N°	Actions	Gap Principles	Timing
AXIS 1. RECRUITMENT			
Goal 1.1. Improve Faculty's recruitment process			
1	1.1. **Draft and share a Recruitment Guide common to all departments** in accordance with OTM-R practices including: (1) guidelines (OTM-R Policy) and procedures *(decisional process description, guidelines on the composition of selection committees , advertisement, feedback to candidates, etc.)* . (2) a job offer template for each category of researcher specifying the modalities for minorities and the reporting procedure. *This guide will be integrated into the "Head of Department Role" Guide, which is currently being drafted in accordance with the reform of the departments that will come into effect from September 2022.*	10. Non-discrimination 12. Recruitment 13. Recruitment 14. Selection 15. Transparency 16. Judging merit 17. Variations in the chronological order of CVs 18. Recognition of mobility experience 19. Recognition of qualifications 20. Seniority 27. Gender-Balance	Q2 2023
2	1.2. **Conduct a study on the implementation of an academic recruitment management tool** in order to support departments in a homogeneous process, to guarantee candidates a response & follow-up of their application, to centralize information and to manage data.	12. Recruitment 13. Recruitment 14. Selection 15. Transparency 16. Judging merit 17. Variations in the chronological order of CVs 18. Recognition of mobility experience 19. Recognition of qualifications 20. Seniority	Q2 2024
Goal 1.2. Formalise the recruitment of non-Faculty researchers			
3	1.3. **Develop a procedure for the recruitment and monitoring of non-faculty researchers**	11. Evaluation / appraisal systems 12. Recruitment 13. Recruitment 15. Transparency	Q3 2023
4	1.4. **Clarify and share the same research culture internally:** drafting and disseminating a repository of research and academic professions (particularly non-faculty)	21. Postdoctoral appointments 22. Recognition of the profession	Q4 2023
5	1.5. **Harmonize compensation conditions for research staff** regardless of the source of funding for their employment	21. Postdoctoral appointments 22. Recognition of the profession 26. Funding and salaries	Q4 2024

N°	Actions	Gap Principles	Timing
Goal 1.3. Foster visibility			
6	1.6. **Provide visibility to the Recruitment Policy** and publish the OTM-R Policy on the school's website	13. Recruitment 15. Transparency	Q3 2023
7	1.7. **Increase the visibility of job offers** by publishing them on EURAXESS and more generally increase the use of resources on EURAXESS	12. Recruitment 13. Recruitment 15. Transparency 29. Value of Mobility	Q4 2022
Goal 1.4. Strenghten the OTM-R monitoring system			
8	1.8. **Draw and implement a process to check researchers' Diplomas**	19. Recognition of qualifications	Q2 2025
9	1.9. **Implement quality control of the OTM-R** during the annual interviews of the Department Heads with the Dean, the Associate Dean for Research and the Associate Dean for Pedagogy	12 to 20 37. Supervision and managerial duties 40. Supervision	Q3 2023
10	1.10. **Annual presentation to the EXCOM of the recruitment policy for researchers**, including for example the reports of the selection committees (Faculty, PhD Program), research staff recruitment and any feedback from candidates via interviews.	15. Transparency	Q1 2025

N°	Actions	Gap Principles	Timing
	**AXIS 2. RESEARCH ETHICS & IMPACT**		
	Goal 2.1. Consolidate ethical resources		
11	2.1. **Redesign and revive the functioning and the modalities of referral to the Deontology Committee**	2. Ethical Principles 34. Complaints/appeals	Q4 2024
12	2.2. **Redefine the mission of the scientific integrity referent** in order to strengthen its field of action and to promote it internally	2. Ethical Principles	Q1 2023
13	2.3. **Update the Faculty Code of Conduct**, the last version of which dates from 2016 : include the notion of Research Freedom, define professional responsibilities (ethics, *etc.*). *This document should be submitted with the employment contract.*	1. Research Freedom 2. Ethical Principles 31. Intellectual Property Rights 32. Co-authorship	Q4 2024
14	2.4. **Strengthen support of research on legal and intellectual property issues**: organisation of seminars on these subjects (copyright, IPR, *etc.*)	5. Contractual and legal obligations 31. Intellectual Property Rights 32. Co-authorship	Q2 2024

N°	Actions	Gap Principles	Timing
Goal 2.2. Be impactful			
15	2.5. **Conduct a major internal consultation to define the objectives and indicators of impact and influence with regard to the RISE strategy**, which aims to maximise ESSEC's impact on the economic world and society at large.	3. Professional responsibility 4. Professional attitude 9. Public engagement	Q2 2023
16	2.6. **Perpetuate the Science and society conference** organised for the first time in April 2023 by the ESSEC Research Centre (CERESSEC) and the Council of Business and Society (CoBS)	9. Public engagement	Q2 2023
17	2.7. **Encourage Open Access practices with the development of an Open Science policy**: awareness-raising actions, developing a workshop and training offer, individual support, Data Management Plan, *etc.*	8. Dissemination, exploitation of results	Q4 2022
18	2.8. **Encourage and promote gender research** through a dedicated action plan (Gender Equality Plan)	3. Professional responsibility 27. Gender Balance	Q2 2023
19	2.9. **Enhance research support for Faculty** in terms of resources, time to conduct research, and incentives to capture outside grants	1. Research Freedom	Q3 2025
20	2.10. **Enhance campus research culture and intellectual activity** within the Faculty with formal and informal events *(Research Breakfast, Research Day Conference, etc.)*	8. Dissemination, exploitation of results 23. Research Environment	Q3 2023
21	2.11. **Develop ESSEC Knowledge** by increasing technical capabilities and by organizing more events	8. Dissemination, exploitation of results 9. Public engagement	Q4 2023
22	2.12. **Develop research networks with joint projects, events and mobility** *For example : expand authorized research fund expenditures to foster research-business link*	9. Public engagement 23. Research environment 29. Value of mobility	Q4 2022
Goal 2.3. Spread the Research Culture			
23	2.13. **Increase the number of students going on to doctoral studies** (at ESSEC or other institutions) with the creation of a specific research track within the MiM (Master in Management - Grande Ecole)	9. Public engagement 22. Recognition of the profession	Q1 2024

N°	Actions	Gap Principles	Timing
AXIS 3. WORKING ENVIRONMENT			
Goal 3.1. Improve researchers' working environment			
24	3.1. After a 3-year renovation of the campus and the COVID period, **infuse a new dynamic among researchers when moving into the *Research Tower*** : bring this space to life and enable researchers to "own" the spaces by developing spaces for meetings, conviviality and socialization.	23. Research environment	Q1 2024
25	3.2. **Use the *Research Tower* inauguration as an opportunity to put in place rules for the use of spaces**	23. Research environment 24. Working conditions	Q1 2024
Goal 3.2. Better support newcomers			
26	3.3. **Strengthen onboarding offerings for new Faculty:** Organization of an annual inter-departmental integration meeting All internal and useful information (French administration, transportation, contacts, etc.) for the Faculty in a specific "Welcome at ESSEC" leaflet, provided with the employment contract. Creation of a mailing list of new N and N-1 professors for specific communications and/or to enable the organization of informal events Support to researchers in the organization of social events	22. Recognition of the profession 23. Research environment 24. Working conditions	Q4 2022 to Q4 2023
27	3.4. **Strengthen the welcoming and onboarding offer of postdocs and research staff:** Create a welcome leaflet for newcomers with contact information, resources to live in France, ESSEC general information and information about ethics. Systematically offer the "Newcomer" program to researchers with a contract of more than 3 months Perpetuate and strengthen lunch meetings between postdocs and the Associate Dean for Research Creation of a mailing list for postdocs and research staff Set up a welcome desk to inform about the arrival of new researchers, especially those who arrive during the academic year and who cannot be integrated into the classic integration process	21. Postdoctoral appointments 22. Recognition of the profession 23. Research environment 24. Working conditions	Q4 2022 to Q4 2023
Goal 3.3. Promote involvement and consultative approaches			
28	3.5. **Promote to Faculty all the actions of the HR department in favor of the well-being at work:** redefine the Bleexo survey for the Faculty	4. Professional attitude 22. Recognition of the profession 23. Research environment 24. Working conditions 35. Participation in decision-making bodies	Continuous
29	3.6. **Create a suggestion box** to provide challenges and ideas for future action plans, and set up a participative process	22. Recognition of the profession 23. Research environment 35. Participation in decision-making bodies	Q3 2024

N°	Actions	Gap Principles	Timing
AXIS 4. TRAINING AND CAREER SUPPORT			
Goal 4.1. Structure & Develop a Training Offer			
30	4.1. **Define and implement a new mentoring system** following the reform of the departments in order to accompany, advise young researchers and to create links	28. Career Development 33. Teaching 37. Supervision and managerial duties	Q4 2023
31	4.2. **Develop and promote a multi-year training plan for Faculty members**	10. Non-discrimination 33. Teaching 38. Continuing professional development 39. Access to research training and continuous development	Q4 2024
32	4.3. **Develop a Management Program and train researchers when they take up a position with supervision and/or management responsibilities** *(chair, program, PhD, etc.).*	10. Non-discrimination 37. Supervision and managerial duties 40. Supervision	Q3 2023
AXIS 5. PROFESSIONAL EQUALITY			
Goal 5.1. Promote Professional Equality			
33	5.1. **Draft and formalize a Guide to promote work-life balance** *(maternity/paternity leave, parental leave, mono parentality, family issues, etc.)* including information on reduced teaching hours, deferral of objectives, evaluation schedules, etc. *This project is linked to the professional equality project at the School level led by the HR department.*	24. Working conditions 27. Gender Balance 33. Teaching	Q3 2024
34	5.2. **Encourage parity in non-elected committees and working groups** at least in proportion to the representation of women in the Faculty and/or departments through a dedicated action plan (GEP)	27. Gender Balance	Q1 2025

N°	Actions	Gap Principles	Timing
AXIS 6. COMUNICATION			
Goal 6.1. Establish a dynamic internal communication			
35	6.1. **Enhance communication about strategic orientations and open exchanges between the Dean and department Heads** by organizing several thematic meetings during the year that are also spaces for sharing best practices *(recruitment, integration, etc.)*	12. Recruitment 13. Recruitment 15. Transparency 16. Judging merit 24. Working conditions 33. Teaching 36. Relation with Supervisors 40. Supervision	Q4 2023
36	6.2. **Accentuate and boost external and internal communication of academic and research events and internal communication of training courses**: online agenda, social networks, formalization of communication to research staff.	8. Dissemination, exploitation of results	Q1 2024
37	6.3. **Structure communication within the Faculty** with, for example, the implementation of a regular newsletter *(information on the various projects, update on the different actions, research news, new arrivals, HRS4R commitment, etc.)*	3. Professional responsibility	Q3 2024
Goal 6.2. Increase external communication			
38	6.4. **Develop new external communication actions to better promote the institution's research activities and promote the implementation of an HR action plan for researchers** in connection with the "Turn Up the Volume" plan led by the Communication Department	8. Dissemination, exploitation of results 9. Public engagement	Continuous (Q2 2024)
AXIS 7. FOCUS PHD STUDENTS			
Goal 7.1. Promote PhD Students with greater support			
39	7.1. **Enhance PhD students' actions**: monitoring of students' publications during their studies and in the 10 years following their graduation, publication of an annual report	4. Professional attitude 8. Dissemination, exploitation of results 22. Recognition of the profession	Q1 2023
40	7.2. **Strengthen information about mobility opportunities offered by partners** (CY, Eutopia…)	29. Value of Mobility 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous
41	7.3. **Strengthen support of PhD students' career development**: improve and increase networking, consolidate the program's Alumni network, reflect on a resource dedicated to job placement, *etc.*	28. Career development 30. Access to career advice	Q4 2025
42	7.4. **Create synergies between PhD students, postdocs and research staff**: invitation to PhD seminars, information on postdocs' arrivals, opening of some courses *(software, quanti)* to postdocs & research staff, creation of convivial spaces in the future *Research Tower* .	23. Research environment 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous