

HRS4R – REVISED ACTION PLAN URN - 2025 - ...

The gaps between the URN's practices and the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) were revealed during the meetings of the ad hoc working groups. These conclusions were also based on surveys of the entire university community and on the expertise of the university's departments, in particular the Human Resources Department (DRH) and the Research and Development Department (DRV). The participation of CNRS and INSERM researchers who carry out their research work in our units was noted. It is also important to mention that the CNRS and INSERM have their own HRS4R policies. The harmonisation and coherence of policies between the different institutions is achieved through the internal regulations of the laboratories.

On the basis of the gap analysis, a set of corrective actions has been drawn up. The implementation of this action plan was selected to start in July 2023. Since then, two years have elapsed, during which time the progress of the plan has been monitored on a quarterly basis. This document presents the progress of the plan and its revised version, based on the quarterly monitoring reports.

This revised plan was drawn up in February 2025.

The annotations in blue in the first column refer to the new 2023 charter.

Rappel du processus général de labellisation HRS4R à l'URN

Main stages	Calendar
Setting up steering committees (extended and restricted)	September 2020
Initial information to bodies	February 2021
Meetings of the working groups	May to september 2021
Carrying out surveys	October 2021 to february 2022
Drafting of the gap analysis	April 2022
Development and drafting of the action plan	May 2022
Approval by the steering committee and governing bodies	June – july 2022
HRS4R application submitted to the EC	15 october 2022
Assessment results	31 décembre 2022
Deployment and implementation of the initial action plan	August 2023 – july 2025
Interim evaluation and revision of the action plan	July 2025
Implementation of revised action plan	August 2025– july 2028
Site visit for renewal	July 2028
Implementation of improved action plan	August 2028 – july 2031
Ongoing communication and promotion of the HRS4R process to the wider university community	...

A - ASPECTS PROFESSIONNELS ET ETHIQUES

A01 – Freedom of research

HRS4R 01

A02 – Ethical principles

HRS4R 02

HRS4R 03

HRS4R 04

A03 Professional liability

HRS4R 05

Actions 01, 02, 03, 04 and 05 have been grouped together under action 30 because they involve the same stakeholders in interconnected issues

A04 – – Professional attitude

HRS4R 06

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 06 A04-01 A05-A06- C31-D36 A6.2 C3 A6.3 A1 C4.2 C1.3 D4.1 D4.2 D4.3	Improving information, awareness and training in research transfer, intellectual property, innovation and entrepreneurship: - 1. draw up a guide to the exploitation of research, technology/knowledge transfer and innovation - 2. inform and communicate about this guide and the associated documents and procedures (website, news, presentations to authorities, via intranet or other authentication, etc.) - 3. raise awareness and train the university community in research transfer and innovation (PhD students, post-docs, lecturers and other research staff)	1. 08/2023-04/ 2024 2. 05/2024-01/ 2025 3. 10/2023-07/2026	DRV		Guide drafted: yes/no Presentation of the guide to bodies: yes/no Guide distributed in French and English: yes/no Annual monitoring of the number of training courses and assistance operations
○ IN PROGRESS					
<p>The following actions were carried out:</p> <p>Training :</p> <ul style="list-style-type: none"> • Training in research promotion as part of the DRIC's DIRASA project (30/01/2024). • Training on the organisation of research in France for URN staff, to be given on 13 March, 20 March and 15 April 2024. • Increase information, awareness and training in research valorisation, intellectual property, innovation and entrepreneurship. <p>Entrepreneurship :</p> <ul style="list-style-type: none"> • Work was undertaken to reorganise and develop URN's entrepreneurship activities. • URN's strategic roadmap for entrepreneurship was adopted at the Board meeting of 05/07/2024, defining four key ambitions: <ul style="list-style-type: none"> ○ Ambition no. 1: A university structured in favour of entrepreneurship. ○ Ambition no. 2: A university that contributes to informing, raising awareness and training its students and staff in the spirit of entrepreneurship. ○ Ambition no. 3: A university that supports its students and staff in their plans to set up or take over a business. 					

- Ambition No. 4: A university that is involved as a stakeholder in entrepreneurial ecosystems for an area of innovation, socio-economic development and business creation.
- Strengthening governance in relation to entrepreneurship by setting up :
 - A steering committee (COPIL) to study the proposed programme of actions for the following year, validate it and analyse the annual assessment of actions on all the items in the entrepreneurship strategy.
 - And an operational committee (COMOP) to work on the action plans proposed by the members of the entrepreneurship cluster and to propose a programme to be validated by the COPIL.
 - Creation of the Entrepreneurship Unit within the Research and Development Division (DRV), approved by the Social Committee on 19 September 2024.
 - Three people recruited between September and December 2024, demonstrating URN's commitment to entrepreneurship.) Effective from January 2025:
 - Entrepreneurship coordinator
 - Entrepreneurship awareness, information and support officer
 - Development Officer for the Maison de l'Entrepreneuriat and Entrepreneurship Support Centre

HRS4R 07

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 07 A04-02 A05-A06 A6.2 C3 A6.3	Support and encourage researchers to diversify their sources of external research funding, and provide better training in the use and proper management of research funding and in knowledge of the inherent contractual and legal obligations: <ul style="list-style-type: none"> Develop a guide composed of thematic sheets on research funding, engineering, and setting up competitive projects such as Horizon Europe, including a mapping of external research funding sources To inform and communicate on this guide, the documents and associated procedures (website, news, interventions by authorities, via intranet or other authentication, etc.) 3. Raise awareness and train the university community in external research funding, management, monitoring and reporting (doctoral students, post-docs, teacher-researchers, other research staff and financial managers) 	1. : 04/2024-01/2025 2. : 02/2025-10/2025 3. : 07/2024-07/2026	DRV	DAF / DRIC	Guide produced: yes/no Guide published on website: yes/no Ad hoc inclusion in URN training plan: yes/no Mapping done: yes/no Raise community awareness : - By newsletter - By organising workshops for researchers and research units Number of workshops per year Number of researchers attending workshops Training managers : Number of training sessions per year Number of managers trained
○ IN PROGRESS					
○ An international project manager working with the DRIC and DRV has been appointed. She is mapping the URN's international activities (training and research) with the aim of carrying out an assessment of the effectiveness, human and financial investment, volume of exchanges and quality of interactions (research projects, etc.) for each significant current international partnership. This will serve as a basis for drawing up a priority/non-priority/reserved classification of countries and a list of our partner institutions, as well as a strategy for strengthening partnerships with certain institutions, in line with our TEDS roadmap. ○ European project management training for URN staff was provided by the DRV on 11 April 2024. It should be repeated in 2025 ○ A number of awareness-raising and training sessions in the research units are planned by the DRV in 2025. ○ Training on health data at the UFR santé by the DRV's legal expert in 2024, 2025. ○ The research newsletter produced by the DRV's FEI Unit is now distributed in the UR Mag (sent to all URN staff), as well as being distributed specifically to the scientific community by the DRV and being available on the new intranet site: https://portail.univ-rouen.fr/mes-ressources/appui-a-la-recherche-et-a-la-valorisation/financer-sa-recherche/lir/ .					

- A summary table listing all sources of funding for research has been drawn up by the EIF Unit. This table is for internal use at this stage
- The research newsletter produced by the DRV's FEI Unit is now distributed in the UR Mag (sent to all URN staff), as well as being distributed specifically to the scientific community by the DRV and being available on the new intranet site: <https://portail.univ-rouen.fr/mes-ressources/appui-a-la-recherche-et-a-la-valorisation/financer-sa-recherche/lir/> .
- A summary table listing all sources of funding for research has been drawn up by the EIF Unit. This table is for internal use at this stage

HRS4R 08

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 08 A04-03 A05-A06- A07 A6.2 C3 A6.3	Promote, encourage and train in open science in all its forms (publications, research data, innovation) : <ul style="list-style-type: none"> • Draft a strategic open science roadmap for URN and put in place appropriate governance • Develop a guide to open science at the URN with thematic sheets (open access for publications, researcher identifiers, open data, law for a digital republic) and a barometer of open science at the URN • Inform, communicate and promote the guide and the associated documents and procedures, and the barometer (website, news, interventions by authorities, via intranet authentication or other means, etc.) • 4. Raise awareness and train the university community on open science in terms of publications and research data (doctoral students, post-docs, teacher-researchers and other research staff) 	1. : 08/2023-07/2024 2. : 02/2024-.07/2025 3. : 08/2024-01/2026 4. : 02/2025-07/2026	DRV	DAJS / DPO / DSI	Roadmap drafted: yes/no Roadmap presented to governing bodies: yes/no Guide drafted: yes/no Guide distributed: yes/no Open science awareness plan: yes/no Open science training plan yes/no Annual monitoring : <ul style="list-style-type: none"> - Number of actions to raise awareness of open science - Number of researchers reached - Number of training courses - Number of researchers trained - Number of researchers supported (PGD)
○ IN PROGRESS					
Appointment of an 'Open Science' policy officer (December 2023). Creation of an Open Science Steering Committee at URN. Establishment of an Open Science roadmap in July 2024, validated by URN's Board of Directors. The COMUE, which brings together the higher education institutions of Normandy, has set up a Data Workshop recognised by the Ministry in September 2023. This workshop is one of the data workshops accredited as part of the national RDG project (recherche.data.gouv.fr) and is therefore financed with the support of the Fonds National pour la Science Ouverte. The workshop offers training in research data management for the various partners in higher education and research in Normandy, complemented by local support for research teams and projects. This local support is based on the ongoing creation (2025) of local contact points for each of Normandy's three sites (Caen, Le Havre, Rouen), responding to researchers' requests for research data and helping them to draw up data management plans. Several training courses for the entire university community in Normandy were held in 2024 and new courses are planned for 2024-25 Preparation for the launch of the first information and awareness survey on open science (April 2024)					

The first information and awareness survey on open science was launched in June 2024. The survey was distributed to all the university's research units and doctoral students. The results are currently being analysed.

The URN data warehouse on recherche.data.gouv.fr has been created: <https://entrepot.recherche.data.gouv.fr/dataverse/univ-rouen>

A08 – Dissemination and exploitation of results**HRS4R 09****A09 – Commitment to society****HRS4R 10**

Action 10 merged with action 09, see action 31

A10 – Non-discrimination

ee URN's Equality Diversity Plan and Gender Equality Plan. Chapter E

Contacts have been made with the Vice-President in charge of equality, diversity and inclusion. An assessment of the gender pay gap was documented by HRD. Training initiatives will be included in the URN training plan.

B - RECRUITMENT

B12/13 – Recruitment

HRS4R 11

This very heavy action is divided into three new actions cf. actions 32, 33 and 34

B14 – Selection

HRS4R 12

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 12 B14-01 B2.1 B3.1	Identify and structure the available information concerning careers (remuneration and progression), specify the specificities of the URN if there are any.	05/2025-07/2026	DRH		Implementation of a personal file for the agents of the University on the intranet
<ul style="list-style-type: none"> ○ IN PROGRESS 					
<ul style="list-style-type: none"> ○ Information on career processes is available in the 'Promotion' Management Guidelines (LDG) voted by the TC on 16/12/2021 and the Ripec C3 LDG voted by the TC on 07/04/2022 ○ Information for BIATSS contract staff is available in the institution's updated charter for Biatss contract staff, voted by the CSA on 01/06/2023 ○ A charter for contract teachers is to be drawn up and made available by the start of the 2025 academic year. ○ With the delivery of the new website and access to a wealth of information on these subjects, a survey of opinions on this information will be carried out as part of the process of continuous improvement of access to information. https://portail.univ-rouen.fr/ma-carriere/lorganisation-de-la-drh/ 					

C – WORKING CONDITIONS

C23 – Research environment

HRS4R 13

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 13 C23-01	Telework procedure	11/2023-10/2024	DRH		Updating of the charter telework assessment presented once a year to the social committee of the administration
A1 A6.2 C1.1 C1.2					
o COMPLETED					
<ul style="list-style-type: none"> o Teleworking charter voted at the TC on 06/06/2019. Revision of the charter at the TC on 28/01/2021 and vote by the Board of Directors on 12/03/2021. An update on the implementation of telework was given at the TC meeting of 21/10/2021 o Dematerialised telework request process via ESUP. o Update of the telework charter via a working group with staff representatives on 2 June 2024. o Revised telework charter to be submitted to the F3SCT on 4 July 2024 and to the Board of Directors on 20/09/2024. o https://portail.univ-rouen.fr/ma-carriere/organisation-du-temps-de-travail/le-teletravail/ 					

C24 – Working conditions

HRS4R 14

ref	Entitled	Calendar	Carrier services	Related services	Indicators
HRS4R 14 C24-01 C1.1	Readability of the various actions and services offered to the university's staff	04/2024-03/2025	DRH	SACSO DDRS SCD DirCom STAPSSUAPS SUMPS	'Bien-être au travail' and 'Santé et Social" access portals for URN employees
<ul style="list-style-type: none"> o COMPLETED 					
<ul style="list-style-type: none"> o All elements of the agent website portal are now easily accessible via the following access points « Bien Etre au travail » et « Santé et Social o https://portail.univ-rouen.fr/bien-etre-au-travail/sasco/ o https://portail.univ-rouen.fr/bien-etre-au-travail/ 					

HRS4R 15

ref	Entitled	Calendar	Carrier services	Related services	Indicators
HRS4R 15 C24-02 C1.1	Communicate on the social action policy of the University of Rouen Normandy	01/2024-07/2026	DRH	SACSO SUMPS	Information available on the URN staff website Information available in the staff welcome booklet
<ul style="list-style-type: none"> ○ COMPLETED 					
<ul style="list-style-type: none"> ○ All the information is now easily accessible via the 'Wellbeing at work' and 'Health and Social' access points on the staff website portal ○ This information is also available in the UR welcome booklet. ○ In addition, as part of the overhaul of the welcome format for new recruits, the various SACSO, SUAPS and Culture entities are available via stands to explain to staff what they can access. https://portail.univ-rouen.fr/bien-etre-au-travail/sasco/ 					

HRS4R 16

ref	Entitled	Calendar	Carrier services	Related services	Indicators
HRS4R 16 C24-03 C1.1	Implement a "Quality of Life and Working Conditions" plan.	08/2023-07/2026	DRH	DDRS SUMPS DPR	Multi-year plan revised annually: yes/no Annual monitoring of the number of actions carried out within the University Annual monitoring of the number of staff involved
<ul style="list-style-type: none"> ○ IN PROGRES 					
<ul style="list-style-type: none"> ○ A trainee has been recruited to draw up an inventory of the quality of life and working conditions (December 2023 to February 2024). ○ Assessment carried out during the first half of 2024 ○ Launch of a QWL survey in May 2024 to draw up a QWL action plan for 2024/25 ○ On 1 September 2024, recruitment of an occupational psychologist for 1 year to continue work on drawing up a QWL action plan on the basis of survey feedback. ○ Launch of a working group in the first half of 2025 to flesh out the survey feedback. ○ https://portail.univ-rouen.fr/bien-etre-au-travail/qualite-de-vie-au-travail/ 					

HRS4R 17

ref	Entitled	Calendar	Carrier services	Related services	Indicators
HRS4R 17 C24-04 C1.1	Management of working time Implementation of a software for the management of schedules, leaves, CET and telework	08/2023- 07/2026	DRH		All staff can manage their leave, their CET (Time Savings Account) and their teleworking via the Ohris software
<ul style="list-style-type: none"> o COMPLETED 					
<ul style="list-style-type: none"> o The Ohris software is deployed across the entire perimeter, excluding post-docs and PhD students. 					

HRS4R 18

Action integrated into Action 16 on QWL

<https://portail.univ-rouen.fr/bien-etre-au-travail/qualite-de-vie-au-travail/>

C27 – Gender balance

HRS4R 19

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 19 C27-01 A4 B1 B2.1 B4.1	Communicate on professional equality and diversity Strengthen the governance of the policy of professional equality between women and men; Create the conditions for equal access to jobs and professional responsibilities; Evaluate, prevent and, if necessary, deal with the differences in pay and career development between women and men; Provide better support for situations of pregnancy, parenthood and the articulation of life times	08/2023-07/2026	DRH	VP	Annual Professional Equality/Diversity Report Gender Governance Indicator Single Social Report (formerly Social Report))
Plan Egalité Diversité	Cf. Chapitre E				
EXTENDED					
<p>Maternity leave is systematically replaced.</p> <p>The 'bilan social' or single social report is published annually and has been accessible on the university website since 2018. https://donneesreglementaires.univ-rouen.fr/bilans-sociaux-et-rapports-sociaux-uniques/</p> <p>This report contains a great deal of information, particularly on indicators.</p> <p>HRD survey: A 6-month fixed-term contract has been recruited to work at HRD level on inequalities. His report is due to be delivered shortly.</p> <p>Gender equality</p> <p>Since 2022, the Ministry of Higher Education and Research has embarked on a campaign to recognise the skills of its staff in order to remedy 'certain career and pay delays'. The aim is to take gender equality into account as far as possible in recruitment and promotion, in order to rectify any imbalances.</p> <p>The RSU already gives good indications (182 indicators). We need to identify the right indicators (gender distribution percentages). Particular attention will be paid to post-doctoral positions and ATENs.</p> <p>A more precise survey will be carried out on overtime to identify who is taking on management or teaching responsibilities.</p> <p>https://portail.univ-rouen.fr/bien-etre-au-travail/mission-egalite-diversite-inclusion/</p>					

C34 – Complaints and remedies

HRS4R 20

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 20 C34-01 <u>C1.3</u>	Communicate on internal and external legislation and procedures	08/2024-07/2026	DAJS		Rédaction d'une Newsletter : yes/no Suivi annuel : <ul style="list-style-type: none"> - du nombre d'ateliers - du nombre de participants aux ateliers et de leur typologie
<ul style="list-style-type: none"> ○ EXTENDED 					
<ul style="list-style-type: none"> ○ https://www.univ-rouen.fr/direction-des-affaires-juridiques-et-statutaires/ 					
Comments <ul style="list-style-type: none"> ○ Appeal procedures relating to ethics and scientific integrity are provided in action 30 ○ As regards recruitment, the rules governing this are defined at national level and the university applies them. ○ These rules could be better displayed on the university website by establishing links between the relevant pages of HRS4R, DAJS, DRH and the Ministry. 					

D – TRAINING – SUPPORT – DEVELOPMENT PPEMENT

D36/37/38/39/40

HRS4R 21

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 21 D00-01 B21 C28-29-30 A1 A6.2 A7 B1 B2.1 B2.2 B2.3 B4.1 B4.3 C1.3 D1 D2 D3.1 D3.2 D4.1 D4.2 D4.3	Improving training for and through research: improving the training and professional integration of doctoral students, developing training and career support for post-doctoral students and contract researchers, and developing training and improving the practices of thesis supervisors: - 1. draw up a thematic guide to doctoral training for doctoral students (rights, obligations, resources, training, international mobility schemes, support schemes for professional integration, job hunting and career development, professional networks, tools and IS) - 2. draw up a guide for post-doctoral students (status, rights, obligations, training, international mobility schemes, career support schemes, professional networks, tools and information systems) - 3. draw up a guide for thesis supervisors (rights, obligations, supervision training, resources, sharing of experience and information, best practice in relations between thesis supervisors and doctoral students, tools and IS) - 4. inform and communicate about the guides, tools, documents and associated procedures to doctoral students, post-docs and thesis supervisors in particular, and to the university community as a whole (website, news, presentations to authorities, doctoral schools, doctoral student days, etc.).	1. : 08/2024–01/2025 2. : 08/2024-01/2025 3. : 11/2024-04/2025 4. : 11/2024-07/2026	DRV	EDs/CED/DRH	Guides in the form of thematic fact sheets in French and English: yes/no Guide presented to governing bodies: yes/no Annual monitoring of the number of fact sheets in the guide Annual monitoring of interventions with different audiences (research units, doctoral schools, doctoral students, post-doctoral students, etc., in the form of awareness-raising or support)
○ IN PROGRESS					

- Recruitment on research contracts (EPE): EPE process under review. Preparatory work with the DRV divisions and discussions with the HRD on the acquisition and implementation of the future recruitment software (<https://beetween.fr/>). The software has been acquired and deployed.
- Preparation of a guide to welcoming international doctoral students and researchers by the DRV's Euraxess Service Centre, separate from the existing guide for international students. The first draft has been sent to the relevant departments (DRH, DRIC). Proofreading/revision work in progress in the HRD.
- The Euraxess Service Centre has begun a roadshow in the research units to raise its profile, promote the support activities on offer and identify the needs, requests and difficulties of the research units in hosting doctoral students, post-docs and international researchers. This programme will run for several years, given the number of research units (38).
- HDR: the second way of obtaining the HDR through continuing education, and the assumption of registration fees, in addition to initial training, was approved by the Board on 18/12/2024. Registration for the HDR through continuing education is conditional on compulsory participation in a specific training course, including training in doctoral supervision, awareness-raising about sexist and sexual violence (SGBV) and awareness-raising about disability.
- Also presented to the CDSR on 28/01/2025.

HRS4R 22

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 22 D36-02 A1 A6.2 C1.3 D4.1 D4.2 D4.3	Make known the formations of the Sapphire	Août 2023-juillet 2026	SAPHIRE		Les ateliers du saphire: page published on the school's website. Publication of a newsletter
<ul style="list-style-type: none"> ○ COMPLETED 					
<ul style="list-style-type: none"> ○ Page web ○ https://portail.univ-rouen.fr/ma-carriere/formations-perso/bienvenue-sur-la-page-consacree-aux-formations-du-saphire/les-ateliers-du-saphire/ ○ Newsletter SAPHIRE 					

E – ACTIONS STEMMING FROM THE URN'S DIVERSITY EQUALITY PLAN

The actions indicated initially stem from the URN's Equality/Diversity Plan and are partly included in the GEP Gender Equality Plan linked to the European Horizon Europe programmes..

HRS4R 23

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 23 Action 1 A10 C27 <hr/> A5 B3.2 A4 B1 B2.1 B4.1	Strengthening the governance of gender equality policies in the workplace. There is a desire for greater ownership by the various parties and for this issue to be at the heart of social dialogue. Creation of a steering committee made up of managers from the establishment and representatives of the various bodies (Board of Directors, CSA, etc.). Production of an in-depth diagnosis. Involve the key players in the governance of l'université in implementing and monitoring this action plan.	08/2023-07/2028	VP	DirCom, Gouvernance	Steering committee set up: yes Diagnosis carried out: yes/no Number of meetings per year Annual review: yes/no Annual review of action plan: yes/no
○ IN PROGRESS					
<p>The steering committee was set up in October 2021.</p> <p>Establishment of a master plan in line with other missions such as that of the disability officer.</p> <p>Inclusive Demonstrator University: A project to establish the University as an 'Inclusive Demonstrator University' was submitted on 31 May 2024 to the Ministry of Higher Education and Research, which is responsible for anti-discrimination and disability. The aim of the project was to create a one-stop shop to meet the needs of students with disabilities. Unfortunately, the ministry did not accept this proposal. Nevertheless, the university remains deeply committed to this issue and some of the actions envisaged as part of the project will be implemented.</p> <p>https://portail.univ-rouen.fr/bien-etre-au-travail/mission-egalite-diversite-inclusion</p>					

HRS4R 24

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 24 Action 8 A10 C27 <hr/> A5 B3.2 A4 B1 B2.1 B4.1	Define evaluation criteria according to staff categories and at different levels to avoid gender bias in recruitment 1 - Preparation of a document describing gender bias in scientific recruitment and ways of avoiding it. 2 - Raising the awareness of recruitment committees	1 : 04/2024-07/2024 2 : 10/2024-01/2027 Action récurrente par la suite	VP	DRH	uide written to limit selection bias: yes/no Distribution of guide on website: yes/no Number of selection committees made aware/total number of selection committees
○ EXTENDED					
<p>Gender equality</p> <p>Since 2022, the Ministry of Higher Education and Research has embarked on a campaign to recognise the skills of its staff in order to remedy "certain career and pay delays. The aim is to take gender equality into account as far as possible in recruitment and promotion, in order to rectify any imbalances.</p> <p>The Single Social Report already gives good indications (182 indicators). We need to identify the right indicators (gender distribution percentages). Particular attention will be paid to post-doctoral positions and ATENs. https://donneesreglementaires.univ-rouen.fr/bilans-sociaux-et-rapports-sociaux-uniques/</p> <p>A more detailed survey will be carried out on overtime hours to identify who is taking on management or teaching responsibilities.</p>					

HRS4R 25

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 25 Action 9 A10 C27 <hr/> A5 B3.2 A4 B1 B2.1 B4.1	Creation of female role models who are not the female researchers often put forward so that women can find their place in male bastions (reference to the Matilda effect) Highlight the presence of women in scientific mobs and female figures who have passed through the university. 1 - Development of the "Female role models at university" project 2 - Implementation of the project 3 - Heritage days: Communication and dissemination of portraits of women scientists from Rouen	1 – 08/2023-03/2024 2 – 04/2024-03/2025 3 – 04/2025-07/2028	VP	VP CFVU et VP culture	Identification of women scientists in Rouen: yes/no Annual number of videos, posters, exhibitions produced/year
○ EXTENDED					
<p>Training:</p> <p>The professional impostor syndrome consists of self-doubt and, consequently, the inability to assess one's own aptitudes and skills realistically and calmly, and the propensity to attribute one's success to external factors, such as luck or the support of a colleague.</p> <p>With the support of Femmes & Sciences, a training course entitled "Imposter Syndrome" was given to doctoral students in 2024. This was linked to the mentoring scheme for URN doctoral students. This training programme will be offered again in 2025 by the URN and the doctoral schools.</p> <p>Johnson & Johnson Prize (formerly the Janssen Prize):</p> <p>In 2024, for the 3rd year running, the University of Rouen Normandie and Johnson & Johnson in France, in partnership with Science Action Normandie and the Association Femmes & Sciences, are joining forces to present the Johnson & Johnson 2024 Prize. The aim of this award, which has been known as the “Janssen Prize” in previous editions, is to support committed and inspiring female students enrolled in science courses at the University of Rouen Normandie for the academic year 2024-2025. Two types of application are possible: individual (submitted by a candidate) or collective (submitted by a group of at least five people, including teachers, administrative staff and/or students, nominating a candidate). In both cases, the aim is to reduce the impact of self-censorship on the representativeness of female candidates.</p> <p>Fifteen candidates received awards at the Fête de la Science 2024 on Friday 11 October, in the presence of the President of Johnson & Johnson France</p> <p>https://www.univ-rouen.fr/agenda/participez-au-prix-johnson-johnson-2024/</p>					

Women's models

URN has been promoting women scientists for several years. In 2022, between 21 November and 6 December, the URN's Madrillet site hosted an exhibition entitled 'La Science taille XX elles', organised by the CNRS and the Femmes et Sciences association.

The concept is as follows: the photographer takes photos of around twenty women scientists, presents them in the spotlight and gives them a voice. In addition to the photographs, the exhibition is enhanced by a catalogue presenting each of the ambassadors through their career path, their projects and their subjects of study.

<https://portail.univ-rouen.fr> - Portrait of the week or news

International women's rights day

8 March 2022 - Organisation of a themed evening at the MDU. Screening of the documentary 'Briser le silence des amphis' by Lysa Heurtier-Manzanares (52'). Performance of the show James by the Compagnie La Vadrouille Immobile

12 March 2024 - Live conference on URN web TV:

- Lecture 'The challenge of nature-based solutions' by Dr Claude GRISON, Director of the CNRS Laboratory of Bio-inspired Chemistry and Ecological Innovations - Montpellier.
- Nature has an exceptional potential to repair our mistakes. How can we reconcile ecological imperatives with economic viability? Can the invasive exotic plants that are damaging our environments prove useful? What can the extraordinary resilience of plants offer us? How can ecological innovation and bio-waste help to clean up the soil?

2025 onwards

Joint organisation of Women's Rights Day with the Ingenium alliance of universities in ten European countries.

HRS4R 26

Action 26 is included in Action 23.

HRS4R 27

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 27 Action 12 A10 C27 <hr/> A5 B3.2 A4 B1 B2.1 B4.1	To promote childcare for staff and students at the university To carry out a study of the need for occasional care for a dependant (child or parent) when a staff member wishes to take part in a competition or scientific event 1 - To carry out a survey of existing facilities at other universities 2 - To carry out an internal survey of staff and students in order to assess current needs. 3 - Drawing up an estimate of the various options and submitting proposals to the internal authorities	1 : 06/2024-04/2025 2 : 04/2025–07/2025 3 : 08/2025-11/2027	VP	DRH DGSA 'Formation	Needs assessment surveys carried out: yes/no Action plan drawn up: yes/no
○ EXTENDED					
<p>For a very long time, the University Leisure Centre has given priority to children aged 3 to 12 from staff and students at the University of Rouen, as well as children from families outside the institution.</p> <p>The Leisure Centre runs on Wednesdays from September to June, excluding school holidays, and from Monday to Friday during the All Saints' Day, February, Easter and summer holidays (three weeks in July and one week in August).</p> <p>As far as grandchildren are concerned, the issue remains difficult to deal with. It is planned to draw up agreements with the town halls concerned, but this is only one possibility.</p> <p>Agreements have been drawn up between establishments to enable CNRS and INSERM staff to also benefit from this service.</p>					

HRS4R 28

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 28 Action 15 A10 C27 <hr/> A5 B3.2 A4 B1 B2.1 B4.1	Prevent and deal with discrimination, acts of violence (including gender-based and sexual violence), moral or sexual harassment and gender-based harassment. As part of a continuous improvement process, take stock of the reports received and handled by the reporting and helpline systems 1 - Charter of commitment and new procedures and legal security with the help of a specialist consultancy firm. 2 - Information campaign	1 : 08/2023-07/2024 2 : 07/2024-07/2027	VP	DRH	Drafting and distribution of a charter: yes/no Publication of ad hoc procedures: yes/no Information campaign on these procedures: yes/no
○ IN PROGRESS					
<p>Harassment hotline: Harcèlement - Portail de l'université de Rouen Normandie</p> <p>Training/Awareness</p> <p>A one-day awareness campaign was organised for the URN management team. It is now being rolled out to administrative directors of components, laboratory directors and heads of department. This training is compulsory.</p> <p>An awareness-raising day was organised for the first time at the initiative of the Health UFR, on 11 April 2024.</p> <p>The UFR has decided to make a very concrete commitment to the fight against sexual and gender-based violence (SGBV), thanks to a strategy based on awareness-raising activities, as well as information and prevention of SGBV, so that everyone is aware of this major issue. Thanks to the support of the University of Rouen, a whole range of initiatives are being prepared and rolled out, including forums on SGB conducted as part of the health service, the preparation of a theatre forum and video clips, with the help of two companies of professional actors working jointly with students, etc.</p>					

This first organised day included a forum theatre performance (role-playing + discussion with the audience), a conference, a round-table discussion and an information stand. The event was open to all professionals, lecturers with a single or dual affiliation, lecturers from the various courses and, of course, students from the faculty.

This initiative will be repeated every year at the UFR and should be extended to the other sites of the University.

INGENIUM

The University of Rouen Normandie is part of the INGENIUM European University Alliance, created in 2020 as part of the European Universities Initiative launched by the European Commission through the Erasmus+ programme. The aim of this initiative is to develop institutional and sustainable cooperation between universities on a European scale in order to strengthen the European Higher Education and Research Area and contribute to its attractiveness, competitiveness and international influence.

Since 27 July 2022, INGENIUM, which brings together 10 universities and 10 countries of the European Union, embodies the heterogeneity of European higher education, which is diverse in terms of geography, cultural context, organisation and activities.

The URN is coordinator of the Inclusion Work Package. An “inclusion” charter has been drawn up. It will be signed by the presidents of the 10 universities in the consortium in October 2024. This charter could be deployed to staff and students.

HRS4R 29

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 29 Action 16 A10 C27 <hr/> A5 B3.2 A4 B1 B2.1 B4.1	Training priority groups in preventing and combating discrimination, acts of violence, moral or sexual harassment and sexist behaviour	08/2024-07/2026	VP	DRH	Annual number of training courses Annual number of people trained Type of people trained Training evaluation
○ IN PROGRESS					
○ The URN's HR department has launched training courses for staff to combat bullying and harassment. https://portail.univ-rouen.fr/ma-carriere/formations-perso/le-plan-de-formation/ ○ LGBTQ+ Charter: Following the example of other universities, such as Aix-Marseille University, the URN could adopt an LGBTI charter as part of its policy to promote diversity and combat all forms of discrimination. ○ Sustainable development and social responsibility: <ul style="list-style-type: none"> ▪ For over 15 years, the University of Rouen Normandy has been committed to sustainable development and energy saving. Today, its priority is to provide the keys to understanding these issues so that the entire university community can become involved in the transformation of society. This is why the commission and the T.URN Institute were created. ▪ One of the areas of work includes quality of life at work. ○ At the Institute Council meeting on 23 April 2024, the implementation of the fourth QWL/QVE area was discussed. This involves : <ul style="list-style-type: none"> ▪ Roll out the Quality of Working Life QWL policy for URN staff ▪ Launch a survey on the quality of working life within the URN (drawn up by the human resources department in collaboration with an occupational psychologist. (Anonymous questionnaire). ▪ Implement URN's Quality of Student Life policy. 					

G – NEW ACTIONS

A01 – A02 : Freedom of research – Ethical principles

HRS4R 30

ref	Entitled	Calendar	Carrier service	Related Services	Indicators
HSR4R 30 A01 A01-01 A02-01 A02-02 A02-03 A03 A06 <hr/> A1 A2 A6.2 A6.3 B1 B4.1	Promote, provide better training in and raise awareness of the principles of scientific integrity. To promote and raise awareness of ethical principles in research, the duties and obligations of researchers and freedom of research. Promote a culture of research ethics that respects human beings and their principles.	07/2024-07/2027	DRV	DAJS / RIS / DirCom/DRH	Text drafted: yes/no Text presented to the authorities: yes/no Text displayed on website: yes/no
<ul style="list-style-type: none"> ○ NEW 					
<ul style="list-style-type: none"> ○ Consolidation of actions 01, 02, 03, 04 and 05 ○ Since July 2024, this major project has involved the Deputy Director General of Research, the Data Protection Officer (DPO), the Director of Research and Development, and the URN's Scientific Integrity Officer, in order to structure the activities and measures relating to ethics, scientific integrity and professional conduct at the URN. This work will then be extended to the themes of equality, diversity and inclusion. ○ Objectives: to set up an organisational structure, the CEDISE Commission (Ethics, Deontology, Scientific Integrity and Equality Commission), aimed at increasing the visibility, readability and coherence of the actions carried out in the fields of ethics, integrity, deontology, equality, diversity and inclusion, while ensuring better management and follow-up of the dossiers concerned. ○ The new website enables texts and documents to be published. https://www.univ-rouen.fr/recherche/integrite-scientifique/ ○ https://portail.univ-rouen.fr/vie-institutionnelle/deontologie/ ○ Meetings with the first departments and staff to be involved: <ul style="list-style-type: none"> ▪ UFR STAPS (Claire Tourny, CETAPS + 6 staff) on 09/07/2024 on setting up a research ethics committee in STAPS. ▪ Eric Verin (GRHVN, UFR santé) on 21/08/2024 on the organisation of measures in place at the UFR santé 					

- Didier Chollet (URN scientific integrity referent): on 06/09/2024 on the organisation and processing of scientific integrity files in the office and scientific integrity committee.
- Béatrice Patte-Rouland (equality-diversity-inclusion officer) on 09/09/2024 on the organisation of the mission and the processing of files in the field.

A08 – A09 : Dissemination and exploitation of results – Commitment to society

HRS4R 31

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HSR4R 31 A08-01 A09 C4.1 A3.2 C4.3	Promote science for and with society: encourage the development, transfer and exploitation of scientific knowledge for and with society and improve the dissemination and exploitation of scientific results from laboratories, taking into account the many players, channels, tools and potential obstacles: 1- Draw up a strategic roadmap for science and society at the URN and put in place appropriate governance 2- Draw up a guide to science and society at the URN, consisting of thematic sheets on scientific mediation, the promotion of scientific, technical and artistic heritage, science and participatory research, and the arts, culture and science 3- Inform and communicate about the guide and the URN's communication and research promotion documents (website, news, presentations to authorities, via intranet authentication or other means, etc.).) 4- Raise awareness and train the university community in science and society issues such as scientific, technical and industrial culture, dissemination and exploitation of results and partnerships with civil society (with PhD students, post-docs, teacher-researchers and other research staff) 5- Training in scientific mediation: Learn the rules of popularisation, Structure your speech, Arouse the public's interest and maintain it Design a targeted message, Use attractive media	12/2023-12/2028	DRV	DRH	Text drafted: yes/no Text presented to the authorities: yes/no Text displayed on website: yes/no
○ NEW					

- Recruitment of a DRV operational SAPS project manager (November 2023)
- The URN submitted an application for the SAPS label project on 31/01/2024 in response to the 3rd AAP from the MESR. The project comprised 4 axes:
 - Axis 1. Promoting research and science, and the issues involved, to as many people as possible, particularly schoolchildren and those from distant backgrounds;
 - Axe 2. Training in mediation, communication and the scientific approach;
 - Focus 3. Promoting scientific news and expertise in the media;
 - Focus 4. Citizen participation in research.
- This URN application was not selected.
- Despite this result, a SAPS roadmap was voted on by the Board of Directors on 09/02/2024 and presented to the CDSR on 18/03/2024.
- The project to create a centre dedicated to CSTI and relations between science and society within the DRV was presented to the Social Administration Committee on 19/09/2024.
- A CSTI work-study student was recruited to strengthen the team of the new Science and Society Centre from 01/09/2024.
- The URN's science and society / CSTI governance has been strengthened by the setting up of:
 - A steering committee (COFIL) to study the proposed programme of actions for the following year, validate it and analyse the annual assessment of actions on all the items in the entrepreneurial strategy.
 - And an operational committee (COMOP), the aim of which is to work on action plans proposed by members of the DRV science and society cluster and other URN departments, and to propose a programme to be validated by the COFIL.
- The renewed application for funding for a DRV operational SAPS project manager, under the Normandie sup AAP (sent to the Region on 15/03/2024) + was considered. Funding is guaranteed for 2025 and 2026 for the next two years.
- Launch of calls for applications for doctoral CSTI missions (April 2024): 'portraits of doctoral students' and 'European night of researchers'. The CSTI doctoral missions launched in April 2024 did not receive any applications.
- Meetings with the Science and Technology UFR and the Health UFR on the subject of CSTI
- Opening up of research units as part of the European Heritage Days and the Fête de la science
- The Johnson & Johnson-URN Prize has been renewed as part of the partnership with the pharmaceutical group: 15 prizes will be awarded to committed and inspiring female students, with the prize-giving ceremony taking place on Friday 11 October 2024.
- CSTI training: A project was outlined between the HRD's training department and an EC following the WGs. It would be useful to draw inspiration from the "Ma thèse en 180 secondes" training programme for doctoral students. Training in writing popular science articles: Writing and publishing articles on current research at the URN, with the main aim of making scientific advances accessible to everyone.

B12/13 – Recruitment

HRS4R 32

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 32 B00-01 Bxx A11 C22 C25 C26 C28 C29 <hr/> Bxx.x A6.1 C2.1 C2.2 C1.1 C1.5 A7 D2	Implement a process for the systematic publication of vacancies (doctoral students, full EC posts, contract research staff, etc.) on the appropriate sites. To do this, we need to review the recruitment authorisation process (Etude Préalable à l'Embauche), adapting it if possible to the way Between works, and to study on a case-by-case basis the opportunities to publish on Euraxess jobs in conjunction with the Euraxess consultant..	12/2024-06/2027	DRH	DRV	Number of jobs advertised on Euraxess jobs
○ NEW					
○ Resulting from the division of share 11 into three new shares cf. shares 32, 33 and 34					
○ Joint Euraxess-DRV-DRH-FSD work on hosting international researchers: hosting agreement-work contract-residence permit process.					

HRS4R 33

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 33 B00-01 Bxx A11 C22 C25 C26 C28 C29 <hr/> Bxx.x A6.1 C2.1 C2.2 C1.1 C1.5 A7 D2	Implement internal recruitment guides (excluding competitions) to professionalise and harmonise practices and communicate them to the URN players concerned	12/2024-06/2026	DRH	DirCom DRV DGS	Internal dissemination of recruitment guides
○ NEW					
○ Resulting from the division of share 11 into three new shares cf. shares 32, 33 and 34					

HRS4R 34

ref	Entitled	Calendar	Carrier service	Related services	Indicators
HRS4R 34 B00-01 Bxx A11 C22 C25 C26 C28 C29 <hr/> Bxx.x A6.1 C2.1 C2.2 C1.1 C1.5 A7 D2	Work on the reception process for the URN's different populations by giving a coherent framework to all the actions implemented and work on an HR reception guide (focus, remuneration, sft, pcs, etc.) which could be shared with the Guide worked on by the DRV. The links with the welcome booklet need to be considered.	1 : 08/2023-01/2024 12/2024-08/2027	DRH	DRV	Distribution of the guide Number of people attending integration meetings out of the number of new entrants
<ul style="list-style-type: none"> ○ NEW 					
<ul style="list-style-type: none"> ○ Resulting from the division of share 11 into three new shares cf. shares 32, 33 and 34 					