

Aix-Marseille Université Human Resources Strategy for Researchers (HRS4R)

AMU is committed to its Researchers.
Objective: European label in 2021



Aix-Marseille Université : une université pluridisciplinaire, de recherche intensive et internationale

*Aix-Marseille Université :
a multidisciplinary, international
and intensive research university*

+ de **80 000** étudiants dont + de **10 000** étudiants internationaux
over students including more than international students

+ de **8 000** personnels dont + de **4 400** enseignants chercheurs
over staff including more than senior lecturers

17 composantes
faculties

15 instituts d'établissement
Aix-Marseille Université institutes

1 université civique européenne (CIVIS)
en coopération avec 7 universités européennes
European Civic University CIVIS, with 7 partners
| Université nationale et capodistrienne d'Athènes (Grèce)
| National and Kapodistrian University of Athens (Greece)
| Université Libre de Bruxelles (Belgique)
| Université Libre de Bruxelles (Belgium)
| Université de Bucarest (Roumanie)
| University of Bucharest (Romania)
| Universidad Autónoma de Madrid (Espagne)
| Universidad Autónoma de Madrid (Spain)
| Université La Sapienza de Rome (Italie)
| Sapienza Università di Roma (Italia)
| Université de Stockholm (Suède)
| Stockholms Universitet (Sweden)
| Université Eberhard Karls de Tübingen (Allemagne)
| Eberhard Karls Universität Tübingen (Germany)

5 axes de recherche interdisciplinaire
interdisciplinary research interests
| Énergie
| Energy
| Environnement
| Environment
| Santé, sciences de la vie
| Health and life sciences
| Sciences et technologies avancées
| Advanced sciences and technologies
| Humanités
| Humanities

113 unités de recherche
research structures

12 écoles doctorales
et 3 300 doctorants
*doctoral schools
with 3 300 PhD students*

5 grands campus
large campuses

54 sites
locations

1 Cité de l'Innovation
et des Savoirs Aix Marseille (CISAM)
Knowledge and Innovation City CISAM

+ de **50** plateformes technologiques
*over Technological Platforms
of the Aix-Marseille site*

1 IDEX pérennisée
*long-term Initiative
of Excellence project*

750 millions d'euros de budget
a 750 million Euros budget

dont
including
105 millions d'euros pour
la recherche
105 million Euros for research



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Aix-Marseille Université

Human Resources Strategy for Researchers (HRS4R)

The term «researcher» is commonly used by the European Commission to refer to all scientists, including doctoral students, teacher-researchers, technical research staff, permanent or contractual staff.

AMU's proactive HR policy has resulted in recent years in the development of several strategic documents and projects with a strong Human Resources component (HR master plan, Handicap master plan, Quality of working life plan, **Project IDeAL**, **Project TIGER**, etc). The university's new presidential team, elected in January 2020, has moreover created vice-presidencies dedicated to HR and Quality of Working Life (QWL), thereby demonstrating its commitment to **put people at the centre of the university's strategic management and foster social dialogue.**

In June 2019, AMU and its subsidiary Protisvalor launched the process to obtain the **Human Resources Strategy for Researchers (HRS4R) label**. This label is awarded by the European Commission to institutions who commit to align their HR policies and practices with the European Charter for Researchers and Code of Conduct for Recruitment. The application to the HRS4R label requires **a thorough analysis of strengths and weaknesses and an action plan designed to enhance HR excellence for research.**

The HRS4R process has mobilized **a wide range of stakeholders within AMU's community**. Firstly, **a survey** was sent to all AMU researchers (707 respondents, i.e. a response rate of 11%), which enabled us to identify the key issues that were to be addressed. On this basis, **5 working groups**, gathering a total of 190 researchers, were launched on the following thematic fields: PhD students, recruitment & career, quality of working life, open science, and welcoming international researchers. The process was coordinated by a committee bringing together members of AMU's presidential team and the departments of Research and Valorisation (DRV) and of HR (DRH).

This consultation process highlighted **AMU's key strengths and weaknesses** regarding HR for research. Thanks to its size (8090 staff, 5 main campuses) and the depth of its partnerships, AMU provides its researchers with exceptional opportunities for scientific collaborations across a wide spectrum of disciplines and with strong expertise of specialised support services. The **IDEX label of excellence** and the **European university CIVIS** position AMU as a forerunner in terms of international attractiveness among French research universities. Moreover, AMU's researchers benefit from an attractive local environment, as Marseille and Aix-en-Provence are frequently ranked among the most attractive cities in France. However, the HRS4R process has also shown that AMU can and must still improve, for example to further internationalise recruitment processes, simplify administrative procedures for research staff, enhance support to international researchers and promote gender balance in scientific leadership positions, ...



Building on this analysis,
AMU's HRS4R action plan addresses
9 key priorities through **38 specific measures:**

- | 1. **Enhancing the internationalisation of recruitment processes**, the international visibility of job opportunities at AMU and the development of recruitment practices which take into account **a broad spectrum of skills and experience**
- | 2. **Strengthening career support and training by responding to the specific needs of AMU's research staff** (young researchers/newcomers, researchers in leadership positions, ...)
- | 3. **Fostering measures to promote a high-quality working life**, develop ergonomic workplaces and prevent psycho-social risks
- | 4. **Developing specific actions to improve the experience of our PhD students** (setting up Maison du Doctorat, simplification of support services, enhanced career development support...)
- | 5. **Enhancing support services for international researchers** who work at AMU's research labs
- | 6. **Fostering open science practices** through a university-wide open science policy as well as training and awareness raising
- | 7. **Strengthening gender equality** by facilitating career re-entry after parental leave, improving data collection on anti-discrimination measures and mainstreaming gender-bias training
- | 8. **Promoting research ethics and scientific integrity** through enhanced training and clear deontology guidelines
- | 9. **Boosting communication on AMU's HR strategy for researchers**, both within and beyond our university's research community

The HRS4R process and the resulting action plan were presented to AMU's community on 1st February 2021.

The **implementation** of this action plan will be supervised by a HRS4R Steering committee bringing together all key stakeholders within our university, assisted by a HRS4R Implementation committee. The five HRS4R Working Groups will meet at least twice a year to provide feedback on the implementation process. Annual progress reports will be established, based on indicators (see action plan), quality surveys among AMU research staff and PhD candidates, and evaluations by external experts.



AMU HRS4R Action Plan

The 40 principles of the European Charter & Code for Researchers (C&C in the table under) are on line on the [Euraxess website](#).

Proposed actions	C&C principles	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Recruitment				
1.1 Enhance the international visibility of job opportunities at AMU by publishing all job offers in French and English at international level, with the support of HR services (Euraxess) for permanent positions	12, 13, 15	Q3 2021 Q1 2022	DRH, DRV	Evolution of the number of job offers published on Euraxess tagged 'Aix Marseille University'
1.2 Strengthen the support of HR services to the internationalisation of recruitment process and develop and disseminate a guide of best practices on issues such as publishing job descriptions in English and providing systematic feedback to applicants (within AMU and Protisvalor)	12, 13, 14, 19, 20	Q4 2021 Q2 2022	DRH	Guide of best practice shared with all research units by Q2 2022; % of research units involving the local HR department in their recruitment process
1.3 Develop recruitment practices which take into account a broader spectrum of skills and experience (beyond 'traditional' academic criteria based on bibliometrics), including the candidates' soft skills and track record on outreach and dissemination of scientific results, open science, ... These criteria will be included in the annual <i>lettre de cadrage</i> sent to selection committees (and applied according to the specific situation of each discipline).	12, 13, 15, 16, 17, 18, 19, 20	Q3 2021 Q2 2022	DRH	Recommendations on recruitment criteria communicated to all selection committees by Q2 2022 (<i>lettre de cadrage</i>); Annual monitoring and revision of criteria as of Q2 2023
1.4 Conduct an international benchmark on recruitment processes of lecturer-researchers , in coordination with partners of the French UDICE association of research universities and the CIVIS European University Alliance	12, 13, 15, 16, 17, 18, 19, 20	Q3 2021 Q2 2022	DRH, DGS	Benchmark study drafted and shared with all stakeholders by Q2 2022
2. Career development				
2.1 Set-up a Staff Development School (in line with the project IDEAL) to provide advanced skills-based training to research staff in management positions within AMU and its academic partners on the Aix-Marseille site, especially National Research Organisations (NROs) whose researchers work in joint research units hosted by AMU. The campuses' HR departments will work with research units to identify training needs and mutualize the training offer with NROs.	8, 22, 28, 32, 39	Q3 2021- Q2 2023	DRH, VPRH	Development and experimentation of new training offer from 2021 to 2023; Quality of training offer as reported by trained research staff in management positions; % of research units working with local HR departments to identify training needs by Q2 2022

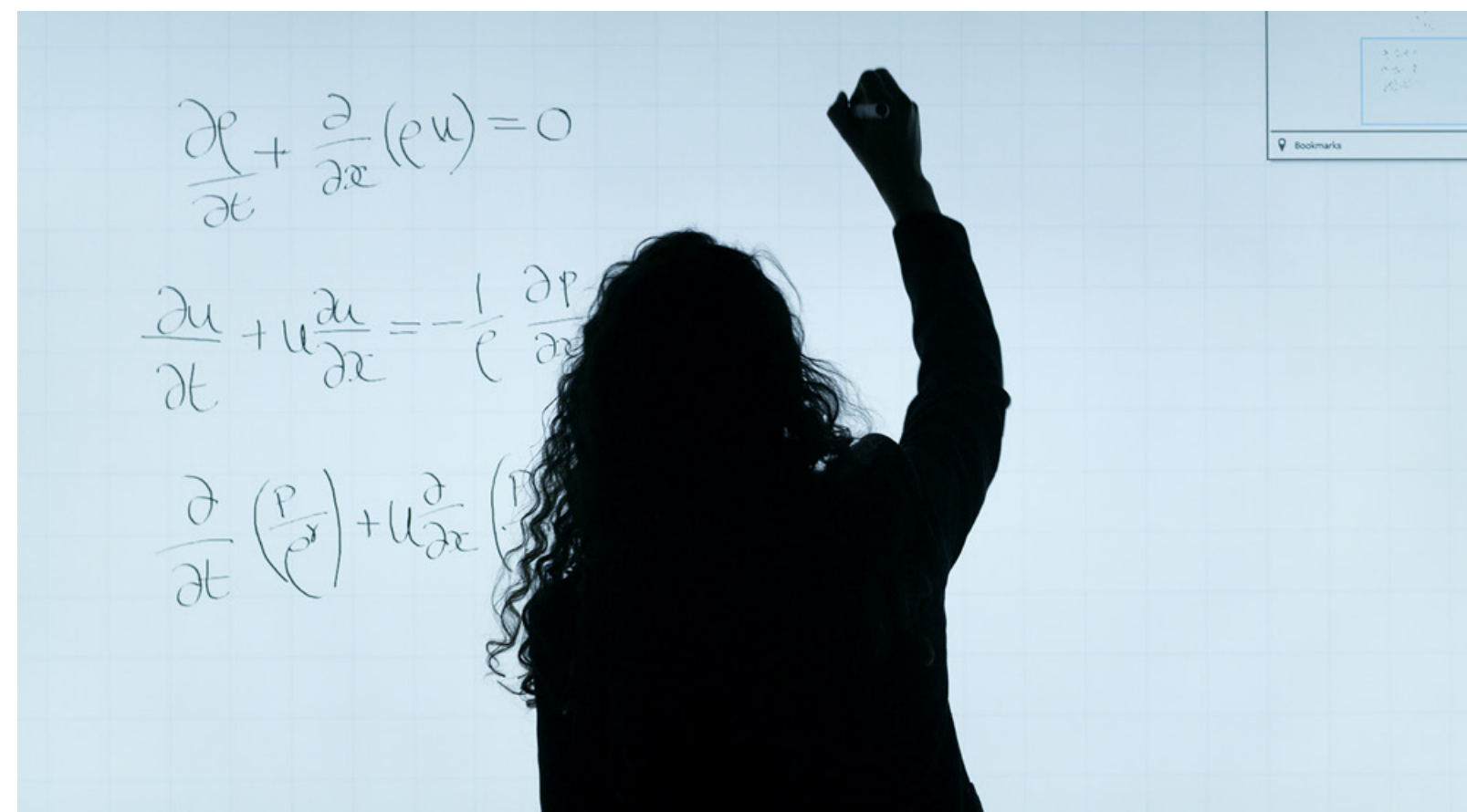
Proposed actions	C&C principles	Timing	Responsible Unit	Indicator(s) / Target(s)
2.2 Experiment a "Habilitation to manage teaching and pedagogical projects" (inspired by and complementary to the "Habilitation to supervise research" existing at national level) in order to promote, recognize and reward the engagement and competences of lecturer-researchers in teaching innovation and management	28, 33	Q3 2022 - Q2 2024	DRH	Number of "habilitations" per year as of 2024
2.3 Experiment a mentorship system for researchers to provide career advice and networking support to newly promoted Pls ("established researchers", R3) by leading researchers (R4)	22, 28, 30, 37, 40	Q3 2022 - Q2 2024	DRH, DRV	Number of demands to benefit from the mentorship system/year; Monitoring of satisfaction of mentees and mentors
2.4 Extend the perimeter of teaching discharges for researchers who respond to external calls for proposals. These discharges are currently limited to submission of ERC proposals and coordination of H2020/Horizon Europe collaborative projects. The revision of criteria to attribute such teaching discharges (e.g. an extension to certain national calls for projects) will be proposed by a specific task force in coordination with the HRS4R Working Group on recruitment and career development.	28, 33	Q3 2022- Q2 2024	DRV, DRH	Number of researchers benefitting from a teaching discharge to apply for external funding; Volume of external funding linked to sabbaticals obtained by AMU's researchers
2.5 Set up a research-boosting package for newly recruited lecturer-researchers (1/3 teaching discharge for 3 years, and an installation bonus of 10 K€)	28, 33	Q3 2021- Q2 2022	DRV, DRH	Number of newly recruited lecturer-researchers benefitting from teaching discharge and installation bonus by Q2 2022
2.6 Propose an integration/welcome path to all newcomers (AMU and Protisvalor, R1 to R4 staff): systematic meeting with the campus HR department, distribution of the European Charter for Researchers and the internal recruitment guide, introduction to the existing IT tools within AMU, through bilingual online tutorials	38, 39	Q4 2021- Q2 2023	DRH	100% of newly recruited research staff benefitting from the welcome pack by Q2 2023
2.7 Improve HR support services by local HR departments at the level of AMU's campuses: Personalised support to career development; annual HR meetings on the local campuses to clarify the conditions for promotion (professional diversity/equality); support from HR advisers to identify desirable training courses, if necessary by means of a skills assessment	11, 22, 25, 28, 30, 38, 39	Q4 2021- Q2 2023	DRH	At least 1 HR meeting per campus per year as of 2022; Number of research staff benefitting from personalised support to career development in 2022, and number per year as of 2023
2.8 Improve the communication on opportunities of international mobility (within the CIVIS European University Alliance and beyond) and inter-sectoral mobility (between public and private research units)	28, 29	Q4 2021- Q2 2022	DRV, DirCom	All mobility opportunities within institutional partnerships (such as the CIVIS alliance) advertised on AMU's HR website; Communication on inter-sectoral mobility systematically integrated into university-wide HR related communication

Proposed actions	C&C principles	Timing	Responsible Unit	Indicator(s) / Target(s)
2.9 Further develop attractive packages for top level researchers in line with the practices of A*MIDEX (AMU's national Idex label of excellence)	22, 26	Q3 2021	DRH, DRV	Number of packages offered to top level researchers per year; Number of applications and acceptance rate; Position of recruited researcher on the waiting list (if selected candidate has not accepted the offer)
2.10 Develop evaluation practices which take into account a broader spectrum of skills and experience including the candidates' track record on national and European calls for proposals, outreach and dissemination of scientific results, open science practices, ... These criteria will be included in a guide of best practices for evaluation, which will be communicated to all AMU's research units.	11	Q3 2021 - Q2 2022	DRH	Integration of new criteria in evaluation guides, and effective integration in evaluation practices (survey)
3. Quality of working life				
3.1 Promote benevolent management through systematic training in HR management for leading research staff. A video clip promoting benevolent leadership will be included at the beginning of training sessions for management in research and research support services.	24, 37, 40	Q3 2021 - Q2 2022	DGS, DRH, VPQWL	100% of leading research staff following benevolent leadership training by Q2 2022.
3.2 Set up an impartial, external support unit to detect potential management problems and prevent psycho-social risks. This unit will gather professionals with different profiles, who will be trained to react appropriately to all issues arising (psychology, legal regulations, ...).	10, 24, 37, 40	Q4 2021 - Q2 2022	DGS, DRH, VPQWL, SUMPP	Number of cases per year; Visibility and quality of support as perceived by AMU staff
3.3 Create a service support group, with expertise on all support functions and whose mission, on a voluntary basis, will be the temporary replacement of people on sick leave or maternity leave	24	Q4 2021 - Q2 2023	DGS; SUMPP	Total staff of 3-5 FTE working at the service support group by Q2 2023; Number of hours of replacement
3.4 Develop ergonomic workplaces and space for socializing in all building and campus renovation works	23, 24	Ongoing (continuous improvement)	DGS/, VPQWL, DDPI, SUMPP	Number of workstations dedicated to co-working for staff on AMU campuses; Satisfaction of research staff with workplace ; Satisfaction of research staff with workplace
3.5 Facilitate flexible work practices, especially through remote working, (time, place, organization) while maintaining good working conditions to avoid musculo-skeletal disorders. This action implies the necessary identification of working conditions inducing musculo-skeletal disorders and implementing appropriate corrective measures (for eg. provide researchers with laptops so that they can vary their work postures).	23, 24	Q3 2021 - Q2 2022	DGS, DRH, SUMPP	% of research support staff (BIATSS) provided with material support; Satisfaction of research staff with remote working arrangements (annual survey)

Proposed actions	C&C principles	Timing	Responsible Unit	Indicator(s) / Target(s)
3.6 Foster socializing and team-building initiatives by developing on-campus sport and cultural initiatives and facilities for staff, encouraging and supporting research units to implement social events for their staff, and creating a university-wide award for innovative team-building initiatives to promote exchange of good practices across research units	24	Q4 2021 - Q2 2023	DRH, DGS/ VPQWL, DDPI	Number of research units (and research teams) systematically implementing team building initiatives
3.7 Experiment the implementation of professional networks for research support staff across research units, in order to share good practices and organise relevant training for personnel who is spread over numerous research units and several campuses	3, 4, 5, 22, 28	Q3 2021 - Q2 2023	DRH	Number of participants in networks; Satisfaction of participants with the network's activity
4. Specific actions focused on PhD students				
4.1 Enhance the visibility of support services for PhD students by setting up a one-stop shop (Maison du doctorat) that will be present on all of AMU's campuses. This structure will gather all services in charge of PhD-related processes (registration, re-registration, mobility, training, orientation and professional integration, ...).	24	Q4 2021 - Q2 2023	DFD	Opening of the 1st Maison du Doctorat (Q4 2021); one Maison du Doctorat on each campus by Q2 2023
4.2 Simplify and digitalise all administrative procedures for PhD students	24	Q3 2021 - Q2 2022	DFD, DOSI	100 % of administrative procedures for PhD students digitalised by Q2 2022
4.3 Boost career development support to PhD students by further developing active training practices involving socio-economic partners, enhancing networking opportunities bringing together students and potential future employers, and providing support in the search of external funding	25, 28	Ongoing (continuous improvement)	DFD, DRH	% of PhD training dedicated to post-PhD job placement; Number of career support workshops and other events organised per year
4.4 Promote and mainstream best practices on PhD supervision, drawing on the H2020 DOC2AMU COFUND programme implemented by AMU's doctoral college: collective PhD supervision by Thesis Advisory Committees as of the 1st year of PhD trajectories, and development of informal sessions for PhD supervisors to exchange best practices	4, 5, 11, 36, 37, 40	Q4 2021 - Q2 2022	DFD, CD	100% of PhD students having met their Thesis Advisory Committee during their 1st year as of Q2 2022; At least one best practice session for PhD supervisors organised per semester as of Q2 2022
4.5 Promote research ethics by strengthening support services and incentive systems for PhD students and their supervisors through specific training for PhD students on research ethics, deployment of plagiarism software, and exchange of best practices among PhD supervisors	2, 3, 6, 32, 36, 40	Q3 2021 - Q2 2022	DFD, DRH	Number of hours of training on research ethics for PhD students throughout the PhD trajectory as of 2022; Satisfaction of PhD students with training on research ethics; 100% of Doctoral Schools equipped with anti-plagiarism software by Q2 2022
4.6 Set up an annual survey to measure students' satisfaction with doctoral training	38, 39	Q4 2021 - Q2 2023	DFD	Existence of survey; Response rate; Improvement of the satisfaction rate over the years.

Proposed actions	C&C principles	Timing	Responsible Unit	Indicator(s) / Target(s)
5. Specific actions focused on welcoming international researchers				
5.1 Enhance and simplify support services to incoming international researchers which will be provided by AMU's recently launched Euraxess support centre: enhancing training of staff to develop key skills for welcoming international researchers, facilitating inter-services cooperation within AMU, and increasing cooperation with regional and local authorities	12, 13, 24	Q3 2021- Q2 2022	DRV	Satisfaction of international researchers with welcome services; Satisfaction of research units and researchers with AMU Euraxess support centre
5.2 Better inform on the conditions for welcoming international researchers , through centralising all required information and translating all documents in English (recruitment forms, contracts, settling in form...), in order to facilitate access to information for both, incoming researchers themselves, and AMU staff/ research units recruiting and welcoming them	4, 5, 6, 7, 24	Q4 2021- Q2 2022	DRV, DRH, DFD, DRI	100% of administrative forms for international researchers translated in English by Q2 2022
6. Open Science				
6.1 Structure the steering and management of AMU's open science policy , by writing up a strategic document/charter, setting up committees to coordinate open science initiatives and provide expertise on open science, and structuring a decentralised network of open science referees in research units	9	Q3 2021- Q2 2022	SCD, DRV	Existence of strategic document/ charter; Number of meetings of Coordination Committee/year; 1 open science referee / research unit by Q2 2022
6.2 Develop training and awareness-raising on open access, research data management and citizen science , by creating a shared virtual space for training and communication, developing AMU's training offer, enhancing support for the dissemination of scientific results and providing support to the elaboration of data management plans, in link with the projects of CIVIS	3, 6, 7, 9	Q4 2021- Q2 2023	SCD, DRV, DRH	Number of participants in training sessions; % of publications uploaded on open access platforms
7. Gender equality				
7.1 Facilitate career re-entry after parent-related leave , by promoting the access to research sabbaticals (CRCT) following parental leave	10, 27	Q4 2021- Q2 2022	DRH, VP Gender equality and non-discrimination	% of successful applications to CRCTs among all applicants back from parental leave
7.2 Improve internal data collection on anti-discrimination measures to monitor the impact of actions (awareness-raising, training, etc.), including academic experts on issues related to anti-discrimination and equality	10, 27	Q3 2021- Q2 2022	DRH, VP Gender equality and non-discrimination	New version of AMU's social audit report (bilan social) including all relevant indicators (participation indicator, new parity indices - Adverse impact ratio - and cross-sectional analyses of the evolution of recruitment and promotion decisions) published annually as of 2022
7.3 Mainstream gender bias training for selection committees of permanent researchers, and extend it to the selection committees of contract-based research staff and doctoral students	10, 12, 13, 27	Q3 2021- Q3 2022	DRH, VP Gender equality and non-discrimination	All selection committees trained on gender bias as of Q3 2022

Proposed actions	C&C principles	Timing	Responsible Unit	Indicator(s) / Target(s)
8. Ethics and scientific integrity				
8.1 Develop training on ethics and scientific integrity	2, 3, 6	Q4 2021- Q2 2022	DRH / DRV DFD, PhD Schools	% of researchers trained in ethics and scientific integrity; Satisfaction of researchers with AMU's training offer on ethics and scientific integrity
8.2 Elaborate a deontology guide , gathering internal rules, Corporate Social Responsibility (CSR) policy, charters, contact of AMU's Mediator, ...	2, 3, 6	Q4 2021- Q2 2022	DRH, DRV	% of survey respondents aware of existing deontology tools and policies within AMU
9. Communication and visibility of HRS4R				
9.1 Internationalize communication on AMU's HR strategy to attract international research staff and enhance mobility (e.g. within the CIVIS European University Alliance and beyond)	13, 18, 29	Q3 2021- Q2 2022	DRH, DRV, DRI, DirCom	All relevant HR information, including the website of the AMU's HR department, available in English as of Q2 2022
9.2 Strengthen internal communication on AMU's HRS4R strategy and all issues related to HR for researchers: annual HRS4R day bringing together all HRS4R Working Groups and AMU's broader research community, HRS4R-implementation prize for research units, support to the integration of the European Charter for Researchers in the internal regulations of AMU's research units, sensitisation to the C&C in every Horizon Europe training proposed internally and in information sessions dedicated to Horizon Europe	3, 4, 5, 7, 8, 9, 23, 24	Q3 2021 - Q2 2022	DRH, DRV, DirCom	



Implementation of the HRS4R at AMU: Organisation & Timing

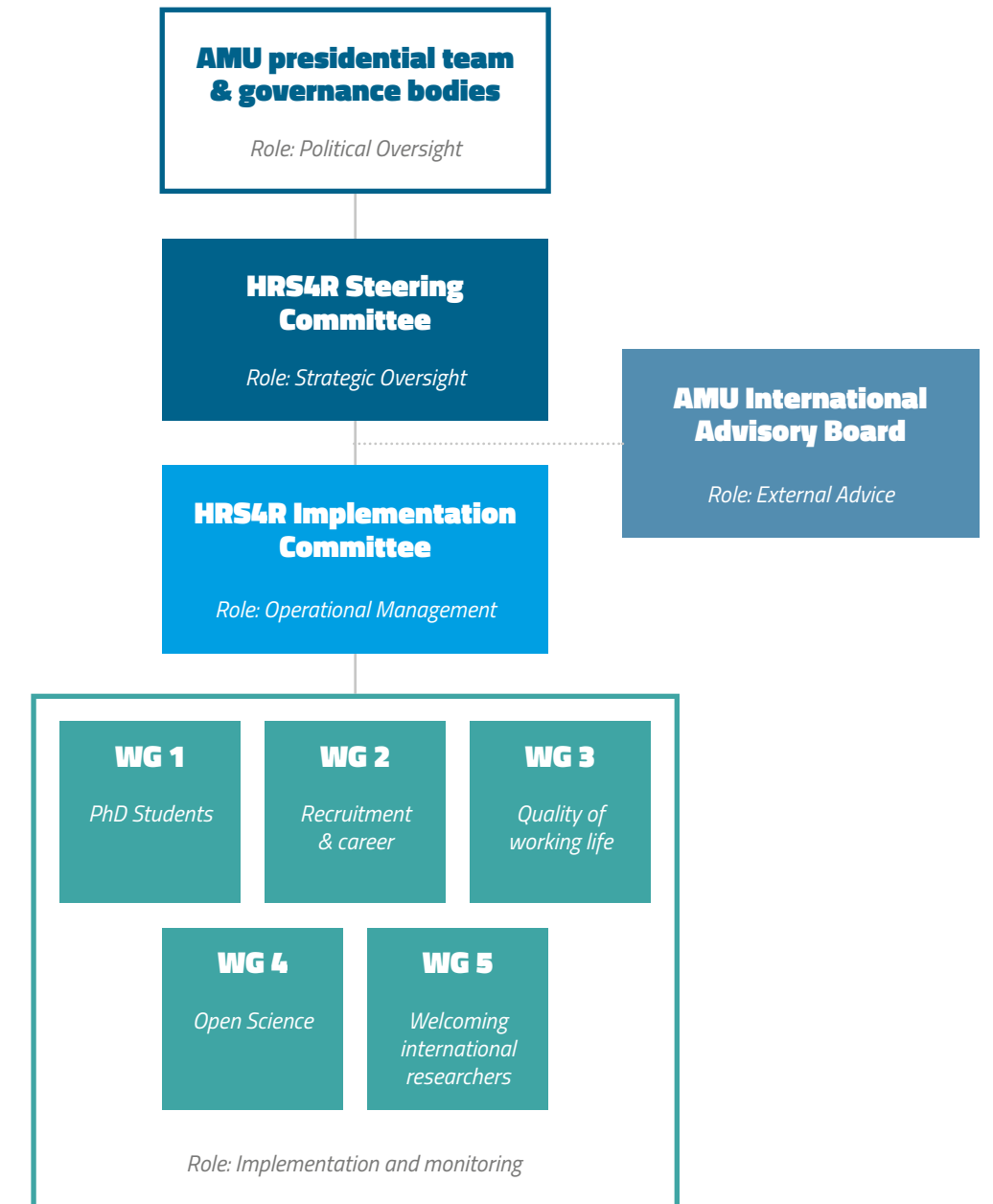
The implementation of the action plan will be structured in two main phases:

- 1. Launch and experimentation phase (~Q4 2021-Q2 2023).** Quite all measures described in the action plan will be launched at latest by the end of 2021 (except actions 2.2., 2.3 and 2.4 which will need more time to prepare). Most actions will follow an experimentation phase of one academic year, or 2 years for those which are more complex to implement. Beyond continuous monitoring, a self-evaluation led by external experts under the supervision of AMU's International Advisory Board will provide a first in-depth progress report ahead of AMU's new 5-year strategic plan for 2024-2028.
- 2. Mainstreaming (~Q3 2023-Q4 2025).** All measures described in the action plan will be fully implemented, including potential adjustments following the experimentation phase (except actions 2.2, 2.3 and 2.4 which will follow an experimentation phase until 2025).

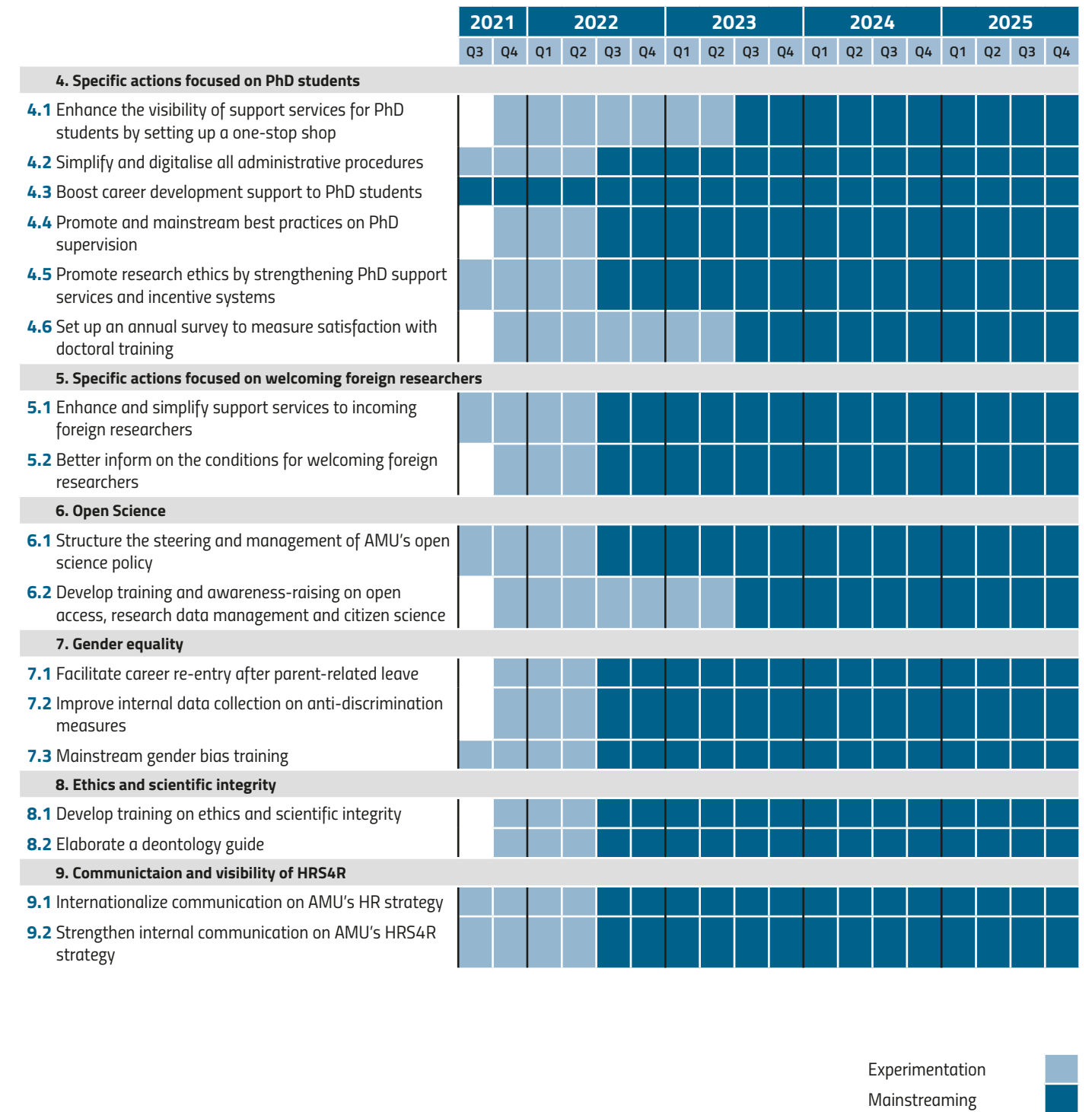
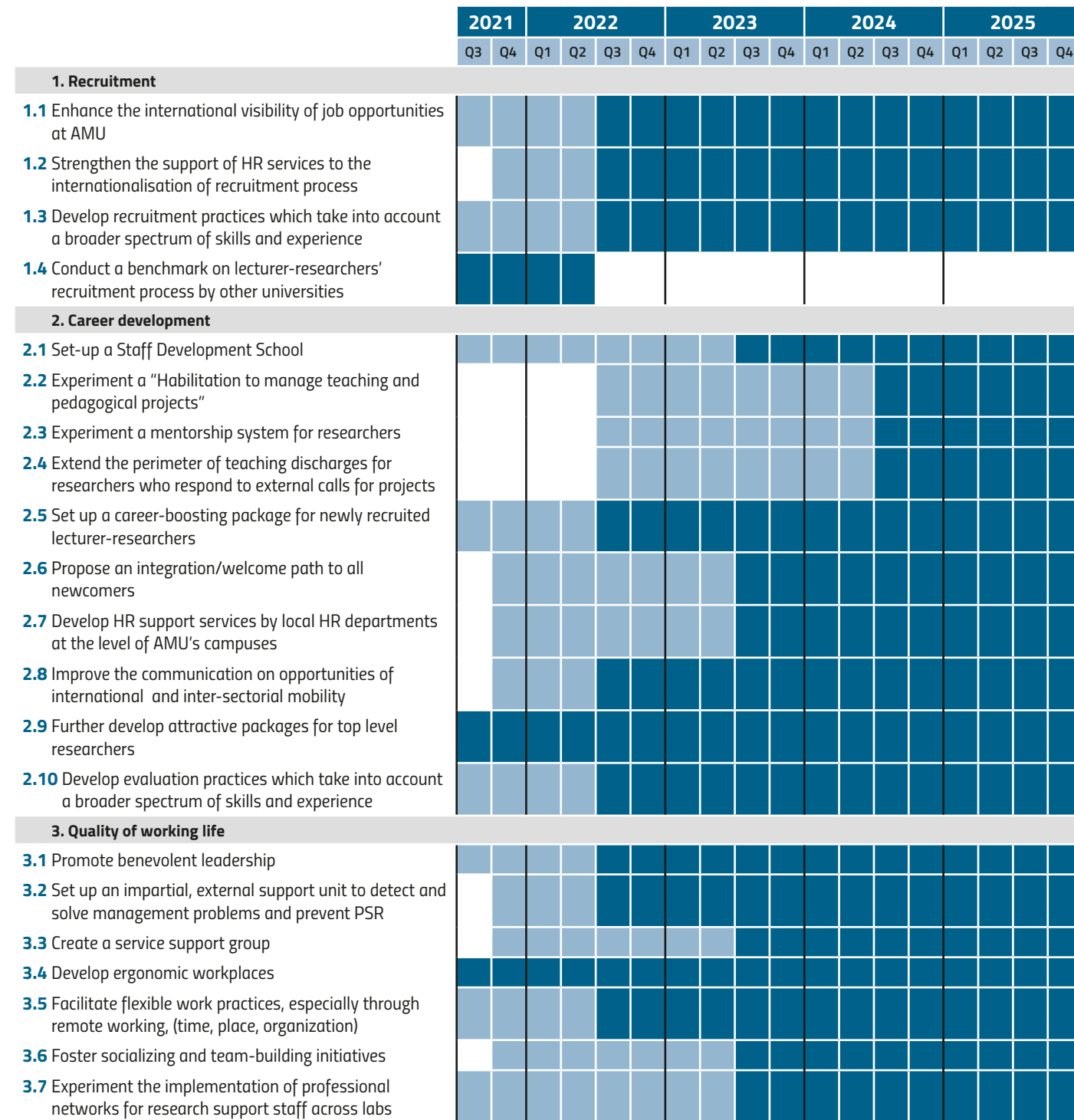


Governance of the implementation process:

The implementation of our HRS4S strategy will be overseen by AMU's presidential leadership team and central governance bodies. AMU's presidential leadership team will validate annual progress reports provided by the HRS4R Steering Committee and strategic decisions on the adjustment of the action plan, if necessary. AMU's Governing Board (CA), the Research commission of its Academic Council (CACr), the Technical Committee (CT) as well as the governance bodies of AMU's subsidiary Protisvalor, will be informed on a regular basis (at least annually). The implementation process will be governed by the following bodies:



Gantt chart



Experimentation ■
Mainstreaming ■

Glossary

- A**
- **A*MIDEX / IDEX** : Aix-Marseille Initiative of Excellence – Initiative d'Excellence du site d'Aix Marseille
<https://www.univ-amu.fr/amidex>
 - **Assistant professors** : Maître de conférences (MCF)
- C**
- **CA** : Governing Board - Conseil d'Administration -
 - **CAC** : Academic Council – Conseil académique -
 - **CD** : Doctoral College – Collège Doctoral
 - **CHSCT** : Committee of Hygiene, Security and Work conditions – Comité d'hygiène, de sécurité et des conditions de travail
 - **CIPE** : Centre for pedagogical innovation and evaluation – Centre d'innovation Pédagogique et Evaluation
 - **CISAM** : Aix-Marseille Centre of innovation and knowledge – Cité de l'innovation et des Savoirs d'Aix-Marseille
<https://cisam-innovation.com/>
 - **CIVIS** : European Civic University Alliance
<https://civis.eu/fr>
 - **CNU** : National Council for Universities -Conseil National des universités
 - **CRCT** : Sabbatical for Research or Thematic Conversions - Congés pour Recherches ou Conversions Thématiques
 - **CST** : Thesis Advisory Committee – Comité de Suivi de Thèse
 - **CT** : Technical Committee – Comité technique
- D**
- **DAC** : Department of Continuous Improvement – Direction de l'Amélioration continue
 - **DAJI** : Legal and Institutional Affairs Department – Direction des Affaires juridiques et institutionnelles
 - **DDPI** : Real Estate Development Department - Direction du Développement du Patrimoine Immobilier
 - **DFD** : Doctoral Training Department – Direction de la Formation Doctorale
- **DGS/DGSA** : Director General of support services / Vice Director General of support services -Directeur Général des Services/Directeur Général des Services Adjoint
 - **DirCom** : Communication Department – Direction de la Communication
 - **DOC2AMU** : H2020 Marie Sklodovska Curie COFUND programme dedicated to PhD – Programme COFUND Marie Sklodovska Curie pour les Doctorants.
<https://doc2amu.univ-amu.fr/fr>
 - **DOSI** : Information System Operations Department – Direction Opérationnelle des Systèmes d'Information
 - **DRH** : Human Resources Department – Direction des Ressources Humaines
 - **DRI** : International Relations Department – Direction des Relations internationales
 - **DRV** : Research & Valorisation Department -Direction de la Recherche et de la Valorisation
 - **DU** : Director of research unit - Directeur d'Unité
- E**
- **EPST** : Public institution of a scientific and technological nature – Établissement public à caractère scientifique et technologique
- G**
- **Galaxie** : web portal dedicated to operations relating to the recruitment research and teaching staff - Portail dédié aux opérations relatives au recrutement des personnels de l'enseignement supérieur et de la recherche ...
<https://www.galaxie.enseignementsup-recherche.gouv.fr/ensup/candidats.html>
- H**
- **Hcéres** : High Council for Evaluation of Research and Higher Education - Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur

- I**
- **IDEAL** : AMU Project: "Integration and Development at Aix-Marseille through Learning" – Projet AMU dans le cadre de l'appel "Grandes universités de Recherche"
<https://www.univ-amu.fr/fr/public/pia-3-projet-ideal>
 - International Advisory Board – Conseil international d'Orientation stratégique
- L**
- **Lecturer-researcher** : Enseignant-chercheur
- P**
- **Professor** : Professeur
 - **Protisvalor** : AMU spin off dedicated to support researchers in the instruction, setting up and management of public-private and European research contracts. - filiale d'Aix Marseille Université spécialisée dans l'accompagnement des chercheurs pour l'instruction, le montage et la gestion des contrats de recherche partenariaux et européens
<https://www.protisvalor.com/site/fr>
- R**
- **RAD** : administrative managers and referents -Responsible Administratif
- S**
- **SATT** : Technology Transfer Acceleration Company – Société d'Accélération de Transfert de Technologie
 - **SCD** : Academic Libraries -Service Commun de Documentation
 - **SUMPP** : University Service of Preventive Medicine for Personnel - Service universitaire de médecine de prévention des personnels
- T**
- **TIGER** : AMU Project: < Transform and Innovate in Graduate Education with Research" – Projet AMU dans le cadre de l'appel "Grandes universités de Recherche"
<https://www.univ-amu.fr/fr/public/pia-3-projet-tiger>
- U**
- **UDIC** : association grouping 10 research universities association de 10 universités de recherche françaises
 - **UMR** : Joint research unit (between the university and one of the National Research Organisation)– Unité Mixte de Recherche (entre l'université et l'un des organismes de recherche)
- V**
- **VAE** : validation of prior experience - Validation des Acquis de l'Expérience



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