

Proposed ACTIONS	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s) I = indicator D = Deliverable T = Target
1.3 Clarification and communication on recruitment processes and opportunities Clarifying the different recruitment processes and opportunities, especially by detailing to all agents the existing legal and regulatory constraints. Drafting and adopting a recruitment guide (OTM-R policy). Better communicating on recruitment processes, notably on internal mobility processes. Reminding the role and importance of the Senior Officer in charge of supporting structures and staff and of the Mobility and Career Counsellors. Sharing the ministry's notes and guidelines on mobility. Accelerating recruitment procedures and inform applicants on response times. Ensuring that all rejected candidates are fully informed of the decision and its reasons. Setting up a claims portal for contract agents.	Q1 2024	Human Resources	I/D: Recruitment guide (OTM-R policy and procedures, including presentation of legal obligations regarding publication of job offers in the public area and taking into account the needs of recruitment committees) I/D: guide sent to every Oniris agents and available on the Intranet (number of connections) T: Communicate guide to 100% of agents T/I/D: Drafting of a memo on mobility (within ONIRIS, within the Ministry, to another structure) I/D: Publication of the memo on the intranet and a synthetic card on the Internet I/D: Memo on mobility to be included in the recruitment guide procedures I/D: Numbers of copy of the reasoned responses written in the recruitment file, and recorded in the response follow-up table (T: 100%) T: 100% of rejected candidates get an answer in the following month D: opening of a claims portal for contractual agents.
1.4 Recruitment grid formalization Leveraging the evaluation grid used in interviews to officially trace selection criteria. As such, the grid will be signed by the selection committee before being used as a basis for a contractual agreement.	Q4 2024	Human Resources	I/D: New recruitment grid adapted et generalized to every recruitment I/D: % recruitments using the dedicated grid (T: 100%)
1.5 Mandatory training for all jury members The school is currently working on a mandatory training on selection processes for all jury members which will be implemented in 2023. Selection committees will be trained to recruitment processes to ensure their professionalism and expertise. This will include training on selection biases.	Q4 2024	Human Resources	I/D: Definition of the training format (duration) and preparing the training material T/I/D: Organization systematically training for all of jury members recruitment. I/D: % of trained recruiters (T: 50%)

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1.6 Improved job openings communication Better disseminating job openings, especially by leveraging Euraxess.	Q2 2024	Human Resources	I/D: creation of a publishing procedure to ensure job offer attractivity I/D: % of research and teaching jobs posted on Euraxess (T: 100%) I : Proportion of applicants from abroad
1.7 Develop “job offer attractivity” working group Enlarging the working group on “job offer attractivity and communication”, notably to attempt to solve the issue related to salary estimations.	Q2 2023	Oniris’ General secretary services	I/D: Creation of the dedicated working group I/D/T: Production of a model of job offer + dissemination of job offers via new websites / networks
2. Ensuring equality			
2.1 Clarification of anti-discrimination procedures Clarifying and communicating on the ministerial legal assistance desk, allowing any Oniris agent to benefit from legal advice on a confidential basis.	Q2 2023	Human Resources + Agent officially in charge	I/D: Board of directors will adopt in March 2023 an action plans about sexual and gender-based violences I/D: Communication on the assistance desk offer and publication on the intranet site
2.2 Disability awareness action Participating to the “Duo-days” (yearly disability awareness action).	Q4 2023	ONIRIS’ General direction	T/I/D: Participation of Oniris I /D: Number of candidate / number of pairs (T: 2/year)
2.3 Gender equality plan development Further developing Oniris gender equality plan. It will specifically include dedicated actions to encourage women to apply to management positions (including Oniris Direction, Units and Departments). As such, coaching and training sessions will be organized and communication on this matter will be reinforced.	Q4 2024	Human Resources	I/D: Definition of a specific training program I/D: Integration of the training program into the 2024 training plan I/D: Organization of training sessions for Oniris employees on supporting victims of discrimination, sexual harassment and sexual and gender-based violence I/D: Publication of the GEP in the intranet section, number of downloads of the plan and number of agents trained (T: 200 downloads for the first year)

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2.4 Develop strategy on anti-discrimination trainings Increasing the impact of trainings on discrimination by: <ul style="list-style-type: none"> Facilitating the access to trainings provided by the state services in the Pays-de-Loire region (PFRH, DRAAF). This implies further collaboration with all institutional levels. Setting up a training specific to jury members, and developing a guide on the non-discriminatory rules in a recruitment process. Making those trainings mandatory for all agents. 	Q1 2024	Human Resources	I/D: Including anti-discrimination training in the 2023 training plan I/D: Communicating on the training offers of other structures (Regional Direction of Agriculture, Food and Forestry, Regional Platform of interdepartmental support to human resources management) which can welcome our agents in training. Organisation systematically training for all of jury members recruitment. I/D: % of trained recruiters (T: 50% in Q1 2024 – 100% in 5 years) I/D: % of trained agents (T: 10% to 50% in 5 years) I: proportion of applicants among underrepresented groups (frequently women)
3. Clarifying contract terms			
3.1 Clarification of overtime and cumulative work rules Updating and sharing specific guidelines on cumulative work activities and providing a dedicated guide all teacher-researchers. It will include rules on cumulative work activities, overtime (limits and financial incentives), leaves, etc. redesign of the intranet website to incentivize teacher-researchers to leverage and look for information online, especially on cumulative work activities, leaves and overtime.	Q2 2024	Human Resources / Head of communication	I/D: Drafting of a new guide on combining activities I/D: Intranet website redesigned I/D: Number of connexions on the HR Intranet pages (T: 500/year)
3.2 Foreign researchers information Foreign researchers will benefit from a systematic introduction to financial and administrative support facilities. Additionally, all internal documents will systematically be translated in English to ensure their proper understanding, notably to foreign researchers and PhD students.	Q2 2024	Human Resources / Direction of Research and PostGraduate Studies	I/D: Accompany foreign researchers in their work and to introduce them to support facilities available I/D: Appoint dedicated translator I/D: % of foreign researchers benefiting from this support (T: 100%)

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3.3 Transparent contractual career rules As part of a general effort to clarify the different contract types, better communicating to all agents the existing legal and regulatory constraints that are imposed on Oniris as a public higher education institution.	Q4 2023	Human Resources / School bodies	I/D: Finalize the drafting of the new contractual charter with the Working Group I/D: Vote and deliberation for implementation
3.4 Improved PhD contracts Reviewing doctoral contracts to clarify some of their aspects and ensure their clarity for all agents. During the future welcome days for PhD students, a workshop on understanding the terms of their work contract will be systematically set up.	Q4 2023	Human Resources / Officer in charge of the follow-up of PhD students	I/D: Workshop organization during the 2023 welcome days for PhD students (planned in December 2023) and annually
3.5 Postdoc status and contract guidelines Setting up specific guidelines to better clarify postdoc rights and duties, especially by implementing a contract specific to the postdoctoral status. Setting-up this status requires to detail recruitment processes, missions, and salary grids. This is particularly important for supervisors to effectively take into account such characteristics. The Human Resource department will organize regular meetings to make sure postdoctoral rights and duties are well-known and enforced by both postdocs and supervisors.	Q3 2023	ONIRIS' General direction And Human Resources	I/D: Renovation and harmonization contracts for post-doctoral fellows and residents. I/D: Integration of doctoral students, post-doctoral fellows and residents in the welcome days for newcomers. Receive each doctoral student, post-doctoral fellow and resident upon their arrival at ONIRIS. I/D: Number of 'new' contracts (postdoc and residents) T: 100%
4. Encouraging career development			
4.1 Better inform agents about their career opportunities Creating a career reference contact point to enable agents to seek advice. This contact point will be created based on a constructive dialogue between the community and the human resources department to ensure a shared understanding of its role and competencies. More generally improving communication on the different roles of each of its department on career development: HR, Research department (with the setting-up of dedicated tutoring services), heads of units (acting as reference contact points), CNECA (active on career development).	Q3 2023	Human Resources	I/D: identify a "resource" person in the HRD as a career advisor and communicate this role to the work community I/D: Establish, visioconferences and webinars open to the entire work community and focusing on a specific HR topic. This event will allow to talk about a subject (for example, telework), to explain to the agents present the rules and procedures, to present the useful documents and their location on the intranet and internet sites, and to answer their questions. T: one videoconference per two months

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4.2 Detailed training catalogue Creating and sharing a training catalogue detailing all training sessions, their dates and content. Implementing active feedbacks collection from participants. Creating and sharing an online calendar accessible at all times to all agents, presenting all training modules with detailed information (registration dates, purpose and level of expertise) to improve their capacity to engage in such courses. Enabling agents to better communicate their training needs to build tailored ad-hoc modules.	Q4 2023	Human Resources	I/D: Create a enriched training catalogue for the year 2024 % of participant feedback for each training session (T: 50%) I/D: Publish the training calendar for the current year on the intranet. Number of connexions (T: 500)
4.3 Training session attendance optimization As Oniris aims to improve attendance rates for agents following these training sessions, units will bear the cost of these sessions when their agents (including PhD students) do not show up when registered.	Q1 2024 and each year	Human Resources	I/D: Communicate to supervisors the names of agents who did not attend the training courses for which they were registered, in order to raise the subject with the agent during the professional interview. T: 100% I/D: Communicate to DAF the names of the agents who did not follow the trainings for which they were registered in the year n-1 and have the cost of the training covered by the services, to be redirected to the continuous training service T: 100%
4.4 Tailored support and training program for new recruits More adequately supporting and training newly recruited teacher-researchers and researchers through a new dedicated process, with the help of a working group composed of both experienced and young researchers. Additionally, the research department will regularly meet with new recruits to ensure support for at least 3/4 years until success in calls for projects and student supervision. Setting up progressive entry into the teaching world. As such, young teachers will be encouraged to ask for an administrative adaptation of their teaching load. Additionally, newly recruited teacher/ researchers will supported through tutoring.	Q3-2024	Director of Research and PostGraduate Studies	Internal document (available on the Intranet) describing the follow-up process (Q2 2024) Indicators: % of teacher-researchers having started the follow-up one year after their recruitment, when presenting their tenure file to the CNECA (target = 100%) % of teacher-researchers having completed the 4-year follow-up amongst those having started it (target = 100%) Feedback from the participants regarding the usefulness of the follow-up

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4.5 Internal mobility support Supporting agents in their administrative processes as they reach out to the ministry and to external structures. As agents wish to be more actively trained and prepared to seek internal mobility opportunities, dedicated workshops will be organized. They will propose activities such as CV writing, interview training, etc.	Q2 2024	Human Resources	I/D: Public presentation of the rules of mobility within the Ministry of Agriculture during the publication of the spring mobility memorandum. Webinars T 1/year I/D: Include resume and cover letter training in the 2024 training plan
4.6 External and international mobility support Promoting international mobility of teacher-researchers through financial assistance provided for CRCT (Research and Thematic Conversion Leaves), provided that at least 6 months are spent abroad. As part of its rebuilding, the intranet website will display a list of websites sharing job offers (PEP, BO Agri, EURAXESS, Ministry).	Q4 2023	Director of Research and PostGraduate Studies	I: Number of teacher-researchers spending at least 6 months in a foreign research laboratory (target: ≥ 2 per year) % of publications from Oniris affiliated staff with international collaboration (target: $\geq 45\%$)
4.7 International network requirement Requiring for newly recruited teacher-researchers and researchers with no international research experience to follow a minimum of 6 months abroad through CRCT, or to actively contribute to international research projects in order to develop their international network in the next 5 years. Evaluation criteria of new recruits will thus partly be based on the engagements made to Oniris, notably concerning international experiences.	Q3 2024	Director of Research and PostGraduate Studies	D: Formalization of the requirements regarding international mobility and international network building for newly recruited teacher-researchers and researchers Implementation of either stays abroad or participation in international research projects for all teacher-researchers and researchers recruited for less than two years with no international research experience I1: % of teacher-researchers and researchers recruited for less than five years with no previous international research experience that have spent at least 6 months in a foreign research laboratory (T: $> 50\%$ in 2028) I2: % of teacher-researchers and researchers recruited for less than five years contributing to international research projects (T: I1+I2= 100% in 2028)
4.8 Post-long leave interviews and support Systematically setting up interviews to debrief agents, especially following particularly long leaves.	Q4 2023	Human Resources	I/D: Identifying the agents leaving Oniris and receive them individually (HRD or deputy HRD) T: 100%

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5. Improving working conditions			
5.1 Clinical research and innovation transversal structure Creating a clinical research and innovation transversal structure (part of the Veterinary Hospital and of the Oniris Research Direction) to mutualize the administrative and logistical aspects of clinical studies and trials. This may answer the need for technical and administrative support, but also the effects of atomization of some of the researchers.	Q3 2024	Director of the Veterinary Hospital and Director of Research and PostGraduate Studies	Number of staff involved in a funded veterinary clinical research project (target: ≥ 15 per year) Number of veterinary clinical research publications in Shanghai ranking journals ("veterinary sciences" theme) by at least one Oniris affiliated staff (target: ≥ 15 per year)
5.2 Internal processes charter All internal regulations will be harmonized within the school's units and validated in <i>ad hoc</i> school bodies. Drafting and adopting a good practices charter for internal processes. It will provide guidelines on how to organize and run effective meetings and adequately use emails.	Q4 2024	Oniris' General Secretary / Quality Management	I/D: Drawing of a charter of good use of emails I/D: Dissemination of training offers about how to run efficiently a meeting: I: number of participants (T: 20/ year) I/D: publication of the Guidelines on intranet. Numbers of connexions. T: 500/year
5.3 Space optimization and planning As part of the energy savings plan, recurring heating and insulation issues will be addressed. Shared working and socializing spaces will also be open. Oniris also commits to continue to improve computer tools (e.g. document sharing tools). Finally, the time charter proposed by the Ministry (which details measures to safeguard an adequate work/life balance) will be more actively shared.	Q4 2024	Oniris' General Secretary / Oniris' Information Systems Department	I/D: Follow-up of the "energy saving plan", adopted by the Board of directors in November 2022 I/D: Drawing of an action plan completing the energy saving plan objectives with concrete actions and a timetable Implementation of a collaborative space (Document sharing, project sharing and collaborative spaces and storage spaces ...)
5.4 Equipment booking system improvement Simplifying, harmonizing, and digitalizing the equipment booking system. A consultation on the software to be used (preferably public or free) for reservation dedicated to the equipment will be led. Then, this software will be deployed and staff will be trained. Open sources and/or public tools will also be incorporated into Oniris' functioning.	Q1 2026	Oniris' Information Systems Department	I/D: software deployed T: 100% of equipment booking go through the software.

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5.5 Oniris staff and roles directory Creating and sharing a directory detailing all agents' functions, responsibilities and contact details. It will be completed by flashcards written by each unit/service to present its missions and organization. This online directory will be updated on a regular basis to remain relevant.	Q2 2024	General Secretary / Oniris' Information Systems Department	I/D: For each service / direction of the School: create a detailed organization chart to present its missions and organization I/D: Create an online directory detailing all agents' functions, responsibilities and contact details
5.6 Remote-working guideline Clarifying relevant guidelines to overcome the feeling of heterogeneity on remote-working. Specific measures could be implemented for PhDs and postdocs to tailor their work schedule to their mission.	Q3 2023	Human Resources	I/D: Specific web page on remote-working
6. Empowering evaluation and supervision			
6.1 Mandatory manager training Improving the "Manager training package" and making it mandatory to all managers (not limited to incoming managers only). In order to compel teacher-researchers to follow this management training package, the RIPEC bonus could include the validation of such training in its calculation. Additionally, the tenure of trainees could depend on the requirement for Manager training. Systematizing training in PhD supervision for all researchers and teacher-researchers aiming to pass the HDR.	Q1 2025	Human Resources / Director of Research and PostGraduate Studies	I/D: Manager training package already operational T: First assessment I: % of researchers and teacher-researchers passing the HDR having followed a training in PhD supervision (T: 90% in 2028)
6.2 Better communication of conflict resolution and mediation procedures More actively communicating mediation and conflict resolution procedures to ensure their proper understanding and use by the community. Enhanced communication will promote the existing Working Conditions Observation Unit (COCT) and the joint consultative committee. Identifying and appointing a dedicated mediator.	Q1 2024	Human Resources	I/T: Mediators designation I/D: Production of a Training plan I: Number of cases referred by the Working conditions observation unit (COCT) I: Number of cases processed and considered to be resolved T: stabilization I / T : a dedicated mediator has been nominated

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6.3 Bonus system communication Communicating the new bonus system for teacher-researchers (RIPEC) implies individual merit-based reward. Managerial responsibilities, in particular, will be more greatly valued, through the new bonus system (RIPEC initiative).	Q2 2023	Human Resources	Communication in the next internal newsletter and on the intranet site internal memo to research professors
6.4 Generalization of evaluation or career development interviews to all agents Offering annual or biannual interviews to all agents with their hierarchies (including short term contracts and teacher-researchers which so far do not go through internal evaluation). Concerning teacher-researchers, biannual career development interviews, with the directors of the research unit and of the teaching department as well as the team manager, will be organised. This interview could be formalized notably so that the interviewee expresses his or her needs in training, and, for new recruits, asks for an adaptation of their teaching load.	Q4 2023	Human Resources and every "manager"	I: % of IATOS agents who benefit from an annual interview, and % of teacher-researchers who benefit from a biannual interview T: increase of this number to reach 80% of the staff in 2026 (among civil servant and long-term contracts)
6.5 Implementation of internal interviews software The implementation of internal interviews software (ESTEVE) will allow to valorize the content of the interviews of all the agents: requests for training, missions highlight, interview follow-up. In 2023, ESTEVE will be tested for application to all agents in 2024.	Q1 2024	General Secretary / Human Resources	I/D: Experimental use of ESTEVE for about 20 agents in the early 2023 I/D/T: Generalization of ESTEVE to all IATOS agents in 2024.
6.6 Performance indicators harmonization Harmonizing and monitoring individual performance indicators for positive recognition processes. Collective performance indicators will also be shared.	Q3 2023	Director of Research and Postgraduate Studies	I/T: Presentation of Oniris research Key Performance Indicators at the Scientific Board I/T: Slides available on the intranet
6.7 Yearly evaluation interview trainings for managers Training all managing agents on how to lead a yearly evaluation interview, as well as on how to give feedback to the interviewee. Indeed, the school's evaluation processes must ensure that all agents receive feedback from their evaluation and follow up the outcome of the interview.	Q4 2023	Human Resources	I/D: % of managers trained on yearly evaluation interviews. T: 100% in 5 years

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6.8 Skill and competencies recognition Skills and competencies will be more largely recognized and valued from the MENTOR platform (an interdepartmental training program for public agents). In addition, Oniris will look into the potential offered by OPEN BADGES system to verify achievements and skills (Open Badges is a type of digital badge created in 2011 that is verifiable, portable, and packed with information about skills and achievements).	Q2 2025	Human Resources / Working community	I/T: Contact open badge expert I/T: Decision of the implementation of Oniris Specific badges (or not)
6.9 Technical staff presentation and recognition As young researchers and/or IATOS to research programs need to be more adequately recognized for their work, technical staff will be associated to the whole life of scientific projects, from their conception to the valorization of the results through their implementation. As an example, they will be invited to the project meetings.	Q1 2024	Directors of the 9 Oniris research units	I : feedback from the IATOS representatives in the decision-making bodies (namely the Scientific Board where this point will be put on the agenda annually from Q1 2024) from the IATOS from the HRS4R group
7. Guaranteeing work ethics and deontology			
7.1 Research ethics and scientific integrity advisor appointment Appointing a research ethics and scientific integrity advisor in addition to the deontology advisor. Our school will use this opportunity to clarify (through letters of assignment), enlarge, and better communicate on the role of the ethics advisors.	Q2 2023	Director of Research and PostGraduate Studies	Letters of assignment of both research ethic and deontology advisors available on the intranet
7.2 Clarify procedures for ethical and professional breaches Setting up a working group mandated to reinforce, in coordination with the ethics referent, internal control procedures.	Q3 2023	Research ethics and scientific integrity advisor (to be nominated) and Deontology advisor	Composition of the working group available on the intranet

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7.3 Internal signature process Considering the issues associated with the delegation of signatures, we intend to make regular communication on the rules of delegation of signatures: only the directorate general and some members of the directorate committee can sign a document on behalf of the institution. More generally, internal signature processes should be clarified to allow the school's management to follow (notably through a register) upcoming/ongoing projects and contracts, as well as to give the possibility for support services to be aware of upcoming engagements.	Q4 2023	General Secretary or deputy GS with Legal Affairs Officer	First step Q1 2023: draw a new process for signing and archiving contracts, with a better monitoring of the engagements Second step Q3 to 4 2023: clarify internal signature processes
7.4 Ethics training generalization Ensuring that deontology and ethics training is not limited to new agents only. We will set up a biannual training program to cover the training needs of our entire community by 2028.	Q2 2024	Director of Human Ressources with both research ethics and deontology advisors	I: % of Oniris staff trained in ethics and deontology (T: 100% in 2028)
7.5 Human ethics committees' coordination Investigating coordination opportunities with existing external ethics committees on research involving humans (except interventional studies that are already considered in adequate ethics committees, the Committees for the protection of individuals - CPP), e.g. food testing, sensory analysis, sociological studies, etc.	Q1 2025	Research ethics and scientific integrity advisor (to be nominated) and Officer in charge of partnerships from the Direction of Research and Postgraduate Studies	Cooperation agreements with relevant external ethics committees Section on the terms and conditions of cooperation with these external ethics committees in the guide for Oniris staff (cf. 7.6)
7.6 Improve PhD ethics training Oniris is working to better coordinate the ethics training of PhD students with the doctoral schools and relevant research units.	Q1 2024	Research ethics and scientific integrity advisor (to be nominated) and Officer in charge of the follow-up of PhD students	I: feedback from the PhD representatives in the decision-making bodies (namely the Scientific Board where this point will be put on the agenda annually from Q1 2024) and from the PhD students from the HRS4R group.

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<p>7.7 Communicate rules on ethics, deontology and professional attitude</p> <p>Developing a guide for staff on deontology of French civil servants, research ethics and scientific integrity issues, implementing the principles of the French Charter of Ethics for research professions and of the European Charter & Code for Researchers (therefore including professional responsibilities).</p> <p>Organizing regular internal reminders on how to avoid conflicts of interests, notably better communicating the rules regarding the pursuit of multiple activities/positions.</p> <p>Building an intranet page dedicated to ethics.</p>	Q4 2025	Research ethics and scientific integrity advisor (to be nominated) and Deontology advisor	<p>I/T: Annual webinar</p> <p>I: Frequency of rules reminder</p> <p>I/D: drafting and publishing our ethical doc. (+ website) and presentation to the CSA</p>
<p>7.8 Anti-plagiarism charter</p> <p>Better communicating on the existing Oniris anti-plagiarism charter, disseminate it to the entire work community, notably during the meeting for newcomers.</p> <p>In the following months, the anti-plagiarism charter will be reviewed and applied to the entire research community (including students, teacher-researchers and researchers) in order to include a specific procedure in case of found plagiarism. Oniris will offer specific workshops on the principles of this charter to all staff and students to allow its appropriation.</p> <p>Oniris will also enlarge the use of the anti-plagiarism software, and systematize its use for doctoral theses.</p>	Q1 2024	Research ethics and scientific integrity advisor (to be nominated) and Deontology advisor / Officer in charge of the follow-up of PhD students	<p>I/T: Rewriting student discipline regulations and training pedagogical teams and my members of the disciplinary sections so that plagiarism can be more systematically sanctioned.</p> <p>I: % of doctoral theses that have been verified with the anti-plagiarism software before the PhD defence (target: 100%)</p>
<p>7.9 Publication charter</p> <p>Adopting a publication charter shared among all research units. It will specify the expected contribution for each co-author (including technical staff) to harmonize practices within the school. This charter will rely in particular on COPE recommendations and practices (Committee on Publication Ethics).</p>	Q3 2024	Research ethics and scientific integrity advisor (to be nominated) and Director of Research and Postgraduate Studies	<p>I/T : Making the charter available on the Intranet</p> <p>Indicator: yearly feedback from the staff representatives in the decision-making bodies (namely the Scientific Board where this point will be put on the agenda annually from Q1 2025) on the implementation of the charter.</p>

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8. Protecting scientific interests			
8.1 Avoiding conflict of interest Organizing regular internal reminders on how to avoid conflicts of interests, notably better communicating the rules regarding the pursuit of multiple activities/positions. Having our scientific committee members sign a declaration of interest and a nondisclosure agreement for the evaluation of projects.	Q2 2024	Director of Human Ressources with both research ethics and deontology advisors / Director of Research and Postgraduate Studies	I: % of Oniris staff trained in ethics, deontology and conflict of interest (target: 100% in 2028) I/T: Non-disclosure agreements signed by all members of the Scientific Board I/T: Declaration of interest signed by the members of the Scientific Board involved in the evaluation of scientific projects
8.2 Communicating partnership contract templates Better communicating on the available contract templates and support to facilitate contractual agreements drafting (including on service contracts). Ensuring systematic research freedom by instituting non-exclusivity clauses in industrial partnership contract templates.	Q3 2023	Legal Affairs Officer	I/T/D: templates available on the intranet
8.3 Improve accountability transparency Publishing the institution's financial account on the institution's website.	Q4 2023	Accounting Officer	Publication on a specific web page
8.4 Quality referent in each research unit Oniris plans on appointing a quality referent in each research unit to share good practices in quality management, including quality control, and harmonizing quality procedures at the school's level when relevant.	Q4 2025	Quality Management	Appointment of a network of quality referents in the research units (T 100%) Q4 2024: 50% of research units involved in the approach Q4 2025: 100% of the research units involved in the process Number of quality referent network meetings (T: 3 per year)
8.5 Annual TTO review Systematizing an annual review of the partnership with the TTO "Ouest Valorisation" with the objective of continuous improvement of the contractual engineering with private partners.	Q3 2023	Officer in charge of partnerships from the Direction of Research and Postgraduate Studies	I/T: Annual review presented annually at the Scientific Board I/T/D: Minutes of the annual meeting between Oniris and the TTO

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8.6 Chief Information Security Officer recruitment Already equipped with a Data Protection Officer and a Defense Security Officer, Oniris will strengthen data protection in 2024 with the recruitment of a Chief Information Security Officer.	Q2 2024	Information systems director + Human Resources + General director	I: Recruitment of a Chief Information Security Officer
8.7 IT charter A new IT charter will be validated by the Board of Directors and introduced in 2023.	Q3 2024	Information systems director	Charter distributed to all staff and available on the Intranet Signature of students on enrolment from the start of the 2024-2025 academic year
8.8 Improve communication and support on intellectual property Clarifying and communicating on the patent incentive scheme for researchers (Decree 1217, 26 sept 2005) that is being currently implemented. Intellectual Property flashcards created by Oniris legal department will be more actively communicated on campus.	Q3 2023	Legal Affairs Officer	I/T/D: Document presenting the scheme available on the intranet I/T/D: Flashcard on Intellectual Property available on the Intranet
8.9 Intellectual property rights training Instituting a community-wide training session on intellectual property rights and management (from the use of the – paper or dematerialized – laboratory notebook to the filing of a patent and license agreement) and more regularly provide guidelines and best practices to the community.	Q3 2023	Legal Affairs Officer	% of scientific staff trained on Intellectual Property (target: 100% in 2028)
9. Valorisation and outreach			
9.1 Develop its open science policy and Peer-Community In Clarifying and developing its open science policy by drafting and disseminating guidelines, systematizing the deposit of publications on the open archive HAL and by continuing to encourage "science with and for society" actions. Promote Peer-Community In (PCI) to its supervisory ministry as an alternative to traditional publishing processes and encourage bibliodiversity.	Q3 2024	Director of Research and Postgraduate Studies, HAL referent, "Science with and for society" referent	I/T/D: Guidelines available on the intranet I: % of Oniris publications available on HAL (T: 100% of new publications from 2025) I: Annual number of actions involving the society (I: continuous increase)

Proposed ACTIONS	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s) I = indicator D = Deliverable T = Target
9.2 External dissemination of scientific results Our communication services have already started the production of scientific video content targeting the general public and intend to amplify this effort. The partnership between the communication services and research units will be accelerated to develop scientific content targeting the civil society (online outreach or video content).	Q1 2025	Head of communication and Directors of the 9 Oniris research units	I: Number of videos on research projects targeting the general public online on Oniris website (T: 1 per research unit in 2025 then regular renewal)
9.3 Communication material translation The school also plans on translating all its communication material (including the school's website) in English to improve international visibility.	Q1 2025	Head of communication	I/T/D: Website, flyers and communication material available in English
9.4 Handbook on valorisation The school must also further strengthen the entrepreneurial and innovation culture in the student and staff community: a short handbook on valorisation is currently being drafted and will be distributed to all research teams in the first semester of 2023. Besides, Oniris 2023 annual research day will focus on research valorisation.	Q3 2023	Director of Research and Postgraduate Studies	I/T/D: Guide available on the Intranet
9.5 Internal email communications improvements Enhancing the internal circulation of scientific results, notably through internal email communications improvements: more digest format and enlarged mailing lists (result dissemination should target the entire community and not be limited to part of the research community).	Q4 2024	Head of the Documentation Center	Number of scientific research summaries (in English and French) posted on social networks (T: 10/ year) Number of scientific research summaries distributed to the whole community by e-mail (T : 10/year)
9.6 Scientific mediation actions Developing scientific mediation actions in high schools, in particular in rural areas more distant from higher education and research: A first action in an agricultural high school will take place in 2023. We plan on having at least one action per year in several high schools. We plan on developing 14-15 year-old students as trainees (Year 3ème in France where students have a one-week observation period), notably targeting young people from priority education areas.	Q3 2024	"Science with and for society" referent	I: Annual number of actions involving the society (T: continuous increase) I: Annual number of 14-15 years old trainees from priority education areas (T: ≥ 2 per year)

<i>Proposed ACTIONS</i>	<i>Timing (at least by year's quarter/ semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i> I = indicator D = Deliverable T = Target
9.7 Student involvement Involving veterinary and engineer students in research programs: <ul style="list-style-type: none"> • 3rd year veterinarians will have a revised exam schedule so that they can apply to longer research internships from May to July. • Research awareness days will be organized for all students. 	Q2 2024	Director of Research and Postgraduate Studies	I: % of vet and engineer students that have participated to the research awareness days (T: 100% of graduating students in 2028)