

Implementation of the HRS4R strategy

Internal review for Interim Assessment

2023-2025



HR EXCELLENCE IN RESEARCH



Preamble

Jean Monnet University (JEAN MONNET UNIVERSITY) is an experimental public institution (EPE), of which the National School of Architecture de Saint-Étienne (ENSASE) is a component institution. The University affirms a strong multidisciplinary identity and offers a wide range of educational programmes —initial, continuing, and apprenticeship-based – at bachelor’s, master’s and doctoral levels across major fields of teaching and research: Arts, Literature, Languages; Humanities and Social Sciences; Law, Economics, Management; Science, Technology, Engineering; Health; Architecture.

Organised into Faculties, Institutes, Graduate Schools and Departments, JEAN MONNET UNIVERSITY also hosts mixed research units (UMR) and research units (UR). It oversees 24 laboratories and six doctoral schools.

The University pursues a proactive strategy of openness, notably through its involvement in the Transform4Europe (T4EU) European University, and maintains strong partnerships with socio-economic actors, cultural institutions and local authorities.

Through its Foundation, JEAN MONNET UNIVERSITY carries out a sponsorship strategy to support research, education and equal opportunities.

JEAN MONNET UNIVERSITY is one of the founding members of the Lyon Saint-Étienne University Community (COMUE).

In June 2023, JEAN MONNET UNIVERSITY was awarded the Human Resources Strategy for Researchers (HRS4R) label by the European Commission for a five-year period.

Through this commitment, the University reaffirms its determination to promote transparent recruitment processes, high-quality support for researchers – training, mobility and career development – improved working and employment conditions, and the highest standards of professional ethics and academic freedom.

HRS4R enables JEAN MONNET UNIVERSITY to contribute to the development of the European Research Area alongside other higher education institutions holding the same label.

This alignment with European HR standards enhances JEAN MONNET UNIVERSITY’s attractiveness to international academics, while supporting its ability to compete in high-level calls for projects.

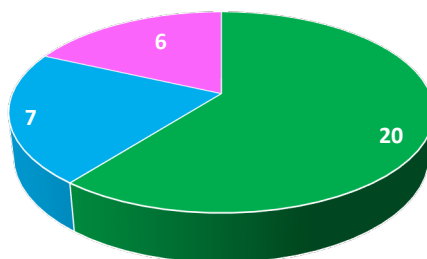
The University conducted a thorough gap analysis, involving its entire community, to identify differences between its current practices and the 40 principles of the European Charter and Code. This led to a concrete 2023–2025 action plan composed of 33 actions structured around four themes:

1. Ethical principles and professional responsibilities
2. Recruitment
3. Working conditions, safety and research environment
4. Training and career development

A steering committee monitors its implementation, ensuring the 2-year interim review and preparing for label renewal after 3 years.

After two years, 60% of the actions have already been completed.

Progress report on the 2023–2025 action plan



- Completed actions
- 2023-2025 action carried forward into 2025-2028
- Ongoing action

1. GENERAL INFORMATION (as of 31/08/2025)

<u>Au 31/08/2025:</u>	
Researchers	809
of which foreign	124
externally funded	127
women	331
R4	207
R3	287
R2	296
R1	19
Students	20709
Total	1777

RESEARCH FUNDING (latest available budget)	€
Annual organisational budget	2024 : 169 457 573 €
Annual organisational budget	2023 : 37 956 012 €
Competitive public research funding incl. EU programmes	2024 : 5 613 116 €
Private research funding	2024 : 2 355 506 €

2. STRENGTHS AND WEAKNESSES BY THEME

2.1 Freedom of Research & Ethical Aspects

Strengths

Jean Monnet University has rolled out a comprehensive Open Science policy, based on a roadmap approved in March 2023. <https://www.univ-st-etienne.fr/fr/recherche/science-ouverte.html>

Developed collaboratively with researchers, it offers tailored support—doctoral training, guidance on open-access archiving, APCs, predatory journals, etc.—and a one-stop contact point. A political referent (appointed in 2022) and the Library Service oversee its implementation. A renewed roadmap is planned for 2026.

Professional responsibility has been strengthened through clearer guidance on authorship, vigilance against predatory journals, GDPR compliance, and improved research data management enabled by a Data Plan led by the Digital Services Department. Research-contract monitoring procedures have been updated and communicated to research units. A new Partnerships and Valorisation Department (2024) centralises support for research contracts and financial reporting. A shared information system, launched in 2024, enhances transparency and accountability for project holders and officers, and research units directors.

In research integrity, a dedicated referent and an ethics committee were established in 2021. Doctoral students complete mandatory integrity training.

Jean Monnet University is also active in science-society outreach through frequent public events, with active participation from researchers (for instance: <https://www.univ-st-etienne.fr/fr/lem-cercor/agenda-actualites/valorisation.html>). Training in scientific communication is available for both doctoral candidates and researchers.

Weaknesses

Training and communication on scientific integrity need reinforcement, particularly beyond the doctoral level. The next action plan will place strong emphasis on this area, including clearer procedures in cases of misconduct and a dedicated webpage.

Support for research valorisation and technology transfer, in collaboration with the PUI (University Innovation Hub) and the SATT (local Technology Transfer and Acceleration Company), can yet be improved visibility and diversified to reflect disciplinary specificity. This is a forthcoming strategic priority.

Research-contract monitoring continues to require careful attention.

Remarks

The 2025–2028 action plan will build on the initiatives launched during the first two years, with particular emphasis on those related to scientific integrity. Ensuring high-quality contract monitoring (professional responsibility) will remain a priority. The first Open Science roadmap enabled significant structuring of practices across the entire research community. With the renewal of this roadmap, the University aims to further strengthen support for research data—covering archiving, valorisation, data-management plans, and the full data life cycle. Finally, the University intends to consolidate support for partnership-based research and to develop a clearer, more coherent “Science and Society” policy through a dedicated roadmap.

2.2 Recruitment

Jean Monnet University is firmly committed to an Open, Transparent and Merit-based Recruitment (OTM-R) policy, demonstrating its strong determination to modernise its practices and align with European standards in human resources management for higher education and research. Significant progress has already been made, constituting clear strengths for the institution. However, several limitations persist and will need to be addressed in order to further consolidate and sustain the approach.

Strenghts

The formalisation of the OTM-R policy in separate recruitment guides for BIATSS staff and academic staff is a major asset. These documents describe access conditions and procedures, ensuring harmonised practices, improved clarity for candidates, and a clear framework for recruiters.

BIATSS Staff: <https://intranet.univ-st-etienne.fr/fr/espace-ressources-humaines/recrutement-et-concours/biatss.html>

Researchers:

En français : <https://www.univ-st-etienne.fr/fr/universite/hrs4r.html> et <https://intranet.univ-st-etienne.fr/fr/espace-ressources-humaines/recrutement-et-concours/personnels-enseignants.html>

En anglais : <https://www.univ-st-etienne.fr/en/research/hrs4r.html>

Job offers have been standardised and enriched with clear prerequisites, working conditions, expected academic criteria and career prospects. A unified template has been adopted for all staff categories.

During the first phase (2023–2025), the University reviewed and updated postdoctoral job descriptions, providing English translations and aligning them with the framework already in use for administrative and technical staff profiles.

To mitigate gender bias, selection-committee chairs and managers receive specific training, demonstrating institutional commitment to equal opportunities and equitable treatment.

While laboratories have autonomy in recruitment, the HR Department supports processes—including in English—notably during interviews for doctoral and postdoctoral recruitment, and to facilitate international recruitment.

Newcomers benefit from structured support from the International Relations Department and its Mobility Office and dedicated website. In addition, the HR Department organises contract-briefing sessions – including information on rights, QVCT (Quality of Life and Working Conditions – and an annual welcome day to further facilitate integration.

Weaknesses

Despite progress—including the English translation of the recruitment guide for academic staff expected by late 2025—several areas require further development:

The translation of recruitment documents and onboarding materials into English remains incomplete. Improving this aspect is essential to enhance the University’s international attractiveness and to facilitate access to information for prospective international applicants.

Publication on EURAXESS remains inconsistent across laboratories. Some research units occasionally request support from the HR Department to draft and disseminate job or thesis offers. JEAN MONNET UNIVERSITY aims to involve the Doctoral School Council more actively in the publication process and to systematise support measures in order to address this issue and enhance international visibility.

Knowledge of ENIC-NARIC procedures for recognising foreign qualifications remains limited. The University intends to place this topic on the agenda of research and training committees to improve awareness and ensure secure recruitment of international candidates.

Remarks

To strengthen its position internationally, Jean Monnet University must:

- Systematically publish research-related positions on EURAXESS
- Improve awareness and use of foreign-degree recognition mechanisms

The University therefore has a robust, structured and constantly improving recruitment policy, characterised by a commitment to transparency, fairness and international openness. Real efforts have been made in terms of formalisation, support and awareness-raising. However, in order to take the next step and consolidate its position in a competitive European academic environment, it will be essential to:

- Publish all research-related job offers via EURAXESS
- Strengthen the promotion of foreign degree recognition mechanisms.

2.3 Working conditions

Strengths

Since 2024, Jean Monnet University has prioritised managerial support, offering a dedicated training programme for research unit directors on HR decision-making, public finances, anti-discriminatory recruitment and legal responsibilities.

Following work led by the Vice-President for Research in collaboration with research unit directors and the HR Department, Jean Monnet University has adopted in 2024 a new policy clarifying the status of contractual researchers. This policy is aligned with the 2021 French Research Programming Law to secure the legal framework of recruitments.

2025, a DD&RS (Sustainable Development and Social Responsibility) plan was validated reaffirming that the University's fundamental missions—education, research and campus life—and its commitment to environmental and social responsibility.

Jean Monnet University has modernised its tools and developed several initiatives—such as the QVCT Week held in June 2024—to further enhance quality of life and working conditions. A QVCT Steering Committee, bringing together staff members representing various roles and departments, proposes and monitors actions designed to support staff well-being. Since May 2024, the HR Department has also organised “13H RH” webinars, addressing themes that promote a healthier balance between personal and professional life.

In 2024, both the HR guide for administrative staff and the teleworking agreement were updated in consultation with staff representatives. In September 2024, a new time- and absence-management tool—integrating leave and telework requests—was deployed for administrative staff and has been tested since September 2025 by contractual researchers (including doctoral candidates) in the Hubert Curien research unit.

In addition, and following consultation with staff representatives, salaries were upgraded to reinforce Jean Monnet University's commitment to staff recognition and retention: contractual staff in 2023 and permanent staff in 2024.

Salaries have been upgraded, and the ELAN Research Programme supports the integration and success of newly recruited external researchers through teaching relief and project funding.

Launched in 2022, the ELAN Research Programme strengthens Jean Monnet University's strategy for enhancing its attractiveness and supporting research activities. It is designed for newly recruited external researchers and provides support for up to three recipients per year, offering a 96-hour teaching waiver and up to €60,000 in financial assistance per project between 2023 and 2025.

Safety and risk prevention measures have been strengthened through the appointment of a dedicated Safety Director in December 2024 and the development of seven prevention plans between 2023 and 2025. Support was also provided to one research unit in implementing its research protocol.

Weaknesses

Despite significant advances in improving working conditions, a major challenge remains: low participation and engagement of research unit directors, particularly in managerial training. This reduces the impact of the initiatives and raises questions about the institution's capacity to fully unite staff around the proposed initiatives and actions.

Remarks

The actions implemented reflect a strong institutional commitment to improving working conditions and ensuring a high-quality, safe professional environment. Jean Monnet University can draw on several key strengths: strengthened managerial support, a clear and secure framework for contractual researchers, a structured approach to sustainable development, modernised administrative tools, a dynamic remuneration policy, targeted support for research, and proactive safety and risk-prevention measures.

However, the full impact of these measures depends on addressing ongoing mobilisation challenges. Low participation in managerial training reduces the effectiveness of the initiatives and creates a gap between institutional ambitions and their practical uptake by research units.

Several avenues are being explored:

- Enhancing communication on the added value of training, with concrete examples demonstrating how sessions facilitate day-to-day management and support informed decision-making. Insights from other institutions may also help boost participation.
- Adapting training formats to tight schedule of unit research directors, including shorter modules, online or hybrid delivery, practical case-based sessions, or peer-exchange workshops; tailored coaching could also be introduced.
- Introducing a core set of mandatory training modules, particularly for newly appointed managers.
- Strengthening dialogue with laboratories to better understand barriers and needs. Targeted surveys or focus groups would help identify whether low participation stems from content, availability, or perceived relevance.

In conclusion, the next steps should aim to enhance directors' and teams' engagement with existing tools by highlighting their benefits, diversifying training formats, recognising participation, and fostering sustained dialogue. These efforts are essential for consolidating Jean Monnet University's strengths and ensuring working conditions that are attractive, secure, and sustainable.

2.4 Training and career development

The « Training and Career Development » strand is a central component of the Jean Monnet University's HR policy. It aims to provide all staff with enhanced support throughout their professional careers, strengthen skills development, and acknowledge the experience acquired over time. Its overarching goal is to foster an environment that promotes professional fulfilment and merit recognition, in line with the University's ambitions in research, teaching, and international engagement.

Strengths

For teacher-researchers and researchers (R3–R4), career progression is determined by national bodies (CNU) and by local bodies (the University Academic Council).

The introduction of a merit-based research assessment policy represents a significant step forward. The signing of the DORA Declaration in May 2023, followed by the Jean Monnet University's membership in the CoARA coalition in 2024, demonstrates its commitment to modernising research-evaluation practices at the international level.

These recommendations are gradually being implemented, particularly through enhanced transparency: evaluation criteria are now systematically shared alongside calls for applications. A vademecum and a summary table outlining disciplinary expectations were presented to the Academic Council in July 2024.

Jean Monnet University also works closely with the T4EU European University to exchange good practices in research assessment. International mobility and diverse career paths are taken into account in evaluation processes.

Finally, the creation of a Career and Mobility Advisor position within the HR Department responds to a clearly expressed need among staff for personalised support in shaping their professional trajectories. This role strengthens the links between mobility, training, and career development, and provides concrete assistance in preparing professional projects related to research, teaching, or administrative and technical functions.

Weaknesses

Several weaknesses remain and represent clear areas for improvement.

First, international mobility requires stronger promotion. More effective communication is needed to encourage staff to take up mobility opportunities, which are key drivers of openness, skills development, and career progression.

Second, the systematic identification of training needs is still insufficient. Although a training plan is in place, it would be more effective if supported by an annual survey of specific needs, particularly within research units. Such a process would enable training programmes to be better aligned with operational realities, anticipate changes in professional roles, and support institutional and technological transformations.

Lastly, mentoring for new teacher-researchers remains underdeveloped. A formal mentoring scheme would support new arrivals, ensure knowledge transfer, and strengthen their sense of belonging. While mentoring has proven effective within Junior Professorships, its wider implementation has yet to become systematic.

Remarks

The 2025–2028 action plan will aim to:

- Organise initiatives to support and promote international mobility, ensuring it is better recognised in career advancement and recruitment processes, notably through the T4EU alliance;
- Strengthen bottom-up reporting from faculties and laboratories regarding training needs and unrecorded training activities;
- Further encourage the implementation of mentoring schemes for newly appointed teacher-researchers, in close collaboration with the Research Committee.

2.5 Contextual elements impacting the HRS4R Strategy

Have any of the priorities for the short and medium term changed?

Communication on existing mechanisms, mobility opportunities, and training provision must be strengthened to ensure that HRS4R principles are more effectively embedded across the research community.

Training in ethics and scientific integrity—initially focused primarily on doctoral candidates (R1)—will be expanded.

The renewal of the European Charter for Researchers in 2023 also confirms the strengths of the first action plan (open science, equality, diversity, research assessment, researcher status, etc.), which must be sustained, while prioritising actions already initiated but requiring further consolidation (recruitment, career development, valorisation, mentoring, etc.).

Jean Monnet University's accession to CoARA (Sept. 2024) will further support the strengthening of these ongoing actions and foster their dissemination within both the coalition and the T4EU alliance.

Have circumstances within your organisation changed in ways that impact the HR strategy?

Over the past four years, Jean Monnet University has consolidated a distinctive identity within the Lyon - Saint-Étienne site through its capacity to develop diverse and robust academic partnerships.

On 1 January 2025, the University formalised its long-standing relationship with Saint-Étienne National School of Architecture (ENSASE) through its integration. As a result, the University changed status to become an “experimental public institution”, with ENSASE as a component establishment. While ENSASE retains its legal autonomy, jointly agreed convergence measures have been defined. Working groups meet regularly and shared initiatives are already underway – for example, joint training plans and HR support for payroll and administrative tasks.

In relation to HRS4R actions, greater mutualisation of research support (project development, administrative assistance) is planned, in line with the principles of ‘professional responsibility’ and ‘good research practice’.

However, ENSASE's integration does not fundamentally change the University's priorities regarding research support, recruitment, or working conditions; rather, it reinforces them.

This major institutional transformation, combined with Jean Monnet University's membership in the T4EU European University, demonstrates the institution's capacity to evolve and to reconcile both local and international dynamics. T4EU membership has also required several recruitments, including five new staff members for the T4EU office.

The Jean Monnet University presidential team was renewed in May 2025, ensuring continuity. Alongside the existing Open Science and Scientific Integrity Officers, roles such as the Equalities, Anti-discrimination and Anti-harassment Officer, and the 'Science and Society' Officer are fully aligned with the action plan. Jean Monnet University reaffirms its transversal and integrated approach to staff working conditions (student roadmap, disability plan, gender-equality plan, sustainable development and social responsibility strategy, T4EU, CoARA...), of which the HRS4R label remains a central component.

Are there ongoing strategic decisions likely to influence the action plan?

Given its capacity for transformation and openness, Jean Monnet University must continue to strengthen its role as a pioneering institution for transdisciplinary training pathways, supporting student success and employability through cutting-edge research projects and strong partnerships with higher-education institutions, research organisations, socio-economic actors, and public authorities.

In the years ahead, the University will strengthen its scientific profile by pursuing a balanced research-support and academic-structuring strategy that preserves the multidisciplinary character central to its identity, while reinforcing its current strategic domains (Engineering/Surfaces/AI, ARTS, Sports–Health–Performance, Economics).

In recent months, working groups comprising staff and students have contributed to the development of a new Disability Master Plan (2026–2029). This plan will be presented to the governing bodies in early 2026.

A new gender-equality action plan will also be released in early 2026. Based on the national MESR plan and a University-wide survey, the findings reveal strong gender- and status-related perceptions. The 2025-2027 plan must therefore include targeted measures to improve communication and the visibility of existing tools, and to address strong expectations regarding stereotype reduction and improved work-life balance.

Finally, Jean Monnet University must prepare for the joint institutional assessment and for the end of its experimental status, in order to confirm the integration of ENSASE in 2027. The success of convergence efforts – particularly the shared values underpinning HRS4R – will be decisive.

3. ACTION PLAN MONITORING

3.1 ACTION PLAN 2023-2025

Action no.	GAP Principle(s)	Action	Timeline	Responsible Unit	Indicator(s) / Target(s)	Type of action
Research freedom, ethical principles, good practices						
1	1. Research freedom	Circulate the code and charter to researchers and to all new recruits	2022 S2	HR Department	Charter published on the website / charter distributed to all researchers on 1 September 2023 then to new recruits from 2023-2024 ----- All researchers (R1-R4)	Completed
2	2. Ethical principles and 34. Complaints/appeals	Create an intranet site for information on scientific integrity (SI)	2023 S2	SI Advisor	Publication of intranet site ----- All researchers (R1-R4)	2023-2025 action carried forward into 2025-2028
3	3. Professional responsibility 2. Ethical principles 34. Complaints/appeals	Implement a procedure for alerting and dealing with breaches of scientific integrity involving a dedicated SI advisor	2023 S2	SI Advisor	Advisor appointed, procedure in place and communicated No. of complaints received / processed ----- All researchers (R1-R4)	2023-2025 action carried forward into 2025-2028
4	2. Ethical principles 36. Relations with thesis/internship supervisors 37. Supervision and managerial duties	Implement SI training for all accredited research supervisor (HDR) candidates	2023 S2	SI Advisor	Date of training courses Number of supervisors trained ----- Researchers (R3)	2023-2025 action carried forward into 2025-2028
5	3. Professional responsibility 2. Ethical principles 32. Co-authorship	Implement a note on the signature of scientific publications Develop open science resources and training: data management plan, open data and publications, digital identity, etc.	2023 S1	VP for Research / Joint Documentation Service	No. of actions / No. of sessions / No. of trainees / No. of online resources ----- All researchers (R1-R4)	Completed
6	3. Professional responsibility 4. Professional attitude 7. Good practice in research	Review, formalise and communicate the procedure for managing research contracts, precisely identifying the roles of the actors at each stage	2023 S1	Research and Valorisation Department	Process formalised and communicated Drafting of a handbook for researchers ----- Researchers (R3 and R4)	Completed
7	3. Professional responsibility 2. Ethical principles	Define and communicate an open science charter	2023 S1	VP for Research	Drafted and approved by the Board of Governors, published ----- All researchers (R1-R4)	Completed
8	3. Professional responsibility 7. Good practice in research	Provide researchers with massive storage spaces and collaborative tools to limit the use of public tools when exchanging research data	2023 S2	Digital Department	Volume of available data / no. of users ----- All researchers (R1-R4)	Completed
9	8. Dissemination, exploitation of results	Set up research information meetings on the commercialisation, transfer and creation of start-ups	2023 S1	Research and Valorisation Department	No. of events per year No. and profiles of participants ----- All researchers (R1-R4)	Completed
10	31. Intellectual Property Rights	Training on intellectual property law for research staff	2023 S1	HR department / Research and Valorisation Department	No. of sessions, no. and profiles of participants ----- All researchers (R1 to R4)	Ongoing action
11	9. Public engagement	Implement scientific communication training for researchers	2023 S2	HR Department	No. of sessions, no. and profiles of participants ----- All researchers (R1 to R4)	Ongoing action

Action no.	GAP Principle(s)	Action	Timeline	Responsible Unit	Indicator(s) / Target(s)	Type of action
Recruitment						
33	12. Recruitment OTM-R 22. Recognition of the profession	Draft Jean Monnet University's Open, Transparent and Merit-based Recruitment policy	2024 S1	HR Department	Policy published on the website and translated into English ----- All researchers (R1 to R4)	Completed
12	13. Recruitment (Code) 15. Transparency (Code) 16. Judging merit (Code) 33. Teaching OTM-R 12.	Improve published job profiles (prerequisites, description of working conditions, "expectations" section listing the criteria to be met to ensure academic admissibility of the application, career information, etc.)	2024 S2	HR Department	% of job profiles meeting the required criteria ----- Researchers (R2 to R4)	Completed
13	12. Recruitment OTM-R 1. OTM-R 2. OTM-R 11.	Translate job profiles and templates (employment contracts, assignment orders, internship agreements, etc.) into English Translate and publish the University's recruitment and mobility management guidelines on the website	2024 S2	HR Department / Research laboratories and units	% of profiles translated into English Translation and use of templates Translation and distribution of management guidelines ----- BIATSS (Library, Engineering, Administrative, Technical, Social and Health) staff / Researchers (R3-R4)	Ongoing action
14	12. Recruitment 15. Transparency (Code) OTM-R 6.	Publish all job profiles and thesis and post-doctorate offers on EURAXESS after improved HR support for research laboratories in drafting and publishing profiles, and for determining the criteria used to select candidates	2024 S2	HR Department	% of thesis and research job offers published on EURAXESS ----- Researchers (R1 and R2)	Ongoing action
15	19. Recognition of qualifications (Code) OTM-R 7.	Communicate annually to the members of the Academic Council on the ENIC-NARIC network (French information centre on the academic recognition of foreign qualifications), which issues a statement of comparability on request	2022 S2	HR Department	Communication date and accessibility of the information ----- Members of the Academic Council to recruit professors (R3-R4)	2023-2025 action carried forward into 2025-2028
16	12. Recruitment OTM-R 3. OTM-R 14.	Strengthen the support of the HR Department in the recruitment and/or induction interviews of PhD students and post-docs (in English if necessary)	2022 S2	HR Department	% of recruitment interviews that received specific support ----- Doctoral students/post-docs (R1-R2)	Completed
17	12. Recruitment 13. Recruitment (code) OTM-R 2. OTM-R 7. OTM-R 15.	Strengthen the collaboration between the HR Department and the International Relations Department to support foreign recruits Organise an HR interview for specific needs to support new recruits in their procedures and their career development	2022 S2	HR Department	% of new recruits supported by the International Relations Department and the HR Department ----- All researchers (R1 to R4)	Completed
18	24. Working conditions 12. Recruitment 26. Funding and salaries 40. Supervision OTM-R 13.	Increase the University's attractiveness to foreign researchers by strengthening communication on the measures implemented by the University (salary increases, Quality of Life and Working Conditions measures included in the CSR plan (work/life balance, working conditions, induction day for new recruits)	2022 S2	International Relations Department	Creation of a specific reception desk in the International Relations Department (number of researchers supported)/communication put in place ----- All researchers (R1 to R4)	Completed
19	12. Recruitment 27. Gender balance 17. Variations in the chronological order of CVs (Code) 14. Selection 22. Recognition of the profession OTM-R 3. OTM-R 8.	Information meeting and provision of resource materials such as the Gender Equality Plan and CSR commitments to raise awareness of gender bias and career diversity	2022 S1 cycle	HR Department	Date of meetings / No. of online resources ----- Selection committee chairs / Researchers (R3-R4)	Ongoing action

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Research freedom, ethical principles, good practices						
1	1. Research freedom	Circulate the code and charter to researchers and to all new recruits	2022 S2	HR Department	Charter published on the website / charter distributed to all researchers on 1 September 2023 then to new recruits from 2023-2024 ----- All researchers (R1-R4)	Completed
2	2. Ethical principles and 34. Complaints/appeals	Create an intranet site for information on scientific integrity (SI)	2023 S2	SI Advisor	Publication of intranet site ----- All researchers (R1-R4)	2023-2025 action carried forward into 2025-2028
3	3. Professional responsibility 2. Ethical principles 34. Complaints/appeals	Implement a procedure for alerting and dealing with breaches of scientific integrity involving a dedicated SI advisor	2023 S2	SI Advisor	Advisor appointed, procedure in place and communicated No. of complaints received / processed ----- All researchers (R1-R4)	2023-2025 action carried forward into 2025-2028
4	2. Ethical principles 36. Relations with thesis/internship supervisors 37. Supervision and managerial duties	Implement SI training for all accredited research supervisor (HDR) candidates	2023 S2	SI Advisor	Date of training courses Number of supervisors trained ----- Researchers (R3)	2023-2025 action carried forward into 2025-2028
Working conditions						
20	4. Professional attitude 37. Supervision and managerial duties 5. Contractual and legal obligations OTM-R 20.	Implement management training for research laboratory directors	2023 S2	HR Department	Number of sessions Number of trainees ----- Research laboratory directors and deputy directors (R3 and R4)	Ongoing action
21	21. Postdoctoral appointments (Code)	Implement a policy to limit the duration of post-doc status to 3 years, and to standardise contracts and remuneration	2022 S2	HR Department	Tightening of the 3-year post-doc profile No. of post docs > 3 years ----- Post-doc (R2)	Completed
22	10. Non-discrimination 6. Accountability 27. Gender balance OTM-R 9.	Set up participatory workshops on the institution's Social Responsibility in order to highlight problems and solutions from the field	2023 S2	The Steering, Internal Audit and Quality Department	No. of units / research laboratories that organised workshops No. of actions proposed ----- All University staff, including researchers	Completed
23	24. Working conditions	Create an intranet page to provide information and raise awareness of existing measures in order to promote a better work/life balance or to bring projects to fruition	S2 2023	HR Department	Intranet page created Communication date ----- All researchers (R1 to R4)	Completed
24	25. Stability and permanence of employment 26. Funding and salaries	Implement a salary enhancement and career development scheme for contractual staff	2023 S2	HR Department	Average increase awarded Number of people concerned ----- All contractual researchers	Completed
25	26. Funding and salaries	Implement a salary enhancement scheme for permanent staff (RIPEC Management Guidelines - compensation scheme for teaching and research staff)	2023 S2	HR Department	Average increase awarded Number of people concerned ----- Professors R3-R4	Completed
26	23. Research environment + Recruitment	Propose a new scheme based on a call for applications for financial support and teaching leave (ELAN scheme)	2022 S2	VP for Research	Number of candidates / Number of recipients ----- Newly recruited teaching staff and associate professors with an external dimension to their application (R3-R4)	Completed
27	4. Professional attitude 7. Good practice in research	Raise awareness that the prevention advisor or assistant should be consulted when new equipment is acquired and for all new research protocols that involve specific risks	2023 S1	Research and Valorisation Department / Prevention Advisor	Number of consultations vs. sensitive contracts ----- Unit directors and professors (R3-R4)	Completed
Training and career development						
28	16. Judging merit (Code)	Promote merit-based research evaluations by signing the DORA charter / Join the CoARA coalition	2024 S2	VP for Research	Distribution of the Charter / CoARA working group meetings ----- All researchers (R1-R4)	Completed
29	18. Recognition of mobility experience (Code) 11. Evaluation/appraisal systems 29. Value of mobility	Formalise the criteria for international mobility for career advancement or for allocating leave for teaching or research projects	2023 S2	HR Department	Adoption, translation and publication of management guidelines ----- Researchers (R3-R4)	2023-2025 action carried forward into 2025-2028
30	38. Continuing Professional Development 39. Access to research training and continuous development	Establish an annual inventory of the training needs of research unit staff as part of the institution's training plan	2024 S2	HR Department	Number of courses identified and offered ----- All researchers (R1 to R4)	2023-2025 action carried forward into 2025-2028
31	30. Access to career advice 28. Career development	Establish a career mobility advisor function within the HR Department to support staff	S1 20234	HR Department	Recruitment achieved No. of people supported ----- All researchers (R1 to R4)	Completed
32	40. Supervision 36. Relations with thesis/internship supervisors 37. Supervision and managerial duties	Encourage mentoring for new associate and full professors	2023 S2	HR Department	% of new recruits that have a mentor ----- Professors (R3)	2023-2025 action carried forward into 2025-2028

3.2 Action plan 2025- 2028

Action No.	GAP Principle(s)	Action	Timeline	Lead	Indicator / Target	Type of Action
Freedom of research, ethical principles, and good research practices						
1	2. Ethical principles 34. Complaints and Appeals	Create an intranet site providing information on scientific integrity	S1 26	Scientific Integrity Officer / Research and Doctoral Studies Directorate (DRED)	Website published ----- all researchers (R1–R4)	2023-2025 action carried forward into 2025-2028
2	3. Professional Responsibility 2. Ethical Principles 34. Complaints and Appeals	Establish a procedure for reporting and handling breaches of scientific integrity, overseen by a designated Scientific Integrity Officer	S2 26	Scientific Integrity Officer	Officer appointed; procedure established and communicated Number of complaints received / processed: to be recorded ----- all researchers (R1–R4) : remove	2023-2025 action carried forward into 2025-2029
3	2. Ethical Principles 36. Relationship with PhD supervisors / internship supervisors 37. Supervision and Managerial Duties	Implement mandatory scientific-integrity training for all HDR (Habilitation) candidates	S1 27	Scientific Integrity Officer	Training dates Number of staff trained ----- R3 researchers	2023-2025 action carried forward into 2025-2030
4	31. Intellectual Property Rights 7. Good Research Practices	Increase the number of research staff trained in intellectual property law	S2 26	Human Resources Department (HR) / Partnerships and Valorisation Department (DPV) / DRED	Number of sessions, number of participants and profiles ----- all researchers (R1–R4)	Ongoing action
5	9. Engagement with Society	Increase the number of staff trained in scientific communication	S2 26	HR /DRED	Number of sessions, number of participants and profiles ----- all researchers (R1–R4)	Ongoing action
6	8. Dissemination and Exploitation of Results 10. Public Engagement 11. Evaluation Systems	Update the 2026-2029 Open Science Roadmap	S2 26	VP for Research / Open Science Officer / DRED	Roadmap published ----- all researchers (R1–R4)	New action for 2025- 2028
7	3. Professional Responsibility 4. Professional Attitude 8. Dissemination and Exploitation of Results	Strengthen support for the full research-data lifecycle	S128	Open Science Officer / DRED / University Library (SCD)	Number of training sessions delivered ----- all researchers (R1–R4)	New action for 2025- 2029
8	7. Good Research Practices 5. Contractual and Legal Obligations	Consolidate the monitoring process for research contracts	S127	DPV	Number of information-system training sessions ----- Administrative staff / researchers (R3–R4)	New action for 2025- 2030
9	5. Contractual and Legal Obligations 15. Transparency 6. Accountability	Draft institution-level doctoral studies regulations	S2 26	DRED	Regulations published and disseminated ----- Researchers (R1–R3–R4)	New action for 2025- 2031
Recruitment						
10	12. Recruitment OTM-R 1 OTM-R 2 OTM-R 11	Translate all recruitment-management documents into English (including the recruitment guide for Teacher-Researchers) as well as all job profiles	S1 28	HR / research and academic units	% of job profiles translated into English Translation of the recruitment guide for Teacher-Researchers ----- Administrative staff / R3–R4 researchers	Ongoing action
11	12. Recruitment 15. Transparency (Code) OTM-R 6	Further encourage the publication of all job profiles, as well as PhD and postdoctoral opportunities, on EURAXESS, following enhanced HR support for laboratories in drafting and publishing job descriptions and defining selection criteria	S1 28	HR / research and academic units	% of PhD and research job opportunities published on EURAXESS Topic discussed in the Doctoral School Council ----- R1 and R2 researchers	Ongoing action
12	19. Recognition of Qualifications (Code) OTM-R 7	Implement a procedure for recognising international qualifications at the UJM institutional level	S2 26	VP for Research / HR / DRED	Date of communication and accessibility of information ----- Members of recruitment committees for Teacher-Researchers (R3–R4)	2023-2025 action carried forward into 2025-2030
13	12. Recruitment 27. Gender Balance 17. Variations in CV Chronology (Code) 14. Selection 20. Seniority (Code) 22. Recognition of the Profession OTM-R 3 OTM-R 8	Finalise and disseminate the gender-equality action plan	S1 26	HR	Date of meetings / Number of online resources ----- Chairs of selection committees / R3–R4 researchers	Ongoing action
Working conditions						
14	*4. Professional Attitude 37. Supervision and Managerial Duties 5. Contractual and Legal Obligations OTM-R 20	Following an assessment of needs and obstacles, increase the number of research units directors and team leaders receiving management training.	S2 26	VP for Research / HR / DRED / DPV	Baseline assessment Number of sessions Number of participants ----- Research units directors and deputy directors (R3 and R4)	Ongoing action
15	23. Research Environment 24. Flexibility 27. Gender Balance OTM-R 8 OTM-R 9	Engager une réflexion autour de l'équilibre vie personnelle et vie professionnelle au sein des laboratoires	S1 28	HR	Number of actions related to working-time flexibility ----- Administrative staff / R3–R4 researchers	New action for 2025- 2029
Training and Career Development						
16	8. Recognition of Mobility Experience (Code) 11. Evaluation System 29. Mobility Valorisation OTM-R 6	Communicate and support researchers in accessing international mobility opportunities	S1 27	International Relations Department / HR	Number of information meetings Number of researchers supported Number of international mobilities ----- R3–R4 researchers	2023-2025 action carried forward into 2025-2030
17	38. Continuing Professional Development 39. Access to Research Training and Continuous Development	Implement an annual survey of training needs for staff in research units as part of the University training plan Set up a systematic recording of training activities delivered across the institution	S1 28	HR	Baseline assessment Procedure for collecting training needs Procedure for recording completed training activities ----- all researchers (R1–R4)	2023-2025 action carried forward into 2025-2030
18	40. Supervision 36. Relationship with PhD / internship supervisors 37. Supervision and Managerial Duties	Encourage the implementation of mentoring schemes for newly appointed teacher-researchers	S2 27	VP for Research / HR / DRED	% of new arrivals assigned a designated mentor ----- R3–R4 teaching and research staff	2023-2025 action carried forward into 2025-2030
19	38. Continuing Professional Development 11. Evaluation System	Implement CoARA recommendations for research assessment	S1 28	VP for Research / HR / DRED	Evaluation procedures disseminated ----- R3–R4 teaching and research staff	New action for 2025- 2029

3.3 Interim Evaluation of the OTM-R Policy

French HRS4R page: <https://www.univ-st-etienne.fr/fr/universite/hrs4r.html>

English HRS4R page: <https://www.univ-st-etienne.fr/en/research/hrs4r.html>

4. IMPLEMENTATION

The HRS4R process is a strategic priority for Jean Monnet University and is fully aligned with the institution's core objectives: achieving research excellence, attracting and developing talent, upholding ethical and open practices, and strengthening international recognition.

To sustain momentum around the label, the actions already implemented will be maintained, and the 2025–2028 actions will be monitored with the same level of coordination and engagement, involving a broad range of stakeholders.

How was this intermediate phase prepared?

The HRS4R process is clearly embedded in the University's strategy. Dedicated webpages in both French and English provide full visibility on the process:

- French: <https://www.univ-st-etienne.fr/fr/universite/hrs4r.html>
- English: <https://www.univ-st-etienne.fr/en/research/hrs4r.html>

These pages outline the timeline of internal milestones, the process and stakeholders involved, as well as the diagnostic elements and the 2022-2024 action plan.

The preparation of this intermediate phase was based on:

- The ongoing implementation of actions by designated leads;
- Regular monitoring through a dedicated tracking table;
- Collaborative work to assess strengths and weaknesses and to update priorities for the upcoming three-year cycle.

How were the research community and key stakeholders involved?

A working group was established at the start of the labelling process to contribute to the initial diagnosis and to propose actions. Several of its members subsequently took part in the implementation phase.

Notable examples include :

- Work on clarifying researcher statuses, led by the Vice-President for Research in collaboration with several research unit directors, in order to secure recruitment frameworks;
- A one-year pilot of the new leave-management tool, deployed in Jean Monnet University research unit with the largest number of staff members.

However, the involvement of the wider research community still needs to be strengthened. Jean Monnet University therefore plans to continue organising thematic working groups and to deliver dedicated presentations to the Research Committee.

Is there an implementation or steering committee monitoring progress?

A steering committee was established at the outset of the process and meets twice a year to review progress.

Its composition has evolved over time:

- The former Research and Valorisation Department was divided into the Research and Doctoral Studies Department and the Partnerships and Valorisation Department;
- New directors were appointed to HR, Partnerships & Valorisation, and International Relations between 2022 and 2024;
- Coordination, initially under the Internal Audit and Steering Department, was transferred to the Deputy HR Director.

The steering committee is composed of:

- Vice-President for Research
- Secretary-General
- HR Department (HR Director and Deputy HR Director)
- Research and Doctoral Studies Department
- Partnerships and Valorisation Department
- International Relations Department

Is there alignment between institutional policies and HRS4R?

The HRS4R strategy is fully embedded in the Jean Monnet University's policies and actively contributes to institutional progress by highlighting achievements and guiding future developments.

For example, the Vice-President for Research presented the action-plan review and outlined proposed directions for 2025-2028 at the Research Committee meeting on 27 November 2025 and at the Research Unit Directors' meeting on 8 December 2025.

The interim review was also presented by

- the HR Director to the Administrative Directors' Committee on 14 October 2025
- the Secretary-General to the executive committee on 09 December 2025

How does the organisation ensure the implementation of the proposed actions?

The action plan comprises 33 actions, each developed and validated with concrete, measurable institutional commitments.

This interim review highlights both the progress already achieved and the collective momentum driving change.

- **Tools supporting implementation: formalised and accessible documentation**

Several key documents have been developed and disseminated:

- **An action plan translated into English and available online**, detailing priority objectives and implementation steps;
- **A recruitment guide for Teachers, Researchers and Teacher-Researchers**, also translated into English, designed to ensure inclusive and equitable recruitment processes;
- **A training plan** structured around:

- a dedicated strand for researcher support (project management, ethics, scientific communication), deployed with positive feedback;
- a strand on management and change leadership for administrative heads and central/component/laboratory directors, offering a structured pathway of required and optional modules;
- **A research-procedures guide**, providing clear and accessible reference material.

- **Adoption of the DORA Declaration**

Jean Monnet University adopted the DORA Declaration in 2023, marking a major milestone in reforming research assessment. This commitment is reflected through:

- **A revision of the JEAN MONNET UNIVERSITY's evaluation criteria**, integrating DORA principles into internal processes and placing greater emphasis on the quality and significance of research outputs rather than on quantitative indicators such as the number of publications. A broader range of contributions – including datasets, software, and collaborative work – is now more clearly recognised and valued.
- **Awareness-raising workshops** to support this change, such as training courses to provide a better understanding of the issues surrounding DORA.

- **Membership in CoARA**

Jean Monnet University joined the Coalition for Advancing Research Assessment (CoARA), a European initiative bringing together stakeholders committed to modernising research assessment. This membership offers Jean Monnet University the opportunity to:

- Participate in working groups and contribute actively to CoARA's ongoing reflections, sharing expertise and feedback. This involvement enables Jean Monnet University to help co-develop assessment standards that are better aligned with current challenges;
- Pilot new and innovative assessment approaches, inspired by the work of the coalition, in order to evaluate projects and researchers in a more equitable and holistic manner;
- Strengthen its network, by collaborating with other CoARA members, thereby accelerating the transition towards more open and responsible research and benefiting from a rich exchange of good practices.

How is progress tracked (timeline)?

Within the steering committee, coordination and monitoring are overseen by the Deputy HR Director, who also serves as the EURAXESS Administrator for the label.

Evidence of implementation is collected and archived in a dedicated folder, with steering-committee members contributing the required documentation.

Progress is communicated progressively through staff representative bodies, component directors, research units' directors, and central services, as well as via the intranet, the University website, email communications, and webinars

How will progress be measured for the next evaluation?

The current steering committee will continue to oversee the process throughout the next evaluation cycle.

Enhanced communication and stronger engagement from the research community will be essential to ensuring effective monitoring and sustained progress

How will the organisation prepare for the external assessment?

Drawing on the recommendations issued by the European Commission's HRS4R experts during the intermediate self-assessment, as well as by HCERES during its internal evaluation, the strategy for the next three years will be refined and communication efforts intensified.

These recommendations will be discussed with the steering committee in order to adjust the action plan, its implementation, and its monitoring arrangements.

Researchers will be more regularly involved through intranet updates, committee discussions and dedicated working groups, ensuring that they are fully positioned as active contributors and key stakeholders in the process.

The future strategy will also integrate the 2023 update of the Charter for Researchers, which reflects recent developments in the research landscape – open science, integrity, mobility, inclusion, sustainability – now articulated across its 20 principles.

Additional comments on the implementation process:

Pending validation of the label's renewal, Jean Monnet University will continue to implement both existing and forthcoming actions, as part of a continuous-improvement approach and in line with its ambition to attract international researchers by providing high-quality working conditions within an institution that is already engaged at local, national, European, and global levels.