



HRS4R 2025 REPORT

END-OF-CYCLE SELF-ASSESSMENT

For the renewal of the label
HR EXCELLENCE IN RESEARCH
University of Strasbourg



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HRS4R 2025 report
End-of-cycle self-assessment
No. 1 renewal of the "HR Excellence in Research" HRS4R label

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Preamble :

This self-assessment report is presented in the form of a file to be entered on the Euraxess website, which explains its unconventional format.

The University of Strasbourg's accreditation dates from 13 September 2017. Due to the Covid 19 pandemic and an IT fault on the Euraxess site, the internal interim evaluation report was submitted on 13 January 2022. The action plan was extended by three years to March 2025. Following the elections for the new presidency of the University of Strasbourg in the first quarter of 2025, a request to postpone the submission of the report by 4 months was validated by the European Commission. This delay allowed the application for renewal of the HRS4R label to be submitted to the University of Strasbourg's new regulatory bodies in their first meetings in May and June 2025.

The HRS4R action plan for the period 2025-2028 has been drawn up in conjunction with the Contract of Objectives, Resources and Performance (COMP), the HCERES (High Council for the Evaluation of Research and Higher Education) report, the institution's various master plans (disability, human resources, ecological transition, gender equality plan, etc.), consultations with central services supporting researchers, members of the Copil and a survey involving the scientific community. From December 2024 to January 2025, a 20-question survey was sent out to 5 117 researchers, teacher-researchers, engineers, post-doctoral and doctoral students in order to gather their opinions on subjects related to the renewal of Unistra's HRS4R strategy.

The HRS4R 2025 end-of-cycle self-assessment report for the renewal of the HR EXCELLENCE IN RESEARCH label was posted on the Euraxess website on July 07, 2025.

Researcher :

In this document, and to facilitate reading, the term "researcher" is used to refer to the teacher-researchers, research engineers, postdoctoral researchers and doctoral students who form the scientific community of the University of Strasbourg. In specific cases where the term "researcher" does not apply to the individuals mentioned above (for example, for CNRS or Inserm researchers), this specificity will be indicated ("CNRS researcher" or "Inserm researcher", for example).

The list of acronyms and abbreviations can be found in appendix 1.

1. Introduction

The University of Strasbourg (Unistra), a member of the European Research Universities (LERU) and Association of 13 French universities (Udice) is a cross-border, multidisciplinary research university, which enables it to respond to societal challenges. Its high success rate in competitive calls for research projects is an important lever for the development of its strategy. The university has set up structuring international partnerships, and has strengthened its commitment to the Equality-Diversity policy and its Human Resources policy in general. It has also gradually developed structures and tools to assist with management and continuous improvement. As an integral part of its corporate strategy, the continuous improvement approach aims to support research and promote good working conditions, open, transparent, merit-based recruitment (OTM-R) and career and talent support.

In 2017, the University of Strasbourg was awarded the European 'HR Excellence in Research' label, making Unistra one of the first universities in France to receive this label. Unistra has since implemented a human resources strategy for research, called HRS4R (Human Resources Strategy for Researchers), which reflects the institution's commitment to developing its practices and moving closer to the recommendations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). Unistra's priority objective is to offer attractive recruitment and working conditions for talented people in all areas of research. In July 2025, an application to renew the label for a further 3-year cycle was submitted to the European Commission, based on the 4 pillars of the new European Charter for Researchers.

In addition to providing a working environment conducive to research and to professional development of its staff, a number of concrete achievements have been made in recent years (see Chapter 2). These include the implementation of a human resources master plan (SDRH), which has deployed numerous actions in line with the HRS4R label, a sustainable development - social responsibility master plan (SDDRS), the strengthening of the Univoak open archive and the mapping of research structures, the innovation chain including Unistra's designation as a University Innovation Cluster with the creation of the PUI-A cluster (University Innovation Cluster - Alsace), the designation of platforms (Cortecs network) and the establishment of the labelled Datacenter have all helped to improve and strengthen the research environment for Unistra staff. In addition, the resources and calls for projects under the permanent IDEX levers open to researchers have paved the way for other actions such as the programming of Interdisciplinary Thematic Institutes (ITI) financed by the IDEX and in conjunction with the site's partner establishments, and calls for projects from the University of Strasbourg's Institute for Advanced Studies (USIAS) for original and potentially pioneering research.

The University of Strasbourg is also a member of two strategic groupings of European higher education establishments, the EPICUR European Alliance and Eucor - The European Campus, which offer unique opportunities for the entire university community.

The initial HRS4R plan for the period 2017-2024 brought together a total of 31 objectives (one was added in 2019) with 25 completed actions that have created the conditions for major support to researchers' activities.

Our successes on the action plan proposed in 2017 (see chapter 3.1)

The university remains highly committed and defends the humanist values of equality, parity and diversity at the highest level of governance, with the introduction in 2018 of a system to combat sexist, sexual and homophobic violence, and more recently in 2024 of a specific unit to deal with situations of psychological violence. A "disability and work" network supports disabled staff in their professional lives and implements appropriate measures to keep them in employment.

The University of Strasbourg has a strong institutional open science policy that covers the entire research process and has been strengthened in recent years with the introduction of policies, support, and levers to guarantee maximum security and protect data and knowledge within research units.

New services have been developed to lighten the administrative burden on researchers and give them more time and freedom to carry out their research. For example, the Pôle Unique d'Ingénierie (PUI, Research engineering center), which handles the appraisal and management of research contracts, has been strengthened to provide more targeted assistance with project management and research funding.

The University of Strasbourg has put in place a number of measures and launched several initiatives aimed at guaranteeing transparency and equal opportunities in the selection and recruitment of researchers (Open, Transparent, and Merit based recruitment OTM-R), with formalised recruitment procedures and particular attention paid to equal treatment of candidates and professional equality between men and women. The HR Department has also taken advantage of regulatory and legislative changes (notably through the LPR, the French Research Programming Law), which offer interesting new HR levers (post-doctoral contracts, junior professorships) that are vectors of attractiveness to promote, among other things, high quality, unconventional and even disruptive research.

Unistra has adopted a master plan for quality-focused and continuous improvement for the period 2023-2027, which sets out the guidelines for improving the efficiency of the institution's operations in all its missions, including training, research and development. To reduce the operational constraints associated with research, a number of structures within the department of Research and Doctoral Training (DRD) provide support for research and assist researchers in setting up and monitoring projects. The establishment of a labelled network of scientific research and service platforms (Cortecs), with dedicated financial and human resources support, has made it possible to carry out mapping of the scientific facilities and to deploy a quality-focused approach by developing services within the university, but also open to relations with the socio-economic world.

Since 2017, Unistra has strengthened its policy of support for the scientific community by implementing new actions aimed at improving the quality of the reception of new appointees and supporting everyone as they take up their duties, as well as actions aimed at supporting staff throughout their professional careers, thanks in particular to the allocation of CRCTs for teacher-researchers, and a diverse range of group and individual training courses, some of which are given in English. The doctoral college aims to set up several professional training courses offered to doctoral students. Other training initiatives for the scientific community have been launched over the past years, following the merger of the Science in Society and Relations with the Socio-Economic World policies.

Our future priorities for the 2025-2028 action plan (see chapter 3.2)

Since 2018, Unistra has been strongly committed to promoting ethical and responsible conduct in research, and a new version of the "Code of Ethics for Research Professions" is currently being updated.

In the field of innovation and relations with the socio-economic world, as well as in the field of disseminating and sharing knowledge with society, Unistra has developed several structuring orientations in a particularly intense manner between 2017 and 2021. Unistra is continuing to roll out actions as part of its open science policy and is stepping up its commitment by offering individual meetings with researchers when projects are being set up. At the same time, the implementation of the OPUS (Open University of Strasbourg) project with the growing importance of participatory science, and the Ministry's designation of Unistra as a University Innovation Pole Alsace (PUI-A), is enabling Unistra to open up to society and to deepen partnerships for the transfer of knowledge, technology and innovation in order to facilitate and amplify synergies within the university for and with society. These two operations, OPUS and PUI-A, have led to the creation of the Mission Relation à la Société (MRS, Mission Relations with Society) on January 1st, 2024, alongside the Education and Research missions. This internal organisation of the University is still unique in France.

Another priority is to raise the profile of the many partnerships, mobility schemes and funding available, in order to encourage researchers of all categories and research support staff to use these levers to promote mobility and interculturality. The research community would also like the diversity of studies and atypical careers to be better valued in recruitment and evaluation processes. Unistra has become an active member of the General Assembly of CoARA and of the French section of CoARA, and wishes to integrate this process into the HRS4R strategy.

Unistra's DPAC department (Management and Continuous Improvement Department) supports research units and research support services in their continuous improvement process to enable them to remove irritants, improve day-to-day operations, increase efficiency in order to avoid wasting time and energy, and ultimately carry out research under better conditions. In line with the DDRS (sustainable development and social responsibility) master plan launched in 2024, it is planned to launch a socio-ecological transformation plan specific to each research unit, based on its carbon footprint, and to encourage, disseminate and create forums for peer-to-peer experience sharing.

Another flagship action in support of researchers is the institutionalisation of the Network of Administrative Managers (RAURA) in 2024, creating a forum for the exchange of information and best practice at Unistra, in the spirit of joint work with central services in close collaboration with the directors of the research units.

Postdoctoral researchers feel isolated in their career choices, especially as many of them are of foreign nationality. Since 2023, Unistra's Euraxess centre has been offering a career development and support programme for international researchers, regardless of their supervisory authority or area of specialisation.

Training has also been targeted at new HDR holders specifically for doctoral supervision. In 2024, newly appointed unit directors were given management training, with two days of training combining a number of themes. The Ecole des cadres, inaugurated in January 2025, offers a new programme as part of Unistra's Human Resources Master Plan, dedicated to training and exchanges of good practice for the university's executives and project managers. These areas cover management techniques, knowledge of higher education and research, financial and budgetary management, human resources management and ethics, based on a versatile programme and flexible learning.

Finally, a mentoring programme has been launched in collaboration with the Alumni network, aimed at French and international doctoral and post-doctoral students, to facilitate exchanges between experienced researchers and young researchers.

All the priorities listed above have been translated into new actions in the application for renewal of the 2025-2028 label, in line with the new European Researcher's Charter published in 2024.

Information about the institution

	2017	2025	
PERSONNELS & ETUDIANTS	<i>Equivalent Temps Plein</i>	<i>FTE</i>	<i>Evolution 2017/2025</i>
Nombre total de chercheurs = personnel recherche : professeurs, enseignants-chercheurs, chercheurs, personnes titulaires d'une subvention ou d'une bourse,	4323	5117	16%
Dont (nombre) internationaux (par ex. de nationalité étrangère)	1411	1739	19%
Dont (nombre) financés par des fonds externes (fonds gérés par l'institution)	1649	1715	4%
Dont (nombre de) femmes	1856	2168	14%
Dont (nombre de) chercheurs confirmés R3 ou R4 = chercheurs disposant d'un large degré d'autonomie, avec un statut de Directeur de recherche ou	1501	2528	41%
Dont (nombre de) chercheurs reconnus R2 = post-doctorant ou équivalent pas encore totalement indépendant dans leur recherche	260	611	57%
Dont (nombre de) chercheurs débutants R1 = doctorant ou jeune chercheur (moins de ans d'expérience en recherche) *	2346	1978	-19%
Nombre total d'étudiants (si pertinent)	48011	55004	13%
Nombre total d'agents (direction, personnel administratif, enseignant et recherche)	5026	7070	29%
BUDGET RECHERCHE (pour l'année comptable la plus récente) €	€		
Budget annuel total de l'institution	517 826 251	576 248 245	10%
Budget annuel provenant d'une dotation gouvernementale (ciblé recherche)	16 803 013	18 670 737	11%
Budget annuel provenant de projets compétitifs financés par des pouvoirs publics (ciblés recherche, obtenus à l'issue de compétition avec d'autres	13 248 798	31 948 403	59%
Budget annuel provenant de fonds privés ou de sources non gouvernementales, ciblés recherche	3 600 110	7 997 733€	55%

Note: the drop in the number of doctoral students is explained by the fact that, since 2020, doctoral students no longer need to re-register for a defence before the end of December, and also by the national decrease in the number of students enrolling for a doctorate.

The data includes both permanent and contract researchers.

2. Strengths and weaknesses of the current practice

To make it easier to monitor the future plan and future renewals, the HRS4R actions planned for the period 2025-2028 have been listed according to the 4 pillars of the new European Charter for Researchers.

2.1 Ethical and regulatory aspects

The HRS4R 2017-2024 plan included 6 actions in the Ethical and Professional Aspects pillar: 4 actions have been completed (1, 2, 9, 10); 2 actions are continuing into the next period (14, 15).

Strengths

Unistra is strongly committed to promoting ethical and responsible conduct in research. The institution is committed to and defends the humanist values of equality, parity and diversity, which have been promoted at the highest level of governance by a full vice-president since 2021. A system to combat sexist, sexual and homophobic violence has been in operation since 2018 (action 1), and has been supplemented in September 2024 by a unit to deal with situations of psychological violence, led by the HR Department.

The university has developed new structures and services to lighten the administrative load on researchers and give them more time and freedom to conduct their research. The Pôle unique d'ingénierie (PUI, service for grants preparation and monitoring) part of the Research Department (DRD) has been strengthened, providing a more comprehensive and targeted support for project management and research funding. A streamlined justification procedures of the DRD's Financial Justification Unit and the Accounting Agency's Audit Office was the subject of an agreement in 2021, followed by 8 amendments, which simplified the procedure and lightened controls for amounts under €400k, for which the Accounting Agency does not carry out an audit (action 9).

The University of Strasbourg has a strong institutional open science policy that covers the entire research process and the eight traditional pillars of open science. The 2022 to 2024 roadmap has made it possible to put in place wide-ranging measures to help researchers from the doctoral level upwards, such as a major effort to help lecturers and researchers publish their research in open access and meet the requirements of funding bodies (ANR, Europe) (action 10), and a research data support service such as Adele Helpdesk as part of the Research Data Gouv process.

A number of tools and levers have been put in place to guarantee maximum security of knowledge and to protect data and knowledge within the research units. An Information Systems Security Manager (ISSM) coordinates the security of the information system with three main objectives: data availability, integrity and confidentiality (action 14). The University's Data Centre was opened in November 2019, with very strict rules for access and use, similar to those of the Meso-Centre dedicated to High Performance Computing (HPC). The heads of the research units and members of the research community are regularly made aware of issues relating to competitive intelligence. Competitive intelligence training is offered at doctoral level and will be renewed to convince researchers to take part in this training (action 15 and new action 51).

Areas for improvement

The Ethics, Integrity, Gender and Open Science pillar of the new 2025-2028 action plan comprises 12 actions, 8 of which are new, as follows:

Following the creation of a research ethics committee in 2018 for non-interventional research projects involving human subjects and the appointment of a scientific integrity officer, Unistra wanted to raise awareness of the ethics of the research professions. The ethics guide "Charte de déontologie des métiers de la recherche" (Code of ethics for research professions) is currently being updated (action 32), and the research community needs to be made more aware of the missions of the Scientific Integrity Officer and the Research Ethics Committee (CER) (appendix 7).

Unistra is continuing to roll out actions as part of its open science policy and is stepping up its commitment by proposing three new actions (33, 34, 35). Training courses presenting all the services offered in connection with open science, the current context and the challenges of open science, as well as a credited "Open Science" training course for doctoral students are new orientations, along with the aim to organise individual meetings with researchers at the time of setting up a project. In parallel, the implementation of the OPUS project, with the growing importance of participatory science and the accreditation of Unistra as a University Innovation Pole (actions 53 and 54), will enable Unistra to continue to open up to society and deepen its partnerships for the transfer of knowledge, technology and innovation.

The existence of violence of any kind is often a "taboo" subject within research units. Victims who report such violence fear the consequences for their careers, such as being sidelined from research projects, not being recognised as co-authors on publications, etc. The creation of a careers office for teacher-researchers (action 45) and the development of equality/diversity advisors in research units (some of whom have received "sexist, sexual or homophobic violence" training) may encourage victims to contact and confide in the units set up to protect them (action 36). Researchers should also be made aware of the new unit responsible for reporting and monitoring situations of psychological violence (action 37). The survey carried out at the end of 2024 still shows that the scientific community is not very familiar with these units and Unistra must optimise the communication levers for these support and care units (appendix 7).

Unistra has signed an agreement with the FIPHFP (Fund for the integration of disabled people into the civil service) and has drawn up a disability master plan, a strategic tool to support all researchers. The disability and work network's awareness-raising activities must be optimised to inform them of the conditions for recruitment and support in their careers, and even greater emphasis must be placed on accessibility and the adaptation of their working environment, thus ensuring that a greater number of researchers (currently only 2.79%) declare their disability without fear of stigmatisation and consequences for their career path (action 38).

Three other actions (39, 40, 41) are targeted on making the numerous partnerships, mobility and financing visible, in order to encourage researchers of all categories and research support staff to use these levers to promote mobility and interculturality.

In connection with the sustainable development and social responsibility (DDRS) master plan (2024), a socio-ecological transformation plan will be launched, specific to each research unit based on its carbon footprint (action 42) and to encourage, disseminate and create peer-to-peer experience-sharing forums (action 43).

The University of Strasbourg researcher's guide, which contains information on career management, health and disability issues, and support for research in all its forms, will be updated in the light of the new centres created in recent years and the new projects undertaken, and will be one of the priorities in the next action plan (action 55).

2.2 Recruitment and selection

The HRS4R 2017-2024 plan included 9 actions in the Recruitment & Selection pillar which have been completed (3, 4, 5, 6, 7, 8, 16, 17, 18).

Strengths

The University of Strasbourg has introduced new arrangements since 2017 and launched several actions to ensure transparency and equal opportunities in the selection and recruitment of the 4 panels of researchers.

The recruitment of experienced researchers (R3-R4 according to the European classification) complies with French regulations. The composition of the selection committee respects gender parity and the entire recruitment procedure is made as open and transparent as possible (action 7, OTM-R policy). Translation of job descriptions into English and publication on EURAXESS Jobs (possibly with a link to Eucor, Le Campus européen) is mandatory (action 3). Unistra has implemented actions aimed at guaranteeing the quality of the recruitment process with formalised recruitment procedures, and particular attention paid to respect for equal treatment of candidates and professional equality between men and women: training for the chairs and vice-chairs of selection committees on unconscious bias since 2019; drafting and transmission of a vademecum for the members of each selection committee specifying the rules to be followed; development of an evaluation grid (action 4); deployment of the work experience test (action 17) during teacher-researchers auditions since 2019 (73% work experience test in 2024 for lecturers posts and 27% for Professor posts) with the eventual aim of full implementation. Since 2018, the composition of selection committees has been displayed on the doors of audition rooms (action 8).

The ATER recruitment procedure has been dematerialised (action 16) and the dematerialisation of application procedures for lecturer-researcher posts using CEGID software has been deployed in certain research units before it can be generalised.

The version of the OTM-R strategy has just been updated, and is published on the institution's website in French and English (action 7).

The recruitment procedure for doctoral students (R1) follows French regulations. Doctoral students recruited via programmes initiated by Unistra (IdEx, Unistra doctoral grants, ITI) are evaluated by committees that interview candidates. On average, 10% of theses defended at Unistra are under international co-supervision; the international section of the Doctoral College provides support in setting up and monitoring these theses. As regards postdoctoral researchers, a salary scale has been introduced for contract researchers, with levels based on seniority (action 6).

The HR Department has taken advantage of regulatory and legislative changes that offer interesting new HR levers as post-doctoral contracts, junior professorships, etc. A harmonised and structured procedure

was introduced in February 2022 with the creation of a real status for the recruitment of post-docs (action 5). Since the launch of the Junior Professorship (CPJ) by the LPR in 2021, Unistra has recruited 3 to 4 CPJ professors annually (action 18).

Areas for improvement

The "Assessment, recruitment and career development" pillar of the new 2025-2028 action plan includes 3 actions, 2 of which are new, as follows:

With regard to the recruitment of university professors (PU), the university is pursuing a recruitment strategy that guarantees a balance between internal and external recruitment, by assuming its political will to retain and monitor the career progression of its high-level MCFs who contribute to its reputation. Unistra is also developing measures (e.g. scientific incentive bonus, allocation of doctoral contracts, etc.) to strengthen its policy of attracting talented scientists.

With regard to the OTM-R policy, several actions are planned, such as the introduction of training courses on the principles and strategy of OTM-R and a system of quality control and internal evaluation in connection with the HRS4R label. A guide for researchers, describing entry standards, possible careers, etc. for each type of population, with an English translation, is a project supported by the HRD (action 44). The teacher-researchers support policy, which has been in place since 2018, will be continued by stepping up measures to improve the quality of support for new appointees, such as the dedicated induction programme and the appointment of a mentor throughout the first year of appointment (action 45). The HR conference held in 2023 led to the development of a human resources master plan (validated in 2024), one of the concrete examples of which was the creation of a careers office (staffed by a teacher-researcher and a careers officer) dedicated to teacher-researchers, which supports the career development of post-recruitment researchers and is one of the key achievements of the human resources master plan (HRDS) (action 46).

Unistra plans to continue simplifying and dematerialising the entire recruitment process and plans to extend the use of Talentsoft software to the recruitment of contract teacher-researchers.

The research community would like the diversity of studies and norm-defying careers to be better valued in recruitment and evaluation processes. Unistra became an active member of the General Assembly of CoARA and of the French section of CoARA in 2024. As most evaluations of research in France are carried out by committees of peers, the community's acceptance and adherence to change is one of the main challenges in implementing the fundamental commitments. Disciplinary specificities are a particularly relevant subject for discussion, as is the recognition of research output according to field of expertise.

Remarks

The introduction of the EUR graduate schools in 2018, followed by the ITIs in 2021, has helped to fund high-level interdisciplinary research projects and the corresponding innovative training programmes at master's and doctoral level. In this way, the programme is helping to build bridges between student training and the world of research, with the aim of developing the master's-thesis continuum and involving a growing number of staff from organisations in the training of research masters, in preparation for a doctoral project.

The ITIs are therefore programmes that link research clusters to graduate programmes (the master's-doctorate continuum), with the aim of developing skills through research for students and doctoral candidates. The ITIs aim to tackle major challenges in the fields of health and life sciences, chemistry, materials and quantum sciences, as well as humanities and social sciences.

The efforts made by Unistra during the previous period to attract researchers will be continued in the next period thanks to the programmes of excellence (IdEX, USIAS, Cercle Gutenberg). These levers are vectors of attractions for promoting high-quality unconventional research. Since 2020, these annual calls for fellows have made it possible to recruit more than 100 researchers and 200 post-docs, 68% of whom are foreigners. Unistra's membership of EUCOR and EPiCUR offers opportunities to promote an international HR policy and better integration and consideration of the HR dimension in the structuring projects submitted, in particular the PIA, initiative "Investments for the Future Program" launched by the French government in 2010 with the aim of financing projects.

2.3 Working conditions

The 2017-2024 HRS4R plan provided for 7 actions in the "Working conditions and social security" pillar: 4 actions have been completed (12, 21, 22, 23); 2 actions are continuing into the next period (13, 30) and 1 action has been put on hold (20).

Strenghts

Unistra has adopted a master plan for quality-focused and continuous improvement for the period 2023-2027, which sets out the guidelines for moving towards more efficient operation of the institution in terms of training, research and development. The aim of this approach is to improve the day-to-day lives of staff (quality of life at work, particularly through the meaning of their missions) and the service provided to beneficiaries, to control activity and save time (simplification, dematerialisation).

A "disability and work" network set up in 2017, supports disabled staff in their professional lives and implements appropriate measures to keep them in work and facilitate teleworking in conjunction with their physician (action 22). A partnership agreement with the Fonds pour l'insertion des personnes handicapées dans la fonction publique (FIPHFP), renewed in 2022, is currently being renewed for the period 2025-2027. A procedure for work-related accidents has been finalised and published on the university intranet (action 23). The active gender equality policy implemented in recent years has helped raise awareness among young researchers by holding forum theatres and training selection committees in unconscious bias (action 12). The status of post-doctoral researcher, governed by the French LPR law, has been introduced at Unistra in 2022, along with a salary scale for contract researchers, with increments based on seniority (action 6).

To reduce the operational constraints associated with research, a number of structures within the DRD provide support for research and assist researchers in setting up and monitoring projects (PUI, finance department, publication support centre, Misha) up to the development of patents (SATT, Société d'Accélération et de Transfert de Technologie). The establishment of a labelled network of Unistra's scientific research and service platforms (Cortecs) in partnership with the CNRS and INSERM has enabled the mapping and deployment of a quality-focused approach and the development of services within the

university, but also open to the socio-economic world (action 21). The prevention of health and safety risks within research units is also a priority, and numerous training courses are offered each year in collaboration with the CNRS and Inserm, some of which are presented in English at the request of the research units. Unistra is continuing its collaboration with the SATT, which is responsible for managing projects funded by private entities, as well as resulting patents.

Areas for improvement

The "Working conditions and methods" pillar of the new 2025-2028 action plan comprises 9 actions, 8 of which are new, as follows:

The continuous improvement initiatives undertaken by the various research units should enable them to remove irks reported by the teams, improve day-to-day operations, increase efficiency in order to avoid wasting time and energy, and ultimately carry out research under better conditions. The DPAC department proposes to support research units and research support services in their continuous improvement process (action 47).

The DRD is in the process of structuring support for project leaders via the PUI, with operational coordination with the French research organizations, strong investment in supporting the community in its dealings with funding bodies, the organisation of scientific events and frequent training and information sessions (action 48). The institution's major transformation projects, in particular the Cortecs certification of scientific platforms, which is already well underway, and the project to create management centres for SHS research units, are concrete examples of a service project approach (action 49). Another flagship action in support of researchers is the institutionalisation of the Network of Administrative Managers of research units (RAURA) in 2024, creating a forum for the exchange of information and Unistra's best practices, in the spirit of joint work with central services in close collaboration with the directors of the research units (action 50).

The Human Resources Master Plan (Schéma directeur des ressources humaines - SDRH), approved by the University Congress at the end of 2024, highlights the policy implemented at the University of Strasbourg with a view to increasing its attractiveness, building staff loyalty and developing their sense of belonging. In terms of quality of life at work, the university has focused its actions on integrating staff with disabilities, training and career development, deploying teleworking, and taking SD&RSE (sustainable development - social and environmental responsibility master plan) into account. One of Unistra's priorities is to promote the richness and diversity of research support professions, given the difficulties in recruiting in certain areas (finance, heritage, digital, for example).

In accordance with national regulations, Unistra is involved in the protection of the nation's scientific and technical potential (PPST). The security and defence officer supports the research units and offers training on the protection of the nation's scientific and technical potential, radicalisation of staff and economic intelligence awareness (actions 51 and 52).

In the field of innovation and relations with the socio-economic world, as well as in that of disseminating and sharing knowledge with society, Unistra has developed several structuring orientations in a particularly intensive manner between 2017 and 2023. The MRS (Mission relationship with society) cluster, created in 2024, is helping to open up the institution to society and to deepen partnerships for the transfer

of knowledge, technology and innovation, in order to facilitate and amplify synergies within the University of Strasbourg for and with society. The MRS proposes an adapted service offering and responds to requests for expertise and project support from the university community (actions 53 and 54). The deployment of the cultural quarter in 2023, with the inauguration of the new planetarium, has enabled the Jardin des Sciences to open up even more to the general public, secondary school pupils and high school students, offering a range of activities that include research units, with the aim of spreading scientific and technical culture throughout Alsace.

One of Unistra's priorities is to optimise communication initiatives to inform researchers of the many tools that have been put in place over the last two years (survey, appendix 7). Several actions are proposed with this objective in mind: updating the researcher's guide, communication on the international platform for foreign researchers and on the newsletter "Rendez-vous avec la recherche" written by the DRD (co-written with the magazine Savoir(s)) (action 55). The working conditions of foreign researchers, most of whom are post-doctoral fellows, are facilitated by the EURAXESS cluster, which has participated in the design of an online reception platform for international visitors, piloted by the Department of International Relations (DRI). This platform, whose project was initiated as part of the "Bienvenue en France" label, aims to facilitate the experience of all international students on mobility programmes at the University of Strasbourg, from their welcome to their integration. It takes the form of a step-by-step guide, in French and English, with information tailored to each profile.

Remarks :

In the spirit of optimised management, many joint research units have entrusted the management of their research units to a duo consisting of a research unit director and an administrative and executive director (in charge of the administrative management of the structure, coordination of support services, scientific watch). This division of responsibilities lightens the workload of the unit director, who is also a researcher, and ensures continuity in the running of the research unit. More and more researchers who have been awarded an ERC or other large external project fund a project manager from their budget, who assists them with administrative and financial management, scientific reporting, etc.

Major efforts have been made to improve working conditions, thanks in particular to the Initiatives d'excellence IdEx and "Opération campus", which have allowed the university to modernise and acquire new state-of-the-art research facilities. Flagship projects include the new Studium library, inaugurated in 2022, the Maison des personnels (staff house, 2019) and the cultural quarter (new planetarium). Meanwhile, it should be noted that some buildings still need to be renovated and thermally insulated. A certain need for offices and meeting rooms must be taken into account to improve the quality of working life for staff in the central services and some research units.

2.4 Training and development

The HRS4R 2017-2024 plan included 8 actions in the "training" pillar: 7 have been completed (11, 24, 25, 26, 27, 28, 29); 1 is continuing into the next period (19).

Strengths

The University of Strasbourg is committed to supporting everyone in their careers, valuing their skills and professional commitment and giving them the means to achieve their plans. Since 2017, Unistra has strengthened its policy of supporting the scientific community by implementing new actions aimed at improving the quality of the reception for new appointees and supporting everyone as they take up their duties, as well as actions aimed at supporting staff throughout their professional careers, thanks in particular to the allocation of CRCTs for teacher-researchers and a diverse range of collective and individual training courses.

Doctoral students are supported by the doctoral school for their discipline. The Doctoral College, which brings together the 10 doctoral schools, has stepped up its support for doctoral students through thesis monitoring committees, by meeting doctoral students halfway through their thesis, advising them on their professional development and guiding them in their career plans (actions 25 and 28). Compulsory meetings between doctoral students and their thesis supervisors have been introduced, enabling scientific results to be monitored (action 24). It should be noted that since 2022, the MESRI has introduced the Individual Monitoring Committee (CSI), which enables doctoral students to present an annual progress report on their work to an individual monitoring committee, the main aim of which is to identify and remedy any problems that might prevent them from completing their doctorate on time and achieving their career goals.

Every year, new courses are offered in English, enabling international doctoral students to benefit from doctoral training. The doctoral college has grouped together existing courses that are relevant to different career paths, such as academic careers, research careers in private companies, etc. (actions 25 and 27). Several tools have been put in place, including a new electronic management tool for doctoral course registrations named "Amethis" (action 26) and DocPro (action 29). The Amethis tool has been supplemented by several modules to harmonise the processing of doctoral students' applications while respecting the specificities of each discipline, as the Individual Monitoring Committee (CSI).

Another lever that has been put in place in recent years (2017) is the international programme, which provides incentives for researchers: support for international congresses and symposia ; cross-border research projects as part of the 'seed-money' action proposed by EUCOR ; structuring networks and international scientific collaborations and international laboratories supported by Epicur ; editing service at the MISHA allowing SHS publications to be proofread and translated into English, thus contributing to their international visibility ; development of an international doctoral programme including doctoral contracts, summer schools and a specific training and support programme for international doctoral students.

New training initiatives for the scientific community have been launched in recent years, following the rapprochement of the Science in Society and Relations with the Socio-Economic World policies. Numerous events have been organised to disseminate knowledge to the general public, such as the Jardin des sciences (action 11) and the Maison des sciences Alsace (Misha). The deployment of a cultural district was launched in 2023 with the inauguration of the new planetarium, which has enabled the Jardin des Sciences to open

up to secondary school students and the general public and to offer a range of activities, integrating the research units.

For post-docs, the DRD's PUI offered information days on European project applications, with sessions in English. The Horizon Europe programme was also launched in 2020 with webinars in English attended by around a hundred participants (action 19).

Areas for improvement

The "Scientific careers and talent development" pillar of the new 2025-2028 action plan includes 8 new actions, as follows:

Many levers have been created at Unistra to support researchers from all panels, to encourage them and facilitate their professional development. In this context, training courses offered by the Mission Relation Sociétés cluster (innovation, entrepreneurship, relations with society) provide concrete support for their career development (actions 53 and 54). Since 2022, Pépite Etena has also been offering a training course leading to a qualification, aimed at young researchers with a research development project, with the main aim of stimulating the entrepreneurial spirit and helping students to turn their entrepreneurial projects into reality, by offering them a favourable environment of services.

In the doctoral training catalogue, 13 courses have been created for doctoral students' professional projects, 6 of which are offered in English. One of the future actions is to increase the number of courses offered in English (action 58) and to open up some of these courses to post-doctoral students (action 60). In 2026, a residential seminar, such as the Doctoriales, will also be open to post-doctoral students, to help young researchers find their way in the field of innovation (action 61).

Another priority of the doctoral college is to support doctoral students in their choice of training path, so that they can move towards an academic or non-academic career. In addition to a common core training, 5 training pathways are offered to them : such as "innovation, creativity, entrepreneurship"; "research and development, consultancy, expertise"; "higher education - public organisations"; "scientific mediation - open science" and "Europe - International" (action 59).

Postdoctoral researchers report feeling isolated in their career choices, especially as many of them are of foreign nationality. Since 2023, Unistra's Euraxess centre has stepped up its efforts to provide more support for young researchers by setting up a career development and support programme for international researchers, regardless of their supervisory authority or area of specialisation (action 56). The programme offers personalised, tailor-made support with individual interviews, workshops and a toolbox. At the same time, Euraxess has launched themed career workshops with the EDs and Unistra's Alumni Relations Service. Although there are joint training courses between Unistra and the research organizations (CNRS, Inserm), the range of training courses for research unit staff will be expanded and the number of courses in English for foreign researchers will be increased.

Training courses have also been targeted at teacher-researchers. For example, each new HDR holder is invited to attend a 2-day training course specifically for doctoral supervision on topics such as managing a research project; day-to-day supervision of doctoral students; support in developing a professional project;

psychosocial risks; and gender equality issues. In 2018, an external firm provided management training for newly appointed unit directors. In 2024, this programme has been significantly strengthened, with two days of training combining a number of topics. A 'Unit Director's Guide' is currently being drafted, covering all of these topics (action 57).

The "Ecole des cadres" (executives school) was inaugurated in January 2025, a new facility which is part of the Human Resources Master Plan framework, dedicated to training and exchanges of practice for the university's executives and project managers. These areas cover management techniques, knowledge of higher education and research, financial and budgetary management, human resources management and ethics, based on a versatile programme and flexible learning (action 63).

Finally, a mentoring programme in collaboration with the Alumni network, aimed at French and international doctoral and post-doctoral researchers, is in place to facilitate exchanges between experienced researchers and young researchers (action 62). Each month, the Career Story section on the Euraxess Instagram page or on the Euraxess website provides an opportunity to discover the career path of a supported researcher.

Remarks

For doctoral students, the doctoral college (10 doctoral schools) offers more than 170 courses covering cross-disciplinary skills. Each doctoral school offers a range of disciplinary training courses. On average, each doctoral student takes 54 hours of cross-disciplinary training and every 54 hours of disciplinary training. Two new levers have been put in place in recent years: EUR and ITI, which aim to develop the master's-thesis continuum and involve a growing number of staff from organisations in the training of master's research students, in preparation for a doctoral project aimed at meeting major challenges in the fields of health and life sciences, chemistry, materials and quantum sciences, and human and social sciences.

The doctoral college has set up a Career Development Unit, whose activities have become increasingly important in recent years. Its mission is to promote the diversity of careers available to PhDs and to raise awareness among professionals in the private and public sectors of the employability of PhDs. The cluster works with a number of other departments, including the doctoral schools, the Alumni network, the ETENA cluster, Espace Avenir and external partners such as APEC (Association pour l'emploi des cadres), ANRT (Association nationale de la recherche et de la technologie) and SATT Conectus. In the near future, it will be important to centralise and coordinate all these training opportunities so that Unistra can offer a clear and open service to young researchers.

2.5 Have short- and medium-term priorities changed?

The short- and medium-term priorities are evolving in line with Unistra's strategic orientations and the extent to which the actions programmed in the first application for the label in 2017 have been carried out.

Unistra has adopted a master plan for quality-focused and continuous improvement for the period 2023-2027, which sets out the guidelines for moving towards more efficient operation of the institution in terms of training, research and development. The aim of this approach is to improve the day-to-day lives of staff (quality of life at work, particularly through the meaning of their missions) and the service provided to beneficiaries, to control activity and save time (simplification, dematerialisation).

It should be noted that Unistra has obtained several quality labels in recent years: Welcome to France with 3 stars, ISO 9001 certification for six components and the continuing education service (SFC). The University is working on the requirements of the Qualiopi reference system (SFC and DES) and has set up a map of its scientific research and service platforms (Cortecs), which are committed to complying with a charter drawn up jointly by the supervisory bodies (CNRS, INSERM, Unistra).

Since the deployment of the HRS4R strategy in 2017, many actions in line with the principles of the European Charter for Researchers have been carried out. The HRS4R plan for the period 2017-2024 brought together a total of 31 objectives (one was added in 2019) with 25 actions completed and 6 still in progress or extended (appendix 2). It should be noted that the implementation of some actions was slowed down by the health crisis in 2020 and successive periods of confinement.

At the halfway stage, the European Commission's feedback has confirmed the guidelines and enabled the flagship actions to be continued, such as the disability mission, support for research via several central services, and the promotion and implementation of the univOAK open access platform. Other good practices highlighted include the scientific integrity referent and the network against sexual harassment, sexism and homophobia. The "Interdisciplinary Thematic Institutes" programme, created to combine high-quality interdisciplinary research and innovative training, has continued and met with great success. The number of training courses in English for doctoral graduates has been increased and a focus on career development training has been prioritised. One of the main weaknesses in the implementation of the HRS4R programme was the fact that documents are published mainly on the intranet and are therefore not available on the website, and that they are often in French. A complete overhaul of the Unistra website is currently being finalised and these recommendations have been taken into account in the presentation of the HRS4R label.

The actions carried out during the 2017-2024 period, which have become permanent, will continue to be monitored and indicators recorded on a regular basis.

As part of this end-of-cycle self-evaluation, one of Unistra's priorities is to inform the scientific community about all the services and tools available to them. The survey carried out at the end of 2024 shows a lack of awareness of many of the levers that have been put in place and which constitute actions in the 2025-2028 plan (appendix 7).

Launched in September 2024, the process for the first renewal of the "HR Excellence in Research" label is based on the development of a new gap analysis based on the new European charter, consultation with the

various central departments with a service offer to researchers and the analysis of various master plans or action plans of the establishment. In parallel, in December 2024 a 20-question survey was sent out to 5 117 researchers, teacher-researchers, engineers, post-doctoral and doctoral students in order to gather their opinions on subjects related to the renewal of the HRS4R strategy at Unistra. 491 responses were received, representing a participation rate of 10%. The summary of the results, based on the statistical processing of the anonymised responses, is presented in a document appended to this report (appendix 7 - HRS4R 2024 survey results). The results of this survey were taken into account in drawing up the new 2025-2028 action plan (appendix 3 - HRS4R 2025-2028 action plan).

This 32-action action plan was validated by the Unistra Research Commission and Board of Directors on 13 May and 3 June 2025 respectively.

2.6 The institution has undergone significant changes in the way it operates, and if so, what impact has this had on its HR strategy?

At the crossroads of Europe, Unistra continues to develop a cross-border and European dynamic, distinguished by pioneering achievements as a founding member of the LERU (League of European Research Universities) and the status of European Grouping of Territorial Cooperation (EGTC) for EUCOR-The European Campus. It is also a founding member and has chaired the alliance of European universities EPiCUR (European Partnership for an Innovative Campus Unifying Regions) since 2018.

Unistra was the first university in France to merge in 2009, and was one of the first three universities to be granted IdEx status in 2016. It is recognised for its scientific excellence, its rich range of courses and its multidisciplinary approach. It is also a founding member of the Udice alliance created in 2019, which brings together 10 research-intensive universities. Unistra is recognised for the impact of its research on innovation, and the structuring of its value-added chain (SATT Conectus, SEMIA incubator, competitiveness clusters, etc.) with Eurometropolitan, regional and cross-border players.

The University of Strasbourg, through its 76 research units with strong links to the CNRS and Inserm (>60%), is a key player in the dynamics, attractiveness and reputation of research in the Grand Est region (7th in terms of national publications). In 2023, Unistra will have 66 research units, 9 research support units and 1 joint service unit, spread across three major disciplinary areas: Area I (Law, economics, management and human and social sciences, 29 units), Area II (Science and technology, 14 units) and Area III (Life and health, 23 units).

New internal structures have made it possible to better integrate major projects into the institution's operations and better control their sustainability. Some departments have been reorganised to take advantage of the IdEx. The main achievements in recent years include the introduction of a sustainable development master plan (SDDRS), a human resources master plan, resources and calls for projects under the long-term IDEx levers open to researchers (such as the programming of ITIs, which involves all the partner institutions), the Univoak open archive, the mapping of research structures, the SATT Conectus and the innovation chain through to Unistra's accreditation as a University Innovation Cluster in November 2021 with the creation of the PUI-A cluster (University Innovation Cluster - Alsace), the accreditation of platforms (Cortecs network) and the setting up of the Datacenter. Other achievements include the renewal of master

plans such as the digital master plan (2018-2022), the disability master plan (2016-2020), the master plan for quality-focused and continuous improvement (2023-2027) and the action plan for professional equality, which was renewed in December 2024.

Unistra is pursuing its objective of encouraging the emergence of new research themes and risk-taking in order to help open up new areas and fields of investigation. It has also taken advantage of its broad disciplinary expertise to bring to fruition interdisciplinary research projects and programmes, providing added value in tackling today's major scientific challenges. These initiatives have formed the breeding ground for the ITIs.

EUCOR and EPiCUR are fundamental partners for an international policy that involves the whole site, confirming through these numerous projects that internationalisation is a priority axis for structuring and modernising its development.

The University of Strasbourg brings together a very large number of renowned teacher-researchers and researchers, recognised both nationally and internationally (members of Academies, ERC laureates, IUF laureates, CNRS medals, 2 active Nobel Prize in chemistry and 1 in physiology-medicine, 2 Kavli prizes, etc.). With 40 IUF laureates and 34 ERC laureates since 2018, Unistra is one of the leading sites in France outside the Paris area.

The Presidency of Unistra was renewed in March 2025 with the election of Frédérique Berrod, who specialises in teaching European Union law, thus ensuring continuity in the implementation of the institution's strategy, including the HRS4R strategy.

The governing team around the new President is now perfectly balanced between men and women: in 2025, the team comprises 7 female vice-presidents and 8 male vice-presidents, i.e. 50% women in 2024, compared with 38% in 2021.

2.7 Are there any strategic directions under development that could influence the action plan?

The HRS4R action plan is defined on the basis of strategic orientations that depend on the national context and the new regulations defined by the European Charter for Researchers.

Unistra has been heavily involved in projects to improve staff pay and careers, in line with the French law on research programming (LPR). Measures to promote career progression, recruitment via the Junior Professorships, the promotion of the multiple missions of the scientific community in career progression, the possibility for teacher-researchers to pursue their research activity while becoming involved in a company to promote a patent or disseminate scientific culture are examples of the measures undertaken in recent years.

The implementation of a gender equality plan and the creation of the "Ecole des cadres" (executives school) are in line with the recommendations of the French law on the transformation of the public service. The

sustainable development - social and environmental responsibility master plan follows also the climate plan of the Ministry of Higher Education and Research (MESR).

Calls for projects have evolved over the years, adapting to the needs of the community and the institution's strategic orientations. Following the introduction of the ITIs and the transfer of tasks within these programmes to the ITIs, a new "exploratory" call for projects dedicated to the emergence of new areas of research has been introduced in 2021. Despite their advantages, these calls for proposals require heavy management, time-consuming and increasingly difficult to find peers to conduct expert appraisals. For this reason, their relevance to the needs and expectations of the community is reviewed annually, and a network of experts has been set up with partner universities (Aix-Marseille and Bordeaux).

A new form of strategic dialogue between governance, the teaching components and the research units has given the components and research units considerable autonomy, so that they can develop their own strategy (particularly in terms of HR) and define priorities in line with their specific needs and the institution's strategy.

The HRS4R action plan for the period 2025-2028 was drawn up in conjunction with the Contract of Objectives, Resources and Performance (COMP); the HCERES report; the institution's various master plans (disability, human resources, ecological transition, gender equality plan, etc.), consultations with central departments, Copil members and the survey involving the scientific community.

Finally, it is worth mentioning the context of budgetary restrictions to which the French government has committed itself, and which, at the time this report is being finalised with a view to renewing Unistra's Excellence in Research label, poses significant risks to the budgetary equilibrium of French universities.

3. Past and future actions

The 40 principles of the Researcher's Charter (2005)

Ethical and professional aspects 1. Freedom of research – 2. Ethical principles – 3. Professional responsibility – 4. Professional attitude – 5. Contractual and legal obligations – 6. Responsibilities – 7. Good practice in the research sector – 8. Dissemination and use of data – 9. Commitment to society – 10. Non-discrimination (see 27) – 11. Evaluation systems

Recruitment 12. Recruitment – 13. Recruitment (code) – 14. Selection – 15. Transparency – 16. Judgment of merit – 17. Variations in CV chronology – 18. Recognition of mobility experience 19. Recognition of qualifications – 20. Seniority – 21. Post-doctoral appointment

Working conditions and social security 22. Recognition of the profession – 23. Research environment – 24. Working conditions – 25. Job stability and continuity – 26. Financing and wages – 27. Gender balance (see. 10) – 28. Career development – 29. Valuing mobility – 30. Access to career guidance services – 31. Intellectual property rights – 32. Co-author – 33. Teaching – 34. Complaints and appeals – 35. Participation in decision-making bodies

Training 36. Relations with thesis/internship supervisors – 37. Supervision and management tasks – 38. Ongoing professional development – 39. Access to research training and continuing development – 40. Supervision

30 actions made up the initial action plan for the 2017-2024 period and 1 action was added at the interim evaluation: 25 actions have been completed, 3 actions have been extended and 3 actions are in progress.

The actions for the 2017 - 2024 period, which have become permanent, will continue to be monitored and indicators recorded on a regular basis.

Actions are divided into two parts: the first (3.1) presents an assessment of the completion of the action plan proposed in 2017; the second (3.2) announces the action plan to be implemented for the period 2025-2028, listed in accordance with the new European Charter (see below).

The 20 principles of the Researcher's Charter (2024)

Ethics, Integrity, Gender and Open Science 1. RESEARCH ETHICS AND INTEGRITY – 2. FREEDOM OF SCIENTIFIC RESEARCH – 3. OPEN SCIENCE (Citizen Science) – 4. GENDER EQUALITY – 5. TAKING DIVERSITY INTO ACCOUNT – 6. THE RESEARCHER (Professional attitude, Accountability) – 7. FREE MOVEMENT OF RESEARCHERS – 8. SUSTAINABILITY OF RESEARCH

Evaluation, Recruitment and Career Development of Researchers 9. EVALUATION OF RESEARCHERS – 10. RECRUITMENT (Variations in CV chronology, Seniority) – 11. SELECTION (Non-discrimination) – 12. CAREER DEVELOPMENT (Co-author, Recognition of mobility experience)

Working conditions and Methods 13. WORKING CONDITIONS, FINANCING AND SALARIES (Research environment, Complaints/recourse, Participation in organizational governance, Funding and salaries) – 14. JOB STABILITY (Early career researchers (R1-R2)) 15. CONTRACTUAL AND LEGAL OBLIGATIONS – 16 DISSEMINATION AND VALORIZATION OF RESULTS (Intellectual assets, including intellectual property rights, Commitment to society)

Scientific Careers and Talents Development 17. PROMOTING DIVERSIFIED SCIENTIFIC CAREERS – 18. CAREER DEVELOPMENT AND GUIDANCE – 19. ONGOING PROFESSIONAL TRAINING (Access to research training and continuous development, Skills validation, Teaching) – 20. SUPERVISION AND MENTORING (Relationships with thesis/internship supervisors, Experienced researchers)

3.1 Review of the 2017 action plan

(See appendix 2 - Summary of indicators for the 2017 action plan for the indicator values recorded)

Action 1	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Creation of a cross-disciplinary network shared by a number of organisations working to combat, monitor and support discrimination and harassment.	10, 27, 34	Winter 2018	DRD - DRH - SAJI - SVU - VP Equality/Parity - CAMUS - Psychologist	https://www.lactu.unistra.fr/index.php?id=28450&utm_source=lactu_165 - Leaflets and reference booklet. Network activity indicators: Number of agents seen per year / Number of cases handled per year / 2 training sessions organised per year.
	State of progress	Remarks		
	COMPLETED	Appointment in 2021 of a vice-president for equality, parity and diversity. New action plan for professional equality between women and men submitted to the MESRI in December 2024. Forum theatre for doctoral students since 2022, with an average of 20 participants per year.		
Action 2	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Drafting of a digital researcher's guide, accessible online and equipped with a search engine, for the university community, describing various administrative and technical aspects that make up the research professions at Unistra. Translation of this guide into English.	1, 5, 7, 8, 10, 11, 12, 15, 22, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33	Autumn 2017	DRD	Guide available on the Unistra intranet 3 chapters, 18 elements, with more to come
	State of progress	Remarks		
	COMPLETED	An updated French version will be drawn up in 2025, in conjunction with the guide for research unit directors, the guide for foreign researchers and the HR guide. New 2025-2028 action plan (actions 44 and 55)		
Action 3	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)

Translation of job descriptions into English, addition of language of instruction and publication on EURAXESS	13, 15	Autumn 2017	DRH	- of job descriptions translated into English - language of instruction added to job description template Y/N - % of files published on EURAXESS
	State of progress	Remarks		
	COMPLETED	Redesign of the model job description with detailed drafting instructions translated into English (possibly German), including the language of instruction. It is now compulsory for these job descriptions to be translated into English and posted on EURAXESS Jobs (possibly with a link to Eucor, the European Campus).		
Action 4	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Drawing up an evaluation grid to be used by selection committees to replace the rapporteur sheet	16, 17, 18, 19, 20, 32	Autumn 2017	DRH	Creating a grid - of selection committees using the grid
	State of progress	Remarks		
	COMPLETED	Assessment grid implemented in 2020 : 100% of selection committees have been using it since 2020.		
Action 5	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Introduction of a harmonised procedure specific to Unistra for the recruitment and monitoring of post-doctoral and foreign researchers	12,21, 22, 25, 28, 30	Spring 2019	DRH	Drafting a procedure
	State of progress	Remarks		
	COMPLETED	Harmonised procedure implemented from February 2022. Creation of a genuine status for post-doctorates with the post-doctoral contract (LPR).		
Action 6	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
To improve the attractiveness of research at the University of Strasbourg by offering contract researchers salaries that are	21, 22, 26	Spring 2019	DRH	Written procedure Introduction of a specific grid for

more in line with their qualifications and that increase with seniority.				contract researchers
	State of progress	Remarks		
	COMPLETED	Post-doctoral status supervised by the LPR, in place since 2022. Salary scale for contract researchers, with levels based on seniority.		
Action 7	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Implementation of an open, transparent and merit-based recruitment policy (OTM-R) in line with the recommendations of the European Commission	12, 13, ; 14, 15, 16, 17, 18, 19, 20, 21	Spring 2019	DRH	OTM-R policy in place - checklist being updated
	State of progress	Remarks		
	COMPLETED	The OTM-R checklist has been updated: now online with the new website, available in French and English. Example : the composition of the selection committee respects gender parity and the entire recruitment procedure is made as open and transparent as possible.		
Action 8	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Posting of the composition of selection committees for the recruitment of teacher-researchers on the doors of audition rooms	2	Autumn 2018	DRH	100% of committee membership posted on maintenance room doors in 2018
	State of progress	Remarks		
	COMPLETED	Committee composition sheet: posted on the door since the 2018 teacher-researcher recruitment campaign.		
Action 9	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Streamlining of justification procedures for the Financial Justification Unit (DiRE) and the Audit Office (Accounting Agency)	6	Winter 2018	DRD AC	Agreement signed: 74% of all projects funded by the ANR are now justified on time
	State of progress	Remarks		
	COMPLETED	The agreement on the simplification of justification procedures was signed in September 2018 between the DRD and the Accounting Agency, followed by 8 amendments.		

		The procedure has thus been lightened: the control is reduced for amounts of less than €400,000, for which the Accounting Agency does not carry out an audit.		
Action 10	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Promoting Open Knowledge Archives: 8 univOAK.eu		Autumn 2018	Service of libraries Com	Number of visitors since 02/02/2019 : 77,037 views, 846 downloads Number of downloads on univOAK: - 2018: 2825 - 2019 : 6720 - Who publishes on univOAK? - 2018 : 256/2825 downloads by researchers (9%) - 2019: 2102/6720 Downloads from researchers (31%) - 15 Presentation sessions (19 h in total) for researchers, total attendance 216
	State of progress	Remarks		
	COMPLETED	Implementation of Univoak; regular communication to units on its use; regular communication actions on research data and open science. See appendix 2 for evolution since 2018. In 2024: 84,357 references available (including 16,967 in PDF format); 604 publications submitted; 10 training sessions; 137 participants (average 14/session); 1 reception per week. Achievements 2018-2024: 3 video tutorials; creation of the "scienceouverte.unistra.fr" website; annual "Open Access Month" event.		
Action 11	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)

Formalise the follow-up to meetings between secondary school pupils and teacher-researchers in order to raise awareness of the university and research (possibly in conjunction with the Rectorat).	9	Summer 2020	"Jardin des sciences" DRD	Visits to secondary schools - Students invited to the university - Laboratory visits booked via the university website
	State of progress	Remarks		
	COMPLETED	The Jardin des sciences disseminates knowledge to the general public, organises meetings between researchers and pupils in schools and receives requests for visits to laboratories. See appendix 2 for evolution since 2018.		
Action 12	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Raising doctoral students' awareness of gender equality issues. Raising awareness of these issues among members of selection committees.	10, 27	Winter 2021	VP Equality DRH	Number of annual sessions on the subject for doctoral students - Number of participants and completion rate for doctoral sessions - Number of training sessions for members of selection committees - Number of participants and completion rate for sessions
	State of progress	Remarks		
	COMPLETED	Since 2019, a meeting for all selection committee chairs, with distribution of a handbook describing the rules to be observed and complied with, including gender parity. Training for chairmen and vice-chairmen on the subject of "gender bias" and "unconscious bias".		
Action 13	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Generalisation of laboratory notebooks in the URs concerned, presentation of results to laboratory members.	2	Spring 2019	DRD	Written procedure
	State of progress	Remarks		
	Extended	Laboratory notebooks are used wherever they are needed. Young researchers present their results to the research teams.		

Action 14	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
a/ Generalization of data and equipment (USB key, laptop, etc.) encryption b/ Run awareness campaign in the research units	7	Winter 2018	IT SSI	Number of encrypted devices Visits to research units
	State of progress	Remarks		
	In progress	A number of tools and levers have been put in place to guarantee maximum security of knowledge and to protect data and knowledge within the research units. Encryption of all devices is not currently feasible, but since Covid, the number of encrypted devices has risen sharply: 662 (2020); 2,858 (2023); 3,366 (2024) (see appendix 2). FSD support for 9 research units in their protection policy. ZRR: 4 research units declared, 2 in the process of being accredited, 10 under evaluation.		
Action 15	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Include business intelligence training in the staff training catalogue so that it can be offered to members of the scientific community, in addition to the training offered to doctoral students.	7	Summer 2021	FSD SSI	4 people registered (no researchers) 1 training session proposed but postponed
	State of progress	Remarks		
	Extended	Organised in April 2018, this training session was postponed due to a lack of registrations. This action will be relaunched in the new 2025-2028 action plan (action 51). Note : Unistra's Data Centre was opened in November 2019, with very strict rules for access and use, similar to those of the Meso-Centre dedicated to High Performance Computing.		
Action 16	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Dematerialisation of the recruitment procedure for Temporary Research Assistants (ATR): applications can be submitted directly via an online platform	13	Winter 2021	DRH	Dematerialisation of the ATR recruitment procedure Yes/No
	State of progress	Remarks		

	COMPLETED	ATER recruitment carried out electronically from 2020 onwards		
Action 17	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Study and experimental phase of the role-playing situation in the recruitment of teacher-researchers	14, 16	Spring 2019	DRH	Number of role-play exercises during recruitment
	State of progress	Remarks		
	COMPLETED	Implementation of the role-playing scenario from 2019 (details in appendix 2) with the eventual aim of full implementation. Lecturer : 3% (2019); 73% (2024) Professor : 6.5% (2019); 27.5% (2024)		
Action 18	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Promoting the tenure track model for IdEx chair holders	23	Autumn 2018	DRD DRH	Number of tenure track positions offered to promising postdoctoral researchers
	State of progress	Remarks		
	COMPLETED	Hampered by French regulations, a working group is attempting to create such a model. However, this tenure track model is now designed for highly promising R2 researchers (postdoctoral researchers) rather than IdEx chairholders. Since the introduction of Junior Professorships in 2021, Unistra has been able to recruit 3 to 4 Junior Professors per year. Other levers are indicated in appendix 2: MOPGA (Make our planet Great Again), IUF and USIAS.		
Action 19	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Offer certain training courses in English in the staff training catalogue: risk prevention, health & safety, and courses offered by the PUI. Promote the joint training plan in the digital guide.	23	Autumn 2018	DRH	2 targeted training sessions to be offered in English + those of the PUI Number of participants in training sessions
	State of progress	Remarks		

	In progress	Information days (PUI): 4 to 5 sessions per year, 40 participants per session (appendix 2). For doctoral students (number of sessions - participants): 15 - 500 (2020); 20 - 600 (2022); 22 - 960 (2024)		
Action 20	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Developing social action (e.g. reserving places in local day nursery)	23, 24	Summer 2019	SPACS	Report pending
	State of progress	Remarks		
	Not carried out	Political decision not to create a day nursery due to high cost. Nursery places reserved via the SRIAS: innovative, regional, collective and individual social actions (catering, housing, children and leisure) in the Grand Est region. Note: the "Maison des personnels", a reception building created in 2019, has enabled the social actions offered by Unistra to be better highlighted.		
Agenda 21	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Promoting existing research platforms and shared facilities: mapping	23	Winter 2019	DRD	Number of accredited research platforms
	State of progress	Remarks		
	COMPLETED	A project manager was recruited to carry out the mapping and develop the platform. 2020: 0 / 2021: 48 / 2022: 57 / 2023: 63 / 2024: 65 (appendix 2)		
Action 22	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Provide information on the conditions for recruiting disabled research staff and developing teleworking (with clear rules of application).	24	Autumn 2017	DRD	% of disabled research staff Telework charter
	State of progress	Remarks		
	COMPLETED	Adaptation of working environments with adapted equipment, teleworking for health reasons (on medical advice), teaching by videoconference, human assistance. Note: only 37 researchers declared a disability in 2022 (appendix 2), a very low proportion (2.79%).		

Action 23	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Finalisation of the Accident at work and/or in the workplace procedure. Dissemination of information to researchers.	24	Winter 2017	DRH	Dissemination of the "accident at work and/or on duty" procedure on the unistra intranet, by e-mail and in the guide - Addition of a specific chapter for teacher-researchers
	State of progress	Remarks		
	COMPLETED	Procedure finalised, available on Unistra intranet (Electronic Document Management GED & intranet ERNEST) since 2020		
Action 24	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Introduce compulsory meetings between doctoral students and thesis supervisors	36, 37	Autumn 2017	CDE	Each doctoral student and their supervisor sign the new agreement on doctoral studies
	State of progress	Remarks		
	COMPLETED	This has been incorporated into the new agreement signed by all doctoral students and their thesis supervisors. See appendix 2: in 2024, a monthly meeting (SHS) and a weekly meeting ((Sciences and Technologies, and Life Sciences).		
Action 25	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Develop training courses aimed at career development for doctoral graduates. Offer these courses also in English.	38	Autumn 2017	CDE	5 new training sessions created and translated into English
	State of progress	Remarks		
	COMPLETED	28 courses since 2020 - average attendance rate of 78% - 7 courses in English in 2024		
Action 26	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)

Implementation of a new management tool for doctoral course registrations ("Amethis").	38	Autumn 2018	CDE	Full catalogue of training courses for doctoral students managed by Amethis
	State of progress	Remarks		
	COMPLETED	The tool Amethis was launched in 2018 and offers the full range of training courses for doctoral students. The tool has been supplemented by several modules to harmonise the processing of doctoral students' applications while respecting the specificities of each discipline (CSI, PRD). Three additional modules have been added since 2018 (appendix 2).		
Action 27	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Identification of typical training pathways to encourage doctoral students to pursue their careers.	39	Winter 2020	CDE	Drawing up a list of typical career paths and associated training sessions
	State of progress	Remarks		
	COMPLETED	Five career paths have been created (appendix 2). Training launched in 2025: see action 59.		
Action 28	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Support for doctoral students as they reflect on their career plans and the procedures to be undertaken: presentation of the doctoral student's post-thesis planning at the mid-term meeting.	39	Autumn 2017	CDE	Each doctoral student and thesis director sign the new agreement on doctoral studies
	State of progress	Remarks		
	COMPLETED	Supervision of doctoral students is now more detailed in the new doctoral agreement. Summary document of the Individual Monitoring Committee (Comité de suivi individuel CSI) since 2020.		
Action 29	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)

Training in the use of DocPro. Monitoring the use and contribution of DocPro to professional integration (through the survey on the future of PhDs).	39	Autumn 2018	CDE	Level of agreement on the question of DocPro's contribution to the forthcoming "Future of Doctors" survey
	State of progress	Remarks		
	COMPLETED	These new training courses have been proposed since 2018. Every year, the doctoral college offers the "Doc Pro" training course in French and English. Note: few doctoral students invest in their portfolio.		
Action 30	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Internal regulations are posted on the premises and published on each RU's intranet site.	2, 35	Spring 2020	DRD	100% of research units have internal rules. - Written procedure to improve the quality of these rules.
	State of progress	Remarks		
	In progress	Each research unit has its own set of internal rules. A new model has been proposed. Continued publication of the internal regulations on each research unit's website and development of a communication plan to raise awareness among unit directors.		
Action 31	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
ACTION ADDED TO THE INITIAL ACTION PLAN Creation of training sessions for new research unit directors, in partnership with CNRS and Inserm	1, 2, 5, 6, 8, 10, 12, 13, 14, 15, 16, 22, 23, 24, 25, 26, 28, 32, 35, 36, 37, 40	Spring 2018	DRD DRH	4 training sessions organised 47 participants. Total attendance: 91
	State of progress	Remarks		
	COMPLETED	5 training sessions organised in partnership with Inserm and CNRS (ONR): Team Management, HR Management, Health & Safety Prevention and Project Management.		

3.2 New 2025-2028 action plan

32 actions (including 6 ongoing actions and 26 NEW objectives) make up the new plan for the period 2025-2028. The actions have been listed according to the four pillars of the new European Charter for Researchers (20 principles).

(See appendix 3 - HRS4R 2025-2028 Action Plan)

PILLAR I ETHICS - INTEGRITY - GENDER - OPEN SCIENCE				
Action 32	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Finalisation and distribution of the new ethics guide: "Code of ethics for research professions"	1, 2, 13, 19, 20	T4 2026	SAJI DRD	Charter distributed: Y/N English translation: Y/N Number of training courses
	State of progress	Remarks		
	In progress	Following the creation of a research ethics committee in 2018 for non-interventional research projects involving human subjects and the appointment of a scientific integrity officer, Unistra wanted to raise awareness of the ethics of the research professions		
Action 33	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
On-demand and "à la carte" training courses on open science in French and English, tailored to disciplines (presentation of services, current context and issues for researchers)	2, 3, 6, 9, 16, 17, 19	T1 2025	SBU ADR Center DNUM Adele Network	Monitoring of training courses: theme, duration, language, number of participants, breakdown by panel R1-R4
	State of progress	Remarks		
	NEW			

Action 34	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Building an Open Science credited training programme for doctoral students	3, 19	T3 2026	SBU Doctoral college	Number of participants
	State of progress	Remarks		
	NEW			
Action 35	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Optimise knowledge of the support provided to project leaders to meet the open science obligations of their funder (ANR, Horizon Europe, etc.) in partnership with URFIST and the on-demand training catalogue	2, 3, 6, 9, 16, 17, 19	T4 2028	SBU ADR Center DRD - PUI	Number of requests Number of individual meetings Number of training courses on this theme Drafting/updating data sheets Y/N Number of publications from funded projects
	State of progress	Remarks		
	NEW			
Action 36	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Develop equality referents within research units, in collaboration with the network of other supervisory bodies (CNRS, Inserm)	4, 5, 12, 13, 19	T4 2028	VP Equality & Equity	Percentages in 2025, 2026, 2027, 2028
	State of progress	Remarks		
	NEW	Some equality/diversity advisors in research units have received VSSH (sexist, sexual or homophobic violence) training.		

Action 37	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Raising awareness of psychological violence among research staff and researchers	4, 13	T4 2028	DRH Unit for dealing with situations of psychological violence	Annual number of initiatives to raise awareness of psychological violence Annual number of new reports
	State of progress	Remarks		
	NEW	One of the Unistra's priorities is to optimise the communication levers for these support and care units, as the new unit responsible for reporting and monitoring situations of psychological violence.		
Action 38	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Continuing to raise awareness of the disability and work network and optimising communication on recruitment conditions and career support	4, 5, 11, 12, 13, 14, 19	T4 2028	DRH	Number of awareness-raising initiatives (DU, RAURA, Euraxess, Doctoral College conferences) Number of researchers declared
	State of progress	Remarks		
	In progress	Unistra has signed an agreement with the FIPHFP and has drawn up a disability master plan, a strategic tool to support all researchers.		
Action 39	Principle(s) Charter	Timing (per quarter/or	Department responsible	Indicator(s)
Continuing to raise the profile of the many partnerships and funding programs, to encourage researchers of all categories and research support staff to make use of these mobility and intercultural opportunities.	7, 10, 12, 17, 19	T4 2028	DRI	Number of information meetings Number of training sessions Number of participants from the scientific community
	State of progress	Remarks		

	In progress			
Action 40	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Boosting the network of CORIR (International Research Relations Correspondents) within research units	7	T4 2028	DRI	Number of meetings Number of referrers
	State of progress	Remarks		
	NEW			
Action 41	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Extensive courses in French as a foreign language to help doctoral students and researchers better integrate into their new research and living environment		T4 2028	DRI DRD	Number of participating doctoral students Number of participating researchers
	State of progress	Remarks		
	In progress			
Action 42	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Initiate a socio-ecological transformation plan specific to each research unit (based on its carbon footprint)	7, 8, 19	T4 2028	DDRS	Percentages of research units that have submitted and adopted a socio-ecological transformation plan
	State of progress	Remarks		
	NEW			
Action 43	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)

Encourage, disseminate and create peer-to-peer experience-sharing forums	7, 8, 19	T4 2028	DDRS	Annual number of meetings with research unit DDRS referents
	State of progress	Remarks		
	NEW			
PILLAR II APPRAISAL, RECRUITMENT AND CAREER DEVELOPMENT				
Action 44	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Updating of the guide for researchers, describing entry standards and careers options for each type of population, with translation of the guide into English and possibly German. Fully compatible with OTM-R principles	9, 10, 11, 12, 17, 18, 19	T4 2026	DRH	Guide Yes / No
	State of progress	Remarks		
	NEW			
Action 45	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Strengthening support for teacher-researchers by implementing new initiatives to improve the quality of the welcome for newly appointed lecturers (MCFs)	20	T4 2028	DRH	Number of dedicated reception routes Number of MCFs accompanied by a mentor Annual number of MCF / mentor training courses Number of MCF enrolled in training courses
	State of progress	Remarks		
	In progress	The teacher-researchers support policy, which has been in place since 2018, will be continued by stepping up measures to improve the quality of support for new appointees, such as the dedicated induction program and the appointment of a mentor.		

Action 46	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Mid-career monitoring of teacher-researcher staff by the new careers office created in 2024	4, 10, 12, 17, 18, 19	T4 2028	DRH	Number of teacher-researchers interviewed in the past year
	State of progress	Remarks		
	NEW	The creation of the careers office (staffed by a teacher-researcher and a careers officer) dedicated to teacher-researchers, which supports the career development of post-recruitment researchers, is one of the key achievements of the HRDS.		
PILLAR III WORKING CONDITIONS AND METHODS				
Action 47	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Supporting research units and research support services in their "continuous improvement" process	13, 19	T4 2028	DPAC	Number of research units that have appointed a continuous improvement officer
	State of progress	Remarks		
	NEW	The purpose of this initiative by improving day-to-day operations, is to increase efficiency in order to avoid wasting time and energy.		
Action 48	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Strengthening the PUI (engineering centre of the DRD department) to develop funding for researchers' national, European and international projects	6, 13, 15	T3 2026	DRD - PUI	Number of information/awareness sessions Number of training courses Number of researchers supported
	State of progress	Remarks		

	NEW			
Action 49	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Support for research units lacking administrative support (SHS & others research domains) with the creation of clusters or the pooling of best practices	13	T3 2026	DRD	Number of research units organised into clusters Number of research units sharing best practices
	State of progress	Remarks		
	NEW	Concrete example of a service project approach.		
Action 50	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Institutionalization of the network of research unit administrative managers (RAURA) to provide a forum for the exchange of information and best practices, in the spirit of joint working with central services, in close collaboration with the research unit directors	13	T4 2028	DRD	Number of RAURA meetings Number of videoconferences to present services/tools
	State of progress	Remarks		
	NEW			
Action 51	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Opening up business intelligence training to the institution's entire scientific community	15, 19	T4 2028	FSD DRD (PUI-A) DRH	Number of account managers trained (PUI-A) Number of training courses Number of participants
	State of progress	Remarks		
	In progress			

Agenda 52	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Support for research units in the PPST (Protection of scientific and technical potential and intelligence) field, in liaison with the DGSI (General Department of Internal Security)	15, 19	T4 2028	FSD RSSI	Number of research units supported
	State of progress	Remarks		
	NEW	This action includes training on radicalisation of staff.		
Action 53	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Captation - The institution's capacity to raise awareness and train researchers and doctoral students as part of its strategy to open up to society	2, 3, 6, 9, 13, 16, 17, 18	T42028	DGSA MRS	Number of MRS events Number of researchers and doctoral students aware of the issues or following training courses
	State of progress	Remarks		
	NEW	In the field of innovation and relations with the socio-economic world, as well as in that of disseminating and sharing knowledge with society		
Action 54	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Commitment - The institution's ability to mobilise and engage researchers and doctoral students as part of its strategy to open up to society	2, 3, 6, 9, 13, 16, 17, 18	T42028	DGSA MRS	Number of actions and projects with the research community Number of researchers involved in actions and projects linked to society
	State of progress	Remarks		
	NEW			
Action 55	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)

Optimising the information provided to researchers: updated researcher’s guide (with translation into English) in full compatibility with OTM-R principles; international foreign researcher platform; “Rendez-vous avec la recherche” newsletter	10, 13, 15, 16, 19	T4 2028	DRD – Euraxess DRI	Researcher’s guide Y/N Number of connections on the international platform Number of newsletters sent to the scientific community
	State of progress	Remarks		
	NEW	The newsletter “Rendez-vous avec la recherche” is written by the DRD, co-written with the magazine Savoir(s) of the Unistra Communication Department. The international platform, whose project was initiated as part of the “Bienvenue en France” label, aims to facilitate the experience of all international students on mobility programmes at Unistra, from their welcome to their integration.		
PILLAR IV SCIENTIFIC CAREERS AND TALENT DEVELOPMENT				
Action 56	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Euraxess career program for foreign researchers, with the creation of workshops and individual support for career development	13, 18, 19	T4 2028	DRD – Euraxess	Number of workshops and training courses Number of one-to-one interviews
	State of progress	Remarks		
	NEW	This programme for international researchers, regardless of their supervisory authority or area of specialization, offers personalised, tailor-made support with individual interviews, workshops and a toolbox. Euraxess has also launched themed career workshops with the EDs and Unistra’s Alumni Relations Service.		
Action 57	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Production of a guide for research unit’s director	19	T4 2025	DRD	Production of the guide Y/N

	State of progress	Remarks		
	NEW	In 2018, an external firm provided management training for newly appointed unit directors. In 2024, this programme has been significantly strengthened, with two days of training combining a number of topics.		
Action 58	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Aim to offer an English version of every training course proposed in French as part of the doctoral training program	3, 6, 16, 19, 20	T4 2025	Doctoral College	Number of courses Number of participants in each training course / rate of increase
	State of progress	Remarks		
	NEW			
Action 59	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Supporting PhD students in their professional project, in skill blocks: training pathways (innovation, entrepreneurship, private sector)	16, 19, 20	T4 2025	Doctoral College	Number of participants in each training pathway
	State of progress	Remarks		
	NEW	In addition to a common core training, 5 training pathways are proposed : "innovation, creativity, entrepreneurship"; "research and development, consultancy, expertise"; "higher education - public organisations"; "scientific mediation - open science" and "Europe - International"		
Action 60	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Specific post-doctoral training courses outside the HRD catalogue (in English) and based on existing training offers for doctoral students	6, 16, 19, 20	T3 2025	Doctoral College	Number of courses Number of participants in each training course Satisfaction rate

	State of progress	Remarks		
	NEW	There are also joint training courses between Unistra and the research organizations (CNRS, Inserm), the range of training courses for research unit staff will be expanded and the number of courses in English for foreign researchers will be increased.		
Action 61	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Organisation of a residential seminar ("Doctoriales" type, open to post-docs) to support young researchers in their career orientation on targeted themes: "innovation" in 2026	6, 16, 19	T1 2026	Doctoral College MRS	Number of participants Satisfaction report
	State of progress	Remarks		
	NEW			
Action 62	Principle(s) Charter	Timing (by quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Access to the range of services and initiatives offered by the Alumni Relations Department, focusing on professional networking, mentoring and broader knowledge sharing	18, 19, 20	T4 2028	Alumni DRD Euraxess	Number of knowledge-sharing events (networking, mentoring, laboratory and company visits, recruitment meetings) Number of career events (cross-disciplinary skills and professional integration) Number of doctoral students and researchers featured in portraits and pod casts
	State of progress	Remarks		
	NEW	Example: each month, the Career Story section on the Euraxess Instagram page or on the Euraxess website provides an opportunity to discover the career path of a supported researcher.		

Action 63	Principle(s) Charter	Timing (per quarter and/or half-year)	Department responsible	Indicator(s) / Objective(s)
Deployment of the "Ecole des cadres" (executives school) to support managers and project managers in taking ownership of their missions through skills enhancement in key areas	19	T4 2028	DRH	Number of training sessions held Number of participants from a research unit in training sessions
	State of progress	Remarks		
	NEW	Areas covered: management techniques, financial and budgetary management, human resources management and ethics.		

4. Implementation

4.1 Implementation

Since 2017, the HRS4R strategy at the University of Strasbourg has been under the authority of President Michel Deneken, assisted by the Vice-President for Research, Rémi Barillon. The new President of Unistra, Frédérique Berrod, elected in March 2025, wishes to continue to support this 'HR Excellence in Research' certification for the next three years.

In March 2024, the research coordinator for Unistra's cross-disciplinary projects within the DRD was tasked with submitting the renewal of the HRS4R label for the period 2025-2028, named as HRS4R project coordinator.

To make it easier to monitor the future plan and future renewals, the HRS4R actions planned for the period 2025-2028 have been listed according to the 4 pillars of the new European Charter for Researchers.

The "HR Excellence in Research" certification and the status report on the 30 actions submitted in 2017 have been presented to several bodies since March 2024: meeting of Research Unit Directors (12 April and 26 June 2024), network of administrative managers RAURA (5 June 2024, 17 October 2024, 16 January 2025), boards of directors of central services (Open Science, MRS, Equality-Diversity, etc.). An article appeared in the DRD newsletter in October 2024 to raise awareness among the scientific community and research support staff.

A new Steering Committee was set up in May 2024 with 17 members (COPIL):

- members of the governance team: the Vice-Presidents for Research, Human Resources, Equality-Diversity and Valorization/Innovation; the Deputy Director General for Research-Innovation-Partnerships;
- Directors and deputies from the central departments and central services: DRD, DRH, DRI, Science Ouverte, Euraxess, MRS, Alumni, DPAC, FSD and the HRS4R project coordinator.

It should be noted that 9 members of the Copil (the 4 vice-presidents, the deputy DGS, the project coordinator and 3 members of the central departments) are teacher-researchers, researchers or research engineers. This brings the proportion of scientists in the Steering Committee to 53%, including 11 women, giving a female/male ratio of 40%.

Since April 2024, a Strategy Group made up of DRD and DRH managers, and the Deputy Director General has met quarterly with the project coordinator to monitor and coordinate the process of applying for renewal of the HRS4R label.

In order to involve the scientific community (R1- doctoral students, R2-post-doctoral students, R3-lecturers and R4-professors), several actions were undertaken, unfortunately without much success (see chapter 4.3). A survey in the form of a 20-question survey was then proposed to the four categories of researchers and to the research engineers (appendix 7).

Two COPIL meetings were organised during the HRS4R label renewal phase to first define the new action plan (June 2024) and then validate the new actions proposed by the Steering Committee (December 2024). This project is fully operational thanks to the links forged between the members of these departments and it has always benefitted political support, remaining one of Unistra's priorities.

4.2 How have you prepared the internal review?

25 out of 31 actions of the previous period have now been completed, most of which have become permanent. 5 actions are to be continued and 1 has been suspended for the moment. The actions submitted in 2017 that have become permanent will continue to be monitored and regular indicators will be recorded.

Due to the Covid 19 pandemic and an IT problem on the Euraxess website, the internal interim evaluation report was submitted on 13 January 2022. The initial action plan was extended by three years to March 2025.

A project progress report has been updated annually since 2017, in collaboration with all those involved in implementing the initial 30 actions. In May and November 2023, the Steering Committee met to discuss the progress made since the label was awarded in 2017. In 2024, the renewal project was unanimously adopted by the new Steering Committee for the period 2025-2028.

This certification has been proposed as a priority assignment to the research coordinator for cross-disciplinary projects, who has been working at the DRD since March 2024. It should be noted that this person has a good knowledge of how a research unit operates, having been for 12 years the executive director of an institute in the field of science and technology, and also the leader of the RAURA network, which brings together around twenty administrative managers from Unistra's joint research units.

Initially, the HRS4R project coordinator met with all the players involved in implementing the 30 actions submitted in 2017 in order to update the project progress report, prepare the self-assessment report and propose the new action plan for the 2025-2028 period.

The Steering Committee has met twice since the application renewal was launched, in June and December 2024. In parallel, a new gap analysis was carried out with all the research support departments, based on the 20 principles of the new European Charter for Researchers.

Because of the elections for the new President of Unistra in February 2025, preceded by the discretion period since January 2025 and followed by the elections for the new vice-presidents in April 2025, Unistra requested the EC to postpone the submission of the renewal application by 4 months. This delay enabled the HRS4R label application renewal to be validated by the university's new regulatory bodies, i.e. the Research Commission and the Board of Directors, which have been operational since April 2025.

The entire renewal dossier, including the self-evaluation report, the new action plan and the OTM-R checklist, was first submitted to the Vice-President for Research and Doctoral Training and the Vice-President for Human Resources, before being presented to the Unistra Research Commission and Board of Governors for approval in May and June 2025. Both bodies validated the renewal application file on May 14 and June 3, 2025, respectively.

4.3 How have you involved the research community, your main stakeholders, in the implementation process?

A reminder of the importance of the quality-focused approach supported by the HRS4R label, as well as the progress report on the 30 actions submitted in 2017, were distributed to the entire scientific community in July 2024, in French and English versions. A call for participation in working groups in October 2024 to propose and suggest future actions, was not very successful, despite the Steering Committee's strong desire to involve the scientific community.

Several levers have been used to gauge the expectations and needs of researchers. The 2023 HR conference, which involved all Unistra staff, including the scientific community, led to the development of a human resources master plan. Analysis of the results of these meetings has helped to guide certain actions, such as the creation of a careers office dedicated solely to research professors, or the creation of an executive's school (Ecole des cadres). Following on from the participative approach initiated during the CAP2030 consultation and then the HR Conferences, in 2024 the university launched its first "2024 Social Barometer" survey to make everyone's voice heard, with the aim of assessing the quality of life at work and perception of the organisation and working conditions within the university. These various surveys make it possible to assess the needs of the R3 and R4 categories of lecturer-researchers and are the subject of three actions in the new action plan. It should be noted that a full analysis of the results of the social barometer will lead the university to implement new actions, all of which will be considered in relation to the HRS4R label, with the aim of improving the related measures.

In a more targeted way, two concrete actions have been carried out with the four panels of researchers. The first was a flash survey proposed to post-docs in April 2024 to find out their training needs. The second was the launch of a new survey in French and English. Unlike in 2017, which focused on assessing the importance of the 40 C&C principles and the extent to which they had been implemented at Unistra, the 2024 survey aimed to gather a wider range of opinions and proposals from the scientific community on subjects related to the implementation of the new HRS4R strategy action plan at the University, including the creation of new centres and services for researchers (appendix 7). The HRS4R project coordinator worked in collaboration with the DRD and the DPAC to draw up the survey based on the elements of the revised European Charter for Researchers. The 20-question survey was launched between December 2024 and February 2025 and was distributed to 5,117 doctoral students, post-doctoral students, teacher-researchers, researchers and engineers.

491 responses were collected (297 complete), representing a participation rate of 10%. A summary of the results, based on statistical processing of the anonymised responses received, is presented in appendix 7. Some of the areas for improvement identified following the analysis of the survey have been taken into account in the new 2025-2028 action plan.

4.4 Do you have an implementation committee and/or steering group regularly overseeing progress?

This project is an integral part of the Unistra's strategy, and the involvement of the highest level of governance is a guarantee of the will to implement the HRS4R action plan. A new organisation for the overall monitoring of the project has been put in place, coordinated by the HRS4R project coordinator.

The implementation of the HRS4R label is guaranteed by the Steering Committee through the two groups that make it up: the Strategic Group, which provides the impetus to the strategy, and the Operational Group, which implements and monitors the actions. The Operational Group reports regularly to the HRS4R project coordinator on the progress of the actions.

For each action in the plan, specific departments are responsible for its implementation, and a delivery date and completion indicators are defined. The people in charge of implementing the action in each department (appointed referent) monitor it and report on it at meetings of the Operational Group. A progress table is drawn up within the departments to monitor the actions for which they are responsible, enabling the teams to keep a close eye on the achievement of the objectives within their scope of activity.

The regular meetings of the Operational Group are reported on by the HRS4R project coordinator who relays the progress of actions; these reports are shared with the Strategic Group. Major deviations from the initial objectives or new government decrees/institutional policies are referred to the Strategic Group for arbitration and the definition of corrective actions.

Quarterly meetings of the Strategy Group provide an opportunity to report on progress in implementing the HRS4R action plan, to highlight any changes in the establishment's strategy and, where appropriate, to arbitrate decisions relating to the correction of any discrepancies observed.

The 77% completion rate of the first action plan since 2017 attests to the work already accomplished.

4.5 Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

For nearly 8 years, the University de Strasbourg has been implementing the HRS4R human resources strategy for research, which reflects the institution's commitment to developing its practices and moving closer to the recommendations of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers. Unistra was one of the first universities in France to receive this 'HR Excellence in Research' certification (2017).

HRS4R is an integral part of institutional policy and the involvement of governance in the composition of the Steering Committee bears witness on this fact, as does the publication of the OTM-R checklist on the Unistra institutional website. The HRS4R approach is fully in line with the master plan for the quality-focused and continuous improvement approach adopted by the University of Strasbourg in December 2022 for the period 2023-2027.

One of the priorities for the next few years must be to optimise awareness-raising and training activities for the various groups of researchers using all the levers and services set up at Unistra since 2020.

The implementation of the first 30 actions of the HRS4R label has led to the introduction of procedures that reflect Unistra's commitment, for example: introduction of a harmonised procedure specific to Unistra for the recruitment and monitoring of post-doctoral and foreign researchers; posting of the composition of selection committees and development of an evaluation grid available to selection committees; simplification of justification procedures; dematerialisation of the ATER recruitment procedure; distribution of the accident at work and/or service procedure, etc.

The action plan for the period 2025-2028 has been drawn up in conjunction with several institution's multi-year documents: the HCERES report, the Contract of Objectives, Resources and Performance (COMP), the institution's master plans (human resources, disability, sustainable development SDDRS, gender equality plan, continuous improvement, digital, property, etc.).

4.6 How has your organisation ensured that the proposed actions would be also implemented?

Two-yearly time targets will be set for each action in Unistra's HRS4R action plan for the new period 2025-2028. A follow-up assessment will be carried out at the quarterly meetings of the Operational Group in order to be able to report to the Strategic Group and adjust the delivery dates and take corrective measures if necessary.

The successful implementation of the HRS4R project at Unistra is based on collective work accompanied by regular monitoring of the actions planned, with notation of the achievements made, collection of indicators, and storage of the information in a dedicated shared directory. The HRS4R strategy is included in the University's various continuous improvement projects in order to provide a consolidated vision in this area.

The completion rate of 77% of the initial action plan attests to the work already accomplished, and the 32 actions of the 2025-2028 plan illustrate Unistra's desire to fully pursue its HRS4R objectives over the next 3 years.

4.7 How are you monitoring progress (timeline)?

For each action in the HRS4R plan, the department in charge, the delivery date and the indicators have been defined in the file posted on the EC website. In order to monitor the progress of the actions, the referents of each department in charge regularly collect the indicators and save the data on the completion of the actions in a specific HRS4R file. These parameters are reviewed collectively at the quarterly meetings of the Operational Group, and compared with the objectives.

The HRS4R project coordinator is responsible for checking and compiling these indicators in a file that provides a summary of the project's progress, year after year. This regular collection and compilation will enable reports to be made to the Strategic Group and the Steering Committee during the evaluation phases.

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

Each action in the HRS4R plan is characterised by qualitative and quantitative indicators wherever possible.

As far as the OTM-R is concerned, specific indicators will be monitored, along with indicators from the social report published annually by Unistra.

The referents in the various departments responsible for the actions will produce regular summaries of the indicators and compile them in a dedicated file on the shared dedicated directory. On a regular basis, the project coordinator will check and update the modified indicators in the summary file described in chapter 4.7, thereby making it possible to report to the Strategic Group and the Steering Committee.

4.9 How do you expect to prepare for the external review?

In collaboration with the DPAC, a survey will be carried out 12, 24 and 36 months after the submission of the new HRS4R strategy in order to assess the impact of the 32 actions on the day-to-day working lives of the four panels of researchers.

The regular collection, compilation and archiving of indicators will make it possible to keep the various Unistra bodies informed on an annual basis. This annual monitoring will also make it possible to redefine certain indicators and adjust the delivery dates if necessary. The bi-annual meetings of the Steering Group will make it possible to propose new actions early in the label renewal phase.

In collaboration with the departments concerned, new working groups may be identified to compare the HRS4R action indicators with the objectives set in the renewal application, with the aim of proposing a new action plan for the following 3 years. These elements (action plan and report) will be validated by the Steering Committee, before being submitted to the Unistra Research Commission and Board of Directors.

In order to prepare the on-site visit of the HRS4R experts appointed by EC, internal meetings will be organized with the various committees (Steering Committee, Strategy and Operational groups) to draw a precise agenda and prepare the visit. Special attention will be paid to ensuring the presence of key stakeholders who must participate in opening and closing meetings.

We will follow the recommendations of the EC to prepare the audit visit. The agendas of the top management will be booked as soon as the dates will be defined and the stakeholders will be briefed well in advance. Briefing meetings will be prepared with each group and department involved in the implementation of the label. The relevant documentation will be reviewed and the presentations will be shared with all the protagonists. Before the visit of the experts, the roles will be assigned and mock sessions in real conditions will be carried out.

4.10 Additional remarks and comments on the proposed implementation process

Since its accreditation in 2017, presentations have been made to the scientific community and the network of administrative managers to disseminate and promote the HRS4R policy within Unistra. Research support services such as HRD, DRD and Science Ouverte are regularly made aware of this strategy so that they can also answer researchers' questions. Information articles have been published in L'Actu (newsletter of the university), the DRD newsletter, and on the institution's intranet (Ernest).

The SDRH, which was approved in December 2024, aims to contribute to the attractiveness of the university and to maintain cohesion and a sense of belonging, by promoting the career development of the staff and improving working conditions. The process of drawing up the plan has begun with consultation and collective reflection initiated by the Human Resources Conferences held from autumn 2021 to January 2022. The HR Department is also taking care to anticipate changes in professions by carrying out internal surveys of functions and professions (the last survey has been carried out in 2020), which enable to draw up job maps. The current challenges particularly concern certain research support professions for which the institution is beginning to experience real recruitment difficulties and is even currently seeing well-trained staff being poached by other public or private entities.

A priority for Unistra is to be able to raise awareness and mobilise the research community around the actions put in place and the many training courses offered by the support services and centres.

5. Appendices

Appendix 1 - List of acronyms and abbreviations

Appendix 2 - Summary of indicators for the 2017-2024 plan

Appendix 3 - HRS4R 2025-2028 action plan

Appendix 4 - Unistra organisation chart

Appendix 5 - OTM-R checklist 2025

Appendix 6 - Composition of committees

Appendix 7 - HRS4R 2024 survey results

Appendix 1 - List of acronyms and abbreviations

Charter and Code :

"European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers", edited and published by the European Commission in 2005 (40 principles) and in 2024 (20 principles).

Adele	Alsace Helpdesk Data Workshop	
ACTU	Internal electronic journal of the University of Strasbourg	
ALUMNI	Association of graduates or of former students	
ANR	French National Research Agency	Agence nationale de la recherche
ANRT	National Association for Research and Technology	Association nationale de la recherche et de la technologie
APEC	Association for the Employment of Executives	Association pour l'emploi des cadres
ATER	Temporary teaching and research assistant	Attaché temporaire d'enseignement et de recherche
BIATPSS	Library, engineering, administrative, technical, educational, social and health staff	Personnels des bibliothèques, ingénieurs, administratifs, techniques, pédagogiques, sociaux et de santé
CAP2030	2030 Agenda for Sustainable Development	Cadre commun de référence - programme de développement durable à l'horizon 203
C&C	Charter & Code	
CDE	European doctoral college	Collège Doctoral Européen
CE	European Commission	Commission européenne
CERT	Computer Emergency Response Team Osiris	
CNRS	French National Centre for Scientific Research	Centre national de la recherche scientifique
CoARA	Coalition for Advancing Research Assessment	
COFIL	Steering committee	Comité de pilotage
Cortecs	Network of scientific core facilities for Research and service delivery	Réseau des plateformes scientifiques de recherche services de l'Université de Strasbourg
CPJ	Junior professorship	Chaire de professeur junior
CRCT	Leave for research or thematic conversions	Congé pour recherches ou conversions thématiques
CSI	Individual monitoring committee	Comité de suivi individuel
DD&RS	Sustainable development and social responsibility	Développement durable et de la responsabilité sociétale
DES	Department of Studies and Education	Direction des études et de la scolarité
DGS	General Services Manager	Directeur général des services
DGSI	General Department of Internal Security	Direction Générale de la Sécurité Intérieure
DNIUM	Digital Department	Direction du numérique
DPAC	Steering and Continuous Improvement Department	Direction du pilotage et de l'amélioration continue
DRD	Research and Doctoral Training Department	Direction de la recherche et de la formation Doctorale
DRH	Human Resources Department	Direction des ressources humaines
DRI	International Relations Department	Direction des relations internationales
DU	Unit director	Directeur d'unité
EC	Teacher-researcher	Enseignant-chercheur
ED	Doctoral school	Ecole doctorale
EGTC	European Grouping of Territorial Cooperation	
EPICUR	European Partnership for an Innovative Campus Unifying Regions	
ERC	European Research Council	
Ernest	Digital work environment of the University of Strasbourg	Environnement numérique de travail de l'Université de Strasbourg
Pépité Etena	Student Center for Innovation, Transfer and Entrepreneurship	Pôle Étudiant pour l'Innovation, le Transfert et l'Entrepreneuriat
EUCOR	European Confederation of Upper Rhine Universities	
EUR	University research school	Ecole universitaire de recherche
Euraxess		
FIPHP	Fund for the integration of disabled people into the civil service	Fonds pour l'insertion des personnes handicapées dans la fonction publique
FSD	Security and defense officer	Fonctionnaire sécurité défense
GED	Electronic document management	Gestion électronique des documents
H2020	Horizon 2020	
HCERES	High Council for the Evaluation of Research and Higher Education	Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur
HDR	Authorization to direct research	Habilitation à diriger des recherches
HPC	High Performance Computing	
HR	Human Resources	Ressources humaines (RH)
HRS4R	Human Resources Strategy for Researchers	Stratégie de gestion des ressources humaines en recherche

IdEx	Excellence initiative	Initiatives d'excellence
Idip	Institute for Educational Development and Innovation	Institut de développement et d'innovation pédagogiques
Inserm	National Institute of Health and Medical Research	Institut national de la santé et de la recherche médicale
IUF	University Institute of France	Institut universitaire de France
ITI	Interdisciplinary thematic institutes	Institut thématique interdisciplinaire
LERU	League of European Research Universities	Ligue des universités de recherche intensive européennes
LPR	Research programming law	Loi Programmation Recherche
MCF	Senior lecturer	Maître de conférences des universités
MESR	Ministry of Higher Education and Research	Ministère chargé de l'Enseignement supérieur et de la Recherche
MISHA	Alsace Inter-University House for the Social Sciences and Humanities	Maison interuniversitaire des sciences de l'Homme Alsace
MRS	Mission Relations with Society	Mission relation à la Société
ONR	National research organization	Organisme national de recherche
OPUS	Open University of Strasbourg	
OTM-R	Open, transparent and merit-based recruitment	Politique de recrutement ouverte, transparente et basée sur le mérite
PIA	Future Investment Program	Programme d'investissements d'avenir
PPST	Protection of scientific and technical potential and intelligence	Protection du potentiel scientifique et technique et intelligence économique
PRD	Doctoral research project	Projet de recherche doctoral
PU	Professor	Professeur
PUI	Research engineering center	Pôle unique d'ingénierie
PUI-A	Alsace University Innovation Center	Pôle universitaire d'innovation Alsace
Qualiopi	Quality certification of training services	Certification de qualité des prestations de formations
R1	Doctoral students	Doctorantes et doctorants
R2	Post-doctoral fellows, research engineers	Post-doctorantes et post-doctorants, Ingénieur-es de recherche
R3	Lecturers	Maitresses et maitres de Conférence
R4	Professors	Professeures et professeurs
RAURA	Network of Research Unit Administrators in Alsace	Réseau des Administrateur-trices d'Unité de Recherche en Alsace
RSSI	Information Systems Security Manager	Responsable Sécurité des Systèmes d'information
SAGI	Legal and Institutional Affairs Department	Service des affaires juridiques et institutionnelles
Savoir(s)	Daily newspaper of the University of Strasbourg / news magazine	Quotidien de l'Université de Strasbourg / magazine d'information
SATT	Technology Transfer Acceleration Company	Société d'accélération du transfert de technologies- Conectus Alsace
SBU	University of Strasbourg Library Service	Service des bibliothèques de l'Université de Strasbourg
SDRH	Human Resources Master Plan	Schéma directeur des ressources humaines
SDDRS	Sustainable Development and Social Responsibility Master Plan	Schéma directeur Développement durable et responsabilité sociétale
SDH	Disability master plan	Schéma directeur handicap
SEMIA	Sciences, Business and Market, Alsace Incubator	Sciences, Entreprise et Marché, Incubateur d'Alsace
SFC	Continuing education service	Service Formation Continue
SHS	Human and social sciences	Sciences humaines et sociales
SPACS	Service for the promotion of social action	Service pour la promotion de l'action sociale
SVU	University Life Service	Service de la vie universitaire
Udice	Association of French universities bringing together thirteen French universities in 2024	Association d'universités françaises regroupant en 2024 treize universités françaises
Unistra	University of Strasbourg	Université de Strasbourg
UnivOAK	Open Access to Knowledge	
UR	Research unit	Unité de recherche
Urfist	Regional training unit for scientific and technical information	Unité régionale de formation à l'information scientifique et technique
USIAS	University of Strasbourg Institute of Advanced Studies	Institut d'études avancées de l'Université de Strasbourg
VSSH	Sexist, Sexual or Homophobic Violence	Violences Sexistes, Sexuelles ou Homophobes
ZRR	Zones à régime restrictif	Zones à régime restrictif

Appendix 2 - Summary of 2017-2024 indicators

European HR in research label - HRS4R 2017-2024

N°	Planned action	Status	Perennial	When	Principles	Department concerned	Indicators	2018	2019	2020	2021	2022	2023	2024
1	Development of a cross-cutting network between different services involved in the watch and protection against discrimination and harassment.	Completed	P	Winter 2018	10, 27, 34	DRD - DRH - SAJ - SVU - VP Equality/Parity - CANAUS - Psychologist	Creation of cross-functional network V/N Network activity indicators : - No. of agents received per year - No. of cases handled per year - Nb of training sessions organized			- no training year covid		Creation in 2021 of the Equality-Parity- Diversity Vice-presidency 1 forum theater for doctoral college - 20 participants		2 training courses for doctoral students (forum theater + international doctoral program colloquium) - 60 participants
2	Writing of an online guide fitted with a search engine and aimed at the university scientific community, describing various administrative and technical aspects of research careers at the University of Strasbourg. Translation of the guide into English.	Completed		Fall 2017	1, 5, 7, 8, 10, 11, 12, 15, 22, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33	DRH - DRD - DNUM	- Guide V/N - No. of guide consultations per year							Currently being updated in conjunction with the guide for research unit directors, the guide for foreign researchers and the HR guide.
3	Translation of all job descriptions into English, addition of the language of instruction, and publication on the EURAXESS portal.	Completed	P	Fall 2017	13, 15	DRH	- % of job descriptions translated into English - language of instruction added to job description template V/N - % of job descriptions posted on EURAXESS				Translation of job descriptions and posting on EURAXESS			
4	Elaboration of an assessment grid for selection committees to replace the "fiche rapporteur"	Completed	P	Fall 2017	16, 17, 18, 19, 20, 32	DRH	- Creation of a grid V/N - % of selection committees having used the grid				Creation of an evaluation grid in 2021 100% selection committees use it	100% selection committees use it		
5	Elaboration of a standardized procedure, specific to Unistra, for the recruitment and follow-up of postdoctoral and foreign researchers.	Completed	P	Summer 2019	12, 21, 22, 25, 28, 30	EURAXESS CDE HRD	- Procedure V/N - Average duration of research projects - Average length of postdoctoral contracts - Organization of postdoctoral V/N - No. of applicants - % of registrants compared to total number of postdocs (Indicator available once postdoc procedure in place)					Harmonized procedure implemented since February 2022 and creation of a real status for post-doctorates with the post-doctoral contract (LPR law).		
6	Improvement of the attractiveness of research conducted at the University of Strasbourg by offering contractual researchers more adequate salaries with regard to their skills and which include seniority, recognition and progression.	Completed	P	Summer 2019	21, 22, 26	DRD HRD	- Drafting of an attractiveness procedure V/N - Creation of a specific grid V/N					Post-doc status governed by the LPR law to be introduced at Unistra in 2022 Salary scale for contract researchers, with increments based on seniority		
7	Development of an open recruitment process, transparent, based on merit (DTM-R), functional and compliant with recommendations.	Completed	P	Summer 2019	12 & 21	HRD Espace Avenir	- DTM-R policy in place V/N - Checklist completed V/N							DTM-R finalized: awaiting Unistra's new website
8	Display of the composition of selection committees on the audition-room doors for the recruitment of teacher-researchers.	Completed	P	Fall 2018	2	Aline ANCEL	- % of selection committees posted on rooms - % of selection committees whose members have conflicts of interest with a candidate	100% of selection committees displayed on the halls	100% of selection committees displayed on the halls	100% of selection committees displayed on the halls	100% of selection committees displayed on the halls	100% of selection committees displayed on the halls	100% of selection committees displayed on the halls	100% of selection committees displayed on the halls
9	Lightening of justification procedures at the Financial Justification Office (Research department) and at the Audit Office (Accounting agency).	Completed	P	In progress	6	Alain Muller AGC	- Simplification of procedures V/N - Nb of files handled by the Justification Department - Nb of files handled by the Audit Office	As a result, the procedure has been simplified and controls streamlined for amounts under 400 k€, for which the accounting agency does not carry out an audit						
10	Promotion of the open access platform: univOAK.eu	Completed	P	In progress	8	DRH Library Services	- No. of references available - Nb of publications submitted - H2020 projects - Training sessions at UnivOAK - Participants per session - No. of communication actions	- / - / - 33 training courses - 378 participants (11/session) - 1 reception desk / month	- / - / - 25 training sessions - 322 participants (13/session) - 1 reception desk / month	- / - / - 12 training sessions - 133 participants (11/session) - no welcome desk (studium construction)	- / - / - 7 training sessions - 51 participants (7/session) - no welcome desk (studium construction)	- / - / - 10 training courses - 143 participants (14/session) - 1 reception desk / week	- 84357 (16667 pdf texts) - 604 - 10 courses - 137 participants (14/session) - 1 reception desk / week	
Achievements 2018-2024: 3 video tutorials; creation of the "scienceouverte.unistra.fr" website; annual "Open Access Month" event.														
11	Formalization of the follow-up of meetings between pupils () and teacher- researchers in order to promote the university and research (possibly in relation with the local education authority Rectorat).	Completed	P	In progress	9	Espace Avenir Science garden	- Number of presentations in secondary schools - No. of middle and high school students hosted at the university	- 17 interventions - 1736 students	- 23 interventions - 2406 students	- 14 interventions (Covid) - 218 students	- 15 interventions - 263 students	- 23 interventions - 2449 students	- 36 interventions - 4007 students	- 48 interventions - 4686 students
12	Raising of PhD awareness on issues regarding professional gender equity, and communicating those in the guide. Similar action towards members of the selection committees.	Completed	P	In progress	10, 27	VP equality - parity DRH	- No. of training sessions on the theme organized for doctoral students per year. - Number of participants and fill rate for doctoral sessions. - No. of training sessions for selection committee members - No. of participants and fill rate for committee sessions.	From 2019, coordination meeting for all selection committee chairmen, accompanied by distribution of a vademecum with rules to be held and respected, including M/F parity. Training for chairmen and vice-chairmen on the subject of "gender bias" - "unconscious bias". Note: M / F balance in thesis defense juries since 2016				Forum theater in F 6 A for PhD which also deals with equality issues Number of participants: 20 (2022) - 60 (2024)		
13	Generalization of laboratory notebooks in the relevant research units, presentation of results to members of the laboratory.	Extended		Summer 2019	2		- of doctoral students using laboratory notebooks				Laboratory notebooks are used wherever they are needed. Young researchers present their results to research teams			
14	Generalization of data and equipment (USB key, laptop, etc.) encryption. Run awareness campaign in the research units.	In progress		During 2018	7	DNUM FSD	- No. of ciphers performed - No. of backups performed				Number of encrypted mobiles: 662		Number of encrypted mobiles: 2858 Note: strong increase following Covid	Number of encrypted mobiles: 3366 FSD supported 9 research units 4 research units in 2018, 2 in progress, 10 under appraisal

15	Addition of the economic intelligence training session to the staff training session list on top of the one offered to PhD students in order to make it available to members of the scientific community.	Extended		Fall 2018	7	DRH	- No. of training registrations by population - Number of training sessions offered								
16	Dematerialization of the Temporary Lecturer and Research Assistant (ATER) recruitment procedure: possibility to upload application directly to an online platform.	Completed	P	During 2021	13	DRD HRD	- Dematerialization of the ATER recruitment procedure yes/no		Setting up the dematerialization platform						
17	Feasibility study and experimentation of the role- play included in the recruitment process for teacher-researchers.	Completed	P	Summer 2019	14, 16	DRH	- No. of recruitment scenarios	- 31% MCF - 6.5% Prof	- 16% MCF - 6.5% Prof	- 51.5% MCF - 0% Prof	- 60.5% MCF - 17.5% Prof	- 68% MCF - 40% Prof	- 73% MCF - 27.5% Prof		
18	Promotion of the Tenure track model for idex chair holders.	Completed		Fall 2018	23	HRD DRD	- of projects continued after idex Chair expires	Info days: 4-5 per year with 40 participants per session					7 IUP 13 USIAS 3 CPJ	2 IUP 13 USIAS 3 CPJ	10 IUP 16 USIAS 4 CPJ
19	Offering of training sessions in English: Risk prevention, health and safety and the training sessions offered by the Project Engineering Centre (PUE). Promotion of the training sessions organised with the partners of the University (CNRS, UHA Inserm, etc.).	Extended		Fall 2018	23	DRH	- Number of training sessions offered in English - No. of training participants	Doctoral students - 10 sessions in 2018 - around 400 participants		Doctoral students -15 sessions - 500 participants		Doctoral students - 20 sessions - 600 participants		Doctoral students - 22 sessions - 960 participants	
20	Development of social action (ie. Reserved places in local nurseries).	In progress / On hold		Summer 2019	23, 24	SPACS	- Depending on the social actions defined.	Note: crèche places reserved via SMIAS (Innovative and regional, collective and individual social actions in catering, housing, children and leisure) Région Grand Est							
21	Mapping of existing research platforms and shared equipment.	Completed	P	During 2019	23	DRD	Number of accredited research platforms			48 platforms	57 platforms	63 platforms	65 platforms		
22	Information and communication on recruitment conditions for disabled research staff; Development of teleworking with clear rules.	Completed	P	Fall 2017	24	DRH	- % of disabled research staff - % of staff teleworking	23 researchers	25 researchers 1 telecommuting researcher		37 researchers				
23	Finalization of the "accident of work and/or in service" procedure. Transmission of this procedure to researchers..	Completed	P	In progress	24	DRH	- Distribution of the "work and/or service accident" procedure V/N - Addition of specific chapter for teacher-researchers V/N				A13M procedure finalized and distributed on ISM and ERNETH since 2020				
24	Introduction of compulsory meetings between PhD students and their supervisors.	Completed	P	Fall 2017	36, 37	DRD CDE	- No. of meetings before re-registration - No. of meetings Thesis director / Doctoral student	- SHS / ST/ SV = 1 meeting - SHS quarterly - ST/SV monthly			- SHS / ST/ SV = 1 meeting - SHS monthly - ST/SV weekly		- SHS / ST/ SV = 1 meeting - SHS monthly - ST/SV weekly		
25	Creation of training sessions boosting career development upon completion of the thesis. These training sessions will also be offered in English.	Completed	P	Fall 2017	38	DRD CDE	- Number of doctoral students attending courses - fill rate for these courses - number of courses in English	- 28 doctoral students - 82% - 6 courses in English			- 28 doctoral students - 75% - 6 courses in English		- 28 PhD students - 77% - 7 courses in English		
26	Introduction of a new registration platform for PhD training ("Amethis").	Completed	P	Fall 2018	38	DRD CDE	Implementation of the AMETHIS application for managing doctoral students' files, with installation of additional modules	Management of cross-disciplinary and subject-specific training added		Added management of admission requests				Added management of CSU doctoral research projects	
27	Identification of typical career paths in order to suggest the most appropriate training sessions one PhD students should follow to boost one's career pportunities.	Completed	P	Fall 2017	39	Euraxes CDE	- Creation of a list of typical training courses V/N	/	/	/	/		5 courses to choose from 1. Innovation - Creativity - Entrepreneurship 2. Higher education - Public bodies 3. Professional training - communication - scientific mediation 4. Private R&D - Consulting - Expertise 5. Europe - International (launch 2023)		
28	Support of PhD students in their career plan reflexions and on the procedures to follow: Presentation by PhD students, at mid-term, of their post-thesis plans.	Completed	P	Fall 2017	39	DRD CDE	Each ED proposes a summary document for the ISC on a common basis, validated by the doctoral college council. Summary of training courses with question on career development for each ISC		Yes Note: summary document proposed for each ED for the ISC: common basis validated by the doctoral college council	Yes	Yes	Yes	Yes		
29	Training session on the use of DocPro and follow- up on its contribution to the integration into the world of work of newly qualified doctors.	Completed	P	In progress	39	DRD CDE	- Index of agreement to the question of DocPro's contribution		Every year, the doctoral college offers "Doc Pro" training in French and English. No. of participants / year Still too few doctoral students invest in their portfolio						
30	Display of Internal regulations for each research unit needs to be improved (intranet, working spaces, labs, etc.).	In progress		Fall 2018	2, 35	DRD	- % of research units having published these regulations on their website compared with the number of research units with regulations								
31	ACTION ADDED TO INITIAL ACTION PLAN Creation of training sessions for new research unit directors, in partnership with CNRS and Inserm.	Completed		Fall 2018	2, 35	DRD	- No. of training sessions organized - participants		5 training sessions organized in partnership with Inserm and CNRS: Team management, HR management, Health & Safety prevention and Project management.						

Appendix 3 - HRS4R 2025-2028 action plan

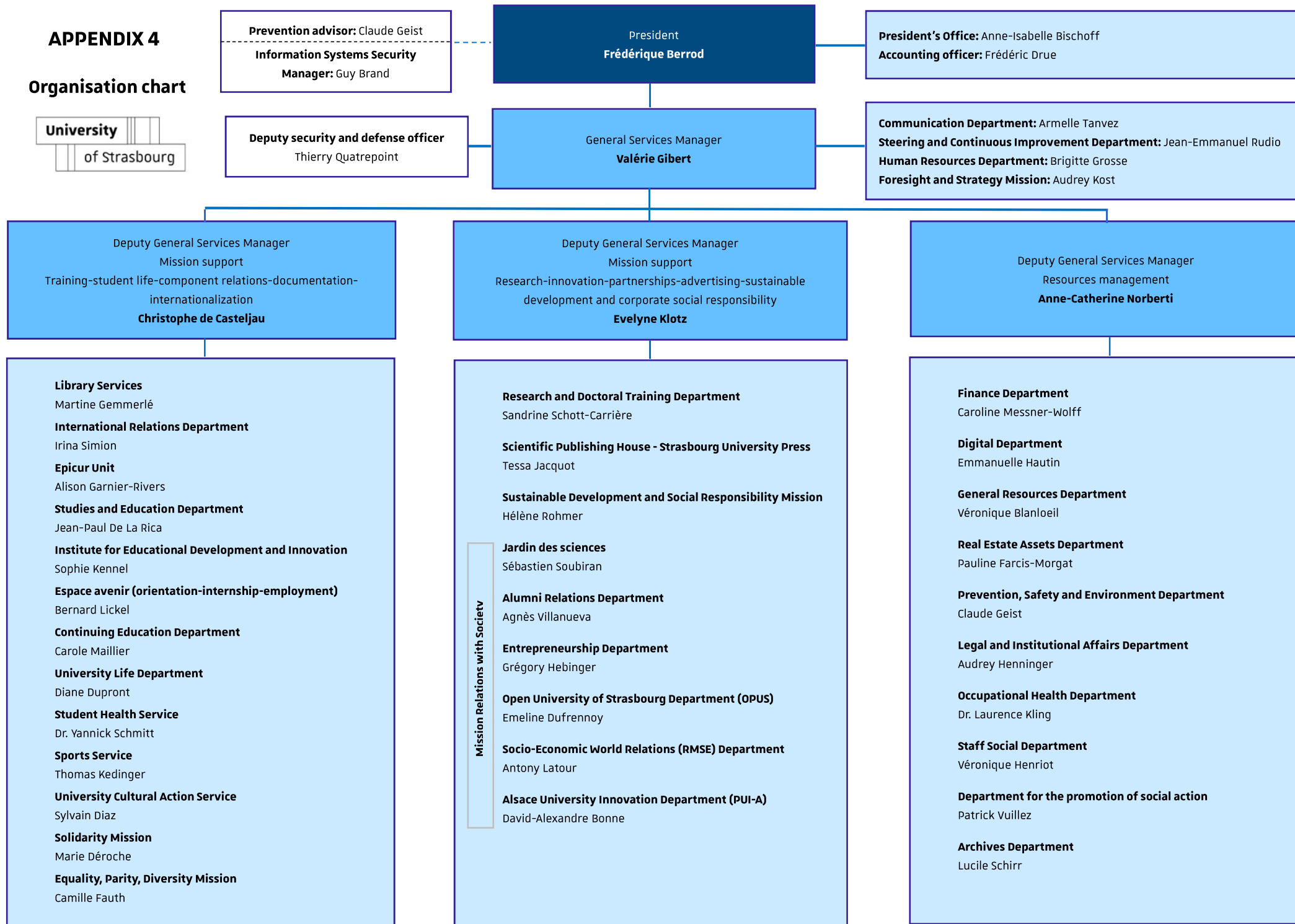
HRS4R 2025-2028 action plan



	Planned action	Status	When	Principles (2024 charter)	Department concerned	Indicators	2024	2025				2026				2027				2028			
							T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
PILLAR I ETHICS - INTEGRITY - GENDER - OPEN SCIENCE																							
32	Finalisation and distribution of the new ethics guide: “Code of ethics for research professions”	In progress	T4 2026	1, 2, 13, 19, 20	SAJI DRD	Charter distributed: Y/N English translation: Y/N Number of training courses						@											
33	On-demand, “à la carte” training courses on open science in French and English, tailored to disciplines (presentation of services, current context and issues for researchers)	New	T1 2025	2, 3, 6, 9, 16, 17, 19	SBU ADR Center DNUM Adele Network	Training follow-up: theme, duration, language, number of participants, breakdown by panel R1-R4		@															
34	Building an Open Science credited training program for doctoral students	New	T3 2026	3, 19	SBU Doctoral College	Number of participants						@											
35	Optimise knowledge of the support provided to project leaders to meet the open science obligations of their funder (ANR, Horizon Europe...) in partnership with URFIST and the on-demand training catalog (URFIST = Regional training unit for scientific and technical information)	New	T4 2028	2, 3, 6, 9, 16, 17, 19	SBU ADR Center DRD-PUI	Number of requests Number of individual appointments Number of training courses Drafting/updating of fact sheets Y/N Number of publications on funded projects																	
36	Develop equality referents within research units, in collaboration with the network of other supervisory bodies (CNRS, Inserm)	New	T4 2028	4, 5, 12, 13, 19	VP Equality & Equity	Percentages from 2025 to 2028																	
37	Raising awareness of psychological violence among research staff and researchers	New	T4 2028	4, 13	DRH	Annual number of actions to raise awareness of situations of psychological violence Annual number of new reports		@															
38	Continuing to raise awareness of the disability and work network and optimising communication on recruitment conditions and career support	In progress	T4 2028	4, 5, 11, 12, 13, 14, 19	DRH	Number of awareness-raising initiatives (DU, RAURA, Euraxess, Doctoral College conferences) Number of researchers declared																	
39	Continuing to raise the profile of the many partnerships and funding programs, to encourage researchers of all categories and research support staff to make use of these mobility and intercultural opportunities	In progress	T4 2028	7, 10, 12, 17, 19	DRI	Number of information meetings Number of training sessions Number of participants from the scientific community																	
40	Boosting the network of CORIR (International Research Relations Correspondents) within research units	New	T4 2028	7	DRI	Number of meetings Number of referents																	
41	Extensive courses in French as a foreign language to help doctoral students and researchers better integrate into their new research and living environment	In progress	T4 2028	7, 19	DRI DRD	Number of participating doctoral students Number of participating researchers																	
42	Initiate a socio-ecological transformation plan specific to each research unit (based on its carbon footprint)	New	T4 2028	7, 8, 19	DDRS	Percentages of research units having submitted and adopted a socio-ecological transformation plan																	
43	Encourage, disseminate and create peer-to-peer experience-sharing forums	New	T4 2028	7, 8, 19	DDRS	Annual number of meetings with research unit DDRS referents																	
PILLAR II ASSESSMENT - RECRUITMENT - CAREER DEVELOPMENT																							
44	Updating of the guide for researchers, describing entry standards and career options for each type of population, with translation of the guide into English and possibly German - Fully compatible with OTM-R principles	New	T4 2026	9, 10, 11, 12, 17, 18, 19	DRH	Yes / No						@											
45	Strengthening support for teacher-researchers by implementing new initiatives to improve the quality of the welcome for newly appointed lecturers (MCFs)	In progress	T4 2028	20	DRH	Number of dedicated reception routes Number of MCFs accompanied by a mentor Annual number of MCF/mentor training courses Number of training registrations																	
46	Mid-career monitoring of teacher-researcher staff by the new careers office created in 2024	New	T4 2028	4, 10, 12, 17, 18, 19	DRH	Number of teacher-researchers interviewed in the past year		@															
PILLAR III WORKING CONDITIONS & METHODS																							
47	Supporting research units and research support services in their “continuous improvement” process	New	T4 2028	13, 19	DPAC	Number of research units with a continuous improvement coordinator																	

APPENDIX 4

Organisation chart



APPENDIX 5 : OTM-R check-list

Checklist Open, Transparent, Merit-based Recruitment (OTM-R)					
UNISTRA					
Recruitment method	Open	Transparent	Merit-based	Yes, absolutely Yes Yes, substantially Yes, partially No	Proposed indicators or measurement actions for the 2017-2024 period
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes	Compliance of OTM-R content published in French and English, in accordance with current national regulations
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes, substantially	The terms and conditions applicable to the recruitment of teaching-researcher and post-doctoral contract staff are defined by their specific statutes, in full compatibility with OTM-R principles. For post-docs, a local framework was approved by the university's Board of Directors on July 5, 2022, clearly defining the application, selection and hiring procedures for relevant contract staff. More broadly, the university has adopted new agreements for the management of contract staff, as part of the Human Resources Master Plan approved by the Congress on October 15, 2024. These agreements set out the conditions applicable to the recruitment of contract staff for the university, in full compatibility with the OTM-R principles. Researcher's guide currently being updated, describing the framework for each type of researcher.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, substantially	The Chairmen and Vice-Chairmen of selection committees (Conseil académique restreint) for the recruitment of tenured and contract academic staff are made aware of the rules designed to guarantee the principle of impartiality in recruitment, as well as the risk of unconscious bias linked to the gender, social or geographical origin, etc. of candidates. The professional training catalog includes specific recruitment actions, such as: recruiting and integrating a person with a disability, a module on recruitment procedures in "Being a public agent", recruitment vocabulary in "Methodology for writing the professional aptitude report" aimed at direct line managers, etc.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes, substantially	Use of online tools in the recruitment process: ODYSSEE (of the National Ministry), Choisir le service public (inter-ministerial), France Travail, APEC, Euraxess Dematerialization of the recruitment process underway for BIATPSS staff, via the Talentsoft application (target: September 2025). Dematerialization of the recruitment procedure for temporary teaching and research assistants (ATER) since 2020.
5. Do we have a quality control system for OTM-R in place?	x	x	x	No	Internal audit via Unistra's internal audit unit to be scheduled
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes	French candidates are not favored over foreign candidates. Recruitment of external researchers reaches 75% for lecturers (MCFs) and 39% for Professors (2023 data). These figures should be seen in the context of the university's policy of offering career development prospects to Unistra lecturers. Junior Professorship (CPJ): 4 CPJ recruitments per year since the launch of the scheme in 2021.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, substantially	French applicants are not favored over foreign applicants. The institution endeavours to welcome and support foreign researchers via the Euraxess service center and the international relations department (foreign researcher's guide). Percentage of foreign staff among full-time and contract researchers is 31% (2024 data).
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, substantially	Percentage of disabled staff at Unistra : 3.79% (2024 data) 2.79 teacher-researchers (1.62% permanent and 1.17% contract) have declared a disability. Unistra's very active policy to encourage more researchers to declare their disability without fear of stigmatization and consequences for their career path. Unistra funds an additional contract specifically reserved for disabled PhD students, in addition to the one funded by the Ministry: 2 to 4 PhD students per year. Active development of a gender equality policy: 42% women (2024) out of the total number of researchers, all panels combined (R1 to R4).
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, substantially	Over the past 6 years, 162 attractive positions have been filled: 40 IUF, 109 USIAS, 10 CPJ and 3 MOPGA. Creation in 2024 of a career office specific to research professors to support the career development of post-recruitment researchers (staffed by an teaching-researcher and a career officer). Creation of a Euraxess career program for foreign researchers and training courses for doctoral students. Health and safety risk prevention policy and discrimination/harassment unit set up. Creation of numerous departments and clusters to support researchers (PUI, doctoral college, community relations, open science, equipment platforms, DDGRS, etc.).

10. Do we have means to monitor whether the most suitable researchers apply?	x	x	x	Yes, substantially	Under French law, the selection of research professors is entrusted to selection committees set up by statute and regulation. These selection committees are made up of at least equal numbers of internal and external members (the latter may outnumber the internal members), and at least 40% of each gender. These committees work with complete impartiality. A candidacy analysis grid has been drawn up to objectively assess the merits and weaknesses of each candidate. Individual and collective reports, legally enforceable, are also drawn up on completion of the work. To compensate for the absence of national procedures, expert committees were set up in 2018 for ATERs & lecturers associates, with an end-of-selection report to objectify recruitment.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		Yes, absolutely	Clear procedures set out in national legislation (LPR law): mandatory publication, recommendations on content set out in statutes. Procedures for publishing updated job offers on online recruitment sites (Euraxess, Choisir le Service Public, France Travail, APEC etc.) as required. Job descriptions have been recently revised and comply with a standard formalism, accompanied by drafting advice and nomenclature: highly detailed and translated into English.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		Yes	The job descriptions include the expected elements for each of the populations addressed
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, absolutely	Publication of job vacancies via Euraxess Job, using the same nomenclature as the job descriptions for the recruitment of teaching and research staff, possibly with a link to Eucor, the European Campus.
14. Do we make use of other job advertising tools?	x	x		Yes, absolutely	Publication of vacancies on other tools: the university's flagship site, Place de l'Emploi Public, APEC, Pôle emploi, professional networks, LinkedIn Unistra, Alumni, other specialized sites depending on the scientific field.
15. Do we keep the administrative burden to a minimum for the candidate?	x			Yes	Applying the requirements of applicable regulations to the collection of supporting documents We are currently working towards the dematerialization of processes, with the aim of simplifying administrative procedures.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	Yes, absolutely	Rules governing the composition of the selection committee for each recruitment, which comply with the applicable statutory and regulatory rules.
17. Do we have clear rules concerning the composition of selection committees?		x	x	Yes, absolutely	Rules governing the composition of the selection committee for each recruitment, in compliance with national legislation
18. Are the committees sufficiently gender-balanced?		x	x	Yes, absolutely	Selection committees for teaching-researcher recruitment set up in compliance with national regulations Gender parity on selection committees is set by regulation on the basis of a minimum representation of 40% of each sex.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	Yes	Vademecum on the rules of good practice distributed to juries. Composition of the selection committee based on expertise in the discipline and competence in research and teaching. Training to make jury chairmen and selection committees aware of unconscious prejudices. Strong emphasis on professional experience during teaching-researcher auditions (73% professional experience by 2024 for MCF positions and 27% for Professor positions). Reporting form and evaluation grid in place since 2021. Post-doc status recognized (LPR law): recruitment procedure implemented (publication of job description and objective recruitment (qualification, merit)).
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		Yes, absolutely	Candidate informed either by change of status when recruitment is paperless (via Galaxi), or by post when recruitment is managed by the HR department.
21. Do we provide adequate feedback to interviewees?		x		Yes	The procedures for communicating the selection panel's assessment of candidates are governed by the French Code of Relations between the Public and the Administration, and are available to all candidates on request.
22. Do we have an appropriate complaints mechanism in place?		x		Yes, absolutely	Appeal procedures are defined by French public law and can be used against any administrative decision.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				No	Internal assessment system to be set up in connection with HRS4R certification

Appendix 6 - Committee membership

The Steering Committee has 17 members:

- members of the Board of Directors: the Vice-Presidents for Research, Human Resources, Equality-Diversity and Development; the Deputy Director General for Research-Innovation-Partnerships-Development and SD&RS;
- directors and deputy directors of central departments and services: DRD, DRH, DRI, Open Science, Euraxess, MRS, Alumni, DPAC, Security FSD and the project coordinator.

The Strategy Group is made up of DRD managers, the DRH, the deputy DGS and the project coordinator.

Quarterly meetings of the Strategic Group are used to report on progress in implementing the HRS4R action plan, to highlight any changes in the establishment's strategy, and where necessary to arbitrate decisions concerning the correction of any discrepancies observed.

The Operational Group implements and monitors actions. It regularly informs the project coordinator of progress made.

The referents in charge of implementing the given action within each department monitor it and report on it at meetings of the Operational Group. A progress chart is drawn up within each department to monitor the actions for which they are responsible, enabling teams to keep a close eye on the achievement of objectives within their sphere of activity.

Regular meetings of the Operational Group are reported on by the project coordinator, who relays progress reports to the Strategic Group. Major deviations from initial objectives or new government decrees/institutional policies are thus referred to the Strategic Group for arbitration and definition of corrective actions.

Appendix 7 : 2024 survey results

Human Resources Strategy for Researchers
(HRS4R)

Survey booklet   

of the

University of Strasbourg				
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→ 2024



Presentation

In 2017, the University of Strasbourg (Unistra) was awarded the European “HR Excellence in Research” label, making Unistra one of the first universities in France to receive this distinction. Since then, it has implemented a Human Resources Strategy for Researchers (HRS4R), reflecting the institution’s commitment to improving its practices and aligning with the recommendations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Unistra’s primary goal is to offer attractive recruitment and working conditions to talented individuals across all fields of research.

In 2025, a renewal application for the label was submitted to the European Commission for a new three-year cycle, based on the four pillars of the new European Charter for Researchers. The new action plan aims to support research in all its forms, promote Open, Transparent, and Merit-based Recruitment (OTM-R), and provide career development support.

To develop the 2025–2028 action plan, Unistra gathered feedback and suggestions from researchers on topics related to the implementation of the HRS4R strategy. A 20-question survey was conducted between December 2024 and January 2025, targeting 5,117 individuals including researchers, teacher-researchers, engineers, postdoctoral fellows, and PhD candidates, in order to collect their views on the renewal of the HRS4R strategy at Unistra. The summary of the results, based on a statistical analysis of anonymised responses, is presented in this document. These survey results were taken into account in the development of the 2025–2028 action plan and translated into actions for the HRS4R label renewal application.

The European Charter for Researchers

The European Charter for Researchers is a set of general principles and requirements that outlines the roles, responsibilities, and entitlements of researchers as well as those of their employers and/or funders.

In 2024, the European Commission adopted a revised version of the Charter, structured around four pillars encompassing 20 principles. This updated Charter aims to strengthen the relationship between researchers and their employers or funders in order to promote success in the production, transfer, sharing, and dissemination of knowledge and technological development, as well as in researchers’ career development. The Charter also recognises the value of all forms of mobility as a means of enhancing the professional development of researchers.

The Survey in figures

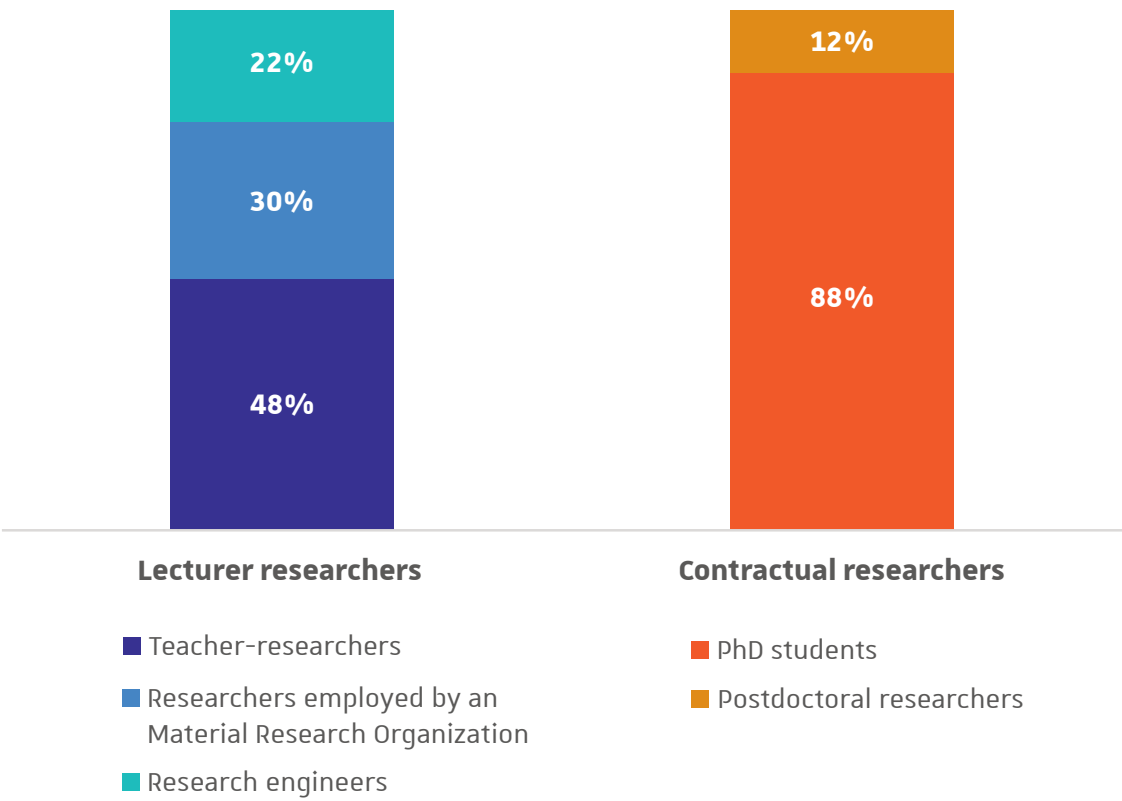
491 responses were recorded...
... including **194** complete responses.

120 responses came from the field of Law, Economics, Management, and Social Sciences...

...**171** from the field of Science and Technology...

...and **128** from the field of Life and Health Sciences

→ Breakdown by Academic Status



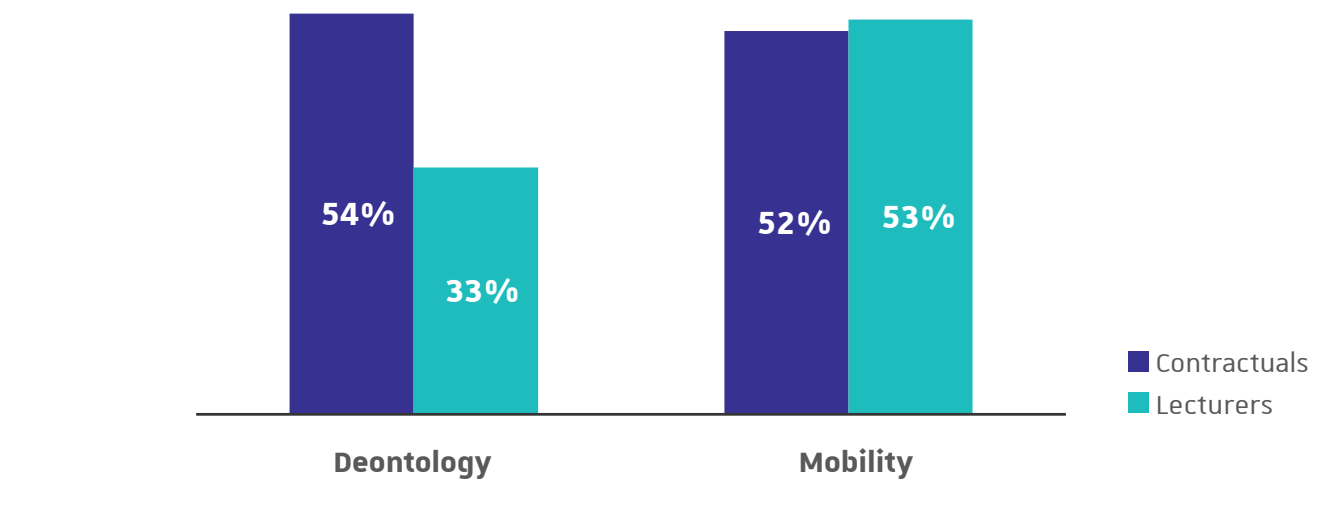
1st Pillar

*Ethics,
Integrity,
Gender
Equality, and
Open Science*

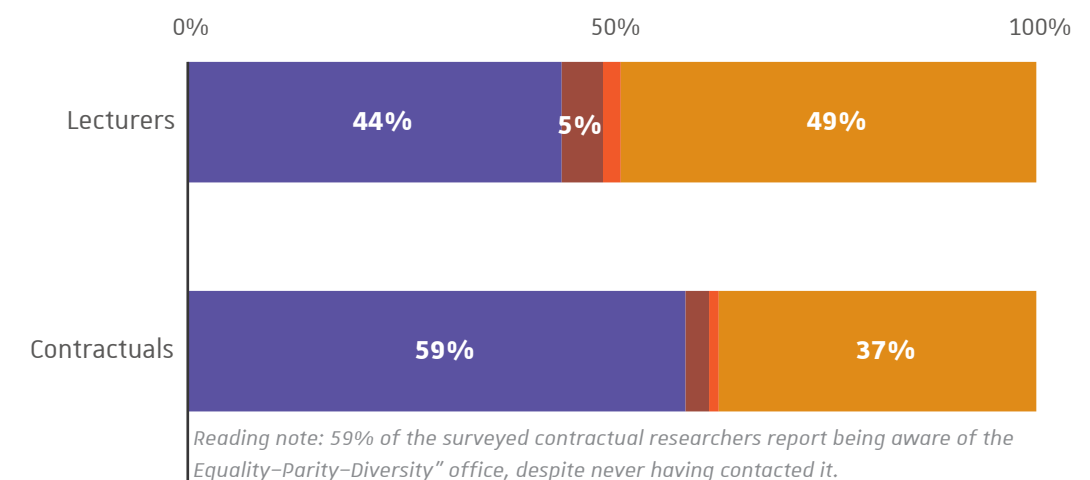
Share of respondents who answered "yes" to the following questions:

→ Are you aware of the research ethics and deontology unit?

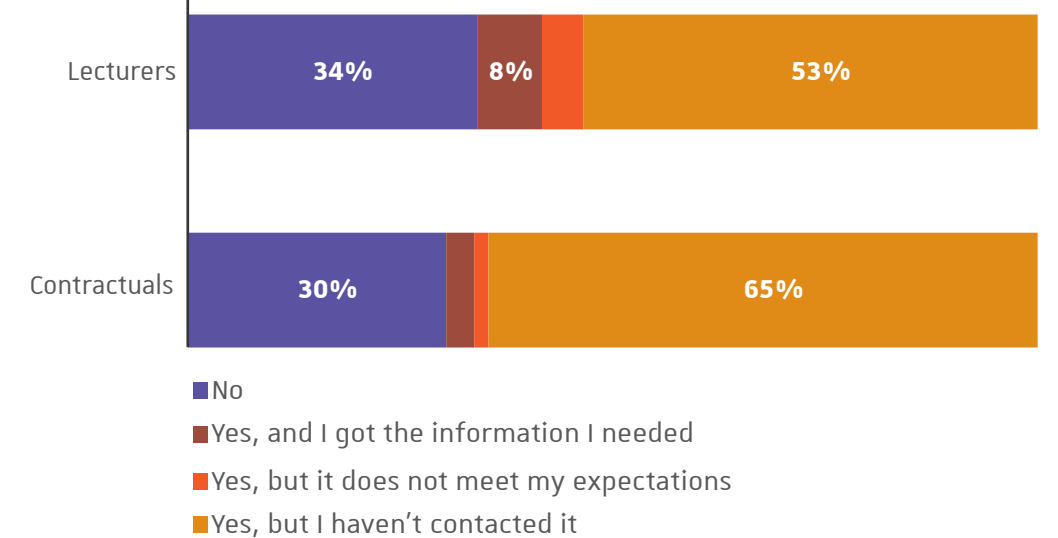
→ Does your research unit encourage mobility (such as Erasmus) to enhance your scientific knowledge and professional development?



Do you know the University's project on equality, parity and diversity ("Mission égalité-parité-diversité")?



Do you know the support unit against sexist, sexual and homophobic violence?



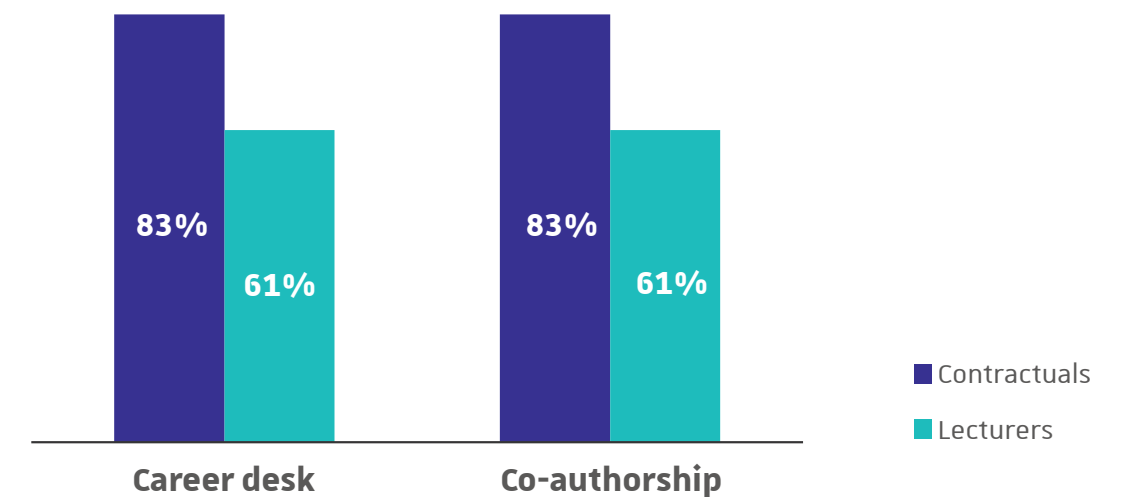


2nd Pillar

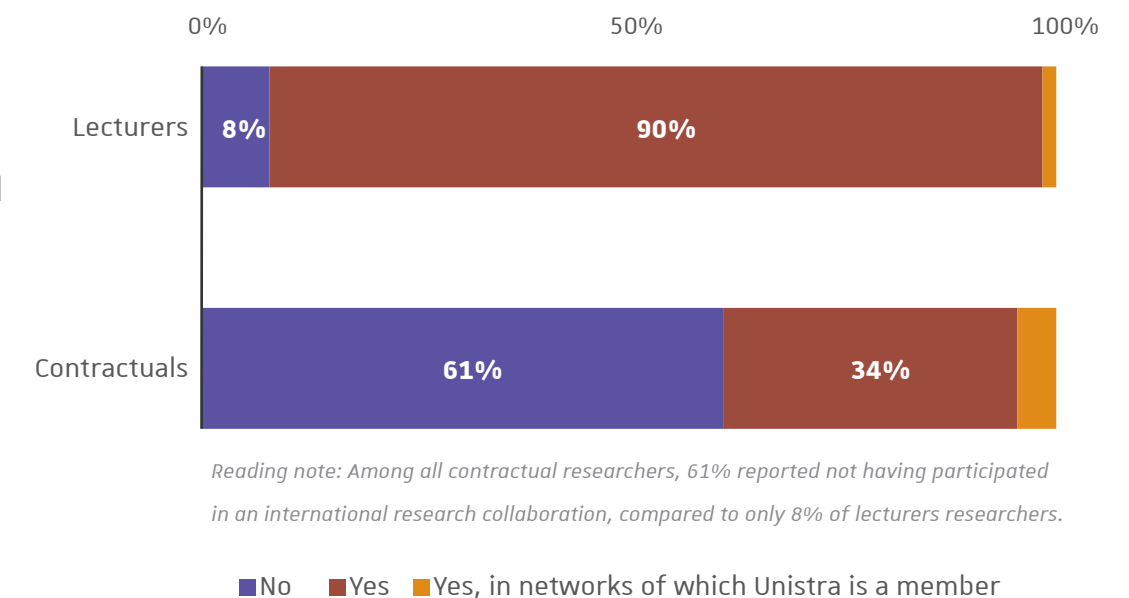
*Evaluation,
recruitment,
professional
progression*

Share of respondents who answered "yes" to the following questions:

- Would the creation of a career desk for teacher-researchers (individual support, skills development, and career path enhancement) be useful to you?
- Does your research unit promote the co-authorship of publications/patents and appropriately acknowledge the contribution of each co-author?



Have you participated in international research collaborations?



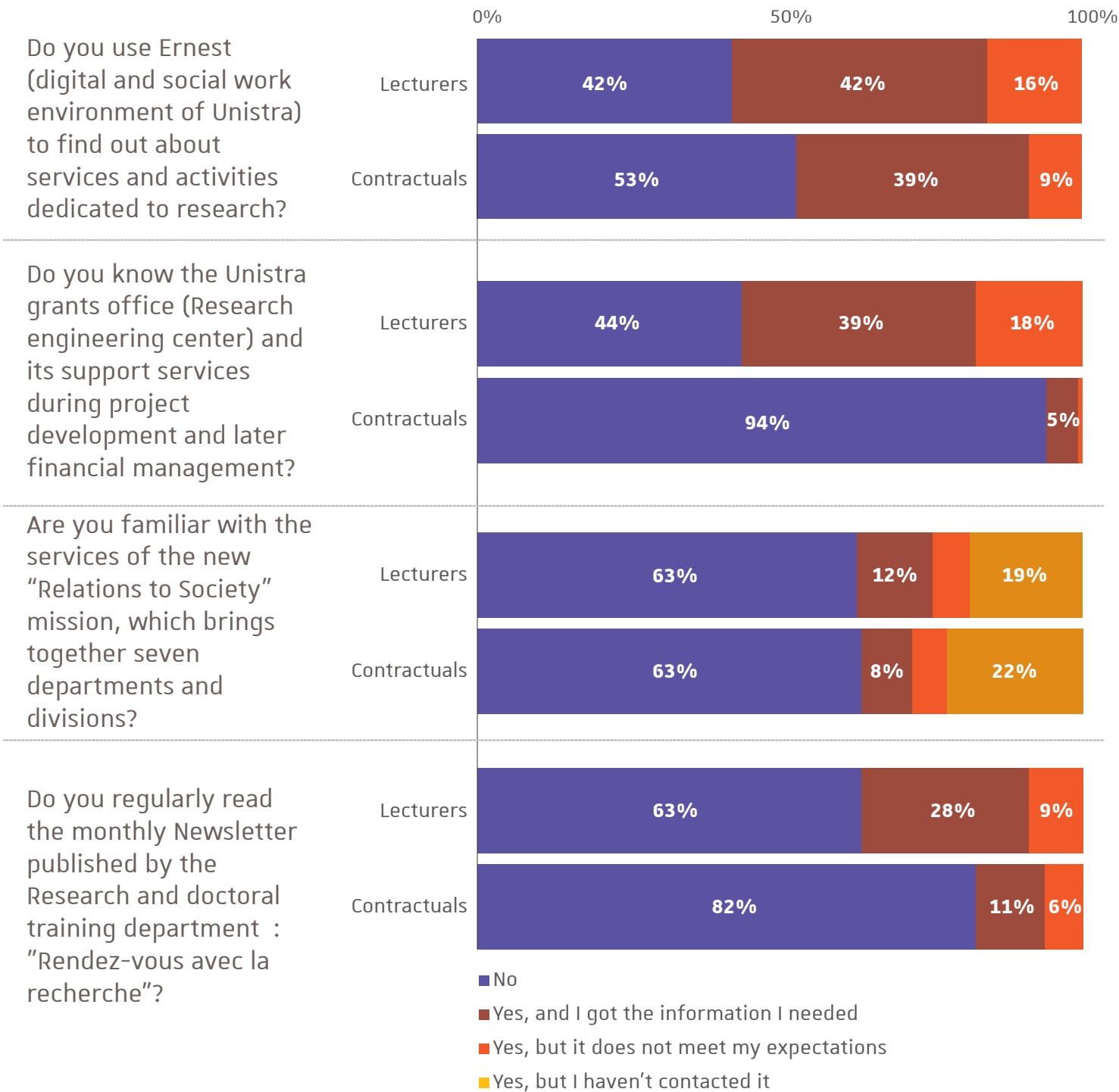
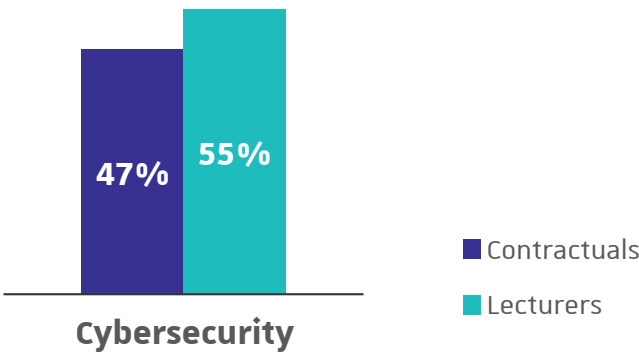


3rd Pillar

Working conditions and methods

Share of respondents who answered “yes” to the following question:

→ Have you been informed about the protection of your research data (cybersecurity)?



4th Pillar

Careers in research and Talent developments

→ Would skills-based training modules (innovation, entrepreneurship, private sector, etc.) be useful to support you in your career choices?

72% of the surveyed PhD candidates responded that such training would be useful.

Share of respondents who answered "yes" to the following questions:

→ Are you registered with the Alumni network?

→ CSI meetings (Doctoral Candidate Individual Follow-up Committee) help monitor the progress of research work and assess supervision within the research unit:

