

UNIVERSITE DE BRETAGNE OCCIDENTALE

Implementation of the Human Resources Strategy for European Union Researchers (HRS4R) at Université de Bretagne Occidentale (UBO)

Internal Review For « HR – Excellence in Research » Award Renewal

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Introduction

In December 2018, the UBO was awarded the European 'HR Excellence in Research' label for its human resources strategy (HRS4R) deployed since 2017, which is a real lever for improving the quality of HR practices in terms of recruitment, career development and enhancement, and more generally the working environment for research staff, securing research funding while strengthening the attractiveness of our institution internationally.

The HRS4R strategy is based on the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which represent a set of general principles and requirements concerning the role, responsibilities and duties of researchers and their employers or funding bodies. It aims to ensure that the relationships between the various parties contribute to the success and performance, transfer and sharing of data, and career development of researchers.

The Code of Conduct for the Recruitment of Researchers is a set of principles and requirements aimed at improving recruitment, making selection procedures fairer and more transparent, and proposes various methods for assessing merit. For example, merit should not only be measured by the researcher's publications, but also by a wider range of assessment criteria, such as teaching, supervision, teamwork, knowledge transfer, management and public outreach activities.

In order to comply with the principles of the Charter and the Code, the UBO voted at its Board meeting on 28 January 2016 to embark on a concrete process to implement these principles and obtain the 'HR Excellence in Research' label. Awarded for a period of 5 years, the label is renewable in 3-year cycles.

In March 2021, a mid-term self-assessment involving a revision of the action plan was favourably evaluated by the European Commission.

Today, at the end of the 1st cycle of the 'HR Excellence in Research' recognition, the UBO is carrying out a self-assessment and an update of the action plan, the elements of which are mentioned below.

PART 1. Organisational information

STAFF & STUDIANTS (year 2023)	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	931
Of whom are international (i.e. foreign nationality)	121
Of whom are externally funded (i.e. for whom the organisation is host organisation)	-
Of whom are women	407
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	668
Of whom are stage R2 = in most organisations corresponding with post-doctoral level	66
Of whom are stage R1 = in most organisations corresponding with doctoral level	196
Total number of students (if relevant)	22 380
Total number of staff (including management, administrative, teaching and research staff)	1 062
RESEARCH FUNDING (year 2023)	€
Total annual organisational budget	220 350 328
Annual organisational direct government funding (designated for research)	35 000 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	15 345 000
Annual funding from private, non-government sources, designated for research	2 917 000

With its 23,000 students, 1,300 lecturers and researchers, 900 administrative and technical staff and 36 research units that bring it to life on a daily basis, UBO has succeeded in becoming a local university, while at the same time achieving national and international renown. With 50 years of university conquest behind it, UBO is renowned for its wide range of courses, with over 300, and for the excellence of its scientific research. In the space of a year, UBO has risen from 11th to 5th place in the Shanghai world rankings for oceanography, out of the 2,500 higher education establishments in competition. UBO shares this exceptional result with the CNRS, IRD and IFREMER, which co-supervise the 7 Joint Research Units dedicated entirely to the sea and based at the Institut Universitaire Européen de la Mer (IUEM).

Further details:

<https://www.univ-brest.fr/fr>

PART 2. Strengths and Weaknesses of the current practice

I. Ethical and Professional Aspects

UBO has had a Scientific Integrity Referent (RIS) since September 2018.

Appointed by the President of the University, the RIS is responsible for the following tasks:

- participate in the implementation of the actions mentioned in [article D. 211-2 of the French Research Code](#):

- ensure that the University's research complies with the requirements of scientific integrity;
- make sure that staff and students are trained to respect these requirements;
- promote the dissemination of open-access publications and the availability of methods, protocols, data and source codes associated with research results;
- define the conditions for the conservation, communication and re-use of the raw results of scientific work carried out within the institution;
- ensure that any report of a possible breach of the requirements of scientific integrity is dealt with according to a procedure established in the light of the recommendations of the [Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur \(Hcéres\)](#) defined in application of the provisions of [article L. 114-3-1 paragraph 6 of the Research Code](#).

The RIS is responsible for 'promoting scientific integrity and ensuring that it is taken into account in the evaluations he conducts or the procedures he validates'.

He investigates reports of possible breaches of the requirements of scientific integrity that are referred directly to him or to which he is notified. In such cases, he carries out the necessary investigations in the presence of both parties and may request any documents that may be required to establish the facts;

He informs the President of the University of internal systems or practices that do not offer sufficient guarantees in terms of scientific integrity and submits an annual activity report setting out in particular the conclusions of his investigations.

The RIS is assisted by 2 assessors who provide additional expertise. These three colleagues make up the Scientific Integrity Triplet (TIS).

The [Research Ethics Committee \(CER AUB\)](#) is the successor to the Non-Interventional Research Ethics Committee (Comité d'éthique sur les Recherches Non-Interventionnelles-CERNI), which was set up at a regional level at the [Alliance Universitaire de Bretagne \(AUB\)](#) in January 2022 to provide advice on non-interventional research protocols (research that directly or indirectly concerns the human person and that is neither therapeutic in nature nor involves physically invasive means).

The [CER AUB](#) provides UBO staff with additional support in developing their projects, covering aspects such as compliance with regulations and respect for individuals, data protection and ethics methodology.

It monitors legislative and regulatory developments concerning research on human subjects and data protection.

Information for the scientific community at UBO is provided by the [Office of Research, Innovation and Economic Valorisation \(DRIVE\)](#) within the Research Committee (presentation of CERNI on 14/03/23 and of [CER AUB](#) (formerly 'CERNI' on 16/04/24).

Information is also conveyed in the [DRIVE's weekly Newsletter](#).

The CER is also presented to doctoral students (R1) during the Data Management Plan training courses organised by the [Doctoral College of Brittany \(Collège Doctoral de Bretagne, CDB\)](#).

The University is committed to combating plagiarism in order to guarantee the quality of its degrees and the originality of the educational and scientific publications of its teaching and research staff. Work of any kind (assignments, reports, dissertations, courses, articles, theses), whether produced by students or university staff, must always aim to produce original knowledge and offer a new and personal reading of a subject.

A charter was approved by the UBO's central councils in 2012 and a plagiarism detection software was acquired.

Called 'Compilatio', the anti-plagiarism tool, is a correction assistance service available to the university community to identify, check and prevent plagiarism. The tool is available on the university intranet (ENT), for which the [Information Systems and Digital Uses Department \(DSIUN\)](#) offers training tutorials.

On all these subjects (scientific integrity, open science, scientific and technical culture), general or specific training courses are offered to the university community (Research Day 2021 on ethics and scientific integrity on 14/10/21, workshop on 'creating your data management plan' organised by the [DRIVE](#) on 17/03/22, training cycles offered by the Regional Unit for technical and scientific information Training, ([URFIST de Bretagne et des Pays de la Loire, URFIST](#) in Rennes).

UBO is also a member of the [SEA-EU European University Alliance](#), which currently comprises 9 universities. Coordinated by the University of Cadiz (Spain), this alliance initially brought together six partner universities: University of Brest UBO, the University of Gdansk (Poland), the University of Malta, the University of Kiel (Germany) and the University of Split (Croatia).

The alliance has been strengthened by 3 new members since March 2022: the University Parthenope of Naples (Italy), the University of Algarve (Portugal) and the University of the North (Bodø, Norway).

Of comparable size, these 9 multi-disciplinary universities share common features in terms of cultural heritage and territorial location. They are open to the sea and have innovation strategies in which sustainability plays an essential role. The long-term strategic objective is to train the young generation of Europeans who will be the future agents of societal change. This strategy logically encompasses all university activities: education, research, campus life and links with society.

The UBO has been committed to developing open science for a number of years, with the open access rate for publications published in 2019 rising steadily: from 53% in 2020 to 67% in 2023 (cf. [UBO Open Science Barometer](#)). Within this framework, there is a strong link between the [DRIVE](#) and the 'Service Central de Documentation' (SCD) of UBO to best meet the expectations of researchers and supervisory bodies.

The SEA-EU alliance has also taken up this essential issue at European level, appointing 'Open Science ambassadors' to promote best practice in open science within the scientific community.

Training in research ethics and scientific integrity is compulsory for doctoral students (R1 researchers), who benefit from a comprehensive training programme (conferences, workshops, Moocs) provided by the '[Collège Doctoral de Bretagne](#)' (CDB). They also benefit from training in sustainable development and social responsibility.

The role of the '[Collège Doctoral de Bretagne \(CDB\)](#)' is to coordinate the region's doctoral programme, based on common rules, financial allocations, and management of institutional bodies and interfaces. Its aim is to develop the visibility and attractiveness of the doctoral programme shared by the 15 higher education and research establishments authorised to award doctorates in the Brittany region.

It is responsible for monitoring the careers of doctoral students, developing and maintaining the 'Améthis' doctoral management application, and designing, coordinating and evaluating cross-disciplinary training courses for doctoral students.

Opening up science to a wider public remains one of the UBO's intrinsic missions.

Numerous scientific events are held regularly at the University and outside University throughout the year:

- Monthly events such as '[Health Mondays](#)' ('[les lundis de la santé](#)') generally take place on the last Monday of each month. They are organised by the city of Brest's health promotion department, in partnership with the UBO and the Brest Regional University Hospital (CHRU). (legal Tuesdays, etc.),

- cycles of seminars organised by UBO laboratories, such as [‘Les Mardis de la contemporaine’](#) (‘Contemporary Tuesdays’),
 - Major conferences organised by the faculties, such as the faculty of Sciences, which invites renowned speakers for both students and researchers;
 - Themed summer schools, such as [‘L’université d’été Mer & Éducation’](#), whose objectives are to participate in the continuing education of secondary school teachers, to contribute to the high school-university link and to raise the profile of Brittany's excellence in terms of research in marine and coastal sciences, whether in the natural sciences or in the human and social sciences.
 - Science is also disseminated to the general public through [‘science cafés’](#) organised in cafés and bars in Brest and [the ‘Pint of Science’ festival](#) held every year in May.
 - The [RESSAC festival \(REchercheS en Sciences, Arts et Création\)](#), supported by UBO, whose 2nd edition was held in March 2022 on the various university campuses and cultural venues in Brest, combines artistic culture and scientific research, offering free access to shows, exhibitions, films, immersive experiences, concerts, sound installations and lectures. Held every March, the festival is an opportunity to discover the creative and research processes involved in the ‘arts and sciences’.
- Artists, researchers, teachers and students are invited to work together and share their creations and creative processes with national and European partners.

Scientific outreach is provided by a scientific communication and outreach officer in the ‘Communication and Partnerships Department’, working with the university’s laboratories and components and their scientific outreach and culture officers.

As part of the [Alliance Universitaire de Bretagne \(AUB\)](#), of which it is a member, UBO participates in the development of a joint research strategy and the implementation of initiatives aimed at increasing the dynamism and influence of higher education in western Brittany.

A [scientific culture club, ‘Sciencez-vous’](#), has been set up within the alliance AUB in 2022 with the aim of conceptualising and scripting creative projects in scientific outreach. It offers tailor-made support to researchers and is a source of ideas for all activities designed to promote and enhance their results and knowledge. The target audiences are schoolchildren (primary and secondary schools), to present research careers and develop a taste for scientific careers (through hands-on activities with commentary, experiments and quizzes, etc.), particularly young girls who are often under-represented in the world of science, as well as geographically and/or culturally remote audiences, and students, to raise awareness and stimulate critical thinking (debates, better understanding and construction of ideas, etc.).

The prevention of psychosocial risks and well-being at work is a major focus of UBO's institutional project, for which a dedicated vice-president has been appointed.

The University has set up a helpline for staff, which is easily accessible by e-mail at ecoute.ubo-enib@univ-brest.fr.

It is made up of the Vice-President of Campus Life and Well-Being at work and on the Campus, the prevention advisor, a teacher-researcher from a partner engineer school of Brest, ENIB and an occupational psychologist from an external consultancy. Its mission is to listen, help staff to express themselves, engage in dialogue and collect the expectations of staff members who contact them. It operates within a framework of ethics, confidentiality, professional secrecy and the duty of neutrality.

In addition to this policy of preventing psychosocial risks, the fight against harassment and sexist and sexual violence is a priority, with the appointment of a Vice-President for Equality between Women and Men, responsible for the fight against Sexual and Gender-based Violence in April 2024.

UBO has a second unit dedicated to combating gender-based and sexual violence, made up of professional counsellors (social workers and medical staff) who can be contacted in entire confidentiality at the following e-mail address: prevention-harcèlement-sexuel@univ-brest.fr.

The Joint Research Units (JRU) have an Equality Officer, whose remit has been established in partnership with the partner research bodies (INSERM and CNRS). The Equality Officer promotes the values of professional equality between men and women in terms of career paths, professional training, preventing and combating sexual and gender-based violence, harassment, discrimination and deconstructing stereotypes, all of which are incorporated into the units' action plans.

As part of this role, the gender advisor informs and disseminates to JRU staff the elements of the national action plan and, more broadly, the gender equality policies implemented by the CNRS, INSERM and the University.

As part of its action plan on professional equality between women and men, UBO has launched an initiative entitled 'Osez! Au féminin', which is aimed at all women working at the University, whatever their position or status.

The objectives of this training cycle are to build their self-confidence, but also to identify and remove, through analysis tools and concrete solutions, the obstacles that may be holding back their professional careers. To date, 53 women have benefited from this training. The initiative is being continued and developed in the form of targeted short training courses.

On the issue of disability, UBO is committed to becoming an increasingly inclusive University. It should also be noted that every year, the institution has students apply for the Ministry's 'disability Doctorate' programme, and was a prize-winner in 2024.

Reaffirming its desire to promote and develop an ambitious but realistic disability and inclusion policy, UBO has adopted a new [Disability Inclusion Action Plan for 2023-2027](#). Voted on 14 March 2024, the adoption of this new plan once again provides an opportunity to formalise the University's desire to develop its disability and inclusion policy.

The strategic areas defined are naturally in line with the continuity of the previous plan, while meeting the criteria of ambition that any ongoing approach requires, with a clear awareness of the resources that will be needed to achieve its objectives.

Through realistic key actions, the action plan constitutes the institution's roadmap in terms of disability for the next 5 years. It aims to improve the quality of life at work and during studies, promote social and professional inclusion, change perceptions and fight stereotypes.

Based on the conclusions of the progress reports, assessment of the progress prepared and made by the HRS4R Implementation Committee, the following areas for improvement have been identified in the implementation of the principles relating to ethical and professional aspects:

- The dissemination of information, training and best practices for staff in terms of scientific integrity, data protection, sustainable development and social responsibility, and open science needs to be improved and strengthened, particularly with regard to Post-Doctoral students and researchers (R3 and R4).
- The RIS's missions need to be better communicated.
- Efforts must be made to welcome and support Post-Doctoral students, in conjunction with the laboratories and components, by establishing appropriate HR tools in English.
- The number of documents available in English should be increased.
- Although efforts have been made to welcome new staff arriving at the University by organising a complementary welcome day for staff arriving during the year and producing a 'welcome booklet for international staff' in English as part of the HRS4R approach, a more targeted welcome for international researchers, particularly Post-Doctoral students, needs to be organised as part of a more thorough review by the various players, departments and services concerned.
- The new gender equality plan needs to be drawn up.
- A new ombudsman is to be appointed and a dedicated information page created.

II. Recruitment and selection

French legislation and the institution's guidelines define a recruitment system at UBO that meets the requirements of the researchers' recruitment Charter. The human resources policy has been structured around a new organisation of the Human Resources Department (HRD) from 2022.

Measures to ensure transparency and equal opportunities have been taken within the 'recruitment, HR development' unit created as part of this restructuring.

In January 2023, the University acquired a recruitment software package called 'Beetween'. Deployed in March 2023, it enables the entire recruitment process to be dematerialised, from the multi-posting of job offers to the generation of the employment contract.

UBO's employer brand has been made more visible (<https://ubo.nous-recrutons.fr/>).

Recruitment indicators are also produced and satisfaction surveys are regularly carried out, along with monitoring of the employer brand on social networks.

The Open Transparent, Merit-based Recruitment (OTM-R) policy, which has been an integral part of HRS4R since 2017, is therefore a logical and permanent part of UBO's policy.

Recruitment committees are governed by national legislation set out in the 'Vade-mecum Operation 2024' updated on 29/03/24 and accessible on the recruitment of teacher-researchers page of the HRD website. In addition to the vade-mecum, a number of support and framework tools are available (specifications, bias grids, declaration of impartiality and guides).

The Human Resources Department has launched specific communication campaigns aimed at the chairmen of selection committees to raise their awareness of possible selection biases. The Vice-President in charge of Human Resources intends strengthen these campaigns together with the Vice-President in charge of Gender Equality and for combating gender-based and sexual violence (GBV) through specific training sessions.

In order to strengthen individual support and improve the level of response to the university staff, an 'HR referent' has been set up for each employee within the 'HR management unit'. As a result, staff benefit from career guidance to help them consolidate their skills and prepare for competitive examinations. The department also intends to pursue a social policy that complements the actions of the ministries and the social partners.

For several years now, UBO has been committed to a proactive policy aimed at all the staff who work on a daily basis to enhance its reputation.

In order to enhance the commitment and secure the career paths of contract staff, UBO has drawn up a new Charter for Administrative and Technical contract staff and Teaching and Research Staff (BIATSS), which was approved by the Supervisory Board on 6 July 2023.

The measures came into force on 01/01/2024 and the new salary scales will apply from 01/09/2024.

The purpose of this Charter is to provide BIATSS contract staff with a better understanding of the main provisions relating to their terms and conditions of employment, to remind them of the regulations in force and to set out the principles applied by UBO in terms of recruitment, remuneration and career paths, allowing for career development prospects.

In drawing up this Charter, UBO is committed to supporting contract staff throughout their time at the institution. It also aims to provide them with a better welcome and enable them to understand their environment and the existing support measures (training, social action, etc...).

Drawn up in accordance with legal and regulatory texts, this Charter may be modified in line with legal provisions or the policy implemented by the University.

But the following weaknesses have been identified in the selection and recruitment process:

- The issue related to the Post-Doctoral researchers 'status' persists, since they do not have the status of researchers but rather that of research engineers on a BIATSS salary scale. This gives rise to heterogeneous situations with regard to the

remuneration and treatment depending on the source of funding, and the perception they have of themselves within the host laboratory and among their peers. One of the expected areas for improvement is the drafting of a 'researcher's charter', work on which should begin at the end of 2024 under the guidance of the HR Department and the [DRIVE](#).

- The number of documents and information in English on the University website and laboratory webpages needs to be increased. There has been a delay in translating documents into English as it is part of the global redesigning of the University's website which is still in progress. This leads to a lack of attractiveness for international applicants.

III. Working conditions and social security

An English edition of the 'welcome booklet for international staff' developed by the HR department as part of the HRS4R initiative was published in 2022.

The booklet contains key information about the University in general, and more specifically about the services and support available to foreign researchers before and during their stay. Information on the new employee's arrival at UBO and his rights and duties are explained: from settling in at the University, to the professional card, remuneration, working hours and holidays, to IT security, transport and the rules governing business travel, to social life and the cultural and sporting activities offered by the University as well as by external service providers.

Among which UBO can rely on the expertise of the [International Mobility Centre \(CMI - Brest\)](#).

It is a EURAXESS Service Centre and EURAXESS Career Development Centre, which offers a wide range of services to foreign students, PhDs students and researchers. It provides advice on all the most important aspects of the stay: visa, residence permit, health insurance, accommodation, social security, integration, career, etc....

It also works to provide professional support for the mobility of international talent.

The integration of the [CMI - Brest](#) into the university's International Affairs Department should lead to better coordination and pooling of future initiatives for international researchers and the development of mobility for the university's staff in general.

In terms of social responsibility, UBO is strongly committed to promoting diversity and equality its '[Equality between Women and Men](#)' mission and, more recently, through the appointment of a Vice-President for Equality between Women and Men, responsible for combating discrimination against women.

There are slightly more women than men at UBO: 55% of all staff at the University (source: Unique Social Report 2022). And yet, whatever their status (BIATSS, teachers or teacher-researchers, researchers), their professional careers do not develop at the same pace as those of men and they still hold too few positions of responsibility.

A training programme has been in place since 2021. It is aimed at all women in the university's community, teachers, teacher-researchers, researchers, administrative support staff, doctoral students, permanent or contract staff, who wish to take stock of their professional life and adopt good practices to get off to a good start and/or develop their professional career.

A new training course entitled 'Female Managers' should help to remove some of the obstacles. Awareness-raising events are being organised to mark the day against gender-based and sexual violence on 25 November and International Women's Rights Day on 8 March.

In partnership with the Inclusion Task 4.1 group of the [SEA-EU alliance](#), exchanges and conferences will be organised on the theme of egalitarian writing with experts in gender and diversity, the aim being to discuss the use of non-sexist and inclusive language common to the various universities in the European alliance.

The fight against discrimination is also backed up by actions taken as part of the [Disability Inclusion Action Plan for 2023-2027](#) mentioned above.

One of the objectives is to provide better training and support for managers and their teams through the training initiatives of the HR Department's Quality of Working Life (QWL) unit and its disability refereee.

Communication also needs to be stepped up, as too few staff are sufficiently aware of UBO's disability scheme, particularly within the research community.

Quality of life at work is a major concern at the University, which has put in place an internal action plan drawn up by the Quality of Life at Work working group, led by the Quality of Working life and Conditions Vice-President, enabling everyone to benefit from an optimal environment. These include measures to help reconcile work and family life more effectively, such as teleworking, the adoption of a parenthood charter, controls on the use of e-mail and the organisation of meetings (time slots), etc.

The use of teleworking has been facilitated since the COVID crisis, with the renewal of the teleworking charter, the provision of equipment for staff and the dematerialisation of the teleworking application procedure. Its deployment is in line with the university's sustainable development policy (Point 5 (Social policy) - objective 1: *'emphasise social policy in favour of staff'* of the Sustainable Development Master Plan 2020-2023) and forms part of the action plan in favour of the quality of life at work for staff.

In order to ensure overall consistency in the University project, particularly between the HRS4R and the Sustainable Development & Social Responsibility (SD&RS) action plan, actions I.2, I.4 and II.6 of the HRS4R will be implemented in collaboration with the Vice-President of Transitions and the head of the UBO's SD&RS unit. These actions also fall within the scope of the national SD&RS reference framework and in particular operational objectives 3.2.1, 3.2.4, 3.3.1, 3.3.2, 5.1.1 and 5.1.2' of internal SD&RS reference framework. UBO's policy on sustainable development and social responsibility is based on a foundation of actions initiated by the institution itself, but also on individual and collective initiatives by staff, students, departments, components and associations involved in ecological and sustainable transitions.

Researchers are invited to reflect on the overall impact of their professional practices on climate change. An internal day on the theme of climate change (*'L'UBO dans le changement climatique': 'pour passer du savoir à l'action'*) has just been organised for 24 May 2024, in partnership with the Haut Conseil Breton pour le Climat (HCBC). The aim of the day was also to develop concrete actions for the development of well-being for all within the University, in line with the challenges of climate change and sustainability. The results of this collective work could be used to draw up a university-wide travel charter.

A lot of actions are carried out and developed at UBO to improve the work conditions, yet the following actions for improvement need to be undertaken:

- Tackle the problem of short contracts for young researchers, which is still a reality.
- Set up a Post-Doctoral researcher 'welcome kit' for laboratories, with the rights and obligations of each party, as well as the procedure to be followed before the Post-Doctoral researcher's arrival, during the settling-in phase in the laboratory and throughout his professional activity at UBO, with an English version of the documents to help understanding, as peer support for young researchers (R2) is insufficiently structured within the institution.
- Intensify the translation of institutional documents into English (in particular certain key information in the 'University's Newsletter' ('bulletin des services'), an institutional communication tool, with thematic focuses in English).
- Improve the University's internal communication system. A great deal of information circulates and disseminated by means of newsletters, which constitute a large mass of information that needs to be processed and filtered. The conclusions of a survey

carried out by the HRS4R Implementation Committee among IUEM post-doctoral researchers in February showed a mismatch between their need for information and the system in place. In addition, too few communications are in English language, which contributes to a feeling of exclusion from the institution's collective dynamic.

- Organise a special welcome day for post-doctoral researchers twice a year.
- Clarify the role of the UBO ombudsman and ensure that his duties are communicated.
- Update the 'UBO Parenthood Charter'.

IV. Training and Development

The establishment of a regional Doctoral College '[Doctoral College of Brittany, DCB](#)' in September 2022 contributed to the improvement in the doctoral training courses and studies. Doctoral researchers can benefit from a wide range of professional and technical skills which offer is to be found on a dedicated tool 'Améthis':<https://amethis.doctorat-bretagne.fr/>). The Doctoral Schools and the '[Doctoral College of Brittany, DCB](#)' offer a large range of shared teaching and training courses from "scientific" or "disciplinary" courses (organised by each Doctoral School), to "cross-disciplinary" courses (organised by the Doctoral College). The nine following thematic categories are provided: sustainable development and social responsibility, ethics and scientific integrity, open science, scientific and technical expertise and methods, entrepreneurship knowledge, career development, management and communication, pedagogy and technical practices.

International students have access to specific training courses to help them through their doctoral studies (French as a foreign language - FLE, phonetics to creative writing, ...).

Courses are also offered by organisations other than the doctoral schools and '[Doctoral College of Brittany, DCB](#)'. These "non-catalogue" courses can be included in the students' Individual Training Plan (ITP), in the form of training equivalences.

Each year a 4-day event called '[Doctoriales](#)' is organised where students get the opportunity to interact with a wide-range of academics and regional industrial advisors. This year, the event is focused on sustainability.

A '[Doctoral Charter](#)' has been adopted which defines the rights and obligations of the parties involved in the doctoral studies. It also highlights the code of ethics underlying the current regulations, as well as the practices that have already been tested in accordance with different disciplines and establishments. It seeks to guarantee high scientific quality. The Higher Education Establishment (HEE) in which the doctoral researcher is enrolled is responsible for ensuring that the principles of the charter are respected and also agrees to take steps to ensure that these principles are respected.

Doctoral researchers must draw up an Individual Training Plan (ITP) with their thesis supervisors within three months of the start of their doctorate. The objective of this plan is to make them reflect on their training needs, to encourage them to have discussions with their supervisors and to spread out these training needs, notably in reference to the timeline of their research activities.

Doctoral researchers are followed by an Individual Monitoring Committee (IMC) whose members are appointed by '[Doctoral College of Brittany, DCB](#)' within three months of the start of the doctorate under conditions that are specified by the council of the Doctoral School, enshrined in the School's rules of procedure and in compliance with the terms of the '[Doctoral Charter](#)'. The role of the IMC is to ensure the smooth running of the doctoral project in all its components: working environment and resources, progress of the professional project, implementation of the training plan and dissemination of the results (symposiums, publications, etc.). It also focuses on the progress of the research project. While respecting the scientific choices of the Doctoral researcher and the thesis supervisor, the IMC provides support and advice to the Doctoral researcher. It also ensures that there is no conflict, discrimination, moral or sexual harassment or sexist behaviour.

['Doctoral College of Brittany, DCB'](#) ensures the following-up of the students 'career after their PhD through follow-up surveys for up to five years after defending their thesis.

Long-life training is surely of great importance at UBO.

The whole UBO staff can benefit from training courses and opportunities from the university global training plan.

Managed by the Quality of Working Life and Training unit within the Human Resources Department, this training plan offers a wide range of courses from professional and technical to soft skills and practices as well as Health and safety, mobility and career development.

Training in university teaching is provided by the [Teaching Mediation Engineering and Support Service \(SIAME\)](#), which is working to develop a range of courses based on skills related to teaching practice, in order to implement the 'programme approach' advocated within the University.

Made up of teaching engineers, audio-visual technicians, UBO lecturers and national and international experts, [SIAME](#) offers training courses that enable everyone to develop or update their skills and knowledge in the field of university teaching.

These courses are open to teacher-researchers (R2 to R4), administrative and support staff and Doctoral students in charge of teaching or running workshops within the University, as well as to external trainers or teachers under partnership agreements.

The content of the courses is flexible and responds to the needs expressed by the faculties departments, which are consulted each year before the training plan is drawn up.

Participants benefit from themed meetings and training courses organised throughout the year in a variety of formats.

Team managers are required to follow a compulsory professional development programme.

The compulsory nature of this training will now be applied to the training module on welcoming, installing and supporting employees with disabilities, as defined in the new [Disability Inclusion Action Plan for 2023-2027](#).

All employees with disabilities benefit from the services of the QWL Department and the HRD disability correspondent.

As part of its commitment to prevent discrimination, the University intends to work towards greater inclusion by developing training courses for all women (doctoral students, staff, EC) and has just introduced a new module aimed specifically at all women in management positions within the University.

The scientific university community can also benefit from the training offered by the [Unité Régionale de Formation à l'Information Scientifique et Technique de Bretagne et des Pays de la Loire Formation, URFIST](#), which information is communicated in the [DRIVE](#) Newsletter.

It offers training sessions for the university community and trainers in communication and management skills in various domains such as research and information processing. UBO's research units can also invite the RIS and the Data Protection Manager (DPO) of the University to tailored-made sessions about ethics and research integrity.

With the aim of supporting the internationalization of research and training, UBO is setting up workshops for scientific writing in English thanks to the support of the University Translation Bureau and the Language Department (Pôle Langues).

In addition, to meet the needs expressed by UBO staff to develop their communication skills in English, the Language Department and the Training Department of the HRD have recently organized extensive English courses.

Moreover, the number of training opportunities in English at UBO continues to grow thanks to the [SEA-EU alliance](#) which offers online courses, short-term mobility programmes, job shadowing and exchanges of best practices. Each of the 9 universities organises 2 professional staff weeks per year, or about twenty opportunities per year are planned for staff to meet and collaborate with their European colleagues.

[SEA-EU](#) is a long-term strategy to train the young European generation, the future actors of the expected societal changes. This strategy logically encompasses all the activities of

universities: training, research, campus life and link with society. [SEA-EU](#) is a European mobility and training area for the entire community: students, teachers, researchers and all university staff.

Incoming foreign researchers can benefit from the expertise of [Brest International Mobility Centre, Brest IMC](#) which provides them and their families with personalised assistance before and during their mobility. The mobility centre offers intensive course of French as a Foreign Language.

In addition, researchers can also attend CV Writing coaching sessions. They are also invited to build their professional network during events where they can connect with major cultural and socio-economic stakeholders.

[Brest International Mobility Centre](#) has been awarded EURAXESS Service Centre status by the European Commission.

It also provides services to the research laboratories and Human Resources Department of the University inviting them to join workshops on human resources issues such as visa and entry procedures.

Several career-orientated events are organised during the year. Researchers can take part in Career Advice workshops during which they are shown how to identify their skills and leverage them. A special Post Doc (R2) career development online programme is organised. Called '[Time4career](#)', it has been running for 2 years now.

Despite the efforts to improve the quality and variety of the training offer at UBO, weaknesses are still identified. The conclusions of a survey carried out by the HRS4R Implementation Committee among Post-Doctorate researchers last February revealed some discrepancies between their training needs and the relevance of the training offer. Training sessions are too often focused on teaching and management skills only and very few are in English language. It is then decided to:

- Better communicate information about training opportunities to the labs as it is too frequently restricted to Doctorate students though it could also benefit to other researchers.
- An on-line web page for Post-doctoral researchers (R2) needs to be created.
- Post-doctorate researchers'(R2) employability should be analysed and followed-up as it is the case for doctorate students (R1).

V. Changes in short and medium term priorities

No change is envisaged in the main strategic priorities for the short and medium term for HRS4R at the University.

Nevertheless, doctoral training that had been the subject of a particular focus during the mid-term self-assessment, emphasizing in particular the need to train supervisors and structure the path of doctoral students, is since September 2022, with the creation of a [‘Doctoral College’](#) at the regional level, highly structured and organised in a continuous improvement process for PhD students.

The actions related the national framework with the validation of the [Research Programming Law for 2021-2030 period, LPR](#) had to be extended after the mid-term self-assessment ([cf. mid-term self-assessment report](#)).

Indeed, announced in February 2019, its promulgation took only place at the end of December 2020 with an implementation of the Law starting in 2021.

The setting up of a working group to draw up an internal Charter on the contract researchers’ right and obligations was thus delayed.

This action will thus be extended in the new action plan (action II.2: *‘Elaborate a Charter for contractual researchers with a specific salary grid’*) as the conclusions of the consultation made among Post-Doctorate researchers of the ‘Brest Association for Postdocs – BTAP’, experienced researchers and support staff in the framework of the present assessment report and setting up of the new action plan have demonstrated the need to strengthen the actions in favour of their recruitment and working conditions.

The reflections carried out by the HRS4R Implementation Committee in the context of the renewal of the ‘HR Excellence in research’ label made it possible to determine the areas of improvement based on the feedback of the UBO Post-Doctoral fellows.

Presented to the Bureau of the president on 8 July 2024, the new 2024-2026 Action Plan includes actions aimed at better including the most vulnerable staff.

A new Vice-President in charge of human resources has been appointed at UBO to assist the President with human resources policy. This function, which did not previously exist at the University, is the result of a decision taken by the new President to improve the structure of the institution’s HR policy. It will be overseen by the Vice President for Research (VP Research) and the new Vice-President for Europe and International (VP Europe and International), to ensure that the HRS4R approach is a cross-cutting one within the University. The approach is also linked to the university strategic action plans on Disability and Inclusion, Gender Equality and fight against Sexist and Sexual Violence, and Sustainable Development and Social Responsibility.

In addition, the [SEA-EU European University Alliance](#) offers opportunities for strategic and innovative development in the fields of education, research and open sciences, inclusion, sustainable development and international mobility.

VI. Circumstances in which the University operates that have had an impact on our HR strategy

The year 2020 was profoundly affected by the Covid-19 epidemic. The University demonstrated its agility and adapted its operations to ensure the continuity of teaching and research. It was able to rapidly organise work and distance learning, and protect on-site staff, while strengthening support for students in difficulty.

Teleworking has been encouraged and the DSIUN’s involvement has facilitated the establishment of a secure and functional digital environment.

With the containment, remote working has been developed, with the adoption of a new teleworking Charter in autumn 2021.

In September 2022, the organisational perimeter of Doctoral studies changed with the creation of the [‘Doctoral College of Brittany, DCB’](#), a joint scheme involving the 15 higher

education and research establishments in Brittany, with the aim of coordinating the regional Doctoral system, monitoring the careers of doctoral students, developing and maintaining the 'Améthis' Doctoral management application, designing, coordinating and evaluating the cross-disciplinary training offer for doctoral students, and coordinating a system of aid for the international mobility of doctoral students combining several sources of funding.

The end of year 2022 was dramatically impacted by the death of President Matthieu Gallou in the exercise of his function. He had been president of the University since 2016 and the entire UBO community was deeply affected by his death.

As a result, the timetable for the university's governing bodies was changed in order to organise new early elections in February 2023, and to renew the governing bodies.

New elections were held a year later, with a new management team in place and the bodies mobilised by the new president and his team.

Following the '[Research Programming Law for 2021-2030 period, LPR](#)', and its application within the University, a Charter for BIATSS contract staff was voted by the Supervisory Board on 06/07/2023. This Charter provides for the harmonisation and improvement of recruitment procedures, supervisory practices and the monitoring of staff from the beginning to the end of their contract (integration, remuneration, training, etc.), as well as the deployment of reclassification operations of lecturer-researchers and researchers, the implementation of the allowance scheme for lecturer-researchers, the creation of a legal status for post-doctoral contracts, etc...

VII. Strategic decisions under way influencing the action plan

The HRS4R approach, which had been overseen by the Vice-President for Europe and International Affairs since 2016, ceased to be managed in March 2024 at the end of her term of office.

From now on, the Vice President for Human Resources will be responsible for steering the initiative, in conjunction with the Vice President for Research and the Vice President for Europe and International, in order to ensure that the initiative is a cross-functional one within the University.

The scope of the approach is also likely to change with the simultaneous creation of an Experimental Public Institution and a National Polytechnic Institute (NPI) incorporating ENIB (Brittany national engineering school).

Sharing a common strategic project to strengthen the influence of higher education and research in Brittany, both nationally and internationally, this new structure is due to come into effect on 1 January 2025.

PART 3.

I. Actions

The initial action plan included 48 actions out of which 27 were carried out after the first intermediate assessment in 2021 ([cf. Internal Review for Interim Assessment](#)). 7 actions (I.11.1, I.11.2, I.11.3, II.12.2, III.25.1, III.26.2 et III.35.1) were extended as they were linked to the national framework ([Research Programming Law for 2021-2030 period, LPR](#)).

2 actions could not be completed in relation to the ombudsman's mandate and tasks (III.34.1, III.34.2 et III.34.3).

Action: IV.37.2 '*Set up a working group to create a guide for PhD supervisors*' that was added after the first interim self-assessment was carried out in the framework of the '[Doctoral College of Brittany, DCB](#)' founded in September 2022 as well as action I.7.2 '*Create a guide about administrative, social and financial issues for PhD students*'.

33 actions have thus been fully or partially carried out.

As they are considered to be recurrent actions they will not appear in the action plan for the next three years. But indicators will be to be collected and recorded annually (cf. Annex 1 – list of completed recurring and permanent actions from action plan period 2018-2023)

The new action plan includes 23 actions (12 NEW et 11 on-going actions) for period 2024-2026 included.

TITLE ACTION	TARGETED RECOMMENDATION*	TIMING / QUARTER	RESPONSIBLE UNIT	TARGET (S) / INDICATOR (S)
I.1_Reinforce communication about the Research Integrity Referee's missions within laboratories.	2, 3	Q4 2024	Office of Research, Innovation and Economic Valorisation (DRIVE)	R1 to R4 researchers / Letter of engagement communicated and number of information sessions information organised / year.
		STATUS	COMMENTS	
		NEW		
I.2_Ensure the training of researchers in ethics, research integrity and open science.	2, 3, 8, 9	Q1 2025	Office of Research, Innovation and Economic Valorisation (DRIVE)	R2 to R4 researchers / Increase in the number of researchers trained / year.
		STATUS	COMMENTS	
		NEW		
I.3_Set up a working group between the heads of labs and the Human Resources Department to improve conditions for contractual researchers' (contract, salary, evaluation, recognition, status...).	3, 4, 5, 6, 7, 8, 9	T1 2025	Human Resources Vic President and Research Vice President	R2 to R4 researchers / Number of meetings of the working group.
		STATUS	COMMENTS	
		ON GOING	Former I.11.1 action	

I.4_Continue and reinforce gender balance promotion and update the equality plan.	10, 22, 27	Q1 2025	Human Resources VP and Gender Equality Vice President in charge of Gender-based and Sexual Violence	R1 to R4 researchers and all UBO staff / Number of actions / year.	
		STATUS	COMMENTS		
		NEW			
I.5_Set up a Post-Doctoral researcher 'welcome kit' for laboratories.	3, 4, 5, 6, 7	Q2 2025	Office of Research, Innovation and Economic Valorisation (DRIVE)	R2 researchers / Number of documents produced and updated / year.	
		STATUS	COMMENTS		
		NEW			
I.6_Translate the documents on researchers' rights and obligations in English.	2, 3, 4, 5, 6, 7	Q1 2025	Human Resources Department (HRD)	R1 to R4 researchers and all UBO staff / Number of documents / year.	
		STATUS	COMMENTS		
		ON GOING			

I.7_ Organise a specific welcome day for doctoral students and Post-doctoral researchers (twice a year).	3, 4, 5, 6, 7, 10, 24	Q3 2025	Human Resources Department (HDR) & Office of Research, Innovation and Economic Valorisation (DRIVE)	R2 researchers / Increase in the number of attendees / year.	
		STATUS	COMMENTS		
		NEW			
I.8_ Continue the translation of documents in English on UBO's Research website and the Research and Innovation Department, DRIVE (external and internal).	2, 4, 5, 6, 7, 8, 9, 10	Q1 2025	Office of Research, Innovation and Economic Valorisation (DRIVE)	R1 to R4 researchers and all UBO staff / Number of translated communicated / year.	
		STATUS	COMMENTS		
		ON GOING			
II.1_ Continue and reinforce the development of an Open, Transparent and Merit based (OTM-R) Recruitment policy in compliance with the European Commission's recommendations.	11, 12, 13, 14, 15, 16	Q1 2024	Human Resources Department (HDR)	R1 to R4 researchers and all UBO staff / Number of measures / year.	
		STATUS	COMMENTS		
		NEW			

II.2_Elaborate a Charter for Contractual Researchers with a specific salary grid.	12, 13, 14, 17, 18, 19, 26, 28, 29	Q4 2025	Human Resources Department (HDR)	R1 to R4 researchers / Supervisory board approval and vote.	
		STATUS	COMMENTS		
		ON GOING			
II.3_Publish all vacancies in English on UBO and EURAXESS sites.	10, 12, 13, 14, 15, 16	Q1 2025	Human Resources Department (HDR)	R1 to R4 researchers and all UBO staff / Number of vacant positions published / year.	
		STATUS	COMMENTS		
		ON GOING	Former II.12.3 action		
II.4_Translate the recruitment webpage in English and making it visible.	12, 13, 14, 15, 16	Q1 2025	Human Resources Department (HDR)	R1 to R4 researchers and all UBO staff / Number of items translated on the webpage / year.	
		STATUS	COMMENTS		
		ON GOING			

II.5_ Organize training sessions for selection committees' chair-wo-men to inform them about the European Charter and Code.	12, 13, 14, 15	Q1 2025	Human Resources VP and Gender Equality Vice President in charge of Gender-based and Sexual Violence	R1 to R4 researchers / Number of selection committee presidents trained.	
		STATUS	COMMENTS		
		ON GOING			
II.6_ Foster dissemination actions against gender biais and other discrimination.	10, 23, 24, 27	Q1 2025	Human Resources VP and Gender Equality Vice President in charge of Gender-based and Sexual Violence	R1 to R4 researchers and all UBO staff / Number of attendees / year.	
		STATUS	COMMENTS		
		NEW			
II.7_ Increase the number of documents in English (key information of UBO's institutional newsletters).	24	Q1 2025	Office of Research, Innovation and Economic Valorisation (DRIVE)	R1 to R4 researchers and all UBO staff / Number of staff informed / year.	
		STATUS	COMMENTS		
		NEW			

III.1_Ensure that security rules are well known and understood, and have them translated into English.	10, 23, 24	Q1 2025	General Director	R1 to R4 researchers and all UBO staff / Number of displayed documents in English / year.	
		STATUS	COMMENTS		
		ON GOING			
III.2_Create a specific on-line page for Doctorate and Post-Doctorate researchers.	10, 23, 24	Q3 2025	Innovation and Economic Valorisation (DRIVE) / Department of ICTsupport services (DISUN)	R1 to R2 researchers / Number of numerical documents available.	
		STATUS	COMMENTS		
		NEW			
III.3_Reinforce administrative simplification and numerical processing.	24	Q4 2024	DSIUN / General Director	R1 to R4 researchers / Number of new tools.	
		STATUS	COMMENTS		
		NEW			

III.4_Write an annex to UBO's working contract about IPR rules.	31, 32	Q4 2025	Office of Research, Innovation and Economic Valorisation (DRIVE)	R1 to R4 researchers / Number of new contracts elaborated / year.	
		STATUS	COMMENTS		
		ON GOING			
III.5_Renew the Ombudsman's mandate.	24, 34	Q4 2024	General Director	R1 to R4 researchers and all UBO staff / Ombudsman's letter communicated on UBO's website.	
		STATUS	COMMENTS		
		ON GOING			
III.6_Translate the ombudsman's report into English and publish on UBO's website.	24, 34	Q4 2025	General Director	R1 to R4 researchers and all UBO staff / Publication of the report in English.	
		STATUS	COMMENTS		
		ON GOING			

IV.1_ Organise training session on career development for post-doctoral researchers.	25, 28, 29, 30, 37, 38, 39	Q3 2025	DRH	R2 researchers / Number of training actions and attendees / year.
		STATUS	COMMENTS	
		NEW		
IV.2_ Analyse the career prospects of post-doctoral researchers.	30, 38	Q1 2025	DRH	R2 researchers / Increase in Post-Doctoral researchers follow-up rate at Y+1, Y+2 and Y+3.
		STATUS	COMMENTS	
		NEW		

*Targeted recommendations :

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 research training and continuous development; 31. IPR ; 32. Co-authorship; 33. Teaching ; 34. Complaints/appeals; 35. Participation in decision-making bodies; 36. Relation with supervisors; 37. Supervision et tâches de management ; 38. Continuing Professional Development; 39. Access to research training and continuous development ; 40. Supervision.

II. Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles

The Université de Bretagne Occidentale (UBO) has long aspired to be involved in a global quality approach to human resources that is perfectly integrated into the HRS4R approach, even before the European Commission recommended the integration of elements related to an open, transparent and merit-based recruitment policy (OTM-R).

The University is committed to respecting the principles enshrined in the OTM-R policy and to continuing its efforts in this direction in order to work towards a stimulating and favourable working environment for its researchers in addition to the national legal framework.

As a reminder, in France, the recruitment and selection of lecturer-researchers is governed by legislation ([Decree no. 2019-1108 of 30 October 2019 amending decree no. 84-431 of 6 June 1984 laying down the common statutory provisions applicable to teacher-researchers and laying down the special status of the body of university professors and the body of lecturers, Consolidated version as of 23 February 2022, Chapter II: Selection committees](#)). The French Education Code specifies the purview of the Higher Education Selection Committees, as established by the Directorate General of Human Resources of the Ministry of Higher Education, Research and Innovation.

Through their constitution and collegiality, the Selection Committees guarantee impartiality in the processing of applications. The members of each University's Selection Committee are proposed by the president of the University and appointed during a select meeting of the Academic Council. The composition of the Selection Committee is made public before its work commences.

Job vacancies, the timeline for recruitment procedures, and the composition of the applicants' files are published on the related area of the national portal GALAXIE which is accessible from the Ministry of Higher Education's website: <https://www.enseignementsup-recherche.gouv.fr/>.

These are also intended to be published on the [EURAXESS JOBS](#) website especially for Post-doctoral positions.

UBO has adopted a Charter for Contractual staff and created a Selection Committee Vademecum, which applies to the recruitment of both permanent and contract staff.

The Charter for Contractual staff adopted on the 10 July 2014 was updated on the 12 September 2023 with the aim of reminding good practices in the recruitment of contractual administrative, technical and support staff (BIATSS) of public law within the University, regardless of the type of funding, in accordance with the regulations in force.

Cette charte a pour objectif d'améliorer les modalités de recrutement et d'harmoniser les pratiques d'encadrement et de suivi des agents du début à la fin du contrat (intégration, rémunération, formation, etc...). Elle vise aussi à faciliter l'insertion des agents contractuels au sein de l'établissement et les accompagner à la fin de leur contrat.

The assessment of researchers, permanent Research Engineers and Assistant Lecturers (ATERs) is governed by the [French Education Code and the Research Code in particular \(Articles L. 114-1 to L. 114-3, L. 114-3-1 to L. 114-3-7 of the Research Code\)](#).

The High Council for the Evaluation of Research and Higher Education (Hcéres), an independent administrative body, has the task of regularly assessing the activities of universities, particularly in the field of research. Career monitoring is the responsibility of the National Council of Universities (CNU) and is carried out in accordance with certain procedures.

Lecturer-researchers are also assessed when applying for a promotion, the awarding of the doctoral and research supervision allowance, the Accreditation to Supervise Research, or qualification or recruitment as university professors.

The universities represented by the Conference of University Presidents (CPU) signed a

French Charter of Research Integrity on 29 January 2015 and a French Charter of Expertise on 22 December 2009.

These charters are an adaptation of the main international texts, in particular the 2005 European Charter for Researchers, and the responsibility for their implementation lies with the institutions

National legislation has recently been supplemented by two texts that will have consequences on recruitment and career conditions for the UBO and whose common point is the extension of the recruitment of contract researchers for scientific projects or missions.

[No. 2019-828 of 6 August 2019 on the Transformation of the public service \(Official Journal of the French Republic \(JORF\) of 7 August 2019\), and the second, Law No. 2020-1674 of 24 December 2020 on Research Programming 2021 to 2030 and various provisions relating to research and higher education \(JORF of 26 December 2020\).](#)

Postdoctoral contracts are governed by the provisions in the latter law, which introduces a new way of recruiting university professors.

New contracts were thus provided for in Article 4 of the 2020 Research Programming Law, LPR, which created a new path for conditional tenure-track as a complement to the existing methods used to recruit researchers and senior lecturers to increase the attractiveness of research careers. This will help attract candidates with more senior backgrounds than the traditional competitive examinations used for researchers, who will now become senior researchers much more quickly.

Under the LPR, tenure as a researcher will be granted for tenure-track positions upon completion of a 3-6-year contract. The objective is to identify a number of emerging fields in which UBO would like to secure tenure-track positions (neuro-informatics, bio-informatics, bio-chemistry, molecular ecology, nanotechnologies, etc...) and give a central role to the research project, breaking out of disciplinary logics and taking better account of the diversity of candidates' merits from beyond the world of French higher education and research.

Recruitment process at UBO has also been improved as the University has recently acquired a recruitment tool called 'Beetween'. Vacancies being more widely posted and the recruitment process automated. This tool enables external and internal communication across all media, analysis of recruitment processes and management of the candidate pathway as well as the 'employer brand'.

At the same time, the University is working to improve the information contained in each publication (working environment, scope of practice, selection process, etc.). The deployment of tools such as procedures or dedicated tutorials is designed to support the teams responsible for publishing offer.

PART 4. Implementation

The implementation of the process is coordinated by the Project Committee which was set up at the UBO in March 2017 during the “HR – Excellence in Research” recognition application. It was then renamed the ‘HRS4R’ Implementation Committee in January 2019, after obtaining the ‘HR – Excellence in Research’ recognition label on 21 December 2018.

Policy Coordination and Chair of the Project Committee was ensured by the Vice President in charge of European and International Affairs from March 2017 to April 2024. The Implementation Committee is now chaired by the Vice President in charge of Human Resources and administrative coordination is ensured by the HRS4R manager.

Representative of the key services and departments of the University are members of the Committee: General Services Unit, Human Resources Department, [Office of Research, Innovation and Economic Valorisation \(DRIVE\)](#), as well as the International Mobility Centre of Brest. Representative of R1 to R4 researchers and research support staff from UBO and from the Joint Research Units of partner research organisms such as CNRS.

The Committee has been enlarged to prepare the internal assessment for the award renewal. The list of the 15 members is to be found in Annex 4.

Each unit/service responsible for carrying out an action gives a presentation of the progress to the Implementation Committee, which meet every 3 months in line with the agreed schedule. If necessary, corrective actions are suggested and submitted to the agreement and validation of the Steering Committee chaired by the President of the university.

Each meeting is the subject of a minutes report and a progress report.

The exchanges, documents, progress reports, assessments and presentations were stored in a common [Drive](#) space dedicated to the members of the Implementation Committee and the responsible units’ group.

The UBO website has a dedicated “HRS4R” page: <https://www.univ-brest.fr/fr/page/hrs4r-ubo>.

4.1. Self-assessment evaluation

The self-evaluation work was carried out by the Implementation Committee, which was enlarged to include 2 new members representing researchers (R2 and R4) and 2 representatives of research support staff.

Three meetings were held in the first half of 2024 (15/02/24, 07/03/24 and 02/04/24) to draw up the end-of-cycle self-evaluation.

Particular attention was paid to the situation of young post-doctoral researchers (R2) with the creation of a survey carried out in February 2024 with the BTAP (Brest Association for Postdocs) via its president.

The committee also invited the deputy director of the 2PE regional platform for setting up European projects to discuss the new issues raised by the revised European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.

4.2. Involvement of the research community within the process

During the initial phase, the research community was involved, firstly by including representatives of researchers and teacher-researchers (R1 to R4) in the 'HRS4R' project committee, taking care to ensure gender balance. Volunteer teacher-researchers had contributed to the Gap Analysis and the definition of objectives for the first plan.

The entire academic community was consulted via a major survey carried out in June 2017 in order to confirm the objectives of the initial plan.

The representativeness of the university's scientific fields was also respected (marine field, medical sciences, technical sciences, human sciences, etc.), as were the representatives of the research organisations housed at the university as part of the Joint Research Units.

Communication with the laboratories was carried out by the management team, by the Vice-President Europe and International and the Vice-President for Research on the lists of heads laboratories and managers, and by presentations to the relevant bodies: Research Committee, Technical Committee and Europe and International Committee.

A special effort has been made in response to the recommendations of the European Commission's evaluators following the interim report regarding the representation of post-doctoral researchers (R2) in the Implementation Committee, with the addition of new members including a representative of post-doctoral fellows.

4.3. Executive committee and progress overseeing

See Annex 4 for issues related to the constitution of the Implementation Committee.

The Implementation Committee oversees the progress and technical implementation of the approach and the successful completion of the planned actions. Each action is led by a clearly identified person (the action leader) to ensure that it is carried out according to the planned timetable.

Successful completion of the actions is monitored at each operational committee meeting, during which the project leader presents the progress made.

Progress is recorded in a table that can be accessed online and shared with committee members on the common Google drive space. All documents relating to the process and its comitology are accessible on this space.

4.4. Integration of HRS4R in the university's research and human resources strategy

The recommendations made as part of the HRS4R are respected by the UBO and form an integral part of its human resources strategy for research.

Nevertheless, weaknesses had been identified, particularly in relation to the status of contract researchers and the situation of post-doctoral fellows. These were the subject of actions to be carried out, but were delayed by the wait for a national framework, which resulted in the recent adoption (December 2020) of the law on research programming for the years 2021 to 2030 and containing various provisions relating to research and higher education.

Communication on existing tools and regulations within the university has been improved and this effort must continue.

Thanks to the self-analysis of the strengths and weaknesses of existing practices at UBO, it has been possible to improve certain actions that have already been put in place; the welcome and recruitment procedures, the 'welcome booklet for international staff' has been circulated and distributed by the HRD.

The HRS4R procedure has been officially validated by the university's highest authority, the Administrative Board. The HRS4R logo is displayed on all offers to recruit researchers and on mobility-related activities, and is promoted on the UBO website.

4.5. Progress overseeing and monitoring of the actions

The implementation of the action plan is based on a strategy with clear, concrete, realistic and measurable objectives.

The actions planned are linked to indicators that can be measured over time and are managed by a clearly identified person (the action manager) to ensure that they are carried out according to the planned timetable.

The associated deliverables are assessed by the Implementation Committee on the basis of the progress report from the action managers: deliverable completed, in progress, suspended or deleted.

The assessment is carried out every 3 months at meetings of the Implementation Committee, which assesses the progress of the action plan. This same Committee analyses deviations, delays and unforeseen events and issues corrective actions, on which it reports to the Steering Committee.

4.6. Preparation of the on-site audit

Preparations for the on-site audit by the international external evaluators in autumn 2024 will be carried out by the UBO's HRS4R Implementation Committee in accordance with the recommendations of the European Commission.

The content of the programme will be prepared in conjunction with the President's Chief of Staff and the departments involved in the process, as well as the logistical aspects.

The proposed programme for the audit day will be submitted to the steering committee for approval.

The evaluation report will formalise the evaluators' feedback on the implementation of the HRS4R strategy within the university and their recommendations for the revised action plan. This report and the feedback from the site visit will be analysed in depth by the operational committee and presented to the steering committee at the end of 2024.

Annex 1: List of the 31 completed during period 2018-2023 actions

I. Ethical and Professional Aspects				
N°	Action	Responsible Unit	Timing	Indicator (s) / Target (s) - Period 2018-2023
I.1.1	Transmit “the European Charter for Researchers” and “the Code for Conduct for Recruitment of researchers” by mail to the heads of labs and Doctoral schools to be displayed in the labs.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q2 2019	HRS4R presented by the DRIVE to heads of labs 20/06/19. European Charter for researchers on-line on the DRIVE webpage: https://www.univ-brest.fr/drive/menu/DRIVE/Pour-une-Recherche-responsable/Deontologie and HRS4R webpage on UBO’s website : https://www.univ-brest.fr/fr/page/hrs4r-ubo Implementation of the HRS4R process at UBO presented at the ‘Alliance Universitaire de Bretagne (AUB)’ meeting on 07/04/21. / R1 to R4 researchers.
I.2.1	Draw up a research integrity training and dissemination policy.	Research Vice President and 1st Vice President	Q4 2018	Research integrity training and dissemination policy is coordinated by the Vice-President for Research in collaboration with the RIS and DPO: dpo@univ-brest.fr . Information sessions within labs. The annual ‘Research Day’ event in 2021 entirely devoted to scientific integrity on 14/10/21 and broadcasted on UBO’s ‘You Tube’ channel. / R1 to R4 researchers.
I.2.2	Appoint a Research Integrity Referee.	Research Vice President and 1st Vice President	Q4 2018	Research Integrity Referee (RIS), Daniel Le Couédic appointed on 01/09/18 for 3 years (2018-2021). Generic email address created to facilitate communication and professional ethics: referent-integrite-scientifique@univ-brest.fr From January 2022 on, the new RIS is assisted by 2 other colleagues experts of the domain forming the Scientific Integrity Triplet (TIS): https://www.univ-brest.fr/drive/menu/DRIVE/Pour-une-Recherche-responsable/Referent-integrite-scientifique / R1 to R4 researchers.

I.2.3	Inform the heads of laboratories about UBO's Research Ethics Committee.	Research Vice President and 1st Vice President	Q1 2018	<p>Creation of the Non-Interventional Research Ethics Committee (CERNI) within the within the framework of the Brittany University Alliance (AUB) in January 2022 and voted in Supervisory Board on 07/07/22.</p> <p>set up to give an opinion on non-interventional research protocols (research that directly or indirectly concerns the human being and that is neither therapeutic in nature nor involves physically invasive means).</p> <p>It is a multidisciplinary body made up of teacher-researchers, researchers (UBO, UBS, ENIB) chosen for their skills and their interest in ethical issues: https://aub.bzh/recherche/cerni</p> <p>Information for the scientific community at UBO is provided by the Office of Research, Innovation and Economic Valorisation (DRIVE within the Research Committee (presentation of CERNI on 14/03/23 and of CER AUB (formerly 'CERNI' on 16/04/24).</p> <p>Information is also conveyed in the DRIVE's weekly Newsletter. / R1 to R4 researchers.</p>
I.2.4	Provide information on the Research Ethics Committee and ethical rules in UBO's "Research Newsletter".	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q2 2019	<p>Ethical rules published on https://www.univ-brest.fr/drive/menu/DRIVE/Pour-une-Recherche-responsable/Ethique-et-integrite-scientifique / laboratories and Doctoral schools heads (R1 to R4 researchers).</p>
I.2.5	Display the ethical rules in the labs.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q2 2019	<p>Ethical rules published on https://www.univ-brest.fr/drive/menu/DRIVE/Pour-une-Recherche-responsable/Ethique-et-integrite-scientifique / Laboratories and Doctoral schools heads (R1 to R4 researchers).</p>
I.2.6	Create an on-line electronic leaflet about ethics and research integrity.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q1 2019	<p>Ethical rules published on https://www.univ-brest.fr/drive/menu/DRIVE/Pour-une-Recherche-responsable/Ethique-et-integrite-scientifique.</p> <p>Creation of the Office of Research, Innovation and Economic Valorisation's Tool Box available on UBO's Research webpage https://www.univ-brest.fr/drive/menu/DRIVE/Pour-une-Recherche-responsable/Ethique-et-integrite-scientifique# / R1 to R4 researchers.</p>

I.2.7	Promote research integrity (anti plagiarism) on UBO's Research webpage.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q3 2019	<p>The UBO is committed to combating plagiarism in order to guarantee the quality of its degrees and the originality of the teaching and scientific publications of its teaching and/or research staff.</p> <p>A charter was approved by the UBO's central councils in 2012 and plagiarism detection software was adopted: 'Compilatio'. It can be accessed via the 'Compilatio' platform on the Information Systems and Digital Uses Department (DSIUN) page, which offers user tutorials in French and English: https://www.univ-brest.fr/dsiun/menu/Documentations/Par+outils/Anti-plagiat/Antiplagiat.cid217309?utm_source=sendinblue&utm_campaign=%20La%20Minute%20Numrique%20-%20Contrler%20lauthenticit%20dun%20document&utm_medium=email&ticket=ST-1574802-sZDspKH4iP3KokSUAiv3-cas.univ-brest.fr</p> <p>Information campaign on the use of the anti-plagiarism tool at the UBO by the DSIUN on its web page and by distributing the 'digital minute' (FR and UK versions: 24/04, 09/05, 10/05, 16/05, 23/05 and 26/05). Workshop on 'creating a data management plan' organised by DRIVE on 17/03/22. Cycle of training courses offered by URFIST / R1 to R4 researchers.</p>
I.2.8	Organize training sessions and conferences on research integrity and ethics.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q1 2018	<p>For Doctoral students: 19/02/19, 29/03/19 + 17/05/19 + from 2022 in Collège Doctoral de Bretagne's training cycle. Université Bretagne Loire UBL training courses and for researchers R2 to R4: 09/11/17 and 25/04/19 researchers R1 to R4 and the university community. Webinar 'Introduction to scientific integrity' on 16/02/21 organised by URFIST. Annual UBO 'Research Day' on scientific integrity organised on 14/10/21 by videoconference and broadcast on the UBO youtube channel. Workshop on 'creating a data management plan' organised by DRIVE on 17/03/22. Training plan of URFIST (https://sygefor.reseau-urfist.fr/#/program/rennes?utm_source=sendinblue&utm_campaign=Newsletter%20DRIVE&utm_medium=email) / R1 to R4 researchers.</p>

I.3.1	Write articles about research integrity in UBO's "Research newsletter".	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q3 2019	cf. 'One year of research at UBO' published in 2019 / https://www.univ-brest.fr/digitalAssets/90/90880_90104_Bilan-Recherche-UBO_2019.pdf / Doctoral Schools heads and R1 to R4 researchers.
I.4.2	Set up a working group between the central departments and the laboratories to draw up an internal Charter on the contractual researchers' rights and obligations.	Human Resources Department	Q4 2022	'Welcome booklet for international staff' created in 2022 circulated and distributed by the Human Resources Department. On-line: https://www.univ-brest.fr/digitalAssets/104/104964_Guide-for-international-staff--.pdf / R1 to R4 researchers + all staff.
I.5.1	Provide information about the researchers' rights and obligations.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q1 2018	Information and link on Office of Research, Innovation and Economic Valorisation (DRIVE) website to the National Institute of industrial Property (INPI) website : https://www.univ-brest.fr/drive/menu/DRIVE/Contrats/Regles-de-la-propriete-intellectuelle + integration of the documents into the DRIVE Tool Box / R1 to R4 researchers.
I.7.1	Support PhD students.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q1 2018	Appointment of PhD student representing the PhD students / R1 researchers + strengthening of individualised supervision of PhD students in the "Doctorat Bretagne Loire - Ecole Des Docteurs" framework (Thesis Supervision Committee, Doctoral Charter: https://www.univ-brest.fr/digitalAssets/93/93131_charte-doctorat.pdf New UBO guide on administrative and financial issues for PhD students and Doctoral Centre (pole.doctoral@univ-brest.fr) created at the end of 2017 within the DRIVE. From September 2022, Doctoral studies coordinated by the Doctoral College at the regional level of Brittany (Collège doctoral de Bretagne): https://www.doctorat-bretagne.fr/ R1 researchers.

I.7.2	Create a guide about administrative, social and financial issues for PhD students.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q3 2022	Guide published in French in December 2021 : https://www.univ-brest.fr/digitalAssets/101/101049_GUIDE-DOCTORANTS--2-.pdf?utm_source=sendinblue&utm_campaign=Newsletter%20DRIVE&utm_medium=email
I.8.1	Inform about signature rules and process in scientific papers.	Office of Research, Innovation and Economic Valorisation (DRIVE)	Q4 2018	Charter for Signature rules for UBO's scientific papers adopted at the Research Commission meeting on 04/12/18 / Heads of the laboratories, R1 to R4 researchers.
I.9.1	Foster dissemination events and actions.	Communication Department (COM)	Q1 2018	Scientific mediation is provided by a 'scientific communication and mediation' officer within the 'Communication and Partnerships Department', in conjunction with the university's laboratories and components and their scientific mediation and culture officers. Numerous events are organised on a regular basis by the university's laboratories, components and dedicated services (symposia, conferences, workshops, meetings, etc....). Published in the DRIVE weekly newsletter, on the 'Research and Innovation' page of the UBO website and UBO website: https://www.univ-brest.fr/fr/page/actualites-de-la-recherche : https://www.univ-brest.fr/fr/page/actualites-de-la-recherche and press release. / R1 to R4 researchers + all staff.
I.10.1	Elaborate Doctoral contracts aimed at PhD students with disabilities.	Office of Research, Innovation and Economic Valorisation (DRIVE), Students Department (DEVE)	Q1 2018	Every year, 1 or 2 positions are reserved aimed at PhD students with disabilities, Cf. " <i>actions en faveur des étudiants en situation de handicap</i> " "A3-O1-a2" page 18 of the Disability and Inclusion Action Plan (Schéma Directeur Pluriannuel du Handicap 2023-2027) : https://www.univ-brest.fr/sites/nouveau.univ-brest.fr/files/2024-04/Schema-directeur-Handicap_2023-27.pdf

I.10.2	Support the research teams who welcome persons with disabilities.	Human Resources Department	Q1 2019	<p>Training sessions regularly organised as part of the policy of UBO in favour of Inclusion such as:</p> <ul style="list-style-type: none"> - Mental disability on 26/03/19, - Awareness and typology of disability on 04 and 06/11/19, - Typology of disability on 11/12/20, - Awareness of disability on 09/12/20. - Workshop on autism and pedagogy in higher education for the Aspie-Friendly programme 13/06/21. <p>Launch of the Atypie-Friendly programme on 19/09/23 with signature of the Atypie-Friendly Charter by the UBO.</p> <p>With the vote of the new Disability and Inclusion Action Plan 2023-2027 on 14/03/24 by the members of the Supervisory Board, UBO has set itself 4 strategic objectives for the period 2023-2027, which will result in improving inclusion: https://www.univ-brest.fr/sites/nouveau.univ-brest.fr/files/2024-04/Schema-directeur-Handicap_2023-27.pdf</p>
I.10.3	Continue and reinforce the policy in favour of the recruitment of persons with disabilities.	Human Resources Department	Q1 2023	<p>Each year 1 or 2 positions aimed at recruiting people with disabilities + association with 'Cap Emploi' Disability Department to select candidates.</p> <p>UBO's policy in favour of inclusion of persons with disabilities is to be found in the Disability and Inclusion Action Plan 2023-2027 (DIAP 2023-2027) of UBO: https://www.univ-brest.fr/sites/nouveau.univ-brest.fr/files/2024-04/Schema-directeur-Handicap_2023-27.pdf</p> <p>Cf. action A3-O1-a2 'actions for the inclusion of students with disabilities'. Cf. A3-O1-a2 and A3-O1-a2 of 'Actions in favour of including persons with disabilities' part of the DIAP 2023-2027. / R1 to R4 researchers + all staff.</p>
I.10.4	Translate the guides and Charters against discrimination displayed in the labs in English.	Human Resources Department	Q3 2019	<p>Document on gender equality in the workplace in English distributed to new doctoral students at the start of the 2019 academic year, publication of the CPU guide on discrimination, HR page to be translated. (see new HRS4R action plan 2024-2026). / R1 à R4 researchers + all staff.</p>
I.10.5	Set up a specific Research or Thematic Retraining Leave (CRCT) when returning from maternity or paternity leave.	1st Vice President	Q1 2018	<p>Research or Thematic Retraining Leave (CRCT) set up / R3 to R4.</p>

I.10.6	Publish the statistics about gender balance.	Human Resources Department	Q4 2018	Statistics about gender balance published every year in the Unique Social Report (RSU) of UBO: https://www.univ-brest.fr/digitalAssets/107/107133_RAPPORT-SOCIAL-UNIQUE-UBO-2022.pdf / R1 to R4 researchers + all staff.
I.11.3	Set up a working group between the heads of labs and the Human Resources Department to improve conditions for contractual researchers' (contract, salary, evaluation, recognition, status...).	Human Resources Department	Q1 2018	Information set out in the 'Welcome booklet for international staff' /R2 researchers.
II. Recruitment and selection				
N°	Action	Responsible Unit	Timing	Indicator (s) / Target (s) - Period 2018-2023
II.16.1	Send to the chair-women of the selection committees points of the European Charter for researchers and Code.	Human Resources Department	Q3 2019	To all chair-women of the selection committees : 7 selection committees in 2019 / R2 to R4 researchers (5 R3 and 2 R4)

III. Working conditions and social security				
N°	Action	Responsible Unit	Timing	Indicator (s) / Target (s) - Period 2018-2023
III.24.1	Translate UBO's webpage dedicated to well-being into English	Communication Department	Q4 2022	Information on health, hygiene and safety, as well as social action, is set out in the 'Welcome booklet for international staff' / R1 to R4 researchers + all staff.
III.29.1	Inform about the funding opportunities for international mobility.	European and International Affairs Department	Q1 2018	<p>The UBO offers a number of schemes to support staff in their international mobility projects (training, experience sharing, exchanges of best practice). 3 calls per year.</p> <p>Researchers and EC benefit from a number of funding schemes for their international mobility for research, teaching and training (internal, bilateral, European and international research programmes, particularly within the framework of the SEA-EU alliance).</p> <p>The DRIVe promotes the mobility of researchers (R2 to R4) in its weekly newsletter: https://www.univ-brest.fr/fr/page/mobilite-enseignants-chercheurs</p> <p>PhD students (R1) benefit from an international mobility support programme: https://www.doctorat-bretagne.fr/programme-daides-la-mobilite-sortante</p> <p>The aim of this programme is to bring together a number of funding bodies in a 'one-stop shop' in order to raise the profile of these initiatives and simplify both the application process for doctoral students and the appraisal process for institutions.</p> <p>1 or 2 calls for applications are issued each year./ R1 to R4 researchers + all staff.</p>
III.30.1	Set up a working group on work modulation.	Human Resources Department	Q4 2019	Working group set up + document on work modulation published. / R2 to R4 researchers.

III.35.2	Ensure the committees' representatives are known to the community.	Communication Department	Q4 2018	Photos of the representatives published on UBO website https://www.univ-brest.fr/fr/page/lequipe
IV. Training and Development				
N°	Action	Responsible Unit	Timing	Indicator (s) / Target (s) - Period 2018-2023
IV.37.1	Organize training sessions for PhD supervisors on their rights and obligations.	Office of Research, Innovation and Economic Valorisation (DRIVE),	Q3 2021	A 'procedure sheet for future 'HDRs' and a draft guide out of date because produced as part of the 'doctoral charter' of the Brittany doctoral college, which sets out common rules for the smooth running of doctoral projects: https://www.doctorat-bretagne.fr/en/doctoral-charter / R1, R3 and R4 researchers.
IV.37.2	Set up a working group to create a guide for PhD supervisors.	Office of Research, Innovation and Economic Valorisation (DRIVE),	Q3 2022	Working group set up on a regional level at Doctoral School of Brittany and Pays de Loire (Ecole Doctorale Bretagne et Pays de Loire) based on the model of the 'guide of the perfect thesis supervisor' written by EDSML – The Marine & Coastal Sciences Doctoral School. With the Doctoral College of Brittany founded in September 2022, the guide came out to date with the new Doctorate Charter: https://www.doctorat-bretagne.fr/en/doctoral-charter / R1, R3 and R4 researchers.
IV.39.1	Support English paper writing and publication.	Office of Research, Innovation and Economic Valorisation (DRIVE),	Q1 2018	20 training sessions organized between 2018 and 2023. 103 R1 to R4 researchers trained. Information published in DRIVE weekly newsletter.

Annex 2: Revised OTM-R

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list¹ <i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	Suggested indicators (or form of measurement)
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, <i>substantially</i>	https://univ-brest.fr/fr/page/offres-demploi + revised job offers with description of UBO and benefits.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/-Yes, <i>substantially</i>	- New Charter for contract staff adopted by Supervisory Board on 6 July 2023 : http://www.univ-brest.fr/drh/menu/BIATSS/Contractuels/BIATSS/Charte-des-contractuels-en-CDD
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-Yes, <i>substantially</i>	- Vade-mecum for recruitment of selection committees: file:///C:/Users/nqueffelec/Downloads/VAD EMECUM%20Constitution%20CdS%202024-1.pdf
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes, <i>completely</i>	- on-line Recruitment process national Galaxie platform : https://www.galaxie.enseignementsup-recherche.gouv.fr/ensup/cand_recrutement_enseignants_chercheurs.htm

¹ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					<ul style="list-style-type: none"> - CANDIDUBO: https://candidatures.univ-brest.fr/: - Setting-up of a Recruitment Unit at the HRD and recruitment process entirely digitised with new acquired tool 'Beetween' (from job offers publication to monitoring of applications).
5. Do we have a quality control system for OTM-R in place?	x	x	x	+/-Yes, substantially	<ul style="list-style-type: none"> - Monitoring of the recruitment process with new 'Beetween' tool. - Satisfaction surveys made regularly. - UBO's employer's brand monitoring.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	-/+ Yes, partially	<ul style="list-style-type: none"> - Publication of job offers on numerous social networks.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+ Yes, partially	<ul style="list-style-type: none"> - Trend in the share of applicants from abroad: 35% foreign researchers.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes, completely	<ul style="list-style-type: none"> - Inclusion policy against discrimination of all kinds. - Training sessions on Gender bias for members of selection committees. - Gender Equality and Sexual and gender-based violence Vice President appointed in April 2024. - Rate of women employed at UBO : 46% (year 2022).
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/-Yes, substantially	<ul style="list-style-type: none"> - 'Welcome Guide for international staff': https://www.univ-brest.fr/digitalAssets/104/104964_Guide-for-international-staff--.pdf - Teleworking Charte du télétravail.
10. Do we have means to monitor whether the most suitable researchers apply?				++ Yes, completely	<ul style="list-style-type: none"> - Digitised recruitment process and distribution of vacancies on various websites..

Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes, completely	EURAXESS : https://euraxess.ec.europa.eu/my GALAXIE : https://www.galaxie.enseignementsuprecherche.gouv.fr/ensup/candidats.html
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ²]	x	x		++ Yes, completely	https://univ-brest.fr/fr/page/offres-demploi + revised job offers with description of UBO and benefits.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++ Yes, completely	The share of job adverts posted on EURAXESS is 25%. The share of job adverts posted on GALAXIE is 100%.
14. Do we make use of other job advertising tools?	x	x		++ Yes, completely	Pôle Emploi : http://www.pole-emploi.fr/accueil/ APEC : https://www.apec.fr / CapEmploi (service for persons with disabilities): http://www.capemploi.com/ 'Choisir le service public' 'LinkedIn' 'Hellowork'
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ⁴⁵]	x			+/-Yes, substantially	Applications are made electronically

² <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ^{45]}		x	x	++ Yes, completely	Cf. National rules : The French Education Code: https://www.legifrance.gouv.fr/codes/texte_lc/LEGITEXT000006071191/2018-09-12/ specifies the terms for the functioning of selection committees.
17. Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes, completely	- Vade-mecum on constitution of selection committees : file:///C:/Users/nqueffelec/Downloads/VAD_EMECUM%20Constitution%20CdS%202024-1.pdf
18. Are the committees sufficiently gender-balanced?		x	x	++ Yes, completely	- Vade-mecum sur la composition des comités de sélection : file:///C:/Users/nqueffelec/Downloads/VAD_EMECUM%20Constitution%20CdS%202024-1.pdf
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	- Vade-mecum sur la composition des comités de sélection : file:///C:/Users/nqueffelec/Downloads/VAD_EMECUM%20Constitution%20CdS%202024-1.pdf
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++ Yes, completely	- 100% of candidates informed (via 'Beetween'tool).
21. Do we provide adequate feedback to interviewees?		x		++ Yes, completely	- 100% of interviewed candidates informed (via 'Beetween'tool).
22. Do we have an appropriate complaints mechanism in place?		x		++ Yes, completely	- Complaints and appeal system in place at HRD.

Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/-Yes, substantially	http://www.univ-brest.fr/menu/universite/Travailler+%C3%A0+l%27UBO

Annex 3: Action plan 2024-2026

Timing Deliverable ★

N°	STATUS	ACTION	RESPONSIBLE UNIT	2024				2025				2026				INDICATOR (S) / TARGET (S)	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
I. ETHICAL AND PROFESSIONAL ASPECTS																	
I.1	New	Reinforce communication about the Research Integrity Referee's missions within laboratories.	Office of Research, Innovation and Economic Valorisation (DRIVE)				★						★			Letter of engagement communicated and number of information sessions information organised per year / R1 to R4 researchers.	
I.2	New	Ensure the training of researchers in ethics, research integrity and open science.	Office of Research, Innovation and Economic Valorisation (DRIVE)					★					★			Increase in the number of researchers trained per year / R2 to R4 researchers.	
I.3 (Formerly I.4.1, III.26.1 & III.35.1)	Ongoing	Set up a working group between the heads of labs and the Human Resources Department to improve conditions for contractual researchers' (contract, salary, evaluation, recognition, status...).	Human Research VP & Research VP						★					★		Number of meetings of the working group / R2 to R4 researchers.	
I.4	New	Continue and reinforce gender balance promotion and update the equality plan.	Human Resources VP and Gender Equality Vice President in charge of Gender-based and Sexual Violence						★					★		Number of actions per year / R1 to R4 researchers and all UBO staff.	
I.5	New	Set up a Post-Doctoral researcher 'welcome kit' for laboratories.	Office of Research, Innovation and Economic Valorisation (DRIVE)							★						Number of documents produced and updated per year / R2 researchers.	
I.6 (Formerly I.5.2)	Ongoing	Translate the documents on researchers' rights and obligations in English.	Human Resources Department											★		Number of documents per year / R1 to R4 researchers and all UBO staff.	
I.7	New	Organise a specific welcome day for doctoral students and Post-doctoral researchers (twice a year).	Human Resources Department & Office of Research, Innovation and Economic Valorisation (DRIVE)											★		★	Increase in the number of attendees per year / R2 researchers.
I.8	Ongoing	Continue the translation of documents in English on UBO's Research website and the Research and Innovation Department, DRIVE (external and internal).	Office of Research, Innovation and Economic Valorisation (DRIVE)						★					★		Number of translated communicated per year / R1 to R4 researchers and all UBO staff.	

II. RECRUITMENT AND SELECTION														
II.1	New	Continue and reinforce the development of an Open, Transparent and Merit based (OTM-R) Recruitment policy in compliance with the European Commission's recommendations.	Human Resources Department						*			*		Number of measures per year / R1 to R4 researchers and all UBO staff.
II.2 (Formerly I.11.2 & II.12.2)	Ongoing	Elaborate a Charter for Contractual Researchers with a specific salary grid.	Human Resources Department									*		Supervisory board approval and vote / R1 to R4 researchers.
II.3 (Formerly II.12.3)	Ongoing	Publish all vacancies in English on UBO and EURAXESS sites.	Human Resources Department									*		Number of vacant positions published per year / R1 to R4 researchers and all UBO staff.
II.4 (Formerly II.12.4)	Ongoing	Translate the recruitment webpage in English and making it visible.	Human Resources Department									*		Number of items translated on the webpage per year / R1 to R4 researchers and all UBO staff.
II.5 (Formerly II.13.1)	Ongoing	Organise training sessions for selection committees' chair-wo-men to inform them about the European Charter and Code.	Human Resources VP and Gender Equality Vice President in charge of Gender-based and Sexual Violence						*			*		Number of selection committee presidents trained / R1 to R4 researchers.
II.6	New	Foster dissemination actions against gender biases and other discrimination.	Human Resources VP and Gender Equality Vice President in charge of Gender-based and Sexual Violence						*			*		Number of attendees per year / R1 to R4 researchers and all UBO staff.
II.7	New	Increase the number of documents in English (key information of UBO's institutional newsletters).	Office of Research, Innovation and Economic Valorisation (DRIVE)						*			*		Number of staff informed per year / R1 to R4 researchers and all UBO staff.

III. WORKING CONDITIONS AND SOCIAL SECURITY														
III.1 (Formerly III.23.1)	Ongoing	Ensure that security rules are well known and understood, and have them translated into English	General Director					*			*			Number of documents translated and displayed per year R1 to R4 researchers and all UBO staff.
III.2	New	Creation of an on-line web page for Doctoral and Post-doctoral researchers.	Office of Research, Innovation and Economic Valorisation (DRIVE) & Information Systems and Digital Uses Department (DSIUN)								*			Number of numerical documents available / R1 to R2 researchers.
III.3	New	Reinforce administrative simplification and numerical processing.	Information Systems and Digital Uses Department (DSIUN) & General Director				*				*			Number of new tools deployed / R1 to R2 researchers + all staff.
III.4 (Formerly III.31.1)	Ongoing	Write an annex to UBO's working contract about IPR rules.	Office of Research, Innovation and Economic Valorisation (DRIVE)								*			Number of new tools deployed / R1 to R2 researchers.
III.5 (Formerly III.34.1)	Ongoing	Renew the Ombudsman's mandate.	General Director			*								Ombudsman's letter communicated on UBO's website / R1 to R4 researchers and all UBO staff.
III.6 (Formerly III.34.2)	Ongoing	Translate the ombudsman's report into English and publish on UBO's website.	General Director								*		*	Publication of the report in English / R1 to R4 researchers and all UBO staff.
IV. TRAINING AND DEVELOPEMENT														
IV.1	New	Organise training session on career development for post-doctoral researchers.	Human Resources Department								*			Number of training actions and attendees per year / R2 researchers.
IV.2	New	Analyse the career prospects of post-doctoral researchers.	Human Resources Department				*				*			Increase in Post-Doctoral researchers follow-up rate at Y+1, Y+2 and Y+3 / R2 researchers.

Annex 4: List of the members of the executive committee

The members of the Project Committee set up in March 2017 for the initial application for the award of the 'HR- Excellence in Research' label were the following:

Political coordination and president of the Project Committee: Béatrice Thomas-Tual, Lecturer-researcher (R4) and Europe and International Affairs Vice-President.

Administrative coordination: Nathalie Queffelec, European Projects Engineer in the Europe and International Affairs Department.

Permanent members of the Committee:

- Brigitte Bonin, General Director of Services,
- Martine Le Roux, Director of Human Resources Department (HRD),
- Marcelline Goarant, Director of the Research, Innovation and Economic Development Department (DRIVE),
- Corinne Floch-Laizet, Administration manager of LabexMER, European Institute for Marine Studies (IUEM),
- Muriel Laurencin, PhD student (R1), Doctoral School of Marine and Coastal Sciences, European Institute for Marine Studies (IUEM),
- Piernicola Bettiol, Lecturer-researcher (R3), head of doctoral studies at Doctoral School 'SICMA' (Santé, Information – Communications, Mathématiques, Matière / SIMCA Doctoral School: Health, Information and Communication, Mathematics, Materials),
- Marie-Thérèse Cam, Lecturer-researcher (R4), Director of 'Institut Brestois des Sciences de l'Homme et de la Société' (Brest Institute for Humanities and Social Sciences),
- Jacques Delarue, Lecturer-researcher (R4), Director of the 'Fédération de Recherche en Alimentation et Nutrition humaines' (Research Federation for human Food and Nutrition -FED 4216),
- Patrick Le Conte, Lecturer-researcher (R3), the 'Western Brittany Laboratory in Economics and Management – LEGO',
- Philippe Schollhammer, Lecturer-researcher (R4), Director of 'Laboratoire de chimie, électrochimie moléculaires et chimie analytique' (Chemistry, Analytical Chemistry and Molecular Electrochemistry Laboratory - UMR 6521).

To carry out the internal self-assessment at month 24, two new members joined the Implementation Committee in 2020:

- Marina Rabineau, Research Director at CNRS (R4), Assistant Director of LGO (Ocean Geosciences Laboratory), European Institute for Marine Studies (IUEM), and member of the Supervisory Board,
- Maxime Peron, PhD Student (R1), Law and Political Sciences Doctoral School, and PhD Student representative elected to the Research Commission following Muriel Laurencin's mandate.

In order to prepare the award's renewal and with an aim to implying more Post-Doctorate researchers (R2) in the process, the Implementation Committee was enlarged at the beginning of 2024.

The Committee is now chaired by the Vice-President of Human Resources and comprises the following 15 members:

Political coordination and president of the Implementation Committee: Pascale Cloastre, Vice President in charge of Human Resources, Lecturer-researcher (R4).

Administrative coordination: Nathalie Queffelec, Quality manager, HRS4R and DIAP referee, General Services Unit.

Permanent members of the Committee:

- Brigitte Bonin, General Director of Services,
- Martine Le Roux, Director of Human Resources,
- Kristen Bosser, Director of the Research, Innovation and Economic Development Department (DRIVE),
- Elodie Autret: Head of Doctoral Unit, Research, Innovation and Economic Development Department (DRIVE),
- Elena Fily: European and international projects manager, Research, Innovation and Economic Development Department (DRIVE),
- Corinne Floch-Laizet, Administrative and Financial Manager of the European Institute for Marine Studies (IUEM),
- Marjolaine Le Gallo, Director of the International Mobility Centre –CMI Brest,
- Delphine Muths, Research support engineer, European Institute for Marine Studies (IUEM),
- Anne-Sophie Podeur, Administrative and Financial Manager of the Laboratory of Environmental Marine Sciences (LEMAR), European Institute for Marine Studies (IUEM),
- Jacques Delarue, Lecturer-researcher (R4), Director of the 'Fédération de Recherche en Alimentation et Nutrition humaines' (Research Federation for human Food and Nutrition -FED 4216),
- Rozenn Le Corre, Lecturer-researcher (R3), Brest Medical School,
- Marina Rabineau, Research Director at CNRS (R4), Assistant Director of LGO (Ocean Geosciences Laboratory), European Institute for Marine Studies (IUEM), and member of the Supervisory Board,
- Rafael Trevisan, Post-Doctoral researcher (R2), President BTAP – Brest Association for Postdocs', Laboratory of Environmental Marine Sciences (LEMAR, European Institute for Marine Studies (IUEM).