

## European **HRS4R** award

Human resources strategy for researchers  
at Université Côte d'Azur

## Action plan milestone report End 2023





# > Overview of Université Côte d'Azur

Université Côte d'Azur is a multidisciplinary institution that unites 17 major academic institutions around the historic university core. The status of experimental university allows it to bridge the gap between education, research and innovation, and be more agile and pro-active by providing increased autonomy to its components and 17 members. Recognized as an Initiative of Excellence (Idex) by an international jury, Université Côte d'Azur now ranks among the top 10 research-intensive universities in France.

Université Côte d'Azur research units are working in the fields of fundamental and applied sciences, life and health sciences, and human and social sciences. This represents more than 4,600 people, including 1,600 teaching and research staff (faculty).



## INSTITUTION



Initiative of Excellence  
(IDEX) since 2016



Interdisciplinary Institute  
of Artificial Intelligence



European University

4 600

permanent staff

including 1,600 faculty, 1,200 administrative staff plus around 1,800 lecturers and fellow researchers at CNRS, INSERM, INRIA, INRAE, etc.

Over 32,000  
students

Of which 1,138 doctoral students

19

Campuses

in the Alpes- Maritimes and Var departments



## > Our HR policy for HRS4R

With the aim of building the foundations of a university of excellence, human-centered and responsible, the president of Université Côte d'Azur elected in January 2020 and re-elected in 2024 has decided to appoint three Vice-Presidents within the governance team to ensure the well-being of the entire staff: one for HR and organizational development, one for social policy, equality and diversity, and one to supervise the disability policy. These three Vice-Presidents reflect Université Côte d'Azur's desire to place the personal development, inclusion and well-being of women and men at the heart of the institution's HR strategy.

The human resources policy has led to the implementation of several strategic projects: creation of a transformation and change management unit, a project management office (PMO), reorganization of the HR chain, digitization of the recruitment process, deployment of teleworking, a comprehensive quality of work life (QWL) initiative, a gender equality action plan, a disability master plan, an agreement with the FIPHFP disability fund for public servants, and adapted working conditions, etc.

Université Côte d'Azur is striving more particularly to rethink and transform the HR function. Instead of an HR function exclusively focused on «personnel management» with the proven administrative expertise that is needed to make any organization function properly, it will expand its roles and missions to become a strategic partner, an agent of organizational transformation, committed to social action, intent on guaranteeing equal opportunities and implementing an empowering work environment while being attentive to the interests of individuals by participating in the social dialogue.

## Initiative of Université Côte d'Azur:

### “Excellence in Research» award obtained in May 2022

In June 2020, Université Côte d'Azur together with the Côte d'Azur Observatory decided to launch the European HRS4R “Human Resources Strategy for Researchers” process leading to the “HR Excellence in Research” award granted by the European Commission. After engaging in a proactive quality improvement process, Université Côte d'Azur received the award in May 2022, recognizing that it can be a major asset for the university and its community of researchers and for all those involved in research. On May 4, 2024, we submitted our self-assessment report to the European Commission, and two years from now, members of the Commission will make a visit to conduct an assessment on site.

#### > What are the stakes?

If the HRS4R award is extended, it will have a major impact on the entire community of researchers, by guaranteeing:

- Continuous improvement of working conditions.
- Competency and career development.
- Attractiveness and visibility of the university.
- European funding.

The award was obtained by conducting an in-depth analysis of the strengths and weaknesses of our practices with respect to the 40 principles of the European Charter for Researchers and implementing an action plan designed to strengthen HR excellence for research.

This process can only be beneficial if teaching and research staff members are involved at every stage, if the university takes ownership of the process and prepares and develops it gradually.

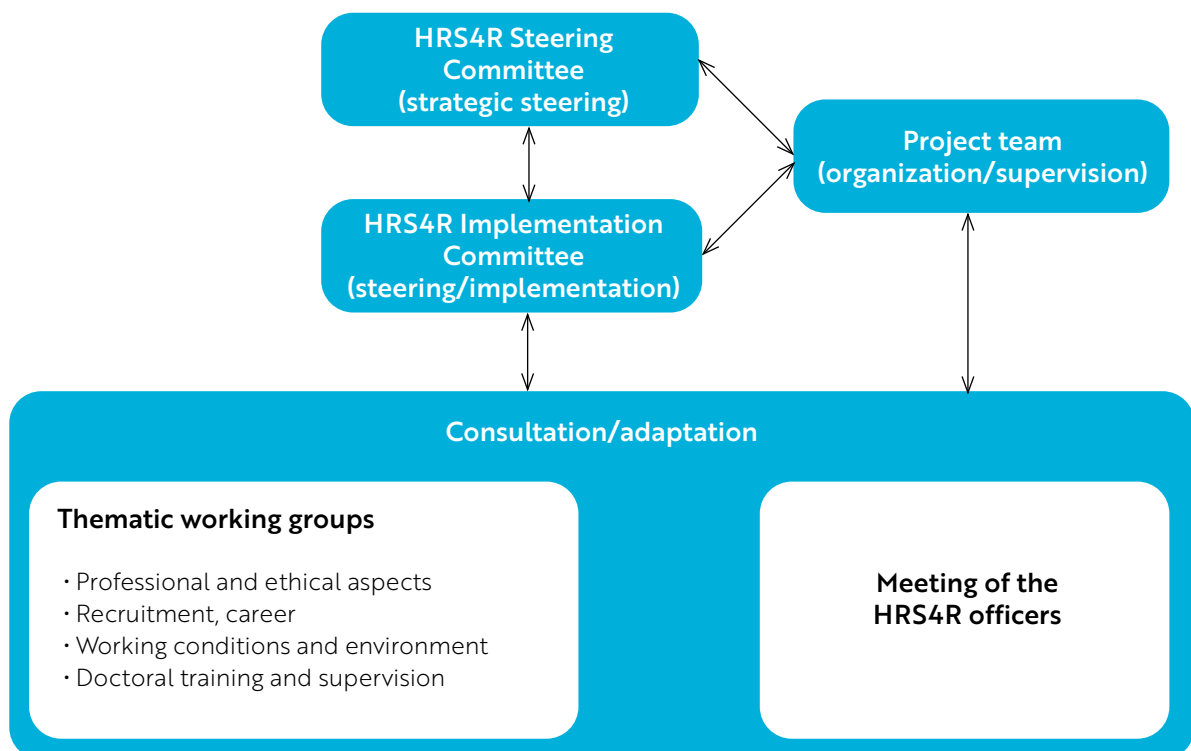
We have therefore chosen to engage a wide range of stakeholders at every step of the HRS4R process by creating working groups and conducting a survey.

## A communication plan was developed to boost the initiative:

- A dedicated HRS4R website was created to track progress on the action plan, with online news updates.
- A presentation video was created: <https://youtu.be/W0Zr8VH02e4>
- The logo and information about the initiative were shared on the Université Côte d'Azur website.
- An HRS4R tag was created on the website to identify all the actions that contribute to the approach, and tie them together.
- Information was shared through newsletters, officers, webinars, etc.
- The staff handbook was updated.

## Organization of the project's steering

- Un comité de suivi assure le pilotage stratégique de la gouvernance. Y sont associé des référents HRS4R d'unités de recherche
- Une équipe projet assure l'animation du projet
- Des groupes de travail thématiques sont mobilisés
- Un réseau de référents d'unités de recherche est consulté et associé





# > The benefits of HRS4R deployment

**The HRS4R initiative is a means to achieve Université Côte d'Azur's strategy**

- The HRS4R initiative has been included in departmental actions. Communication about the actions undertaken has been disseminated.
- The HR strategy plan, the QLWC action plan, the career mobility action plan and the gender equality plan are all consistent with the HRS4R approach.



## The research community is involved in the initiative

The research community has been involved at every stage of the initiative's deployment. During the initial gap analysis, a survey was sent out to determine the research community's priorities. These were matched with the priorities identified by the departments and VPs during interviews.

A **suggestion box** was created to give the research community the opportunity to submit proposals for each theme:

<https://univ-cotedazur.fr/recherche-innovation/services-aux-chercheurs/labellisation-hrs4r/boite-a-idees-hrs4r>



## The HRS4R initiative is shared by all university components

The process was initiated in September 2020 in coordination with OCA (21 shared actions). Actions have been coordinated between university partners: action plans have been shared and a webinar was held in May 2023 to present exemplary actions carried out jointly by local National Research Organizations and Université Côte d'Azur.

Université Côte d'Azur is the first institution in the Ulyseus European University to have received the award. All Ulyseus members have initiated the process for obtaining the award, via the Compass project. Université Côte d'Azur is assisting with the process by providing working documents and advice.

Université Côte d'Azur is the national pilot for the mission to simplify research organization initiated by the Gillet Report. The next actions in the action plan will be linked to the measures proposed by the Gillet mission conducted in collaboration with the local research ecosystem.

## HRS4R officers are at the heart of the improvement process

A network of HRS4R officers is gradually being deployed in the research units. Their job description and mission statement have been defined, and their main tasks are:

<https://intranet.univ-cotedazur.fr/organisation/referent-ou-referente-hrs4r>

- > Represent their research unit at officer meetings.
- > Be the local relay of the HRS4R project in their laboratory, department or campus.
- > Identify the needs of research staff and research support staff.
- > Participate in defining the actions of the future action plan.



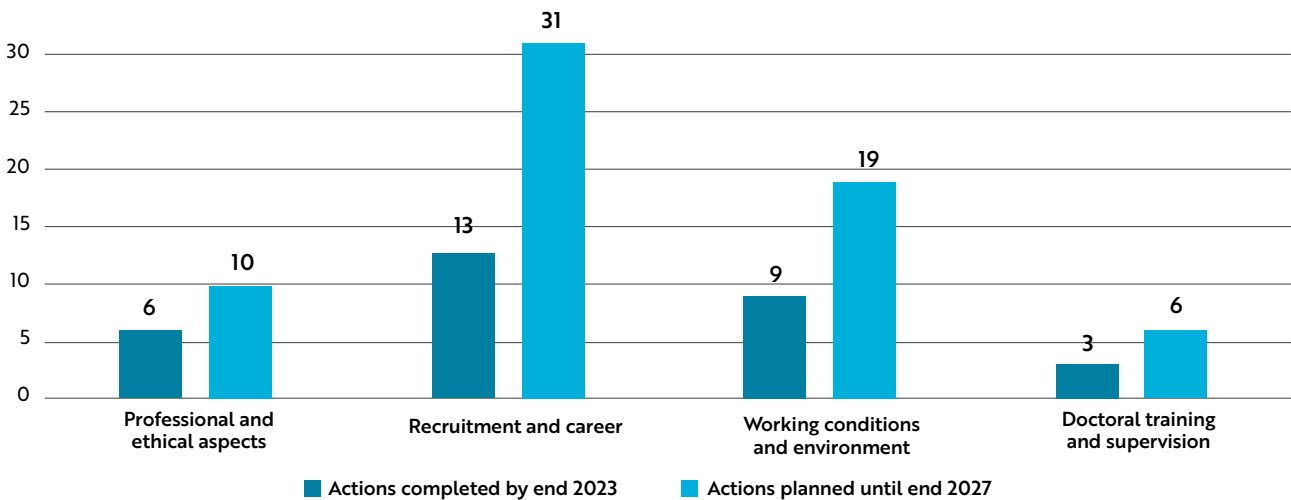
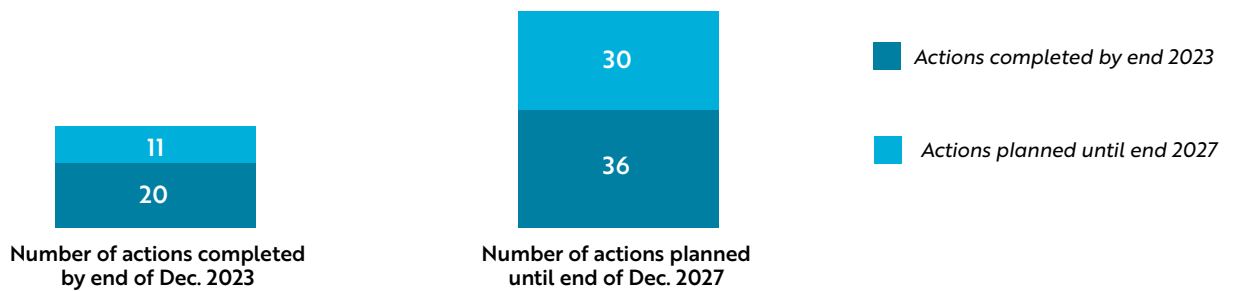
# > The 9 priorities of our action plan

- 1 **Promote respect for research ethics and scientific integrity principles** by offering researchers support in their practices and awareness-raising tools.
- 2 **Increase support for knowledge transfer and scientific outreach** by increasing the visibility and dissemination of scientific knowledge.
- 3 **Improve our recruitment process** from the advertisement of openings to better orientation programs for new staff.
- 4 **Provide better support for professional development** by offering a wide range of services and encouraging researchers to improve their skills at all stages of their careers.
- 5 **Emphasize our inclusive policy** by preventing discrimination and providing better access to support initiatives.
- 6 **Improve the environment and working conditions for researchers** by developing a wider approach to quality of work life.
- 7 **Prevent occupational risks** by providing training and support.
- 8 **Improve the quality of doctoral supervision** by providing training and support.
- 9 **Strengthen our training policy for doctoral students and researchers.**

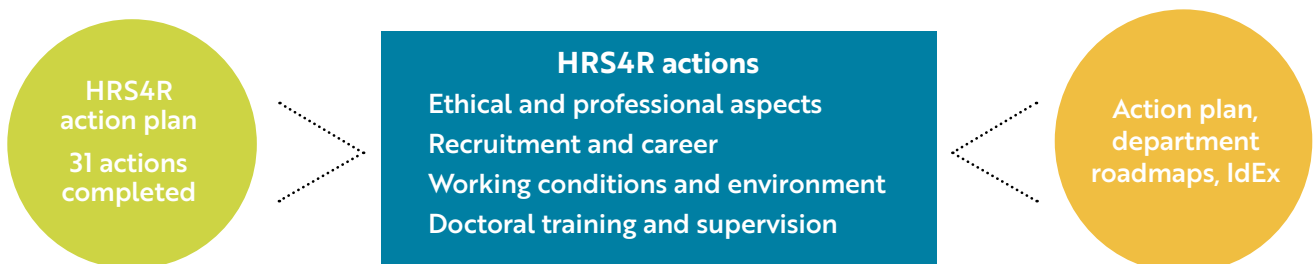
# > Review of implementation of the action plan at the end of December 2023

Our action plan outlines 66 actions spread over the period from 2022 to 2027. The actions that contribute to the deployment of the 40 HRS4R principles have been scheduled for the mid-term with the aim of permanently establishing these actions within departmental activities.

The action plan led to the deployment of 31 actions. **As a result, 47% of the plan's actions have been completed in two years, in line with our initial projection.**



In addition to the actions completed based on the HRS4R action plan, 18 actions that were carried out were introduced by the departmental action plans or roadmaps (HR, QLWC, professional equality, IDEX, projects, etc.).



# I. Professional and ethical aspects

- 1 Promote respect for research ethics and scientific integrity principles by offering researchers support in their practices and awareness-raising tools

Tasks relating to ethics, scientific integrity and deontology have been assigned to officers who have been well-identified within the university, but also among its partners.

The ethics and scientific integrity officer investigates ethical breaches in an adversarial procedure, with the support of ad hoc ethics committees. If necessary, the officer investigates the case with the help of experts from inside or outside the university, which may lead to mediation. A deontology/religious neutrality/alert officer has been recruited and is working to prevent conflicts between individuals. She also informs people about the regulations governing university life and the rules of professional conduct, notably the rules governing the holding of multiple positions, religious neutrality, etc.



Information campaigns and advice are provided to the entire research community.

### ACTIONS ACHIEVED:

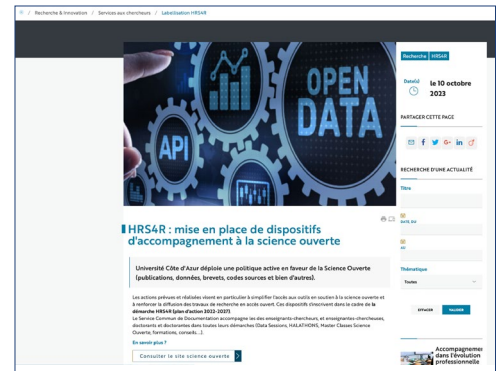
- > The current Ethics Committee for Non-Interventional Research (CERNI) has been replaced by a research ethics committee (CER).\*
- > A network of ethics committees has been created and is jointly managed with partners of Université Côte d'Azur and with the network of universities (French or foreign).\*
- > A website dedicated to ethical and professional conduct has been created.  
<https://univ-cotedazur.fr/universite/responsabilite-ethique-et-universitaire/ethique-et-integrite-scientifique>
- > Université Côte d'Azur has joined the federation of ethics committees.
- > Workshops of shared practices and conferences have been organized, filmed and posted online:  
[https://pod.univ-cotedazur.fr/authentication\\_login/?referrer=/video/16457-formation-introduction-a-lethique-et-integrite-scientifique-yves-strickler-19-01-2023-partie-1/](https://pod.univ-cotedazur.fr/authentication_login/?referrer=/video/16457-formation-introduction-a-lethique-et-integrite-scientifique-yves-strickler-19-01-2023-partie-1/)

## 2 Increase support for knowledge transfer and scientific outreach by increasing the visibility and dissemination of scientific knowledge

Université Côte d'Azur has set up measures to support researchers with the promotion, commercialization and dissemination of their research (open science) and innovations, and to assess the number of calls for proposals. Regarding open science, the university library has created a service to provide researchers with assistance in publishing and in managing data.

The dialogue between science and society is one of the institution's strengths and priorities. It has been developing

with the recent appointment of a VP in this field. Recognized events and the deployment of a network of officers in each research unit, for example, have contributed to growth in this area.



### ACTIONS ACHIEVED:

- > Together with CNRS, a network of coordinators in charge of knowledge transfer, innovation and partnerships has been set up to assist researchers.  
<https://univ-cotedazur.fr/recherche-innovation/services-aux-chercheurs/labellisation-hrs4r/plan-daction-hrs4r-2022-2027>
- > Researchers are now able to fill in timesheets online using a procedure in Ohris (see European projects).  
<https://intranet.univ-cotedazur.fr/infos-pratiques/services-aux-chercheurs/aide-au-suivi-dun-projet/projets-europeens/feuilles-de-temps>
- > Access through the UniCA website to tools that promote open science have been simplified and secured.
- > The dissemination of research in open access has been increased.  
<https://univ-cotedazur.fr/recherche-innovation/services-aux-chercheurs/labellisation-hrs4r/hrs4r-des-dispositifs-daccompagnement-a-la-science-ouverte>
- > Participatory research projects have been developed.  
<https://univ-cotedazur.fr/festival-des-sciences-2023>
- > The visibility of actions coordinated by the scientific and technical culture unit has been increased.  
<https://intranet.univ-cotedazur.fr/lancement-appel-a-projets-science-et-societe-2024>
- > A network of science and society coordinators from each laboratory in charge of outreach and communication has been created.  
<https://science-societe.univ-cotedazur.fr/nos-correspondants-des-labos>

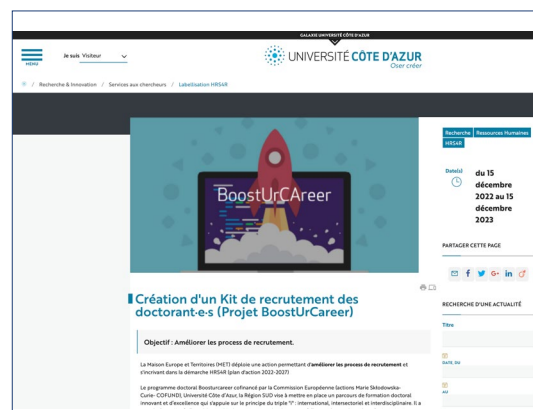
## II. Recruitment and career

### 3 Improve our recruitment process, from the advertisement of openings to better orientation programs for new staff

Recruitment processes have been mapped and documents have been made available to the committees in charge of selecting teaching and research staff.

Guidelines relating to **pay, promotions and career development of teaching and research staff**, published by the Ministry, have been adapted by Université Côte d'Azur. Among other things, these measures will improve the system for calculating seniority and pay, and will improve the appraisal system.

The OTMR (Open Transparent and Merit-based Recruitment) approach is a recognized system that is applied for recruitments. Université Côte d'Azur has made these principles more clear in its documents. OTMR principles have also been added to the recruitment policy and to the guide for selection committee members. A Marie Curie Cofund project led to the creation of new material to better implement these principles and it was used to recruit doctoral students in a very specific field.

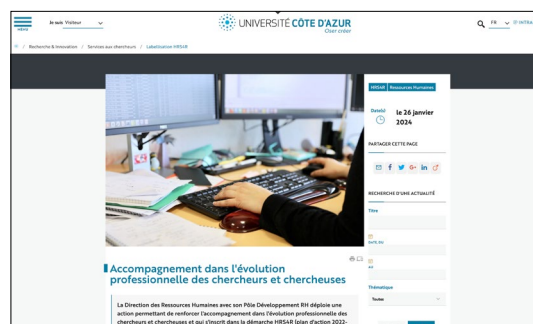


#### ACTIONS ACHIEVED:

- Disseminate the Cofund BoostUrCareer recruitment kit (developed for doctoral students) within the community.  
<https://univ-cotedazur.fr/recherche-innovation/services-aux-chercheurs/labellisation-hrs4r/plan-daction-hrs4r-2022-2027-1>
- Help recruitment committees implement OTMR criteria (open, transparent, merit-based recruitment) by updating the guide.

### 4 Provide better support for professional development by offering a wide range of services and encouraging researchers to improve their skills at all stages of their career

In the initial gap analysis, career support was identified by the research community as a priority area for improvement. One of Université Côte d'Azur's main assets is the multi-year mobility and career action plan it has adopted. This plan includes improved services that include the deployment of mobility and career advisors. International mobility has been simplified with an online tool.



## ACTIONS ACHIEVED:

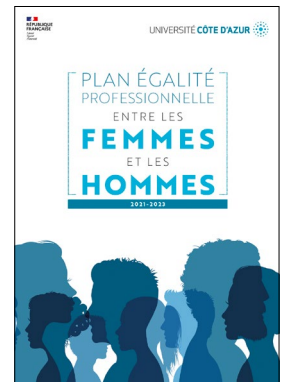
- > A single HR contact for mobility and career development has been created.
- > Mobility and career development support is offered to researchers with specific needs.  
<https://univ-cotedazur.fr/recherche-innovation/services-aux-chercheurs/labellisation-hrs4r/accompagnement-dans-levolution-professionnelle-des-chercheurs-et-chercheuses>
- > An online guide was created to explain pay levels (public service pay scales, profit-sharing bonus, how seniority is calculated, how to combine compensations, etc.)  
<https://intranet.univ-cotedazur.fr/ressources-humaines/remuneration>
- > Communication has been improved on the possibilities of access to international mobility programs (Ulysseus, Pause program, etc.).  
<https://glpi.univ-cotedazur.fr/plugins/formcreator/front/formdisplay.php?id=197>

## III. Working conditions and environment

### 5 Emphasize our inclusive policy by preventing discrimination and providing better access to support initiatives

The inclusive policy has been deployed through a number of actions in favor of all staff and of the research community more particularly.

The institution is rolling out a gender equality plan and has engaged the entire community in its co-construction and deployment. The disability policy adapts processes to the specific needs of the relevant staff and raises awareness within the community. Targeted funding is available for doctoral students.



## ACTIONS ACHIEVED:

- > The gender equality plan has gradually led to the deployment of a number of actions.  
<https://intranet.univ-cotedazur.fr/ressources-humaines/egalite-et-diversite/plan-action-egalite-femme-homme-2022-fr-v2>
- > People with disabilities have been provided with better access to support initiatives such as Mob4all (incoming and outgoing international mobility) <https://mob4all.ulyssseus.eu/>
- > Better access has also been provided to support initiatives such as disability doctoral fellowships (national, regional or institutional).  
<https://www.enseignementsup-recherche.gouv.fr/fr/contrats-doctoraux-handicap-campagne-nationale-2023-88393>
- > The process for recruiting researchers (doctoral students, postdoctoral fellows, teaching and research staff, administrators and assistants, etc.) has been adapted to applicants with disabilities.  
[https://univ-cotedazur.fr/medias/fichier/uca-etre-accompagne-dans-son-parcours-professionnel\\_1672916276608-pdf?ID\\_FICHE=1140750&INLINE=FALSE](https://univ-cotedazur.fr/medias/fichier/uca-etre-accompagne-dans-son-parcours-professionnel_1672916276608-pdf?ID_FICHE=1140750&INLINE=FALSE)



## 6 Improve the environment and working conditions for researchers by developing a wider approach to quality of work life

Université Côte d'Azur is committed to improving the quality of life and working conditions of its researchers. A national agency (ANACT) is providing support in this respect. Access to work tools available to the research community has been improved by creating a transverse database listing all the scientific platforms of the university's components.



### ACTIONS ACHIEVED:

- > A database of associated scientific equipment and technology platforms has been created.\*  
<https://univ-cotedazur.fr/recherche-innovation/innovation-au-service-de-la-societe/decouvrir-les-plateformes-technologiques-1>
- > Workstations have been adapted to the specific needs of researchers both on campus and for remote work
- > The university's QLWC approach is being implemented among researchers, notably through the QLWC action plan and annual calls for QLWC proposals.

## 7 Prevent occupational risks by creating counseling and support systems

Université Côte d'Azur is deploying measures to raise-awareness of and prevent occupational risks. A network of safety and prevention correspondents in the research units is coordinated by the prevention advisor. Reporting tools are available, and victim support services have been set up.



### ACTIONS ACHIEVED:

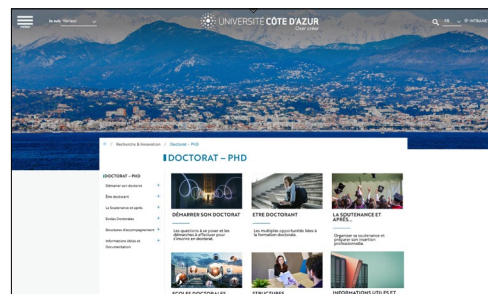
- > Two units have been created: a unit providing counseling and support for individuals dealing with psychosocial risk and moral harassment and a unit in charge of preventing violence and discrimination. One person is working full-time coordinating these actions.  
<https://univ-cotedazur.fr/recherche-innovation/services-aux-chercheurs/labellisation-hrs4r/hrs4r-creation-dun-dispositif-complet-de-signalement>
- > A mediation center specialized in conflict management\* has been created.

## IV. Doctoral training and supervision



**Improve the quality of doctoral supervision by providing training and support. Strengthen our training policy for doctoral students and researchers**

Communication has been increased about the range of services the Center for Doctoral Studies offers to doctoral students. The training policy shared with other university components includes significant training possibilities for preparing doctoral students for the professional world. Training in doctoral supervision and campaigns to encourage participation in disciplinary training courses have been relaunched.

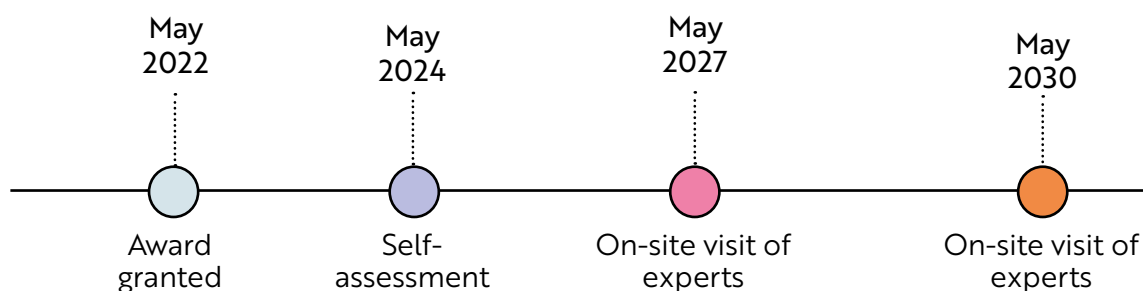


### **ACTIONS REALISÉES :**













- > Training in doctoral thesis supervision has been stepped up.
- > Communication has been increased about the resources available to doctoral students, notably counseling and mentoring.  
<https://univ-cotedazur.fr/recherche-innovation/doctorat-phd>
- > More academic and scientific training programs are offered via doctoral schools.

### **Next steps:**

Implementation of the action plan continues. It will be expanded with the contributions from the research community and will be incorporated in more and more aspects of the university's HR and research strategy.



# > APPENDIX : DETAILED ACTION PLAN

Actions	Criteria	Provisional end date Completed	Indicator
<b>1 -Promote respect for research ethics and scientific integrity principles</b>			
1.1 Replace the current Ethics Committee for Non-Interventional Research (CERNI) by a research ethics committee (CER)*	1,2	Jan-22	CER is created, and its assignments are communicated to the community 
1.2 Create and lead a network of ethics committees with partners of Université Côte d'Azur and with the network of universities (French or foreign)*	1,2	Jan-24	The network is created, and meetings are organized at regular intervals 
1.3 Create and update a website dedicated to ethical and professional conduct	1,2	Dec-22	The website is created and accessible to the community 
1.4 Appoint an ethics/alert officer	10,23,24,1,2	Mar-22	Deontology/alert officer appointed 
1.5 Prepare tutorial videos on the theme of research ethics*	2,3,5,6	Dec-24	Tutorial videos are created to provide training and are accessible to the community 
1.6 Organize «Let's talk about ethics» workshops within research units on themes such as intellectual property, ethical and professional conduct, data ownership, partnerships and research dissemination*	1,2,3,5,6,8	July-26	Workshops are offered and held in research units.. 
1.7 Create a guide presenting the principles of ethical and professional conduct and scientific integrity, and disseminate it*	2	 Dec-24	A guide for ethics, scientific integrity and professional conduct is developed and is accessible to the community 
1.8 Join the federation of ethics committees	2	Oct-21	Membership in the federation is obtained 
1.9 Draw up a charter that defines each discipline's criteria for contributing to a publication as an author	2,5,31,32,37	 June-25	Charter is drafted and is accessible to the community 
1.10 Recommend the MOOC on data protection (CNIL)	5,7,23	June-22	Information about MOOCs is communicated on the Internet and by email 

ETHICAL AND PROFESSIONAL ASPECTS

	Actions	Criteria	Provisional end date Completed	Indicator		
<b>2- Increase support for research transfer and scientific outreach</b>						
ETHICAL AND PROFESSIONAL ASPECTS	2.1	Set up a network of coordinators in charge of knowledge transfer, innovation and partnership to assist researchers connected with CNRS*	2,3,4, 5,6,8	Dec-22	A network of coordinators for the UniCA community is created, their assignments are formally defined and communicated to the community	
	2.2	Benchmark platforms listing national and international calls for proposals <sup>2</sup>	2,3, 4,5,	June-24	Assessment and analysis of the benchmark study	
	2.3	Create a platform that gives access to all the open calls for proposals and allows keyword searches (by discipline, date open and closed, funding provided, issuing organization, etc.) and sends alerts <sup>*2</sup>	2,3, 4,5,	Dec-24	The specifications are defined and the platform is created	
	2.4	Update information on the website regarding research and knowledge transfer by including the regulatory texts and contracts applicable to research projects	4, 5,6, 8,25	Dec-24	The website is updated	
	2.5	Schedule regular meetings between research units or Graduate Schools (EURs) and DRVI and/or the research and innovation governance team	4,6	Dec-24	Annual meetings are scheduled	
	2.6	Encourage the use of online timesheets (cf. European projects) in Ohris	6	Dec-25	Teaching and research staff are encouraged to enter their timesheets on Ohris	
	2.7	Give more visibility to the major advances in research and innovation (success stories) within UniCA	5,9,8	Dec-24	Video clips presenting projects completed are accessible to the community	
	2.8	Simplify and secure access through the UniCA website to tools that promote open science	8,9	Dec-24	The open science research page is created on the UniCA website	
	2.9	Increase the dissemination of research on the internet	8,9	June-26	Number of articles published on research dissemination websites (HAL SHS, RevelL, Cairn, etc.)	
	2.10	Increase calls for proposals to fund scientific outreach	9	Dec-24	Number of calls for proposals funded for scientific outreach projects	
	2.11	Increase participatory research projects	9,8	June-23	Number of participatory research projects submitted to UniCA	
	2.12	Obtain the «Science with and for society» award (regional network that includes national research institutions)	9	June-24	The award is obtained	
	2.13	Increase the visibility of actions coordinated by the scientific and technical culture unit	9	Dec-22	Communication actions are carried out to highlight the actions of the scientific and technical culture unit	
	2.14	Offer training in scientific outreach and public communication	38, 39	Sept-27	Training programs in scientific outreach and public communication are organized	
	2.15	Create a network of science and society coordinators from each laboratory in charge of outreach and communication	8,9	Dec-24	A network is formed with the science outreach coordinators of each laboratory (their assignments are formally defined and communicated to the community)	

	Actions	Criteria	Provisional end date Completed	Indicator		
<b>3- Improve the recruitment process</b>						
RECRUITMENT AND CAREER	3.1	Provide a recruitment toolkit recruitment that complies with OTMR criteria and is adapted to the different contracts covered by the Research Programming Law (junior professor chairs, fixed-term contracts for specific assignments, and postdoctoral contracts)*	12,13,14, 21, 15, 16,25, 26	Dec-24	A toolkit is created to help recruit researchers and is accessible to the community	
	3.2	Use ATS (Assistant Tracking System) recruitment software to improve compliance with OTMR criteria*	12,13, 14,15	Déc-25	The software is deployed	
	3.3	Disseminate the cofund BoostUrCareer recruitment kit (developed for doctoral students) within the community	13,14, 15,26, 29	June-22	The cofund recruitment kit is distributed and is accessible to the community	
	3.4	Advertise more teaching & research positions in English (on academic networks, social networks, Euraxess, INOMICS, etc.)	12,13, 14,15	Dec-25	A process is deployed for advertising teaching and research positions in English	
	3.5	Help recruitment committees implement OTMR criteria (open, transparent, merit-based recruitment) by updating the guide	12,14, 15,16	Dec-23	The recruitment guide is updated and is accessible to selection committees	
	3.6	Define new selection criteria other than bibliometric (teaching, supervision, administrative commitment, collaboration, participation in scientific outreach, mobility, etc.)	14,16, 17, 18, 19,20, 29	Dec-25	A list of criteria is proposed by the working groups	
<b>4- Provide better support for professional development</b>						
4.1	Encourage the incoming and outgoing mobility of permanent researchers by clarifying the regulations regarding mobility and promoting the possibilities offered	18,19 29	Dec-25	Web pages dedicated to mobility are created		
4.2	Develop communication material on the conditions of access to international mobility programs (Ulysseus, Pause program, etc.)	18,29	Dec-25	Communication material regarding international mobility initiatives is created		
4.3	Consider setting up a system to provide advice and support at key moments of a researcher's career	11,19 20,28, 30	Dec-24	A career development scheme to be experimented is proposed		
4.4	Create a single HR department for mobility and career development in charge of organizing career counseling and orientation interviews	11,19, 28,30, 37,40	Dec-25	A mobility and career development service is created		
4.5	Offer mobility and career development support to researchers with specific needs	10, 28, 30, 37	Dec-25	A support system is created		

	Actions	Criteria	Provisional end date Completed	Indicator		
RECRUITMENT AND CAREER	4.6	Define new criteria for professional advancement other than bibliometric that ensure gender equality (teaching, supervision, administrative commitment, collaboration, participation in scientific outreach, research dissemination (Open Science) adapted to family conditions (maternity and paternity leave), mobility, etc.)	9, 11, 19,20, 28, 30, 31, 37, 40,22	Dec-25	A list of criteria is proposed by the working groups	
	4.7	Create a mentoring program to improve the integration and career development of newly recruited teaching & research staff	11, 22 28,30 27,37	Dec-24	Mentoring program is created and accessible	
	4.8	Create an online guide to explain the pay system (public service pay scales, profit-sharing bonus, how seniority is calculated, how to combine compensations, etc.)	20,22, 25,26, 37	Dec-25	An online pay guide is published	
	4.9	Create "career development" training programs in collaboration with departments, research units and former elected members of the Academic Council and the National Council of Universities	11,28, 30	Dec-24	Career development training programs are created	
	4.10	Create a working group to discuss how to help teaching and research staff find a balance between their different assignments	22,28 30,33 37	Dec-24	Methods to balance assignments are proposed by the working group	

	5- Emphasize our inclusive policy					
	Actions	Criteria	Provisional end date Completed	Indicator		
WORKING CONDITIONS AND ENVIRONMENT	5.1	Deploy the actions of the gender equality action plan and have them steered by an implementation committee.	27, 10	Dec-24	A steering and an implementation committee have been created	
	5.2	Educate recruitment committees (for doctoral students, postdoctoral fellows, teaching and research staff, administrators and assistants, etc.) about methods of recruitment without discrimination and unconscious bias	10, 12, 13,14, 22	Dec-24	Information is disseminated and meetings are held with recruitment committees	
	5.3	Provide people with disabilities with better access to support initiatives such as Mob4all (outgoing and incoming international mobility),	10,24	Dec-24	Assessment of the number of mobility assignments	
	5.4	Appoint a racism and discrimination officer	10, 23, 24	June-24	A racism officer is appointed	
	5.5	Provide people with disabilities with better access to support initiatives such as disability doctoral fellowships (national, regional or institutional)	10,24	June-22	Assessment of the number of scholarships	
	5.6	Adapt the process for recruiting researchers (doctoral students, postdoctoral fellows, teaching & research staff, administrators and assistants, etc.) to applicants with disabilities	10,12, 13,14	June-24	The recruitment process is adapted to candidates with disabilities	










Actions	Criteria	Provisional end date Completed	Indicator
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### 6- Improve the environment and working conditions of researchers

6.1	Make an inventory of the scientific equipment of the different platforms, create and update a database of equipment and associated skills *	23	Dec-23	A database of equipment and associated skills is created	
6.2	Systematically provide workstations that meet the specific needs of researchers both on their workplace or for remote work	23,24, 10	June-23	Assessment of the improvements made	
6.3	Improve access to digital resources for researchers with visual or hearing impairments	11,28, 30	Dec-27	Tools to improve digital accessibility are deployed	
6.4	Extend access to remote work to third places or coworking spaces*	23,24	Dec-24	An online reservation platform for coworking spaces is created	
6.5	Create spaces where the researcher community can meet and share practices linked with their profession*	10, 28, 30, 37	Dec-23	Spaces are created for interaction between researchers on key topics	
6.6	Disseminate more widely the provisions of the right-to-disconnect charter	24,7	Dec-23	Communication actions are carried out about the right-to-disconnect charter	
6.7	Find ways to provide placement in daycare centers or schools for UniCA staff and more particularly for incoming mobility staff*	24,7, 29	Dec-24	UniCA daycare center placement needs are analyzed and the criteria for access are defined	
6.8	Get researchers more involved in the university's quality of work life (QWL) initiative by issuing QWL calls for proposals	24	Dec-25	A call for QWL proposals is issued to fund innovative initiatives put forward by researchers to improve well-being at work	

### 7- Prevent occupational risks

7.1	Acquire a unified digital system to improve the coordination of risk prevention actions and measures	7,23, 24	Dec-24	A digital tool is proposed by a working group	
7.2	Find incentive programs and means to support risk prevention and keep documents updated	7,23, 24	Dec-24	An action plan is produced by a working group	
7.3	Create an occupational health and safety protection center for the university community, in charge of harmonizing best practices and carrying out joint efforts*	23,7	Dec-22	Occupational health and safety center is created	
7.4	Create a unit that provides counselling and for individuals dealing with psychosocial risk or harassment and a unit in charge of preventing violence and discrimination that offers counseling services, provides assistance to victims and witnesses, and is in charge of prevention*	7,34, 23,24	Dec-22	Units are created	
7.5	Create a mediation center specialized in conflict management*	34,7, 24,36	Dec-24	A mediation center is created	

Actions	Criteria	Provisional end date Completed	Indicator
<b>8- Improve the quality of doctoral supervision</b>			
8.1 Improve the training of doctoral supervisors (teaching and research staff recently promoted to supervise research (HDR), and doctoral co-supervisors with an exemption)*	36,37, 38,28	Dec-23	Assessment of the percentage of doctoral supervisors trained in doctoral supervision 
8.2 Train doctoral supervisors in charge of doctoral students with disabilities*	10, 36, 37, 38	Dec-24	Assessment of the number of doctoral supervisors trained. 
8.3 Communicate more about the resources available to doctoral students, notably counseling and mentoring	36,37, 22,28	June-23	Communication actions are carried out about support systems available for doctoral students, postdoctoral fellows (mentoring, training programs, counseling, etc.) 
<b>9- Strengthen training for doctoral students and researchers</b>			
9.1 Organize a campaign to motivate researchers to take more training and develop their skills*	36,37, 38,28	 Dec-24	Communication campaign Is launched 
9.2 Offer more academic and scientific training programs via current training programs or new professional certifications (BoostUrCareer) that increase employability and develop skills*	10, 36, 37, 38	déc-24	Training courses are available 
9.3 Offer more academic and scientific training programs via doctoral schools *	36,37, 22,28	juin-23	Assessment of the number of training hours per doctoral school 

\* : Action included by OCA in its HRS4R action plan

<sup>2</sup>: Subject to PIA4 funding



Action completed



Action in progress



Action programmed



Action postponed



Action cancelled or transformed

# > Acronyms

CERNI: Ethics Committee for Non-Interventional Research

CER: Research ethics committee

CNIL: French Data Protection Authority

DRVI: Research, valorization and innovation department

EUR: Graduate School

Galaxie: MESRI platform for managing teaching and research staff applications

IDEX: initiative for excellence program

ONR: National research organizations (CNRS, Inria, Inraé, etc.)

OTMR: Open, transparent and merit-based recruitment

PIA: investment plan for the future

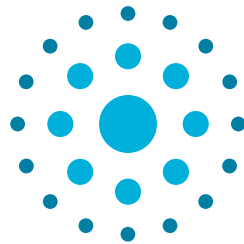
QLWC: quality of life and working conditions

R1: first-level researcher (up to doctorate)

R2: recognized researcher (doctor or equivalent not fully independent)

R3: senior researcher (independent researcher - leader, scientific coordinator of a project)

R4: Principal investigator/lead researcher (eminent researcher in the field)



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