

# **UNIVERSITE PARIS 1 PANTHEON-SORBONNE**

## **LABEL HRS4R's CANDIDATURE**

**Implementation of the European Charter for Researchers &  
the Code of Conduct for their Recruitment**

May 2020

## GAP ANALYSIS

### Strengths and weaknesses of the current practice

#### Ethical and professional aspects

Since 2007, the University has demonstrated its strong motivation to align with the principles laid down in the European Charter for Researchers. This wholehearted support for the Charter was expressed in a vote by the University – scientific and administrative – boards, and its commitment to progressively develop a plan for future implementation.

The University has given significant priority to ethical issues, to ensure researchers are provided with the necessary support to pursue their projects in the best possible conditions. To this end, a Deontology and Ethics Committee was created with the aim of examining ethical issues in research, especially in the case of conflicts of interest. The Committee is responsible for ensuring that deontology and best practices are respected, can award certification for conformity to ethical norms, and be petitioned by principal investigators/project managers. Finally, it contributes to raising awareness among lecturers, researchers and PhD students regarding the ethical implications of their research.

Alongside the creation of the College of Doctoral Schools, this has also led to the development of training courses for PhD students and newly-recruited lecturers (in conformity with the 2017 decree).

The University has also been careful to ensure that researchers are provided with all of the necessary data security guarantees, by appointing a “GDPR advisor”, who provides researchers with personal data protection training and assistance.

Similarly, as a result of Open Science and data management initiatives, training specifically designed for PhD students is now provided, although it is of course also available for all lecturers, researchers and research staff interested in these issues.

For the recruitment of this personnel, the University referred to national regulations, which respect the spirit of the European Charter for Researchers, particularly in terms of recruitment.

Despite these positive steps, Paris 1 University works within a potentially challenging environment for both teaching and research staff.

Firstly, the context in which research is carried out, and the complexity of research procedures, hosted jointly by the universities and public research bodies – the CNRS in particular – is especially present at an establishment such as Paris 1 Panthéon-Sorbonne University. Centred on the humanities and the social sciences, and set in Paris and the greater Paris region, the University oversees 36 research units with diverse forms of management (with single, joint or multiple administration). Spread out across over 25 locations, the university's geographic spread adds an additional factor of complexity and fragmentation.

Throughout the past decade Paris 1 has been exposed to the vicissitudes/uncertainties entailed by federative institutional projects. While nourishing an ongoing reflection on the future of research at the University in this changing context, Paris 1 has joined various institutional federations and undergone structural changes, and this has had a disruptive effect both for its research teams and for its efforts to follow through with projects linked to HR strategies.

The University lacks both the personnel and the means to fully implement a policy for developing the themes of the European Charter for Researchers. In terms of recognition, recruitment is centralised, and the next two years will give insight into the progress that has been made in terms of legal assistance for issues of intellectual property and accompaniment for setting up projects.

Despite a rich array of existing offers, the provision of professional training for lecturers, researchers and PhD students needs to be further developed, by extending and reinforcing current efforts. In an institution the size of Paris 1, this accompaniment should be given special priority, welcoming newly-recruited personnel with better information on the establishment's different resources, thus ensuring their smooth integration. In doing so, the University also aims to provide information about the rich array of academic fields, and facilitate encounters, as a way to break down barriers between the disciplinary fields.

The Éditions de la Sorbonne publishing house already plays a vital role, giving greater visibility to the work of many of its lecturers and researchers on an institutional level, and improving access to information regarding copyright and the risks of plagiarism. The university encourages its laboratories to join the HAL open archive project.

It should also be noted that the University suffers from a troubling inability to attract administrative personnel, due to the competitive context between higher education institutions in the Île-de-France region.

### **Recruitment and selection**

The University of Paris 1 complies with national regulations for its permanent (including teaching researchers) and non-permanent staff (including post-doctoral fellows, PhD students, some of the personnel who manage research contracts, etc.).

With regards to teaching researchers, the legal and regulatory framework provides a precise structure, and all the steps of the recruitment process — from the publication of job postings to approval of the selected candidate — are handled at the national level through the GALAXIE portal. The institution establishes the list of job openings, creates job postings, approves the makeup of the selection panel after its proposal by the scientific advisory board, and finally validates the selected candidate, and also notifies unsuccessful candidates, and reviews their appeals if necessary.

At a local level, the teaching researcher sub-commission of the academic board, as well as the teaching researcher sub-commission of the administrative board, monitor these operations. National regulations also address questions of parity (the makeup of nominating bodies and selection committees), and anti-discrimination (such as disability provisions). ATER (temporary research and teaching assistants) are similarly recruited via GALAXIE, which also offers further information about missions, careers, pay, or various recruitment channels (especially the “agrégations”: postdoctoral certification through competitive examination for the law, management and political sciences disciplines).

At the university level, these regulations are described in the documents dictating university life (especially the statutes, rules and regulations) or dealing with specific themes, such as the blueprint on disability inclusion, aimed both at staff and students.

The faculty's permanent non-academic staff is mostly hired via two categories of competitive examinations: the ITRF for the personnel of universities and research institutes, and the AENES for the administrators of National Education and of Higher Education, Research and Education. The competitive examination system serves as a guarantee of equal treatment for all candidates, on a national and regional level.

However, under the aegis of the Technical Committee, guidelines have been established in order to improve recruitment by academic institutions, and particularly Paris 1 University, which must remain under close scrutiny.

Doctoral students are currently recruited by each of the 10 doctoral schools according to their own procedures and timeframes. This system can lead to preoccupying issues of unequal treatment and a lack of transparency within the University. The Head of Human Resources invited the College of Doctoral Schools to tackle these issues, which are also tied to the quality of the management of PhD student stipends at the beginning of the academic year. As of September 2019, the "LRU" contracts allow doctoral students enrolled at Paris 1 University to be hired as temporary teaching staff.

Furthermore, much of the recruitment carried out at the university is done so in conditions that do not sufficiently meet the standards of the European Charter for Researchers. Within the framework of its commitment to acquiring the HRS4R label, the University commits to proceeding with a careful evaluation of these situations in particular. The hiring of non-permanent staff, (postdoctoral) researchers or non-academic staff (coordinators of state-funded or EU-funded research contracts, project managers, etc.) is of particular concern, as it is mostly carried out on an individual, ad hoc basis, and dependent on whether funding can be secured or not. While national regulations pertaining to the hiring of non-permanent staff do exist, and dictates the awarding of temporary and permanent employment contracts, specific guidelines for leave-taking and hiring are decided at the local level, and universities independently determine the procedure for drawing up job postings, publishing them, and assigning recruitment categories and salaries according the salary scale for non-permanent staff validated by the administrative board, etc.

## Working conditions

Paris 1 University has long been committed to improving working conditions, through a number of measures and by referring to recommendations made by the relevant bodies, the Technical Committee and the Health, Safety and Working Conditions Committee.

Paris 1 gives high priority to including preventative measures that tackle psychosocial hazards and psychological and sexual harassment in its policy strategies. In 2019, an extensive campaign aimed to provide all the necessary information to both staff and students facing harassment (including opening the harassment helpline “SOSharcèlement”). The university mobilizes all available resources to provide an effective and rapid response, and to provide all the necessary care and support for claimants.

In addition, the University has adopted a new blueprint on disability inclusion for 2019-2022, which is aimed at both staff and students. This blueprint aims to broach disability questions as comprehensively as possible and to address all possible concerns, in areas such as HR, estates, cursus management, research activities, as well as health, culture and sports, in order to act as thoroughly as possible against discrimination in this field.

A program to address the lack of job security for non-permanent staff has also been launched: the creation of a salary scale for non-permanent staff close to the existing scales for permanent staff in similar functions, and increased support from the Social Action Committee. This policy also includes seeking better solutions for managing the salaries of PhD students who are not recipients of a doctoral contract and who work as temporary lecturers.

In terms of real estate, Paris 1 University faces unique challenges, as it is spread out across 25 different sites. This situation is constantly evolving, since large-scale federative projects are currently underway, both within the University (creation of the Campus Port Royal in September 2019, encouraging proximity between the law schools and legal science laboratories) and in partnership with other humanities institutions (opening of the Campus Condorcet in September 2020). While this geographic spread is a testament to the scientific diversity of Paris 1, it nevertheless remains an obstacle to cohesion and to the development of multidisciplinary projects, despite the resources available to the university.

One prime example can be found the rich resources of the library collections made available to researchers, distributed across a dense network of libraries, and centred around three cornerstones: the BIS (the Sorbonne Inter-University Library), the Cujas Library (a national and international

reference for legal experts), and the SCD (the Collective Archive Service, which is involved in a large-scale restructuring program for the private libraries of the different research units). Academics thus have access both to unique heritage archives and a highly developed array of digital services.

In addition, as a distinctive feature of Parisian higher-education and research institutions, the organisation of the research units is especially complex. Indeed, not only do multiple mixed research units operate under joint administration between the University and another research institute (either the CNRS or the IRD) – hence the designation "mixed unit" – but also frequently between the University and other institutions, including the EHESS, the EPHE, the Université Paris Diderot, the Université Paris Ouest Nanterre la Défense, etc. Researchers therefore often find themselves dealing with extremely varied management approaches, and the accompaniment provided for the development of their research projects can be lacking in consistency. Management issues can also surface when the oversight is shared between multiple administrators. In response to these challenges, the University Paris 1 expanded its Department for Research and Technology Transfer (DIREVAL) in order to provide academic staff wishing to develop new research projects with further institutional support, especially when it comes to the legal aspects of project submission and the implementation of project budgets: to this end, two auxiliary staff members were hired in 2019.

Over the years, the university website has become increasingly complex thanks to the University's highly decentralised administration, and indeed this also a marker of the University's complex administrative and spatial organisation. An invaluable work and information tool, and a reflection of the University's rich scientific diversity, its redesign will be completed in 2020, substantially improving the accessibility and quality of the information it provides. The Open Science and Open Data management initiatives are a part of this effort to modernise and streamline tools, as well as improve data security.

## **Training and development**

Finally, Paris 1 University is committed to improving the induction of its new employees. Every year, new improvements are made to the induction day provided to new personnel, together with new initiation training programs. As of September 2018, a new training course has been made available that is specifically aimed at newly-recruited lecturers, accompanied by a new foreign languages program for teaching and research, as well as specific training as regards research and technology transfer.

The University provides new researchers – and indeed all teaching researchers – with a wide variety of courses, which can be supplemented by external training programs provided by specialised organisations to cover specific areas (such as l'Agence de mutualisation des Universités, the national agency that provides informatics solutions and training specifically designed for public institutions). Special priority should be given to providing training on research management, specifically as regards research institutions and their regulations.

The University is strongly committed to supporting research by providing training on open data and electronic publications submission, as well as support for researchers in the handling of research data. Within each of the doctoral schools training courses are on offer that cover Open Science (open access to publications, research data management, data security), scientific probity, ethics and research deontology, publishing in the social sciences and humanities, copyright and intellectual property, as well as access to and use of open or restricted scientific data.

Finally, for several years, the College of Doctoral Schools has been working on improving the doctoral programs in order to provide doctoral students with better support and thesis supervision, as well as access to training as regards their career prospects.

## **Implementation of OTM-R principles Code of Conduct for their Recruitment**

Paris 1 University's HRS4R strategy already draws heavily on the OTM-R principles. Indeed, national rules and regulations regarding the recruitment of the various bodies of permanent staff, and especially the statuses of civil servants who are hired through competitive examinations and reserve lists — teaching and administrative staff in universities — provide guarantees of:

- **Openness**: Candidates are judged to be eligible based on their diplomas for the competitive examinations, or on their seniority; advancement is based on activity reports submitted to the joint advisory board for the reserve lists.
- **Transparency**: The list of vacancies is established through annual recruitment campaigns, once it has been approved by the Technical Committee and the administrative board. Job postings are published on university and national online portals. Moreover, the makeup of the selection

committees is published, and they produce reports for each examination that provides information to candidates concerning the how the examination progressed, along with observations on each of the exam questions. Candidates may also file an appeal if they wish.

- Merit-based judgement: Successful candidates are ranked, thus guaranteeing that decisions are based on merit. In addition, detailed reports for each candidate take into consideration their professional expertise and career path.

One of the main objectives of the action plan laid out for the HRS4R strategy is to provide staff, teachers, teaching researchers and administrative personnel with a better understanding of the regulations regarding career management, so as to ensure greater transparency. The University has been working hard to ensure the publication of more detailed job descriptions, in particular for teaching researchers, by providing more precise information pertaining to research aspects (the research unit the selected candidate will join, and their inclusion in research projects and programs). It aims to continue this action in order to improve transparency throughout the entirety of the human resources management process.

This action should also take account of temporary staff, who are mostly recruited locally and on fixed-term contracts, and whose recruitment is not as strictly regulated by national legislation. This concerns in particular post-doctoral fellows, temporary research and teaching assistants, doctoral students, temporary staff acting as research officers for research programs of a limited duration, and all non-permanent administrative staff working for the research units (archivists, IT personnel, administrative and financial managers, etc.). The University is committed to prioritising the improvement of job security for its temporary staff.

First, Paris 1 University proposes the creation of a special status for post-doctoral fellows. There is general consensus within the University regarding the need to establish a clear and mutually held definition of the post-doctoral status and their missions, beyond the simple fact of holding a doctoral diploma. In particular this would help define the roles and responsibilities of post-doctoral fellows within a research unit or within a research program. This definition would also make it possible to stipulate the precise conditions under which a post-doctoral fellow should be hired, for what purposes and for how long. The question of salaries will also be addressed in order to guarantee equal treatment to all for equal work.

Second, the University means to address the conditions of hired doctoral students, for whom new and important legislation has brought changes to their activity and wages. The recruitment channels that

are currently in place for doctoral schools should be improved further, to ensure greater transparency while still preserving the individual functioning of each of the University's faculties. Working conditions will be evaluated in depth, as regards research (access to documentation, fieldwork, international mobility, etc.), as much as teaching, or even other activities – such as the still rare expert assignments – which will also provide the opportunity to make proposals for the improvement and standardisation of practices. The College of Doctoral Schools has applied itself to this project in recent years, particularly as regards the planning of doctoral studies, and will continue by focusing on hired doctoral students, who are essential to the running of the University.

Finally, the University closely monitors the conditions of temporary non-academic staff. As it happens, with growing funding through calls for proposals, this category has significantly increased in number. As a consequence, new human resources management issues have emerged, and the OTM-R process comes at a perfect time to help ensure that these employees are protected from excessively individualised management and isolation.

OTM-R METHODOLOGY	Item dont relève la question			implentation	Suggested indicators or form of measurement
	Open	Transparent	Meritbased		
<b>OTM-R System</b>					
Have we published a version of our OTM-R policy online (in the national language and in English) ?	X	X	X	-/+	The regulations are defined at the state level on recruitment websites (Galaxie, place-emploi-public); and reiterated at a local level: teaching researchers' guidebook currently in preparation, proposal to produce a guidebook of science and research careers.
Do we have an internal guide setting out clear OTM-R procedures for all type of positions ?	X	X	X	-/+	Teaching researchers' guidebook currently in preparation, proposal to also produce a guidebook of science and research careers.
Is everyone involved in the process sufficiently trained in the area of OTM-R ?	X	X	X	-/+	Career training is already provided for teaching researchers and ought to be developed for other personnel (cf. Action plan n. 14)
Do we make (sufficient) use of e-recruitments tools ?	X	X		+/-	Job postings on national (Galaxie, pole-emploi-public.gouv.fr) and local ( <a href="https://www.pantheonsorbonne.fr/universite/travailler-a-luniversite/">https://www.pantheonsorbonne.fr/universite/travailler-a-luniversite/</a> ) platforms. This still needs to be developed for Euraxess.
Do we have a quality control system of OTM-R in place ?	X	X	X	-	The HRS4R action plan will include a complementary action on this subject.
Does our current OTM-R policy encourage external candidates to apply ?	X	X	X	+	Job postings are open to all candidates who satisfy the specific requirements corresponding to the profession and status in question.
Is our current OTM-R policy in line with policies to attract researchers from abroad ?	X	X	X	+	Applications are open to candidates from abroad for teaching researcher positions as well as for administrative permanent and non-permanent staff positions.

Is our current OTM-R policy in line with policies to attract underrepresented groups ?	X	X	X	+	The University has established a blueprint on disability inclusion and is careful to ensure that recruitment is in conformity with legislation regarding discrimination.
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	+/-	A national salary scale determines wages for teaching researchers and all permanent staff. The University has set up a salary scale for the other categories of staff (specifically post-doctoral fellows), approved by the administrative board.
Do we have means to monitor whether the most suitable researchers apply ?				-/+	This is only possible for extremely specialised fields.
<b>Advertising and application phase</b>					
Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions ?	X	X		+/-	Teaching researcher job descriptions are published on the Galaxie and University websites. For the other categories of staff, job descriptions are published on <a href="http://place-emploi-public.gouv.fr">place-emploi-public.gouv.fr</a> , the University website, and Euraxess for European projects.
Do we include in the job advertisement reference/links to all the elements foreseen in the relevant section of the toolkit ?	X	X		-/+	This still needs to be done.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience ?	X	X		-/+	Only job postings for personnel for European projects are currently published on Euraxess (such as post-doctoral fellows).
Do we make use of other job advertising tools ?	X	X		+/-	Depending on the position in question. The positions attached to research contracts or European contracts are also published on specialised networks (for ex.: correspondant Europe, Réseau Curie, etc.).
Do we keep the administrative burden to a minimum for the candidate?	X			+	Procedures are mostly paperless and online.

<b>Selection and evaluation phase</b>					
Do we have clear rules governing the appointment of selection committees?		X	X	+/-	For teaching researchers, the procedures followed by the selection panel are in strict compliance with national legislation. As for the other categories of personnel, permanent staff are hired via competitive examination. Temporary staff are hired through less formal procedures.
Do we have clear rules governing the appointment of selection committees ?		X	X	+/-	Yes . art 89 of the the internal rules of procedures of university The composition of the selection panel and professional examination jury is determined by national legislation.
Do we have clear rules governing the composition of selection committees ?		X	X	+/-	Selection panel and professional examination jury abide by national regulations on parity.
Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			X	-	These rules do exist but are not written bynow.
<b>Appointment phase</b>					
Do we inform all the applicant at the end of the selection process ?		X		+/-	Competitive examination candidates are notified via a national candidacy website. Hiring procedures for other categories of staff still need to be improved upon.
Do we provide adequate feedback to interviews ?		X		+	Yes, upon request.
Do we have an appropriate complaints mechanism in place ?		X		+	The procedures are set depending on the hiring method. It should be noted that the decision of professional examination juries is final.
<b>Overall assessment</b>					
Do we have a system in place to assess wether OTM-R delivers on its objectives ?				-/+	Selection panels and professional examination juries write a report at the end of recruitment campaigns.

## METHODOLOGY

### Preparation

#### Members of the steering committee:

Pierre BONIN, Vice-President of the Research Committee

Hélène SIRVEN, Vice-President of the Research Committee

Jean-Luc CHAPPEY, Vice-President for Resources

Martine RUAUD, Managing Director for Services

Isabelle GASNAULT, Assistant Managing Director – HRS4R Committee

Sandra MEREU, Head of the Europe Committee, Department for Research and Technology Transfer – HRS4R Committee

In recent years, the University has strongly relied on the university community to set up internal evaluations – HCERES and Court of Accounts in 2018 – and contracts set up with the Ministry of Higher Education, Research and Innovation (MESRI), and with the French National Centre for Scientific Research (CNRS) in 2019. Meetings are held between the directors of the research units and the directors of the doctoral schools within the College of Doctoral Schools, and there are Research Commission plenary meetings and researcher sub-commission meetings (career management), as well as meetings of the Technical Committee, of the Research Commission, and of the CHSCT. Collectively, these meetings ensure consistent contact with the university community; both its scientific and administrative sectors. Thus, the university board has sought to give priority to drawing from the experience gained by these different structures when building its application for the HRS4R label. The available data has allowed the University to both carry out an assessment of its own strengths and weaknesses (based on multipartite analysis as per the principles of the charter), and to draw up an action plan (to be validated of course by the different university bodies, and specifically in the last instance by the administrative board).

The steering committee meets every trimester since early 2019 (when the University board made the decision to submit the HRS4R application), and supervises the activities of the HRS4R Committee, a working group specifically dedicated to the application and to the implementation of the action plan in coordination with all of the actors concerned. Its first mission was to present the project to the administrative board, so as to then submit a letter of intent signed by the President to EURAXESS. This process is part of a larger process initiated in 2007 by Paris 1. As a result of this first stage, the HRS4R Committee submitted a timeline to the steering committee for completing the Gap Analysis and the action plan. The steering committee then regularly validated and/or modified the proposals made by the HRS4R Committee, in order to submit the HRS4R label application on the 11th of April 2020, after a final consultation by the university bodies.

The HRS4R Committee has first and foremost referred to the MESRI's efforts to take stock of the current regulations in France and compare them with each of the forty principles listed in the charter. As has already been noted, the HRS4R Committee has in the last few years presented its analysis of this work at a number of events and meetings (work projects and meeting notes of the University bodies, the various evaluations – including reports presented by each of the research units and validated by the laboratory boards – which offer a highly detailed analysis of university life, and highlight its development plans in terms of research and the research environment, altered statuses and rules and regulations, estate projects for the Campus Condorcet and Campus Port-Royal, etc.).

This strong foundation made it possible to identify, thanks to the Gap Analysis, the sectors for which communication and/or training should be improved at the level of the University, even if national regulations cover all of the items in the charter, either directly or indirectly. Thus, the University should above all concentrate on the way in which these texts are applied, especially when it comes to the issues raised in the OTM-R, and how to raise awareness among staff using the different communications and training tools at its disposal.

## Implementation

### 1. General overview of the expected overall implementation process of the action plan

Paris 1 Panthéon-Sorbonne University has long been solemnly committed to abiding by the principles of the European Charter for Researchers, a decision that was voted by its administrative board in 2007. Since that date, the University has demonstrated its commitment to this decision through the initiation

and/or completion of numerous actions. Assessment has shown that these principles have had a strong influence on many projects within the University's global scheme for the improvement of researcher's working conditions and to ensure transparent and merit-based recruitment.

The administrative board moved in March 2019 to apply for the HRS4R label; through this strong commitment spanning several years, the board stressed its resolve to mobilize all possible means for the improvement of the research environment. The action plan aims to give concrete form to this commitment, and its implementation shall be closely monitored.

The implementation of this action plan will be monitored at two levels:

- Actors
- Bodies

**Actors:**

- Who supervise implementation:

The Departments (the Department for HR, the Department for Communications, the Department for Legal Affairs, the Department for Research and Technology Transfer, the Department for Information and Digital Services).

Project Managers on department boards or in charge of specific subjects (i.e. Mediator, President of the Deontology and Ethics Committee).

Researchers as interested parties for all of the actions that will be implemented.

- Who ensure monitoring:

The Steering Committee (Research Vice-Presidents, HR and Finance Department, Department for Administrative and Technical Services, HRS4R Committee): bi-annual report.

The HRS4R Committee (Executive Department for General Services and Head of the Europe Committee of the Department for Research and Technology Transfer): monitoring according to the timeline laid out in the action plan, with systematic quarterly reports, followed by a review to be approved by the steering committee.

**Bodies:**

The Heads of Research Units and Doctoral Schools: the Research VPs and the Head of the College of Doctoral Schools convene meetings where they review progress reports as per the action plan twice yearly.

The Research Committee: reviews the yearly overview produced by the HRS4R Committee and approved by the steering committee. This ensures the validation of the progress and effective implementation of the action plan. The plan can be adapted and modified if necessary.

## **2. How will the implementation committee and/or steering group regularly oversee progress?**

The university board will be presented with a monitoring structure to ensure the project's implementation. The aim of this structure is to bring together all of the actors concerned for all of the operations planned, in particular the vice-presidents in charge of HR, Finance and Research, as well as the main Departments, in particular the Department for Human Resources, the Department for Research and Technology Transfer, the Department for Communications, the Department for Informatics and Digital Practices, and the Department for Legal Affairs.

The HRS4R Committee, under the direction of the steering committee and consisting of two people, will be in charge of monitoring the progress of the action plan and serve as a mediator between the different actors and structures. It will ensure that all necessary information about the HRS4R process is widely available.

The HRS4R Committee, in accordance with the schedule committed to by the University, will convene with the different departments to monitor the progress made on the different actions underway, as well as the difficulties encountered, and discuss proposals for new actions to include in the action plan.

The steering committee will convene quarterly meetings for the presentation of the HRS4R Committee's detailed report. This will also be an opportunity to present proposals to improve and develop the monitoring process as deemed necessary. It will be in charge of overseeing the smooth running of operations and will thus will need to be fully informed in order to properly assess the efficacy of the chosen strategy, and propose amendments when necessary. It will be empowered for example to propose the creation of thematic working groups to accompany and advise on the implementation of specific actions.

Similarly, the heads of laboratories and of the doctoral schools will be informed twice yearly and invited to present their observations and proposals.

Once a year, the Research Commission will be informed on the progress and the steering committee's remarks and be able to make its own observations and suggest new actions.

### **3. How do you intend to involve the research community, your main stakeholders**

The University has a number of tools at its disposal to help foster the research community's involvement in the implementation process. Indeed, the objectives listed in the action plan were put together with this in mind.

The project itself already includes a number of communications operations, mostly concentrated on updates to the new website and intranet, in order to ensure that teaching and research staff are better informed of everything (tools and opportunities) made available by the University to improve their working conditions.

A separate communications operation will be launched once the University has obtained its certification, to inform the entire community about the process. Paris 1 Panthéon-Sorbonne will draw on its various information channels: the magazine #1257, the internal newsletter, and professional mailing lists (for example "dirlabos" and "difflabos").

In addition to a progress report on the different objectives in the action plan, a survey of all of the actors concerned will also provide an overview of the effects of implementation. Once the survey has been completed, depending on the results obtained, the steering committee will be able to suggest changes to different elements in the action plan, after consulting with the directors of the research units and the doctoral schools, followed by the Research Commission. This will also provide an opportunity to propose, if necessary and if requested, the organisation of thematic working groups.

### **4. How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy?**

The contract signed between the University and the Ministry of Higher Education, Research and Education for the 2019-2023 period provides the University with an overarching framework in terms of objectives and development strategies, and explicitly anticipates enrolment in the HRS4R procedure as of 2019. Included in section 3 (*Governance and Management*) of the contract, this provision is one of the milestones put forward for the improvement of human resources management. The University Paris 1 Panthéon-Sorbonne expressed its determination through the solemn commitment adopted by the administrative board in March 2019 to submit a formal application to the European Commission.

A dedicated committee under the direction of the steering committee was thus set up to monitor the process.

#### **5. How will you ensure that the proposed actions are implemented?**

The HRS4R Committee will monitor implementation. It will act as an interface between the steering committee, on the one hand, and on the other, the department heads that are affected by the various actions (in particular the head of HR, the head of the Research and Technology Transfer, the head of Legal Affairs and the head of Communications). It will also coordinate the various supervisors, as detailed in the action plan.

The committee will submit a quarterly progress report as per the timeline determined for the various actions, to ensure that they are monitored as precisely as possible. It will thus be able to assess adherence to the schedule as well as contingent complications faced by the project supervisors, and if necessary help them to come up with proposals, which can then be submitted to the steering committee. This will also provide an opportunity for new proposals to be submitted to the committee.

The steering committee will draw up an overview of these operations, which it will submit to the Research Commission each year, after having consulted the heads of the research units and doctoral schools. If necessary, and in accordance with the principles of the charter, it will present the Commission with proposals for additions and developments and/or changes to the action plan. These documents will serve as a foundation for the assessments planned by the Commission for the extension of the HRS4R certification label.

#### **6. How will you monitor progress (timeline)?**

The series of planned actions will follow the suggested timeline. The steps have been planned out across the two initial years as realistically as possible, given their current status and the most plausible deadline for their completion. This will depend on the current level of completion of each action, as well as their level of complexity, especially where multiple actors are involved and when signature from the different university departments are needed. Each department involved, and in particular the Department for Human Resources and the Department for Research and Technology Transfer, will appoint a member of their team to act as representative in the HRS4R Committee. This Committee will be in charge of monitoring the level of completion of the various projects while acting as an intermediary between any project leaders or researchers involved in the process.

## **7. How will you measure progress (indicators) in view of the next assessment?**

Periodic assessments will allow the HRS4R Committee, under the direction of the steering committee, to monitor the progress of the listed objectives. A first pre-assessment will be carried out within six months of the due date. Evaluating the progress achieved by the participants in all the intermediary projects over the course of the preceding phase will provide an opportunity to take stock of shortcomings and present an improved action plan. This will also be an opportunity to assess the validity of the measures themselves and submit new ones if necessary, depending on developments in the University strategy and the impact of new laws and regulations published during the period in question.

## GLOSSARY

AENES	Administration of National and Higher Education
ANR	National Research Agency
ATER	Temporary Research and Teaching Assistant
BIS	The Sorbonne Inter-University Library
CA	Administrative Board
CAC	Academic Board
CCPANT	Joint Advisory Board of Temporary Staff
CEC	European Charter for Researchers
CHSCT	The Health, Safety and Working Conditions Committee
CNRS	The French National Centre for Scientific Research
CPE	The University Joint Advisory Board
CR	Research Commission
CT	Technical Committee
DAFB	Department for Financial and Budgetary Affairs
DAJI	Department for Legal Affairs
DGS	Department for General Services
DGS A	Executive Department for General Services
DPI	Department for Estate Management
DIREVAL	Department for Research and Technology Transfer
DRH	Department for Human Resources
DRI	Department for International Relations
DSIUN	Department for Informatics and Digital Practices
EC	Teaching researchers
EHESS	School for Advanced Studies in the Social Sciences
EPHE	School of Practical and Advanced Studies

GT	Working Group
HAL	Hyper Articles en Ligne (an open archive)
HCERES	High Council for the Evaluation of Research and Higher Education
IRD	Research Institute for Development
ITRF	Auxiliary teaching and research staff
LRU	Law on the Liberties and Responsibilities of Universities
PIA	National program for innovative investments
RGPD	General Data Protection Regulations
RH	Human Resources
SCD	Collective Archive Service
VP	Vice-President
UMR	Mixed research unit