Université de Paris

Implementation of the human resources strategy for researchers

UNIVERSITÉ DE PARIS

u-paris.fr/en

P 04 Presentation

P 06 Internal Analysis

P 10 Governance Structure

P 12 Governance Chart

P 13 Action plan of Université de Paris

P 25 Implementation and follow-up of the action plan

P 26 Preparation of the self-evaluation

On 20 March 2019, Université de Paris has been founded in conjunction with the Institut de Physique du Globe de Paris, a third establishment of higher education that continues to maintain its legal independence[1]. The two founding universities, the University Paris Diderot and the University Paris Descartes were awarded an HRS4R label respectively in July 2017 and in November 2017.

In the autumn of 2019, the two founding universities informed the European Commission of the creation of Université de Paris and requested authorization to submit a new application for the HRS4R label in the name of the new establishment. They were given this authorization. Since then, the two universities have each forwarded their internal self evaluations—two years after obtaining their respective labels as planned—and have pursued the preparatory work for a joint action plan, merging the action plans originally set forth by the two establishments.

This new research-intensive university member of the UDICE association[2] made up of three Faculties—Health, Sciences, Humanities and Social Sciences—and an institute, the IPGP, is strongly committed to social dialogue, quality of life in the workplace, the struggle against discrimination in general, and equality between men and women in particular. It defends rigorous, honest and transparent scientific practices. The establishment of a Committee for Ethics, Professional Conduct and Scientific Integrity, and this committee's inclusion in the university's statutes, are an institutional expression of this commitment.

1. *The Institut de Physique du Globe de Paris* (IPGP) is currently a candidate for the HRS4R label.
2. The UDICE association brings together 10 main French research universities. The presidency of UDICE is held by Christine Clerici, President of Université de Paris.
u-paris.fr/10-des-principales-universites-francaises-lancent-udice-lassociation-des-universites-de-recherche

Figures

63 000
students

6 900
professors and researchers and comprises[1]

149
different research structures and groups of which **117** are associated with the CNRS and/or INSERM or IRD

1st
French university and **5th in Europe** for the number of articles best quoted at the world level[2]

5%
of all the doctoral degrees awarded in France

1. In addition, 2 900 researchers are housed. These are researchers who are present in the laboratories of Université de Paris, but which are paid by scientific organisations: CNRS, CEA, INSERM, etc.
2. In 2020, CWTS Leiden Ranking.

Internal Analysis

The analysis we propose presents a particularity: the very recent merger of the two universities has led to the gradual harmonization of all practices and tools, thanks to the collaboration, also gradual, of the teams of the founding institutions, which occupy a variety of sites. Specific methods of support (both individual and collective) have been designed during the period of the construction of Université de Paris. A survey, using an online questionnaire, was sent to all staff in June-July 2020 at the request of the Hygiene and Safety Committee (CHSCT). This questionnaire, on the effects of the merger on staff, cast doubt on the feasibility of sending out a new questionnaire focusing on HRS4R actions and addressed to researchers. The risk was that the response rate would be too low and thus insignificant.

The implementation of the action plans between 2017 and 2019 make it possible to draw up the following inventory of achievements.

1. Current Strengths

The implementation of the HRS4R action plans of the former University Paris Diderot and University Paris Descartes has made it possible to collect and conserve data for many performance indicators over time. It is thus possible to analyse the effects of actions and even lead to their adjustment.

The OTM principles[1] are systematically implemented in recruiting professors (assistant, lecturer or full)[2] and research-engineers. A written guide and a training session are available to the presidents of selection committees.[3]

The European Research Network is maintained within the Alliance Sorbonne Paris Cité, which is organized around Université de Paris. This network of experts ensures monitoring[4] and awareness of European funding opportunities as well as providing assistance through each phase of the construction of a project (“Europe access pack”). The network also develops actions for the benefit of research teams by offering, in particular, a training cycle.

Université de Paris defends the principles of open science[5] and has set up a master plan based on the recommendations of the Ministry of Higher Education, Research and Innovation, with regard to open data, open access and open source. Naturally, the representatives of open science at Université de Paris are adopting measures in keeping with the European Open Science Cloud (EOSC)[6], but also in keeping with local measures, which will be included in future contracts of objectives and resources for faculties and component structures; these measures will provide reliable indicators within two years. A training plan in open science is being set up in cooperation with the graduate schools, primarily for the benefit of doctoral students, and then all staff as of 2021.

The attention paid to gender equality has enabled Université de Paris to be ranked first in France and fifteenth in the world in terms of gender parity among the authors of publications (CWTS Leiden Ranking, 2020). The advances in this area must be continued. Measures relating to gender equality and the treatment of victims of harassment are therefore maintained in the new institution and are even being strengthened since the Ministry of Higher Education, Research and Innovation has been given the authority to implement them. The French Ministry expects each establishment to have a plan for professional equality, focusing primarily on eliminating pay gaps and requiring equal treatment in recruitment procedures by the end of 2020. In addition, new communication tools are currently being finalized.[7]

Facilities to welcome researchers have been set up.[8]

Even before the merger, the teams of the occupational medicine unit had been strengthened, in particular thanks to the **recruitment of occupational psychologists** in order to anticipate psychosocial risks.

Generally speaking, the European commitment of Université de Paris is attested to by its membership in **the Guild of European Universities for Intensive Research** and by its participation in Circle U, recently selected as a new “European University”, with the aim of strengthening the links between teaching and research.

1. The three principles, openness, transparency and merit, adopted as an extension of the European Charter for Researchers, must apply to each recruitment.
2. **u-paris.fr/wp-content/uploads/2020/10/Vademecum-recrut-EC_2020.pdf**
3. **u-paris.fr/recrutement-enseignants-chercheurs-et-enseignants-chercheurs**
4. **u-paris.fr/reseau-recherche-europe**
5. **u-paris.fr/publications-scientifiques**
6. This refers to a portal providing access to services and research resources.
7. **www.danstafac.com/ [épisode 4]**
8. **u-paris.fr/demande-de-logement-pour-les-chercheur.e.s**
   u-paris.fr/universite-de-paris-soutient-la-mobilite-des-personnels

2. Weaknesses

Weaknesses remain and have not yet been overcome. Needless to say, they have been taken into account in the action plan of Université de Paris.

The recent merger has not yet made it possible to develop a new institutional culture and new practices that erase the disparities in the culture and working methods of the founding institutions. The transversal repartition of the administrative load is still inadequate and this deficiency slows down the dissemination of the University project within departments and faculties. In addition, although indicators have been developed to assess the actions implemented between 2017 and 2019, they are sometimes insufficiently qualitative.

Efforts have been made to raise awareness of the importance of applying OTM principles for the recruitment of Temporary Teaching and Research Assistants and doctoral students on contract. These efforts have not been adequate except with regard to the awarding of international doctoral contracts.[1] However, the College of Doctoral Studies, in conjunction with the Research Committee, now plays a significant role in the recruitment and follow-up of doctoral students on contract, in the training of these students[2], and in the awarding of international mobility grants to these students.

Encouragement[3] is given to professor and researcher mobility, but it remains limited.

Significant measures should be adopted to **promote work-life balance**, in particular by increasing opportunities for teleworking and sustaining focus on the quality of life at work.

In general, as highlighted in the self-evaluation reports of the former University Paris Descartes and University Paris Diderot, **communication with regard to actions implemented between 2017 and 2019** remained unsatisfactory. This is a difficulty that is important to resolve definitively in the action plan of Université de Paris, notably in publicizing the training offers for professors at all levels.

Finally, in both of the founding universities, localized difficulties have revealed a loosening of professional ethics—unrelated to the solid structures that have existed at Paris Descartes in terms of animal experimentation and health research—and a loosening of professional ethics at Paris Diderot. Université de Paris is actively working to ensure that these situations do not recure. Thus, a Committee for Ethics, Professional Conduct and Scientific Integrity Ethics is mentioned in the University's statutes[4] (Article 14) and has been more precisely defined in the internal regulations of Université de Paris adopted on March 13, 2020. Under the aegis of this Committee composed of experts from outside the university recognized for their experience and expertise, operational committees have been created: the first two concern ethics in the field of research on the human subject for one and on animal experimentation for the other; the third concerns scientific integrity. Finally, deontological commissions have been created in each of the faculties. The operational committees will pay attention to the researchers activities and to administrative staff members accompanying research.

> Naturally, Université de Paris participates in committees for the protection of persons in the field of medical research. The methods of composition and operation of these committees are determined by existing regulation.

1. u-paris.fr/contrats-doctoraux-internationaux-2020
2. doctorat.u-paris.fr/catalogue
3. u-paris.fr/enseigner-et-chercher-a-letranger
4. www.legifrance.gouv.fr/eli/decret/2019/3/20/2019-209/jo/texte

3. Work Methods

In order to prepare Université de Paris HRS4R application, we decided to set up a joint steering committee in 2019 for the two founding institutions that have now since merged. This committee, largely composed of the members who had worked on the first application for each institution, met several times during 2019. It was decided to set up working groups made up of representatives from the two founding universities for each of the following topics:

Communication

Ethics, Integrity and Professional Conduct

Working conditions

Recruitment

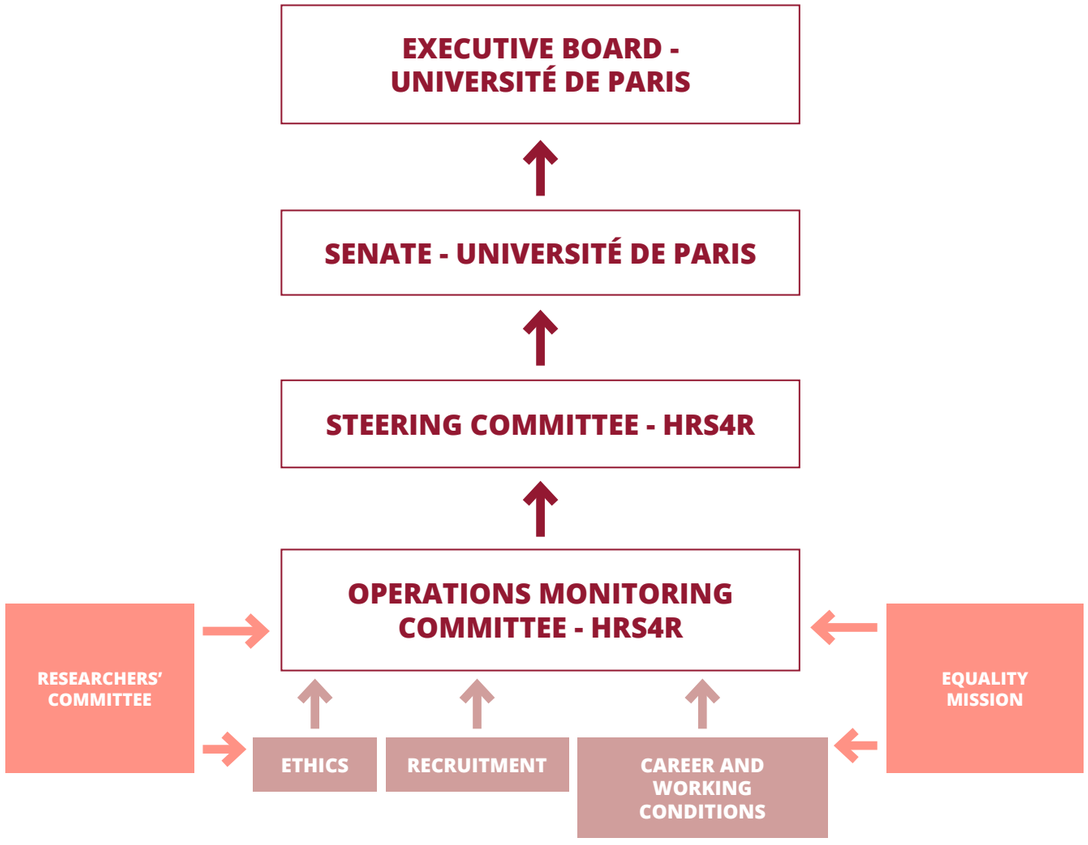
Career Development

These working groups brought together researchers, professors, and administrative and technical staff.
Each of these groups met on a regular basis to merge the actions programmed in each of the initial action plans. Most of the previously selected performance indicators have been retained and expanded with a view to an approach emphasizing quality.
The implementation schedule has been readjusted to take into account the merger and the obligations it entails in terms of reorganization and harmonization of procedures within a fairly short period of time. This readjustment is one of the reasons why the draft of the online questionnaire we were planning to send to the entire research community could not be completed.
The second is due to the implementation of the questionnaire on working conditions, mentioned above. Circulating two questionnaires almost simultaneously risked leading to a low response rate and interfering with requests. Moreover, during the health crisis, two questionnaires had already been sent to the professors of Université de Paris, one concerning the conditions of distance work and the other concerning the use of digital tools.

Governance Structure

HRS4R STEERING COMMITTEE	→ **Ensure macro monitoring** of the implementation of the action plan → **Pre-validate and propose adaptations** to the action plan to the authorities → **Define the methods** for continuous improvement and evaluation of the action plan → **Validate the action leaders** (at the suggestion of the HRS4R project manager)	**2 TIMES A YEAR** by invitation of the HRS4R Project Manager
HRS4R OPERATIONAL MONITORING COMMITTEE	→ **Apply and monitor** the micro implementation of the action plan → **Guarantee optimal cross-functionality** between structures → **Analyze indicators** and propose adaptations to the action plan to steering committee → **Propose methods** for continuous improvement and evaluation of the action plan to steering committee	**4 TIMES A YEAR** by invitation of the HRS4R Project Manager
RESEARCHERS' COMMITTEE	→ **Provide information regarding the monitoring and implementation** of the HRS4R action plan → **Propose adaptations** to the action plan → **Gather** needs / remarks / questions ***Thematic experts are to be solicited according to the agenda.***	**4 TIMES A YEAR** by invitation of the HRS4R Project Manager
EQUALITY MISSION	→ **Raise awareness and improve training on equality**, particularly in terms of career development and work-life balance → **Develop a plan** for professional equality → **Fight** against harassment and violence	**2 TIMES A YEAR** by invitation of the HRS4R Project Manager

Governance Chart



Action plan of Université de Paris

Université de Paris' action plan takes into account all regulatory changes in effect since the label was awarded in 2017.

The decree of May 9, 2017 initiated the development of career monitoring, mandating University professors and researchers to produce Individual Activity Reports every five years, to be examined by the National Council of Universities.

The decree of February 8, 2018 mandated pedagogical training for all new lecturers, mainly during the first year of their assignment.

The National Open Science Plan, initiated by the Minister of Higher Education, Research and Innovation in July 2018, responds to the Amsterdam Call for Action on open science. The roadmap adopted promotes, inter alia, HAL, the French open publication platform.

The « PACTE » law of May 22, 2019 introduced major changes in the conditions of entrepreneurship in universities. Although the application decrees have not yet been disclosed, the end result of the "PACTE" law will be to increase universities' responsibilities with regard to the ethics of start-ups created by researchers.

The OTM principles were reinforced by the creation of the College of Ethics for Higher Education, Research and Innovation (order of March 1, 2018). This College issued an opinion on the principles that would strengthen the impartiality of members of selection committees recruiting professors. An order of December 3, 2018 specifies the procedure for assembling alerts issued by whistle-blowers in the Ministry of Higher Education, Research and Innovation.

The decree of April 10, 2017, supplemented by a circular of July 2, 2018, establishes a deontological referent in higher education and research institutions. Since the creation of the French Office of Scientific Integrity in March 2017, integrity referents have been designated.

The skills of doctoral degree holders have been officially recognized, and the doctorate degree has been entered in the national professional certification directory in accordance with the recommendation of the European Council of 22 May 2017 (order of 22 February 2019).

Finally, in October 2018, the Institut des Hautes Etudes de l'Education et de la Formation will implement training courses for directors of scientific components, essentially from a strategic perspective.

The law of August 6, 2019 on the transformation of the civil service provides a mechanism to prevent and combat sexual and moral harassment.The Decree of May 4, 2020 presents the way to elaborate a professional equality plan.

The proposed plan for Université de Paris includes more than fifty actions:

32
are related
to development

16
are in the area
of communication

7
are related
to formalization

These actions are mainly divided between the "Ethics" and "Career" sections (about twenty actions for each of these sections).

Several of the proposed actions are not only the result of the merging of those initially implemented by the former University Paris Descartes and the former University Paris Diderot, but are wholly new.

Two of these action plans emphasize the ambitions of Université de Paris in the field of ethics, since it will be a question of drawing up a multi-year action plan (2023-2028) taking into account conflicts of interest, including financial ones. This plan, in its development and implementation, will be submitted to the expertise of the Strategic Advisory Board[1] that the university has set up.

1. Composed of members from outside Université de Paris, the Strategic Orientation Council "assists the Institution in the evaluation, identification and evolution of topics of research and training, as well as in its strategy of international development and partnerships" (Article 13 of the Statutes of Université de Paris).

Action plan of Université de Paris

I. Ethics

1. Research Independence

1.1. COMMUNICATION
FALL 2020

- Put fundamental and regulatory texts online.
- Focus on freedom of research in the monthly UP newsletter.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication

1.2. DEVELOPMENT
FALL 2021

- Integrate the fundamental and regulatory texts into the Researcher's Guide.

Performance Indicator: Number of connections.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication

2. Ethical Principles

2.1. DEVELOPMENT
FALL 2020

- Create a page describing the composition and the mode of referral of the Ethics, Integrity and Deontology Committee, as well as those of the Research Ethics Committee, the Operational Committee of Scientific Integrity, other committees, and facultative deontological commissions.
- Add a second page devoted to research protocols involving human subjects (including the Committee for the Protection of Persons in Medical Research) and research projects involving animal experimentation; provide the contact details of specific committees of Université de Paris.
- Complete with a third page devoted to intellectual property rights.
- Include these pages in the Researcher's Guide.
- Focus on ethical principles in the monthly Université de Paris newsletter.

Performance Indicator: Evaluation of familiarity with ethical principles through evaluation questionnaires.

DIRECTION/ ACTION BEARERS: Ethics Committee
DIRECTION/ REFERENT: Research, Communication, Libraries

3. Responsibility

3.1. COMMUNICATION
SPRING 2021

- Publish, on the page dedicated to the recruitment of professors, a vademecum on the composition of Selection Committees.
- Communicate better with unsuccessful candidates about the possibility of requesting the reports of the Selection Committees.
- Include an evaluation feedback form. ***See action II 3.1.***

Performance Indicators: Evaluation of familiarity with ethical principles through evaluation questionnaires/Number of views/Number of completed evaluation forms returned.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

I. Ethics

3. Responsability

3.2. COMMUNICATION
FALL 2020

- Create a page promoting the software « Compilatio » with regular reminders for its use, especially every Spring (before Master thesis defenses).

Performance Indicator: Number of connections to « Compilatio ».

DIRECTION/ ACTION BEARE: Research
DIRECTION/ REFERENT: College of Doctoral Studies, Education, Libraries, Faculties,

3.3. DEVELOPMENT
SPRING 2021

- Training doctoral students and professors in scientific integrity, including intellectual property rights.

Performance Indicators: Number of training programs related to scientific integrity (including intellectual property rights) offered/ Number of people trained (overall and by category) in scientific integrity (including intellectual property rights)/Evaluation of satisfaction via hot-cold scale questionnaires.

DIRECTION/ ACTION BEARERS: Research
DIRECTION/ REFERENT: HR, Libraries, Faculties

3.4. FORMALIZATION
SPRING 2021

- Introduce a clause relating to intellectual property (IP) rights in employment contracts (research, lecturers, contract workers, contractual doctoral student teaching).

Performance Indicators: Number and category of new employment contracts that include an intellectual property clause.

DIRECTION/ ACTION BEARERS: HR
DIRECTION/ REFERENT: Research, Archives

3.5. FORMALIZATION
SPRING 2021

- Verify that the internal regulations of the research units include rules relating to ethics, integrity and deontology.

Performance Indicator: Number and proportion of by-laws that include rules on ethics, integrity and professional conduct.

DIRECTION/ ACTION BEARER: Archives
DIRECTION/ REFERENT: Research, Faculties

3.6. DEVELOPMENT
FALL 2022

- Draw up a multi-year action plan 2023-2028 relating to ethics, integrity, and deontology, including economic conflicts of interest (Inventory, SWOT, Action Plan, Milestones, Means and Indicators, methodology for monitoring the action plan).To put online and disseminate the action plan.

Performance Indicator: Framework document for the action plan.

3.7. DEVELOPMENT
FALL 2025

- Consult with the Strategic Direction Council to assess the mid-term implementation of the multi-year strategic plan 2023-2028 proposed by the Ethics Committee on Ethics, Integrity, Deontology (including Conflict of Interest).

Performance Indicator: Number of consultations of the Strategic Orientation Council by the Ethics Committee to assess mid-term implementation of the 2023-2028 Multi-Year Strategic Plan.

I. Ethics

4. Professional Profile

4.1. DEVELOPMENT
FALL 2021

- Disseminate the new signature procedures for Université de Paris format publications.

Performance Indicator: Number and rate of publications with an address that complies with the signature charter.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication, Libraries

4.2. DEVELOPMENT
SPRING 2021

- Create a page concerning the valorization and exploitation of research results, to be included in the Researcher's Guide.

Performance Indicators: Number of connections, number of requests addressed to the Research (to be specified according to the action)/ Number of patents, and number of start-ups.

DIRECTION/ ACTION BEARER: Communication
DIRECTION/ REFERENT: Research, HR

4.3. DEVELOPMENT
FALL 2021

- Create a page, and develop communication around this page, encouraging researchers to obtain an ORCID number and an IdHAL identifier.

Performance Indicators: Number of ORCID numbers for Université de Paris/Number of IdHAL identifiers for Université de Paris.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Libraries

4.4. DEVELOPMENT
SPRING 2021

- Create a page to encourage researchers to post their publications on HAL Université de Paris.

Performance Indicators: Number of bibliographical references entered in HAL for Université de Paris, number of bibliographical references present in HAL for Université de Paris for any given year/Number of full-text documents in HAL for Université de Paris/Number of full-text documents added to HAL for Université de Paris for any given year.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Libraries

4.5. DEVELOPMENT
SPRING 2021

- Train professors and doctoral students in Open Science (outside the Data Management Plan).

Performance Indicators: Number and category of Open Science training courses (excluding Data Management Plan) offered/Number of people trained (overall and by category) in Open Science (excluding Data Management Plan)/Evaluation of satisfaction via hot-cold scale questionnaires.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: HR, Department of Libraries

5. Academic Outreach

5.1. DEVELOPMENT
SPRING 2021

- Develop actions to make academic research understandable to the general public (« Science Week », « My thesis in 180 seconds » etc.).

Performance Indicator: Number of participants per action (visitors for the « Science Week », candidates for « My thesis in 180 seconds » etc.).

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication, Libraries

I. Ethics

5. Academic Outreach

5.2. DEVELOPMENT
SPRING 2021

- Train and support researchers in the Data Management Plan.

Performance Indicators: Number and category of Data Management Plan training courses offered/Number of people trained (overall and by category) on the Data Management Plan/Evaluation of satisfaction via a hot-cold scale questionnaire of the trainees/Number of Université de Paris Data Management Plan trainings accompanied by Research/archives/library management.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Archives, Libraries

6. Non-discrimination

6.1. DEVELOPMENT
SPRING 2021

- Pursue the implementation of the multi-year policy to promote the recruitment of staff with disabilities. ***See Action II 1.1.***

Performance Indicators: Number of applications from candidates with disabilities/Number of BOE researcher recruitments/Evaluation of satisfaction via a questionnaire.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

6.2. FORMALIZATION
SPRING 2021

- Develop professional equality between women and men in terms of recruitment, remuneration and promotion (see Professional Equality Plan).

Performance Indicators: Gender distribution of professor hires/Level of compensation according to gender (apart from bonuses) by category, with the median salary mentioned/Gender promotion rate/Gender-specific promotion rates (including access of associate professors to the highest pay scale)/Evaluation of perception via a questionnaire.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

6.3. FORMALIZATION
FALL 2020

- Pursue the decision to submit promotion files for professors at the national level (CNU) and then at the local level.

Performance Indicator: Gendered promotion rate.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

6.4. COMMUNICATION
FALL 2020

- Continue to grant a half-time teaching load in the year following a maternity leave. ***See action III 1.1.***

Performance Indicator: Number of women per year granted a half-time teaching load in the year following maternity leave.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

6.5. FORMALIZATION
FALL 2021

- Translate the Researcher's Guide into English, including pages related to ethics and scientific integrity.

Performance Indicator: Number of hits on English pages.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication

II. Recruitment

1. Non-discrimination

1.1 DEVELOPMENT
SPRING 2021

- Continue to implement the multi-year policy to promote the recruitment of disabled staff. ***See Action I 6.1.***

Performance Indicators: Number of applications from candidates with disabilities/Number of Beneficiaries of the Employment Obligation researcher recruitments/Evaluation of satisfaction via a questionnaire.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

1.2. COMMUNICATION
SPRING 2021

- Systematically feminize titles, grades and functions.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

1.3. DEVELOPMENT
SPRING 2021

- Be more vigilant about discriminatory statements (particularly in computerized hiring applications).
- Formalize written reminders on non-discrimination.

Performance Indicator: Number of written reminders sent.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: IT Services

2. Ethical Principles

2.1. COMMUNICATION
FALL 2021

- Continue the policy of detecting bias in the recruitment of professors.

Performance Indicators: Number of forms returned.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

3. Transparence

3.1. COMMUNICATION
SPRING 2021

- Publish, on the page dedicated to the recruitment of professors, a vademecum on the composition of Selection Committees.
- Communicate better with unsuccessful candidates about the possibility of requesting the reports of the Selection Committees.
- Include an evaluation feedback form.

Performance Indicators: Evaluation of familiarity with ethical principles through evaluation questionnaires/Number of views/Number of completed evaluation forms returned.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

4.Merit-Based Recruitment

4.1. COMMUNICATION
FALL 2021

- Develop a guide to good recruitment practices to include all the points of the European Charter for Researchers relating to recruitment, specifying in particular that atypical applications should not be eliminated out of hand. Put online and disseminate.

Performance Indicators: Number of connections and annual growth.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

II. Recruitment

5. Recruitment

5.1. DEVELOPMENT
FALL 2021

- Create a vademecum on the different types of recruitment. Put online and disseminate.

Performance Indicator: Number of connections and annual growth.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

5.2. COMMUNICATION *(PUBLICATION)*
SPRING 2021

- Publish recruitments and job descriptions in EURAXESS after the unification of open accounts.

Performance Indicators: Number of jobs announced via EURAXESS/ Number of applications from this channel (if traceability is possible).

DIRECTION/ ACTION BEARER: HR

5.3. DEVELOPMENT *(PUBLICATION)*
FALL 2022

- Publish the institution's doctoral recruitment criteria.

Performance Indicator: Number of views

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

5.4. FORMALIZATION
SPRING 2021

- Include, in the framing letter relating to the composition of hiring committees, a recommendation to include a professional scenario, on a standard format to be differentiated by discipline.

Performance Indicator: Number of professional scenarios.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

5.5. DEVELOPMENT
FALL 2021

- Publish the terms and conditions of post-doctoral contracts and recruitment opportunities.

Performance Indicator: Number of connections and annual growth.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Research, Faculties

5.6. FORMALIZATION
SPRING 2021

- Publish a charter for the recruitment of contract agents.

Performance Indicator: Number of contract agents concerned.

DIRECTION/ ACTION BEARER: HR

5.7 DEVELOPMENT
FALL 2022

- Harmonize recruitment practices medecine researchers (with the Ministry for Health).

DIRECTION/ ACTION BEARER: HR

6. Postdoctoral Recruitment

6.1. DEVELOPMENT
FALL 2022

- Establish precise rules and shared criteria for the recruitment of Temporary Teaching and Research Assistants (ATER) and the recruitment of contract researchers.

Performance Indicator: Study of recruitment reports.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

III. Career

1. Non-discrimination

1.1 COMMUNICATION
FALL 2020

- Continue to grant a half-time teaching load in the year following a maternity leave. ***See action I 6.4.***

Performance Indicator: Number of women per year granted a half-time teaching load in the year following maternity leave.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

2. Supervision

2.1. DEVELOPMENT
SPRING 2022

- To harmonize the practices related to the organization of the Individual Thesis Monitoring Committees.

Performance Indicator: Study of Individual Thesis Monitoring Committees reports.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

3. Career Development

3.1. DEVELOPMENT
FALL 2021

- Encourage professors to avail themselves of disciplinary training offers.
- Establish a unified calendar to facilitate the effective participation of professors in training programs. ***See action III 3.2: idem.***

Performance Indicator: Professor participation rate.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication, Faculties

3.2 DEVELOPMENT
FALL 2021

- Encourage directors of research units (DRU) to create their own training program.
- Establish a unified calendar to facilitate the effective participation of directors of research units (DRU) in training programs.

Performance Indicator: Number of training courses offered by the DRUs/Number of training sessions conducted by the DRUs.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

3.3 DEVELOPMENT
FALL 2022

- Propose a preparation seminar for the Accreditation to conduct research.

Performance Indicator: Realization of the seminar/Number of seminar participants.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Research

3.4. DEVELOPMENT
FALL 2021

- Maintain and develop the advisory unit for professors and other research personnel.

Performance Indicator: Annual number of individual interviews by category (Professors (Associate and Full), Post-doc, PhD students, ATER, etc.).

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

3.5. DEVELOPMENT
SPRING 2022

- Set up training sessions for all Doctoral thesis advisors on thesis management (project management, interpersonal relations).

Performance Indicator: Number of Doctoral Dissertation advisors trained in thesis management.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Research

III. Career

4. Professional Recognition

4.1. DEVELOPMENT
SPRING 2021

- Write a guide for in-house reports, for the granting of academic leaves of absence and promotions, in order to unify and harmonize practices.

Performance Indicators: Evaluation of familiarity with the Reporters' Guide via a questionnaire.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Research

4.2. DEVELOPMENT
FALL 2022

- Set up an electronic professional portfolio, consistent with the information that professors must enter in GALAXIE, in order to improve the monitoring of professional experiences and to build harmonized CVs.

Performance Indicators: Number of professors familiar enough with Galaxie to harmonize CVs/Number of harmonized CVs in the portfolio.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Faculties

5. EResearch Environment

5.1. COMMUNICATION
FALL 2021

- Harmonize research support materials (handbook, researcher's guide, kit for the successful researcher of a European project, etc.).

Performance Indicator: Number of views (of online information)

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication

5.2. COMMUNICATION
SPRING 2021

- Increase visibility, particularly among doctoral students, of the resources available to researchers such as training offers and calls for projects.

Performance Indicator: Number of newsletters sent.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication, Faculties

5.3. COMMUNICATION
FALL 2021

- Increase visibility of the people in charge of health and safety (occupational doctor, RPS listening unit, H&S department, occupational medical assistants).
- Carry out preventive actions in terms of occupational health, particularly in terms of PSR with staff and in particular deans, component directors, laboratory directors, team leaders.

Performance Indicator: Number of occupational health actions carried out in any given year.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Hygiene and Safety, Faculties

6. Working conditions

6.1. DEVELOPMENT
SPRING 2021

- Prioritize requests for training of research staff (RMI, IGE) returning from maternity leave.

Performance Indicator: Number of occupational health actions carried out in any given year.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Research, Faculties

6.2. DEVELOPMENT
SPRING 2021

- Adopt a telework protocol.

Performance Indicator: Number of people teleworking per year.

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Research, Faculties

III. Career

7. Promoting Mobility

7.1. COMMUNICATION
SPRING 2021

- Support the mobility of teaching and research staff by helping their spouses find employment.
- Maintain the partnership with national employment agency .

Performance Indicators: Annual number of files received to help a spouse find employment/Annual number of files communicated to national employment agency .

DIRECTION/ ACTION BEARER: HR
DIRECTION/ REFERENT: Communication

7.2. DEVELOPMENT
FALL 2021

- Create a one-stop shop to centralize immigration reception procedures on French territory.
- Unify the information disseminated on the reception and working conditions of international researchers.

Performance Indicators: Number of international researchers hosted (PhD students, visiting professors, etc.)/Evaluation of satisfaction via a questionnaire.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication, Campus Life, Faculties

7.3. COMMUNICATION
SPRING 2021

- Increase visibility of opportunities for mobility.

Performance Indicators: Annual number of professor mobility requests/Annual number of professors in incoming mobility/Annual number of professors in outgoing mobility.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Faculties

8. Work/ Life Balance

8.1 DEVELOPMENT
FALL 2021

- Create a Quality of Work Life Observatory.

DIRECTION/ ACTION BEARER: HR

9. Intellectual Property Rights

9.1 COMMUNICATION
FALL 2021

- Communicate information regarding patent premiums.

Performance Indicator: Number of patent bonuses granted.

DIRECTION/ ACTION BEARER: Research
DIRECTION/ REFERENT: Communication, Faculties

Implementation and follow-up of the action plan

According to the governance structure, a Steering Committee for the implementation and monitoring of Université de Paris action plan has been set up. This Steering Committee, specifically in charge of monitoring the progress of the actions within the planned schedule and the collection and conservation of data relating to the performance indicators, will meet every six months.

It brings together the following people:

- Vice President, Human Relations
- Vice President Research
- HRS4R Project Manager
- Director of Human Resources
- Director of Research
- Director of Communications
- General Manager of Services
- Director of the Quality Process
- Director of Libraries and Museums
- Dean of the Faculty of Health
- Dean of the Faculty of Humanities and Social Sciences
- Dean of the Faculty of Sciences

An Operational Committee will meet four times a year. It is made up of:

- **the HRS4R referent** for the Human Resources Department (Recruitment and Career sections),
- **the HRS4R referents** for the Research Department (Ethics section),
- **the Chairpersons** of the Research Ethics Operational Committee, the Scientific Integrity Operational Committee and the Ethics Operational Committee,
- **the HRS4R referent** for the Communication Department (transversal Communication section),
- **the Mission Director** of the support for quality management,
- **the HRS4R referent** for the Libraries and Museums Department,
- **representatives** of the board of each faculty.

In addition, the Operational Committee will take note of the remarks made by committees representing each faculty. Five representatives, designated by authorities of each faculty, will meet together every two months to prepare the meetings of the Operational Committee, particularly with regard to compliance with OTM principles. It will be also informed by the Equality mission.

An annual progress report will be presented to the authorities (Technical Committee and Academic Senate) by the university presidency. Naturally, this report will mention adherence to the implementation schedule and the planned adjustments, both in terms of actions and means.

Preparation of the self-evaluation

With a view to self-evaluation, once Université de Paris obtains the HRS4R label, we plan to disseminate several questionnaires. Each of them will be addressed to different categories of researchers: directors of research units, doctoral students on contract, and presidents of hiring committees, for example. The questions will focus on topics of interest to each category of research personnel and would have a qualitative dimension.

In addition, in order for us to ensure that the HRS4R label action plan corresponds to the standards of the world's leading universities, we will seek the opinion of the Strategic Orientation Board of Université de Paris as to the purpose, steering and implementation of the project.

The Board would have to give its opinion on possible cooperation with those research organizations having obtained the label (CNRS, INSERM), in order to enable, during the implementation of the action plan, a unity in favour of an integrated eco-system of human resources for research within Université de Paris .

u-paris.fr/en/excellence-in-research

Université de Paris
85, boulevard Saint-Germain
75006 Paris
hrs4r@u-paris.fr
u-paris.fr/en/excellence-in-research