

## HR Excellence in Research

# Action Plan

### Action Plan

**Case number**

2024FR227434

**Name Organisation under review**

ENSICAEN

**Organisation's contact details**

6 boulevard Maréchal Juin, CAEN, 14000, France

**Submission date to the European Commission**

20/12/2024

## 1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	68
Of whom are international (i.e. foreign nationality) *	15
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	16
Of whom are women *	19
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	50
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	10
Of whom are stage R1 = in most organisations corresponding with doctoral level *	8
Total number of students (if relevant) *	873
Total number of staff (including management, administrative, teaching and research staff) *	195
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	22064577
Annual organisational direct government funding (designated for research)	4149144

**RESEARCH FUNDING (figures for most recent fiscal year)**

€

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1706661
Annual funding from private, non-government sources, designated for research	322146

**ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

ENSICAEN is a French Engineering School that delivers three engineering degrees in the fields of Computer Science, Engineering Physics and Embedded Systems and Material Science and Chemistry. ENSICAEN is a place where research, industry and education combine to guarantee high-quality teaching programs for its students providing them with substantial access to technological innovation. ENSICAEN hosts 6 mixed research units under joint supervision with The National Centre for Scientific Research (CNRS), Université de Caen Normandie and the French Alternative Energies and Atomic Energy Commission (CEA) enabling the school to be in line with the latest scientific advances.

**2. Strengths and weaknesses of the current practice**

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects\*



**Strengths and Weaknesses (max. 800 words)**

**STRENGTHS**

Members of research staff who responded to the HRS4R survey express their feeling of freedom in their research activities at ENSICAEN.

**WEAKNESSES**

The scientific and ethical integrity commitments of the institution's researchers are still in process to be formalized.

The implementation of an Ethics charter and the process of drafting a mission statement for the institution's scientific integrity officer are underway.

Data issue (collection, management, analysis and accessibility) is not adressed in a uniform way by all laboratories.



**Strengths and Weaknesses (max. 800 words)**

**STRENGTHS**

All the procedures and principles put forward by the Charter and the Code concerning the recruitment and selection of permanent staff are respected and formalized, due to the good respect of the French national rules.

A new EURAXESS page has been created for the institution and information has been circulated internally. All job offers for the recruitment of research staff are already published on the EURAXESS page, in addition to the standard HR department's distribution channels.

**WEAKNESSES**

Procedures concerning the recruitment of contract workers are not formalized. Thus the institution will endeavour to produce specific recruitment procedures for contract workers.

Currently most of the contract research staff working in ENSICAEN's laboratories are not recruited through OTM procedures.

The institution does not have a post-doctorate charter. There is a need to establish clear rules and explicit guidelines for the recruitment and appointment of post-doctoral researchers.



**Strengths and Weaknesses (max. 800 words)**

**STRENGTHS**

Conditions related to the French social security system are guaranteed by the respect of the French legislation and offers favorable conditions to the members of the research staff working at ENSICAEN.

Members of research staff who responded to the survey have a very positive judgement about their perception of their working conditions: They are recognised as research professionals and are treated accordingly at ENSICAEN. Besides the institution provides a stimulating and supportive environment for research activities

**WEAKNESSES**

The use of English in internal communications and documents sent to staff is not systematic. Additional efforts are needed with regard to the use of English for foreign staff, particularly contract research staff who often do not speak French.

Respect for gender equality is promoted in the institution's practices. Some of ENSICAEN's research sectors are faced with a significant intrinsic imbalance between men and women. This situation has repercussions on the staff working within the institution.

No mediator-type resources are available at ENSICAEN to provide confidential assistance and resolve conflicts, disputes and complaints related to work.

Training and development\*



**Strengths and Weaknesses (max. 800 words)**

**STRENGTHS**

Supervision processes in the framework of doctoral studies are well defined.

Members of research staff who responded to the HRS4R survey show they are very satisfied with the quality of the training on offer and the services provided by the HR department.

**WEAKNESSES**

Permanent teacher-researchers express little or no need for continuing training. As they are not subject to annual career development discussions, it is difficult to monitor their training needs.

Currently, there is no mentoring system in place at ENSICAEN to new members of staff when they start to work in the laboratories. It is necessary to encourage the transmission of knowledge and methods via a tutoring system and to develop a system of career guidance and professional support at ENSICAEN.

### 3. Actions

The Action Plan and HR Excellence in Research strategy must be published on an easily accessible location of the organisation's website.

**Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s). Multiple links must be comma separated.**

<https://www.ensicaen.fr/recherche/hrs4r-human-ressources-strategy-for-researchers/> (<https://www.ensicaen.fr/recherche/hrs4r-human-ressources-strategy-for-researchers/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

**Proposed ACTIONS**

**Action 1**

Draw up an Ethic and Scientific integrity Charter Work based on the existing ethical charters of establishments similar to ENSICAEN and associated establishments

**GAP Principle(s)**

(+/-) 2. Ethical principles

**Timing (at least by year's quarter/semester)**

2025 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Research Department

Vote and adoption of the charter

**Action 2**

Set up an institution-wide Research Ethics Committee. It needs to be coordinated with the other bodies and point of contacts (Scientific Integrity officer and Dentology Officer)

**GAP Principle(s)**

(+/-) 2. Ethical principles

(+/-) 3. Professional responsibility

**Timing (at least by year's quarter/semester)**

2026 Q2

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Research Department

Appointment of committee members



## Proposed ACTIONS

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### Action 3

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Draw up a mission statement for the Scientific Integrity Officer (SIO) Define and target priority missions within the Scientific Integrity Officer's mission statement. We will make sure to integrate an 'Open Science' aspect into the missions of ENSICAEN's Scientific Integrity Officer

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**GAP Principle(s)**

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(+/-) 3. Professional responsibility

**Timing (at least by year's quarter/semester)**

2025 Q2

**Responsible****Unit****Indicator(s) / Target(s)**

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Research  
Department

Signature of the mission statement

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### Action 4

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Draft an internal 'scientific integrity' memorandum It will outline a referral procedure for requesting assistance from the SIO

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**GAP Principle(s)**

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(+/-) 3. Professional responsibility

**Timing (at least by year's quarter/semester)**

2025 Q3

**Responsible****Unit****Indicator(s) / Target(s)**

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Research  
Department

Internal dissemination of the memorandum

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## Proposed ACTIONS

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### Action 5

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Draw up an operating procedure for the SIO This operating procedure is intended for the future SIO. The aim is to work in collaboration with the current SIO who will soon be retiring, in order to describe precisely the procedures to be used in the event of a referral.

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#### GAP Principle(s)

(+/-) 3. Professional responsibility

**Timing (at least by year's quarter/semester)**

2025 Q2

#### Responsible

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**Unit**

**Indicator(s) / Target(s)**

Research  
Department

Procedure signed and applied

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### Action 6

Promote the 'Scientific Integrity in the Research Profession' Massive Open Online Course from Bordeaux (once a year)  
The aim of this training course is to disseminate a culture of scientific integrity within the institution. More than just imparting knowledge, the aim is to raise awareness of the various issues associated with scientific integrity and to encourage a critical approach by providing the basic elements needed to understand and meet the requirements of scientific integrity.

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#### GAP Principle(s)

(+/-) 3. Professional responsibility

**Timing (at least by year's quarter/semester)**

2025 Q3

#### Responsible

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**Unit**

**Indicator(s) / Target(s)**

Research  
Department

Percentage of researchers aware of the MOOC (survey, target = 2026: 60% / 2027: 80%+)

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## Proposed ACTIONS

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### Action 7

Reinforce awareness about the French 'Charte nationale de déontologie des métiers de la recherche' (2015) (national deontology charter for research professions) (once a year)  
The aim of this national charter of ethics for research professions is to spell out the criteria for a rigorous and honest scientific approach, applicable in particular to all national and international partnerships.

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#### GAP Principle(s)

(+/-) 2. Ethical principles

(+/-) 3. Professional responsibility

(+/-) 6. Accountability

**Timing (at least by year's quarter/semester)**

2025 Q3

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Legal Affairs Department.

Percentage of researchers aware of the charter (survey, target = 2026: 70% / 2027: 80%+)

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## Proposed ACTIONS

### Action 8

Reinforce training on the General Data Protection Regulation (twice a year Q2 & Q4) Offer 2 one-hour training courses per year for all ENSICAEN staff on the RGPD and data protection.

#### GAP Principle(s)

(+/-) 7. Good practice in research

**Timing (at least by year's quarter/semester)**

2025 Q4

#### Responsible

**Unit**

**Indicator(s) / Target(s)**

Data

Protection

Officer

Number of awareness-raising actions carried out (2/year)

### Action 9

Update and communicate on existing and available General Data Protection Regulation resources

#### GAP Principle(s)

(+/-) 7. Good practice in research

**Timing (at least by year's quarter/semester)**

2025 Q4

#### Responsible

**Unit**

**Indicator(s) / Target(s)**

Data

Protection

Officer

percentage of researchers aware of the GDPR principles (survey, target = 2026: 70% / 2027: 90%+)

**Proposed ACTIONS**

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**Action 10**

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Communicate and raise awareness among research units about Citizen Science (once a year)

**GAP Principle(s)**

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(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

**Timing (at least by year's quarter/semester)**

2025 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Innovation & Corporate Relations and Partnership Department	percentage of researchers aware of the Citizen Science principles (survey, target = 2026: 60% / 2027: 80%+) percentage of researchers implementing citizen science principles in their research (survey, target = 2026: 30% / 2027: 40%+) Number of awareness-raising actions carried out (1/year)
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## Proposed ACTIONS

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### Action 11

Strengthen the training on offer and communicate about training opportunities for open science (once a year) Normandy University (Normandie université), the association of universities and higher education institutions (ComUE) regularly provides training in Open Sciences. Communication on this subject needs to be stepped up.

#### GAP Principle(s)

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(+/-) 8. Dissemination, exploitation of results

(+/-) 39. Access to research training and continuous development

#### Timing (at least by year's quarter/semester)

2025 Q3

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Research Department

percentage of researchers aware of the Open Science principle (survey, target = 2026: 70% / 2027: 90%+)  
percentage of researchers implementing Open Science principles in their research (survey, target = 2026: 60% / 2027: 90%+)

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## Proposed ACTIONS

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### Action 12

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Draw up an Open Science Charter Work based on existing open science charters from institutions similar to ENSICAEN with the help of the SIO

#### GAP Principle(s)

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(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

**Timing (at least by year's quarter/semester)**

2026 Q2

#### Responsible

**Unit**

**Indicator(s) / Target(s)**

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Research  
Department

Vote and adoption of the charte

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### Action 13

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Establish a regular ENSICAEN Research Newsletter within the institution (sent twice a year, Q1 & Q3) Internal dissemination of the institution's scientific news with the aim of explaining the research projects to which all staff are committed and strengthening the motivation and professional commitment of everyone within the institution.

#### GAP Principle(s)

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(+/-) 9. Public engagement

**Timing (at least by year's quarter/semester)**

2025 Q3

#### Responsible

**Unit**

**Indicator(s) / Target(s)**

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Communication  
department

Distribution of the newsletter

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## Proposed ACTIONS

### Action 14

Organise laboratory visits and scientific presentations (science popularization) by researchers for all the institution's staff 2 annual presentations to start with, to be adjusted in the future with the aim of bringing the administrative departments closer to the laboratories, creating links and making research projects understandable and accessible by popularising science.

#### GAP Principle(s)

(+/-) 9. Public engagement

**Timing (at least by year's quarter/semester)**

2025 Q3

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

Communication department

Number of staff present (Target : 20/event (2026))

### Action 15

Draw up an OTM-R recruitment policy for research staff at ENSICAEN To be linked with ENSICAEN's internal policy on recruitment and management of contract staff.

#### GAP Principle(s)

(+/-) 12. Recruitment

**Timing (at least by year's quarter/semester)**

2025 Q4

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

Human Resources Department

OTM-R policy published online



## Proposed ACTIONS

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### Action 16

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Draw up a general procedure for the specific recruitment of contract researchers We need to detail the internal channels for recruiting all research staff To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

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#### GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

#### Timing (at least by year's quarter/semester)

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2026 Q1

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Human

Ressources

Department

Procedure signed and applied

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## Proposed ACTIONS

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### Action 17

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Draw up a procedure for systematically posting vacancies for research staff on Euraxess. In order to formalise the recruitment of contract research staff and increase the number of both external applicants and most suitable applicants. To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

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#### GAP Principle(s)

(+/-) 13. Recruitment (Code)

#### Timing (at least by year's quarter/semester)

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2026 Q1

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Human

Ressources

Department

Procedure signed and applied

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**Proposed ACTIONS**

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**Action 18**

Set up a traceability tool for the recruitment of contract research staff, in conjunction with the laboratories, to track information relating to the monitoring and traceability of recruitment. Several options will be explored: opening up the current tool to laboratories, relaunching a competitive tender with specific specifications, or developing an in-house tool.

<b>GAP Principle(s)</b>		<b>Timing (at least by year's quarter/semester)</b>
( +/- ) 13. Recruitment (Code)		2026 Q1
( +/- ) 15. Transparency (Code)		
<b>Responsible</b>		
<b>Unit</b>	<b>Indicator(s) / Target(s)</b>	
Human Ressources Department	New tool deployed	

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## Proposed ACTIONS

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### Action 19

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Specify/refer to specific disability-related aspects in the various recruitment procedures. Review existing procedures to ensure that disability-specific information is included. Automatically apply it to new procedures. To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

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#### GAP Principle(s)

(+/-) 12. Recruitment

#### Timing (at least by year's quarter/semester)

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2026 Q1

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Human  
Ressources  
Department

Publication on the 'disability' page of the ENSICAEN website

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## Proposed ACTIONS

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### Action 20

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Publish recruitment procedures and practices (permanent and contract staff) in electronic format. To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

#### GAP Principle(s)

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(+/-) 13. Recruitment (Code)

(+/-) 15. Transparency (Code)

#### Timing (at least by year's quarter/semester)

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2026 Q2

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Human

Ressources

Department

Percentage of researchers aware of the existence of these documents (survey, target = by the end of 2026: 60% / 2027: 90%+)

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## Proposed ACTIONS

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### Action 21

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Establish operating rules for selection committees: operation, composition (gender parity), constitution and evaluation grids (research contract staff). To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

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#### GAP Principle(s)

(+/-) 14. Selection (Code)

#### Timing (at least by year's quarter/semester)

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2025 Q4

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Human

Ressources

Department

Procedure signed and applied

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## Proposed ACTIONS

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### Action 22

Propose a single evaluation grid for each selection committee section (distinguishing between the different categories of researchers (R1 to R4). Draw up an evaluation grid for use by recruitment panels for contract research staff, to ensure that the various forms of experience and skills are recognised and valued. To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

### GAP Principle(s)

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- (+/-) 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)

### Timing (at least by year's quarter/semester)

2026 Q1

### Responsible

#### Unit

#### Indicator(s) / Target(s)

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Human Ressources Department	Documents validated and shared percentage of recruitment sessions using new assessment grids (Target : by the end of 2026 : 80% / 2027 : 100%)
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**Proposed ACTIONS**

**Action 23**

Examine the possibility of making jury reports available online, with access restricted to candidates, via the institution's recruitment software (research contract staff). To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

**GAP Principle(s)**

(+/-) 15. Transparency (Code)

**Timing (at least by year's quarter/semester)**

2026 Q1

**Responsible**

**Unit                      Indicator(s) / Target(s)**

Human  
Ressources      Jury reports made available online  
Department

**Action 24**

Systematically remind candidates for contract posts who so wish of the possibility of consulting their assessment feedback. Candidates must be clearly informed of the means of recourse in the event of discrimination or conflict of interest. To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

**GAP Principle(s)**

(+/-) 15. Transparency (Code)

**Timing (at least by year's quarter/semester)**

2026 Q1

**Responsible**

**Unit                      Indicator(s) / Target(s)**

Human  
Ressources      Percentage of applications that include a reminder. (Target  
Department      2026 : 100%)



## Proposed ACTIONS

### Action 25

Draft support documents for members of selection committees for research contract staff Documents prior to the assessment to make selection committee members aware of the various biases (discrimination, variation in CVs) and the recognition of mobility experience and judgement of merit. To be linked with both ENSICAEN's OTM-R policy and ENSICAEN's internal policy on recruitment and management of contract staff.

#### GAP Principle(s)

(+/-) 14. Selection (Code)

**Timing (at least by year's quarter/semester)**

2026 Q2

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

Human  
Ressources  
Department

Distribution of documents to selection committee members Percentage of selection committee members who feel well informed about merit-based recruitment (survey, Target : by the end of 2026 : 60% / 2027 : 80%+)

### Action 26

Develop an institutional strategy for supporting ENSICAEN post-doctoral students. Put in place an HR strategy for recruiting and supporting post-docs so that they can make the most of the professional experience they gain at ENSICAEN in their future careers. Better inform the HR department of the research context in which recruitment takes place (partnership, call for projects, European funding, regional funding, etc.) so that it can be involved more effectively upstream of planned recruitment to research projects.

#### GAP Principle(s)

(-) 21. Postdoctoral appointments (Code)

**Timing (at least by year's quarter/semester)**

2026 Q3

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

Human  
Ressources  
Department

Strategy signed and applied Percentage of post-docs satisfied with their support at ENSICAEN (survey, Target : 2027 : 60% / 2028 : 80%+)

**Proposed ACTIONS**

**Action 27**

Identify foreign language resource personnel (list published once a year) Target a pool of speakers of certain modern foreign languages within the school who are willing to help foreign staff in difficulty

**GAP Principle(s)**

(+/-) 23. Research environment

**Timing (at least by year's quarter/semester)**

2025 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Human  
Ressources  
Department

Annual list of available resource persons by language published

**Action 28**

Communicate the Quality of Working Life (QWL) action plan and associated QWL charter to research staff (once a year)

**GAP Principle(s)**

(+/-) 24. Working conditions

**Timing (at least by year's quarter/semester)**

2025 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Departments  
Managing  
Director

Percentage of researchers aware of the existence of this QWL charter (survey, Target : 2025 : 60% / 2026 : 80% +)

**Proposed ACTIONS**

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**Action 29**

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Draw up a specific welcome guide for doctoral students

**GAP Principle(s)**

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(+/-) 24. Working conditions

**Timing (at least by year's quarter/semester)**

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2025 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Innovation &  
Corporate  
Relations  
and  
Partnership  
Department

Dissemination of the doctoral welcome guide Percentage of researchers aware of the existence of this guide (survey, Target : 2026 : 60% / 2027 : 80% +)

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**Proposed ACTIONS**

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**Action 30**

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Produce a bilingual version of the staff welcome guide and include a reference to HRS4R in the welcome guide To be made available in English to help non-French speakers better integrate into ENSICAEN.

**GAP Principle(s)**

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(+/-) 24. Working conditions

**Timing (at least by year's quarter/semester)**

2026 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Research  
Department

Staff welcome guide translation validated

**Action 31**

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Raising awareness of gender balance issues among members of selection committees for contract research staff  
Include reminders about diversity in documents sent to members of selection committees

**GAP Principle(s)**

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(+/-) 14. Selection (Code)

(+/-) 27. Gender balance

**Timing (at least by year's quarter/semester)**

2026 Q2

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Human  
Ressources  
Department

percentage of selection committee members who feel informed about the principles of gender balance (survey, Target : by the end of 2026 : 80% / 2027 : 100%)

**Proposed ACTIONS**

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**Action 32**

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Support international mobility: Organise workshops on international mobility opportunities for staff (once a year)

**GAP Principle(s)**

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(-/+ 29. Value of mobility

**Timing (at least by year's quarter/semester)**

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2025 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Department of International Relations

Number of people registered for workshops Number of workshops held (1/year)

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## Proposed ACTIONS

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### Action 33

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Support international mobility: Organise feedback following international mobility, testimonials (once a year)

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#### GAP Principle(s)

(-/+ 29. Value of mobility

#### Timing (at least by year's quarter/semester)

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2026 Q2

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Department of International Relations

Number of international mobility feedbacks (Target : 2/year) Satisfaction survey (Target : 2027 : 60% / 2028 : 80%+)

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**Proposed ACTIONS**

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**Action 34**

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Support international mobility: Update and strengthen communication concerning existing offers of international mobility for staff using different tools (once a year)

**GAP Principle(s)**

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(-/+ 29. Value of mobility

**Timing (at least by year's quarter/semester)**

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2025 Q3

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Department  
of  
International  
Relations

Number of different information campaigns carried out  
(1/year)

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**Proposed ACTIONS**

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**Action 35**

Develop a career guidance service and draw up an associated procedure Communication on career management and existing schemes for different staff. Get in touch with the resources of partner establishments and appoint a contact point within the HR department to answer simple questions and redirect people to external resources

<b>GAP Principle(s)</b>		<b>Timing (at least by year's quarter/semester)</b>
(-/+) 28. Career development		2027 Q2
(-) 30. Access to career advice		
<b>Responsible Unit</b>		<b>Indicator(s) / Target(s)</b>
Human Resources Department		Appointment of a Career development contact person Procedure signed and applied

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**Proposed ACTIONS**

**Action 36**

Present the existing mediation resources at ENSICAEN and communicate them regularly to all staff (once a year)

**GAP Principle(s)**

(-) 34. Complains/ appeals

**Timing (at least by year's quarter/semester)**

2026 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Legal

Affairs

Department.

Number of communication campaigns (1/year) percentage of research staff aware of the existence of these resources (Target : 2027 : 60% / 2028 : 80%+)

**Action 37**

Draw up decision-support documents to direct the public to the right resource in the event of complaints and/or appeals

**GAP Principle(s)**

(-) 34. Complains/ appeals

**Timing (at least by year's quarter/semester)**

2026 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Legal

Affairs

Department.

Procedure signed and applied

**Proposed ACTIONS**

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**Action 38**

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Drawi up an internal memorandum for referring complaints and/or appeals to the institution's mediation resources

**GAP Principle(s)**

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(-) 34. Complains/ appeals

**Timing (at least by year's quarter/semester)**

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2026 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Legal  
Affairs  
Department.

Appointment of a contact person. Procedure signed and applied

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**Proposed ACTIONS**

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**Action 39**

Draw up a form to target the training needs of research professors. (once a year). Research professors express very few training needs. We need to develop a tool for this

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>
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(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

2025 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Human  
Ressources  
Department  
(Training  
coordinator)

Percentage of completed forms (Target : 2025 : 60% / 2026 : 80% / 2027 : 90%+)

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**Proposed ACTIONS**

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**Action 40**

Coordinate and lead the network of training correspondents in the various laboratories. (twice a year). This involves bringing together the training correspondents from each laboratory twice a year: the first time, to consult them before drawing up the skills development plan. A second time when the plan is being implemented, to make sure that everything is going as smoothly as possible and to make any necessary adjustments.

**GAP Principle(s)**

---

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

**Timing (at least by year's quarter/semester)**

2025 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Human  
Ressources  
Department  
(Training  
coordinator)

Meeting minutes circulated

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**Proposed ACTIONS**

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**Action 41**

Develop cross-disciplinary training (e-learning +++): project management, languages, responding to calls for projects, writing articles, management, etc.

**GAP Principle(s)** **Timing (at least by year's quarter/semester)**

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(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

2025 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

---

Human  
Resources  
Department  
(Training  
coordinator)

Updated Skills Development Plan Percentage of research staff satisfied with the Skills Development Plan (survey, Target : 2026 : 60% / 2027 : 80%+)

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**Proposed ACTIONS**

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**Action 42**

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Contact local partners to discuss the shared training offer (once a year)

**GAP Principle(s)**

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(+/-) 39. Access to research training and continuous development

**Timing (at least by year's quarter/semester)**

2025 Q4

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

---

Human  
Ressources  
Department  
(Training  
coordinator)

Meeting minutes circulated

---

**Proposed ACTIONS**

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**Action 43**

List the ENSICAEN laboratories' professional training offers (once a year). The laboratories provide highly technical in-house training. We would like to list them and think about a way of capitalising on this resource and sharing it with all the laboratories where possible.

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**GAP Principle(s)**

(+/-) 39. Access to research training and continuous development

**Timing (at least by year's quarter/semester)**

2025 Q4

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**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Human  
Ressources  
Department  
(Training  
coordinator)

ENSICAEN laboratories training offers updated Updated  
Skills Development Plan

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## Proposed ACTIONS

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### Action 44

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Set up a mentoring/tutoring system for new researchers (voluntary) Develop a mentoring system for young researchers so that they are welcomed and monitored in the laboratories by more experienced peers. This requires the identification of volunteer tutors within the school and the organisation of a short training course.

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**GAP Principle(s)**

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(+/-) 40. Supervision

**Timing (at least by year's quarter/semester)**

2026 Q4

**Responsible****Unit****Indicator(s) / Target(s)**

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Human  
Ressources  
Department

Number of mentee/mentor pairs (Target 2027 : 3 / 2028 : 6)

### Action 45

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Systematise the use of English in the institution's internal communications and in documents sent to staff.

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**GAP Principle(s)**

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(+/-) 24. Working conditions

**Timing (at least by year's quarter/semester)**

2026 Q2

**Responsible****Unit****Indicator(s) / Target(s)**

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Direction

Percentage of emails and documents distributed translated into English (Target : by the end 2026 : 80% / 2027 : 100%)



## Proposed ACTIONS

### Action 46

Organise awareness-raising initiatives for members of selection committees (discrimination, CV variations, recognition of mobility experience experience, judging merit).

#### GAP Principle(s)

(+/-) 14. Selection (Code)

#### Timing (at least by year's quarter/semester)

2026 Q2

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

Human

Ressources

Department

Percentage of jury members trained (target 2027 : 100%)

### Unselected principles:

(++) 1. Research freedom    (++) 4. Professional attitude    (++) 5. Contractual and legal obligations    (++) 10. Non discrimination

(+/-) 11. Evaluation/ appraisal systems    (++) 22. Recognition of the profession    (-/+ ) 25. Stability and permanence of employment

(+/-) 26. Funding and salaries    (++) 31. Intellectual Property Rights    (++) 32. Co-authorship    (-/+ ) 33. Teaching

(++) 35. Participation in decision-making bodies    (++) 36. Relation with supervisors    (++) 37. Supervision and managerial duties

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) \*

Open, transparent recruitment based on the excellence and merit of researchers is necessary to guarantee excellence in research at ENSICAEN. The institution intends to take advantage of the deployment of the HRS4R strategy to improve and develop new procedures for the recruitment of its research staff. The gap analysis and self-assessment carried out using the OTM-R checklist highlight clear avenues for improvement to be deployed in order to achieve this. The initial HRS4R action plan proposed was therefore designed to address the main shortcomings identified by acting on several fronts simultaneously. The aim is to make researchers' careers more attractive, to offer them the best prospects for professional development and to ensure that everyone has equal opportunities in similar professional situations.

Regarding the principles of Openness, Transparency and Merit, ENSICAEN, through its own policy, intends to inform all potential candidates of the conditions under which the wealth of academic and professional experience is taken into account in the recruitment procedure.

In order to monitor the deployment of these actions and their efficiency, monitoring indicators will be deployed and published on a regular basis.

### **Recruitment of permanent researchers**

When recruiting permanent researchers, the OTM recruitment principles of openness, transparency and merit are generally respected, thanks to the national rules governing the publication of vacancies, the composition of selection committees and the applicable salary scales and remuneration. They ensure that vacancies are defined, published openly (via Galaxie, French national portal which dedicated in particular to operations relating to the recruitment and promotion of teaching and research staff and via EURAXESS), that applications are submitted online and that independent selection committees are set up.

### **Recruitment of contract researchers**

On the other hand, for the recruitment of non-permanent contract researchers, the drafting of an OTM-R policy for the institution is an opportunity to clearly define new procedures for such recruitment. Drafting this OTM-R policy and posting it on the institution's website is a priority action for the institution, as proposed in the initial HRS4R action plan (action 15).

For staff on fixed-term contracts financed from its own resources, ENSICAEN must put in place rules concerning the cumulative duration of recruitment and display pay scales. For staff on fixed-term contracts financed from external resources, the recruitment and selection stages are not currently centralised and there is a lack of harmonised rules concerning the recruitment and selection phases and pay scales.

### **Advertising and application**

The projected stages of the recruitment process must be communicated and displayed. It is also necessary to have a precise definition of the posts to be filled (action 16), to advertise vacancies in French and English to encourage international applications and applications of excellence (via the Euraxess website) (action 17) and to provide applicants with clear information on how to submit their applications (through

the institution's electronic application platform) (action 20). Moreover, ENSICAEN will publish information sheets on the different types of recruitment, which will provide internal and external candidates with better information. These various elements will gradually be made available in a bilingual French-English version (action 20). Last, the publication of selection committees will be extended to recruitment for which it has not yet been implemented (action 21). These actions will help to improve the transparency of the process.

### **Selection and assessment**

It is necessary to define clear and public selection rules and to take action to set up selection committees with a gender balance and encouraging the participation of external members (action 21). Best practice documents aimed at ensuring strict equality of treatment of candidates during hearings will be developed and systematically distributed to the members of the recruitment committees prior to the selection boards, as is already done for the recruitment of tenured researchers (action 25). Assessment grids for use by recruitment panels will be drawn up to ensure that the various forms of experience and skills are recognised and valued (action 22).

There will be a strong focus on OTM-R training for selection committee members, particularly on cognitive biases, preventing discrimination, and taking account of mobility and variations in applicants' backgrounds (Action 46). In addition, a procedure for staff in charge of implementing this policy will be drawn up and posted on the School's intranet to guarantee the reliability of recruitment.

### **Appointment and candidate feedback**

In order to improve the traceability of recruitment, ENSICAEN is committed to implementing sharing tools and a management guide with the hosted research units (action 18). Thanks to this dedicated tool, applicants will be able to consult the progress of the recruitment process and have access to assessment feedback. Ined unsuccessful candidates may, at their request, obtain information about their application. This already exists for lecturers and university professors and it will be extended to other recruitments. At the same time, candidates will be informed of the means of recourse in the event of discrimination or conflict of interest. (actions 23 and 24)

### **Evaluation of the overall OTM-R policy and continual improvement**

The various actions planned will enable monitoring indicators to be gradually put in place (see OTM-R checklist's indicators). As the HRS4R process is based on the principle of continuous improvement, the development of OTM recruitment practices will be measured and new proposals for action will be regularly discussed.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma separated:

**URL:**

## **4. Implementation**

**General overview of the expected overall implementation process of the action plan: (max. 1000 words)**

In order to guarantee the implementation of the process a steering committee, an operational committee and a technical committee are planned to monitor the actions and their results in the light of the objectives of the action plan.

- The steering committee will monitor the macro-implementation of the action plan and define the procedures for continuous improvement and evaluation of the action plan;
- The operational committee will implement and monitor the micro-implementation of the action plan, guaranteeing cross-functionality between structures and analysing the completion rate of the indicators;
- The technical committee will report on the monitoring and implementation of the HRS4R action plan in the laboratories and suggest changes/adaptations to the action plan.

This organisation has been designed to maximise feedback from the laboratory and to enable the action plan to be adapted quickly in line with the retroactive effects of the first actions implemented. This is part of a process of **continuous improvement**

The scientific community and all stakeholders will be involved in the realization of this approach. It is closely linked to the institution's overall strategy, which includes obtaining the HRS4R label as a priority in its multi-year contract. This label will provide credibility for obtaining and managing European contracts in support of research units. This is guaranteed by the active involvement of the management of the establishment in the process.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

**Note:** Click on each question of the checklist to open the editor.

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



**Detailed description and duly justification (max. 500 words)**

In order to guarantee the process of implementation of the actions, three groups have already been set up:

- A steering committee will monitor the macro-implementation of the action plan and define the procedures for continuous improvement and evaluation of the action plan. It has the same composition than the steering committee created for the setting up of the HRS4R project. It includes researchers. This committee will meet once every quarter.
- An operational committee will implement and monitor the micro-implementation of the action plan, guaranteeing cross-functionality between structures and analysing the completion rate of the indicators. It is made up of the heads of the departments directly involved in the school's HRS4R project (Human Resources, Research, Innovation and Quality) as well as the HRS4R project manager. This group can be completed with the relevant resource persons if needed, especially among research community. This committee will meet once every quarter, or more frequently if needed.
- A technical committee will report on the monitoring and implementation of the HRS4R action plan in the laboratories and suggest changes/adaptations to the action plan. This group is made up of 6 administrative managers, each from a different laboratory at ENSICAEN, in order to represent the interests of each of them. This committee will meet once every quarter.

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



**Detailed description and duly justification (max. 500 words)**

The research community will be involved in the implementation process through the Steering Committee. The interests and feedback of the laboratories and their researchers will also be ensured through the Technical Committee, which will include one member from each laboratory. They could also be invited to operational committee reviews as appropriate. The HRS4R management could also ask for their involvement in the implementation of an HRS4R action, if needed.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. \*



**Detailed description and duly justification (max. 500 words)**

The HRS4R is recognized as part of the establishment's research strategy. It has been presented to the decisional bodies and its representative, the Scientific Council and the Board of Administration of ENSICAEN.

The implementation of HRS4R and the obtaining of the HRS4R label are declared objectives in the institution's multi-year contract. (Contract of objectives between the establishment and its supervising ministry). In order to comply with European research standards, and in particular those related to the European Human Resources Strategy for Researchers, ENSICAEN has decided to obtain the HRS4R label. This label will provide credibility in the acquisition and management of European contracts to support research units.

How will you ensure that the proposed actions are implemented?\*



**Detailed description and duly justification (max. 500 words)**

Regular implementation reviews, every 3 months, ensure close monitoring of the implementation of the actions in the plan.

How will you monitor progress (timeline)?\*



**Detailed description and duly justification (max. 500 words)**

Progress following the implementation of actions will be monitored and recorded by regularly measuring and analysing the achievement of indicators described in the plan. Results and objectives will also be measured and analysed regularly.

At the same time, a reverse schedule will be drawn up covering all the actions set out in the HRS4R plan, in order to effectively monitor their deployment.

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



**Detailed description and duly justification (max. 500 words)**

The organisation of internal and external evaluations of the process will be carried out by the Operational Committee in conjunction with the leaders of the various actions and the Steering Committee. Besides, A mid-term consultation of the research community will be held to gauge researchers' perceptions of the project's progress and to identify new areas for improvement.

**Additional remarks/comments about the proposed implementation process: (max. 1000 words)**