-type: none"> <li>- ethical issues (how to integrate ethical issues in laboratories) / anti-plagiarism software</li> <li>- The University's strategy</li> <li>- the tools and devices of the University</li> <li>- Management</li> <li>- the legal and regulatory obligations of researchers and the use of public money</li> <li>- intellectual property law</li> <li>-researcher's professional responsibility</li> <li>-the GDPR (General Data Protection Regulation) and digital security</li> <li>- responsible management of research data, archiving and retrospective access to documents</li> <li>- management of the researcher's digital identity</li> <li>- Open science awareness</li> <li>- disability support (e.g. sign language)</li> <li>- Career development</li> </ul>	<p>Ethical principles Professional responsibility Contractual and legal obligations Accountability Non-discrimination Working conditions Career development Intellectual property rights Teaching Seniority</p>	<p>1 year/ September 2022</p>	<p>Christophe Clément (R4), vice president in charge of research</p> <p>in connection with the Research Commission (researchers' representative body) and with the Human resources Department.</p>	<ol style="list-style-type: none"> <li>1. Number of sessions organized</li> <li>2. Number of participants</li> <li>3. Researcher satisfaction survey on training</li> </ol>

	<ul style="list-style-type: none"> <li>- functioning of selection committees</li> <li>- pedagogical innovation</li> <li>- the production of courses or articles in English</li> </ul>				
7	<p><b>Adapting the training plan to the researchers' demands:</b></p> <ul style="list-style-type: none"> <li>• Determining a plan of specific training courses for researchers: <ul style="list-style-type: none"> <li>o Creating closer links with research units and their directors to meet the demands/needs of researchers</li> <li>o Including, in the missions of the Human resources' referent, the mission of training correspondent (centralizing information in each research unit and reporting on specific needs in order to have a complete knowledge of training needs and to pool requests between research units).</li> <li>o Developing specialized Masterclasses in fields that are useful to researchers</li> </ul> </li> <li>• Designing training courses for researchers with slots and schedules adapted to their timetables: <ul style="list-style-type: none"> <li>o Using time slots when there is no teaching</li> <li>o Developing e-learning</li> <li>o Studying the possibility of sparing a half-day per week for teachers and students to participate in the training courses, or to have a fixed weekly day-off.</li> </ul> </li> </ul>	<p>Supervision and managerial duties</p> <p>Continuing professional development</p> <p>Access to research training and continuous development</p>	<p>2 years/ September 2023</p>	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p> <p>in connection with the Research Commission (researchers' representative body) and with the Human resources Department</p>	<p>1. Participation rate of researchers in training courses</p> <p>2. Satisfaction survey of researchers on training courses</p>

	<ul style="list-style-type: none"> <li>o Proposing an annual training plan at the beginning of the year to enable people to position themselves (consultation on the internet or intranet site and to register in advance by electronic means).</li> <li>o Enhancing training at a faculty's scale, in small groups and on specific points: computer science for example. This training could be provided by faculty staff.</li> <li>- Using the number of training sessions completed when evaluating researchers</li> <li>• Making training courses more accessible: <ul style="list-style-type: none"> <li>- Doctoral training courses could be of interest to other researchers and be open to them.</li> <li>- Training courses set up for the BIATSS could be open to teacher-researchers.</li> <li>- Amplifying both e-learning and mixed learning programs</li> </ul> </li> </ul> <p>Link to the training catalog proposed by the university Library</p>				
8	<p><b>Setting up specific and compulsory training (necessary to validate their application) for research unit directors including points related to the Researcher's Charter:</b></p> <ul style="list-style-type: none"> <li>-ethical issues,</li> <li>-questions of scientific integrity (insist on the need to systematically cite all researchers and doctoral students who have taken part in the research)</li> <li>- discrimination and gender equality issues</li> <li>- the University's strategy</li> <li>- the means and tools at their disposal</li> <li>-their role in relation to the cluster managers</li> <li>-Management</li> <li>- the legal and regulatory obligations of researchers and the use of public money</li> <li>- complaints and appeals process</li> <li>- Security in the field of research</li> <li>- Professional responsibility of the researchers</li> <li>- the tools and devices of the University</li> <li>- mobility</li> <li>- career development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ethical principles</li> <li>Professional attitude</li> <li>Contractual and legal obligations</li> <li>Accountability</li> <li>Supervision and managerial duties</li> <li>Non-discrimination</li> <li>Working conditions</li> <li>Gender balance</li> <li>Access to career advice</li> <li>Intellectual property rights</li> <li>Co-authorship</li> <li>Complaints/appeals</li> <li>Recognition of mobility experience</li> </ul>	1 year/ September 2022	<p>Christophe Clément (R4), vice president in charge of research</p> <p>in connection with the Research Commission (researchers' representative body) and with the Human resources Department</p>	<ol style="list-style-type: none"> <li>1. Number of sessions organized</li> <li>2. Number of participants</li> <li>3. Satisfaction survey of unit directors on the training</li> </ol>

	<ul style="list-style-type: none"> <li>- intellectual property law</li> <li>-project management tools</li> <li>Open science awareness</li> </ul>				
9	<p><b>Setting up specific and compulsory training (to be made compulsory for the HDR) for thesis supervisors incorporating points related to the Researcher's Charter:</b></p> <ul style="list-style-type: none"> <li>-questions of scientific integrity (insist on the need to systematically cite all researchers and doctoral students who have taken part in research)</li> <li>- project management and thesis supervision</li> <li>- Introduction of an exchange period between new thesis supervisors and those of the previous years (to allow for recent feedback on problems encountered and training to be followed).</li> </ul>	<p>Ethical principles Supervision Co-authorship</p>	1 year/ September 2022	<p>Béatrice Marin (R4) in charge of the coordination of doctoral schools And Maxime Thorigny (R1)</p> <p>In connection with the doctoral schools and with the Human resources Department</p>	<ol style="list-style-type: none"> <li>1. Number of sessions organized</li> <li>2. Number of participants</li> <li>3. Satisfaction survey of thesis supervisors on the training</li> <li>4. Doctoral student drop-out rate</li> </ol>
10	<p><b>Strengthening doctoral students training in the following areas:</b></p> <ul style="list-style-type: none"> <li>-ethical issues,</li> <li>-questions of scientific integrity (insist on the need to systematically cite all researchers and doctoral students who have taken part in research)</li> <li>- discrimination and gender equality issues</li> <li>- the legal and regulatory obligations of researchers</li> <li>- complaints and appeals process</li> <li>- employment opportunities, including the ones that are not in the research field: A module at the end of the doctorate on guidance could enable them to be introduced to the various guidance possibilities: civil service competitions, examples from the private sector, how to make the most of their skills during the final year of their doctorate. This could be added to the training agreement</li> <li>- professional networks</li> <li>- Informing Master 2 students (those who intend to carry out research) and doctoral students of their right to be co-authors.</li> </ul>	<p>Ethical principles Contractual and legal obligations Continuing professional development Career development Access to research training and continuous development Access to career advice Co-authorship</p>	1 year/ September 2022	<p>Béatrice Marin (R4) in charge of the coordination of doctoral schools And Maxime Thorigny (R1)</p> <p>In connection with the doctoral schools and with the Human resources Department</p>	<ol style="list-style-type: none"> <li>1. Number of hours of training offered to doctoral students</li> <li>2. Number of participants in training</li> <li>3. Satisfaction survey of doctoral students on the training</li> </ol>

	- To teach young researchers how to value the doctorate as a professional experience.				
11	<p><b>Reinforcing existing tools in the field of ethics and ensure their better dissemination:</b></p> <ul style="list-style-type: none"> <li>- Setting up a Research Ethics Committee to enhance the Ethics and Deontology Commission</li> <li>- Setting up an ethics correspondent on the model of the International Relation Correspondents</li> <li>- Setting up a clear procedure to enable the Scientific integrity referent to be appealed</li> <li>- Communicating effectively to make its existence known to researchers, including doctoral students (for example, by inserting this information in the doctoral students' charter).</li> <li>- setting up ethics tickets on the virtual office</li> </ul>	Ethical principles Co-authorship	1 year/ September 2022	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Ethics and Deontology Commission and with the Direction of research	<ol style="list-style-type: none"> <li>1. Existence of the procedure</li> <li>2. Number of ethics tickets processed per year</li> <li>3. Existence of the committee and the ethics referent and mission letters</li> </ol>
12	<p><b>Including a Societal Impact section in research projects</b></p> <p>Including a section on societal impact in the broad sense in research projects (direct impact of research on society or indirect impact through the promotion of basic research to the general public, for example).</p>	Professional responsibility	1 year/ September 2022	Marie Renée De Backer (R4) vice president in charge of Open Science In connection with the Direction of research	<ol style="list-style-type: none"> <li>1. Existence of societal impact section in research projects</li> </ol>
13	<p><b>Further developing communication towards the general public :</b></p> <ul style="list-style-type: none"> <li>• Continue to develop science popularization in the region. Develop links with outside partners</li> <li>• Develop the link with secondary schools throughout the region. Using existing agreements with secondary schools for this purpose.</li> <li>• Setting up a "project showcase" allowing broad communication on what is being done at the University: which projects are funded, what level of funding</li> </ul>	Professional responsibility Accountability Dissemination, exploitation of results Public engagement Recognition of the profession	2 years/ September 2023	Marie Renée De Backer (R4) vice president in charge of Open Science In connection with the Direction of communication	<ol style="list-style-type: none"> <li>1. Number of visits to the "projects showcase" page on the website</li> <li>2. Number of actions carried out with schools and the general public</li> </ol>

	<ul style="list-style-type: none"> <li>- Creating a specific page on the Internet about events aimed at the general public to coordinate existing communications.</li> <li>- Drawing up portraits of researchers (e.g. each month a researcher highlighted on the website)</li> <li>- Strengthen and communicate on the Third Location (Maison de la Science) dedicated to the valorisation of research allowing to mixed audiences (academics/general public)</li> <li>Encourage researchers to take part in events and promote this work (e.g. in the researchers' progress file, in their evaluation).</li> </ul>				3. Existence of a measure to valorise the participation of researchers in events
14	<p><b>Developing links with the business world</b></p> <ul style="list-style-type: none"> <li>Working to make the URCA directory easier to read and more accurate, especially for people outside URCA.</li> <li>- Centralizing information on researchers to make it more easily accessible</li> <li>- Setting up a database with several entry keys including scientific and technical skills (to make the contact between URCA and companies more efficient)</li> </ul>	Public engagement	2 years/ September 2023	Anne Jussiaume (R3), Jimmy Morel, Vice President in charge of relations with companies and the business world	<p>1. Accessibility of contacts on the website</p> <p>2. Presence of scientific and technical expertise on the researchers' profile</p>
15	<p><b>Strengthening internal communication on research among researchers :</b></p> <ul style="list-style-type: none"> <li>- Informing researchers about the various mechanisms for promoting their research: SATT (Technology Transfer Acceleration Institution), business incubator, the university press (Editions et presses universitaires de Reims), etc.</li> <li>- Strengthening the link between the Communication Directorate and the research units</li> <li>- Centralizing the actions that can be proposed to help ECs to set up similar actions.</li> <li>- Developing an annual review of research at the institutional level and use it as a reminder of the institution's strategy.</li> <li>- Communicating widely on the collective evaluation of the University</li> <li>-Systematically communicate internally on validated research projects (national and international)</li> </ul>	Dissemination, exploitation of results Public engagement Evaluation/appraisal systems	1 year/ September 2022	Laurent Lucas (R4), vice president in charge of research  in connection with the Research Commission (researchers' representative body) and with	1. Number of communication actions



				the Direction of research	
16	<p><b>Organisation of interdisciplinary seminars</b></p> <ul style="list-style-type: none"> <li>• These seminars (team/inter-team) would allow all young researchers to present their work, and to create links between research units and more widely between researchers.</li> <li>• Setting up a credit system to encourage/force young researchers (doctoral students but also, perhaps, master's students) to participate and contribute. To be included in the doctoral students' charter</li> </ul>	Supervision and managerial duties Recognition of the profession	1 year/ September 2022	Béatrice Marin (R4) in charge of the coordination of doctoral schools In connection with the Research Commission and the research clusters	1. Number of seminars organised 2. Participation rate of young researchers.
17	<p><b>Strengthening of the Alumni network :</b></p> <p>- Setting up an address book of alumni and academics in order to build up a network, which would enable better communication on the benefits of research in all its aspects.</p>	Recognition of the profession	2 years/ September 2023	Anne Jussiaume (R3), Jimmy Morel, Vice President in charge of relations with companies and the business world	Number of the Alumni network members
18	<p><b>Inventory of the archiving situation</b></p> <p>Making an inventory of the archiving of scientific data. Encourage reflection on archiving. Setting up tools for researchers to store and archive</p>	Professional responsibility Accountability	2 years/ September 2023	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Archive	1. Rate of archiving of scientific data

				department and the University Library	
19	<p><b>Inventory of the data management</b></p> <ul style="list-style-type: none"> <li>Developing an institutional policy on the issue of data management and a structure that can answer researchers' demands on this issue.</li> <li>Communicating with research units on data security</li> <li>Communicate on the policy for backing up data on a shared server</li> <li>Management and valorization of research data</li> </ul>	Contractual and legal obligations Good practice in research	1 year/ September 2022	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Direction of digital management and the University Library	<ol style="list-style-type: none"> <li>Making an inventory of what exists in terms of data management.</li> <li>Existence of a dedicated working group and number of meetings.</li> </ol>
20	<p><b>Audit of journals practicing APC (Article Processing Charge)</b></p> <p>Audit that would make it possible to know what research units pay for open access publications in order to have a general overview and to pool costs if necessary</p>	Accountability	2 years/ September 2023	Laurent Lucas (R4), vice president in charge of research  in connection with the Research Commission (researchers' representative body) with the Direction of research and the University Library	1. Audit results
21	<p><b>Developing the HAL Open Archive</b> (HAL is an open archive where authors can deposit scholarly documents from all academic fields)</p> <ul style="list-style-type: none"> <li>Providing regular information on the HAL system</li> </ul>	Accountability	1 year/ September 2022	Hamid Morjani (R4) in charge of HAL	Evolution of the number of

	<ul style="list-style-type: none"> <li>• Making a targeted communication to detail the conditions under which it is possible to deposit on HAL and thus encourage deposits.</li> <li>• Encourage submission of full text to the HAL portal of URCA</li> </ul>			in connection with the University Library	publications on HAL (over 5 years)
22	<p><b>Enhancing safety in laboratories :</b></p> <ul style="list-style-type: none"> <li>- Beginning work on compliance with the rules by researchers (particularly regarding access to research buildings).</li> <li>- Making a communication on the ban on isolated work. Since isolated work is inevitable in certain fields, setting up a global procedure at university level and disseminate it (to complement the internal rules of the research units).</li> <li>- Centralizing the inventory of hazardous materials: in theory, the inventory is carried out and updated by the research units themselves.</li> </ul>	Good practice in research Research environment	1 year/ September 2022	Olivier Dupéron (R4) Vice President in charge of Boards and of Defense and Security  In connection with the risk prevention service	<ol style="list-style-type: none"> <li>1. Number of communication actions related to safety in laboratories.</li> <li>2. Existence of the central inventory of dangerous products and updates.</li> </ol>
23	<p><b>Making systematic use of laboratory notebooks</b></p> <p>Emphasizing the interest of laboratory notebooks Making their use systematic and check if they can be used in human and social sciences Developing an electronic laboratory notebook</p>	Professional responsibility Accountability	2 years/ September 2023	Christophe Clément (R4), vice president in charge of research  in connection with the Direction of research	<ol style="list-style-type: none"> <li>1. Availability of the electronic version of the laboratory notebook.</li> <li>2. Number of communication actions carried out</li> </ol>
24	<p><b>Include operating expenditure in the calls for proposals:</b></p> <ul style="list-style-type: none"> <li>• Systematically providing for the operation as well as the control and maintenance of machines and tools funded through calls for projects.</li> <li>• Obtain funding for operating and/or small-scale investment projects, in particular for human and social sciences</li> </ul>	Accountability Research environment	2 years/ September 2023	Laurent Lucas (R4), vice president in charge of research	<ol style="list-style-type: none"> <li>1. Evolution of the operating and small investment budget in the calls for projects</li> </ol>

				in connection with the Direction of research	
25	<p><b>Intellectual property and patent development policy</b></p> <p>Distributing leaflets stating the main rules on intellectual property to all researchers in order to raise their awareness of the issue.</p> <p>Assessing existing patents and start-ups that are being created.</p> <p>Describing and disseminating the procedure the researchers have to go through to obtain a patent</p> <p>A parallel reflection should be carried out on the need (or not) to develop patents.</p>	Dissemination, exploitation of results Intellectual property rights	2 years/ September 2023	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Research Commission (researchers' representative body) and with the Direction of research	<p>1. Availability of the assessment and of the procedure</p> <p>2. Number of patents filed and startups created.</p>
26	<p><b>Recruitment of an intellectual property specialist</b></p> <ul style="list-style-type: none"> <li>• Study on the relevance of recruiting rather than outsourcing the need to intellectual property law firms.</li> <li>• According to the results of the study, recruitment of a "Legal expert in Intellectual Property" (shared between different departments (SCRs (joint research departments), DRV (Department of Research and Valorisation), DREDI (Department of External Relations and International Development), DAJ (Legal department)) who could correctly inform researchers in this field and develop the exploitation of research, particularly internationally (national and international monitoring of regulatory changes in relation to research activities).</li> </ul>	Contractual and legal obligations Intellectual property rights	6 months/ February 2022	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Direction of Legal Affairs	1. Presence of an IP lawyer on staff
27	<p><b>Elaboration of a non-discriminatory recruitment guide</b></p> <p>Development and dissemination of a practical guide to non-discriminatory recruitment focusing on :</p>	Good practice in research Non-discrimination Gender balance Recruitment Transparency	1 year/ September 2022	Anne Jussiaume (R3), vice president in	1. Existence of the guide and number of dissemination actions

	<ul style="list-style-type: none"> <li>- The need for transparency in recruitment (information on who does the recruitment/need to have access to reports)</li> <li>- Accessibility for people with disabilities</li> <li>- Gender equality</li> </ul>			<p>charge of Ethics and deontology</p> <p>in connection with the Ethics and Deontology Commission and with the Human resources Department</p>	
28	<p><b>Support policy for researchers with disabilities</b></p> <p>Improving the situation of researchers with disabilities</p> <ul style="list-style-type: none"> <li>• Set targets to achieve the minimum number of disabled staff set by law.</li> <li>• Have a strong policy to encourage researchers to declare their disability.</li> <li>• In accordance with the baseline assessment regarding accessibility for persons with disabilities, continue to improve the accessibility of buildings and work tools at all campuses (in accordance with the set agenda).</li> </ul>	Non-discrimination Working conditions	2 years/ September 2023	<p>Olivier Debarge (R4), in charge of the Disability project (Mission Handicap)</p> <p>In connection with the Human resources Department</p>	<ol style="list-style-type: none"> <li>1. Evolution of the rate of disabled staff.</li> <li>2. Monitoring of deadlines for improving accessibility.</li> </ol>
29	<p><b>Rebalancing policy about promotions and career development between men and women</b></p> <ul style="list-style-type: none"> <li>• While complying with the law, change the criteria for promotions in order to promote gender equality, particularly in high-ranking positions.</li> <li>• Make data on the promotion of women and men available.</li> <li>• - Studying files without taking gender into account.</li> <li>• Helping women to develop their careers: for example, by informing them as early as possible of career opportunities and by working on the phenomenon of self-censorship.</li> </ul>	Non-discrimination Gender balance	2 years/ September 2023	<p>Camille Froidevaux Metterie (R4), in charge of Equality and Diversity</p> <p>In connection with the Human resources Department</p>	<ol style="list-style-type: none"> <li>1. Proportion of women in the workforce, especially in positions of responsibility</li> </ol>

30	<p><b>Action for gender balance among researchers</b></p> <ul style="list-style-type: none"> <li>• Introduce students and doctoral students to and promote successful women researchers in fields that are usually very male-oriented (e.g. computer science) in order to change mentalities.</li> <li>• Properly managing maternity/parental leave : <ul style="list-style-type: none"> <li>○ Helping the person returning from parental/maternity leave to reintegrate in good conditions</li> <li>○ improving communication on the CRCTs (Leave for Research or Thematic Conversion) that enable this reintegration.</li> </ul> </li> </ul>	Working conditions Gender balance	1 year/ September 2022	Camille Froidevaux Metterie (R4), in charge of Equality and Diversity In connection with the Human resources Department	1. Number of accompanying measures for people taking maternity/parental leave
31	<p><b>Promoting the transparency of assessment : Within the framework of research projects</b></p> <ul style="list-style-type: none"> <li>- Reflecting, within the community of URCA researchers, on the criteria for assessing researchers in order to make them more transparent.</li> </ul> <p><b>Linked to advancement:</b></p> <ul style="list-style-type: none"> <li>- Organizing the publicity of the evaluation criteria: in 2019/2020, the evaluation grid for grade advancement was communicated. The practice is to be repeated.</li> <li>- Setting up an evaluation grid for researchers when it does not exist and disseminate the grid.</li> <li>- For teacher-researchers, as the evaluation grids for individual files are available on the websites of the CNU sections, inform them of this provision and encourage them to visit the website of their section.</li> <li>- Give the results of the evaluation with the related observations so that the researcher can know the points to be improved.</li> <li>- Encouraging Unit Directors to set up information sessions on promotions and promotion criteria</li> </ul>	Dissemination, exploitation of results Evaluation/appraisal systems Transparency	1 year/ September 2022	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Human resources Department	1. Availability of evaluation grids and procedures defined in the institution's management guidelines
32	<p><b>Evolution of recruitment and evaluation grids</b></p> <p>Reflecting on the evolution of recruitment and evaluation grids in order to introduce new elements such as :</p> <ul style="list-style-type: none"> <li>- pedagogical innovation,</li> <li>- realization/participation in patents</li> <li>- Mobility in other sectors than Higher education and research establishments (atypical CVs to be highlighted)</li> </ul>	Judging merit Continuing professional development Access to research training and continuous development Recruitment	1 year/ September 2022	Anne Jussiaume (R3), vice president in charge of Ethics and deontology	1. Presence of the criteria mentioned in the evaluation grids and job descriptions drawn up by the institution

	<ul style="list-style-type: none"> <li>- international mobility</li> <li>- participation in training courses</li> </ul> <p>Make recruiters aware of these selection elements and how they benefit the institution.</p>	<p>Selection Variations in the chronological order of CVs</p> <p>Recognition of mobility experience</p>		<p>in connection with the Human resources Department</p>	
33	<p><b>Evolution of evaluation grids - Specificity of BIATSS research personnel</b></p> <ul style="list-style-type: none"> <li>• Including indications relating to the research component in the researchers' assessor's guide.</li> <li>• Training and informing Unit Directors on the career development of BIATSS personnel in their research units.</li> </ul>	<p>Evaluation/appraisal systems</p>	<p>6 months/ February 2022</p>	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p> <p>in connection with the Human resources Department</p>	<p>1. Presence of a section dedicated to research in the BIATSS researcher evaluator's guide</p>
34	<p><b>Promote transparency in selection and recruitment :</b></p> <ul style="list-style-type: none"> <li>• Review all researchers' job descriptions to adapt them to the requirements of the European Charter for Researchers.</li> <li>• Widely disseminate the evaluation grids and the selection committee's operating guide</li> <li>• Promote the communication of reports to candidates by ensuring the quality of the reports (a standard template could be proposed) as well as the confirmation of recruitment at the end of the selection process.</li> <li>• - While respecting the national framework, put in place specific rules for the University such as the presence of a teacher-researcher who is not a specialist in the subject in the selection committee.</li> </ul>	<p>Recruitment Selection Transparency</p>	<p>6 months/ February 2022</p>	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p> <p>in connection with the Human resources Department</p>	<p>1. Existence of a new version of the job descriptions and evaluation grids using the criteria of the recruitment code.</p> <p>2. Presence on the intranet of the evaluation grids.</p>
35	<p><b>Improve jobs' transparency and publicity</b></p> <ul style="list-style-type: none"> <li>• By setting up a systematic translation of job descriptions into English and, for employment contracts, a short document in English explaining the main features of the contract.</li> <li>• Systematically publishing all project jobs. For project-based recruitment, provide for automatic publication on Euraxess jobs (and other channels to be defined, such as the Bernard Gregory Association for example).</li> </ul>	<p>Recruitment Selection Transparency</p>	<p>1 year/ September 2022</p>	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p>	<p>1. Number of job descriptions published on recruitment websites</p> <p>2. Rate of consultation of job descriptions</p>

				in connection with the Human resources Department	
36	<p><b>Supervising endo-recruitment :</b></p> <ul style="list-style-type: none"> <li>• Make a precise assessment of the situation of endo-recruitment</li> <li>• As far as possible, make sure that the external members who are to participate in the selection committee are not people who have recently left the URCA.</li> </ul>	Recruitment	2 years/ September 2023	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Human resources Department	1. Existence of an assesemnt on endorecruitment
37	<p><b>Supporting the career development of researchers:</b></p> <ul style="list-style-type: none"> <li>• Setting up a career adviser</li> <li>• Setting up a working group on the issue of identifying and supporting researchers who have moved away from research</li> <li>• Reinforce the existing policy of transition to the status of teacher-researchers for non-researchers (by helping them to prepare for competitive exams, by validating the acquisitions of their experience, etc.)</li> <li>• Consolidating the possibilities of CRCTs (Leave for Research or Thematic Conversion) : <ul style="list-style-type: none"> <li>o Making a precise assessment of existing CRCT campaigns. Targeting more effectively the relevant researchers</li> <li>o Reflecting on the possibility of providing the CRCT with compensation for the teaching department concerned to avoid self-censorship by the researchers who do not wish to penalize their team.</li> </ul> </li> </ul>	Career development Recruitment Seniority	2 years/ September 2023	Christophe Clément (R4), vice president in charge of research  in connection with the Human resources Department	1. Existence of a career adviser in the organisation chart.  2. Number of researchers benefiting from a CRCT
38	<p><b>Supporting young researchers in their search for work:</b></p> <p>- Formalizing a recruitment procedure for the temporary assistant teacher-researchers (ATERs).</p>	Access to career advice Recruitment Selection Transparency	6 months/ February 2022	Béatrice Marin (R4) in charge of the coordination of doctoral schools	1. Implementation of the recruitment procedure for ATERs.



	<ul style="list-style-type: none"> <li>- Setting up a digital mailbox for the submission of CVs for post-doctoral students, contract researchers at the level of the research department in connection with the human resources department.</li> <li>- Setting up systematic human resources support for doctoral students/area to be defined.</li> </ul>			<p>And Maxime Thorigny (R1)</p> <p>In connection with the Human resources Department</p>	2. Number of support measures for young researchers
39	<p><b>Promoting transparency in remuneration :</b></p> <ul style="list-style-type: none"> <li>• Set up a joint reflection of the services (DRV-DREDI-DRH) on the grids used in the framework of the remuneration of BIATSS personnel on projects (minimum/maximum ranges according to grades for example), to be adapted according to the profile of the candidate for more attractiveness.</li> <li>• The overhaul of the ANT agreement (contract civil servant agreement) could make this reflection possible.</li> </ul>	<p>Recognition of the profession</p> <p>Funding and salaries</p> <p>Recognition of qualifications</p>	1 year/ September 2022	<p>Anne Jussiaume (R3), vice president in charge of Ethics and deontology</p> <p>in connection with the Human resources Department</p>	1. Existence of a reference grid for the remuneration of BIATSS on research projects
40	<p><b>Post-doctoral researchers monitoring policy :</b></p> <ul style="list-style-type: none"> <li>- Identification of post doctoral students in the dedicated software</li> <li>- Implementation of a digital tool for monitoring the situation (internally) of post-doctoral researchers.</li> </ul>	Postdoctoral appointments	6 months/ February 2022	<p>Laurent Lucas (R4), vice president in charge of research</p> <p>in connection with the Human resources Department</p>	1. Existence of a tool for the identification and monitoring of post-docs
41	<p><b>Improving the situation of contract researchers :</b></p> <ul style="list-style-type: none"> <li>• Setting up coordination procedures between the different services to make the recruitment, renewal and payment of contract researchers more fluid (for example, formalize a common procedure between the RVD and HRD)</li> </ul>	<p>Stability and permanence of employment</p> <p>Recruitment</p>	6 months/ February 2022	<p>Anne Jussiaume (R3), vice president in</p>	1. Existence of the recruitment and monitoring

	<p>concerning the scientific jobs to be integrated as of the project set-up phase in order to anticipate recruitment and allow for wider publication).</p> <ul style="list-style-type: none"> <li>Ensuring continuity of salary in the event of renewal of a contract researcher by working to ensure that deadlines are met.</li> </ul>			<p>charge of Ethics and deontology</p> <p>in connection with the Human resources Department</p>	<p>procedure for contract researchers</p>
42	<p><b>Encouraging researchers' mobility</b></p> <ul style="list-style-type: none"> <li>Create a specific working group (including the human resources department, the research department, the department of External Relations and International Development and the doctoral schools) to work in synergy on these complex issues</li> <li>Clarify the status of researchers going abroad and simplify mechanisms where possible</li> <li>Take into account mobility experience in evaluation and career progression</li> <li>Creation of a guidebook/booklet specifying the different options for outgoing mobility (CRCT, availability, secondment, etc.) according to staff categories (teacher-researcher, hospital practitioner and university lecturer, BIATSS, etc.) and the consequences in terms of salary maintenance, right to promotion, retirement, social security....</li> <li>Creation of a bilingual booklet for incoming mobility for the reception of researchers, particularly foreign researchers (rules for affiliation to social security, etc.).</li> <li>Internal inventory of specific situations (catalogue of cases) to propose appropriate tools (e.g. doctoral student whose thesis is shared between France and another country, but who is not in a cotutelle (joint supervision arrangement))</li> <li>Consider a mechanism to facilitate the affiliation of foreign researchers to social security.</li> <li>Preparing the return of departing researchers to encourage them to share their experience once they are back. Trying to keep the link to develop the network and make URCA benefit from these mobilities. There is an "occupational health" monitoring unit at URCA to accompany people returning after a long stopover. This</li> </ul>	<p>Funding and salaries</p> <p>Career development</p> <p>Recognition of mobility experience</p>	<p>2 years/</p> <p>September</p> <p>2023</p>	<p>Essaid A.BARKA (R4), vice-president in charge of international relations</p> <p>In connection with the Department of External Relations and International Development</p>	<p>1. Availability of the bilingual researcher mobility guide.</p> <p>2. Number of meetings of the working group on researcher mobility.</p> <p>3. Number of researchers affiliated to the social security system via the procedure</p>

	system would be transferable to the return of mobility, with a watch to systematically accompany the return.				
43	<b>Updating the funding mapping</b>	Research environment	2 years/ September 2023	Christophe Clément (R4), vice president in charge of research  in connection with the Direction of research	1. Availability of the latest version of the funding mapping
44	<b>Conducting an incentive policy for the submission of projects:</b> <ul style="list-style-type: none"> <li>study in detail the calls for projects and encourage the teams to submit projects (bonus/discharge/promotion criteria for project leaders...)</li> <li>develop a culture of seeking international funding (highlighting projects, success stories, bonus/discharge for promoters, etc.).</li> </ul>	Research environment	2 years/ September 2023	Christophe Clément (R4), vice president in charge of research  in connection with the Direction of research	1. Number of project submissions  2. Number of visits to the dedicated page
45	<b>Limiting the weight of teaching in order to encourage research:</b> <ul style="list-style-type: none"> <li>Assessing the impact of limiting the number of teaching hours beyond the service obligation for teacher-researchers</li> <li>Encouraging teaching departments to be efficient in defining training provision so as to limit teaching loads</li> </ul>	Teaching	2 years/ September 2023	Anne Jussiaume (R3), vice president in charge of Ethics and deontology  in connection with the Human	1. Evolution of the number of publications

				resources Department	
46	<p><b>Simplification of appeal procedures</b></p> <p>Creation of an "Emergency" page dedicated to the procedures and appeals available on the staff intranet and/or on the internet website, with links to the right person or the right service depending on the problem.</p>	Complaints/appeals	1 year/ September 2022	<p>Olivier Dupéron (R4) Vice President in charge of Boards and of Defense and Security</p> <p>In connection with the direction of communication</p>	<p>1. Availability of the "complaints and appeals" tab on the intranet</p> <p>2. Number of appeals made via the tab</p>
47	<p><b>Deepening the ties between researchers and decision-making bodies:</b></p> <ul style="list-style-type: none"> <li>• A time of exchange between elected representatives on the councils and the rest of the community could be organized as a way of sharing information.</li> <li>• Sending a summary report of the URCA councils to all the staff</li> </ul>	Participation in decision-making bodies	2 years/ September 2023	<p>Olivier Dupéron (R4) Vice President in charge of Boards and of Defense and Security</p> <p>In connection with the direction of communication</p>	<p>1. Rate of consultation of the minutes of URCA's boards on the intranet.</p>
48	<p><b>Fluidify relations between supervisors and doctoral students:</b></p> <ul style="list-style-type: none"> <li>• Check that the thesis monitoring committee is functioning in all the research units (it is legally mandatory) and remind them of its objectives.</li> <li>• Ask for more frequently requests for progress reports. It makes it possible to evaluate the writing capacities but also the progress of the work (while taking care not to overload researchers with the writing of reports that are too time-consuming).</li> </ul>	Relation with supervisors Supervision	2 years/ September 2023	<p>Béatrice Marin (R4) in charge of the coordination of doctoral schools And Maxime Thorigny (R1)</p>	<p>1. Existence of a formalised and communicated procedure in case of conflict between doctoral student and supervisor.</p>

	<ul style="list-style-type: none"><li>• Setting up a more effective formal procedure to be followed in the event of a conflict between a doctoral student and his/her supervisor</li></ul>		In connection with the doctoral schools	2. Results of the survey on the quality of supervision of doctoral students
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