

Action Plan HR Excellence in Research

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Following a comprehensive review (including a gap analysis and an OTM-R checklist assessment) based on the twenty (20) principles of the European Charter for Researchers, the University of Bordeaux reaffirms its strong commitment to research excellence. Through an ambitious and inclusive Action Plan, the University is pursuing a process of continuous improvement designed to enhance working conditions for researchers and broaden their career opportunities.

This plan is the result of extensive consultation, actively involving the entire university community, including researchers, professional staff, and experts. It is fully aligned with the University's major institutional priorities, including innovation, open science, the environmental and societal transitions etc.

The Action Plan comprises 44 actions (including one cross-cutting action), structured around five strategic areas:

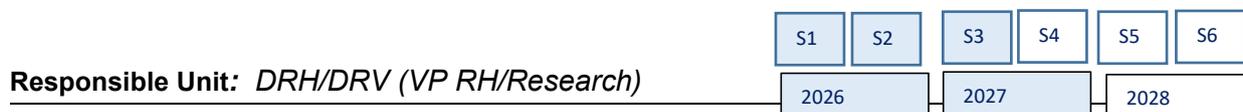
- [Area 01: Training strategy and provision \(7 actions\)](#)
- [Area 02: Innovation and research valorisation \(8 actions\)](#)
- [Area 03: Recruitment \(selection\) and researchers' assessment \(10 actions\)](#)
- [Area 04: Career development and progression \(8 actions\)](#)
- [Area 05: Transitions \(environmental, societal\) and quality of working life \(10 actions\)](#)

Each action is associated with specific deliverables, a responsible unit, a precise timeline, and specific indicators to ensure rigorous monitoring.

With this plan, the University of Bordeaux aims to further strengthen its attractiveness and accountability as a key player in the European Research Area, embedding its initiatives in a sustainable, transparent, and forward-looking approach to scientific excellence.

AREA 01: TRAINING STRATEGY AND PROVISION

Action 01: Define a multi-year institutional training strategy tailored to the needs of research (19)



Responsible Unit: DRH/DRV (VP RH/Research)

Deliverables

Designing of the Institutional strategic framework document

Indicator(s) / Target(s)

Number of researchers trained since the strategy's launch.

Target: Strategy document validated by **August 2027**.

Action 02: Develop a structured training catalogue offering tailored learning paths for different categories of researchers at various career stages (19)



Responsible Unit: DRH/ CED, DRV

Deliverables

Designing of the training Catalogue for researchers

Indicator(s) / Target(s)

Number of researchers taking catalogue-based training.

Number of distinct training paths developed.

Target: Catalogue published and accessible by **December 2027**.

Action 03: Establish a recommended training programme for all researchers on key foundational principles, such as research ethics, scientific integrity, and the legal and professional frameworks that govern research activities. (01, 06, 15).



Responsible Unit: DRH /CED

Deliverables

Training programme for researchers

Indicator(s) / Target(s)

Number of training modules listed

Number of trained researchers

Validation of the training program by **December 2027**

Action 04: Implement a monitoring mechanism to ensure that all newly appointed Associate Professors and researchers in positions of responsibility complete the recommended training program. (01, 06, 15)

| | | | | | | |
|----------------------------------|------|------|------|----|----|----|
| | S1 | S2 | S3 | S4 | S5 | S6 |
| Responsible Unit: DRH/CED | 2026 | 2027 | 2028 | | | |

Deliverables

Implementation of the monitoring mechanism and appointment of a responsible unit

Indicator(s) / Target(s)

Completion rate of the training program by newly appointed Associate Professors and researchers in leadership roles

Action 05: Formalize a four-year evaluation of the research training strategy within the Research Executive Committee: assess goal achievement and impact of training actions (19)

| | | | | | | | | | | |
|---|------|------|------|------|------|----|----|-----|-----|-----|
| | S3 | S4 | S5 | S6 | S7 | S8 | S9 | S10 | S11 | S12 |
| Responsible Unit : DRH (VPRH, Recherche) | 2027 | 2028 | 2029 | 2030 | 2031 | | | | | |

Deliverables

Strategy evaluation report

Indicator(s) / Target(s)

Evaluation report published by **December 2031**

Action 06: Train recruitment actors in OTM-R principles and disseminate best practices within research units (10)

| | | | | | | |
|------------------------------|------|----|------|----|------|----|
| | S1 | S2 | S3 | S4 | S5 | S6 |
| Responsible Unit: DRH | 2026 | | 2027 | | 2028 | |

Deliverables

Implementation of the training and awareness-raising programme

Providing training resources via the intranet

Indicator(s) / Target(s)

Number of training sessions per year.

Number of participants trained.

Action 07: Provide training for mentors involved in the supervision and guidance of early-career researchers (14, 20)

Responsible Unit: *DRH/CED*



Deliverables

Implementation of the training programme

Indicator(s) / Target(s)

Number of trained mentors.

Number of training sessions provided.

AREA 02: INNOVATION AND RESEARCH VALORISATION

Action 01: Support and enhance open access practices in all their dimensions, with consideration for the diversity of academic disciplines (03)

Responsible Unit: *DirDoc*



Deliverables

Framework document establishing recommendations for researchers

Indicator(s) / Target(s)

Progress in the open science barometer (currently at 77%).

Yearly number of researchers supported in their open science activities.

Action 02: Establish a structured support system for research data management to assist researchers in their day-to-day activities. (03)

Responsible Unit: *DirDoc*



Deliverables

Provision of repositories for data sharing and accessibility

Indicator(s) / Target(s)

Number of support requests received by the Bordeaux Data Workshop (ABDo).

User satisfaction rate with the support services

Action 03: Create a network of Open Science ambassadors to promote and disseminate best practices within research laboratories (03)

Responsible Unit: *DirDoc*



Deliverables

Mapping of designated representatives and implementation of the network

Indicator(s) / Target(s)

- Number of appointed ambassadors.
- Percentage of laboratories covered.
- Number of actions conducted per year by the ambassadors.

Action 04: Improve the accessibility, usability, and clarity of the University's Open Science web portal to better serve the research community (03)

Responsible Unit: *DirDoc*



Deliverables

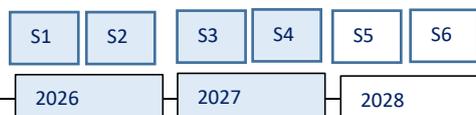
Portal updated

Indicator(s) / Target(s)

- Number of visits to the portal.
- Number of downloads of resource documents

Action 05: Enhance tailored support for structuring public-private collaborations and valorising research results in the field of Social Sciences and Humanities (SSH) (16)

Responsible Unit: *DIESE*



Deliverables

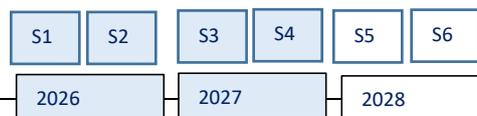
Cf. Roadmap for the program of innovation detection and enhancement in the Social Sciences and Humanities (SSH)

Indicator(s) / Target(s)

- Number of SSH projects selected in calls for proposals between 2026 and 2027.

Action 06: Identify, develop, and implement recognition mechanisms for researchers' engagement in innovation. (09)

Responsible Unit: *DIESE*



Deliverables

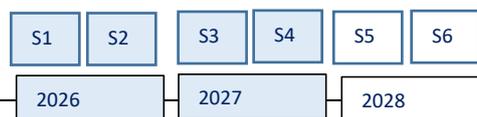
Framework document for the recognition of innovation engagement

Indicator(s) / Target(s)

Publication of the institutional framework document defining the criteria for recognizing commitment to innovation.

Action 07: Promote entrepreneurship among PhD candidates by integrating awareness-raising and experiential opportunities throughout the doctoral journey. (17)

Responsible Unit: *DIESE*



Deliverables

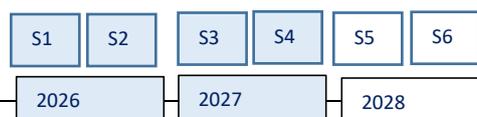
Awareness-raising Program / Entrepreneurship Unit – *DIESE*

Indicator(s) / Target(s)

Number of funded entrepreneurial projects initiated by students during their doctoral studies.

Action 08: Continue promoting entrepreneurial career pathways to pre-doctoral students (Master 2, Master 1, and final-year undergraduates) (17)

Responsible Unit: *DIESE*



Deliverables

Awareness-raising Program / Entrepreneurship Unit – *DIESE*

Indicator(s) / Target(s)

Number of awareness campaigns conducted.
Number of students reached.

AREA 03: RECRUITMENT (SELECTION) AND RESEARCHERS' ASSESSMENT

Action 01: Formalize the OTM-R strategy in a reference document and publish it on the university's website (10)

Responsible Unit: *DRH*



Deliverables

Designing of the OTM-R strategy document

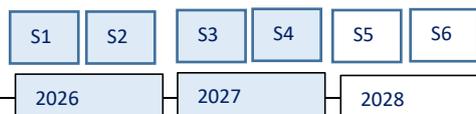
Indicator(s) / Target(s)

Number of views or downloads of the document.

Target: Document published by January 2027.

Action 02: Design an organizational process to ensure that all job offers (of one year or more) are systematically published on Euraxess and the University's website (10)

Responsible Unit: *DRH*



Deliverables

Organizational structure with appointed units in charge of job offers' publication

Indicator(s) / Target(s)

Rate of publication of researcher positions.

Target: 100% of research job offers (of one year or more) published by December 2027.

Action 03: Define and publish a method for evaluating the OTM-R policy (10)

Responsible Unit: *DRH*



Deliverables

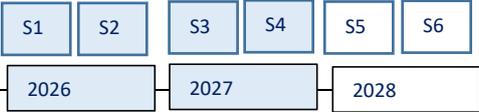
Assessment Method and Corresponding Report

Indicator(s) / Target(s)

OTM-R evaluation report published by **January 2028**.

Action 04: Develop Selection support tools to assist stakeholders in OTM-R (recruitment and selection processes) (11)

Responsible Unit: DRH

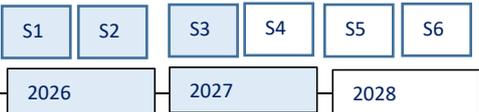


Deliverables
 Provision of evaluation grids
 and other selection support tools

Indicator(s) / Target(s)
 Number of tools developed and made available.
 Number of identified users of the tools.

Action 05: Incorporate a dedicated section on ethics, scientific integrity, and professional conduct into the information and awareness-raising sessions provided to recruitment and selection committees. (01)

Responsible Unit: DRH

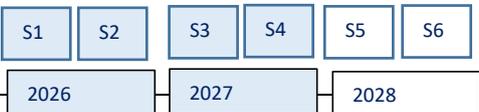


Deliverables
 Ethics and Scientific Integrity Awareness-raising Programme

Indicator(s) / Target(s)
 Number of participants in the awareness-raising sessions for recruitment and selection committees.

Action 06: Establish a framework for skills assessment interviews, between contract researchers and their supervisors (12)

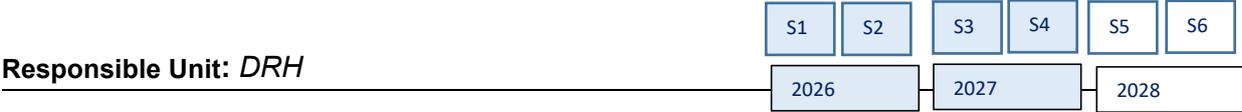
Responsible Unit: DRH



Deliverables
 Implementation of the mechanism and designation of the responsible unit

Indicator(s) / Target(s)
 Total number of interviews conducted per year.
 Proportion of contract researchers who have taken a skills assessment interview with their

Action 07: Create a skills passport to support the evaluation of contract researchers by their supervisors (12)



Responsible Unit: DRH

Deliverables

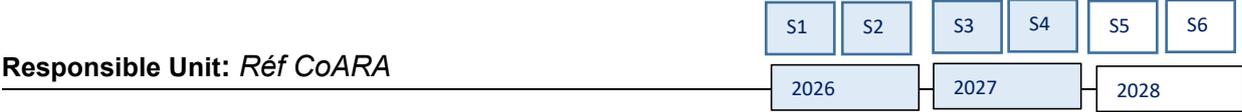
Designing of the passport

Indicator(s) / Target(s)

Number of contract researchers who completed the skills passport.

Target: Passport made available by December 2027.

Action 08: Institutionalize the monitoring of the implementation of the CoARA(Coalition for the Advancement of Research Assessment) Agreement (09)



Responsible Unit: Réf CoARA

Deliverables

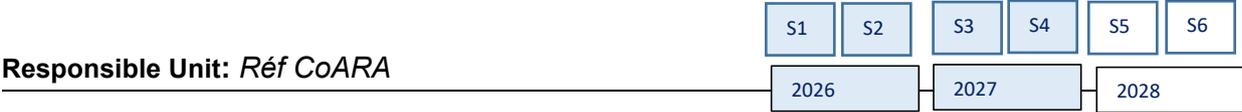
Establishment of a strategic advisory committee.
Recommendations on the next steps

Indicator(s) / Target(s)

Number of annual meetings of the monitoring committee.

Summary report outlining the actions to be implemented

Action 09: Organize an annual webinar to raise awareness among peer reviewers about qualitative evaluation and, more broadly, about the commitments of the CoARA Agreement (09)



Responsible Unit: Réf CoARA

Deliverables

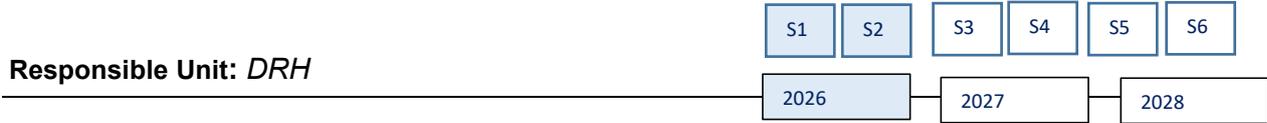
Annual awareness-raising webinar

Indicator(s) / Target(s)

Number of researchers reached.

Participant satisfaction rate

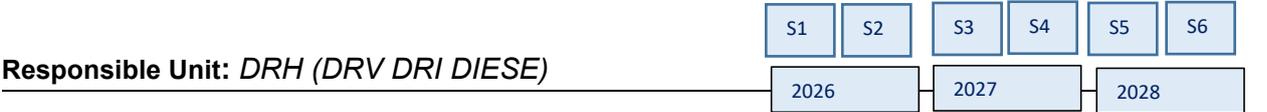
Action 10: Incorporate a dedicated section addressing all forms of mobility into the evaluation forms used for awarding bonuses and assessing career advancement (07)



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| <p>Deliverables</p> <p>Updated evaluation sheet</p> | <p>Indicator(s) / Target(s)</p> <p>Number of evaluation files including mobility experiences.</p> <p>Target: Validation of the updated forms by December 2026.</p> |
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AXE 4: CAREER DEVELOPMENT AND PROGRESSION

Action 01: Develop and clarify the institution’s strategy to career progression and orientation for research staff, based on existing mechanisms. (18)



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| <p>Deliverables</p> <p>Development of the Institutional Career Advancement Strategy Document</p> | <p>Indicator(s) / Target(s)</p> <p>Institutional strategic framework document published by December 2028.</p> |
|---|--|

Action 02: Organize an annual information session for newly recruited associate professors about professional development opportunities and annual promotion campaigns (12)



| | |
|--|---|
| <p>Deliverables</p> <p>Annual awareness-raising meeting</p> | <p>Indicator(s) / Target(s)</p> <p>Number of associate professors reached.</p> <p>Participants' satisfaction rate.</p> |
|--|---|

Action 03: Host informational webinars for PhD candidates and Master students on public sector career opportunities after a PhD, including academic and research positions. (18)



Responsible Unit: DRH

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|--|--|
| <p>Deliverables</p> <p>Annual informational webinar</p> | <p>Indicator(s) / Target(s)</p> <p>Number of participants</p> <p>Participants satisfaction rate</p> |
|--|--|

Action 04: Establish a charter of good supervisory practices for researchers overseeing the recruitment, integration, and mentoring of postdoctoral researchers (12)



Responsible Unit: DRH

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|---|--|
| <p>Deliverables</p> <p>Design of the supervision charter</p> | <p>Indicator(s) / Target(s)</p> <p>Number of supervisors who sign the charter.</p> <p>Target: Charter available by December 2027.</p> |
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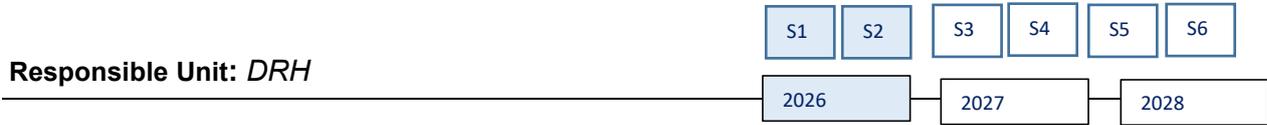
Action 05: Establish a network of experienced researcher-mentors within faculties and laboratories to support early-career researchers in their professional development (14, 18, 20)



Responsible Unit : DRV

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|---|---|
| <p>Deliverables</p> <p>Establishment of the mentorship network</p> | <p>Indicator(s) / Target(s)</p> <p>Number of mentors and mentees enrolled in the network.</p> <p>Number of mentoring sessions conducted.</p> |
|---|---|

Action 06: Implement a system that recognizes all mentoring and supervision activities undertaken by senior researchers: enrich the ‘Supervision’ section of the evaluation forms to include postdoctoral supervision, PhD monitoring committees and local mentoring (20)



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|--------------------------|--|
| Deliverables | Indicator(s) / Target(s) |
| Updated evaluation sheet | Type of activities identified |
| | Evaluation form updated by December 2026 |

Action 07: Inform PhD candidates about opportunities for complementary institutional funding during their doctoral studies (LRU contracts, library jobs, teaching positions). (14)



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|------------------------------|--|
| Deliverables | Indicator(s) / Target(s) |
| Annual informational meeting | Number of doctoral candidates reached. |
| | Number of non-funded PhD candidates benefiting from institutional support schemes. |

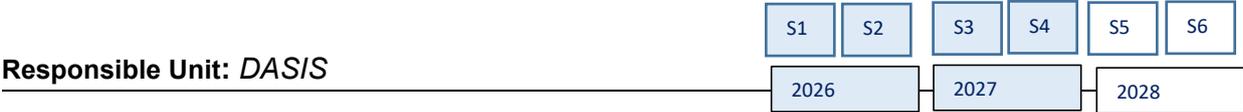
Action 08: Build the capacities of researchers and support staff in drafting proposals for calls, as well as in project management and administrative procedures (17)



| | |
|--|---|
| Deliverables | Indicator(s) / Target(s) |
| Training Program for Researchers and Support Staff | Number of training sessions delivered. |
| | Number of trained researchers and staff |

AREA 05: TRANSITIONS (ENVIRONMENTAL, SOCIETAL) AND QUALITY OF WORKING LIFE

Action 01: Enhance institutional support for researchers and staff in situations related to parenthood (04)



Responsible Unit: *DASIS*

Deliverables

- Implementation of appropriate support for breastfeeding mothers
- Raising Community awareness on parenting considerations (Webinar)

Indicator(s) / Target(s)

- Number of support mechanisms implemented.
- Feedback from parents who have benefited from these measures.

Action 02: Develop targeted initiatives to support the career progression of women researchers (04)



Responsible Unit: *DASIS*

Deliverables

- Establishment of a women’s Mentorship Initiative in Coordination with the Institutional Mentorship Program
- Introduction of a Scientific Excellence Award Recognizing Women’s Contributions

Indicator(s) / Target(s)

- Number of women supported.
- Evolution of the percentage of women promoted in grade and research positions.

Action 03: Continue awareness-raising efforts on violence and discrimination, and promote the use of institutional tools developed under the Equality, Diversity, and Inclusion Plan (04)



Responsible Unit: *DASIS*

Deliverables

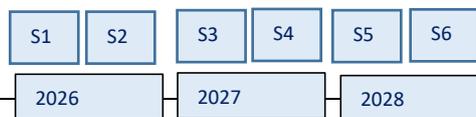
- Training and awareness-raising programme

Indicator(s) / Target(s)

- Number of training/awareness-raising sessions conducted.
- Number of discrimination and violence cases reported and addressed

Action 04: Maintain support for research laboratories in signing the “Transitioning Labs Charter” and implementing initial accompanying measures. (08)

Responsible Unit: *IDT*



Deliverables

Support Program (Cf. Transitions Roadmap)

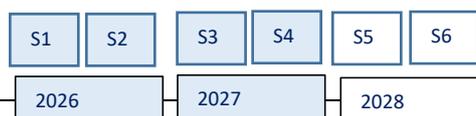
Indicator(s) / Target(s)

Evolution in the percentage of laboratories having signed the charter.

Percentage of research units with a transition action plan approved by their unit council

Action 05: Continue assisting research units in conducting their carbon footprint assessments. (08)

Responsible Unit: *IDT*



Deliverables

Support Program (Cf. Transitions Roadmap)

Indicator(s) / Target(s)

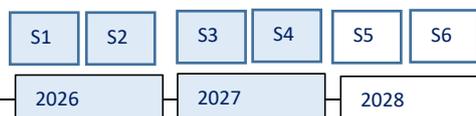
Percentage of laboratories having completed their carbon footprint assessment.

Reduction of greenhouse gas emissions in units having completed their assessment.

Target: 100% of laboratories completed their carbon footprint assessments by December 2027

Action 06: Appoint transition officers in each laboratory to sustain awareness and actions around environmental and societal transitions (08)

Responsible Unit: *IDT*



Deliverables

Establishment of the Network of Designated Representatives

Indicator(s) / Target(s)

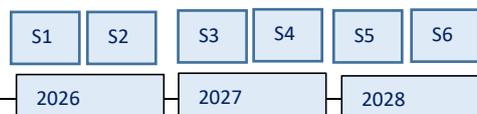
Number of transition officers appointed.

Percentage of laboratories covered

Target: 100% of laboratories covered by transition officers by December 2027.

Action 07: Develop research programmes focused on sustainability science (08)

Responsible Unit: *IDT*



Deliverables

Mapping of Research Activities (Focusing on Sustainability)
 Validation of Thematic Areas
 Implementation of Programs

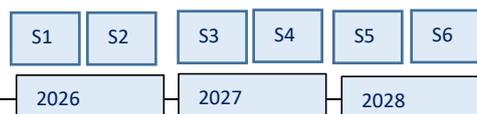
Indicator(s) / Target(s)

Number of annual publications on sustainability science.

 Number of projects/labels resulting from these programmes.

Action 08: Establish a funding programme for laboratories actively implementing the “Transitioning Labs Charter” (08)

Responsible Unit: *IDT*



Deliverables

Establishment of Support Funds for Laboratories

Indicator(s) / Target(s)

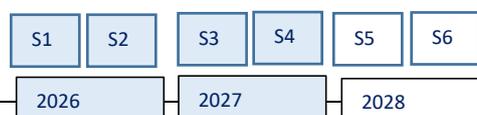
Total annual budget allocated.

 Number of laboratories funded.

 Number of projects implemented

Action 09: Design and equip individual and collaborative workspaces for researchers, using innovative solutions that promote well-being at work (13)

Responsible Unit: *DASIS*



Deliverables

New and renovated work spaces

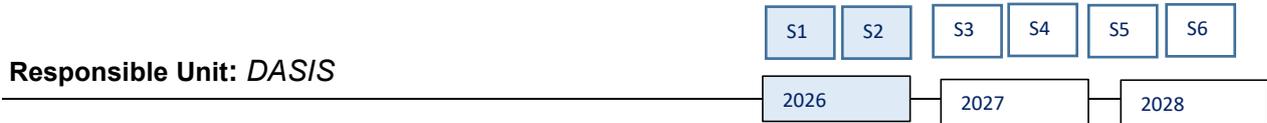
Indicator(s) / Target(s)

Number of new or renovated work spaces provided.

 Occupancy rate.

 Researcher satisfaction rate.

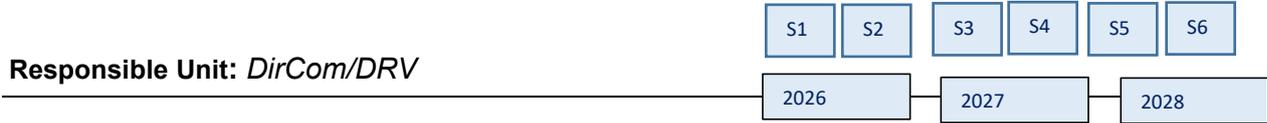
Action 10: Promote a preventive culture of well-being: regularly organize awareness campaigns on health, safety, and well-being in research departments. (13)



| Deliverables | Indicator(s) / Target(s) |
|-----------------------------|---|
| Awareness raising programme | Number of awareness campaigns organized per year. Number of individuals reached. |

ONE CROSS-CUTTING ACTION:

Develop a comprehensive digital Researcher’s Guide centralizing essential career-related information: professional development pathways, support mechanisms, scientific valorisation opportunities, mobility schemes, and key institutional resources, in line with the principles of the European Charter for Researchers.



| Deliverables | Indicator(s) / Target(s) |
|-------------------------------|--|
| Digital guide for researchers | Digital version of the guide made available by December 2028 |