

GAP ANALYSIS - UNIVERSITY OF NANTES

Principle	Implementation	GAP / Implementation impediments	Initiatives undertaken / new proposals
Ethical and Professional Aspects			
1. Research freedom	++ fully implemented	<p>Strengths :</p> <ul style="list-style-type: none"> - Freedom of thought and expression are guaranteed at the University of Nantes - Likewise, the freedom of how research is carried out (with a few limitations inherent to the current functioning of research in France). <p>>> In accordance with the principles of the Charter. This is a fundamental principle which is recognised in the laws of the French Republic.</p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Develop indicators which allow us to follow the respect, or not, of this fundamental principle more closely. - Communicate more about good practice in this subject. - Encourage sectorial mobility of research professors (state <-> private), the creation of activity or even the changes in the areas of research during one's career. <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Encourage, as much as possible, the support or funding of exploratory research which is not necessarily making the news.
2. Ethical principles	+/- almost but not fully implemented	<p>Strengths:</p> <p>Overall, in line with the principles of the charter. The principles of equity, ethics and equality are upheld by the team policy through the creation of a Gender Equality Project Manager, in existence since 2013, and a "Scientific Integrity" Project Manager.</p> <p>Weaknesses:</p> <ul style="list-style-type: none"> - Concerning equal representation: equal representation is mandatory (within the legislative and regulatory framework). Exemptions are nevertheless accorded, depending on the discipline (list fixed by annual ministerial order). An effort still needs to be made concerning the contractual personnel. - Need to remain vigilant concerning the respect of rules about the accumulation of activities. 	<p>Initiatives already undertaken:</p> <ul style="list-style-type: none"> - In January 2018 an ethics counsellor was designated. - Training days to enable people to manage research (HDR) (about its management, scientific integrity ...) > "HDRiales" Training, launched 2018. <p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Make researchers more aware of their rights and duties in ethical matters in research. See if the « CNRS » model is applicable. - Communicate more about existing measures in particular the National Ethics Charter for professions in research, the European Charter for researchers and the Code of Conduct for the recruitment of researchers, the "Charter for managing contractual personnel ", terms of recruitment. - Implement a local Ethics Committee for research work. - Commit further to respecting the principle of gender equality, improving dissemination on the existing policy (for example; Introductory Booklet destined for (teachers-)researchers (papier version + online) ; information about dedicated spaces available; key information communicated on arrival of new staff) <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Set up an ethics monitoring mechanism for the work carried out by research professors in UN laboratories. - Implement a corruption prevention mechanism. - Set up an annual reminder of these principles for everybody.
3. Professional responsibility	+/- almost but not fully implemented	<p>Strengths:</p> <ul style="list-style-type: none"> - The general status of civil servant in France imposes an obligation of discretion, reserve, confidentiality and neutrality for all public agents. - An anti-plagiarism tool, « MAGISTER », exists and is in operation on the intranet <p>Weaknesses:</p> <p>There are several areas of improvement required for optimal use</p>	<p>Initiatives already undertaken:</p> <p>In January 2018 a Secularism Counsellor and a Data Protection Officer were appointed.</p> <p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Propose a mandatory module on ethics for all doctoral students. - Improve communication about measures already undertaken in the University of Nantes, in particular on the anti-plagiarism Charter and the use of the tool : information, training, use, effectiveness, integration of other university digital tools. <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Validate conditions for access (anti-plagiarism software) and use by all (researchers, students, core services ...). - Regularly remind people of the obligations that come with the status of civil servant.
4. Professional attitude	++ fully implemented	<p>Strengths:</p> <ul style="list-style-type: none"> - The strategic policy of the University concerning research has been formalised and is backed by the Vice President for Research. It is communicated to all the establishment's researchers. - The procedures for setting up research projects, funding them and reporting on them is, overall, formalised and known. 	<p>Suggestions for improvement to go further in the future:</p> <p>Reinforce communication about the establishment's research strategy</p>

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5. Contractual and legal obligations	++ fully implemented	Strengths: Everybody is supposed to know the legal and contractual framework. Nevertheless, we must always be vigilant on this matter, notably on the subject of scientific integrity, intellectual property and financial regulations	Suggestions for improvement to go further in the future: - Setting-up of a training course dedicated to mounting research projects in answer to a call for proposals (DRPI-2018/2019).
6. Accountability	++ fully implemented	Strengths: Practices in line with the principles of the Charter. - Principles of efficient use of public funding obtained (« tax- payers money ») - Principles of sound financial management, transparent & efficient - Cooperation during audits carried out by the funding bodies - Submission to the evaluation of one's scientific results and the methods used to get them.	Initiatives already undertaken : - Setting-up of inside supervision of management (Accountancy office) - Consolidation of practices linked to public procedures informing/training on the principles of Public Commission applied to research work (module available in professional training catalogue for research professors).
7. Good practice in research	-/+ partially implemented	Practices broadly in line with the principles of the charter Personal safety : Strengths: Overall, risk prevention linked to personal safety is organised at the University. Weaknesses: Safety features have still to be professionalised and need to gain in efficiency. Better accompaniment on this subject, through training and an improved balance in the time spent on these issues versus research time, needs to be supported by the University. Data protection: Strengths: - A particular effort has been made in the promotion of the culture of data protection within the University community as a complement to the existing arrangements. - The rules concerning IT and freedoms are on the intranet and available to all the community. - Since 25 May 2018, a new text has been implemented, with the aim of harmonising the principles applicable in the European Union concerning the protection of personal data . Weaknesses : The establishment needs to progress - Processing of personal data is not reported: too few reports compared to the size of the establishment. - The Cloud and the computers might not be protected well enough: The use of proprietary software external to the University of Nantes (Google Drive, Dropbox etc...) is still common. - The organisation of data collected, at the scale of the establishment, could also concern the core services of the UN, which use personal data or projects. - Emerging topic (2018) : the request from researchers in health to store personal data relative to clinical research – links with CHU (data protection > General Data Protection regulations directive).	Prioritary actions to implement: - Train the personnel in good research practice. - Facilitate the finding of information on the website. - Define and roll-out the governance and strategy for data protection, especially organising, at the scale of the establishment, the data collected for use in research (organisation, procedure for access, storage and destruction of information collected) and raising the University community's awareness following the implementation of the new regulation on 25 May 2018 (information and training) Suggestions for improvement to go further in the future: - Personal safety: Implement a medical on recruitment and every two years, thereafter ; Lower the number of teaching hours for the teachers who are highly active in research. - Data protection: Give the teachers the possibility of putting their lessons on Madoc in a format which is similar to Google Books, so that the students have no means of copying the texts ; Free up time to allow researchers and research engineers to train and put effective data protection into practice

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8. Dissemination, exploitation of results	++ fully implemented	Strenghts: - Within the University of Nantes the susceptibility to scientific dissemination is real and certain - The means for dissemination of research results exist and are used within the University community, especially with the obligation to deposit publications in the HAL open archive Weaknesses: - Communicating this to the socio-economic world remains to be consolidated	Prioritary actions to implement: - Implement a training module dedicated to PhD students on open access and open data - Provide training sessions for PhD student at accompanying them to disseminate scientific and technical culture to the socio-economic world and the general public Suggestions for improvement to go further in the future: - Visible information by displaying the intellectual property Charter - Information note or « pamphlet », accessible on madoc or the intranet, and a yearly reminder by email . - Creation of a support network. - Creation of an explanatory workshop - Creation of an electronic publishing centre at the University of Nantes (independent publishing platform) with personnel responsible for working with the research professors on the formatting and publication of their work
9. Public engagement	++ fully implemented	Strenghts: Concerning Scientific and Technical Culture (the general public), the means exist and they are efficient	Suggestions for improvement to go further in the future: - Yearly information about the different possibilities for the communication and the scientific popularisation of work, destined for the general public. - Active approach to be taken on this subject, with the daily newspapers and even news channels. - Recognition of involvement in the projects of popularisation through release from teaching or allotted referential hours , support in terms of funding, man hours (research engineer).
10. Non discrimination	+/- almost but not fully implemented	Strenghts: - The practices of the University are in compliance with the French legal framework . - The University desires to promote exemplary practice in this area, notably on gender equality as well as the recruitment of disabled people. Weaknesses: - A lack of information and communication, in particular about sexual harassment, has been remarked	Initiatives already undertaken: - Blueprint on Disability 2017/2019. - The Launch of the reception and monitoring unit against harassment at the University of Nantes in May 2018. Prioritary actions to implement: - Highlight communication on what has already been done and proceed with public displays not yet done. - Awareness of the principles of non-discrimination. Suggestions for improvement to go further in the future: - Make sure other types of discrimination do not become established, such as: status inequalities for the same work .
11. Evaluation/ appraisal systems	- insufficiently implemented	Strenghts: The University accompanies the researchers and the laboratories in the preparation for the five-year assessment led by the national authorities (HCERES). Weaknesses: - There is much resistance to the question of individual assessment of researchers. Nonetheless, this evaluation is seen by some researchers as the opportunity to highlight their achievements.	NOT DESIRED, but despite everything, some propositions are made. Prioritary actions: - Rules concerning promotion must be clearly communicated, with the publicising of the possibilities and the results of the promotions. Suggestions for improvement to go further in the future: - Introduction of interviews with one's employer during research councils at the level of the poles or through the promotion of an individual's Portfolio . - The assessment of the professor's research activities based on an annual , or mid-term, scientific report. - The introduction of career supervision, like for the researchers from the CNRS or INSERM.

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Recruitment and Selection			
12. Recruitment	+/- almost but not fully implemented	<p>Strengths:</p> <ul style="list-style-type: none"> - The recruitment of tenured researchers is in compliance with current laws , in particular concerning the transparency of juries and the publication of the positions and the profiles. - Efforts have been made to employ researchers who benefit from employment obligation, and this effort must be consolidated and continued. - A « gender equality » mission exists, and has, among other things, the objective of promoting the access of women to the profession of researcher and to positions of responsibility . <p>Weaknesses:</p> <ul style="list-style-type: none"> - These practices are not communicated well enough within the establishment and recruitment policy could be better explained. - Gender equality is taken into account when composing a jury but does not always materialise in recruitment. - Concerning contractual personnel, the reglementary framework is less well-defined. This is why the University wishes to develop a Charter for the management of contractual administrative personnel, which defines the rules for managing them. - The flexibility of contractual recruitment is an asset (fewer procedures) but that is also inconvenient : having few or non-existent rules, no publication (the profile type shown for positions progressively), no explanation for applicants who have been refused (formatted responses) 	<p>Initiatives already undertaken :</p> <ul style="list-style-type: none"> - Publication of a Careers' Guide for research professors in February 2018, in both French and English. <p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Display the establishment's recruitment policy . - Review how information is diffused. - Ensure job offers are complete (including mentioning disability) and published correctly (for all recruitment, including for research engineers). <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Define who is in charge of diffusing job offers (depending on skills expected and/or thematic network – why not the Director of the Unit ?). - Provide a reminder of basic advice about diffusion in the recruitment procedure. - Study the possibility of recruitment of research professors under a fixed-term contract of 3 or 4 years, with the implementation of an ad'hoc salary grid and with tenure possible when there is a vacant position, in order to attract international applicants. - Establish clear rules for temporary lecturer and research assistants.
13. Recruitment (Code)	+/- almost but not fully implemented	<p>Strengths:</p> <ul style="list-style-type: none"> - For research professor and tenured researcher recruitment, the conditions and work prospects are detailed in the job description and the attached careers' guide. - The recruitment procedures are formalised <p>Weaknesses:</p> <ul style="list-style-type: none"> - The required skills are not always sufficiently detailed in the job description, in particular the life-skills and know-how. There is none, or not much, comparison with international practices. - For contractual personnel, it will be necessary to make operations more transparent and open, for example with the publication of job descriptions. - Recruitment procedures are solely diffused inside the establishment. Access to information could be improved. 	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Make sure that the job offers are less obscure with respect to international standards. - Set up a space which is easy to locate and dedicated to recruitment, on the University website. - Multiply the sources of publication for all types of position. - Inform more, both inside and outside the establishment : More publicity about the job offers (publication exclusively on Galaxie is not enough). - Introduce mobility regulations
14. Selection (Code)	++ fully implemented	<p>Strengths:</p> <ul style="list-style-type: none"> - Training for member of juries (BIATSS* recruitment) and committees (research professor recruitment) exists. It is systematic for members of juries and the presidents and vice-presidents of committees. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Innovative recruitment techniques are very rarely used. - The recruitment of contractual personnel is not in line with the rules that have been harmonised and formalised at the level of the establishment, there are a variety of practices. <p><i>*Library, Engineers, Administrative, Technicians ,Social and Health personnel</i></p>	<p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Make sure that the rules that already exist are respected (reduce the number of local members on a jury). - Relocate the competitive exams for the positions (recruitment for Nantes will be carried out in Toulouse and that for Toulouse will be in Rennes).

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15. Transparency (Code)	+/- almost but not fully implemented	<p>Strenghts:</p> <ul style="list-style-type: none"> - Concerning recruitment of tenured personnel, transparency is respected (the regulations are formalised and well-known). <p>Weaknesses:</p> <ul style="list-style-type: none"> - Information about job development could be reinforced. - Recruitment procedure for contractual personnel does not have as many details published as for tenured staff. - Applicants who are not selected are not provided with a detailed opinion concerning their application . 	<p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Organise the formalisation of feedback for candidates. - Efforts to be made concerning transparency in respect of the composition of selection committees and in respect of the choice of Temporary Teaching and Research Fellow based on objective criteria
16. Judging merit (Code)	-/+ partially implemented	<p>Strenghts:</p> <ul style="list-style-type: none"> - The establishment has a degree of latitude concerning the formulation of criteria that allow the applicant to be assessed during the recruitment process. <p>Weaknesses:</p> <ul style="list-style-type: none"> - These criteria have not been formalised within the establishment . - It has been remarked that some aspects of a person's background are not taken into consideration at all: personal projects accomplished, innovation, public awareness. Bibliometric indicators remain the dominant factor. 	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Introduce more precise evaluation grids in order to make the criteria of merit measurable. <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Evaluate merit in a more balanced way regarding the 7 obligations laid down by the law for higher education, and not exclusively based on the number of publications. - From a qualitative standpoint, take into account feedback from students and their successes. - Relocate expertise, highlight the good conferences and journals
17. Variations in the chronological order of CVs (Code)	- insufficiently implemented	<p>Strenghts:</p> <p>We can observe the development of bridges between the private sector and the academic world, which allow for a valorisation of the applicant's experience when they come from the private sector.</p> <p>Weaknesses:</p> <ul style="list-style-type: none"> - The coherence of academic and professional background remains a powerful argument, and that makes it difficult to appreciate the value of experiences which are « off-course » and which may have allowed for the development of other skills. - Furthermore, real equality in the assessment of careers' pathways needs to be implemented, since interruptions, for maternity leave, for example, are not taken into account 	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Highlight professional background outside the academic sphere, because diversity in career paths is interesting and enriching: by integrating a module about profiles when training the recruiters <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - In the job description we could mention that possible professional experience in the private sector could be an asset (using the conditional), whilst stating that it is not essential
18. Recognition of mobility experience (Code)	-/+ partially implemented	<p>International mobility:</p> <p>Strenghts:</p> <ul style="list-style-type: none"> - In some areas, having experience of international mobility is primordial for future recruitment and career development (Health, Science and Technology). - A big effort is being made by the establishment to translate documents into English (memos, forms, booklets ...). <p>Weaknesses:</p> <ul style="list-style-type: none"> - The situation is different depending on the academic field. - Schemes that favour international mobility exist, but they need to be more dynamic and strengthened. <p>Disciplinary/Sectorial mobility:</p> <p>Strenghts:</p> <p>Disciplinary or sectorial mobility is encouraged for BIATSS* and contractual teachers.</p> <p>Weaknesses:</p> <p>For tenured teaching staff, sectorial mobility is complicated by the French national context, which encourages hyper-specialisation, and it necessitates a change of CNU** section .</p> <p>*Library, Engineers, Administrative, Technicians ,Social and Health personnel **National Council of Universities</p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Documents, booklets, procedures and administrative documents written in English. - Develop training module in English - Encourage researchers to have international experience at some point in their career, improving communication on mobility opportunities <p>Suggestions for improvement :</p> <ul style="list-style-type: none"> - Taking English into consideration during recruitment (when making up the selection committee, include a member who knows the language of the applicant). - Evaluate international mobility in terms of the number of publications, number of joint dissertations...

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19. Recognition of qualifications (Code)	+/- almost but not fully implemented	Weaknesses: The members of recruitment committees should be better trained to recognise and identify informal qualifications	Suggestions for improvement to go further in the future: - Foster exchanges with the component, the recruiting service. - Establish a job description which is more precise about expectations. - Write a clear, complete document for the members of the jury.
20. Seniority (Code)	+/- almost but not fully implemented	Strengths: - The experience and accomplishments of the applicant are taken into consideration during the recruitment process. Weaknesses: - Professional development throughout life is still underdeveloped: mechanisms are provided by the regulations, but the establishment has not yet taken them onboard or structured them.	Suggestion for improvement to go further: - Personalised career reviews, on recruitment and every 5 years, for example, should be offered: process and means to be put in place (recruitment of someone in HR to accompany the component directors)
21. Postdoctoral appointments (Code)	- insufficiently implemented	Strengths: - The University of Nantes does not differentiate between post-doc researchers and contractual researchers. Existing arrangements and the difficulties faced are, therefore, the same. Weaknesses: - Recognition of contractual researchers should be identical to that of tenured researchers - The doctoral students could be better accompanied for the next step in their career, and the succession of contracts also represents a real difficulty.	Prioritary actions to implement: - Inform PhD students about conditions and possibilities of post-doc recruitment, for example creating a clear information note Suggestion for improvement to go further in the future - Systematise the integration of doctoral students in comprehensive research projects
Working Conditions and Social Security			
22. Recognition of the profession	++ fully implemented	Strengths: - The French regulatory framework has fixed conditions for the valorisation of a teacher's career, no matter the stage that they are at. - The valorisation of professional experience is based on previous status, career path and the progress in rank.	Prioritary actions to implement : - Improve communication via dedicated spaces. - Share information and make the current criteria explicit. Suggestions for improvement to go further in the future: - An opinion from outside of the University would be an advantage in order to avoid a « just between ourselves » effect.
23. Research environment	-/+ partially implemented	Strengths: - In line with national practices/application: Decree 82-453 amended in relation to occupational health and safety, along with preventive medicine in public service. - Additional practices within the University of Nantes: Existence of 6 health and safety commissions (The establishment's and 5 specific ones on each site, in order to guarantee a network of bodies adapted to the diversity of our sites and our activities. The Board of Health and Safety is made up of 7 agents, as well as a network of 10 prevention counsellors, who work with the prevention teams of our research partners (INSERM, CNRS...)). - More than 100 prevention assistants are present in the components and laboratories. This organisation is completed by a network of specialised prevention people (Lifesavers, fire safety, Radioprotection). - A long-term prevention programme has been submitted to the Health and Safety Commission for consideration. - A specific plan for the prevention of psychosocial risks, with the recruitment of a contact person for "quality of life at work", within the Health and Safety department at the UN . - A quality of life at work strategy is being elaborated . Weaknesses: - A cultural deficit in prevention in academic collectives ,identification of people and tasks in this area. - Minimum « material resources » are not always provided: office, computer, budget to cover the basic expenses at a conference.	Initiatives already undertaken : - Introduction of an on-call number at the University: necessary to compensate for work in isolation and technical problems concerning safety. Suggestions for improvement to go further in the future: - Set up an IT service, centralised in Nantes, even for more distant sites. - Train the IT technicians how to support the requirements of research activities. - Encourage access to electronic versions of journals or archives which are available on pay-per-use sites (history). - Extend library opening times - Boost manpower and funding for setting up projects, assistance with publishing, help running labs, programming and other services that contribute to the tools necessary for scientific research

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24. Working conditions	+/- almost but not fully implemented	<p>Strengths: The practices at the University of Nantes comply with the national legislative and regulatory framework: The law of 25 August 2000 limits work time to 1,607 hours per year. The Education Code specifies the statutory provisions governing research professors. The law of 11 January 1984 details the provisions for the non-separation of spouses and the conditions for granting and exercising research/conversion leave.</p> <p><i>Practices within the University of Nantes:</i></p> <ul style="list-style-type: none"> - Provisions for research/conversion leave exist. - A Charter on the use of email was produced and addressed to all personnel in April 2018. - Teleworking was set up at the beginning of the academic year 2018. Communicated to all personnel in May 2018 along with the Charter indicating the practical arrangements. - Publication of a Careers' Guide * for research professors in February 2018, in both French and English. - A prevention plan for psychosocial risks has existed since 2015. A procedure aimed at improving the quality of life at work has been ongoing since September 2018. <p>Weaknesses:</p> <ul style="list-style-type: none"> - The work environment (in particular concerning the availability of dedicated spaces and material) varies a lot depending on the discipline in which the doctoral student is enrolled. - Actual teaching volume is often more than the 192 hours, or equivalent, of tutorials for research professors and teachers report difficulties in reconciling all the tasks assigned to them (balance between teaching/research activities/administrative activities). - Communication with the teachers about all the arrangements that exist, needs to be improved, so that as many of them as possible can benefit. 	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Recruit personnel in a lasting manner to second the researchers in the areas of logistics and administration, creating Research Support Units - Inform about the existing measures for supporting researchers, for example providing a digital guide on recruitment (which indicates how to obtain information about administration, logistics and research...). <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Introduction of an indicator so as to evaluate each person's work time (outside teaching): Reference framework of activities by pole being taken into account. - Give more research/conversion leave, like in the international universities that we are compared with, either a semester every 7 semesters , or every five years, and it should be automatic. - Give the possibility to modulate service every other year (depending on the intensity of the research work). - Increase the number of research professor in the HSS field. - Work on the rules of good conduct with regard to working time : reminding the legal number of work hours, promoting the idea that the number of hours legally worked should not be exceeded and reminding that the working week goes from Monday to Friday - Implement an evaluation of the number of hours spent correcting after practicals
25. Stability and permanence of employment	+/- almost but not fully implemented	<p>The status of research personnel is regulated by the law of 11 January 1984 with statutory provisions governing the state's civil service.</p> <p>Strengths:</p> <ul style="list-style-type: none"> - A policy to reduce the precarity of research personnel is carried out by the University: Measures resulting from the Sauvadet law (reserved competition) ; Policy to have permanent contracts ; Stabilisation of the rate of employment of contractual teaching staff (27% in 2017 –BS 2017 figures). - A Charter for the management of contractual BIATSS* personnel was adopted in 2017. This charter aims to promote and recognise the commitment of contractual personnel to civil service and the University of Nantes. It is a concrete outcome of the HR policy of the University created for securing professional pathways and the promotion of the quality of life at work. 	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Introduce a career follow-up, with dedicated staff. <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Carry out an audit of the funding plans with regard to the division of competences, to be accompanied by supervision, which has the responsibility of creating permanent contracts. (Work through "Capacités"; branch of the University). - Take into account the particularities of each job. - Give decision-making power to those financing the position.

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26. Funding and salaries	+/- almost but not fully implemented	<p>Strenghts:</p> <ul style="list-style-type: none"> - Remuneration of tenured research personnel is governed by the provisions in the law of 13 July 1983. - The main remuneration increases periodically and is completed by bonuses. - For contractual personnel not subject to the regulation, the remuneration is defined by the Charter for the management of contractual personnel at the University of Nantes, which provides a 3-yearly re-evaluation of their remuneration. - Social security and the right to retire are applied in accordance with national regulations, according to the specificities of the schemes (contractual or tenured personnel). <p>Weaknesses:</p> <ul style="list-style-type: none"> - An issue has been reported concerning the payment of additional hours (payment in installments over several months). <p><i>*Library, Engineers, Administrative, Technicians, Social and Health personnel</i></p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Send all the personnel a bulletin listing the different bonuses and the conditions for receiving them . <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Clarification of wording on pay slips. - Evolution requested on the delay of payment of additional hours. - Possibility of expansion of payment cards (purchases) for all researchers: mostly to avoid them having to advance certain expenses. - Provide information, in particular about the remuneration of speakers at conferences. - Nominatively inform people when bonuses and other allocations are being paid, via email. - Provide people with a schedule of payments for services which are additional to teaching and for referential hours - Improve communication by having a space dedicated to this subject. - Provide the monthly pay slip within a fortnight of the following month. - Provide a digital version of the pay slip to have as soon as the remuneration is paid into your bank
27. Gender balance	+/- almost but not fully implemented	<p>Strenghts:</p> <ul style="list-style-type: none"> - The Education Code (articles L123-2 and L123-6) declares the principle of gender equality. Furthermore, the laws of 13 July 1983 and 12 March 2012 prohibit any discrimination between research personnel, whatever the nature of that discrimination. - The principle of equality applies to the composition of the University bodies. - The University of Nantes seriously commits to creating a mission on gender equality. - The Charter for Gender Equality was unanimously adopted on 29 March 2013 by the University Board of Administrators. <p>Weaknesses:</p> <ul style="list-style-type: none"> - The yearly social reviews show that, despite this, gender equality needs to progress. Even though contractual research professors and category A BIATSS* staff almost reach a balance, concerning gender equality - Women represent only 37% of the tenured research professors and only 20% of the professors at the University. - Female BIATSS* are in a majority in categories B and C of the administrative bodies. <p><i>*Library, Engineers, Administrative, Technicians, Social and Health personnel</i></p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Maintain the effort and improve, based on the disciplinary fields, by improving dissemination on the existing policy and tools and implementing training modules - Support female researchers becoming head of research units <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Have a budget for this. - Implement a release from teaching of more than 50 hours for the manager of this project. - Promote paternity leave and responsibilities
28. Career development	-/+ partially implemented	<p>Strenghts:</p> <p>Mechanisms are being organised on the individual accompaniment of researchers, including training (cf pt 38).</p> <p>Weaknesses:</p> <p>At the moment, there is no strategy for the development of researchers' careers at the University</p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Develop professional interviews or otherwise sessions for information/discussions/coaching about these subjects (career development). - Clarify the possibilities of advancement and promotion - Devise more elaborate digital tools for information. <p>Suggestions for improvement to go further in the future :</p> <ul style="list-style-type: none"> - Install Training – Awareness – Evaluation – Supervision

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29. Value of mobility	-/+ partially implemented	<p>International mobility:</p> <p>Strenghts:</p> <ul style="list-style-type: none"> - In some areas, having experience of international mobility is primordial for future recruitment and career development (Health, Science and Technology). - A big effort is being made by the establishment to translate documents into English (memos, forms, booklets ...). <p>Weaknesses:</p> <ul style="list-style-type: none"> - The situation is different depending on the academic field. - Schemes that favour international mobility exist, but they need to be more dynamic and strengthened. <p>Disciplinary/Sectorial mobility:</p> <p>Strenghts:</p> <p>Disciplinary or sectorial mobility is encouraged for BIATSS* and contractual teachers.</p> <p>Weaknesses:</p> <p>For tenured teaching staff, sectorial mobility is complicated by the French national context, which encourages hyper-specialisation and necessitates a change of CNU** section</p> <p>*Library, Engineers, Administrative, Technicians ,Social and Health personnel ** National Council of Universities</p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Establish an internal document that centralises all the possibilities for mobility. - Inform about the ways of becoming mobile: for example asking those responsible for Erasmus to organise an information session destined for research professors, every 2 to 3 years <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Implement a top-down communication for application. - Take real career seniority into account, including work other than in Nantes. - Remove the box that separates activities pre-arrival at the University of Nantes and those on behalf of the UN, in the documents for promotions and research/conversion leave, for example. - Increase the number of possibilities for advancement
30. Access to career advice	-/+ partially implemented	<p>Strenghts:</p> <p>Support for personnel is organised by the mobility pathway counsellor by the Management and Skills pole.</p> <p>Weaknesses:</p> <p>Existing practices need to be highlighted within the University of Nantes</p>	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Better inform the doctoral students about employment opportunities by creating a booklet (like for Bachelor's and Master's students) - Role of institutionalised counsellor to be integrated into the job description of the Head of research professor personnel. - Set up a closer follow-up of doctoral students, especially at the end of their thesis (integrating all the « actors » in the thesis : not the same "customer service" with all the thesis supervisors). <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Use indicators to follow the doctoral students (set up by the graduate schools) to make the thesis supervisors aware of an improved support system. - Keep the doctoral students email addresses. - Introduce a financial policy to incite support (adjustment variable on provisions allocated to the laboratory). - Offer training cycles for the preparation of post- thesis competitive exams, for example, CNRS entrance exam
31. Intellectual Property Rights	++ fully implemented	In line with the charter.	<p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Create an information unit and a contact person who can help with procedures. - Better identify the contact in the pole for the valorisation of research work. - Get the legal service to write a note addressed to everybody at the beginning of each year and/or write an information sheet
32. Co-authorship	+/- almost but not fully implemented	Strenghts: National ethics Charter for professions in research	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Make the National ethics Charter known and display it in the laboratories (Charter to be signed by each new arrival) <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Define the rules for publication and adapt them according to the research discipline and type of publication : take onboard the National ethics Charter for professions in research, signed on 29/1/2015.

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33. Teaching	-/+ partially implemented	<p>Strenghts:</p> <ul style="list-style-type: none"> - The teachers who wish to develop and improve their teaching practice can benefit from a personalised accompaniment with the Pedagogical Development Centre at the University of Nantes. - New teachers benefit from a year of training (32 hours of training offered by the Pedagogical Development Centre). - Important volumes of teaching are enhanced financially. <p>Weaknesses:</p> <ul style="list-style-type: none"> - The teachers report difficulties in reconciling all the tasks assigned to them (balance between teaching/research activities/administrative activities). - Bibliometric indicators remain the dominant factor. Teaching is a minority criterium in the valorisation of a researcher's career. 	<p>Prioritary actions to implement:</p> <ul style="list-style-type: none"> - Introduce a policy for accompanying research, which will involve an increase in research and administrative positions <p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Introduce indicators to be able to take into account the assessment pathway (based on internationally recognised criteria) - Tailor services according to the involvement of each person in teaching and in research (permitted by law since 2005). - Reduce the volume of lessons, like liberated hours, (rather than bonuses) for teaching responsibilities. - Associate CNRS teachers more with teaching. - Define « research » pathways and « teaching » pathways, where a research professor would be able to choose one or the other, during his career. - Take into consideration the students' feedback in order to evaluate the quality and commitment of the teacher. - Provide an equivalent bonus for investment in terms of pedagogical innovation and administrative responsibilities. - Find balanced authorities (3 polarities : research, teaching and administrative) in order to evaluate the dossiers. - Develop an opposable self-assessment grid to accelerate the change of level , or to enable people to obtain specific bonuses
34. Complains/ appeals	++ fully implemented	<p>Strenghts:</p> <p>The payment of legal fees is conditional on the conclusion of an honorarium agreement whereby the University may impose conditions and limits on the payment of fees in order to protect itself from any disproportionate expenditure.</p>	<p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - Make the procedures known. - Set up a totally independent appeal body from the private sector within the University of Nantes: in short, a consulting firm specialising in harassment, workplace suffering and conflict resolution.
35. Participation in decision-making bodies	++ fully implemented	<p>Strenghts:</p> <p>The Education Code gives the detail of the conditions for participating on University councils and committees</p>	<p>Suggestions for improvement to go further in the future:</p> <ul style="list-style-type: none"> - See that these bodies communicate.

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Training and Development			
36. Relation with supervisors	- insufficiently implemented	<p>Relationships are different depending on the type of thesis being carried out.</p> <p>Strengths: Supervision procedures between a doctoral student and his supervisor are defined in the doctoral contracts, based on the ministerial order of 27 May 2016.</p> <p>Weaknesses: - Concerning young researchers, a lack of support has been noticed on how they conduct their work and their interactions with their thesis supervisor --> to be seen with the Graduate School. - The work of accompaniment by the thesis supervisor needs to improve : absence of specific training ; insufficient awareness of the doctoral student to develop his continuing education – Continuing Professional Development</p>	<p>Initiatives already undertaken : - Recruitment of an agent, at the end of 2017, with the objective of identifying the training that exists at all establishments within the University of Bretagne-Loire, so as to make up a catalogue and overview.</p> <p>Prioritary actions to implement: - Set up training for supervisors in order to help them managing doctoral students - Advise the doctoral student about the post-doc positions and the applications for academic or industrial posts</p> <p>Suggestions for improvement to go further in the future: - Generalisation of the portfolio (study its limitations and use) and put it to service of the supervisor. - Get both parties to read the Thesis Charter at the same time</p>
37. Supervision and managerial duties	+/- almost but not fully implemented	<p>Strengths: - In general, all the University's training propositions (in particular for management) are open to experienced researchers (in accordance with their requirements). - Training dedicated to Unit directors runs in parallel, and also a « director's pathway » (50 hours of training dedicated to strategic management). - Helping tools exist (guide for new Unit directors, in particular).</p> <p>Weaknesses: It has been noted that these training courses and tools remain mostly unknown to the researchers.</p>	<p>Initiatives already undertaken : - Training for new lecturers introduced since the beginning of the academic year of 2018 and organised by the Pedagogical Development Centre (32 hours in the first year and 32 over the 5 following years).</p> <p>Prioritary actions to implement: - Increase the training available to directors of research units, on coordinating and managing a laboratory</p> <p>Suggestions for improvement to go further in the future: - Via the Unit Directors, make the researchers aware of the added value of a career plan for their teaching and research activities (pt 39). - Train, in an ad hoc manner, the HR personnel to take charge of regular career interviews - Have a career's guidance document for each researcher or research professor.</p>
38. Continuing Professional Development	- insufficiently implemented	<p>Strengths: Efforts have been implemented in order to better communicate on continuing professional development</p> <p>Weaknesses: The training propositions still are not well enough developed or known. The University is aware of this and actions are already underway to improve the understanding of the training requirements and how they can be met</p>	<p>Initiatives already undertaken : - We have taken advantage of this consultation of the staff of the research laboratories following the work carried out by the work groups in the HRS4R procedure – inventory) to address a catalogue of the existing training courses available and to take stock of their needs in terms of training. - Joint work between the laboratory authorities to share needs and seek to pool training opportunities.</p> <p>Prioritary actions to implement: - Develop assistance with foreign languages, especially English, for the research professors who can offer their lessons in English and thus attract foreign students and reinforce the scope of the University. - Implement MANDATORY educational and safety training for those responsible for tutorials - Offer doctoral training about pedagogy.</p> <p>Suggestions for improvement to go further in the future : - Create an ERASMUS +. - For certain training modules, distinguish between the specialities of the research professors (hard science, HSS) (e.g. : in English). - Set up times for exchange, in the lunch-hour , so that everybody (researchers and administrative staff) is bilingual (oral). - Make the most of short stays abroad, not just seminars. - For existing training, follow it with enhancement and/or refresher courses.</p>

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39. Access to research training and continuous development	- insufficiently implemented	Cf point 38. Strenghts: Support for personnel is organised by the Management and Skills pole (mobility pathway counsellor).	Initiatives already undertaken : - We have taken advantage of this consultation of the staff of the research laboratories (following the work carried out by the work groups in the HRS4R procedure – inventory) to address a catalogue of the existing training courses available and to take stock of their needs in terms of training. Cf. point 38 Prioritary actions to implement: - Ensuring access to all researchers to the existing research training offer provided by the University of Nantes and other partners research entities (CNRS, INSERM, INRAE, etc) - Programme yearly training with the management (component directors/general secretaries) so that it can be taken into account a priori in their constraints. Suggestions for improvement to go further in the future: - Let researchers benefit from training courses offered to doctoral students: study the budget available for this. - Study the possibility of connecting the conferences within the University of Bretagne-Loire with the University of Nantes, with the submission of a certificate of participation in an online conference. - Use the Portfolio. - Make doctoral students aware (via their thesis supervisor) of the added value of a career plan for their teaching and research activities - Train, in an ad hoc manner, the HR personnel to take charge of regular career interviews - Have a career's guidance document for each researcher or research professor. (point 37). - Offer training from 5 p.m. onwards and/or on Saturday mornings, in January, May, June and July. - Propose one session in the first semester and another in the second, for every training course. - Liberate personnel from lessons in order to enable them to follow training courses. - Have days without lessons in order to do training.
40. Supervision	- insufficiently implemented	Weaknesses: no supervisors	Prioritary actions to implement: - Training, which associates doctoral students/thesis supervisors, on how to conduct research projects. - Implement a mentoring system for new researchers in order to guide and inform. Suggestions for improvement to go further in the future: - See about the valorisation of this new assignment - On welcoming new people, generalise visits other than just the laboratory, so they can rapidly get to know the University better.