Ludovic.Macaire@univ-lille.fr Dir-edmadis@univ-lille.fr

https://edmadis.univ-lille.fr/en/



7/12/2021 – D1 StartDoc Meeting

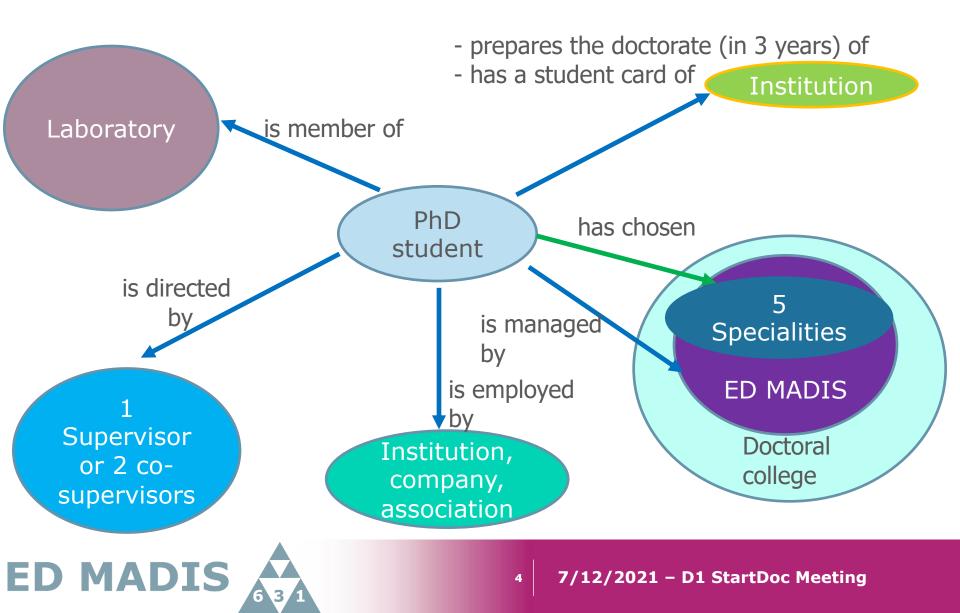
D1- StartDoc Meeting program

- MADIS doctoral school
- Training courses
- D1 Individual Monitoring Committee (CSI)
- Defence
- After PhD

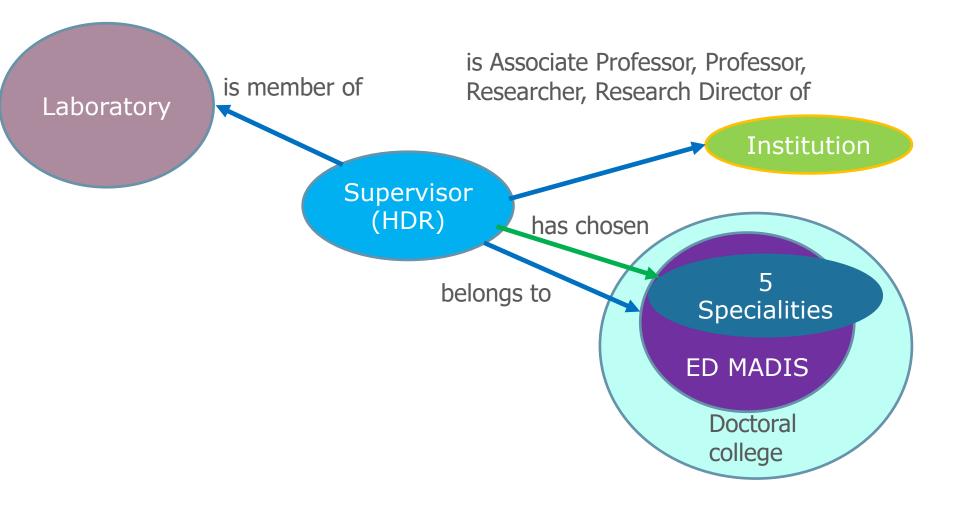


MADIS Doctoral School

233 MADIS PhD students



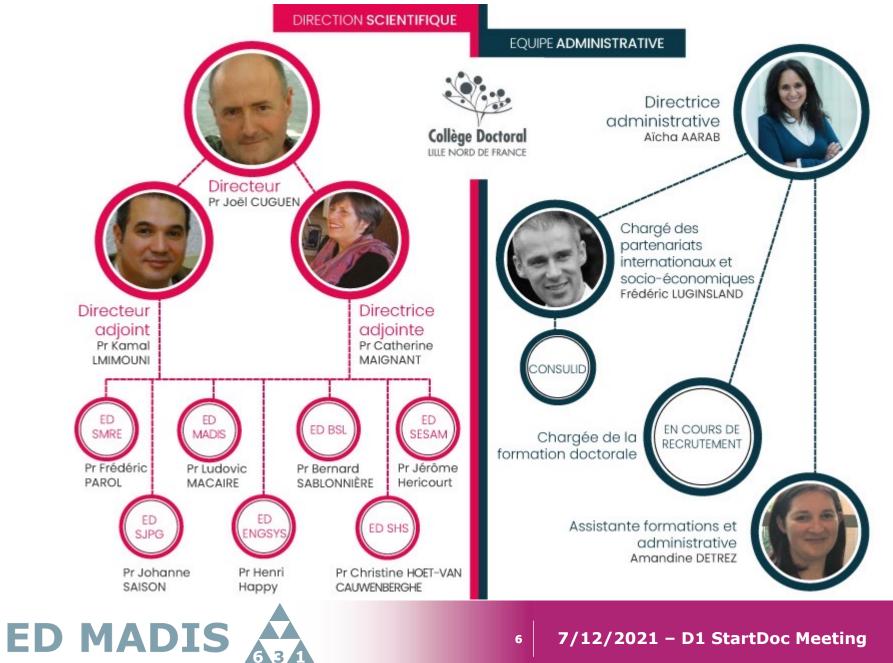
242 MADIS accreditated supervisors



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MADIS in Doctoral College Lille Nord de France



MADIS Institution (233 students)

Institution	# students
Université de Lille (ULille)	182
Centrale Lille Institut (CLille)	35
Institut Mines Télécom Nord Europe (IMT)	12
Université Gustave Eiffel (Univ Eiffel)	4
TOTAL	233



MADIS Institution

Institution	Contact
Université de Lille (ULille)	celine.gloanec-diot@univ- lille.fr
Centrale Lille Institut (CLille)	V. Fleury and M. Baidan scolarite.phd@centralelille.fr
Institut Mines Télécom Nord Europe (IMT)	christine.charlet@imt-lille- douai.fr
Université Gustave Eiffel (Univ Eiffel)	sebastien.gaglianone@univ- eiffel.fr



MADIS Doctorate speciality (233 students 2020-2021)

Disciplinary field	Doctorate speciality
Mathematics (MPMA) P. POPESCU- PAMPU (46)	Mathématiques et leurs interactions (46)
Computer science L. JOURDAN (116)	Informatique et applications (116)
Control science (AGITSI) L. BELKOURA (71)	Automatique, Productique (31) Traitement du signal et des images (18) Informatique, Automatique (22)



MADIS Disciplinary field leader (DED)

Disciplinary field

Mathematics (MPMA) Patrick POPESCU-PAMPU patrick.popescu-pampu@univ-lille.fr

> Computer science Laetitia JOURDAN laetitia.jourdan@univ-lille.fr

Control science (AGITSI) Lotfi BELKOURA lotfi.belkoura@univ-lille.fr

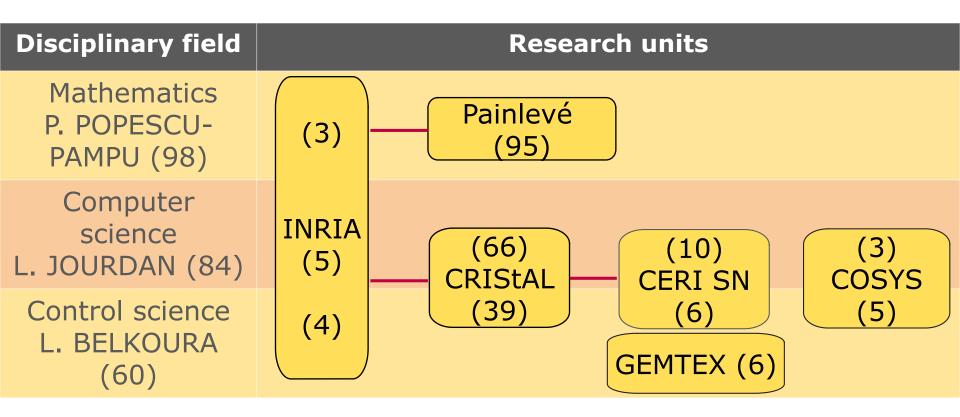








MADIS Research units (242 HDRs)



Double referencing of HDRs

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MADIS Contact

- Aurore SMETS : administrative leader
- Malika DEBUYSSCHERE : Administrative management
- <u>Sec-edmadis@univ-lille.fr</u>

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CRIStAL Contact

- CRIStAL contact : Benedicte.fievet@univ-lille.fr
- INRIA contact : gwenael.desfontaines@inria.fr
- Help for registration at MADIS (ADUM) and laboratory (APSI: CRIStAL database)
- Professional referents (CV, jobs ...) : Jean-Yves Dieulot



Main missions of MADIS Doctoral School

- Agreement for PhD registration in co-accredited institution (Centrale, ULille, IMT, U. G.Eiffel)
 - Documents needed for an application to doctoral studies (transcripts, motivations,...)
 - Funding (proof of funding for the PhD duration)
 - Support letter from the proposed supervisor and agreement of the laboratory director
- Agreement for the joint supervision and awarding of a double doctoral degree (cotutelle)



Main missions of MADIS Doctoral School

- Individual Monitoring Committee (CSI) (end of D1 and D3)
- Doctoral trainings (with Doctoral College)
- International mobility grants for PhD students (with Doctoral College)
- Agreement for the PhD defence
 - Number of required CFDs
 - PhD committee and reviewers
 - Reports by reviewers before defence



Not supported by Doctoral School

- PhD annual registration in the institution (Centrale, ULille, IMT, UGE)
- Mobility grants for participation to doctoral trainings or conferences
- Registration fees for MOOC
- Organisation of the PhD defence
- Doctoral degree printing



MADIS admission rules

- Topic is defined by the supervisors and research unit
- Accredited supervisors (HDR) manage a limited number of doctoral students (4 supervised or 8 co-supervised students)
- Employment contract of 36 months for doctoral study is required
- Candidates are selected by MADIS through a well defined process and according to demanding academic criteria



MADIS D1-planning-1

- Create a temporary ADUM ID for academic submission.
- Submit MADIS registration with original signed documents
 : 'demande d'autorisation d'inscription', 'la charte du doctorat' and 'la convention individuelle de formation'.
- Obtain MADIS agreement.

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	rivate space	My profile	My career	Questions	1	
o be done						
		profile				
				-		
		nrollment 2021				
	Do	ctoral School: d	ossier received o	complet le Dece	ember 01 st 2021	
folio						

MADIS D1-planning-2

• Register at your institution and obtain your student card.





MADIS D1-planning-3

• Obtain your final ADUM ID from your institution.

	Private space	My profile	My career	Questions	0
To be don	ne				
S To be dor	ie				
To be dom	ne	My profile			

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MADIS D1-planning

- Register at training courses available at ADUM.
- Add external training modules.
- Build your Portfolio (validated courses, teaching, PhD title...).
- Prepare your career : upload CV and scientific productions to be displayed via ADUM.



MADIS D2-planning

- Obtain agreement of CSI-D1
- On line register at MADIS.
- Obtain your student card from your institution. Online registration via ent.univ-lille.fr for University of Lille.
- Register at training courses available at ADUM.
- Add external training modules.
- Build your Portfolio (validated courses, teaching, PhD title...).
- Prepare your career : upload CV and scientific productions to be displayed via ADUM.



MADIS rules

- Before D2 : agreement of the individual monitoring committee (CSI)
- Before defence : a number of doctoral training credits (on thematic-methodology and language-professional skills) and training about ethics must be validated
- D4 registration is exceptional and needs a new CSI



MADIS doctoral students

- Conduct training-by-doing research, under the scientific and personalized direction of supervisors within 36 months
- Are young researchers who are integrated in research units
- Develop skills beyond their area of scientific expertise



Training courses to build your Portfolio

Training courses

- The number of credits (CFD) to be collected depends on the PhD type:
 - 60 CFD including at least 20 CFD on professional training for a full time PhD student
 - 30 CFD in three training areas for a PhD student with a joint supervision between two institutions of different countries (co-agreement or cotutelle)
 - 40 CFD distributed in the area of thematic training and research methodology for CIFRE PhD Student
- One course about ethics must be followed



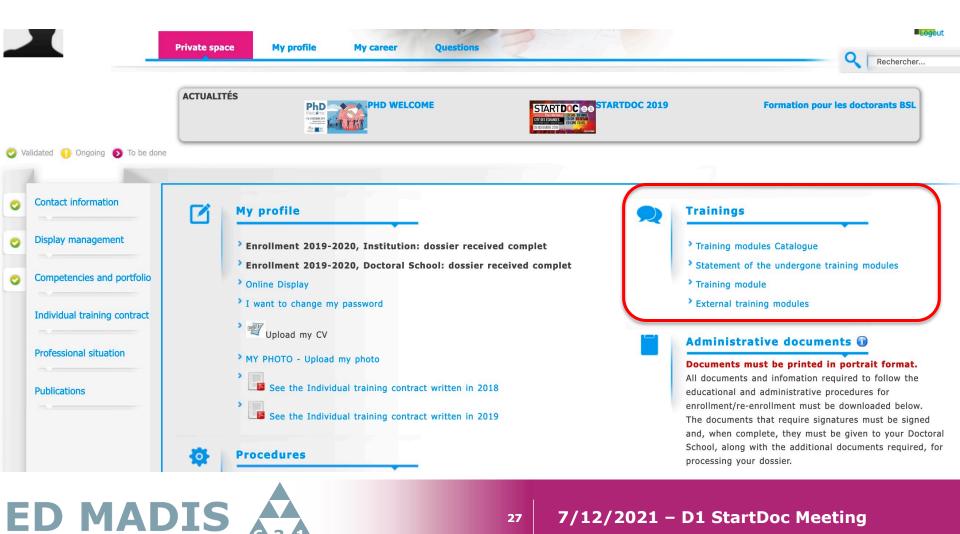
Training courses

- All PhD students must collect a number of credits following their participation in doctoral training in the three areas :
 - Thematic training (summer schools, master classes, training courses organized by the laboratory or MADIS, technical courses)
 - Training related to language, research methodology or tools (organized by MADIS or Doctoral College)
 - Professional training (organized by Doctoral College)
- One course about **ethics** must be followed
- 2021 : 20 CFD can be obtained by **MOOC**
- 2 hours -> at least 1 CFD.

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Registration to training courses (ADUM)

You must have an ADUM account number!



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Registration to training courses (ADUM)

• Training module list

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- Trainings courses offered by MADIS
 - French foreign language
 - English
 - Scientific trainings
- Transversal training courses offered by Doctoral College
 - Doctors and companies
 - Training courses in English
- Your ongoing training modules of list
 - 3 states: Enrolment asked, Enrolment accepted, Registered and given credits.

Registration to training courses (ADUM)

- Add an external training module
 - Master class, MOOC, summer or thematic school, Member of organization committee of conferences...
 - Give the title- category university and city topic
 - Add a PDF file with attendance certificate and detailed training program, so that MADIS can give credits (1 CFD/ 2 hours)
- Not validated as external training
 - Paper presentation at conference, workshop
 - Teaching



D1 Individual Monitoring Committee (CSI)

D1 Individual Monitoring Committee (CSI)

- For all D2 registration, an Individual Monitoring Committee (D1-CSI) is set up
- At minimum the committee includes
 - The supervisor and co-supervisors
 - A HDR member who is conducting research activities in the domain of the thesis but who is not a member of the host team, and who will be chosen by the supervisor.
 - A member of the Doctoral School MADIS (DED) who will be the chairman of the D3 CSI meeting
- At the end of the meeting, a collective report will be written under the authority of DED. This report is posted in ADUM



D1 CSI paper

- The PhD student provides a paper on its work, two weeks before the meeting to all members of the CSI.
- This paper will include a minimum of 7 pages :
 - Brief description of the thesis subject and its goals (min 1/2 page);
 - Main references state of the art (min 1 page);
 - Progress work in accordance with goals and key results (min 3 pages). A statement of policy regarding results dissemination in terms of publications and software production;
 - Roadmap for the next two years with the expected contributions and a schedule, (min 2 pages);
 - Doctoral Training modules achieved;
 - Professional project.



D1 CSI meeting

- CSI meeting includes :
 - Presentation in 20 mn + questions.
 - Meeting between members of CSI and the supervior (and co-supervisors).
 - Discussion between members of CSI (without the PhD supervision) and the PhD student.
 - At the end of the meeting, a collective report will be written under the authority of the CSI chairman. This report is sent to the DED by email to be posted in ADUM.



D1 CSI template report

Membres du Comité de Suivi Individuel extérieurs à l'encadrement (nom, prénom, email) :

- ٠
- •
- •
- •

Nombre sur ADUM de Crédits de Formations Doctorales (CFD) :

	Très satisfaisant	Satisfaisant	Moyen	Pas satisfaisant
Maitrise sujet de thèse				
État d'avancement des travaux				
Politique de valorisation des résultats				
Identification des pistes de recherche				
Suivi de la formation doctorale				
Construction du projet professionnel				

Difficultés éventuelles rencontrées et solutions préconisées :

Avis du CSI :



D1 CSI important dates

- Planning 2022
 - CSI constitution before June 15 th, 2022.
 - CSI paper has to be sent 15 days before the meeting.
 - CSI meeting before September 15th, 2022.



PhD Defence

Planning (important dates)

- D 9 weeks : Student submits the committee to MADIS via ADUM
- D 8 weeks : MADIS checks the required CFD, publications in ADUM and gives its agreement about committee
- D 8 weeks : Student sends the thesis to the reviewers (and to committee members)
 - Reviewers send their review to the Institution and MADIS
 - D 3 weeks : MADIS Leader and Research President of the Institution give their agreement about PhD defence
 - Committee President sends the defence report to the Institution

Student sends the final version of the thesis to the Institution

- D 4 weeks :
- Defence :
- D + XX:

MADI

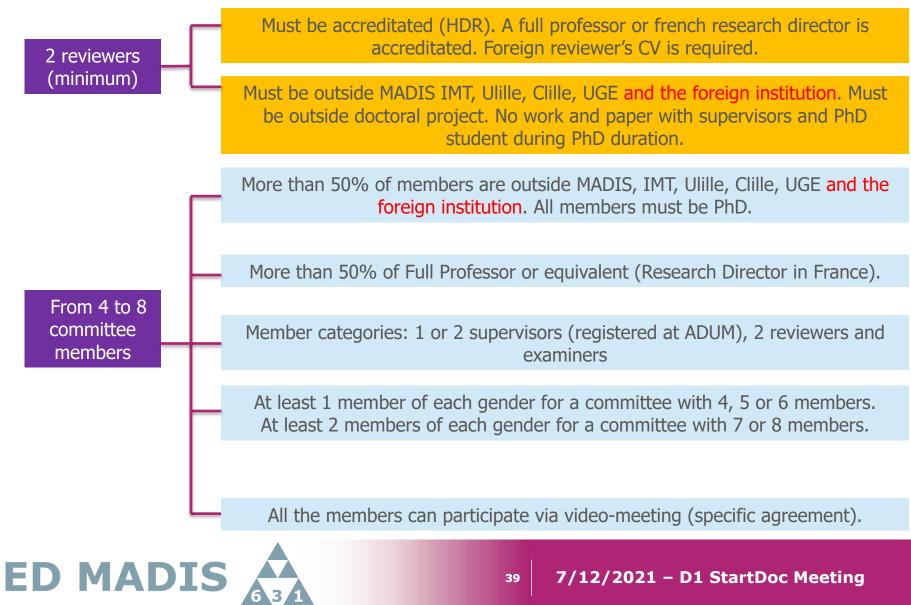
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Committee for full-time or CIFRE PhD

2 reviewers	Must be accreditated (HDR). A full professor or french research director accreditated. Foreign reviewer's CV is required.	is
(minimum)	Must be outside MADIS, IMT, ULille, Clille and UGE. Must be outside doctor project. No work and paper with supervisors and PhD student during Ph duration.	
ſ	More than 50% of members are outside MADIS, IMT, ULille, Clille and UC More than 50% of members are outside doctoral project. All members must be PhD.	GE.
	More than 50% of Full Professor or equivalent (Research Director in France	ce).
From 4 to 8 committee members	Member categories: 1 or 2 supervisors (registered at ADUM), 2 reviewers examiners	and
	At least 1 member of each gender for a committee with 4, 5 or 6 member At least 2 members of each gender for a committee with 7 or 8 member	
L	All the members can participate via video-meeting (specific agreement)).
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Committee when co-agreement with foreign institution



After PhD



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RENTRÉE Doctorale





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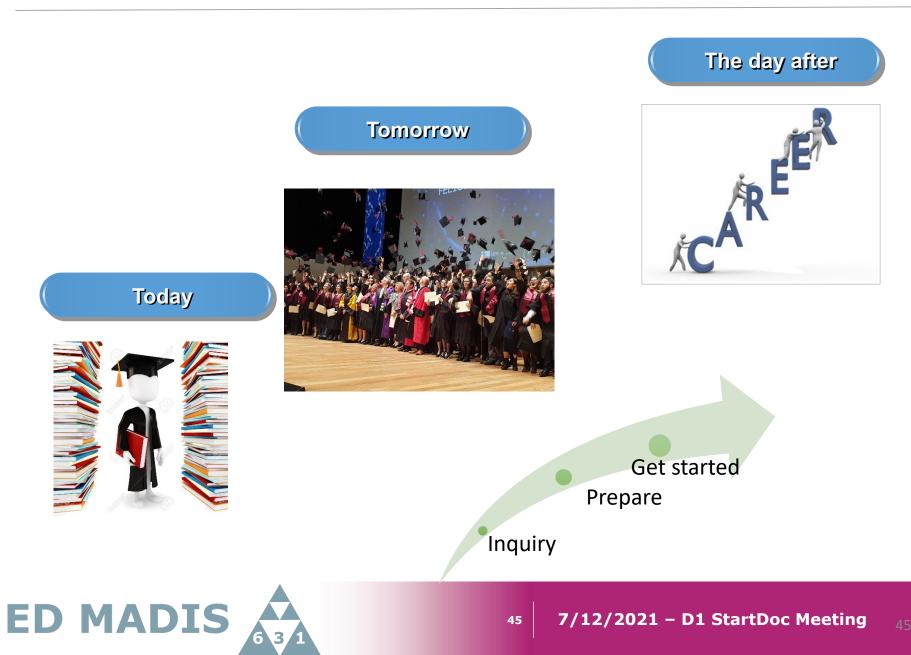
Collective work of ENGSYS-MADIS team

Laetitia JOURDAN – Lotfi BELKOURA - Patrick POPESCU-PAMPU – Henri Happy (ED ENGSYS-632) Ludovic MACAIRE (ED MADIS-631) Les référents parcours professionnel



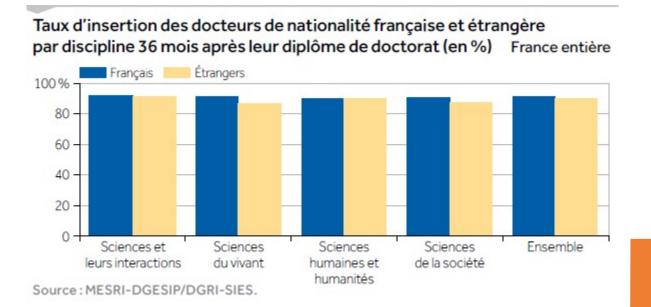


Opportunity for PhD studies



Opportunity for PhD studies

Professional integration rate



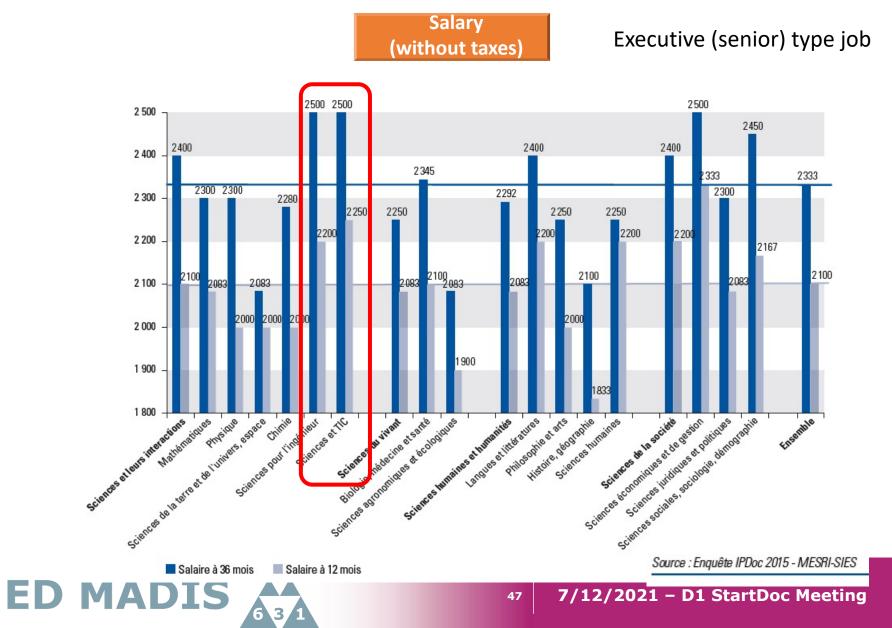
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1yr after thesis: More than 85% are in employment

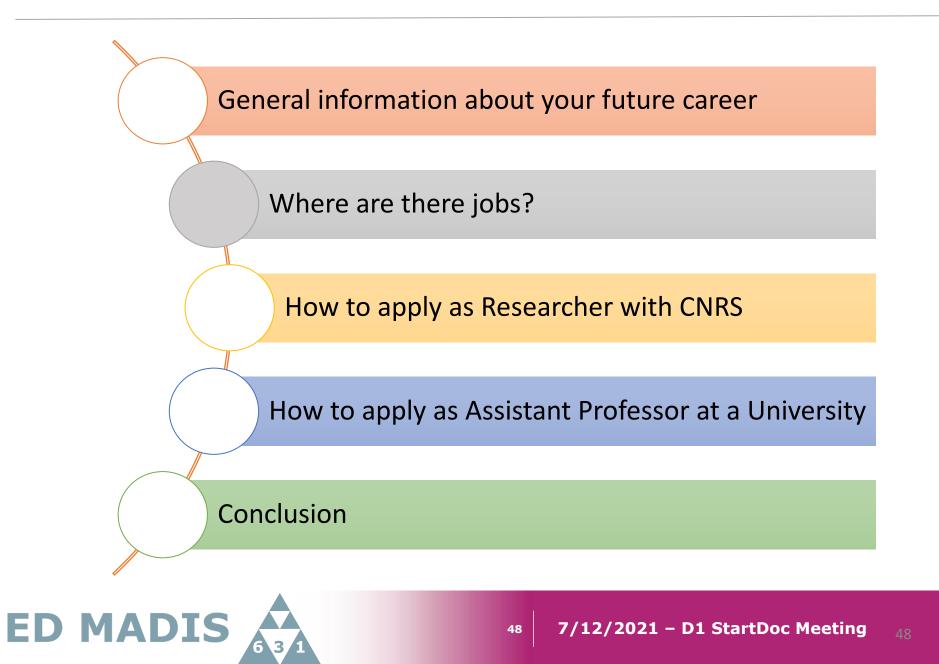
3yrs after: more than 90%



Opportunity for PhD studies



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Research in industrial sector

05) Chercheurs en entreprise : répartition par discipline d'activité de recherche, en 2015

en personnes physiques au 31/12, doctorants inclus

Discipline d'activité de recherche*	Effectifs	Part de la discipline** (%)
Mathématiques	44 038	20,1
Sciences physiques	6 404	2,9
Chimie	9 003	4,1
Sciences de l'ingénieur 1	70 469	32,1
Sciences de l'ingénieur 2	60 689	27,7
Sciences de la terre/Environnement	2 601	1,2
Sciences agricoles	5 111	2,3
Sciences biologiques	8 1 3 4	3,7
Sciences médicales	8 2 9 3	3,8
Sciences sociales	3 4 4 5	1,6
Sciences humaines	1 185	0,5
Sous-total	219 372	100
Gestion/encadrement de la R&D	6364	
Total chercheurs	225 736	

* Voir la Nomenclature et la table de correspondance section CNU/discipline en Annexes.

** Hors gestion R&D

Ε

Source : MESRI-SIES (enquête R&D).

Research in industrial sector

Annonces d'embauche de docteurs dans le 'numérique' (site de REDOC-SPI : <u>https://www.docteurs-spi.org</u>)

- <u>https://www.profilsphd-numerique.com/</u>
- <u>https://www.gdr-isis.fr/index.php/proposition-de-postes/</u>



Public sector and research acronym

- Type **EPST** (Établissement public à caractère scientifique et technologique) : **CNRS** · INED · INRAE · INRIA · INSERM · IRD
- Type EPA (Établissement public à caractère administratif en France) : IGN · IHEST · Météo-France
- Type EPIC (Établissement public à caractère industriel et commercial en France): ADEME · BRGM · CEA · CIRAD · CNES · CSTB · Ifremer · LNE · ONERA
- Type **EPSCP** (Établissement public à caractère scientifique, culturel et professionnel): **Universités** · Ecoles ingénieur



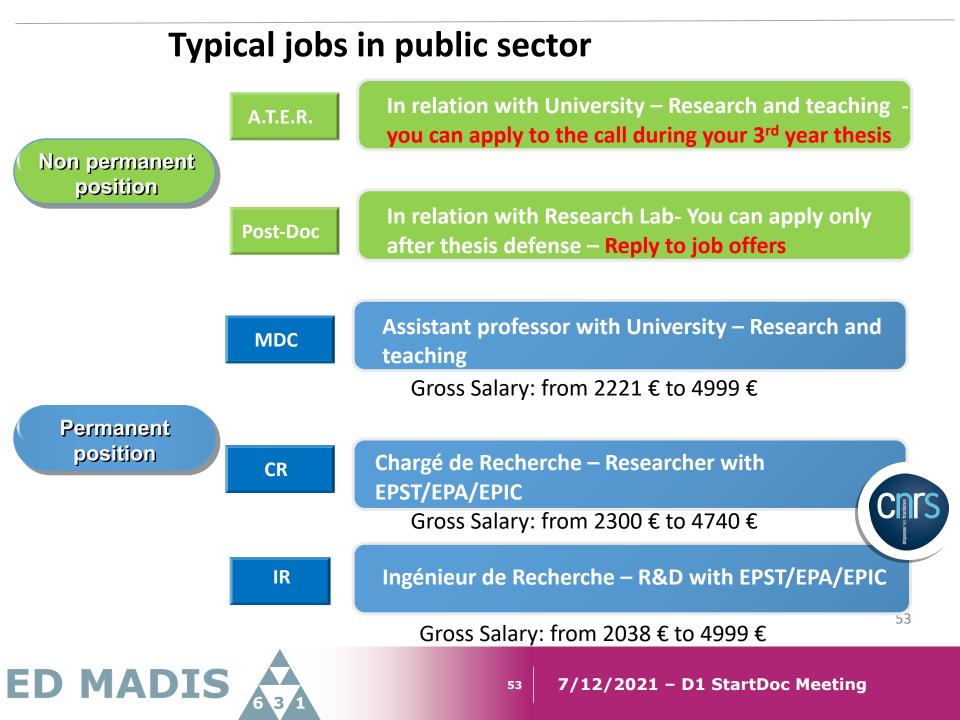
Public sector MESRI

Evolution des emplois sous pla	ous tutelle du MESRI	2012	2019	Evolution 2012 / 2019		
					en effectifs	en %
4 EPIC hors CEA - 6 EPST :	Plafond d'emploi (ETP) *	56 504	56 430	-74	0%	
	Exécution (ETPT)	52 670	48 906	-3 764	-7%	
CNRS		Plafond d'emploi (ETP) *	28 638	28 597	-41	0%
		Exécution (ETPT)	26 911	24 791	-2 120	-8%
INRA + IRSTEA INRAE en 2020		Plafond d'emploi (ETP) *	11 055	11 019	-36	0%
		Exécution (ETPT)	9 966	8 658	-1 308	-13%
Autres : 4 EPIC - 4 EPST **		Plafond d'emploi (ETP) *	16 811	16 814	3	0%
		Exécution (ETPT)	15 793	15 457	-336	-2%
CEA ***		Plafond d'emploi (ETP) *	11 632	16 149	4 517	39%
		Exécution (ETPT)	11 497	16 083	4 586	40%
* inscrits en loi de finances initiale	** INED, INRIA, INSERM, IR	RD, BRGM, IFREMER, CIRAD e	et CNES			
*** à partir du PAP 2015, le CEA intègre	dans ses effectifs la direction de	s applications militaires (DAM)				
Source : DGRI-PAP et RAP						

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Researchers at CNRS – Situation in France

Open position during the last 5 years

En 2010, e CNRS recrute chercheurs (f/h)

dans tous les domaines scientifiques

Mathématiques Physique Physique nucleaire et hautes énergies Sciences chimiques Sciences pour l'ingénieur Science et technologie de l'information

Sciences de la planète et de l'univers Sciences de l'environnement et développement durable Sciences du vivant Sciences de l'homme et de la société

et de la communication

le CNRS recrute En 2013) chercheur-e-s

 sciences biologiques · chimie sciences de l'environnement et écologie
 • physique nucléaire et des hautes sciences humaines et sociales sciences de l'information · sciences de l'ingénierie et des systèmes

 mathématiques · physique énergies • sciences de la planète et de l'Univers

2019: 250 open positions



 Prietinae pioloĝidaee 	
chimie	
 sciences de l'environnement et écologie 	
 sciences humaines et sociales 	
 sciences de l'information 	
 sciences de l'ingénierie et des systèmes 	

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 physique physique nucléaire et des hautes énercies sciences de la planète et de l'Univers

En 2014, le CNRS recrute 300 chercheurs (h/f)

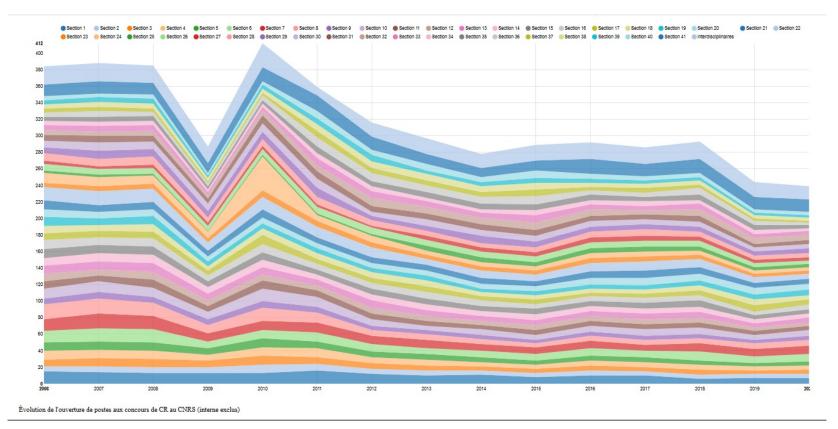
dans tous les domaines scientifiques

To be compared with more than 12 000

thesis/year 7/12/2021 – D1 StartDoc Meeting 55

Researchers at CNRS – Situation in France

Open position during the past years



About 4 to 6 positions /sector !!!



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Researchers at CNRS – How to apply

How to apply to open positions ?

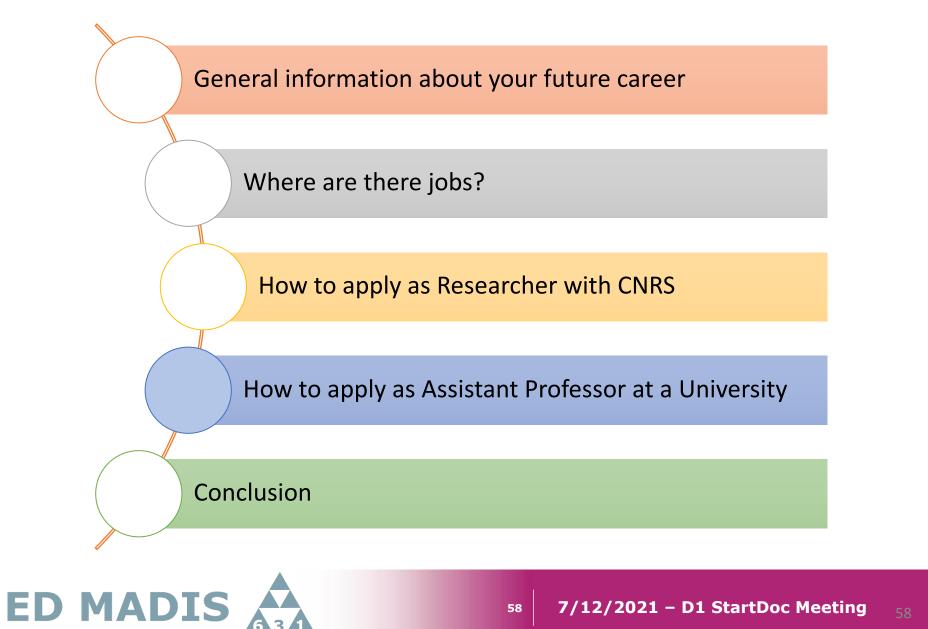
PhD and post-docs

Publication requirements: A high number, with high impact factor

Propose a Research project in relation with a Lab of CNRS

Interview with a committee





How to apply as Assistant Professor -

Focus on recruitment during the past years

- CNU Group 05 (Sections 25, 26) -

	Maîtres de conférences								
		Publiés (A)	Candidats (B)	% femmes	Ratio (B/A)	Pourvus	% femmes	% non pourvus	
	Année								
	2016	30	495	25,1%	16,5	30	20,0%	0,0%	
	2017	25	437	20,6%	17,5	24	16,7%	4,0%	
Section 25	2018	22	420	19,3%	19,1	22	9,1%	0,0%	
	2019	22	338	21,9%	15,4	21	23,8%	4,5%	
	2020	27	455	22,2%	16,9	27	22,2%	0,0%	
	2016	50	577	32,6%	11,5	50	38,0%	0,0%	
	2017	31	430	26,0%	13,9	30	36,7%	3,2%	
Section 26	2018	30	457	27,8%	15,2	29	41,4%	3,3%	
	2019	41	365	28,8%	8,9	39	35,9%	4,9%	
	2020	42	422	26,8%	10,0	42	38,1%	0,0%	

Section 25 Mathématiques

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Section 26 Mathématiques appliquées et applications des mathématiques

How to apply as Assistant Professor -

Focus on recruitment during the past years

- CNU Group 05 (Section 27) -

	Maîtres de conférences									
		Publiés (A)	Candidats (B)	% femmes	Ratio (B/A)	Pourvus	% femmes	% non pourvus		
	2016	73	564	23,2%	7,7	70	18,6%	4,1%		
	2017	74	602	27,2%	8,1	73	26,0%	1,4%		
Section 27	2018	68	558	29,2%	8,2	66	18,2%	2,9%		
	2019	66	468	30,8%	7,1	64	29,7%	3,0%		
	2020	70	446	26,5%	6,4	68	32,4%	2,9%		

Section 27 Informatique

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How to apply as Assistant Professor -

Focus on recruitment during the past years

- CNU Group 09 (Section 51) -

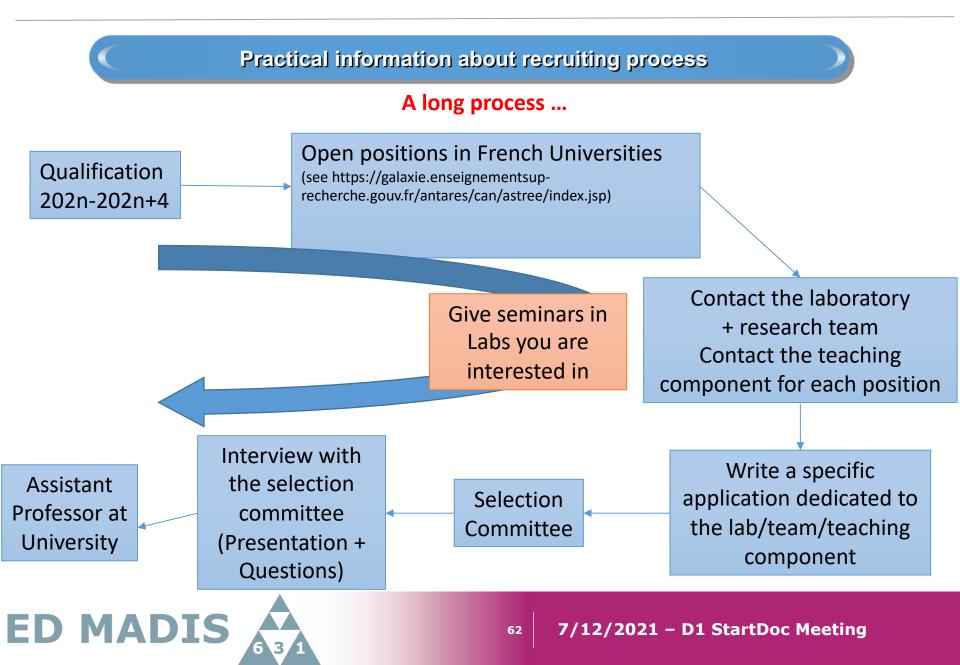
	Maîtres de conférences								
		Publiés (A)	Candidats (B)	% femmes	Ratio (B/A)	Pourvus	% femmes	% non pourvus	
	2016	30	366	27,9%	12,2	30	23,3%	0,0%	
	2017	33	258	25,2%	7,8	31	25,8%	6,1%	
Section 61	2018	27	239	27,6%	8,9	23	13,0%	14,8%	
	2019	33	291	27,8%	8,8	30	33,3%	9,1%	
	2020	35	377	32,4%	10,8	31	38,7%	11,4%	

Section 61 Génie informatique, automatique et traitement du signal

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How to apply as Assistant Professor



How to apply as Assistant Professor

Qualification MCF CNU27

Qualification MCF CNU25

	Maîtres de conférences							
	Année	Candidats (A)	% femmes	Qualifiés (B)	% femmes	Ratio (B/A)		
	2016	8 472	46,4%	6 426	45,7%	75,89		
	2017	8 143	46,9%	6 122	46,5%	75,29		
Ensemble des sections	2018	8 148	46,5%	6 042	46,6%	74,2		
	2019	8 359	46,0%	6 141	45,6%	73,5		
	2020	8 387	46,3%	5 998	46,1%	71,5		
	2016	4 165	38,2%	3 474	37,0%	83,4		
	2017	3 778	38,0%	3 163		83,7		
Sciences	2018	3 730	37,4%	3 128		83,9		
	2019	3 871	36,6%	3 151	36,3%	81,4		
	2020	3 714	36,3%	2 905		78,2		
Groupe 05	2016	1 102	27,0%	841	25,7%	76,3		
	2017	998	26,9%	749	25,2%	75,1		
Mathématiques et	2018	959	29,6%	721	29,4%	75,2		
	2019	1 065	28,0%	751		70,5		
	2020	1 075	29,0%	762		70,9		
	2016	607	26,0%	406	24,6%	66,9		
	2017	553	26,8%	365	and the set of the set of the set of the set	66,0		
Section 27	2018	566	29,7%	382	29,6%	67,5		
	2019	570	28,8%	327	26,9%	57,4		
	2020	579	30.4%	353		61.0		

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edia.ense<u>i</u>gnement

	Maîtres de conférences						
	Année	Candidats (A)	% femmes	Qualifiés (B)	% femmes	Ratio (B/A)	
	2016	8 472	46,4%	6 426	45,7%	75,8	
	2017	8 1 4 3	46.9%	6 122		75,2	
Ensemble des sections	2018	8 1 4 8	46.5%	6 042		74,2	
	2019	8 359	46,0%	6 141	45,6%	73,5	
	2020	8 387	46,3%	5 998	46,1%	71,5	
	2016	4 165	38,2%	3 474	37.0%	83,4	
	2017	3 778	38.0%	3 163		83,7	
Sciences	2018	3 730	37.4%	3 128		83,9	
	2019	3 871	36,6%	3 151		81,4	
	2020	3 714	36,3%	2 905		78,2	
Groupe 05	2016	1 102	27.0%	841	25.7%	76,3	
	2017	998	26.9%	749		75,1	
Mathématiques et	2018	959	29.6%	721		75,2	
informatique	2019	1 065	28.0%	751	27.4%	70,5	
	2020	1 075	29,0%	762		70,9	
	2016	296	22,0%	256	20,7%	86,5	
	2017	230	18,3%	203	15,3%	88,3	
Section 25	2018	222	22,5%	197		88,7	
	2019	280	22,5%	248	22,6%	88,6	
	2020	259	24,3%	230	23,0%	88,8	

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Qualification MCF CNU61

			Maîtres	de conférences		
	Année	Candidats (A)	% femmes	Qualifiés (B)	% femmes	Ratio (B/A)
	2016	8 472	46,4%	6 4 2 6	45,7%	75,8%
	2017	8 143	46,9%	6 122	46,5%	75,2%
Ensemble des sections	2018	8 148	46,5%	6 042	46,6%	74,2%
	2019	8 359	46,0%	6 141	45,6%	73,5%
	2020	8 387	46,3%	5 998	46,1%	71,5%
	2016	4 165	38,2%	3 474	37,0%	83,4%
	2017	3 778	38,0%	3 163	37,8%	83,7%
Sciences	2018	3 730	37,4%	3 128	37,9%	83,9%
	2019	3 871	36,6%	3 151	36,3%	81,4%
	2020	3 714	36,3%	2 905	35,6%	78,2%
Groupe 09	2016	1 089	28,7%	809	27,4%	74,3%
Mécanique, génie	2010	1 035	28,8%	771	28,4%	74,5%
mécanique, genie mécanique,	2018	1 007	26.6%	784	26,7%	77,9%
génie informatique,	2010	1 123	27,2%	838		74,6%
énergétique	2019	1 154	29,7%	787	28,7%	68,2%
	2016	372	31,5%	230	32,2%	61,8%
	2010	372	28,8%	228	27,2%	61,3%
Section 61	2017	367	26,4%	242	27,2%	65,9%
Section of	2018	386	25.6%	261	27,6%	67,6%
	2019	369	33,1%	201	34,2%	59,3%

6 3

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How to apply as Assistant Professor

Practical information about qualification

Example of section 27



Publications requirements (minimum):
1 international publication in journal with review (RICL) and good ranking
or 1 international ranked conference with proceedings
Teaching experience
Minimum 64H with students





How to apply as Assistant Professor

Practical information about qualification

Example of section 61

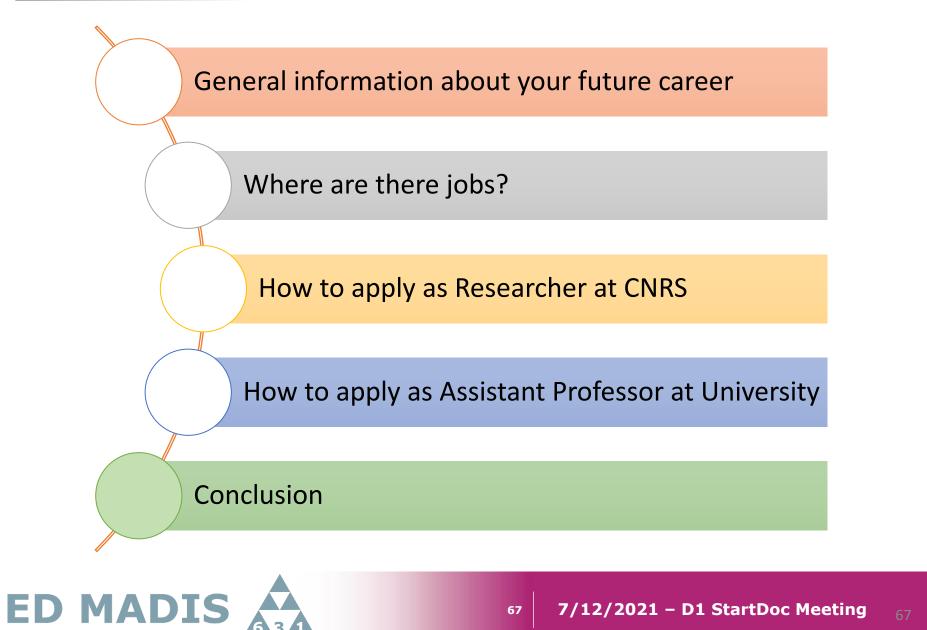
PhD with very good reviews

Publication (minimum): 1 paper as first author in a good international journal referenced by Journal Citation Report (JCR)

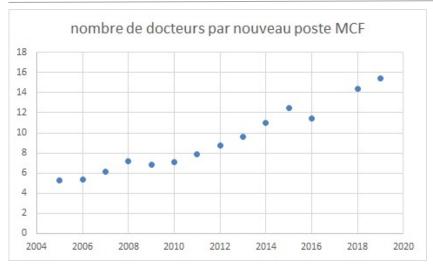
Teaching experience in higher eduction Minimum 64H with students







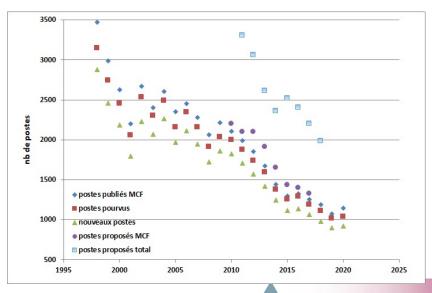
Conclusion



Source : ESR/Guillaume Miquelard

ADIS

ED



Maximize chances by having contacts previously to the hiring phase.

Have a look at **all** the positions, not only Assistant professor in Universities (EPST, EPIC, EPA...).

Do not neglect doctoral training to open up more job opportunities.

Develop your professional skills to find the job of your dream

Find your job after PhD

Success

- Strategies before, during and after PhD
- Develop Project A and Project B
- Professional Network
- Show what you know to do
- Results showing
 - Publications,
 - Exhibit,
 - Conferences,
 - Web site

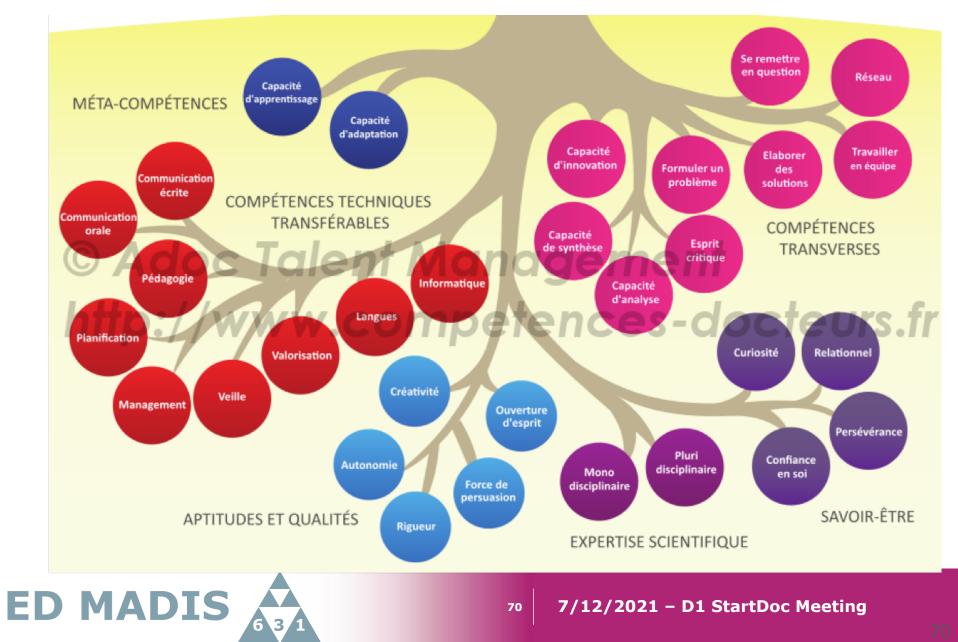
Failure

- Good marks

- No strategy
- Not understand rules of the game
- Strong personal constraints (mobility)



Develop your skills



To prepare your career after PhD

- Create your LinkedIn account and post your CV
- Join LinkedIn group of MADIS and ENGSYS PhD students (> 700 members)
- <u>https://www.linkedin.com/groups/12416555/</u>



Enjoy your PhD!

