

# HRS4R ACTION PLAN



ACTIONS	Art	WHEN	WHO	INDICATORS/TARGETS
HUMAN RESOURCES .				
TEACHING RESEARCHERS.				
<p><b>1 Recall the basic rules for the exercise of the functions of researchers:</b> A researcher's guide, currently in progress, introduces the fundamental rules for non-discrimination - in particular with regard to gender - in terms of ethics and deontology. A scientific integrity referent and an ethics committee (constituted according to the rules of parity inside/outside; M/F) have just been appointed, and the gender equality mission officer was renewed in March 2021. A compliance officer will be appointed. Training on non-discrimination at work will be set up.</p>	<p>1 à 10 - 14 - 27 - 32</p>	<p>3Th qtr 2022</p>	<p>VP R - VP HR- VP CFVU</p>	<p>DHR</p> <ul style="list-style-type: none"> <li>• Drafting of the researcher's guide. Part 1: Independence of researchers, peer management.</li> <li>• Implementation of a dedicated tutorial to remind the rules and steps to follow in the field of research ethics and deontology. Main indicator: number of views.</li> <li>• Gender balance indicator and follow-up by the gender equality officer. Drafting of an annual report included in the balance sheet. Number of participants in training courses.</li> </ul> <p>e.</p>

<p><b>2. Recall the fundamentals of recruiting our researchers :</b></p> <p>A researcher's guide which is currently being drafted will provide instructions regarding recruitment: it will be necessary to verify the effectiveness of the existing mechanisms and the good information of the university community regarding the respect of the fundamental principles decreed by the Charter and the code of practice for the recruitment of researchers. The recruitment processes for researchers will be specified with the aim for transparency, taking into account academic skills and past experience. Another aim is to strengthen the international visibility of job offers.</p>	10 à 21-27 - 29-32-34	3 Th Qtr 2022	VP R VP HR VPCAC	DHR	<ul style="list-style-type: none"> <li>• Drafting of the researcher guide. Part 2: recruitment; selection committees.</li> <li>• Objective: 100% of the calls for applications will be included in this process starting September 2022.</li> </ul>
<p><b>3. Disseminate as widely as possible in French and English:</b> after validation by the governing board, the researcher's guide will be made available on the university's website and disseminated through all the relevant channels (mailing lists, publication of a hard copy given to new staff during the onboarding, etc.).</p>	1-10	2 T 2022	VP R VP HR VPCAC	DHR - DIR COMM	<ul style="list-style-type: none"> <li>• Posting on the university website in a space dedicated to HRS4R in French and English. Indicator: number of views).</li> </ul>
<b>Young researchers</b>					
<p><b>4. Simplify and make the recruitment of contractual staff more transparent</b> (PhD, teaching assistant, post-doc, etc.). Set up an application form in French and English which will include a reminder of the basic rules of actions 1 and 2.)</p>	12 - 13 - 16	3T 2022	VP R -VP HR- Dir collège ED	DHR - DIREVAL	<ul style="list-style-type: none"> <li>• Drafting of a recruitment procedure for young contract researchers and implementation of the application form.</li> <li>• Objective: 100% of the calls for applications will be included in this process at the start of the 2022 academic year</li> </ul>

<p><b>5. Better identify the actions of PhD candidates in order to promote them better:</b> an assessment of the actions undertaken by the college of doctoral schools will be established. A follow-up of complementary missions (teaching, valorization and dissemination, expertise) entrusted to contractual doctoral students will be implemented.</p>	4-28-33	3 Th Qtr 2022	VP CR - Dir collège ED	DHR - DIREVAL	<ul style="list-style-type: none"> <li>Indicator of the number of active PhD contracts during the academic year and number of complementary missions.</li> </ul>
<p><b>6. Fight precariousness: develop the monthly payment of temporary workers.</b> Offer more multi-annual contracts for temporary assignments. Better inform staff about career management and training opportunities through the guide to research career</p>	10-12-25-26-27 -30	3 Th QTR 2022	VP R VP HR	DHR	<ul style="list-style-type: none"> <li>Drafting of a guide for research careers.</li> <li>Assessment of the monthly payment of part-time doctoral students: indicator of the number of part-time doctoral candidates, the number of hours of work and the number of part-time doctoral candidates paid monthly.</li> <li>Indicator: number of multi-annual contracts compared to the number of permanent staff and the number of doctoral contracts.</li> <li>Indicator: % of contract agents having followed training to consolidate their career path.</li> </ul>
<b>Research support staff</b>					
<p><b>7. Implement local support for our contractual staff in their professional careers:</b> the "career adviser" mission will be set up within the institution to support staff of all statuses. Professional interviews for contractual staff will be developed. Instituting periodic career interviews (every 3 years) to encourage this support for staff.</p>	28-30	4 TH QTR 2022	VP R- VP HR	DHR	<ul style="list-style-type: none"> <li>Development of professional interviews. Indicator: number of annual professional interviews per site and number of career interviews.</li> </ul>

<b>8. Make our salary policy visible: the salary scale for non-permanent staff should be made available widely.</b>	19-26	1 Th QTR 2023	VP R-VP HR	DHR	<ul style="list-style-type: none"> <li>• Diffusion de la grille et suivi des évolutions salariales dans le cadre du bilan social annuel.</li> <li>• Dissemination of the pay scale and monitoring of salary changes in the context of the annual social report.</li> </ul>
<b>9. Better communication of the Management Guidelines regarding recruitment:</b> detail the recruitment processes that ensure that skills are taken into account in compliance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in this field.	12 to 21-29	4TH QTR 2022	VP R-VP HR	DHR	<ul style="list-style-type: none"> <li>• Recommendations on recruitment modalities, communication to selection boards (Selection Committees).</li> <li>• Annual review from 1Q 2023</li> <li>• Production of a recruitment review reporting on the Management Guidelines defined by the institution</li> </ul>
<b>10. Communicating transparently:</b> a report on the work of the various committees (for permanent and contractual staff) will be drawn up. Candidates will be informed of the strengths and weaknesses of their application.	15-34	4 TH QTR 2022	VP R – VP HR	DHR	<ul style="list-style-type: none"> <li>• Every applicant to a researcher position will be given feedback on their application by 2024.</li> </ul>

Actions	A r t i	Quand ?	Qui ?	Indicateurs/livrables
<b>Attractiveness,</b>				
<b>11. Increasing the attractiveness of teaching and research activities:</b> Procedures on double remuneration will be disseminated more widely. The reference framework of tasks voted each year will be better disseminated. Make the mechanisms and criteria for awarding research bonuses and the criteria for adjusting service ("décharges") more legible.	23-24-26	4 TH QTR 2022	VP R-VP HR	DHR <ul style="list-style-type: none"> <li>• Drafting and dissemination of a process on double-dipping. Indicator: number of cumulative authorizations granted during the academic year.</li> <li>• Dissemination of the task reference system. Indicator: number of hours granted in the framework of the task reference system by type of activity and by staff category.</li> </ul>
<b>12. Increase international attractiveness.</b> Better communicate on the possibilities of outgoing mobility by targeting the themes and institutional partners of the institution, whatever the career stage.	18-29-32	4 TH QTR 2022	VP R-VP HR-VP IR	DHR – D - Direva <ul style="list-style-type: none"> <li>• Provide statistics on outgoing mobility by destination institution , by discipline, and by degree.</li> </ul>
<b>13. Increase international attractiveness.</b> Recruit more international researchers: positions published on Euraxess, development of the use of English or another language other than French in research seminars. Improve communication on the French research and education system (see point 3).	18-29-32	4 TH QTR 2022	VP R-VP HR- VP IR	DAFB – DHR- DIR- Direva <ul style="list-style-type: none"> <li>• Number of international researchers recruited.</li> <li>• Number of positions published on Euraxess</li> <li>• Number of seminars in foreign languages.</li> <li>• Number of bilingual or even tri- or quadrilingual unit sites.</li> </ul>

Staff Training					
<p><b>14. Implement local support for staff training and improve its visibility:</b> The "career adviser" mission will be set up within the institution to support staff of all statuses (point 7). The training intended for researchers, particularly junior lecturers, will be extended to all researchers. Designation of referents (mentors) who will accompany junior lecturers (during the first year).</p>	28-30-38-39-40	4 TH QTR 2022	VP R- VP HR	DHR- Direva 	<ul style="list-style-type: none"> <li>Improvement of information on the training offer proposed by the institution to researchers (information campaigns by e-mail and posting the offer on the intranet).</li> <li>Number of referents and number of junior lecturers.</li> </ul>
<p><b>15. Expand the existing training offer:</b> continue to expand the training offer by identifying more precisely the needs linked to the evolution of the research professions: new technologies, training in ethical and deontological rules throughout one's career; setting up workshops to reflect on one's career path, evaluation and assessment of one's skills, career aspirations, etc.; conducting meetings, conflict management.</p>	11-28-30-38-39	4 TH QTR 2022	VP R- VP HR	DHR-	<ul style="list-style-type: none"> <li>Training offer for all staff: evolution presented in the social report.</li> <li>Indicators: number of courses offered; number of participants by status; annual activity report of integrity and ethics referents.</li> </ul>

<b>16. Develop international mobility:</b> continue to broaden the range of training courses by identifying more precisely the needs linked to changes in the research professions, in order to encourage international mobility. Develop the training offer in languages other than french.	38-39	4 TH QTR 2022	VP R - VP RI	DHR - DRI	<ul style="list-style-type: none"> <li>Effectiveness of mobility opportunities (Erasmus; UNA EUROPA) offered to staff: Indicators: number of mobilities offered, number of effective mobilities, total number of days in mobility, average number of days per category of staff.</li> </ul>
<b>Quality of work life</b>					
<b>17. Psycho-social risks prevention: the university must publicize the existence,</b> role and missions of the competent bodies for the organization and operation of the institution, particularly with regard to psycho-social risks. Publicize the QWL (quality of life at work) center and its missions (information, raising awareness-raising and training). Set up regular consultations with our staff. Recognize the role of the prevention doctor. Publicize our actions in terms of health and social action: publicize the existence, role and missions of the bodies for the organization and operation of the establishment, in particular with regard to health and social action.	23-24 34	4 TH QTR 2022	VP HR	DPSE - DHR - médecin de prévention	<ul style="list-style-type: none"> <li>Activity report on psycho-social risks (from the QWL centre + prevention doctor), included in the social report.</li> <li>Presentation to the "CHSCT" (Health, Safety and Working Conditions Committee).</li> <li>Create a dedicated space on our intranet on existing measures and assistance within the university.</li> </ul>
<b>18. Implement and display an inclusive disability policy based on the actions contained in the Disability Master Plan (accessibility, reception, etc.). Organise disability self-declaration campaigns.</b>		2 Th QRT 2022			<ul style="list-style-type: none"> <li>Implementation of the disability master plan voted by the Board of Directors on 26/9/19. Publish this plan on the university's intranet.</li> <li>Make an annual assessment of the disability master plan before the university's central bodies.</li> <li>Indicator: rate of disabled staff.</li> </ul>
<b>19. Improve well-being at work: develop conviviality and collaborative work spaces. Develop remote working proposals and selected working hours.</b>	7-23-24	4 TH QTR 2022	VP HR. Real estate project manager	DPSE - DPI	<ul style="list-style-type: none"> <li>Indicator: the space dedicated to shared spaces (conviviality and coworking).</li> <li>Indicator: number of remote working agreements signed, in stock and in flow.</li> </ul>



**Strengthen research and project management support**

<b>20. Strengthen research and project management support at the level of central services (DIREVAL and D2P).</b> Creation of a project management office (D2P).	3-23-39	3 TH QTR 2022	VP R – VP HR	DHR – DPP - Direva	<ul style="list-style-type: none"> <li>• Formalization of procedures for research support services.</li> <li>• Indicator: number of meetings a year with the laboratory directors and doctoral schools.</li> <li>• Production of institutional indicators in terms of research (research agreements, amount, UR staff, budgets, etc.).</li> <li>• Creation of a "project management and set-up" course: number of participants in the course.</li> </ul>
<b>21. Strengthen HR missions of : the mission of the career advisor</b> within the institution will complement the drafting of guides and the updating of the website. The posting of recruitment offers online (public employment portal, Euraxess) will be continued.	14-28-30-31	3 TH QTR 2022	VP HR	DHR	<ul style="list-style-type: none"> <li>• Number of job offers posted online</li> <li>• Assessment of the career counsellor's mission: number of people who received personalized support.</li> <li>• Number and nature of jobs published on Euraxess.</li> </ul>

Actions	Articles de la Charte	Quand ?	Qui ?	Indicateurs/livrables	
<b>RESEARCH</b>					
<b>Research professions</b>					
<p><b>22. Draft a guide to research careers:</b> The guide to research careers will describe the institutional context of research careers and will describe these careers (job descriptions). The distribution of this guide in French and English on the institution's website and intranet will allow wide access to <b>information</b>.</p>	4-12 13 14, 17- 19-20- 25-29- 30-37	3 TH QTR 2022	VP R - VP HR	DHR - DIREVAL	<ul style="list-style-type: none"> <li>Number of clicks on the school's website and number of clicks on the intranet.</li> </ul>
<p><b>23. Professionalize local administrative and financial management:</b> training for the financial managers of research units must be defined and implemented. Each research team must be able to benefit from a position of local manager, either in-house or shared. Establish regular consultation with the other supervisory bodies (CNRS, other research institutions).</p> <p>Internal training in administrative management and the research environment for the administrative managers and managers of the research units, internal procedures, regulatory guidelines, updating of knowledge, annual cross-disciplinary day.</p>	6 12 38	4 TH QRT 2022	VP R - VP HR	DHR - DIREVAL	<ul style="list-style-type: none"> <li>Training in financial management for research unit managers: number of training courses offered and number of participants.</li> <li>Internal transverse training in administrative management and research environment :</li> <li>number of participants/year</li> <li>Objective: 100% of administrative managers trained by the beginning of the academic year 2022</li> <li>Number of multi-tutorial dialogues/year.</li> <li>Number of managers in proportion to the number of researchers calculated per year.</li> </ul>
<p><b>24. Affirm at all levels the prerogatives of ECs in terms of financial and legal responsibility (delegation of signature).</b> Disseminate these prerogatives on the website of the Legal Affairs Directorate.</p>	6-37	4T 2021	VP R - VP HR – VP Aff. juridiques	DAJI - DIREVAL – DAFB	<ul style="list-style-type: none"> <li>Disseminate these prerogatives on the website of the Legal Affairs Directorate.</li> </ul>

<p><b>25. Improve the management of staff assigned to research support functions</b> in terms of remuneration, training, etc. Publish our contractual job offers as widely as possible. Map, identify and harmonize the situations of contract staff.</p>	25	4 TH QTR 2022	VP R - VP HR	DHR - DIREVAL	<ul style="list-style-type: none"> <li>• Framework for the management of non-tenured staff assigned to research support functions (salary, training, etc.)</li> <li>• Number of positions published, number of views, number of applications received through the different channels (institutional website, public employment, Euraxess, etc.)</li> <li>• Targets: 100% on the university website (in French and English), 100% on the public employment website, 80% on Euraxess at the end of the current mandate.</li> <li>• Mapping of staff assigned to research.</li> </ul>
<p><b>26. Create a category for researchers from our institution's EDs who have no position in a research institution.</b> This "associate postdoc" category will be valid for a maximum of 2 years. It will be offered by the host research units according to procedures defined by them (current research project, publication activities, etc.) and validated by the research commission. They will be supported in their professional integration and will be able to benefit from all the training courses offered by the institution, in the same way as contractual postdoctoral fellows. They will have access to the resources of the university (institutional address) and the units (material and financial).</p>	12-21- 22-24- 25-39	4 TH QTR 2022	VP R - VP HR	DHR – DIREVAL – DAJI - DPEIP	<ul style="list-style-type: none"> <li>• Creation of an internal status for associate post-doc.</li> <li>• Number of associated post-docs (hosting agreements).</li> </ul>
<p><b>27. Initiate a working-group on the creation of research postdocs</b> financed by the institution on specific topics defined by the institution (Panthéon-Sorbonne Foundation, PIA4 contracts obtained by the institution).</p>	21-22	4TH QTR 2022	VP R - VP HR  Sorbonne Fondation , Board administr ation	DHR – DIREVAL – DPP – DAJI- DAFB	<ul style="list-style-type: none"> <li>• Report of Working group</li> </ul>

<b>28. Fight all forms of discrimination: in recruitment</b> , in working conditions and in career development.	10-12	4 TH QTR 2022	VP R - VP HR	DHR -	<ul style="list-style-type: none"> <li>• Define and integrate the indicators into the annual social report by 2024.</li> </ul>
<b>Research environment</b>					
<b>29. Strengthen support for researchers in preparing responses to calls for projects:</b> individualized follow-up, recruitment of administrative staff, teaching leave for the applicant.	23-33	3 TH QTR 2022	VP R	D2P- DIREVAL	<ul style="list-style-type: none"> <li>• .Number of calls for projects submitted, number of calls for projects won, amount in €, number of administrative staff made available by D2P.</li> </ul>
<b>30. Strengthen our research support on legal and intellectual property issues</b> , particularly on photo credits.	3-5-31- 32	3 TH QTR 2022	VP HR- VP aff. juridiques	DIREVAL - DAJI	<ul style="list-style-type: none"> <li>• Post this legal support on the DAJI and DIREVAL websites.</li> <li>• Draw up an annual report on the service's consultations.</li> <li>• Provide feedback (ticket system) to researchers in order to improve the service if necessary</li> </ul>
<b>31. Encourage open science practices: in order to improve the quality of support for researchers</b> , an open science working group has been set up to inform and train researchers. It will develop the network of referents within the components. It will make researchers aware of the creation of data management plans and will offer a support service. It will ensure that researchers' publications are properly signed.	6-8-9- 23-32- 38	3TH QTR 2022	VP R. data protectio n	DPP - DIRE VAL – DSIU N – SCD - DAJI	<ul style="list-style-type: none"> <li>• Activity report of the Open Science working group.</li> <li>• Census of repositories on open platforms</li> </ul>
<b>32. Raise awareness on data protection rights among all actors:</b> the university should raise awareness of the existence, role and tasks of the the RGPD and draw up a report on the actions undertaken.	5-6-7	3 TH QTR 2022		DSIU N - DIRE VAL	<ul style="list-style-type: none"> <li>• Activity report on the RGPD (General Data Protection Regulation) to the university authorities.</li> <li>• Implementation of a specific training module on the matter, (number of clicks)</li> </ul>

<p><b>33. Sensibiliser tous les acteurs sur les questions d'éthique et de déontologie :</b> Le guide de l'enseignant-chercheur fournira toutes les informations relatives aux missions et modalités de saisine et d'action de la Commission d'éthique et de déontologie (voir point 1).</p>	2-4-5-6-7	3 TH QTR 2022	VP CA - VP R – VP HR	DAJI - DIREVAL	<ul style="list-style-type: none"> <li>Dissemination of a document presenting the ethics and deontology commission.</li> <li>Number of meetings per year; annual activity report</li> <li>Tuto (see action 1).</li> </ul>
<p><b>34. Support all actors for the resolution of conflicts:</b> the researcher's guide will provide all the information relating to the modalities of referral to and action by the mediator. Provide more information on the existence of conflict prevention and management training, particularly for team leaders.</p>	23-34	4 TH QTR 2022	VP CA - VP R - médiateur	DAJI – DHR - Direval - Médiateur	<ul style="list-style-type: none"> <li>Mediator's activity report: number of referrals per year and activity report</li> <li>Number of participants to the "conflict management" training.</li> </ul>
<p><b>35. Ensuring well-being at work in a multi-campus university:</b> The Port-Royal campus (owned by Paris 1) and the Condorcet campus (Cité des Sciences humaines et sociales) with 11 founding institutions were delivered at the start of the 2019 academic year. Several research units have gradually moved to these new premises. The La Chapelle campus will be completed in 2024, freeing up part of the Tolbiac campus. The University has 25 campuses: ensuring that commuting does not affect working conditions.</p>	23-24	4 TH QTR 2022	VP R - VP CR	DPI - SCD - DIREVAL-DSIUN	<ul style="list-style-type: none"> <li>Assessment of real estate developments after the opening of the Port-Royal and Condorcet campuses, particularly the impact on research documentation.</li> <li>Satisfaction surveys of campus users.</li> <li>Feedback on working conditions in a multi-site environment.</li> </ul>
<p><b>36. Promote and facilitate the accountability of researchers in our bodies:</b> the participation of researchers in the Research Commission will be promoted, as well as the management of research units. Ensure a favorable framework for the development of research activities by ensuring a fair balance between teaching and research activities. Particular attention will be paid to young researchers.</p>	33-35	4 TH QTR 2022	VP R – VP finances	DIREVAL – DAFB – CA – CAR	<ul style="list-style-type: none"> <li>Participation of researchers' representatives (R1 to R4) in the work of the Research Committee (number of researchers involved per level R1,R2).</li> <li>Develop the task reference system taking into account the work carried out.</li> </ul>
<p><b>37. Improve the conditions for hosting foreign researchers:</b> all the information relating to the different types of mobility (statutory, European) and the hosting of foreign researchers (financial support, accommodation) will be specified in the researcher's guide and on the university website.</p>	29	3 Th QTR 2022	VP R, VP IR, VP HR	DIREVAL DRI	<ul style="list-style-type: none"> <li>Improving the welcoming conditions of foreign researchers with dedicated support staff; making information available.</li> </ul>

THESIS and DOCTORAL PROGRAM/COURSES					
Doctoral Candidates					
<p><b>38. Improve the quality of the service provided to our doctoral candidates</b> throughout the doctoral process. Formalize a single procedure for all our doctoral schools by generalizing good practices in doctoral supervision.</p> <p>Dematerialize the process of awarding the doctoral diploma in our 10 doctoral schools (Adum project over 3 years): selection, registration, portfolio, training, defense, award of the diploma.</p>	36-40	4 TH QTR 2022	VP R - Dir Collège ED	DIREVAL	<ul style="list-style-type: none"> <li>• Number of meetings of the college; list of participants; annual quantitative report of actions undertaken published on the university's website in French and English;</li> <li>• Number of doctoral schools that have deployed the ADUM tool (n, n+1, n+2); training of doctoral students, harmonization of the role of thesis monitoring committees, implementation of doctoral pathways.</li> </ul> <p>Information on these actions will be better published.</p>
<p><b>39. Support our doctoral candidates throughout their doctoral studies.</b> Strengthen the role of the individual monitoring committee: raise awareness on ethical issues, conflict prevention, detection of psycho-social risks.</p>	28-34-36-37-38-39-40	4 TH QTR 2022	VP CR - Dir Collège ED	DIREVAL - ED - directeu rs de thèse	<ul style="list-style-type: none"> <li>• Annual quantitative and qualitative assessment of monitoring committees;</li> <li>• Number of monitoring committees, list of participants and quality;</li> <li>• Number of individual interviews per year, number of conflicts detected;</li> </ul> <p>Number of doctoral candidates who receive specific support.</p>

<p><b>40. Strengthen the career support and skills development of our doctoral students through a programme of training through and for research, professional integration and soft skills.</b></p> <p>Improve networking opportunities between doctoral students and young PhDs.</p> <p>Develop the annual seminar organized by the college for doctoral students on strategies for integration into the professional world, particularly entrepreneurship.</p> <p>Make the actions undertaken by the college of doctoral schools more visible (support for international mobility, calls for projects).</p>	23-25-36-37-38- 39	4TH QTR 2022	VP R - Dir Collège ED. Chargée de mission Alumni	DIREVAL - DPEIP	<ul style="list-style-type: none"> <li>• List of mutualized training courses offered and implementation of a satisfaction survey of the latter.</li> <li>• Number of participants. Weight of ECTS associated with the training component in the doctoral programme.</li> <li>• Implementation of the doctoral student portfolio.</li> <li>• Creation of an Alumni database.</li> </ul>
---	--------------------	--------------	--	-----------------	--

COMMUNICATION HRS4R  
EVALUATION

<p><b>41.</b> <b>Strengthen internal and external communication on the institution's HRS4R strategy.</b> Evaluate the institution's progress towards the identified targets and correct the targets along the way, if necessary.</p>	15-8	2 TH QTR 2022	VP R - VP HR	DGS - DHR – DIREV AL - DirCo m	<ul style="list-style-type: none"> <li>• Organization of an annual HRS4R information conference to inform about the steps and objectives of the labelling project.</li> <li>• Number of participants in the annual conference.</li> <li>• Publication of an annual progress report in English and in French on the institution's website dedicated to HRS4R.</li> </ul>
--	------	------------------	-----------------	---	---