

Action Plan

HRS4R

UNIVERSITÉ PARIS 8
Maison de la Recherche

2 rue de la Liberté, 93 526 Saint-Denis Cedex
Métro ligne 13 - Saint-Denis Université

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Introduction

In September 2021, our university officially joined the Human Resources Strategy for Researchers (HRS4R) process with the European Commission. This initiative is part of the wider European research policy and is directly linked to the Euraxess programme, as well as to the European Charter for Researchers and the Code of Conduct for their recruitment.

On 20 and 30 September 2022, both the Technical Committee and the Administration Council endorsed the HRS4R action plan, which had been carefully prepared after a broad internal consultation involving the Doctoral College, the Research Unit Boards, the Boards of Teaching Departments, the Academic Council, the Technical Committee, and the Research Committee. The work accomplished was recognised when, on 17 August 2023, Université Paris 8 was awarded the HR Excellence in Research label by the European Commission.

Since that moment, our institution has been working consistently to implement this action plan through regular meetings, thematic working groups, and ongoing monitoring. Alongside this daily progress, we have now reached an important step with the mid-term self-assessment, which allowed us to evaluate the progress achieved, to identify the adjustments needed, and to update our collective roadmap.

The process of this self-assessment unfolded throughout the spring and summer of 2025, with the collection of evidence and indicators, the joint work of the operational and steering committees. The updated action plan reflects the advances we have already made and the lessons learned. It also incorporates new institutional priorities that have emerged in recent years, notably a reinforced focus on working conditions and quality of life at work, supported by the 2024–2025 “working conditions and psychosocial risk assessment” that was conducted in partnership with ARACT Île-de-France, and the establishment of a “Science and Society” strategy, strengthening the ties between research, civil society, and our territorial partners.

With this revised plan, Université Paris 8 reaffirms its collective commitment to a transparent, participatory, and responsible human resources policy in research. It is also a clear signal of our determination to continue building a university where the values of excellence, cooperation, and well-being at work guide our shared future.

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

The institution's short- and medium-term priorities remain broadly consistent with those defined in the initial 2023 HRS4R action plan. However, they have gained in precision and structure, driven by two major developments: an increased focus on working conditions and the institutionalisation of a "Science with and for Society" strategy.

The first key shift concerns working conditions. A large-scale survey on working conditions and psychosocial risks, conducted in 2024–2025, has led to a deep rethinking of the institution's approach to this issue. The results highlighted significant discrepancies between prescribed workload and actual workload, persistent organisational tensions, and a strong demand for recognition and spaces for regulating work practices. These findings led to the integration of new priorities into the institution's HR policy and to the extension of action 16, focused on monitoring these issues and strengthening prevention systems, in coordination with the listening and support unit already established (Action 16). This new dynamic aims to embed quality of work life sustainably into the university's HR strategy, with a preventive and participatory approach.

The second major evolution relates to the "Science with and for Society" theme, which has taken on increased strategic importance within the university. At the end of 2023, the institution adopted a dedicated strategy led by a newly appointed Vice President, with the objective of structuring relationships between academic research, civil society, and territorial partners. This institutional momentum has led to a revision of the HRS4R plan, particularly a reorientation of Action 7, now focused on the broader "Science and Society" strategy, rather than solely on the initially planned Open Science Unit.

This reorientation addresses two key requirements: adapting to the institution's current context, and aligning with the updated European Charter for Researchers, which places greater emphasis on the societal impact, dissemination, and valorisation of research.

As such, the plan now clearly distinguishes two complementary axes:

- ♦ Open Science, already covered under Actions 5 and 6, focusing on open data practices, free access to publications, and strengthening research data literacy;
- ♦ Science and Society, covering knowledge transfer, social appropriation and dissemination, public engagement, partnership policies, and researcher involvement in societal issues.

The new formulation of Action 7 will also strengthen its connection with Action 2 (intellectual property/research valorisation), and promote a transversal and participatory vision of research as a driver of social transformation, in line with the institution's values.

In summary, while the core priorities remain largely unchanged, they have been refined in response to internal developments, evaluation outcomes (working conditions, HCERES), and updates to European reference texts.

2. Ethical and professional aspects - Strengths and Weaknesses (Interim Assessment)

Following the gap analysis compared to the initial 2023 situation, several notable improvements have been achieved, particularly across three strategic areas:

1. Strengthening of the Project-Based Culture (Actions 3 & 4)

The university has significantly intensified its support for research project structuring:

Ten project management trainings were delivered (general, ANR, and EU-focused).

Strong results have emerged since 2023, including 4 ERC grants, 4 ANR JCJC, and 3 MSCA-PF, as well as active participation in SSH-related National Calls for Expressions of Interest (5 submitted, 1 granted).

A Research Project Engineering Office (SPR) was officially established in March 2025 to provide transversal support for ANR and EU-funded projects. A long-term awareness programme is also underway. Past administrative delays were resolved, improving efficiency and institutional credibility with funders.

2. Institutionalisation of “Science with and for Society” (Action 7)

This strategic axis has seen major advances:

A Vice-President for “Science with and for Society” was appointed in late 2023.

A dedicated strategy has been adopted and embedded in key institutional plans (Open Science, CSR, HRS4R).

Concrete actions include participation in the Science Festival, collaborations with local media libraries, and cultural initiatives linked to research.

These actions reinforce Paris 8’s local engagement and visibility of its scientific work, while strengthening the research-society relationship.

3. 3. Open Science policy (Actions 5 & 6)

Open Science capacity building is progressing through:

A recurring doctoral training cycle (four sessions, twice a year);

Doubling of staff in the research data support unit;

Continued individual/lab support for HAL (41% increase in full-text deposits since 2022) and for publication strategies aligned with project calls.

However, two challenges remain: ensuring a fully functional referent network for HAL/Open Science, and consolidating a territorial workshop on research data, in partnership with the Seine-Saint-Denis department.

Areas for Improvement

1. Doctoral Training (R1) – Underexploited Potential (Actions 13, 14 & 18)

While a specific training catalogue for PhD candidates (R1) exists, participation remains limited:

Only ~50% participate in any training, and ~15% in mandatory ones (e.g. ethics).

The offer lacks diversity, and R1 researchers are often disconnected from institutional life.

Efforts are underway to expand and better align the training offer with needs, including the creation of junior labs.

2. Ethics, Legal and IP Aspects – Limited Progress (Actions 1 & 2)

This remains the most fragile area:

Few awareness actions have been taken, due to staff turnover, vacant positions, and disciplinary diversity.

A more robust and transversal integration of these topics into training and governance is needed in the second phase.

Conclusion : Paris 8 has made strong progress on project culture, societal engagement, and support for established researchers. However, professional ethics, legal aspects, and engagement of early-stage researchers require focused effort in the next phase of the HRS4R action plan. Furthermore, the HR development unit (DIPEFAS) now systematically targets R2–R4 researchers, with improved visibility of training offers and increasing participation.

3. Recruitment and selection - Strengths and Weaknesses (Interim Assessment)

The university's recruitment and selection policy continues to comply fully with national legislation, and all procedures and practices are aligned with the principles of equality and non-discrimination.

Since 2023, significant progress has been made in terms of modernisation, particularly through the implementation of a new information system, Between. This platform allows for improved monitoring of applications, increased traceability of selection steps, and, importantly, wider dissemination of job postings via social media, specialised platforms, and institutional channels. This approach contributes to greater visibility of vacancies and enhances the institution's attractiveness.

One area for improvement concerns the formalisation of feedback to applicants, particularly for unsuccessful ATER (temporary teaching and research assistant) positions. Enhancing candidate feedback is essential for improving the overall candidate experience and strengthening the university's reputation.

Progress still needs to be consolidated regarding the use of the Euraxess platform. Currently, job postings are limited to European-funded projects (e.g. Horizon Europe), which does not yet fully reflect the university's HRS4R commitment to transparency and international visibility. A more systematic publication strategy on Euraxess is under consideration.

Additionally, the international relations strategy, currently being deployed, includes a dedicated focus on both incoming and outgoing researcher mobility (Action 20). In this context, particular attention has been paid to improving support services for international researchers, including administrative assistance and social integration. This dynamic is exemplified by the development of a policy for hosting researchers at risk, a key component of the university's strategic commitment to scientific solidarity and academic freedom.

Some delays and limitations have been identified with regard to the initial objectives of the HRS4R action plan. Due to the institutional calendar (linked to the HCERES evaluation and the renewal of governance bodies in 2024–2025), the implementation of a common evaluation grid for candidates (covering ATER, postdoctoral researchers, and both contractual and permanent staff) has been postponed to 2026. Although the tool has been developed, its deployment remains a priority, as it is crucial to ensuring transparency, comparability, and fairness in the selection process.

Further efforts are still required to:

Standardise selection practices across the university through the deployment of shared evaluation tools and awareness-raising videos on unconscious bias (Actions 8, 9, 11 & 12);

Strengthen the international dimension of recruitment, both in terms of job offer dissemination and in the reception and support of international researchers (Action 20).

4. Working conditions - Strengths and Weaknesses (Interim Assessment)

Beyond the actions initially planned under the HRS4R framework, a major initiative was launched concerning working conditions: a large-scale survey on “working conditions and psychosocial risk assessment” was conducted in partnership with ARACT Île-de-France. With an overall participation rate of 33% (713 respondents) — reaching 49% among administrative staff (BIATSS) and 36.2% among academic staff — the survey provided detailed insights into the lived experiences of personnel.

The results reflect a strong sense of belonging to the institution (86%) and broad recognition of the value of work:

- ◆ 89% of respondents consider their work to be useful,
- ◆ 87% believe they deliver high-quality work,
- ◆ 81% feel their work is recognised by peers.
- ◆ The university has also made progress in structuring its support mechanisms, including:
 - ◆ The establishment of a listening and support unit (Action 16),
 - ◆ Increased visibility of the Occupational Health and Wellbeing Unit (QVST) (known by 67% of respondents),
 - ◆ Clear identification of staff representatives (82%),
 - ◆ The inclusion of working conditions as a strategic priority in social dialogue — which will have direct implications for future HRS4R actions.

The survey led to the identification of four key priority areas, now integrated into the institution’s HR roadmap and intended to inform the revision of the HRS4R action plan:

- ◆ Reducing excessive workload: 48% of BIATSS staff and 76% of academic staff report an excessive workload; 78% of academic staff work under time pressure; and 50% of all staff — including 57% of academic staff — say that their working conditions negatively affect their mental health.
- ◆ Creating spaces to reflect on and regulate real work practices.
- ◆ Improving material and digital working conditions.
- ◆ Strengthening the effectiveness of prevention mechanisms (e.g. for harassment, conflict, and workplace tensions) — particularly Action 8 — as low usage of official support structures (listening/mediation unit, QVST, etc.) remains a concern, often due to lack of awareness or perceived ineffectiveness.

These priority areas will complement existing HRS4R actions and align with the new Charter for Researchers, which emphasises mental health, fairness, conflict prevention, and inclusive work environments.

Doctoral Engagement – Delays in Action 13

Another area that has experienced delays is Action 13, which aims to better understand the involvement of PhD candidates (R1) in research units, with the goal of identifying and disseminating good practices across the institution.

Although the action has not yet been fully implemented, the self-assessment conducted as part of the HCERES evaluation has yielded preliminary insights into how PhD candidates are integrated, trained, and involved in research teams. These data provide a valuable foundation for further analysis and will inform the development of concrete recommendations to support their institutional integration and recognition as early-stage researchers.

5. Training and development - Strengths and Weaknesses (Interim Assessment)

Since the gap analysis conducted in 2023, significant progress has been made in the area of continuous training and researcher support, in line with Actions 4, 17, and 18 of the HRS4R action plan. One of the key achievements lies in the increased visibility and structuring of the training offer for R2 to R4 researchers. This offer is now more systematically promoted through institutional channels, with growing attention paid to aligning proposed themes with the needs expressed by researchers. This momentum has led to increased participation in training activities. In line with this development, a training management tool will be deployed starting in September 2025.

In addition, a dedicated support programme has been designed for newly recruited tenured teachers-researchers (maitre de conférence), with 100% participation. The programme has now stabilised around modules focused on onboarding, project management, career internationalisation, and related topics. It has been further strengthened through the creation of a dedicated funding scheme to promote projects that combine research and teaching activities.

Finally, an initial pilot version of a training programme targeting new full professors and HDR holders was launched across the doctoral schools in 2024. The initial feedback — positive in both content and format — has led to a decision to generalise and institutionalise this programme starting from the 2025–2026 academic year.

6.Revised Action Plan

	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	N°
Enhance the general knowledge of researchers (R1 to R4) about ethics, deontology and scientific integrity. Specific actions should be implemented: Training, Better dissemination of referral processes; Creation of a Frequently Asked Questions (FAQ); Drafting the Deontology Council's procedures; and Writing up a charter that deals with plagiarism issues	2, 3, 4, 5, 28	Q4 – 2025	Responsible unit: Department of Research Services (DSR) In conjunction with: the Ethics Committee, the Data Protection Officer and the Scientific Integrity Officer With the political support of: Vice President Research Committee	Indicators : - Training course created, offered one a year and included in the various training course catalogs. - Percentage of R1 to R4 who attended training per year and have signed the charter on plagiarism. - number of projects analysed by Ethics Committee and Deontology Council's per year - Number of views per year concerning WikiP8's pages on this subject. Targets : - Rise of 10% of number of researchers (R1 to R4) per year who participated to the training and reach in the 5 years more than the half of the researcher (R1 to R4) headcount. (around 950 persons should be trained). - 100% of doctoral candidates and Post-doctoral researchers signed the charter per year - 100% of Neo-R3/R4 signed the charter per year - at least 15% of R3/R4 signed the charter per year	1
Raise awareness on intellectual property to researchers (through: info sheet; training; video capsule; etc.)	3, 5, 31	Q1 – 2024	Responsible unit: Research Development Services (SVR) at the Department of Research Services (DSR) With the political support of: Vice President Research Committee	Indicators : - Training course created, offered twice a year and included in the various training course catalogs. - Percentage of R1 to R4 who attended training per year - Number of views per year concerning WikiP8's pages on this subject. Targets: - Rise of 7,5% of number of researchers (R2 to R4) per year who participated to the training and reach in the 5 years more than the half of the researcher (R2 to R4) headcount (around 350 persons should be trained). - At least 20s doctoral candidates participated to the training per year	2

	GAP Principe(s)	Timing	Responsible Unit	Indicators/Target(s)	N
Increase the diversification of research funding and implement "project culture" within the university	3, 4, 6	Q3 - 2023	Responsible unit: Department of Research Services In conjunction with: HR Development Division at the Department of Personnel, Employment, Training and Social Action (DIEFAS)	Indicator : - Training course created, offered twice a year and included in the various training course catalogs. Target : - Rise the number of project applications (at national and international level) by 15% per year and reach around 110 research projects submitted in 5 years	4
Strengthen Open Science Strategy	7, 8, 9	Q3 - 2023	Responsible unit: Communal Documentation Department (SCD) In conjunction with: HR Development Division (DIEFAS) and Open science hub With the political support of: Vice President for Digital issues and Vice President Research Committee	Indicators : - Training course created, to be offered at least once per year and included in the various training course catalogs. - Percentage of R1 to R4 who attended training per year - Number of requests per year for "research data" referents (or UR directors, if applicable) - number of supported Data Management Plans. - number of Open Access events held, and educational resources produced (HAL, Nakala, best practice guides, MOOCs, etc.). Target : - At least 80% of neo-R3/R4 have participated to the training course per year - 90% of "research data" referents (or UR directors, if applicable) participated to the training course during the first year of implementation - At least 5% of the researcher (R2 to R4) headcount (around 30 persons) per year have participated to training course - At least 5% of the doctoral candidates headcount (around 60 persons) per year have participated to training course	5
Encourage the use of open archives of scientific publications (HAL)	7, 8, 9, 31, 32	Q3 - 2024	Responsible unit: Communal Documentation Department (SCD) In conjunction with: Department of Research Services and Open science hub With the political support of: Vice President for Digital issues and Vice President Research Committee	Indicator : Number of publications included as full text in HAL within 6 months after the annual training webinar Target : Attain 60% of publications included as full text in HAL in 5 years	6

	GAP Principe(s)	Timing	Responsible Unit	Indicators/Target(s)	N
Deploy "Science and Society" strategy (focused on knowledge transfer, social appropriation and dissemination, public engagement, partnership policies, and researcher involvement in societal issues)	6, 8, 9	Q1 - 2024	Responsible unit: Department of Research Services (DSR) and Department of Personnel, Employment, Training and Social Action (DIEFAS) In conjunction with: Open science hub With the political support of: Vice President Research Committee and Vice-Presidency for "Science with and for Society"	Indicators : - 1. Number of activities and number of participations in the Fête de la Science and other science outreach events; - 2. Number of partnerships established with cultural institutions for the dissemination of scientific knowledge. - Target : - Increase of 10% the number of R1 to R4 participating in science outreach events in next years. - Increase partnerships with non-academy sector.	7
Raise awareness of selection committees on the risks of discrimination (of any kind) in the recruitment and evaluation process. Specific actions should be the creation of short videos addressing the bias/discrimination that can occur and a training course.	10, 13, 14, 27	Q3 - 2024	Responsible unit: HR Development Division (DIEFAS) In conjunction with: Audiovisual Unit With the political support of: Vice President Human Resources and Vice President Gender Equality	Indicators : - Number of times the videos have been viewed every 6 months - percentage of people trained per year Targets : - 100% of the selection committee's president have participated to the training course per year. - Every year one specific contract is open for handicapped doctoral candidate	8
Improve our recruitment policy in order to be in complete accordance with Open, Transparent and Merit-based Recruitment (OTM-R) policy and its commitment.	12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Q4 - 2024	Responsible unit: Department of Personnel, Employment, Training and Social Action With the political support of: Vice President Human Resources	Indicator : - level of satisfaction of the external members of selection committee Target : - Reach at least 75% rate of satisfaction regarding external members of selection committee that estimated our recruitment policy is very well design regarding the selection processes	9
DIEFAS/SPTE staff trained on issues regarding HRS4R, OTM-R, the European Charter for Researchers, and the Code of Conduct in the Recruitment of Researchers.	12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Q3 - 2023	Responsible unit: HRS4R Operational Committee With the political support of: Vice President Administration Board	Indicator : - Number of external individuals outside the SPTE's administrative staff registering for HRS4R webinars. Targets : - 100% of the administrative staff of DIEFAS (SPTE) trained on this topic in the first year - Establishment of one HRS4R officer within the DIEFAS in the two years after the label	10

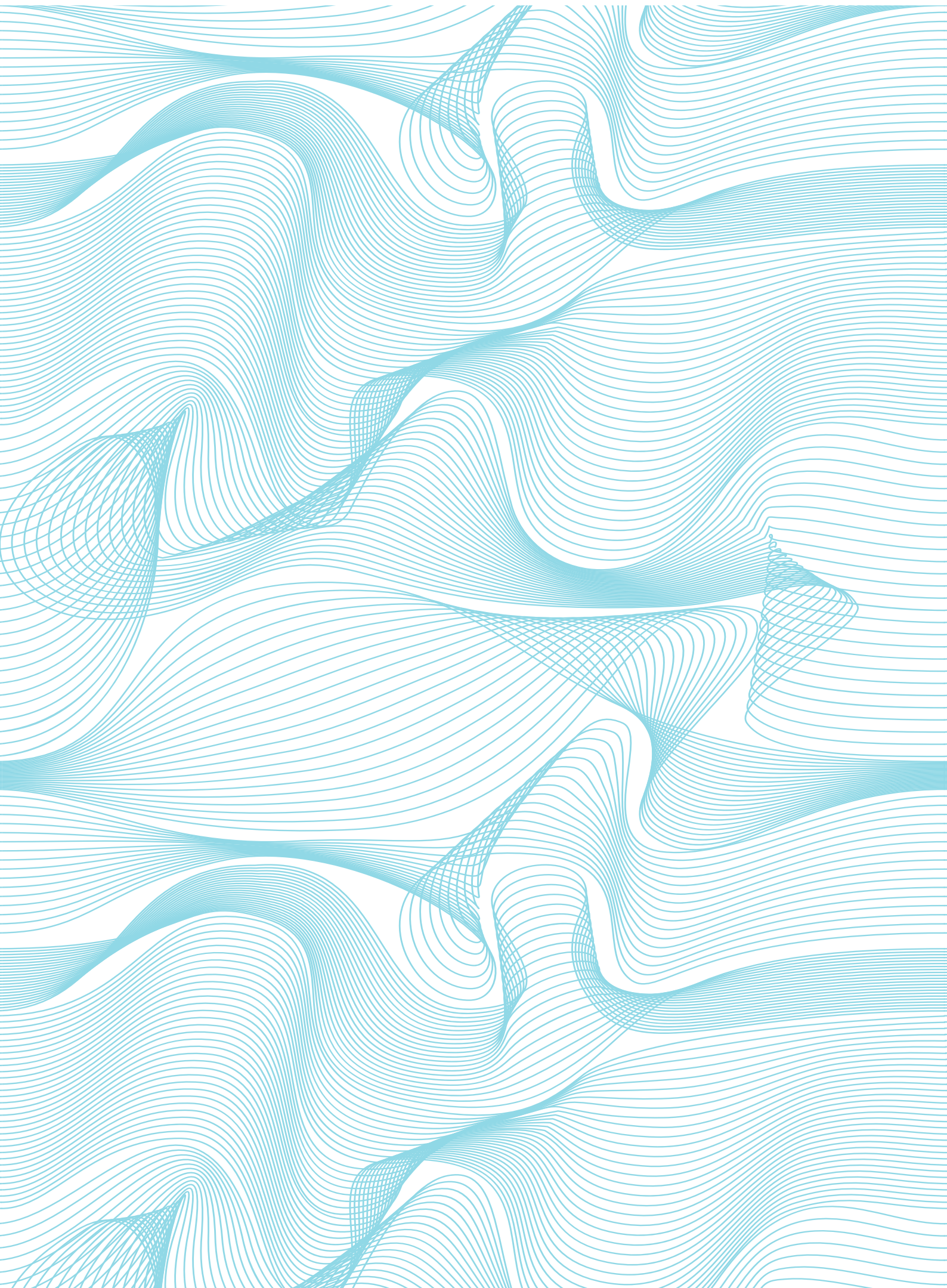
	GAP Principe(s)	Timing	Responsible Unit	Indicators/Target(s)	N
A vade mecum and an- nual meeting with re- search proj- ects winners regarding the recruit- ment process	12, 13	Q3 - 2023	Responsible unit: De- partment of Per- sonnel, Employment, Train- ing and Social Action In conjunction with: Research Unit Sup- port Services (SAUR) at the Department of Research Services With the political sup- port of: Vice President Human Resources and Vice President Re- search Committee	Indicator: Meeting held annually with the Project responsible Target : 80% of Project responsible have participated to the meet- ing	11
Implement an evaluation grid to use during the selec- tion process (for transparen- cy in justifying selected candi- dates, for both ATERs and fixed- term research con- tracts). The evaluation grid will primarily include criteria consistent with OTM-R prin- ciples (for the per- manent researchers the evaluation grid already exists)	10, 12, 13, 14, 15	Q1 - 2024	Responsible unit: De- partment of Per- sonnel, Employment, Train- ing and Social Action With the political sup- port of: Vice President Human Resources and Vice President Admin- istration Board	Indicator : Number of completed assess- ment forms Target : At least 90% of assessment forms are completed within 4 years of their creation.	12
Implement the work condi- tions improvement plan	10, 27, 34	Q4 - 2025	Responsible unit: De- partment of Per- sonnel, Employment, Train- ing and Social Action With the political sup- port of: Vice President Administration Board and Vice President Hu- man Resources	Indicators : - Rate of reduction of exces- sive workload - Implementation and use of new digital tools - Percentage of awareness/ knowledge of prevention mechanisms Target : - - Increase the percentage of academic and non-academic staff satisfied with their work- ing conditions	16
Training course for HDR/ PRs (R3/R4) on disserta- tion supervision issues/ proj- ects. Topics could include: a review of how the Doctoral Advisory Committees work, the ethical responsibility of the dissertation director, the challenges a CIFRE credit (Research Indus- try Training Norms), sci- entific integrity, team and project manage- ment, etc.	36, 40	Q4 - 2023	Responsible units: Doctoral schools Co- ordination (CoED) at the Department of Re- search Services and the HR Development Division (DIPEFAS) In conjunction with: Doctoral college With the political sup- port of: Vice President Research Committee	Indicator : - Percentage R3 and R4 who have taken this module. - Training course created, of- fered one a year and included in the var- ious training course catalogs. Target: - 75% of neo-R3/R4 (Profes- sor grade or equivalent) and at least 40% of R3/R4 (Pro- fessor grade or equivalent) are trained per year, to reach in 5 years 150 Professors or equivalent trained..	17

	GAP Principe(s)	Timing	Responsible Unit	Indicators/Target(s)	N
Upgrade "basic knowl- edge" training (related to cross-dis- ciplinary skills and knowl- edge) that could be offered for any- one from R1 to R4: Excel training, assertive com- munication, stress man- agement, etc.	38, 39	Q4 - 2023	Responsible unit: HR Development Division (DIPEFAS) In conjunction with: Communal Documen- tation Department (SCD), Joint University Services for Informa- tion, Orientation and Professional Integra- tion (SCUIO-IP) and Doctoral schools Co- ordination at the De- partment of Research Services (DSR) With the political sup- port of: Vice President Human Resources and Vice President Admin- istration Board	Indicator : Percentage of R1 to R4 trained per year Target : Increase of 10% of research- ers (R1 to R4) per year who have completed "basic knowl- edge" training.	18
HRS4R communication : 1/ HRS4R minutes: briefly communicate the progress on obtaining the HR Excel- lence in Re- search Award. 2/ "Grand format": half- day info event on the HRS4R process at the University	All principles	Q3 - 2023	Responsible unit: Com- munication de- part- ment In conjunction with: HRS4R Operational Committee With the political sup- port of: Vice President Communication	Indicator: - Knowledge rate Target: - rate of "very informed about HRS4R" is up to 75% for the en- tire community after two year of the obtained label.	19
Improve the attractive- ness of the institution through a more interna- tional recruit- ment pol- icy and stimulate the internationalization of researchers' career by an enhancement of the interna- tional exchanges, including in this action a report com- pleted, with a list of recom- mendations (including a section on how to value/rec- ognize "soft skills" acquired during foreign exchange) and the creation of a training on "Internation- alization" for researchers	12, 13, 18, 29	Q4 - 2024	Responsible unit: Department of Inter- national Relations and Cooperation and De- partment of Research Services (SERC1), De- partment of Research Services (DSR) With the support of HR Development Division (DIPEFAS) With the political sup- port of: Vice President Research Committee and Vice President In- ternational relations	Indicator: - Number of outgoing and in- com- ing mobility per year - Number of foreign research- ers recruited and invited per year - Percentage of R2, R3 and R4 who have enrolled in the training - Training courses created, of- fered one a year and included in the var- ious training course catalogs. Target : - 10% increase in outgoing and incoming mobility per year, after one year the report dif- fusion - An increased of 10% of for- eign researchers recruits or invited Indicators: - 80% of neo-R3/R4 and 30 per- sons of R3/R4 are trained per year, to reach in 5 years at least the quarter of our researchers headcount trained. - Increase of 10% the number of R1 to R4 participating in science outreach events in 3 years.	20

7. Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Since 2023, the university has made progress in aligning with the OTM-R (Open, Transparent, and Merit-based Recruitment) principles. Recruitment policies continue to comply with national regulations and reflect the institution's strong commitment to equality and non-discrimination. A key step has been the deployment of the Between platform, which now allows for better traceability of selection processes, improved management of applications, and broader dissemination of job offers. In terms of selection practices, the institution has designed a common evaluation grid for use across various researcher categories (ATER, postdocs, contractual and permanent staff). This grid aims to ensure transparency, comparability, and fairness in candidate assessments. However, due to external constraints such as the HCERES national evaluation and the renewal of governance bodies, its implementation has been postponed to 2026.

Despite this delay, the grid is recognised as a strategic tool and remains a priority for future deployment. The university also acknowledges the need for stronger and more consistent candidate feedback practices. In some cases—particularly temporary teaching positions (ATER)—applicants still do not receive systematic responses. This is identified as an area for improvement to enhance candidate experience and institutional reputation. Efforts have also begun to raise awareness about unconscious bias among selection committee members. Awareness videos and training are in preparation, and will be integrated into broader efforts to standardise practices across faculties and departments. In summary, while some measures remain in development or delayed, the university has made meaningful progress in aligning with OTM-R principles and is committed to strengthening the transparency, fairness, and international visibility of its recruitment practices in the coming years.





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