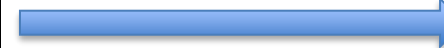
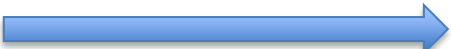


NEW ACTION PLAN FOR 2026-2029

Theme	Action	Dpt.	Type	Implementation period	Ind.
Recruitment	Inform applicants on the recruitment procedure and provide supporting material in French and English.	DRH	C		IR1-1 IR1-2 IR1-3
	Better define the steps and rules of the recruitment process, harmonise procedures for internships (intellectual property, occupational accidents), and finalise the internship guide (+ practical information sheets in the toolbox).	DAJ DRH DIRVED	P C		IR2-1 IR2-2 IR2-3 IR2-4
	Standardise recruitment interview grids (selection criteria, essential questions to ask, etc.).	DRH DIRVED	C		IR3-1
	Improve information for new recruits. Draw up an "induction course" booklet (including safety information).	DRH DIRVED	C		IR4-1 IR4-2 IR4-3
	Draw up and publish a recruitment guide for contract staff (procedures, job description framework).	DRH DIRVED	P		IR5-1 IR5-2 IR5-3
	Improve the attractiveness and visibility of ULHN recruitment opportunities (mainly on the ULHN website).	DIRCOM DRH DIRVED	P C		IR6-1, IR6-2 IR6-3 IR6-4 IR6-5
	Deployment of online application monitoring software for recruitment (BETWEEN) - NEW	DRH	D		IR7-1

- IR1-1:** Translation into English and posting on the intranet of recruitment procedures to be distributed/published with job vacancies or competition announcements. Target: completion within 1 year,
- IR1-2:** Number of downloads / consultations / transmissions of the procedure to candidates for teaching/research positions per year,
- IR1-3:** Number of downloads/consultations/transmissions of the procedure to applicants for jobs on research projects per year.
- IR2-1:** Construction of the new guide's structure (management of incoming and outgoing trainees and the trainee's welcome booklet at the university) and identification of authors. Objective: validation early 2025,
- IR2-2:** Drafting, translation into English (for trainee's welcome booklet) and posting on the intranet. Target: completion within 1 year,
- IR2-3:** Percentage of new trainees who have received the trainee's welcome booklet. Target: 100% in 3 years,
- IR2-4:** Measuring awareness of the guide = number of intranet views or communication requests per year. Objective: to increase the number of views during the three years.
- IR3-1:** Percentage of recruitments using the interview grids in relation to the number of recruitments carried out. Target: 100% in 3 years,
- IR4-1:** Construction of the guide's structure and identification of authors. Objective: validation early 2025,
- IR4-2:** Drafting, translation into English and posting on the intranet. Target: translation within 1 year,
- IR4-3:** Percentage of new recruits who received the guide or were officially informed of where to consult it. Target: 100% each year,
- IR5-1:** Number of recruitments offers pre-validated before publications / number of recruitments offers published per year. Target: 100 % in 3 years,
- IR5-2:** Number of recruitment juries for contract staff working on research projects with the participation of administrative representatives (DRH / DiRVED) / Number of recruitment juries for contract staff working on research projects. Target: 100 % in 3 years,
- IR5-3:** Number of complete recruitment follow-up files (with status of applications and reasons for choice) on research projects registered with HRD / Number of recruitments carried out on research projects per year. Target: 100 % in 3 years.
- IR6-1:** Number of recruitments offers posted on the ULHN site per year / Number of recruitments offers. Target: 100% in 3 years,
- IR6-2:** Number of recruitments offers for research purpose posted on the Euraxess site per year / Number of recruitments offers. Target: 100% in 3 years for research purpose recruitment,
- IR6-3:** Number of recruitments offers for research purpose shared with our international partners per year / Number of recruitments offers. Target: 100% in 3 years for research purpose recruitment,
- IR6-4:** Number of international candidatures for recruitments on research contracts / Number of offers per year. Objective: increase this number (+50 % in 3 years),
- IR6-5:** Number of international candidatures for doctoral offers / Number of offers per year. Objective: increase this number (+50 % in 3 years).
- IR7-1:** Finalisation of deployment. Target: completion within 1 year.

Theme	Action	Dept.	Type	Implementation period	Ind.
Human resources management	Provide staff with better information on career development and promote career monitoring.	DRH	C		IH1-1 IH1-2 IH1-3
	Create a post-doctoral student status and draw up a guide for post-doctoral students (+ access to training).	DRH DIRVED	P		IH2-1, IH2-2, IH2-4
	Promote competitive exams to tackle work precarity (HR newsletter and intranet).	DRH	D		IH3-1
	Improve information on Leaves for Research or Thematic Conversions (CRCTs), which are underused.	DRH	C		IH4-1
	Promote HR training courses related to professional interviews.	DRH	T	Completed	IH5-1
	Offer professional development and professional integration training courses to Non-Tenured Teaching and Research Associates (ATERs), post-doctoral students, and contract research staff.	DRH DIRVED	D		IH6-1, IH6-2
	Addition to the institution's information system of a software module (FEVE) dedicated to monitoring career development interviews - NEW	DRH	D		IH7-1

IH1-1: Number of HR newsletters published per year. Target: 4 per year,

IH1-2: Number of career monitoring appointments with the Department of Human Resources per year. Target: + 30 % in 3 years,

IH1-3: Number of career monitoring appointments with the Department of Human Resources per year and staff category. Target: + 30 % in 3 years.

IH2-1: Publication of a post-doctorate guide for laboratories and support departments. Target: done and published on intranet for the end of 2027,

IH2-2: Publication and translation in English of a post-doctorate in Le Havre guide for candidates and new recruits. Target: done in 2028,

IH2-4: Number of training courses attended (technical or related to professional integration) by post-docs per year. Target: 2 per post-doc per full year to 3 years.

IH3-1: Number of initiatives aimed at facilitating preparation for the competitive examinations held each year. Target: minimum 3 initiatives per year.

IH4-1: Number of CRCT attributed / number of possibilities per year. Target: 100% of possible CRCT's awarded each year.

IH5-1: Number of participants in HR training courses related to professional interviews per year. Target: 50% of employees concerned within 5 years.

IH6-1: Number of professional development and professional integration training courses offered. Target: 5 proposed actions per year within 3 years,

IH6-2: Number of participants / number of people concerned per year. Target: At least one training course per person per year within 3 years.

IH7-1: Number of interviews recorded in FEVE per year. Target = 100% of interviews within 3 years.

Theme	Action	Dept.	Type	Implementation period	Ind.
Intellectual property	Draw up and distribute a guide on intellectual property (intranet).	DAJ	C		IP1-1 IP1-2 IP1-3 IP1-4
	Develop awareness-raising initiatives and offer training courses on intellectual property to all research-related staff.	DAJ DRH DIRVED	T		IP2-1 IP2-2 IP2-3 IP2-4

IP1-1: Design of the guide's outline and identification of authors. Target: validation in autumn 2024,

IP1-2: Progress in drafting and distributing the guide. Target: Drafting and posting on intranet of 2 thematic sheets in 2024, followed by 4 new or updated sheets per year,

IP1-3: Translation of data sheets into English for international researchers. Target: translation within 1 year,

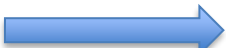
IP1-4: Number of intranet views per year. Target: to increase the number of views during the next 3 years.

IP2-1: Raising awareness among laboratory staff. Target = 50% in 3 years,

IP2-2: Raising awareness among doctoral students. Objective: 100% in 3 years,

IP2-3: Raising awareness among support staff dedicated to research (DIRVED and University Library Research Support Unit). Target: 100% within 1 year,

IP2-4: Raising awareness of contract staff working on research projects. Objective: 100% in 3 years.

Theme	Action	Dept.	Type	Implementation period	Ind.
Research data	Promote access to open-access digital databases (e.g., recherche.data.gouv.fr, Norman cloud, HAL etc.), for depositing and sharing open data.	BU DIRVED	C T		ID1-1
	Offer training courses on data management plan drafting and research data management.	BU DIRVED	T		ID2-1 ID2-2
	Pursue actions to raise awareness on open institutional archives in research laboratories.	BU DIRVED	C		ID3-1
	Promote an open science guide and translate main sections in English.	BU DIRVED	C		ID4-1 ID4-2
	Circulate the existing Open Science Charter.	DIRCOM	C	Completed	ID5-1 ID5-2
	Contribute to the dissemination of research results (internet, social networks, press).	DIRCOM	C	Completed	ID6-1

ID1-1: Number of deposits of data on ULHN's recherche.data.gouv.fr account. Target: + 30 % in 3 years

ID2-1: Number of training courses on DMPs and research data management per year. Target: minimum 3 per year,

ID2-2: Number of participants of training courses on DMPs and research data management per year. Target: + 30 % in 3 years

ID3-1: Number of full-text scientific publications deposited on ULHN's HAL account per year. Target: + 20 % in 3 years.

ID4-1: Number of information sessions held in laboratories. Target: at least 1 per laboratory in 2025,

ID4-2: Number of sections translated in English. Target: to be negotiated by the end of 2027 with the partners of the Web site "Science ouverte en Normandie".

ID5-1: Publication of the Open Science Charter on the ULHN website. Target: to be done in 2024,

ID5-2: Number of information sessions held in laboratories. Target: at least 1 per laboratory in 2025.

ID6-1: Number of articles related to research results published on the ULHN website per year. Target: + 50 % in 2 years.

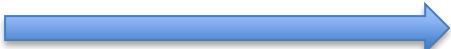
Theme	Action	Dept.	Type	Implementation period	Ind.
Personal data	Raise awareness on personal data protection, their use, and on the right to be forgotten (RTBF).	DPO	T		IDP1-1 IDP1-2 IDP1-3 IDP1-4

IDP1-1: Raising awareness of personal data protection issues among laboratory members. Target: 50% within 1 year,

IDP1-2: Raising awareness among administrative and support staff. Objective: **Completed**,

IDP1-3: Raising awareness among new staff within 6 months of their arrival. Objective 100% in 2 years,

IDP1-4: Number of requests to the DPO for research-related projects. Target = increase every year for the next 3 years.

Freedom of research, ethics, and deontology	Draw up and distribute a guide to ethics, deontology, and freedom of research (intranet).	PRES DIRVED	P		IL1-1 IL1-2 IL1-3 IL1-4
	Promote a ULHN's Charter of Ethics.	PRES DIRVED DIRCOM	P C		IL2-1 IL2-2 IL2-3
	Promote the (existing) Charter of Deontology (ULHN website).	DIRVED DIRCOM	C		IL3-1 IL3-2
	Offer training courses on ethics and deontology to new recruits.	DRH DIRVED	T		IL4-1 IL4-2
	Promoting respect for scientific integrity.	DIRCOM DIRVED	C T		IL5-1 IL5-2
	Organising internal discussions within the institution to facilitate coordinated and integrated action on the topics of ethics, integrity, scientific conduct and academic freedom NEW	PRES DIRVED	D		IL6-1

IL1-1: Construction of the guide's structure and identification of authors. Target: validation in 2027,

IL1-2: Progress in drafting and distributing the guide. Target: Drafting and posting on intranet of 4 new or updated thematic sheets per year,

IL1-3: Translation of data sheets into English for international researchers. Target: translation of each new or updated data sheet within 3 months of publication in French,

IL1-4: Number of intranet views per year. Target: to increase the number of views during the first two years.

IL2-1: Drafting, adoption and publishing on the ULHN website of a Charter of Ethics. Target: done in 2027,

IL2-2: Translation in English. Target: done in 2027,

IL2-3: Number of one-off actions to disseminate information (targeted e-mails, training courses, information days). Target: 5 actions in 2027-2028.

IL3-1: Publication on the ULHN website. Target: completed,

IL3-2: Translation into English. Target: done in 2027,

IL4-1: Number on training courses on ethics and deontology per year. Target: 3 per year,

IL4-2: Number of participants per year. Target: 100% of new recruits involved in research activities sensitized within 3 years.

IL5-1: Publication on the ULHN website of the contents of the Decree on Scientific Integrity. Target: done in 2027,

IL5-2: Translation in English. Target: done in 2027,

IL6-1: Number of events organised per year. Target: 10 actions over 3 years **NEW**

Theme	Action	Dept.	Type	Implementation period	Ind.
Laboratories & Research projects	Draw up and distribute a guide on project set-up.	DIRVED	P C		IO1-2 IO1-3 IO1-4 IO1-5
	Implement and deploy the SANGRIA research project management tool.	DIRVED DSI LABOS	D		IO2-1 IO2-2
	Systematically provide project teams with information on project-related rights and obligations (intranet toolbox).	DIRVED	C		IO3-1 IO3-2
	Set up periodic indicators to monitor project execution (budget, contractual obligations, milestones).	DIRVED	P		IO4-1
	Set up annual indicators to monitor laboratory activities.	DIRVED LABOS	P		IO5-1 IO5-2
	Encourage ERASMUS exchanges, particularly for research-related staff.	DRI DIRVED LABOS	D C		IO6-1 IO6-2 IO6-3
	Organisation of an annual workshop aimed at promoting Erasmus exchanges for research staff and PhD students (for example, during the Erasmus Days) from the 2026–2027 academic year onwards NEW	DRI	D		IO7-1
	AMARRE: Development of an internal tool designed to facilitate research-related mobility through a single	PRES DIRVED	D		IO8-1 IO8-2

	application process, regardless of the source of funding NEW				
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- IO1-2:** Progress in drafting and distributing the guide. Target: Drafting and posting on intranet of 4 new or updated thematic sheets per year,
- IO1-3:** Translation of data sheets into English for international researchers. Target: translation of each new or updated data sheet within 3 months of publication in French,
- IO1-4:** Number of one-off actions to disseminate information (targeted e-mails, training courses, information days). Target: 5 actions per year,
- IO1-5:** Number of participants in the activities carried out. Target: + 30 % à 3 ans.
- IO2-1:** Number of research projects managed in SANGRIA / Number of research projects known to DIRVED. Target: 100% in 2025,
- IO2-2:** Number of SANGRIA users. Target: 80% of laboratory managers and secretariats and 20% of project leaders within 3 years.
- IO3-1:** Number of project launch meetings with the project team / Number of new projects (does not concern service provision) Target: 60 % in 2 years,
- IO3-2:** Number of start-up meetings with new project owners / Number of new projects (does not concern service provision). Target: 90 % in 2 years.
- IO4-1:** Number of projects with a dashboard shared between the DIRVED and the team leader or team members / Number of projects managed within ULHN. Target: 50% of projects with effective information sharing within 2 years, 70% within 3 years.
- IO5-1:** Percentage of data and indicators completed in dashboards. Target: 100% within 2 years,
- IO5-2:** Percentage of laboratories having corrected or validated their annual dashboard data. Target: 100% within 3 years.
- IO6-1:** Number of ERASMUS trips by research-related staff, particularly doctoral students, per year. Target: Increase,
- IO6-2:** Number of actions carried out to promote ERASMUS exchanges, particularly for doctoral students. Target: 2 per year,
- IO6-3:** Total number of trips by research-related staff, particularly doctoral students, per year (including funding secured by ULHN for structural projects i.e. Erasmus, Horizon Europe, ANR, etc.) – **NEW**. Target: Increase.
- IO7-1:** Number of workshops organised per year. Target: at least one workshop per year – **NEW**,
- IO8-1:** Number of mobility applications submitted via AMARRE per year. Target: to increase the number of mobility applications – **NEW**,
- IO8-2:** Utilisation rate of the funds available for these mobility schemes. Target: 100% per year – **NEW**.

Theme	Action	Dept.	Type	Implementation period	Ind.
General organisation	Set up a Contracts and Projects Committee.	PRES DIRVED	D	SUSPENDED	IG1-1
	Update the statutes and regulations of the research structures (intranet + all other means available to ensure dissemination).	DIRVED LABOS	D		IG2-1
	Offer specific software training courses to research-related staff.	DRH DIRVED	T		IG3-1 IG3-2
	Compile a Directory of Competencies. CANCELLED				IG4-1 IG4-2 IG4-3
	English translation of the documents produced NEW	PRES	D		IG5-1
	Contribute to the development of the European Research Area by structuring the EUNICoast European Alliance NEW	PRES	D		IG6-1
	Improve the visibility of the guides and tutorials produced as part of the initiative NEW	PRES	D		IG7-1

IG1-1: Number of strategic reviews of research projects (in progress or being set up) with the vice-presidency in charge of research. Suspended action.

IG2-1: Number of ULHN laboratories whose new statutes have been validated. Target: 12 / 12 within 3 years.

IG3-1: Number specific software training courses per year. Target: 2-3 per year

IG3-2: Number of participants / per course.

~~**IG4-1:** Publication of the Directory of Competencies. Target: 2024,~~

~~**IG4-2:** Supplement to individual researcher files. Target: 80% within 2 years,~~

~~**IG4-3:** Number of views on the website. Target: annual increase for the first 2 years.~~

IG5-1: Percentage of translations planned in the roadmap that have been completed. Target: 100 % of documents already produced within one year - **NEW**

IG6-1: Number of mobility initiatives relating to the Alliance's governance each year. Target: maintain this dynamic. **NEW**

IG7-1: Establishment of a structured system for accessing all this documentation. Target: done within 3 years - **NEW**

Theme	Action	Dept.	Type	Implementation period	Ind.
Non-discrimination	Inform on the existence, referral, and tasks of the Listening, Support, Analysis, and Mediation Unit [CESAM] (intranet).	RE DIRCOM	C		IN1-1 IN1-2 IN1-3
	Further communicate on the tasks and referral of the legal department (intranet).	DIRAC	C		IN2-1
	Pursue the implementation and promotion of the Gender Equality Plan.	PRES	D		IN3-1 IN3-2
	Pursue the implementation of the disability master plan and the adjustment of workstations.	PRES HANDI	D		IN4-1
	Establishment of a dedicated monitoring system for the layout of workstations and requests for individual ergonomic assessments NEW	HANDI SSE/SMP	P		IN5-1
	Promotion and implementation of the 'Atypie-friendly' charter NEW	HANDI	D		IN6-1

IN1-1: Number of information disseminated per year. Target: 2 per year,

IN1-2: Number of CESAM members trained per year. Target: 100% of the new members,

IN1-3: Number of people who requested CESAM assistance during the year.

IN2-1: Number of views per year on the intranet pages containing articles relating to staff rights and redress procedures. Target: increase.

IN3-1: Number of awareness-raising actions per year. Target: 5 per year,

IN3-2: Number of participants in professional equality training courses. Target: + 50% within 2 years.

IN4-1: Number of communication and awareness-raising actions. Target: 3 per year.

IN5-1: (replaces IN4-2 from 2026) Number of applications submitted to the relevant department per year. **NEW**

IN6-1: Number of initiatives implemented per year. Target: 3 initiatives per year **NEW**

Theme	Action	Dept.	Type	Implementation period	Ind.
Sustainability in research	Sustainability in research: raising awareness amongst the scientific community of sustainable development issues. NEW	PRES DIRVED LABOS	D		IS1-1

IS1-1: Number of initiatives implemented each year. Target: at least 5 initiatives per year - **NEW**

The following departments are involved in the action plan:

- **BU:** University Library
- **DAJ:** Department of Institutional Life, General Affairs, and Consultancy Service
- **DIRCOM:** Department of Communication
- **DIRVED:** Department of Research, Development, and Doctoral Studies
- **DPO:** Data Protection Officer
- **DRH:** Department of Human Resources
- **DRI:** International Relations Services
- **DSI:** Computer Resource Centre
- **HANDI:** Disability department
- **LABOS:** Research laboratories
- **PRES:** Presidency
- **RE:** Equality Coordinator
- **SSE / SMP:** Student health service / Preventive medicine department

Actions are classified according to their type:

- P: Procedure
- C: Communication
- D: Action development
- T: Training

The planned implementation period is also indicated:



The indicators in blue show that the final targets have been met within the first period. The indicators in red are new.