

1. Starting position: overview of conditions, trends, and issues in research in our country

In France, researchers face numerous challenges that slow down their professional development and long-term career prospects. The research landscape is characterized by high competition for obtaining a permanent researcher position, which creates uncertainty for early-career researchers. Moreover, employment conditions are often unstable, with many researchers working on temporary contracts, making it difficult to plan for the future. Additionally, professional development opportunities are often unknown, leaving researchers without the necessary support to transition into non-academic careers. These challenges have wider consequences, not only for individual researchers but also for the country's overall research and innovation potential.

2. The main challenges addressed by Adoc Talent Management

Adoc Talent Management has taken a proactive approach to addressing several key challenges affecting both PhD candidates and PhD holders. One of the primary issues we have focused on is the mutual lack of awareness among both non-academic employers and PhD holders regarding the value and potential contributions of PhD holders. Many companies outside academia are unfamiliar with the skill sets that researchers possess and how these skills can be applied in various sectors of industries. Bridging the gap between academia and industry by promoting the value of a PhD remains a significant challenge, as researchers often struggle to translate their academic experience into terms that resonate with potential employers.

The efforts of Adoc Talent Management focus on combining three activities: supporting and understanding recruiters' expectations toward PhD holders, supporting PhD holders and candidates for their next professional experiences through a wide range of training programs, and studying the doctorate through an interdisciplinary research approach. These activities work in synergy to support both PhD candidates and holders in developing their skills, revealing their talents, and achieving their career plans, whatever they may be.

3. Innovative approaches adopted during the SECURE period

Through the SECURE project, Adoc Talent Management has implemented initiatives designed to bridge the gap between academia and industry by demonstrating that best practices from academic career support can be successfully applied to the private sector. Our work aims to create an ecosystem where researchers' expertise is fully recognized and valued in multiple professional contexts. By promoting career development frameworks that align with both sectors, we facilitate better transitions, higher job satisfaction, and enhanced innovation potential.

A. Standardization of sector language to facilitate intersectorial transitions

To facilitate career transitions between academic and industry sectors, a structured scoring model was developed to classify research roles into the R1-R4 framework. This model provides a standardized way to evaluate research positions based on experience, skills, and responsibilities, ensuring consistency across different sectors.

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The process began by defining reference scores for each R1-R4 level. Since the R1-R4 framework already serves as a recognized classification system within academia, the objective was to create a quantifiable scoring model that could precisely differentiate research roles within this structure. To achieve this, a set of specific evaluation criteria was established, including autonomy in research and decision-making, involvement in research activities, innovation and output production, supervision and management responsibilities, collaboration and communication skills, and financial resource management. These criteria provided a structured foundation for assigning scores and determining the level of expertise and responsibility associated with each R1-R4 category. With these reference scores in place, the next step was to extend their application beyond academia by mapping private-sector job titles to the R1-R4 framework. This was achieved through a standardization of sector language, ensuring that research roles in industry could be assessed using the same structured methodology. A verb-strength analysis was applied to job descriptions, evaluating the nature and intensity of core missions.

This systematic approach enabled a direct comparison between private-sector roles and their corresponding R1-R4 levels, ensuring that skills and expertise acquired in academia are effectively recognized in industry.

B. The other insightful initiatives developed by Adoc Talent Management:

In addition to the mapping efforts, Adoc Talent Management organized a webinar on career interruptions and intersectoral transitions, which aimed to provide insights into the perceptions of recruiters regarding career breaks and sector changes. This webinar gathered recruitment professionals from both the public and private sectors to discuss how career interruptions are perceived in hiring processes. The webinar also covered expectations regarding PhD holders' competencies when transitioning between academia and industry. Key questions included how public and private sector expectations differ, what transferable skills are most valued, and the main challenges faced by researchers during such transitions. This webinar provided valuable insights into the challenges and opportunities that PhD holders/researchers face when dealing with career interruptions and sector transitions together with encouraging collaboration, and developing practical solutions to support researchers in their career transitions.

Both the SECURE project and Adoc Talent Management's study identified key factors shaping researchers' career decisions. Regardless of sector, researchers prioritize stability, career growth, and professional development. Through extensive data analysis, key leaving-job and taking-job factors were examined, revealing motivations for career changes, expectations for new roles, and organizational adaptation challenges. These insights help recruiters and career advisors to anticipate risks and align candidates with roles suited to their long-term aspirations. Tracking how these factors evolve over time informs best practices for enhancing retention and career satisfaction in academia and industry. By applying structured career progression models from

academia to the private sector, sustainable career pathways for PhDs can be created, ensuring long-term stability and professional development.

Finally, Adoc Talent Management developed a comprehensive mapping of intersectoral movements across different career stages, providing a clear overview of transitions between key sectors: public research, private research, public outside research, private outside research, and associations. This analysis highlights that while PhD holders gain experience in various non-academic fields, public research remains the most common career path. Career transitions between academia and industry occur at various professional stages, demonstrating that mobility is feasible at any time. Additionally, research activities remain central throughout the first four professional experiences post-doctorate, regardless of sector. By identifying these career evolution patterns, this analysis underscores the importance of applying academic career support strategies (such as mentoring and skills development) within private-sector employment frameworks. Understanding these dynamics enables better career guidance and strategic workforce planning, ensuring smoother transitions and sustained professional growth for PhD holders.

In summary, the innovative approaches adopted during the SECURE project have provided valuable tools and insights to bridge the gap between academia and the private sector. By implementing a standardized classification system and analyzing career transitions in-depth, Adoc Talent Management has acquired extensive knowledge to support both recruiters and PhD holders, leading to the first implementations of this expertise in its activities to help them navigate and succeed in the evolving job market.

4. Key achievements

The implementation of these initiatives has resulted in significant achievements and valuable insights. One of the most notable outcomes is the development of a model that enables the mapping of private sector job titles according to the R1-R4 European framework. This model plays a crucial role in standardizing the language between the academic and non-academic sectors, thereby facilitating smoother transitions for researchers seeking opportunities outside academia at any stage of their career. Across different sectors and organizations, the adoption of this standardized nomenclature will provide PhD holders with clearer pathways to explore diverse career opportunities more effectively.

Regarding intersectoral transitions, a key motivation behind this initiative is to gain valuable insights into career trajectories and trends across various sectors. This action enhances the agency's ability to advise clients on the development of targeted career programs that support PhD holders at different stages of their professional journey. Furthermore, it enables the provision of more adapted career advice, helping candidates to make informed career choices and ultimately improving their overall job satisfaction.

The data collected through these initiatives demonstrate Adoc Talent Management's commitment to long-term career development, providing a solid foundation for future improvements in both recruitment practices and career support services. By leveraging real-world career progression data, the agency strengthens its position as a trusted partner for researchers and employers alike,

ensuring that talent is effectively matched with opportunities that align with both individual aspirations and organizational needs.

5. Next steps and conclusion

Adoc Talent Management is committed to building on the successes of the SECURE project by enhancing and expanding its initiatives to better support researchers in their career development. One of the key initiatives is the development of a comprehensive training module on interdisciplinarity, designed to empower young researchers with the knowledge, skills, and tools needed to effectively collaborate in interdisciplinary teams. Interdisciplinary research is increasingly essential for addressing complex societal challenges, requiring researchers to transcend traditional disciplinary boundaries. This module will be incorporated into our training catalog and offered to research institutions. By integrating this module into our long-term strategy, we aim to cultivate a more adaptable and versatile research workforce.

To support the implementation of the European R1-R4 framework to the private sector, a comprehensive documentation and guidelines is on development. These materials will be designed to assist recruitment consultants and clients in understanding the classification framework, enabling them to make more informed hiring decisions and better appreciate the value that PhD holders bring to their organizations. The guidelines will ensure that all stakeholders involved in the recruitment process can effectively utilize the R1-R4 European framework to simplify recruitment processes and enhance workforce planning. Looking ahead, Adoc Talent Management has enrolled in the HRS4R process, reinforcing its commitment to aligning HR practices with European standards. Building on this expertise, Adoc could extend its services to industries, supporting them in adopting the HRS4R framework and enhancing their ability to attract and retain research talent. By assisting companies in adopting best HR practices for researchers, Adoc Talent Management would contribute to strengthen the collaboration between academia and industry, ensuring that businesses benefit from a well-integrated research workforce while researchers gain access to a career-friendly and innovation-driven corporate environment.

These future initiatives align with Adoc Talent Management's core values of innovation, doctorate valorization, and a strong commitment to empowering researchers' careers. By combining data-driven approaches with targeted training programs and proactive policy engagement, we continue to bridge the gap between academia and industry. Our long-term goal is to create an environment where PhD holders are recognized for their contributions and are provided with structured career opportunities that align with their skills and aspirations.

In conclusion, the SECURE project has laid a solid foundation for the future. With a focus on refining our tools, broadening our training offerings, and strengthening dialogue between the academic and non-academic sectors, Adoc Talent Management remains dedicated to creating sustainable career paths for researchers. Our ongoing efforts will drive innovation in recruitment practices and ensure that PhD holders are well-equipped to contribute meaningfully to both academic and non-academic sectors.