

## HR Excellence in Research

# Initial Assessment & Granting: EC Consensus Report

## Initial Assessment - EC Consensus Report

### Case number

2024FR212914

### Name Organisation under assessment

Artois University

### Organisation's contact details

9 rue du temple, Arras, France, 62000, France

### Submission date of initial GAP-Analysis, HR Strategy and Action Plan

20/06/2025

### Submission date to the European Commission

15/10/2025

## Eligibility assessment

Please rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Have the Strategy and Action Plan been published on the organisation's website?	Yes	
Have the Strategy and Action Plan been published in English?	Yes	
Have the Strategy and Action Plan been published in a visible place?	Yes	

	YES / NO / PARTLY	Recommendations
Have the following elements of the templates for the Gap Analysis and the HR Strategy and Action Plan been completed with sufficient details and quality?		
<ul style="list-style-type: none"> <li>▪ Gap Analysis</li> <li>▪ HR Strategy and Action plan                             <ul style="list-style-type: none"> <li>▪ Organisational information</li> <li>▪ Strengths and weaknesses of the current practice</li> <li>▪ Actions</li> <li>▪ Implementation</li> </ul> </li> </ul>	Yes	

### Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation. Rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Is the organisational information provided sufficient to understand the context in which the HR Strategy is designed?	Yes	
Is the Action Plan coherent with the Gap Analysis?	Yes	
Have a steering committee and working group been established to guarantee the implementation of the HRS4R-process?	Yes	
Has the research community been sufficiently involved in the process, with a representation of all levels of a research career?	Yes	
Are the relevant management departments sufficiently involved in the process so as to guarantee a solid implementation?	Yes	
Have adequate targets and indicators been provided in order to demonstrate when/how an action will be/has been completed?	Yes	
Is the organisation establishing an OTM-R policy?	Yes	
Are the goals and ambitions sufficiently ambitious considering the context of the organization?	Yes	

### General Assessment

Accepted

Pending modifications

Pending modifications - **extended deadline**



### Explanation

- Accepted: **This application meets the criteria and the HR award is granted.**  
The assessors might have commented on your file asking for future focus on a particular aspect/criterion, so please refer to the comments given above.
- Pending modifications: This application **broadly meets the criteria**, but the assessors have some concerns/questions about specific areas/criteria. Please reflect about the feedback given above and update your file before **re-submitting within 2 months**.
- Pending modifications - **extended deadline**: This application does not meet the criteria; please make the appropriate changes taking into account the comments of the assessors before **re-submitting within 12 months**.

### General Recommendations

If any of the above statements have prompted a "no" in the evaluation, please provide suggestions of modifications in the form below.

If the general assessment is:

- "pending modifications" the recommendations are split into:
  - Immediate mandatory modifications (to be implemented in order to obtain the award, resubmission within 2 months)
  - Other modifications (to be carried out during the interim phase).
- "pending modifications - extended deadline" the recommendations are split into:
  - Mandatory modifications (in order to obtain the award, resubmission within 12 months)
  - Other modifications.

**Recommendations \***

Indicators are well identified but lack specific **quantitative targets** to monitor progress and measure achievements.

- **Responsibilities and follow-up mechanisms** for the implementation of actions could be clarified further.
- **Awareness of HRS4R and the Euraxess platform** remains limited among researchers.
- Communication and visibility of HR policies and procedures are not yet consistent across all units.
- **Limited representation of Early Stage Researchers (ESRs) and students** in decision-making and working groups.
- Potential **risks regarding sustainability** of actions and long-term institutional continuity.
- Limited targeted support for **early-career and international researchers**.

**Recommendations for Improvement:****1. Governance and Accountability**

- Assign clear ownership and responsibility for each action.
- Integrate HRS4R objectives into the institutional strategic plan.
- Establish a **permanent steering committee** to oversee and monitor implementation.

**2. Monitoring and Evaluation**

- Define **SMART indicators** (Specific, Measurable, Achievable, Relevant, Time-bound) for all actions.
- Set **quantitative targets** and publish **annual progress reports**.

**3. Communication and Engagement**

- Strengthen communication about the HRS4R strategy, Euraxess platform, and related institutional benefits.
- Organize regular **awareness-raising events** and training sessions on HR principles and ethical standards.

**4. Recruitment and Career Development**

- Ensure full implementation and consistency of **OTM-R principles** across all units.
- Enhance **mentoring and career support** for early-career and international researchers.

**5. Equity, Inclusion, and Well-being**

- Systematically monitor and report on **diversity and gender balance indicators**.
- Maintain and reinforce the **prevention plan for psychosocial risks**.

**6. Sustainability**

- Secure adequate **resources and institutional support** for long-term implementation.
- Prioritize achievable short-term goals and ensure **continuity** through formalized evaluation cycles.

If the organisation deserves to be commended on their ambition, their actions, evidence of good practice and/or their implementation process, please provide a commentary supporting this. (max. 2000 words)

The University of Artois has demonstrated a strong commitment to implementing the European Human Resources Strategy for Researchers (HRS4R), aligning its institutional policies with the 40 principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*.

The institution has provided all required organizational information and developed an inclusive self-assessment process through four thematic working groups covering:

1. Ethical Principles and Professional Responsibilities
2. Recruitment, Career Development and Mobility
3. Working Conditions, Safety and Professional Environment
4. Training and Professional Development

In addition, the university has adopted an Open, Transparent and Merit-based Recruitment (OTM-R) checklist, elaborated a comprehensive Action Plan (initially 39 actions, now prioritized to about 24), and committed to strengthening HR procedures, visibility, equity, and inclusion.

The analysis confirms that the University of Artois has laid a solid foundation for HRS4R implementation and continuous improvement. However, to ensure effective monitoring and sustainability, further attention is needed to quantitative indicators, accountability mechanisms, and communication strategies.

The University of Artois demonstrates a clear commitment and solid progress in aligning its human resources practices with European standards for researchers. The self-assessment and action plan are comprehensive, well-structured, and strategically oriented.

The evaluators encourage the institution to further refine its quantitative indicators, strengthen accountability and communication, and ensure sustainable engagement of all researcher categories — particularly early-stage and international researchers — in the ongoing HRS4R process.