

Areas of work	Action Points	No.	Description of sub-action point	Status	Department in charge	Comments	Deliverables/indicators	Timing
1 - Support the assumption of duties for researchers	Action 1	1.1	Implement a training module dedicated to PhD students aiming at professional integration after the PhD studies (identification of skills, consolidation of knowledge and use of IT tools and social networks, job search and applications, preparation of an interview, etc.)	Completed	DRPI	(1) Several modules on entering the professional world have been developed for PhD students and are accessible for all in their students' personal space on AMETHIS. Doctoral schools also offer some specific training courses. (2) From the start of the autumn term 2023, an information meeting on job search strategies has been held in some doctoral schools as a trial (personal accounts, presentations on competitive exams, indicators, etc.)	(1) Indicators: 35 doctoral students trained in 2022-2023 (2) Deliverable: 1 information meeting held at the start of the autumn term 2023	T3 2022
		1.2	Organise an information meeting at University level and give information on job search strategies (identification of opportunities in terms of research, knowledge of the job market, testimonies of new researchers in office, etc.)	In progress	DRPI			T3 2023
	Action 2	2.1	Implement a training module dedicated to PhD students and aiming at professional network opportunities and development for early stage researchers	In progress	DRPI	(1) A training module ran until 2022 (writing a CV and covering letter, building a professional network). The institution is currently looking for new volunteers to deliver this module. In parallel, a MOOC on "doctoral studies and career continuation" was offered. This received poor feedback and will not run again in 2024. (2) The first stage in drawing up a map of associations has been accomplished. The strategy on supporting doctoral students' associations still needs to be developed (postponed until autumn 2024)	(1) 37 doctoral students took part in the MOOC in 2022-2023 (2) Deliverable: an intranet page listing doctoral students' associations has gone live	T3 2023
		2.2	Increase support towards PhD students associations	Extended	DRPI			T3 2024
	Action 3	3.1	Simplify the application process of PhD supervisors (French postdoctoral degree allowing its holder to supervise research - HDR) by explicitly giving selection criteria implemented by doctoral schools.	Completed	DRPI	(1) Selection criteria for different doctoral schools have been formalised and shared on the intranet. A presentation to governing bodies went ahead in September 2023. (2) Since the start of the autumn term 2023, 2 training sessions on pedagogical innovation and teaching have been held for PhD students with teaching responsibilities.	(1) Deliverable: selection criteria for doctoral schools published online (2) Indicators: 27 people trained in 2022-2023	T3 2022
		3.2	Inform PhD students in charge of tutorials (travaux dirigés) on existing training module dedicated to them offered by the doctoral college.	Completed	DRPI			T3 2022
	Action 4	4.1	Create and set up a mentoring system at the beginning of researcher's career to inform, discuss, coach them in their early career development (search for mentors, mentoring guide, mentor network animation, mentor/mentee day animation)	Extended	DRHDS - Pôle EC	(1) Current arrangements have been appraised. There are plans to implement a mentoring charter, stating the rights and responsibilities of the mentor and the mentee, from the autumn term 2024. (2) From autumn 2024, a joint information session on different HR matters will be organised with the four main colleges, organised by academic field. This will include measures to support early career researchers.	(1) Expected indicators and deliverables: Mentoring charter; number of lecturer-researchers benefiting from mentoring (2) Deliverables: information meeting with 4 colleges; creation of a dedicated intranet page	T3 2024
		4.2	Set up an information meeting and an information note for new researchers with the objective of raising awareness about the existing measures for supporting researchers at their early career start	Extended	DRHDS - Pôle EC			T3 2024
	Action 5	5	Limit the duties of new lecturers in their first three years after nomination leaving researchers dedicate to their research activities and not to the management of administrative/training activities in the lab (Head of unit, Head of research team, Responsibilities in the Faculty, nor presiding over directorial committee boards)	Completed	DRHDS - Pôle EC	Two arrangements are in place to limit the duties of new lecturers: the obligatory teaching release for new lecturers, which is required by law (equivalent of 32 hours tutorial sessions), and the research release for new lecturers (equivalent to 48 hours of tutorials over two years), provided by the institution.	Indicators: number of new lecturers requesting releases for research	T3 2024
	Action 29	29	Redefine admission policy for PhD students and make selection procedures clearer	New	DRPI	Laboratories receive direct notification of the number of PhD contracts and their respective doctoral schools implement admission policies (for institutional PhD contracts) PhD vacancies are published on a local platform called TEBL Selection process in laboratories (subjects and candidates) then competition at doctoral school level	Deliverables: selection procedures for PhD students (in English and in French); PhD vacancies published on TEBL (and even EURAXESS if technically feasible)	T3 2025
Action 31	31	Develop the Research Training Academy as part of the EuniWell European alliance	New	DEI	(1) Develop a digital list of training offered across the European alliance, from PhD to professorial level, using partner institutions' existing course catalogues. Pilot stage with PhD students from Semmelweis University. (2) Develop careers support alongside skills by promoting a dedicated tool.	(1) Indicators: Number of course participants Objective: 100 PhD students trained in the pilot phase (2) Deliverable: roll-out of the tool	T3 2024	

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2 - Promote a "responsible research" culture	Action 6	6.1	Improve dissemination on the existing policy and tools in terms of gender equality, discrimination and inclusion (to all researchers and staff)	Completed	DDSPS	(1) Intranet pages, information campaigns and flyers are existing to raise awareness of and publicise the gender equality and anti-discrimination policy. (2) Various types of training, online and in-person, are offered to the whole community (including PhD students) (3) Different types of training and support on disability are available (video resources, training for supervisors, support for teaching teams, individual support) (4) Awareness raising activities on this topic are held at the institution's major events, with specific sessions on sexual and gender-based violence. Partnerships also provide an opportunity to raise the profile of preventive mechanisms.	(1) Deliverable: Information pages on the intranet created and updated (2) Indicators: 50 doctoral students trained in 2022-2023 (3) Indicators: number of views for video presentations; number of participants on dedicated training sessions for supervisors (4) Deliverable/indicators: intranet page on the listening and reporting service; proportion of reports made by lecturer-researchers	T3 2023
		6.2	Implement a training module dedicated to PhD students and aiming at raising awareness on discrimination and gender equality (gender equality, disabilities, intercultural working environment, LGBT community)	Completed	DDSPS			T3 2023
		6.3	Implement a training module for staff assisting people with disabilities	In progress	DRHDS - PGDC			T4 2023
		6.4	Communicate on prevention and treatment mechanisms against discrimination, sexual violence and sexual acts and moral or sexual harassment	Completed	DDSPS			T3 2023
	Action 7	7	Definition and roll-out of governance and strategy for data protection (RGPD), especially for research data.	Completed	DAJ	There is a register in place for health research. The data protection officer (DPO) is an active member of the ethics committee. For health research, the institution works closely with the CHU.	Deliverables: data processing register; information sheets and procedures; communication	T3 2023
	Action 8	8.1	Improve dissemination of the existing measures already implemented on research integrity and ethics	Completed	DRPI	(1) The appointment of a scientific integrity adviser, creation of a dedicated webpage and organisation of webinars are helping to improve communications around scientific integrity (2) A committee for ethics, professional conduct and scientific integrity (CEDIS) was formed in 2023. (3) There is a training module on different aspects of research ethics for PhD students and lecturer-researchers	(1) Deliverables: dedicated webpage + regular communications (2) Deliverables/indicators: Formation of the committee; number of cases handled per year (32 as at 16/05/2022) (3) Indicators: 26 participants among staff in 2022	T3 2022
		8.2	Implement a committee dedicated to integrity matters when conducting research in order to give advice on the ethical aspects of research protocols	Completed	DRPI			T3 2022
		8.3	Implement a training module on research integrity dedicated to all staff (including early stage researchers) aiming the appropriation of research ethics in all its dimensions and personal/data protection	Completed	DRPI			T3 2022
	Action 9	9.1	Prevention of psycho social risks (specific information on the internal harassment listening system, training of managers in the prevention of PSR, training of teams in the prevention of PSR, implementation of a participatory evaluation of PSRs to be integrated into the unique risk assessment document (DUER in French))	In progress	DDSPS	The annual risk prevention programme 2022-2023, refers to the participatory evaluation of PSRs and including PSRs in the unique risk assessment document (DUER in French). Communications and training on PSRs. Fostering a culture of prevention (establish a system for managing risk prevention matters, assess risks, monitor improvement measures and the way unusual situations are handled, act on priorities set to address risks linked to scientific and technical activities)	(1) Inclusion of PSRs in the DUER; number of people trained (2) Procedures concerning the culture of prevention (reporting serious and imminent dangers, inducting new arrivals, lone working)	T3 2023
		9.2	Safety at work prevention of chemical, biological and physical risks	In progress	DDSPS			T3 2023
3 - Make HR processes readable and transparent	Action 10	10	Make the recruitment policy more visible through a clear, permanent and accessible publication of recruitment schedules and methods (type of competitive exam and contracts)	Completed	DRHDS - Pôle EC	Improvements to the external webpage on recruitment policy for PhD students, post-doctoral researchers and lecturer-researchers (job vacancies, timescales, guides)	Deliverable: annual updates to the webpage and resources	T2 2022
	Action 28	28.1	Set up a working group (webinar) with researchers and staff members in order to confirm/redefine the priority axis of the OTM-R Policy	Completed	DRHDS	Development of the OTM-R policy in conjunction with members of steering committee. Statement of shared principles between different member institutions of Nantes Université. A presentation to university bodies went ahead in December 2023. Communication via the institution's website and a newsletter	Deliverable: development of the Nantes Université recruitment policy (open, transparent and merit-based)	T4 2023
		28.2	Consolidate these priorities and existing procedures in order to write the OTM-R Policy in coordination with the Steering group of the HRS4R	Completed	DRHDS			T4 2023
		28.3	Disseminate the OTM-R Policy to researchers and personnel of the University	Completed	DRHDS			T4 2023
	28.4	Establish a quality control mechanism of the OTM-R	In progress	DRHDS			T4 2023	

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3 - Make HR processes readable and transparent	Action 11	11	Clarify the distribution circuits and promotion measures and give support to researchers wishing to progress through specific communication (meeting, webinar, information note, testimonials)	Extended	DRHDS - Pôle EC	The management guidelines (Lignes Directrices de Gestion in French - LDG) explain different services and arrangements. HR department offers a careers appointment to lecturer-researchers who would like one (links with the career development and mobility adviser) Plans: communicate through newsletters and information meetings, develop the HR intranet	Deliverable/indicators: 8 careers meetings in 2022/2023; communication about these services updated via the HR intranet	T3 2024
	Action 12	12	Improve the communication about the criteria for the allocation of bonuses for managing doctoral students and research, through the clear display of criteria and a communication plan dedicated to the campaign	Completed	DRHDS - Pôle EC	Various sources of information: intranet page, FAQs, presentation materials, webinars, management guidelines	Indicators: C3 Criteria: 195 applications and 90 appointments (52 men and 28 women) in 2022; C2 Criteria: 60 beneficiaries in 2022; PEDR: 17 applicants and two beneficiaries (for four years) in 2022; intranet pages updated	T1 2022
4 - Value and recognize the diversity of career paths	Action 13	13	Integrate a module about profiles when training the recruiters (about the variety of experiences, in the private sector, abroad, in an association and the personal pathway, maternity and parental leave, gender equality and the promotion of diversity)	Completed	DRHDS - PGDC	A section on diversity/non-discrimination/gender equality is included in three training courses offered to panel members, selection committees and recruiters	Indicators: 58 participants in 2022	T3 2022
	Action 14	14	Support the recruitment of lecturer-researchers, researchers and research engineers, provide evaluation grids / candidate analysis or other tools to the members of the juries	Completed	DRHDS - Pôle EC	Various tools to assist with recruiting lecturer-researchers and administrative staff have been made available (training, guide, procedures, template documents, evaluation grid)	Deliverables: guide for selection committees; evaluation grids and template documents	T1 2022
	Action 15	15	Support the desire for change in a person's career through an accessible offer of professional development advice and through the support provided to supervisors carrying out the career interview	Completed	DRHDS - PGDC / DRHDS - Pôle EC	Support on career paths involves careers interviews, an information page on the intranet, the option to benefit from personalised support, thematic webinars, meetings to provide information about arrangements.	Deliverables/indicators: intranet pages updated; approximately 10 careers interviews in 2022	T1 2022
	Action 16	16	Take into account the diversity of pathways in the different ways of managing staff and promote it by guaranteeing a representation of women in the graduates equivalent at least to that of women within the establishment's lecturer-researchers	Completed	DRHDS - Pôle EC	The management guidelines (LDG) state that for every promotion opportunity, and subject to agreement, priority will be given to the least represented gender in the university professor rank. National arrangements for internal promotions implemented at the institution are helping to develop the careers of lecturer-researchers, women in particular (R3 to R4). The "OSER ! au féminin" programme is currently being trialled to support the professional development of women.	Deliverables: LDG created and updated; 25 appointments to the rank of university professor since 2021 including 16 women - 64% of potential roles	T3 2023
	Action 17	17.1	Develop incoming researchers mobility by enhancing communication on existing hosting measures and improving procedures for hosting foreign researchers	In progress	MCE	(1) Creation of a checklist for laboratories on best practices for hosting foreign researchers. Action point led by the Maison des Chercheurs Etrangers (2) Recruitment pending for international communications (3) Individual support for researchers (bureau des talents - NEXT), incentives for cutting edge topics (equipment, strategy), development of international and strategic partnerships (4) Work on processes for publishing job opportunities, particularly on EURAXESS (tutorial, who does what) is underway (5) Various actions to make courses more appealing to international students and teachers are being worked on (internationalisation cycle; one position on developing courses internationally; development of international appeal through Training by Research in Industry and Health for Nantes Université (TRITON) project; instantaneous translation tool OMIST; courses offered entirely in English such as GEOPLANET Master)	Deliverables/indicators: number of researchers on inward mobility programmes; recruitment procedure; number of job vacancies published on EURAXESS; 38 lecturer-researchers trained in English in 2022 including 12 in EMI (English as a medium of instruction) + 3 in EMI training for trainers	T3 2024
17.2	Develop both institutional and day-to-day lab communication in English	Extended	DIRCOM	T4 2024				
17.3	Implement dedicated incentives to attract researchers from abroad	In progress	NEXT	T3 2024				
17.4	(for incoming mobility) Publish job offers at EU/international level	In progress	DRHDS / DRPI	T4 2023				
17.5	(for incoming mobility) Develop courses available in English at University level and communicate them towards foreign lecturers-researchers	Completed	DEI	T4 2022				

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4 - Value and recognize the diversity of career paths	Action 18	18.1	Explain researchers the different ways of becoming internationally mobile and inform them about the various possibilities for international mobility (conferences, seminars, stays, etc.)	In progress	DEI	(1) Work to update communications on mobilities for lecturer-researchers is currently underway (2) Video testimonies from European project leaders and researchers who have taken advantage of Erasmus mobility programmes were published online during Erasmus Days 2023 (3) Develop communication about grants for short stays and explore possibilities for sharing information on the EURAXESS Jobs platform	Deliverables/indicators: number of staff on outward mobility; presentation materials; update the HR online page to advertise professional opportunities in Europe	T3 2025
		18.2	Set-up an annual webinar to inform researchers on international mobility opportunities and share feedbacks	In progress	DEI			T3 2025
		18.3	Share (for outgoing mobility) job offers at EU/international level	In progress	DRHDS			T3 2025
5 - Develop a facilitating and open work environment	Action 19	19.1	Create a generic job description for head of research units to support female researchers becoming head of research units and encourage researchers to take responsibility, providing a better understanding of what it takes to be a director	Extended	DRPI	We are currently recruiting to develop a generic job description and welcome guide for heads of research units (recruitment in progress) Heads of research units can access dedicated management training such as the "career paths for managers" programme.	Deliverables/indicators: (1) job sheet + communications (2) welcome guide + communications (3) 76 managers trained since 2017 including eight heads of research units	T3 2024
		19.2	Create a welcome guide for head of research units to support female researchers becoming head of research units and encourage researchers to take responsibility, providing a better understanding of what it takes to be a director	Extended	DRPI			T3 2024
		19.3	Facilitate access to existing training courses for head of research units, particularly the management course provided each year by the university, and similar courses set up by the member institutions	Completed	DRPI			T3 2022
	Action 20	20	Set up training for thesis supervisors in order to help them monitor the progress of the doctoral student's research project, to prevent possible difficulties in the student/supervisor relationship and support students in their professional integration	Completed	DRPI	Training on "supporting and supervising the PhD student" which covers two aspects: guiding the PhD project and relations with PhD students	Indicators: 2020: 19 PhD supervisors (HDR) trained 2021: 18 PhD supervisors (HDR) trained 2022: 24 PhD supervisors (HDR) trained	T1 2022
	Action 21	21.1	Train English Teachers from Nantes Université to become EMI trainer (training module provided by Oxford University)	Completed	DRHDS - PGDC	Pool of 13 EMI (English as medium of instruction) trainers 2 training sessions delivered by EMI trainers per year Other courses in English are open to all employees (English for research, English for PhD students, one-to-one, intensive training)	Indicators: (1) number of lecturer-researchers and lecturers to train as EMI trainers: 3 in 2018, 10 in 2022 (2) total number of lecturer-researchers/lecturers trained 2020: 20 / 2021: 24 / 2022: 38	T4 2022
		21.2	Train teachers of all academic areas to provide courses in English (training module provided by EMI trainers)	Completed	DRHDS - PGDC			T4 2023
	Action 22	22.1	Improve doctoral training in the frame of a project called TRITON in order to improve research training connections by enriching the courses catalogue (including soft skills and interdisciplinarity)	In progress	DRPI	Gradual rollout of Graduate Schools under the TRITON project (3 Graduate Schools in 2023)	Indicators: number of PhD students attending training and workshops offered by the Graduate Schools; number of PhD students benefiting from individual support	T4 2025
		22.2	Develop scientific animation proposed by Graduate schools (conferences, seminars, talks, events with socio-economic partners, etc.)	In progress	DRPI			T4 2025
		22.3	Set up a closer follow-up of students by Graduate schools	In progress	DRPI			T4 2025
	Action 23	23	Ensure access to all researchers to the existing research training offer provided by Nantes Université and other partners research entities (CNRS, INSERM, INRAE, etc.)	Completed	DRHDS - PGDC	Opening the training offer at Nantes Université to all staff of member institutions, via a dedicated area in the Cloud	Indicators: 42 participants from other institutions attending shared training in 2022-2023	T4 2023
	Action 24	24.1	Implement Research Support Units in order to help researchers reduce their daily administrative burden by ensuring pre-award and post-award support in relation to contracts legal, administrative and financial follow-up, to enable researchers to spend more time on their main research activities	Extended	DRPI	Introduction of Research Support Units postponed until the start of autumn term 2024, under our contract of objectives, means and performance (COMP) with the Ministry for Higher Education. Rollout of the TRITON project is in progress	Deliverables: (1) establishment of research support units (2) launch of graduate programmes	T4 2024
24.2		Improve research-training connections in the frame of a project called TRITON with the creation of 12 new master-doctorate programmes, called graduate programmes, that will combine a master degree (year 1 and 2) followed for most students by a doctoral degree (year 3 to 5)	In progress	DRPI	T3 2024			

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5 - Develop a facilitating and open work environment	Action 25	25.1	Clarify training offer by organizing modules by competency, type or subject and change the tool for better readability	Completed	DRPI / DRHDS - PGDC	(1) Rollout of two new tools (AMETHIS for PhD students, GEFORP for staff) to facilitate viewing of available training and increase its visibility. Courses list the skills and knowledge targeted. (2) Methods for promoting training opportunities adapted to the relevant target audience (PhD students: regular webinars and emails listing training opportunities; staff: current news about places available, communications based on topics, and information for new arrivals) (3) On the spot evaluation of training by participants, results shared with course facilitators	(1) Deliverables: rollout and use of new tools (AMETHIS, GEFORP) (2) Indicators: 3522 enrolment requests from staff in 2022 (3) Deliverables: evaluation questionnaire	T2 2022
		25.2	Communicate on training opportunities (modules provided by the university or parent institutions/budget dedicated to training for specific expertise)	Completed	DRPI / DRHDS - PGDC			T2 2022
		25.3	Make trainees evaluate training sessions to assess the skills acquired and make sure that it is useful for PhD students and researchers, in order to improve both training modules and the overall offer	Completed	DRPI / DRHDS - PGDC			T2 2022
	Action 26	26	Implement a training module dedicated to PhD students on open access journals and/or repositories on : - how to give the maximum visibility and impact on research publications by using open access journals and/or repositories - how to differentiate between open access journals, open access repositories, research social networks, blogs, etc. and how to make relevant use of each communication channel	Completed	SCD	7 training modules on open science and publications offered to PhD students and staff. As part of our institution's policy on open science, we are currently introducing a more comprehensive range of open science courses (more extensive than making publications open). Action point 30 bolsters action point 26, which is based on our open science action plan.	Deliverables/indicators: training for PhD students: 78 students trained across 8 sessions in 2022; library run workshops for employees: 60 members of staff trained across 6 sessions in 2022	T1 2022
	Action 27	27	Provide training sessions for PhD students aimed at accompanying them to disseminate scientific and technical culture to the socio-economic world and the general public	Completed	DRPI / DRHDS - PGDC	A training programme comprising six modules. There are prerequisites for some modules (previous attendance at an event which involved facilitating a workshop) Workshops offered by EuniWell partner universities (EuniWell Science Communication Workshop)	Deliverables/indicators: course on "Scientific mediation: sharing my research with a wide audience" - 1 session held in June 2023 with 8 attendees	T3 2022
	Action 30	30	Diversify and enhance the offered services on training and awareness of open science	New	SCD	(1) Strengthen the training offer for PhD students, in conjunction with the Collège Doctoral des Pays de la Loire (Action point 7.1 of the open science action plan) (2) Extend training and awareness activities on open science to postdoctoral researchers and lecturer-researchers, and to research support staff (Action point 7.2 of the open science action plan)	Deliverables/indicators: training resources; number of employees trained per category. Objective: to train and support 20% of lecturer-researchers in 2023, 35% in 2024 and 50% in 2025	T4 2025
	Action 32	32	Simplify administrative procedures to free up time for research	New	CAPEQ-DSIN	Implement paperless procedures De-centralise HR procedures to align decision-making with action	Deliverables: procedures written; communication with administrative staff and research laboratories	T3 2026
Action 33	33	Develop an institutional communication plan for HRS4R	New	DIRCOM	Organise the institution's communications on the HRS4R initiative (webinars, framework documents, external and internal web pages, video presentation, etc) Produce an annual report on communications achieved and share this with the community	Deliverables: communications media; annual report	T3 2026	