

In November 2020, the UPPA received the [Human Resources Excellence in Research \(HREIR\) Award](#), recognizing its commitment to developing a Human Resources Strategy for Research (HRS4R), harmonizing researcher recruitment procedures and promoting the continuous improvement of its day-to-day practices.

The initial Action Plan was updated as part of the Internal Review carried out two years later, in October 2022, and the UPPA's HREIR award was renewed in February 2023.

Today, the university is carrying out a new Internal Review, to be submitted to the European Commission by July 3rd, 2026, ahead of the anticipated site visit by European experts.

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1. Organisational Information

STAFF & STUDENTS	FTE 2025
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1 083
Of whom are international (i.e. foreign nationality)	302
Of whom are externally funded (i.e. for whom the organisation is host organisation)	389
Of whom are women	584
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	277
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	179.5
Of whom are stage R1 = in most organisations corresponding with doctoral level	431
Total number of students (if relevant)	13 366
Total number of staff (including management, administrative, teaching and research staff)	2 061
RESEARCH FUNDING (figures for most recent fiscal year)	
Total annual organisational budget	154 749 218
Annual organisational direct government funding (designated for research)	35 289 499
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13 293 945 €
Annual funding from private, non-government sources, designated for research	4 406 064 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Founded in 1970, the UPPA is a multidisciplinary and multi-campus university located in Nouvelle-Aquitaine and a founding member of the UNITA European Universities Alliance. Accredited as an I-SITE for its E2S UPPA project, it develops interdisciplinary research focused on energy, environmental, and societal transitions. Its 1,600 staff members support around 13,400 students, including 2,000 international students. It comprises 18 research units, 9 joint research units associated with major research organizations (CNRS, INRAE, Inria), as well as an instrumental service center, UPPA-TECH. It is strongly committed to open science, international outreach, collaborative innovation, and high standards of social and environmental responsibility.	

2. Strengths and weaknesses of the current practice

Ethical and professional aspects

STRENGTHS

Governance Committed to Academic Integrity

A culture of integrity is fully integrated into the university's operations. Initiated with the creation of the Ethics Committee in 2021 and reinforced by the "Charter on Ethics, Professional Conduct, and Scientific Integrity," this approach supports responsible research that complies with international standards and guarantees the independence of staff. The committee, available to everyone, shares best practices through regular publications and supports research projects involving sensitive data, individuals, or societal issues.

The university's Personal Data Protection Policy and Charter on Public Expression for Researchers also reflect this commitment.

Research Open to Society

The research strategy is based on five interdisciplinary missions that position the university as a leader on the challenges of energy, environmental, and societal transitions.

The university has adopted an Open Science plan. All of its scientific output is cataloged in the HAL open archive. The Open Science Barometer indicates that 80% of 2024 scientific publications with a HAL or publisher DOI were openly accessible.

The plan offers online training, supports data management according to the principle "as open as possible, as closed as necessary," and encourages the openness of source code through long-term archiving, open licenses, and reproducibility methods.

Through the national "Science with and for Society" (SAPS) label, the UPPA disseminates research to "remote" audiences, notably by hosting 30 elementary school classes and organizing photo and press cartoon exhibitions on climate change in the Pyrenees.

Strong Commitment to Equality, Diversity, and Accessibility

Implemented in 2021 and updated in 2024, the gender equality plan is reviewed every three years (next version in 2027).

The UPPA has been awarded the national "Inclusive Model University" label, reflecting its commitment to supporting people with disabilities. 12% of its staff are Beneficiaries of the Employment Obligation, well above the national average of French universities (4.5%).

Diversity is also reflected in 47% of international doctoral students and 112 theses under international joint supervision.

Support mechanisms for researchers

Strategic documents are available on the intranet. Dedicated units assist researchers in responding to calls for proposals, through a Europe unit and the University Innovation Hub of Southern Aquitaine for socio-economic collaborations and support for the transfer of research results.

University Social Responsibility (RSU): a long-term commitment for the UPPA

Committed to RSU since 2022, the university has been awarded the Sustainable Development and Social Responsibility (DD&RS) label (2025–2028). The audit highlighted the quality of governance, collective dynamics, regional and international engagement, as well as an inclusive and innovative social policy. A pillar of the UPPA's DD&RSE master plan is dedicated to research and innovation.

WEAKNESSES

The culture of academic integrity still needs to be promoted within the community, for example through clarification of expectations, particularly regarding academic freedom, and greater familiarity with the Ethics Committee's procedures.

Ensuring the sustainability of initiatives promoting open science is a key area of focus.

Support for research units to reduce their environmental impact must be expanded.

The preventive aspect of policies to combat all forms of violence and discrimination needs to be strengthened.

REMARKS

Special attention is given to training doctoral students in ethical issues. As a participant in European projects under the MSCA-Cofund program, such as EDENE and CHORAL, the Center for Doctoral Schools (CED) is deeply committed to these issues. The doctoral charter, revised in late 2022, formalizes the commitments of doctoral students and thesis advisors in this regard. Doctoral students undergo 14 hours of mandatory training on these topics, while new supervisors receive training that includes a module dedicated to scientific integrity.

The dissemination of research results has received a significant boost thanks to the SAPS label's programming, which focuses on the dialogue between art and science. For example, the journal *Ébullition(s)* (5 issues published) brings together researchers and illustrators to make complex topics accessible through illustrated narratives (comics, editorial cartoons). The exhibition "*Un précipice immense*" (An Immensely Steep Cliff) is another project uniting scientists and artists to raise public awareness about climate change and biodiversity in mountain regions. Combining photos, scientific texts, editorial cartoons, and a dedicated film, as well as a book, it invites everyone to reflect on the impact of our lifestyles and to take ownership of these issues. Exhibited in multiple venues, it has reached approximately 16,000 people.

The gender equality policy is translated into concrete actions. Some aim to encourage women's engagement in scientific careers: the 2024 edition of "Girls, Math, and Computer Science: A Brilliant Equation" brought together more than 120 high school girls alongside female technicians, teachers, researchers, and engineers. Furthermore, the university promotes research on discrimination and diversity through interdisciplinary roundtables (law, management sciences, humanities, and arts). It draws on an Equality Survey conducted by the Equality and Diversity Mission Officer in 2023 and analyzed by UPPA sociologists.

The DD&RSE master plan puts the UPPA's commitments into practice by translating the strategic vision into concrete and complementary actions: some aim to objectively assess practices and their impacts, such as the greenhouse gas emissions carbon footprint (BEGES) assessment conducted by several laboratories in addition to the one conducted by the university, while others involve large-scale institutional transformations, such as the HEPHAESTOS project (for which the UPPA was awarded the "Inclusive Model University" label). This project supports more than 700 students with disabilities and strengthens their self-determination, from pre-enrollment through to professional integration. In 2025, the university's bylaws were amended to incorporate this inclusion policy, complemented by the ADITUS research chair, dedicated to public disability policies, as well as by three inclusive FabLabs, illustrating the coherence between the university's strategic planning, research, and societal engagement.

Recrutement et Sélection

STRENGTHS

Focus on Researcher Evaluation

The review of individual dossiers (promotion, bonuses) by the Academic Council takes into account the diversity of researchers' roles and activities: participation in institutional life, Science With and For Society, international activities, pedagogical innovations, etc. This multidimensional approach recognizes the entire professional career by incorporating both quantitative and qualitative criteria.

This balanced recognition is part of a process of continuous improvement: evaluation criteria are defined collectively and regularly updated within the Academic Council. They are shared with the scientific community.

Ongoing improvement of recruitment practices

The UPPA has launched a Strategic Workforce, Job, and Skills Planning (GPEEC) initiative tailored to researchers and support staff through a three-year employment plan. This approach enables us to anticipate needs and structure recruitment.

Recruitment practices for early-career researchers draw on the experience of the MSCA-Cofund EDENE and CHORAL programs and the chairs funded by the E2S I-SITE, with harmonized, transparent, and equitable procedures that comply with European standards. All doctoral students are recruited according to these criteria.

Onboarding and integration procedures have been consolidated. As a EURAXESS Center, the International Welcome Desk handles visa issues, hosting agreements, and housing assistance for international students and researchers. For new staff members, an orientation day is organized, a welcome booklet is provided, and newly recruited lecturers benefit from a 32-hour reduction in teaching load and 6000€ of research funding allocated under the French Research Programming Act (LPR).

Strengthened support for recruiters

The university has standardized and made recruitment procedures transparent through an OTM-R guide, a common form for posting job openings, and a regularly updated intranet portal for recruiters.

Training sessions are offered to improve recruitment practices, ranging from raising awareness of cognitive biases to promoting gender equality, so that selection committee members can apply objective, ethical, and non-discriminatory evaluation criteria during the selection process.

WEAKNESSES

Career evaluations must align with the European framework. Signing the Coalition for Advancing Research Assessment (CoARA) and implementing an action plan remain to be finalized in order to harmonize practices with these standards.

Knowledge and adoption of OTM-R principles remain uneven within the scientific community. Recruitment procedures for research staff must better integrate these standards, and the risk of conflicts of interest requires clarification of practices. The intranet portal dedicated to recruitment needs greater visibility and continuous updates with the latest tools and procedures.

The unbalanced age distribution requires better anticipation of workforce turnover (nearly 45% of Teacher-Researchers are retiring in the next 10 years) and the creation of a talent pool.

The professionalization of recruitment must be further strengthened. The recruitment support application has yet to be fully implemented.

REMARKS

Since receiving the HREIR award, the UPPA has further structured its practices regarding the recruitment, evaluation, and career advancement of researchers, with a focus on continuous improvement and alignment with the OTM-R principles. The HRS4R approach is now supported by other institutional initiatives, reflected in a

particular focus on the evaluation of individual applications, professional equality, and recruitment procedures for early-career researchers (doctoral students, postdoctoral researchers, tenure-track faculty) in accordance with European standards. The ongoing reflection on Strategic Workforce, Job, and Skills Planning (GPEEC) is another example of this.

Recruitment practices are undergoing a gradual professionalization. Several concrete actions support this evolution, notably doctoral and postdoctoral recruitment. We can also mention a range of essential measures to consolidate and standardize HR practices: the formalization of a template for posting job openings, improvements to the onboarding process for new support staff, and enhanced support for UPPA members when they act as recruiters, particularly through training sessions such as "Recruitment and Promotions: What Best Practices Promote Equality?"

Furthermore, each year, the university implements a specific recruitment pathway for people with disabilities, in addition to standard recruitment procedures. This proactive approach is part of a broader policy of inclusion and support, which is reflected in particular by the fact that more than 12% of the university's staff are individuals with disabilities, making UPPA a recognized leader in higher education on these issues (the French national average among universities is 4.5%).

Support and integration measures for staff with disabilities have also been significantly enhanced. The onboarding process for new staff, particularly faculty members, includes detailed information on procedures and support systems related to disabilities. This awareness-raising from the moment of arrival ensures a warm welcome, optimal integration, and rapid consideration of specific needs.

Improved onboarding measures will also be piloted at the start of the 2026/2027 academic year as part of the Research Excellence And Career Hub at UPPA (REACH-UPPA) project, an MSCA-Cofund postdoctoral program designed to train the next generation of talented young researchers. A new HR approach is being implemented that integrates mentoring, career tracking, cross-disciplinary training, and mobility opportunities, both international and cross-sectoral.

Working conditions

STRENGTHS

A protective HR policy regarding working conditions

The continuation of remote work and flexible schedules goes hand in hand with a focus on occupational health. The F3SCT (Specialized Training Committee on Health, Safety, and Working Conditions) plays a coordinating role by reviewing the health and safety assessment, the prevention program, and the update of the digital Single Document for the Assessment of Occupational Risks (DUERP). This body can launch investigations, conduct site visits, and address reports of serious and imminent hazards.

Approximately 90 prevention assistants support managers in risk assessment, the enforcement of health and safety rules, and staff awareness campaigns. They receive specialized training and a letter of assignment.

A triennial survey tracks changes in quality of life and working conditions (QVCT). The 2026 questionnaire includes questions on combating all forms of violence and discrimination, as well as questions about the UPPA's values. Respondents are invited to help define these values.

Specialized and tailored research infrastructure and resources

The research spaces of the ALTER (Arts/Languages: Transitions & Relations), IPRA (Multidisciplinary Institute for Applied Research), and IPREM (Institute of Analytical Sciences and Physico-Chemistry for Environment and Materials) units have been modernized to improve research conditions.

The instrumental service center, UPPA Tech, which is ISO 9001-certified, brings together 20 technical platforms open to research communities. Several technical instruments are integrated into national or European infrastructures.

Documentary resources are shared within an accessible common documentation service (SCD). Certain specialized collections, notably the Basque collection, distinguished by the CollEx label, are recognized for their

exceptional and unique quality.

A secure regulatory framework

The university ensures that researchers receive compensation when their work is used or commercialized, in accordance with the French research code and intellectual property laws.

Data security is addressed through a Structured Institutional IT Security Policy (PSSI) and the management of restricted-access areas (ZRR).

Significant support for dissemination and promotion

Dissemination provided by the PUPPA University Press has expanded through the [UN@-Editions network](#), which brings together the university presses of Nouvelle Aquitaine. As part of an open science initiative, this platform promotes the dissemination of academic books in enriched, scalable, and accessible digital formats.

Support for patent protection is strengthened by the South-Aquitaine University Innovation Hub (PUI Sud-Aquitaine Innovation). The formalization of a declaration of invention and exploitable results constitutes a key step in this process.

WEAKNESSES

The university's strategy for using artificial intelligence tools has yet to be defined, particularly with regard to its impact on the practices of researchers and support services.

The wide range of duties performed by Teacher-Researchers, combined with teaching loads that are sometimes excessive and administrative procedures that still have room for improvement, can limit the time available for research.

The numerous opportunities to support research through calls for proposals remain insufficiently tailored to researchers' profiles.

REMARKS

Issues related to quality of life and working conditions (QVCT) are addressed by various bodies to ensure the most appropriate and flexible solution possible, such as the Harassment and Discrimination Intervention Committee (CIHD), the Psychosocial Risks Intervention Committee (CIRPS), and the Occupational Health Service (SST). In addition, any staff member or student who is a victim of or witness to gender-based and/or sexual violence (VSS) within the university may contact the dedicated unit or fill out an alert form available on the website.

The qualitative assessment of QVCT situations has led to enhanced support for staff involved in gathering testimonies from those in distress. This support pertains to mechanisms for listening to and reporting violence and discrimination. Furthermore, a mental health first aid training program, open to staff since 2024, addresses issues of post-traumatic stress and burnout (2 to 3 annual sessions for groups of up to 15 people).

For staff who have obtained a Recognition of Status as a Disabled Worker (RQTH), the SST provides specialized support with individualized assistance for workplace accommodations and, if necessary, the involvement of an ergonomist. In this context, the university provides financial support for the acquisition of adapted equipment, such as vehicle modifications, hearing aids, or any other necessary equipment.

Concrete measures also improve the quality of life and working conditions (QVCT) of doctoral students. Maternity leave results in an extension of the doctoral contract. The doctoral charter sets out the material conditions, particularly the minimum wage, and provides information on avenues for appeal; all these elements are presented at the start-of-term meeting and communicated through doctoral student information sessions. In addition, the Individual Thesis Monitoring Committee (CSI), which meets annually, incorporates an assessment of training conditions and research progress. It pays particular attention to situations involving conflict, discrimination, or harassment.

Reducing the gender pay gap remains a priority. Initial results are encouraging: the UPPA's gender equality index

(a national 100-point tool measuring pay gaps) stood at 75.3 in 2024, an increase of nearly 4 points over the course of a year.

The computing cluster designed to facilitate modeling, simulation, and the processing of complex data is a particularly illustrative example of a stimulating and secure research environment: the UPPA pilots the Pyrene platform, offering 15 million hours of computing time per year for large-scale simulations across various fields: mathematics, physics, chemistry, biology, ecology, economics, and the social sciences. About a hundred UPPA researchers regularly use Pyrene for their work (<https://git.univ-pau.fr/num-as/pyrene-cluster/-/wikis/home>).

Training and development

STRENGTHS

Diversification of Academic Pathways

At the doctoral level, this diversity is reflected in the implementation of a variety of programs tailored to doctoral students' aspirations and offering optimal support: international joint supervision, the Industrial Training through Research Agreement (CIFRE) mechanism, and project-based doctoral contracts. These formats combine academic excellence with openness to diverse career paths, both within and outside academia.

The diversification of research profiles also relies on several initiatives that encourage the recruitment of researchers with varied backgrounds and experiences. The 5 international laboratories, the 8 joint laboratories with socio-economic partners, as well as the academic and partnership chairs, foster the development of these diverse and interdisciplinary career paths. In addition, the UPPA has 5 appointments in progress at the *Institut Universitaire de France*. In 2025, it hosted 33 chairs, including 15 partnership chairs and 18 academic chairs; junior professor chairs, in particular, offer an attractive pathway to academic careers for new researcher profiles.

Concrete measures for career advancement

As part of the French Research Programming Act (LPR), the university has implemented an active "re-pyramiding" policy. Between 2021 and 2025, 23 colleagues experienced significant career advancements, moving from associate professor (MC) to full professor (PU), 3 lecturers became associate professors and nearly 44% of Teacher-Researchers received a bonus due to the diversity and quality of their activities. 28 support staff changed departments.

A structured professional training program

The "UPPA Training Plan" offers a wide range of courses: occupational health, safety, and hygiene; digital tools and management applications; management and leadership; research project engineering; and the development of professional and cross-functional skills. This program aims to strengthen and update skills in constantly evolving academic environments.

Successful mentoring experiences

The doctoral program has enabled the implementation of individualized support. More specifically, the industrial mentoring program of the MSCA-Cofund EDENE project, designed to foster engagement with the socio-economic world and professional integration, involved 29 doctoral students and 17 partner companies, generating strong support and leading to institutional discussions aimed at expanding the program to reach as many people as possible.

Another mentoring pilot program for young female researchers has been launched at the UPPA as part of UNITA. Finally, mentoring pilot programs also exist for holders of junior professor chairs (CPJ).

WEAKNESSES

Doctoral pathways still appear insufficiently secure, particularly in the humanities, which undermines their appeal.

Support for the careers of recent PhD graduates remains an area for improvement, notably through increased

recruitment of postdoctoral researchers from outside the university, which would contribute to the creation of a talent pool, while strengthening research units and supporting the career trajectories of PhD graduates.

The widespread adoption of mentoring is also an area for improvement.

REMARKS

The pathways to professional integration for doctoral students have become significantly more diverse, particularly through support aimed at opening doors to the industrial sector. Three examples can be cited:

1. Overall, in order to adapt the portfolio of doctoral programs not only to scientific developments but also to societal and professional challenges, the curriculum is updated annually, which enhances the employability of PhD graduates.
2. More specifically, the national Starthèse-Matur'UP label (for young researchers) enables PhD graduates and doctoral students to develop their entrepreneurial skills in order to capitalize on the results of their research. The three winners receive free enrollment in the "Tools for Entrepreneurship" University Degree program, and they also obtain the National Student-Entrepreneur Status (SNEE).
3. Finally, integration into European networks helps better promote and support doctoral students. In May 2026, the UPPA participated in the first edition of the European Doctoral Day. On this occasion, the UPPA organized exchanges between doctoral students, undergraduates, companies, and local stakeholders, as well as the local English-language final of the UNITA Alliance's "My 3-Minute PhD Thesis" competition, held for the third consecutive year, thereby contributing to greater international outreach and the visibility of young researchers.

The development of funding and support mechanisms for commercialization contributes to the evolution and diversification of researchers' career paths: researchers benefit from dedicated resources and expert support that foster the acquisition of new skills in technology transfer and interaction with the socio-economic world. This dynamic helps strengthen researchers' integration into innovation ecosystems.

Mobility is another essential driver of talent development. Researchers, faculty members, staff, and doctoral students benefit from a variety of mobility programs. The UNITA Alliance undeniably plays a leading role: by offering new, privileged opportunities for international exchange and collaboration, it facilitates access to an expanded network. The creation of the International University Degree (DUI) reinforces this momentum: combining language learning, mandatory mobility, and intercultural awareness, it offers in-depth training in modern languages which leads to a degree (certificate and digital badge) and enhances the professional prospects of its participants.

Finally, the UPPA works to strengthen the links between research and education so that coursework can fully benefit from the scientific knowledge and skills derived from research. To that end, the online "Global Change" module, which is required for all undergraduate students, was developed entirely by researchers from various disciplines focused on climate issues.

Internal Review implementation questions

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

The UPPA's short- and medium-term priorities have undergone several significant changes, characterized more by a deepening of certain strategic directions than by a fundamental overhaul of its strategy. A key development is the central role given to issues of Social Responsibility of Universities (RSU) in the UPPA's strategy. The university now more explicitly advocates an RSU structured around four complementary strategic priorities that serve as its hallmarks in the Objectives-Means-Performance Contract (COMP) signed with the French government for the 2026–2030 period:

1. Advancing knowledge and skills to better address the challenges of energy, environmental, and societal transitions;
2. Working toward the socio-economic and cultural development of the southern Aquitaine regions;
3. Ensuring an inclusive and fulfilling work environment;
4. Reducing the university's environmental footprint.

This 2026–2030 COMP thus provides an opportunity for the UPPA to consolidate its ambitious trajectory, grounded in a pursuit of excellence in research on transitions, the development of partnerships and innovation, internationalization, the diversification of educational offerings, and support for student success. Supported by numerous major national and European projects, this momentum also reinforces the university's commitments to inclusion, scientific integrity, social responsibility, and the quality of university life. Furthermore, this affirmation of RSU as a key component of the university's strategy is also embodied in a DD&RSE master plan approved in 2025. Its 2026 Action Plan focuses on interdisciplinary research and scientific identity, the development of high-quality degree programs on transitions, improvements in quality of life and inclusion, responsible partnerships, sustainable mobility, as well as a responsible environment and secure digital infrastructure.

Furthermore, the priority given to internationalization has intensified, with a stronger European and international presence. This momentum has materialized through increased participation in competitive European calls for proposals, supported in particular by the Acceleration of Development Strategies for Higher Education and Research Institutions (ASDESR) "Development, Europe, Training, and Innovation" (DEFI) project, for which the UPPA was selected as a recipient. It has also resulted in the leadership of the European Research for Unita (RE-UNITA) project, a call for proposals under the "Science with and for Society" (SwafS) initiative of the H2020 program, coordinated by the UPPA. RE-UNITA helped establish, within the UNITA alliance, a shared culture of research and innovation based on scientific cooperation, interdisciplinarity, open science, and societal impact, centered around the six thematic areas championed by the alliance (hubs): Cultural Heritage; Green Energy; Circular Economy and Environment; Global Health; Inclusive Societies; Digital Transition.

At the same time, the university has consolidated its development strategy on the Basque Coast with a ramp-up of training, research, and innovation activities in close interaction with the local socio-economic ecosystem. In this context, the IREKIA project (part of the "Excellence in All Its Forms" program - [4th Future Investment Program](#)) is expanding the educational offerings on the Basque Coast and facilitating the creation of fab labs—collaborative workshops that foster innovation and bring together researchers, students, and socio-economic partners around shared topics and challenges.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

Two major contextual developments have had a direct impact on the UPPA's HR strategy.

The first relates to the enactment (2021) of the French Research Programming Act (LPR), which aims to enhance the appeal of scientific careers and increase the impact of French research.

The LPR has reinforced the UPPA's HR strategy, which is based on scientific appeal, internationalization, and career advancement for staff. Several key initiatives have been implemented: the advancement process from

Associate Professor (MC) to Full Professor (PU) or from secondary school teacher with a PhD to Associate Professor, as well as the reclassification of support staff who were able to change corps; and the increase in the compensation package for research staff to recognize their commitment across the full scope of their duties. In particular, the UPPA has used junior professor chairs as a recruitment tool for targeted and interdisciplinary scientific themes related to environmental, energy, and societal transitions: 10 such chairs have been established in recent years, for example in the fields of chemistry and environmental humanities. The improvements to the careers and career paths of researchers (C) and teacher-researchers (EC) proposed by the LPR are in line with the objectives of the HREIR award.

The second concern is the age pyramid, which will lead to the retirement of nearly 45% of its staff within the next 10 years. To anticipate these mass departures, the university has adopted a multi-year Strategic Workforce, Job, and Skills Planning (GPEEC) initiative, embodied in two triennial employment plans for 2022–2024 and 2025–2027. This undertaking enables a forward-looking and programmatic approach to employment and priority skills for all of the university's permanent hires. The objective is to organize management and allocation of jobs and skills as closely as possible to actual needs, in line with the university's strategic priorities for research and education. Two key elements underpin this GPEEC: i/ maintaining a level of permanent positions while ensuring financial sustainability; ii/ addressing the challenges of attracting and retaining talent through a revised compensation policy within the framework of reforms supported at the national level. International outreach and gender balance within disciplines are also taken into account.

Following the first phase of the second triennial plan (2025–2027), which helped preserve employment potential, the ambition of this recruitment policy is currently hampered by the university's strained budgetary situation, which has led to a Financial and Employment Stabilization Plan (PSFE). This plan aims to consolidate and secure the university's economic model, which has been undermined by the lack of financial compensation for HR measures decided by the French government. This is why, in this second year, the cap is set at replacing two out of every three permanently vacant permanent positions for teacher-researchers and faculty, and one out of every two permanent positions for administrative staff.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

At this stage, the strategic decisions that may influence the action plan pertain primarily to management of the age pyramid and the strained budgetary situation of the university, which is functioning under a Financial and Employment Stabilization Plan (PSFE).

In light of the age distribution of the university's staff, many retirements are coming over the next ten years: 38% of faculty members are currently 56 or older, and 15% are 61 or older. This situation requires us to plan ahead for these replacements to avoid weakening our training and research activities. It impacts the HRS4R Action Plan, particularly in terms of recruitment, knowledge transfer, and the integration of new generations of researchers.

The second challenge concerns the implementation in 2025 of a new PSFE for the 2026-2028 period, structured around six key areas in order to control spending and increase resources: support for strategic policies; resource development; management modernization; management dialogue; steering of the training program; and management of the payroll. In terms of research, the university aims to strengthen its capacity to secure competitive funding (ERC, Horizon Europe, ANR, etc.) and to professionalize support functions. The new HRS4R Action Plan had to take into account these constraints affecting research conditions as well as the levers for transformation they represent.

Two other decisions have a positive impact on the implementation of the Action Plan and present opportunities.

Strengthening the university's identity - its scientific "signature" - is at the heart of its 2026–2030 Objectives-Means-Performance Contract. The UPPA reaffirms a fundamental principle: in the face of the challenges posed by energy, environmental, and societal transitions, it serves as a foundation of resources dedicated to the production and dissemination of knowledge, as well as to socioeconomic, cultural, and international development. This principle is driven by the [five interdisciplinary missions](#) that have shaped the university's scientific policy to date:

- Adapting coastal, forest, and mountain ecosystems to make them more resilient;
- Balancing development, environmental safety, and biodiversity conservation;
- Organizing energy subsidiarity at the regional level;
- Challenging boundaries and addressing the challenge of differences;
- Envisioning and building the regions of the future.

Formulated in accessible language to facilitate their internal and external appropriation, these five missions remain compatible with the pursuit of free research. They facilitate the convergence of disciplinary and sectoral perspectives on the complex challenges of transitions.

Finally, another key ambition concerns the evolution of the UNITA European Alliance. In 2024, UNITA Alliance members agreed in principle to evolve by 2034 into a confederal university that would provide each of its members with shared objectives offering added value, while allowing each institution to retain its legal personality. In this context, the UPPA intends to participate in the development of European research and innovation institutes associated with the alliance's six flagship themes, which will include graduate schools offering master's and doctoral programs. This initiative will enhance international appeal, mobility, scientific collaboration, and the sharing of best practices regarding careers and the research environment, in line with the objectives of the HRS4R action plan.

3. Updated Action Plan (June 2026)

The initial Action Plan, updated after two years, laid out 35 actions to be carried out during the period of 2020-2025.

Of these 35 actions:

- **32** have been **completed**
- **3** are **underway** (in progress or extended)

Status	2022	2026
Completed	17	32
In progress or Extended	18	3
Total	35	35

} Good progress in implementation

For the upcoming period of 2026-2029, we have restructured our plan around **12 new actions** which include the three actions already underway.

Action 1/ Harmonize the internal rules and regulations of the departments (colleges, laboratories, etc.) and propose a designated vademecum for foreign researchers.

1.1/ Translate the internal rules and regulations into English.

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
1. Research freedom 2. Ethical principles	From January 2023 to December 2023	Political supervision: VP of Research Operational management: The Relations and Human Resources Cluster, in collaboration with research laboratory Directorates, Chief Financial Officers of the Colleges and Cluster Leaders	50% of interior rules and regulations harmonized and translated by the end of 2020 and 100% of interior rules and regulations harmonized and translated by December 2023	COMPLETED
Remarks:	The Internal Rules and Regulations of research units are published on the university's intranet. The university's Rules and regulations, as well as the Security, Health and Safety documents, have been translated into English and are available on the Intranet. The vademecum for international researchers has been incorporated into Action 34, including links to the Internal Rules and Regulations.			

Action 2/ Define the Project Financing Process in such a way as to properly identify the interactions between researchers and central services and thereby improve the financial monitoring of research projects.

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
4. Professional attitude	From September 2020 to June 2021	Political supervision: VP of the Administrative Board Operational management: The Directorate of Operations and Ongoing Improvement	Process defined and operational	COMPLETED
Remarks:	Process defined and validated. Since 2022, trainings are for internal control of budgets and accounting are offered to new hires.			

Action 3/ Train laboratory managers involved in research projects in the Financial Project Management process and the use of internal management resources.

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
6. Accountability	January 2022: 1st training session, recurrent thereafter	Political supervision: VP of the Administrative Board Operational management: The Directorate of Operations and Ongoing Improvement, The Directorate of Finances	Monitor the number of staff trained	COMPLETED
Remarks:	Regular meetings held for managers of European research projects. For extra-European projects, trainings are offered regarding financial management and other tools. The Financial Management of Operations unit within the Budget and Resources Directorate (DBR) provides day-to-day support to laboratory managers in the financial monitoring of research projects and maintains an intranet page dedicated to monitoring procedures and tools.			

Action 4/ Hold mandatory informational meetings to raise awareness among research stakeholders about the financial management of research projects.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
6. Accountability	January 2022 : 1st informational meeting, recurrent thereafter	Political supervision: VP of Operations Operational management: The Directorate of Operations and Ongoing Improvement, Research and Valorization Directorate, The Directorate of Finances	Monitor the number of participants in informational meetings	COMPLETED
Remarks:	The Research and Valorization Directorate (DRV), with participation of other services such as the Budget and Resources Directorate (DBR), holds 1 to 2 meetings per year for project managers, engineers and researchers.			

Action 5/ Continue to communicate about the support provided by the Medical, Psychological, Social and Preventative Medicine (MPSP) service.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
7. Good practice in research	Beginning in September 2020 and maintained on an ongoing basis	Political supervision: VP of Human Resources Operational management: The Medical, Psychological, Social and Preventative Medicine Service	Number of messages and memos issued by the service via the university's listservs	COMPLETED
Remarks:	The MPSP has been renamed SST: Santé Sécurité au Travail (Occupational Health and Safety). Regular emails sent by the SST to the university community at large via listservs and the university newsletter (le Mensuel de l'université) to remind members of the services offered, contacts and availability, especially when SST staff visits different campuses.			

Action 6/ Homogenize uniform administrative documents (required by French regulations concerning the actions to be implemented for occupational health and safety precautions) and verify that each department has completed its own uniform administrative document.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
7. Good practice in research	From January 2023 to December 2023	Political supervision: VP of Human Resources Operational management: The Security, Rescue and Safety Directorate	Number of uniform administrative documents prepared	COMPLETED
Remarks:	The UPPA's homogenized uniform administrative documents (DUERP) have been created. A digital tool for the declaration of professional risks has been developed and made available to staff. All UPPA employees who take on the role of Preventive Agent (<i>agent de prévention</i>) are trained in risk prevention.			

Action 7/ Create memo summarizing Best Practices regarding intellectual property				
7.1/ Raise awareness among university members about the stakes of data protection and security (GDPR).				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
7. Good practice in research	From September 2022 to December 2022 : Creation of the memo From January 2023 to December 2023: Raise awareness about the stakes of data security	Political supervision: VP of the Administrative Board Operational management: The Chief Information Systems Manager and the Directorate of Legal Affairs	7. Creation and distribution of a “best practices” memo about intellectual property 7.1. Number of messages and memos issued regarding the RGPD	COMPLETED
Remarks:	Memo summarizing Best Practices regarding intellectual property created and available on the intranet. GDPR - Data Protection Awareness trainings are regularly offered to UPPA staff.			

Action 8/ At least once a year, include an item in the Research Council's agenda reminding researchers of the desirability of publishing in Open Access and on the E2S UPPA HAL portal.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
8. Dissemination, exploitation of results	Beginning in September 2020 and recurrent thereafter	Political supervision: VP of Research, The Research Council, VP SAPS Operational management: The Research and Valorization Directorate	Monitor agendas and minutes of Research Council meetings number of publications available via Open Access and referenced on the HAL portal of E2S UPPA.	COMPLETED
Remarks:	The university's Open Science plan was adopted by the academic council on 17 December 2021, reaffirming the will of the university to make open science the default principle by generalizing open access to publications, opening research data and source codes produced by research. In January 2026, 43,025 publications of UPPA authors were available on the UPPA's open-access HAL portal. The indicator tracking the Research Committee's agendas is no longer of significant interest, so it will no longer be monitored.			

Action 9/ Develop the Action Plan on Professional Equality within the framework of the French Public Service Transformation Act				
9.1/ Implement the Action Plan on Professional Equality within the framework of the French Public Service Transformation Act				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
10. Non discrimination 27. Gender balance	9/ From January 2021 to June 2021: drafting of the UPPA's 1 st Action Plan on Professional Equality 9.1/ Beginning in June 2021 and maintained on an ongoing basis: implementation of the plan	Political supervision: VP of Human Resources Secularism / Parity / Equality Mission Officer Operational management: The Relations and Human Resources Cluster	9/ Defined Action Plan on Professional Equality 9.1/ Number of actions implemented pertaining to this Plan	COMPLETED
Remarks:	In 2021, the UPPA adopted its first multi-year action plan for gender equality in the workplace. This initiative is now a long-term commitment, with a new plan adopted by the Administrative Board on June 27, 2024, covering the period 2024–2026.			

Action 10/ Facilitate a focus group to stimulate and convince non-publishers to publish, as it is an important criterion in career assessment.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
11. Evaluation/ appraisal systems	From January 2021 to December 2021	Political supervision: VP of Research, The Research Council, Directors of the 3 Colleges Operational management: Research laboratory Directors	Focus group created and operational Number of meetings held Proposed actions	COMPLETED
Remarks:	This initiative is part of a broader framework for monitoring the career paths of faculty researchers: it was the subject of a policy note on service obligations adopted by the Research Committee on May 12, 2022, which sets forth several measures concerning non-research staff.			

Action 11/ Draw up an Output Evaluation Grid to help assess the productivity of Teacher-Researchers and clarify their career options (premiums, promotions, research sabbaticals, etc.)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
11. Evaluation/ appraisal systems 26. Funding and salaries	From January 2022 to June 2022	Political supervision: VP of Research, VP of the Commission on Academics and University Life, Restricted Academic Council, VP of Human Resources Operational management: The Human Resources Directorate, The Restricted Academic Council	Output Evaluation Grid defined and actively used	COMPLETED
Remarks:	An evaluation grid to assess the involvement of teacher-researchers (ECs) on the three aspects: research, training and investment in collective tasks, was established by a working group made up of elected members of the Academic Council and adopted by this same Council on 13 September 2021. This grid, which is regularly reviewed by the restricted Academic Council, guarantees a fair reading of the career files and in fine makes it possible to enlighten the teacher-researchers on the criteria taken into account in career development. A feedback sheet on the strengths and areas for improvement of the files is sent to all candidates. For those who request it, feedback can be given during an interview.			

OTM-R Action 12/ Draft our OTM-R Policy Charter to affirm our commitment to the values of Openness, Transparency and Merit during the recruitment process				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)	From September 2020 to March 2021: drafting of our OTM-R Policy	Political supervision: VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life, President's Cabinet Operational management: The Human Resources and Relations Cluster	UPPA OTM-R Policy Charter drawn up and sent to each research stakeholder	COMPLETED
Remarks:	The UPPA's OTM-R Policy Charter has been drawn up. Updating this document is also planned within the first new action of the 2026-2029 Action Plan.			

OTM-R Action 13/ Draw up an Open, Transparent, Merit-based Recruitment Guide that would define the three key stages of recruitment, which are definition and publication of job offers, the evaluation and the selection of candidates. This guide will be used for all recruitments to ensure consistency of hiring practices.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development	From September 2022 to December 2023	Political supervision: VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life Operational management: The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories	Recruitment Guide developed and operational	EXTENDED
Remarks:	The key steps of the recruitment process are currently being reviewed; the job posting template has been revised and now includes transparency criteria standardized across the institution.			

OTM-R Action 14/ Train recruiters of research actors to use the Recruitment Guide and to respect its procedures (non-discrimination, transparency, fairness, etc.).				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 28. Career development	From September 2022 to December 2023 + training actions within the multi-year training plan	Political supervision: VP of Human Resources Operational management: The Relations and Human Resources Cluster	Number of recruiters trained	EXTENDED
Remarks:	This initiative is intended to be implemented and monitored on an ongoing basis. Training sessions are offered regularly (for example, a two-hour webinar on the topic "Recruitment and Promotions: Which Best Practices Promote Equality?" in February 2026).			

OTM-R Action 15/ Prepare a Recruitment Need Summary Form to be used by the Recruitment Committee to clarify the terms of the post (duration of contract, working conditions, hours, wages...)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	From April 2021 to December 2021 : Drafting of the Recruitment Need Summary Form	Political supervision: VP of Human Resources Operational management: The Relations and Human Resources Cluster	Recruitment Need Summary Form drawn up and applied	COMPLETED
Remarks:	The "Recruitment request" online process is in place and available on the UPPA intranet for the recruitment of contract researchers and employees, as well as recruitment within the framework of doctoral contracts. Recruitment staff have fully embraced this initiative. The indicator related to this completed action is no longer of significant interest; therefore, it will no longer be tracked.			

OTM-R <i>Action 16/ Create a dedicated UPPA web page to centralize publication of all job offers, in French and in English when possible (transparency of job vacancies).</i>				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	From September 2020 to March 2021	Political supervision: VP of Human Resources Operational management: The Communications Directorate	Web page with regularly updated information	COMPLETED
Remarks:	The recruitment webpage has been created and is regularly updated online (https://organisation.univ-pau.fr/fr/recrutement.html). Offers for jobs in English are published in English, and for jobs in French are published in French.			

OTM-R <i>Action 17/ Create a Recruitment Evaluation Grid to be incorporated into the Recruitment Guide that takes into account the following elements in evaluating assessments of merit:</i> - The candidate's overall experience - Creativity and degree of independence - Career gaps or detachment to another position - Professional mobility (to another geographical region, another sector, public/private mobility...) - Diversity of career path and recognition of qualifications such as teaching, publications, team management, transmission of knowledge, innovation and outreach, contribution to patents, development activities or inventions, awards and distinctions				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 29. Value of mobility	From May 2021 to December 2021	Political supervision: VP of Research, VP of Human Resources, VP of the Commission on Academics and University Life, VP of International Relations Operational management: The Relations and Human Resources Cluster	Recruitment Evaluation Grid defined and actively used	COMPLETED
Remarks:	Recruitment Evaluation Grid published and disseminated along with the OTM-R charter on the UPPA's intranet.			

OTM-R				
Action 18/ Ensure that all applications systematically receive a response: inform candidates of the expert committees' decisions and provide feedback regarding the motivations for these decisions.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)	Beginning in January 2022 and maintained on an ongoing basis	Political supervision: VP of Research, VP of the Commission on Academics and University Life, VP of Human Resources Operational management: The Human Resources Directorate, The Restricted Academic Council	Monitor applications and keep track of feedback provided	COMPLETED
Remarks:	Providing systematic feedback to applicants is mandatory under certain calls for proposals such as MSCF (EDENE, CHORAL, REACH etc.). In addition, the HR Department oversaw the acquisition of the "BEETWEEN" digital resource, which will enable the university to better evaluate applicants and respond to submitted applications. This is part of the first new action of the 2026-2029 Action Plan.			

Action 19/ Strengthen support for project development in partnership research in the Social Sciences and Humanities to generate job offers.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Recruitment (Code)	Beginning in January 2021 et and maintained on an ongoing basis	Political supervision: VP of Research, VP of Partnerships and Innovation Operational management: The Research and Valorization Directorate, the Directorate of the College of Social Sciences and the Humanities	Number of financed PhDs and research projects submitted and number awarded in Social Sciences and Humanities	COMPLETED
Remarks:	The establishment of interdisciplinary partnership chairs such as NZR, ADITUS, etc., demonstrates the progress made in partnership-based research in the Social Sciences and Humanities. It should be noted that this action, as currently formulated, warrants reconsideration: as it is open to interpretation and debate, its relevance, and that of the associated indicator, is being questioned. We consider this action completed, and we have planned to include these subjects in a new action of the 2026-2029 Action Plan (cf. Action 41 below).			

Action 20/ Increase communication about the Career Development Counselor's missions and role.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development	Beginning in September 2020 and maintained on an ongoing basis	Political supervision: VP of Human Resources, VP of Research Operational management: The Relations and Human Resources Cluster	Number of interviews conducted by the Career Development Counselor (CEP) and staff informed about her missions and role	COMPLETED
Remarks:	The UPPA employed a CEP between 2019 and 2021, but unfortunately this position was not renewed. Consequently, this action is no longer relevant as formulated. Nevertheless, it has been incorporated into the new 2026-2029 action plan. To support researchers in advancing their professional careers and reflecting on their career paths, the UPPA encourages contract employees to take competitive exams to obtain civil servant status. The university offers training and support to help staff prepare for these exams. The policy note on service obligations mentioned above (Action No. 10) addresses this issue.			

Action 21/ Simplify access to information on mobility, career transition and professional development opportunities:				
- Improve publication of information on our institutional website - Refer to the Career Development Counselor whose role is to guide employees in the development of their career path.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development	Beginning in January 2021 and maintained on an ongoing basis	Political supervision: VP of Human Resources Operational management: The Relations and Human Resources Cluster, The Communications Directorate	Number of views of the page dedicated to mobility, career transition and professional development opportunities Number of interviews conducted by the Career Development Counselor	COMPLETED
Remarks:	The HR Department regularly offers training and support to help staff prepare for competitive exams. The administrative HR Department (DRH2) regularly sends out a newsletter entitled "Flash Info BIATSS," which informs administrative staff of mobility opportunities within the university. Job openings are posted on the Recruitment website.			

Action 22/ Create a section in the Onboarding Checklist for doctoral candidates to ensure that they benefit from an adapted working environment and a monitoring of their research activities.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
22. Recognition of the profession 24. Working conditions	From January 2021 to March 2021	Political supervision: VP of Steering, Doctoral School Directors Operational management: The Center for Doctoral Schools	Completed Onboarding Checklist	COMPLETED
Remarks:	A checklist with criteria for the reception of all new doctoral students, including the provision of the necessary equipment for their research work, is part of the individual training agreement for doctoral students.			

Action 23/ Implement information campaigns to promote all the measures related to working conditions and more specifically the Quality of Work Life plan.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
24. Working conditions	Beginning in September 2020 and maintained on an ongoing basis	Political supervision: VP of Human Resources Operational management: The Directorate of the Relations and Human Resources Cluster, The Communications Directorate	Information campaigns carried out	COMPLETED
Remarks:	The Quality of Life at Work (QVT) plan, adopted in 2019, was revised in 2023 following the results of the 2nd QVCT Satisfaction survey. These initiatives are regularly communicated to all UPPA staff via the university's monthly newsletter, the intranet portal, mailing lists, etc. The 3rd edition of the QVCT Satisfaction survey is currently underway and will result in the drafting of a new QVCT master plan.			

Action 24/ Clarify the remuneration policy for fixed-term contract workers				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
15. Transparency (Code) 26. Funding and salaries	From January 2021 to December 2021	Political supervision: VP of Human Resources Operational management: The Relations and Human Resources Cluster	Compensation policy for fixed-term contract workers reviewed and clarified	IN PROGRESS
Remarks:	This matter is still under discussion and review.			

Action 25/ Pay adjunct assignments on a monthly basis				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
26. Funding and salaries	Beginning in September 2020 and maintained on an ongoing basis	Political supervision: VP of Human Resources, VP of the Administrative Board Operational management: The Relations and Human Resources Cluster	Monthly payment set up for adjunct assignments	COMPLETED
Remarks:	This initiative is carried out in particular through the use of the "e-vacataires" application.			

Action 26/ Define a Training Needs Gathering process that is more in alignment with employees' and research actors' expectations and plans.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
20. Seniority (Code) 28. Career development 39. Access to research training and continuous development	Beginning in September 2021 and maintained on an ongoing basis	Political supervision: VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life Operational management: The Relations and Human Resources Cluster, in particular the training and competitive exams division	Training Needs Gathering process defined	COMPLETED
Remarks:	The process for identifying training needs is in place; the next step is to optimize the sharing of the skills developed with the HR Department. This is part of a new action of the 2026-2029 Action Plan (cf. Action 42 below).			

Action 27/ Set up and facilitate a working group who will take on the question of career advancement of lecturers who are accredited to supervise doctoral research (MC HDR).				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
20. Seniority (Code) 28. Career development	From January 2024 to December 2024	Political supervision: VP of Research, VP of the Commission on Academics and University Life, VP of Human Resources Operational management: The Relations and Human Resources Cluster, The Directors of the Colleges	Proposal of a career development policy for lecturers who are accredited to supervise doctoral research (MC HDR)	COMPLETED
Remarks:	This working group developed an evaluation grid for assessing the involvement of teacher-researchers (EC) to recognize their contributions as part of their career development.			

Action 28/ Communicate about the support resources available to teaching faculty: - training catalogue of the University Training Service's ARTICE (a service providing Information Technology and Communication resources and guidance for teaching) - Scheme in place as of December 2019 providing a lightened teaching load in order to dedicate time to developing an innovative educational project (congés pour projet pédagogique, CPP)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
33. Teaching	Beginning in September 2020 and maintained on an ongoing basis	Political supervision: VP of the Commission on Academics and University Life Operational management: The Directorate of Studies and Student Life, The Relations and Human Resources Cluster	Number of messages addressed to the university community by the University Training Service and ARTICE concerning their activities Number of memos sent by the Human Resources department concerning the leave for educational projects (CPP)	COMPLETED
Remarks:	The ARTICE unit has been renamed the DAP: <i>Direction d'accompagnement à la pédagogie</i> (Pedagogical Support Directorate). Emails are sent to the entire university community regarding their full range of services and the specific training programs offered. The university's policy on leave for pedagogical projects (CPP) has been published on the institutional intranet and merits support.			

Action 29/ Establish a Delegates Charter listing the role of the elected or designated representatives in various councils and committees to facilitate contact between these bodies and the university community at large. Have the Delegates Charter signed by each new representative at the beginning of his or her term of office.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
35. Participation in decision-making bodies	From January 2023 to August 2023	Political supervision: VP of the Administrative Board President's Cabinet Operational management: The Directorate of Legal Affairs	Delegates Charter written, distributed and signed	COMPLETED
Remarks:	The charter for elected representatives is currently being finalized; it will be put to a vote by the Administrative Board in October 2026.			

Action 30/ Encourage non-permanent staff to be fully involved in the life of the research unit of which they are full members, in accordance with the Interior Rules (pertaining to scientific and institutional life).				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
5. Contractual and legal obligations 9. Public engagement 35. Participation in decision-making bodies	Beginning in September 2023 and maintained on an ongoing basis	Political supervision: Deputy Directors of Research and Innovation of the three Colleges Operational management: The Directorate of Legal Affairs, the Relations and Human Resources Cluster, and the Research, International Outreach, Innovation and Partnerships Cluster, in particular the International Welcome Desk	Ensure that the Interior Rules and Welcome Booklet address the opportunities of non-permanent staff to participate in laboratory advisory boards and other activities. Welcome Booklet provided to each new non permanent hire.	COMPLETED
Remarks:		We consider this action to be complete, as it is no longer relevant in the current context.		

Action 31/ Develop a monitoring tool (e.g. a dashboard) to formalize, on the one hand, the thesis director's expectations for the project and, on the other hand, the work done by the young researcher.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
36. Relation with supervisors 37. Supervision and managerial duties	From September 2021 to August 2022	Political supervision: VP of Operations, VP of Human Resources, Directors of the Doctoral Schools Operational management: The Center for Doctoral Schools, The Relations and Human Resources Cluster	Monitoring tool created and actively used	COMPLETED
Remarks:		A reflection has been carried out with the doctoral schools to structure the follow-up of the work of doctoral students. The Individual Training Agreement provides for the formalization exchanges between doctoral students and their thesis directors.		

Action 32/ Promote the UPPA's Training Plan to highlight what is being done and to demonstrate equal access for all.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
39. Access to research training and continuous development	Beginning in September 2020 and maintained on an ongoing basis	Political supervision: VP of Human Resources, VP Commission on Academics and University Life Operational management: The Relations and Human Resources Cluster, The Communications Directorate	Communication actions promoting the UPPA's Training Plan Social indicators such as gender and employment status collected to verify the type of beneficiaries of the Training Plan	COMPLETED
Remarks:		Training opportunities are posted on the UPPA Intranet, and the HR Department regularly sends out emails with information about new training opportunities. A summary of the activities carried out by the service responsible for managing the skills development plan within the HR Department is included in the annual social report and shared with employee representative bodies; see page 57 of the Social Report.		

Action 33/ Define a Welcoming and Onboarding Procedure recapitulating the key stages of arrival, taking up the position, support and review.				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains / appeals 40. Supervision	From September 2022 to December 2023	Political supervision: VP of Research, VP of Human Resources Operational management: The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories, The Research, International Outreach, Innovation and Partnerships Cluster, in particular the International Welcome Desk	Welcoming and Onboarding Procedure defined and implemented Conduct a survey of new hires to : - measure the level of satisfaction with the Welcome and Onboarding process - measure the level of awareness of the OTM-R principle, ethics and scientific integrity	COMPLETED
Remarks:	We consider this action to be completed. Indeed, it is included in the 2026–2029 action plan (see Action 38); and, more broadly, it contributes to the development of an onboarding and integrating policy.			

Action 34/ Prepare a Welcome Booklet containing: - <i>information on useful resources and contacts (for complaints / appeals / medical services / available equipment, etc.),</i> - <i>an Onboarding Checklist to ensure that all steps are taken and documents provided, and</i> - <i>a reminder of the applicable internal rules and regulations.</i> 34.1/ Translate the Welcome Booklets into English				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains / appeals 40. Supervision	From September 2022 to December 2023	Political supervision: VP of Human Resources Operational management: The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories, The Research, International Outreach, Innovation and Partnerships Cluster, in particular the International Welcome Desk	Information specific to each research structure and type of contract included in the Welcome Booklet Onboarding Checklist in place to verify each step of the integration process and ensure that all necessary documents are provided Welcome Booklet translated into English	IN PROGRESS
Remarks:	The Welcome Booklet has been prepared and distributed to all staff. It is updated annually. The <i>vademecum</i> for foreign researchers is available (included here since Action 1). The Spanish translation is no longer needed, as all UPPA employees speak at least French and/or English.			

Action 35/ Train new hires on issues such as intellectual property rights, co-authorship, ethics, professional responsibility, among others				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
2. Ethical principles 3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complaints / appeals 40. Supervision	Beginning in September 2023 and maintained on an ongoing basis	Political supervision: VP of Research, VP of Partnerships and Innovation, VP of Human Resources Operational management: The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories	Number of new hires trained	COMPLETED
Remarks:	The Committee on Ethics, Professional Conduct, and Scientific Integrity serves as an advisory body on communication matters aimed at fostering a culture of ethics. It proposes outreach strategies (awareness and information campaigns, debates, press releases, reports, etc.) within the UPPA academic community and regularly publishes articles, which are distributed to the UPPA community and available online. Since 2024, the Pedagogical Support Directorate (DAP) has rolled out a structured support program centered on professional responsibility, including several complementary components: regulatory and data protection compliance; digital security; the responsible use of AI in professional and educational practices; respect for copyright; inclusive education and digital accessibility (universal design for learning). This comprehensive approach demonstrates the staff's ongoing development of skills in the ethical, regulatory, and inclusive aspects of their professional activities.			

Action 36 Continue to professionalize our OTM-R recruitment by standardizing and ensuring the reliability of practices				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 15. Transparency (Code) 16. Judging merit (Code)	September 2026 to June 2027	Political supervision: VP of the Administrative Board VP of Cohesion and Simplification Operational management: Human Resources Directorate	* Target December 2026: Finalization of the recruitment platform's implementation * Target December 2026: Updated charter * Target March 2027: Implementation of the training program and its specifications * Indicator: Number of trained recruiters	NEW
Remarks:	Examples of sub-actions: * Update the Recruitment Charter * Revise and publish job descriptions using a standardized OTM-R template: transparency; digital compliance (accessibility/GDPR), secure and responsible data handling; harmonization of practices * Send a standard response email to all unsuccessful candidates within 30 days * Publish an updated OTM-R practical recruitment guide * Design and implement a mandatory training program for recruiters (including researchers and teacher-researchers)			

Action 37 Implement a Strategic Workforce, Job, and Skills Planning (GPEEC) initiative to mitigate the 10-year demographic impact on research potential				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 15. Transparency (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 25. Stability and permanence of employment	December 2026 to July 2027	Political supervision: VP of the Administrative Board Operational management: Deputy Director General of Resources, Human Resources Directorate	* Target: End of 2026: Revised staffing plan for the 2027 period * Target: July 2027: 5-year forecast of teacher-researcher retirements (corps, discipline, component) * Target: July 2027: 3-year teacher-researcher recruitment plan aligned with changes in the academic program offerings (2028 accreditation) and research priorities	NEW
Remarks:	Examples of sub-actions: * Conduct an assessment of the current state of HR and establish a 5-year roadmap to renew skills; map jobs and skills to support the university's strategy * Establish a new three-year employment plan * Produce a functional analysis of activities and the organization			

Action 38/ Define an institutional policy for welcoming and integrating researchers and teacher-researchers (to be rolled out to all UPPA staff)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 13. Professional responsibility 14. Selection (Code) 15. Transparency (Code) 23. Research environment 36. Relation with supervisors 38. Continuing Professional Development	January 2027 to June 2027	Political supervision: VP of the Administrative Board VP of Research College Deans Operational management: Research and Valorization Directorate	* Target 2029: creation of a Mentor Charter * Indicator: Number of mentor-mentee pairs formed	NEW
Remarks:	Examples of sub-actions: * Draft and approve an institutional onboarding policy document and its guiding principles * Create a structured orientation kit with designated contacts * Send an integration questionnaire (after 1 year) or schedule a one-year follow-up interview with the Unit Director and scientific coordinator * Provide, prior to the arrival of new researchers and teacher-researchers, the tentative teaching schedule and syllabi for the courses they will teach			

Action 39/ Implement and promote a structured mentoring program for research staff and faculty members				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
7. Good practice in research 20. Seniority (Code) 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 37. Supervision and managerial duties 39. Access to research training and continuous development 40. Supervision	September 2028 to June 2029	Political supervision: VP of Research College Deans Operational management: Research and Valorization Directorate	* Target 2029: creation of a Mentor Charter * Indicator: Number of mentor-mentee pairs formed	NEW
Remarks:	Examples of sub-actions: * Draft a mentor charter (role, commitment, duration) that is institutionally approved (in alignment with the institutional policy document on hosting, particularly for researchers and early-career faculty) * Build a pool of early-career faculty volunteers and experienced researchers (link this to the adaptation of internal evaluation criteria for promotion applications)			

Action 40/ Facilitate access to the information necessary for conducting research activities				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
3. Professional responsibility 5. Contractual and legal obligations 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 34. Complains / appeals	January 2027 to June 2028	Political supervision: VP of Research College Deans Operational management: Research and Valorization Directorate, Communications Directorate	* Target June 2028: Portal launched * Indicator: Number of monthly visits * Indicator: Number of available resources * Indicator: Number of visitors	NEW
Remarks:	Examples of sub-actions: * Launch and make available online a Centralized Digital Portal (redirecting to existing Intranet pages) as an extension and transformation of the Researchers' Toolkit * List and integrate at least 20 useful resources (related to the four pillars: training, mobility, ethics, calls for proposals, etc.) upon launch, with annual updates * Send a link to the portal to every new arrival (mentoring)			

Action 41/ Attract a diverse range of scientific profiles to build a talent pool				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
12. Recruitment 21. Postdoctoral appointments (Code) 28. Career development 30. Access to career advice 36. Relation with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	September 2026 to September 2029	Political supervision: VP of Research VP of the Commission on Academics and University Life VP International Relations Operational management: Unit Directions Center for Doctoral Schools, Directorate of Studies and Student Life, International Relations Directorate	* Target for the 2028/2029 academic year: a track based on the University Research School program in each college * Indicator: Number of national/international postdoctoral researchers * Indicator: Number of doctoral contracts in the social sciences and humanities per year	NEW
Remarks:	Examples of sub-actions: * Make full use of the postdoctoral recruitment initiative REACH-UPPA * Promote the master/PhD continuum through the University Research School (EUR) program or the graduate schools of the future UNITA European Research and Innovation Institutes * Continue to strengthen PhD pathways in the social sciences and humanities (contracts, resource levels, co-supervision) * Provide better support for doctoral students transitioning to academia (preparation for competitive exams, interviews, etc.)			

Action 42/ Improve career support for research staff and faculty based on European standards (CoARA)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	November 2027 to March 2029	Political supervision: VP of the Administrative Board VP of Research Operational management: Research and Valorization Directorate, Human Resources Directorate	* Target by end of 2028: signing of the CoARA agreement, dissemination of CoARA criteria and action plan * Target 2029: implementation of the CoARA Action Plan * Indicators: number of researchers who have completed training	NEW
Remarks:	Examples of sub-actions: *Sign the CoARA *Disseminate the CoARA criteria *Clarify and publish the criteria for researcher and teacher-researcher career advancement in a document accessible to all *Propose a training plan tailored to researcher and teacher-researcher staff			

Action 43/ Establish an AI Usage Charter and an associated roadmap				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 31. Intellectual Property Rights 38. Continuing Professional Development 39. Access to research training and continuous development	September 2026 to June 2027	Political supervision: VP of the Administrative Board VP of Cohesion and Simplification VP of Digital Affairs Operational management: Directorate of Legal Affairs, Directorate of Transformation and Continuous Improvement, Digital Directorate	* Target by end of 2026: AI Usage Charter drafted and disseminated * Target by February 2027: AI Roadmap fully operational * Indicator: Number of staff trained * Indicator: Number of units that have incorporated AI rules into their regulations	NEW
Remarks:	Examples of sub-actions: * Draft and submit the AI Usage Charter to the relevant governing bodies * Incorporate the framework and recommendations for AI usage into the laboratories' internal regulations * Create an "Integrity & AI" FAQ accessible on the intranet (in collaboration with the Ethics Committee and as part of the Centralized Digital Portal) * Offer training on the use of AI to staff			

Action 44/ Continue raising awareness of issues related to professional ethics and academic integrity				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 31. Intellectual Property Rights 32. Co-authorship 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	October 2026 to September 2029	Political supervision: VP of the Administrative Board VP of Research College Deans Operational management: Human Resources Directorate, Communications Directorate, Directorate of Legal Affairs	*Target early 2027: Offer at least one training course in the catalog every two years, based on identified needs * Target late 2028: "Integrity in Action" program developed in collaboration with the Ethics Committee * Target: September 2029: all Unit Directions trained * Indicator: % of internal stakeholders trained in practices that ensure scientific integrity in research and innovation / total number of internal stakeholders (program review rate)	NEW
Remarks:	Examples of sub-actions: * Train new unit directors on the principles of professional ethics and integrity, for example through an "Integrity in Action" program (role-playing exercises) (in collaboration with the UPPA Integrity Officer and Ethics Officer) * Schedule and facilitate at least two "academic integrity safety moments" (short role-playing sessions) per year during collective meetings (general assemblies, seminars) led by unit directors * Improve the dissemination of resources made available (researcher's digital portal) by the Ethics Committee * Expand the resources made available (video clips, etc.) and provide training * Collectively deepen the legal clarification of academic freedom in line with national discussions			

Action 45/ Strengthen the identification and targeting of calls for proposals tailored to the profiles and research themes of researchers and teacher-researchers				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
1. Research freedom 7. Good practice in research 23. Research environment	September 2026 to June 2027	Political supervision: VP of Research College Deans Unit Directions Operational management: Research and Valorization Directorate	* Target September 2026: Development and validation of a procedure for targeting and disseminating calls for proposals * Target 2027: Deployment of the procedure across units * Indicators: Number of units involved in the initiative * Indicators: Change in the number of applications submitted in response to targeted calls for proposals	NEW
Remarks:	Examples of sub-actions: * Establish a coordinated procedure with the Unit Directions to improve the targeting of calls for proposals based on the profiles, research topics, and areas of expertise of faculty members and researchers. * Map out scientific research topics			
Action 46/ Enhance the visibility and consistency of initiatives promoting inclusion, quality of life, and working conditions (QVCT)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
10. Non discrimination 24. Working conditions 26. Funding and salaries 27. Gender balance 28. Career development	September 2026 to June 2027	Political supervision: VP of the Administrative Board VP of Cohesion and Simplification, Equality and Diversity Mission Officer, Disability Mission Officer Operational management: Human Resources Directorate	* Target: End of 2026: Availability of the results of the UPPA QVCT satisfaction barometer * Target: June 2027: Existence of an action plan to implement a quality-of-life policy on its sites/campuses for staff and students (including academic programs and training courses) Indicators: * Number of kits and tools for prevention initiatives * Trend of the gender equality index * Percentage of university buildings accessible to people with disabilities	NEW
Remarks:	Examples of sub-actions: * Monitor and promote the strengthening of institutional mechanisms that reinforce prevention against all types of violence in collaboration with the Equality and Diversity Committee * Monitor changes in the Gender Equality Index * Monitor initiatives aimed at improving research practices for faculty and staff with disabilities in collaboration with the Disability Committee * Promote a healthy balance between professional and personal life, and between well-being at work and a high quality of life on our campuses			

Action 47/ Enhance the visibility and ownership of sustainable development actions outlined in the Sustainable Development and Social and Environmental Responsibility Master Plan (SD DD&RSE)				
GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
5. Contractual and legal obligations 7. Good practice in research 9. Public engagement 11. Evaluation/ appraisal systems 23. Research environment 24. Working conditions	September 2026 to December 2028	Political supervision: VP of Cohesion and Simplification VP of Partnerships and Innovation VP of Research Environmental Transitions Mission Officer VP of Science With and For Society Operational management: Deputy Director General of Services of Development and Transitions	*Targets for Dec. 2026: Development of a framework for monitoring RSU actions in line with the European Charter for Researchers and in synergy with UNITA initiatives * March 2027 Target: Organization of quarterly status updates with political stakeholders and support services to ensure and objectify monitoring December 2027 Target: Establishment of an organization to encourage and support interdisciplinary and transdisciplinary research and innovation practices in line with the DD&RSE approach Indicators: * Number of research units that have conducted an assessment of the environmental footprint of their activities * Number of research units supported in reducing the environmental impact of their activities * Percentage of partnership agreements addressing societal challenges in research and innovation * Annual number of staff trained in DD&RSE issues * Number of SAPS public events	NEW
Remarks:	Examples of sub-actions: * Monitor and promote support for research units to reduce the environmental impact of research by implementing a coordinated approach to producing greenhouse gas emissions carbon footprint (BEGES) reports and their transition plans, consistent with the UPPA's transition plan * Identify and promote staff training initiatives on DD&RSE issues and develop a shared culture * Foster partnerships, entrepreneurship, and responsible innovation in response to societal challenges * Identify scientific outreach initiatives (Ébullition(s), Fablab, etc.) on DD&RSE/SAPS themes aimed at society and citizens, while continuing to target rural areas			

Link to dedicated HREIR webpage

<https://recherche.univ-pau.fr/fr/labels/hrs4r.html>

Comments on the implementation of the OTM-R principles

Since the 2022 Internal Review for the HREIR Interim Assessment, the UPPA has consolidated and expanded its open, transparent, and merit-based recruitment policy, in line with the requirements of the European Charter for Researchers. The achievements formalized in 2022, including the OTM-R recruitment charter, the shared evaluation grid, dissemination on the intranet, and institutional support affirmed by the presidency, have provided a solid foundation for harmonizing recruitment practices across the institution.

The COFUND (EDENE, CHORAL) and I-SITE (E2S) excellence projects played a key role as operational benchmarks for doctoral and researcher recruitment. They have contributed to the implementation of the university's recruitment policy, while highlighting areas for improvement, particularly the systematic translation of job postings into English, when appropriate, to enhance the university's international appeal.

The 2025-2026 period marks a major milestone with the launch of the international postdoctoral program REACH-UPPA (Research Excellence And Career Hub at UPPA), co-funded by the Marie Skłodowska-Curie Actions under Horizon Europe. This program serves as a comprehensive and audited illustration of the implementation of OTM-R principles through recruitment open to all nationalities, the application of transparent eligibility and evaluation criteria, selection based on scientific excellence, and respect for the equal treatment of candidates. Audited according to European standards, it represents a reference framework and a lever for continuous improvement in the university's recruitment practices. The first call for applications, open until May 17, 2026, demonstrates UPPA's growing maturity in responsible international recruitment and contributes to the dissemination of best practices at the institutional level.

Awareness-raising and training initiatives have also been conducted for members of selection committees and UPPA staff, focusing on the transparency of criteria, the prevention of bias, equal treatment between internal and external candidates, and providing detailed feedback to unsuccessful candidates. This policy is fully aligned with the UPPA's 2026-2030 COMP (Objectives-Means-Performance Contract), the Acceleration of Development Strategies for Higher Education and Research Institutions (ASDESR) "Development Europe, Training, and Innovation (D.E.F.I) - UPPA 2030" project, and the European momentum driven by the UNITA alliance.

In the framework of its new Action Plan, the UPPA aims to standardize the traceability of selection processes and extend the OTM-R guidelines, which have been proven effective in REACH-UPPA, EDENE, CHORAL, and E2S UPPA, to all recruitment efforts, supported by measurable monitoring indicators.

4. Implementation

General overview of the implementation process

From 2023 to 2025, the HREIR operational team, made up of the Deputy Director of Human Resources and the Continuous Improvement Project Manager, and overseen by the Vice President of Steering, monitored the implementation of the revised two-year action plan.

The initial action plan included 35 actions, 18 of which were still to be continued or undertaken during the 2023-2025 period. To improve the clarity and effectiveness of management, these actions were reorganized not according to a chronological order, but according to their nature and purpose. This restructuring led to the establishment of five thematic working groups covering the following areas: regulation, human resources, legal affairs, research, and ethics. Each group provided specific oversight of the actions falling within its scope and reported on their progress to the operational team once or twice a year. This approach was also intended to foster accountability among stakeholders and promote collective ownership of the action plan.

The project's progress was presented annually to the Steering Committee (COPIL).

It is important to highlight two significant events that took place in 2025:

- Due to a disrupted election schedule, the university underwent a period of provisional administration between January and June 2025, which compromised any formal decision-making process. During this six-month period, only routine activities were carried out. The new management team took office in July 2025.
- At the same time, changes also took place in the Human Resources department, which is leading the rollout of the HREIR award: a new director took office in July, and a new deputy HR director joined the university in September.

These major developments naturally impacted the momentum of the HREIR action plan, and some delays were observed due to the time required for political and administrative leaders to settle into their roles.

Nevertheless, the HRS4R strategy and the renewal of the HREIR Award remained institutional priorities throughout this period. In light of this context, an extension was granted for the submission of the Internal Review, with a new deadline of July 3, 2026. Since September 2025, the gradual stabilization of governance has enabled a structured and sustained resumption of the ongoing plan's implementation process within a stabilized organizational framework.

It is within this context that preparations for the HREIR Award renewal process were undertaken. The renewal process was based on two complementary and closely linked objectives:

1. Consolidation of the dissemination and adoption of the HRS4R approach within the university by enhancing its visibility, understanding, and integration into the practices of the various communities involved.
2. Making the development of the new action plan a participatory exercise, fostering staff involvement and the collaborative development of strategic priorities for the coming years.

The first objective resulted in enhanced communication regarding the HREIR certification and the HRS4R approach. Several initiatives were implemented to this end: publication of articles dedicated to each of the four pillars in the institutional monthly newsletter; creation of visual identifiers ("totems") to facilitate ownership of the approach; and mobilization of the joint management committees of the three colleges, which bring together the university's education and research components, to ensure widespread dissemination of information regarding the renewal process. The Research Commission (ComR) of the Academic Council – composed of elected representatives from R1 to R4 and chaired by the President or the Vice President of Research – as well

as the General Management Committee (CDG) – composed of the directors of the General Services Directorate (DGS), including the Director of Research and Valorization (DRV) and the Director of Human Resources (DRH) – were also informed of the process followed for the renewal application.

The second objective centered on organizing workshops to collaboratively develop the new Action Plan, using a collective, shared, and structured working methodology. To foster informed and productive discussions, several tools were made available to participants:

- a preparatory information package including the European Charter for Researchers, the initial results of the Gap Analysis, and an assessment of the previous action plan;
- word clouds developed for each of the four pillars, enabling the identification of the main issues and associated perceptions;
- a common reporting template, designed to harmonize contributions and facilitate their use during the action plan's consolidation phase.

This methodology ensured a shared working framework while encouraging the expression of expectations, needs, and proposals from different categories of staff.

[Checklist with detailed description and justification](#)

How have you prepared the internal review?

Since September 2025, the new HREIR operational team, made up of the Vice President of Cohesion and Simplification, the Deputy Director of Human Resources, and the Continuous Improvement Project Manager, has taken over project oversight at a very regular and sustained pace. It has met weekly and has been supplemented by expanded operational committees: monthly meetings with the Vice President of the Administrative Board, the Vice President of the Research Commission, and the university's Euraxess coordinator, who manages the International Welcome Desk.

These meetings provided an opportunity to review the roadmap for implementing the award's initiatives and to monitor progress in real time. They also helped structure the preparation for renewal and define the procedures for informing and involving the university community in this process.

The main steps were as follows:

- Benchmarking of best practices: exchanges with the University of Strasbourg, attending the December 2025 online HR Excellence in Research Info Day, and reading feedback from PSL University;
- Collection and synthesis of initial self-assessment data based on the framework established by the four pillars of the European Charter for Researchers;
- Definition of a methodological approach promoting the collaborative development of the application, particularly the action plan, validated by the HREIR Steering Committee;
- Organization of four workshops for the collaborative development of the action plan.

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

Over the 2023–2025 period, stakeholder engagement took place at several levels:

- **The collective development of a DD&RSE master plan**, fully aligned with the HREIR award's criteria, particularly regarding social and societal aspects, as well as the stated commitment to responsible and sustainable research. It has led to an action plan to be implemented starting in 2026, resulting from a broad consultation process.
- **Researchers' contributions to participatory workshops on ethical issues initiated by the Ethics, Professional Conduct, and Integrity Committee**, whose objective was to define a set of general principles and conditions applicable to training, research, and innovation activities, while ensuring the independence of action for the staff concerned, taking into account the obligations associated with their public service mission: the "Ethics, Professional Conduct, and Scientific Integrity" Charter emerged from this collective effort.
- **Reflections by a working group of faculty members on the evaluation of promotion applications and career paths**. Established by the Academic Council, this working group developed a criteria-based evaluation grid that integrates national and local expectations and was approved by the Academic Council.
- **Regular engagement with policymakers and support services to promote initiatives aligned with the Charter's pillars, notably:**
 - Accommodating disabilities: recruitment of staff with disabilities (3 positions reserved annually). The UPPA is also one of the first French universities to have recruited an Associate Professor through this process.
 - The International Welcome Desk, which facilitates the onboarding and integration of international students and staff (visas, hosting agreements, housing assistance), with plans for a new online tool to personalize the integration process for new arrivals.
 - Holding participatory working groups as part of the Financial and Employment Stabilization Plan has made it possible to address issues related to research and partnerships.
 - The implementation of a policy allowing all students to change their commonly used first name to reflect their gender.
 - During the French National Euraxess Days conference hosted by the UPPA in late June 2023, the HREIR label process was the subject of a roundtable discussion. The conference was followed by a day-long "HREIR Master Class" open to UPPA colleagues and those from the European UNITA alliance who had come to Pau for the occasion.
- **Regular interactions with the Center for Doctoral Schools (CED)** within the framework of the COFUND calls for proposals (EDENE, CHORAL).

Subsequently, since September 2025 and in preparation for renewal, we have sought the active contribution of research stakeholders to the assessment based on the principles of GAP analysis:

- **Consulting with policy-makers** to gather key developments over the past three years, serving as the basis for identifying the strengths and weaknesses of this Internal Review;
- **Presenting an initial analysis** to the joint college steering committees, the Research Commission, and the steering committee of the support services;
- **Organizing self-assessment workshops** on the four pillars of the European Charter for Researchers to collaboratively develop a 2026–2029 action plan, bringing together representatives from all four levels (R1 through R4);

- **Presenting the collaboratively developed action plan** to the joint committees, to workshop participants, and to the Academic Council.

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

HREIR oversight has been punctuated by two Steering Committee meetings (July 2025 and January 2026), which provided an opportunity to brief the management team and college deans on the state of progress, as well as to formulate recommendations and arbitrate certain decisions regarding the preparation of the renewal application.

Since September 2025, the HREIR operational team has met weekly and has been supplemented by monthly expanded operational committees bringing together the Vice President of the Administrative Board, the Vice President of Research, and the Welcome Desk manager. These meetings have allowed for continuous monitoring of the smooth progress of the Internal Review process and the development of the new Action Plan.

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?

Yes, there is a great deal of overlap between the university's organizational policies and its HRS4R.

The HRS4R approach is now explicitly incorporated into the university's key strategic documents. It is integrated into the university's main roadmaps, particularly those for research and institutional life: we can cite for example "Continuing to implement an open, transparent recruitment policy that complies with European standards, in line with the principles of the HRS4R label, in order to attract new talent"; or "Contributing to the renewal of the HRS4R/HREIR certification; promoting its adoption by governing bodies (Research Commission, Academic Council) and its implementation within research units." The same applies to the operational roadmaps of support services such as the HR Department or the International Relations Directorate. This integration ensures a coherent and cross-functional approach, guaranteeing alignment between internal policies and the objectives of the HRS4R Action Plan.

The Contract on Objectives, Resources, and Performance, which sets the UPPA's strategic directions for the next five years, also demonstrates how deeply the HRS4R approach is embedded at the heart of the university's mission. In particular, it reaffirms the four major ambitions that form the foundation of the university's identity and guide its actions. These directly echo the priorities outlined in the European Charter for Researchers, whether regarding responsible research, career attractiveness, quality of life and working conditions, or the societal and regional impact of research. These four ambitions are: "To be a resource center addressing the challenges of transitions"; "Ensuring an inclusive and fulfilling work environment"; "Reducing the institution's environmental footprint"; "Working toward the socioeconomic, cultural, and international development of the South Aquitaine regions."

Finally, several initiatives contribute to the overall alignment of the HRS4R approach.

- The five interdisciplinary research missions, each linked to Sustainable Development Goals of the United Nations, are fully consistent with the objectives of interdisciplinarity and the production of research results as resources for addressing the challenges of societal and environmental transitions.
- The Science With and For Society label strengthens the dialogue between science and society, while the open science plan structures the dissemination of research results.
- The ethics committee plays a central role in the reflective approach to research practice and the dissemination of best practices, particularly through regular communications on the intranet.

- The university's commitment to a responsible recruitment policy, notably through the CHORAL and EDENE projects and adherence to OTM-R principles, contributes to the gradual alignment of recruitment practices with European standards.

These various levels of action reflect a strong convergence between the HRS4R framework and the UPPA's strategy. HRS4R thus serves as one of the foundational frameworks for the university's strategic plan and helps strengthen coherence between policy directions, operational mechanisms, and European standards.

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

Thanks to strong political support at the highest levels of the university, the actions outlined in the HRS4R plan are fully integrated into the roadmaps of the sectoral vice-presidencies, the operational projects of the administrative divisions, and various master plans and action plans, thereby ensuring institutional coherence, operational implementation, and monitoring.

The HREIR operational team will be responsible for specifically overseeing the implementation of the actions outlined in the roadmap. It will coordinate with the various action leaders to ensure the successful completion of these actions, identify and help resolve any difficulties that may arise, and collect supporting documentation attesting to their implementation.

How are you monitoring progress (timeline)?

The regular monitoring procedures mentioned above, along with the presentation of progress reports to the various bodies (Expanded Operational Committee, Steering Committee), make it possible to track the project's progress.

An action tracking table serves as the primary basis for project monitoring; it has been updated as the actions outlined in the initial plan have been implemented.

The Gantt chart that was initially planned was ultimately not adopted, as it was deemed inappropriate for the ever-changing higher education and research environment and the university's specific, dynamic context. This change in methodology did not however compromise the monitoring of progress and achievements.

The university is exploring the possibility of implementing the action plan on Grist, a digital tool developed by the French government, which would enable monitoring consistent with institutional roadmaps.

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

The 35 actions of the initial Action Plan were linked to indicators and, where appropriate, to targets. The same applies to the newly proposed actions. The integration of all project indicators into the institutional database has rounded out the project's monitoring system. This library of indicators is maintained by the Data and Observatory Department, and it is now possible to obtain a comprehensive overview of the implementation of the actions and the achievement of objectives.

The indicator values and the degree to which targets have been met can be presented in a consolidated format. The results thus made available provide an accurate picture of the progress achieved.

How do you expect to prepare for the external review?

All research staff are covered by the founding principles of the European Charter for Researchers, and the HREIR label should be viewed as an opportunity to fully involve them in improving their working conditions and professional practices.

Preparations for the external review will aim to engage colleagues who represent the diversity of disciplines, sites, and campuses, as well as research units. All categories of researchers, from R1 to R4, will naturally be represented to ensure balanced and inclusive participation.

Furthermore, these preparations will be supported by regular communication with the entire community and rigorous operational monitoring of the Action Plan beginning with the submission of the application.

Preparations for the site visit conducted by international experts will be coordinated by the HREIR operational team.

The audit program will be developed in consultation with the president's office, as well as with the relevant departments and services, covering both content and logistical arrangements. The tentative schedule for the evaluation day will then be widely distributed and communicated to the UPPA community.

Additional remarks/comments about the proposed implementation process

A major challenge for the UPPA lies in ensuring consistency among the action plans associated with the various labels (such as DD&RS), the master plans and action plans, as well as the projects for which the university has been selected, such as HEPHAESTOS. The UNITA European Alliance, a strategic lever for the UPPA's international identity within the European Higher Education and Research Area, is also part of this drive toward overall coherence.

In this rich and stimulating context, the university has adopted an integrated approach to developing the new HRS4R Action Plan. This plan is designed in close alignment with the university's strategic priorities, its institutional and regulatory guidelines, and European standards. It is thus fully aligned with the university's roadmaps, ensuring a coherent, transparent, and shared approach across all areas of action.

Furthermore, with the aim of ensuring consistency, simplifying procedures, and streamlining processes, monitoring of the Action Plan will be integrated into existing governing bodies, notably the steering committees of RRH (Human Resources and Relations cluster), DD&RSE (Sustainable Development and Social and Environmental Responsibility), and R2IP (Research, International, Innovation and Partnership cluster). This organizational structure will aim to enhance the clarity and ownership of the HRS4R initiative among all stakeholders, while promoting integrated governance and better coordination between the various continuous improvement initiatives led by the university.