Action Plan
HRS4R

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Contents

Strengths and Weaknesses

1. Ethical and professional aspects

The university has set up qualified governance bodies (an Ethics Committee, a Deontology Council), specialists (of scientific integrity, data protection, and research data management), tools (such as the "Compilatio" software) and departments/services (such as the Open Science hub in the process of being created, a development center, and a center for library researchers) meant to assist tenured research lecturers (enseignants-chercheurs, or ECs) on ethical, deontological, and legal issues. Nevertheless, it should be noted that there remains a lack of communication and awareness around these issues, not only for doctoral candidates but for more experienced researchers as well. Although the necessary procedures, knowledge, and skills exist within the institution, they are not always made known, and could be better promoted through training courses and "good practice" reference manuals or information sheets distributed to everyone. In fact, not all practices are the same across the various fields of study, resulting in a lack of knowledge around the need for certain professional practices, such as data protection, deontological guidelines, intellectual property, etc. Furthermore, doctoral programs could be improved upon by offering training sessions related to the latest issues around research administration.

Another gap identified concerns the lack of diversification of research projects funding. Also a "project culture" needs to be better developed thanks to a better transmission of knowledge (training course), better budgetary execution and giving more means to administrative services (despite having the internal expertise) to ensure a thorough review of rules and expectations with regard to the donors. Moreover, the diversification of funding should increase the number of doctoral candidates funded and the number of post-doctoral researchers in our university.

Despite of the engagement of our university with public and society thanks to important partnerships created over the time, it is usually the same pool of researchers that engage in scientific mediation projects. In order to gain better efficacy and a better scientific dissemination we need to foster the training of our researchers on this subject. Moreover, we have noticed a lack on the open data policy and requirements. Our university has tools for scientific dissemination but our researchers seem to be not fully aware of their obligation and how tools work. Thanks to the recent setting-up of "Open Science" hub will improve the open access publication and dissemination, raise the knowledge on data management and promote the scientific awareness and engagement with society.

2. Recruitment and selection

Concerning tenured staff (such as Temporary Teaching and Research Assistants, or ATER; tenured research lecturers; teaching fellows, or PRAG), recruitment matters are handled equally by national regulations and by the employment program, ensuring an impartial treatment of applications in accordance with principles of equality and non-discrimination. All practices and procedures, from the description and dissemination of job offers to the evaluation and selection of candidates, are standardized within the university. Moreover, all doctoral contracts and doctoral/postdoctoral grants are approved through a policy voted on by the institution's governance bodies and supervised by the doctoral schools.

The greatest weakness in this regard involves research contracts (temporary teaching posts, fixed-term contracts, etc.) when researchers are hired for the duration of a project or through a grant from a donor. The time-sensitive nature of these contracts sometimes requires an administrative rapidity that prevents the procedures from being correctly and entirely applied at the national level. Although these research contracts concern a smaller number of employees, it seems necessary to better supervise them, seeing as they are often R1 and R2 researchers who would benefit from such supervision, and who, at this particular point in their careers, have the most need for personalized support.

The other weakness is during the selection phase of Temporary Teaching and Research Assistants because the selection committees don't have a specific evaluation grid that could enable the committee to explain why it choose this or that candidate. When it comes to issues of internationalization, the admissions of foreign researchers (including refugees via the PAUSE program) is well-organized. These foreign researchers receive support and advice during their relocation in France or throughout their transfer period. An English translation of the recruitment and selection processes are available as well. Despite all of these elements, our international policy needs to be more visible and attractive. We have some efforts to make on communication but also on the way we recruit foreign researchers - starting with a better understanding of international mobility -both outgoing and incoming).

In general, our recruitment policy based on OTM-R principles is respectful of the "Code of Conduct for the recruitment of researchers". Nevertheless we have some improvements to make especially on selection and transparency process regarding fixed-term researcher contract (including ATER, post-doctoral researchers). This improvement will be achieved thanks to the creation of specific tools, like an evaluation grid for selection committees, an OTM-R guide headed for the community and training on OTM-R principles for staff involved in the processes recruitment.

3. Working conditions

University Paris 8 offers an excellent working environment, thanks to its research infrastructure (the Maison de la Recherche, Campus Condorcet, University Library), its larger networks (the Community of Universities and Institutions of University Paris Lumières, or COMuE UPL; European Reform University Alliance, or ERUA; Critical Edge Alliance, etc.) and its high standards when it comes to everyday working conditions, particularly in terms of gender equality and having a work-life balance. This combination allows research teams to maintain a good scientific dynamic while engaging with other teams across disciplines, both at the university level and on a larger scale (local, national, international) via international exchange and ambitious research projects.

Nevertheless, it should be noted that ongoing support throughout a teacher's career is almost non-existent, despite a productive staffing department, the Department of Personnel, Employment, Training and Social Action (DIPEFAS). Our current tools and administrative structure could be easily adapted to better serve tenured research lecturers. Meanwhile, services already offered could gain increased visibility, with more focus on non-tenured researchers, who are for the most part R1 or R2 researchers.
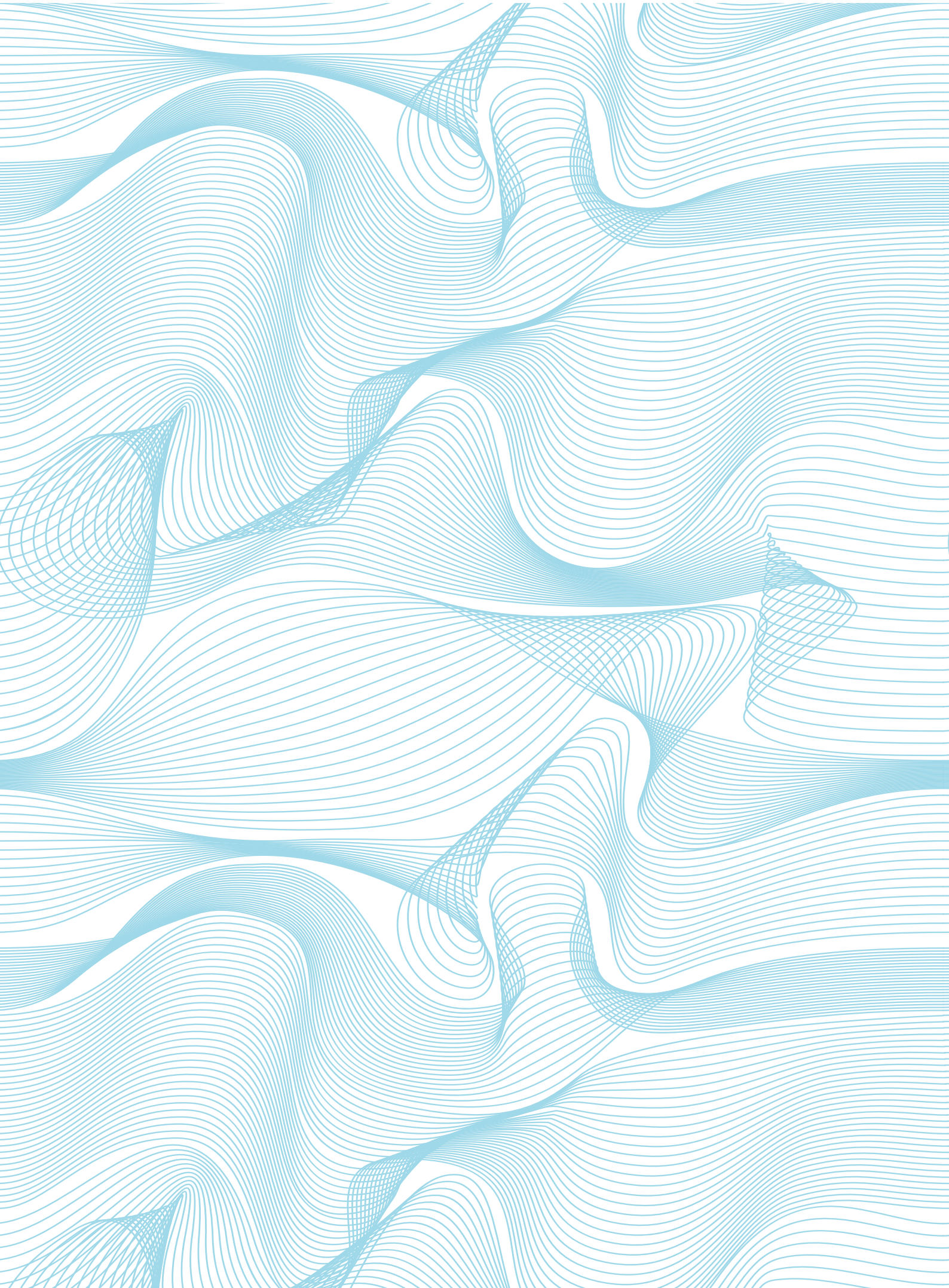
Another subject could be mentioned regarding the international policy of the research: despite a large number of mission around the world, partnerships between our university and other researcher centre are very limited because we are not fully informed of the international mobility (outgoing and incoming) done by researchers.To carry out to our international policy (better recognition of the mobility skills, raising the number of mobilities, better international attractiveness of our university) we need to lead a specific survey on this subject.

4. Training and development

Despite the wealth of training courses available (on topics such as project development, Excel tools, language learning, managing difficult situations, assertive communication, flexibility to change, etc.), R1 to R4 researchers are not always aware of the possibilities available to them, because their idea of "necessary training courses" corresponds to knowledge in their discipline (the evolution of methods and tools) but not to basic or interdisciplinary knowledge. Specific communication measures must be implemented, to ensure better communication on training information geared toward researchers. There must also be an initiative to centralize and upgrade specific training courses which already exist within the institution yet are buried in various departments. Furthermore, in order to better disseminate information on "ethical and professional aspects," the training courses for neo-MCFs (maîtres de conferences, or associate professors) will be enhanced with new units, while a training course for neo-HDR/PR (individuals with a qualified diploma to supervise research and professors, respectively) will be created to perfect R3 and R4 researchers' training on issues of supervision. Aspects of training and knowledge-building will be a primary focus of the action plan for the next two years. Development of training and knowledge-building is one of the kingpin of our Action plan. Indeed, a lot of processes, committees, training, tools, general infos already exist but researchers (R1 to R4) are not always aware of them and do not seize them during their career. This assessment is also valid regarding the issues of Career development, : our university's network of career advisors needs to be more visible and, in this way, improve the follow-up of researchers' careers (R2 to R4).

In addition, regarding the gap analysis, some administrative actions should be carried out, especially on the reviewing of the procedure for Doctoral Advisory Committees. Accompanying doctoral candidates is very important for our university and for them to construct a future researcher career. To enhance the doctoral supervision some actions should be carried out headed for R3/R4 and to guide R1 a short training course have to build to introduce them the plurality of career they can do with a PhD.

Proposed Action

	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	N°
Enhancing the general knowledge of researchers (R1 to R4) about ethics, deontology and scientific integrity. Specific actions should be implemented: Training, Better dissemination of referral processes; Creation of a Frequently Asked Questions (FAQ); Drafting the Deontology Council's procedures; and Writing up a charter that deals with plagiarism issues	2, 3, 4, 5, 28	Q2 – 2023	**Responsible unit: Department of Research Services (DSR)** **In conjunction with: the Ethics Committee, the Data Protection Officer and the Scientific Integrity Officer** **With the political support of: Vice President Research Committee**	Indicators : - Training course created, offered in one a year and included in the various training course catalogs. - Percentage of R1 to R4 who attended training per year and have signed the charter on plagiarism. - number of projects analysed by Ethics Committee and Deontology Council's per year - Number of views per year concerning WikiP8's pages on this subject. Targets : - Rise of 10% of the number of researchers (R1 to R4) per year who participated in the training and the aim is to reach in the next 5 years more than the half of the researcher (R1 to R4) headcount. (around 950 persons should be trained). - 100% of doctoral candidates and Post-doctoral researchers signed the charter per year - 100% of Neo-R3/R4 signed the charter per year - at least 15% of R3/R4 signed the charter per year	1

Raising researchers awareness on intellectual property to researchers (through: info sheet; training; video capsule; etc.)	3, 5, 31	Q1 – 2024	**Responsible unit: Research Development Services (SVR) at the Department of Research Services (DSR)** **With the political support of: Vice President Research Committee**	Indicators : - Training course created, offered twice a year and included in the various training course catalogs. - Percentage of R1 to R4 who attended training per year - Number of views per year concerning WikiP8's pages on this subject. Targets: - Rise of 7,5% of number of researchers (R2 to R4) per year who participated in the training and the aim is to reach in the next 5 years more than the half of the researcher (R2 to R4) headcount (around 350 persons should be trained). - At least 20 doctoral candidates participated in the training per year	2
Improving project supervision financed by the national research agency, European commission (through the clarification of the financial follow-up procedures between the services)	4, 6	Q1 - 2024	**Responsible unit: Department of Research Services** **In conjunction with: Department of Budget and Financial Affairs (DPABF) and Accounting Agency** **With the political support of: Vice President Research Committee and Vice President Resources and Budget**	Indicators : - Reorganization accomplished (a cross-disciplinary team of DSR services is set up) - Increasing the number of research projects' applications Targets : - By research project, reaching at least 80% of the financial execution on the annual project budget after the setting up of the cross-disciplinary team	3
Increasing the diversification of research funding and implementing a "project culture" within the university (through training session on how to respond to calls for projects)	3, 4, 6	Q3 - 2023	**Responsible unit: Department of Research Services** **In conjunction with: HR Development Division at the Department of Personnel, Employment, Training and Social Action (DIPEFAS)**	Indicator : - Training course created, offered twice a year and included in the various training course catalogs. Target : - Increasing the number of project applications (at national and international level) by 15% per year and reaching around 110 research projects submitted in 5 years	4

Developing a training course with materials including a good practice/procedure info sheet on the challenges of open science and research data (safeguarding and protection, including regulations, use of platforms such as Nakala, etc.) for "research data" officer or UR directors (R4), R3 and R4 researchers, and doctoral candidates	7, 8, 9	Q3 - 2023	**Responsible unit: Communal Documentation Department (SCD)** **In conjunction with: HR Development Division (DIPEFAS) and Open science hub** **With the political support of: Vice President for Digital issues and Vice President Research Committee**	Indicators : - Training course created, to be offered at least once per year and included in the various training course catalogs. - Percentage of R1 to R4 who attended training per year - Number of requests per year for "research data" referents (or UR directors, if applicable) Target : - At least 80% of neo-R3/R4 have participated to the training course per year - 90% of "research data" referents (or UR directors, if applicable) participated in the training course during the first year of implementation - At least 5% of the researchers (R2 to R4) (around 30 persons) per year have participated in the training course - At least 5% of the doctoral candidates (around 60 persons) per year have participated in the training course	5
Encouraging the use of open archives of scientific publications (HAL)	7, 8, 9, 31, 32	Q3 - 2024	**Responsible unit: Communal Documentation Department (SCD)** **In conjunction with: Department of Research Services and Open science hub** **With the political support of: Vice President for Digital issues and Vice President Research Committee**	Indicator : Number of publications included as full text in HAL within 6 months after the annual training webinar Target : Attaining 60% of publications included as full text in HAL in 5 years	6

			Responsible unit / support	Indicators and Targets	
Enhancing our "Open Science" hub with the reinforcement of our Science with society policy with the creation of our internal event to populaze sciences : Café-recherche and with creation of a training on "Scientific Mediation/Pedagogy"	6, 8, 9	Q1 - 2024	**Responsible unit: Department of Research Services (DSR) and Department of Personnel, Employment, Training and Social Action (DIPEFAS)** **In conjunction with: Open science hub** **With the political support of: Vice President Research Committee**	Indicators : - At least one research-café is led per year - Number of participants per research-café - Percentage of researchers (R1 to R4) who have enrolled in the training or in the café-recherche. - Training courses created, offered one a year and included in the various training course catalogs. Target : - Organizing 2 research-café per year with at least one open to secondary school students - 80% of neo-R3/R4 and 30 persons of R3/R4 are trained per year, to reach in 5 years at least the quarter of our researchers trained. - Increase by 10% of the number of R1 to R4 participating in science outreach events in 3 years.	7
Raising awareness of selection committees on the risks of discrimination (of any kind) in the recruitment and evaluation process. Specific actions should be the creation of short videos addressing the bias/discrimination that can occur and a training course.	10, 13, 14, 27	Q3 - 2024	**Responsible unit: HR Development Division (DIPEFAS)** **In conjunction with: Audiovisual Unit** **With the political support of: Vice President Human Resources and Vice President Gender Equality**	Indicators : - Number of times the videos have been viewed every 6 months - percentage of people trained per year Targets : - 100% of the selection committee's president have participated in the training course per year. - Every year one specific contract is open for handicapped doctoral candidate	8
Improving our recruitment policy in order to be in complete accordance with Open, Transparent and Merit-based Recruitment (OTM-R) policy and its commitment.	12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Q4 - 2024	**Responsible unit: Department of Personnel, Employment, Training and Social Action** **With the political support of: Vice President Human Resources**	Indicator : - level of satisfaction of the external members of selection committee Target : - Reach at least 75% rate of satisfaction regarding external members of selection committee that estimated our recruitment policy is very well designed regarding the selection processes	9

DIPEFAS/SPTE staff trained on issues regarding HRS4R, OTM-R, the European Charter for Researchers, and the Code of Conduct in the Recruitment of Researchers.	12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Q3 - 2023	**Responsible unit: HRS4R Operational Committee** **With the political support of: Vice President Administration Board**	Indicator : - Number of external individuals outside the SPTE's administrative staff registering for HRS4R webinars. Targets : - 100% of the administrative staff of DIPEFAS (SPTE) trained on this topic in the first year - Establishment of one HRS4R officer within the DIPEFAS in the two years after the label is granted.	10
Creating a vade mecum and annual meeting with research projects winners regarding the recruitment process	12, 13	Q3 - 2023	**Responsible unit: Department of Personnel, Employment, Training and Social Action** **In conjunction with: Research Unit Support Services (SAUR) at the Department of Research Services** **With the political support of: Vice President Human Resources and Vice President Research Committee**	Indicator: Meeting held annually with the Project responsible Target : 80% of Project responsible have participated in the meeting	11
Implementing an evaluation grid to use during the selection process (for transparency in justifying selected candidates, for both ATERs and fixed-term research contracts). The evaluation grid will primarily include criteria consistent with OTM-R principles (for the permanent researchers the evaluation grid already exists)	10, 12, 13, 14, 15	Q1 - 2024	**Responsible unit: Department of Personnel, Employment, Training and Social Action** **With the political support of: Vice President Human Resources and Vice President Administration Board**	Indicator : Number of completed assessment forms Target : At least 90% of assessment forms are completed within 4 years of their creation.	12

Examining doctoral candidates' and Post-doctorate involvement/ inclusion in laboratory activities (participation on the board, organization/participation in seminars, etc.) including the inventory of the number and nature of post-docs and/or contract researchers' projects. Report written with a list of recommendations (e.g. shared practices in the form of a charter, training, modifying research unit regulations, etc.) for MCF-HDR/PR supervisors (R3 and R4), UR directors (R4).	22, 23, 28, 38	Q2 - 2024	**Responsible unit: Doctoral schools Coordination (CoED) at the Department of Research Services** **In conjunction with: Doctoral college** **With the political support of: Vice President Research Committee**	Indicator: - Number of scientific events held/ led by doctoral candidates Target : - 95% of our Research units included in their agenda an scientific events held/led by doctoral candidates, one year after the report's diffusion.	13
A short training course on the post-dissertation period: advice on formal and informal practices by discipline, evolution of the research landscape, the workings of the HDR (Habilitation à diriger des recherches) for current MCFs (R2 and R3), etc.	28, 36, 37, 38	Q4 - 2024	**Responsible unit: Doctoral schools Coordination (CoED) at the Department of Research Services (DSR)** **In conjunction with: Doctoral College** **With the political support of: Vice President Research Committee**	Indicators : - Percentage of R1 and R2 who have taken this course per year - Training course created and offered once a year and included in the various training course catalogs. Target : - At least 60 doctoral candidates have participated in the training per year.	14
Improving the individual follow-up of researchers' careers (R2 to R4) by relying on the university's network of career advisors	28, 30	Q4 - 2024	**Responsible unit: Department of Personnel, Employment, Training and Social Action** **In conjunction with: Joint University Services for Information, Orientation and Professional Integration (SCUIO-IP)** **With the political support of: Vice President Human Resources**	Indicator: number of consultations between exchange/career advisors and R2 to R4 Target : A 20% increase per year of advised researchers	15

Creation of an internal structure dedicated to listening and mediation. Including the creation of an info sheet explaining possible recourse depending on governance bodies (this applies as well to Doctoral Advisory Committees) and the "HR" problems that may arise (harassment, plagiarism, discrimination, etc.)	10, 27, 34	Q4 - 2023	**Responsible unit: Department of Personnel, Employment, Training and Social Action** **With the political support of: Vice President Administration Board and Vice President Human Resources**	Indicator: - Number of cases handled per year. - Rate of requests handled Target: - 100% of cases handled.	**16**
Training course for HDR/PRs (R3/R4) on dissertation supervision issues/projects. Topics could include: a review of how the Doctoral Advisory Committees work, the ethical responsibility of the dissertation director, the challenges a CIFRE credit (Research Industry Training Norms), scientific integrity, team and project management, etc.	36, 40	Q4 - 2023	**Responsible units: Doctoral schools Coordination (CoED) at the Department of Research Services and the HR Development Division (DIPEFAS)** **In conjunction with: Doctoral college** **With the political support of: Vice President Research Committee**	Indicator : - Percentage R3 and R4 who have taken this module. - Training course created and offered once a year, and included in the various training course catalogs. Target: - 75% of neo-R3/R4 (Professor grade or equivalent) and at least 40% of R3/R4 (Professor grade or equivalent) are trained per year, to reach in 5 years 150 Professors or equivalent trained..	**17**
Upgrading "basic knowledge" training (related to cross-disciplinary skills and knowledge) that could be offered for anyone from R1 to R4: Excel training, assertive communication, stress management, etc.	38, 39	Q4 - 2023	**Responsible unit: HR Development Division (DIPEFAS)** **In conjunction with: Communal Documentation Department (SCD), Joint University Services for Information, Orientation and Professional Integration (SCUIO-IP) and Doctoral schools Coordination at the Department of Research Services (DSR)** **With the political support of: Vice President Human Resources and Vice President Administration Board**	Indicator : Percentage of R1 to R4 trained per year Target : 10% increase per year of researchers (R1 to R4) who have completed "basic knowledge" training.	**18**

HRS4R communication : 1/ HRS4R minutes: briefly communicate the progress after the HR Excellence in Research Award obtained 2/ "Grand format": half-day info event on the HRS4R process at the University	All principles	Q3 - 2023	**Responsible unit: Communication department** **In conjunction with: HRS4R Operational Committee** **With the political support of: Vice President Communication**	Indicator: - Knowledge rate Target: - rate of "very informed people about HRS4R" is up to 75% for the entire community after two years of the obtained label.	**19**
Improving the attractive-ness of the institution through a more interna-tional recruitment poli-cy and stimulating the internationalization of researchers' career by an enhancement of the international exchanges, including in this action a completed report, with a list of recommendations (including a section on how to value/recognize "soft skills" acquired during foreign exchange programmes) and the creation of a training on "Internationalization" for researchers	12, 13, 18, 29	Q4 - 2024	**Responsible unit:** **Department of Inter-national Relations and Cooperation and De-partment of Research Services (SERCI), De-partment of Research Services (DSR)** **With the support of HR Development Division (DIPEFAS)** **With the political sup-port of: Vice President Research Committee and Vice President In-ternational relations**	Indicator: - Number of outgoing and incom-ing mobility per year - Number of foreign researchers recruited and invited per year - Percentage of R2, R3 and R4 who have enrolled in the training - Training courses created and offered once a year and included in the various training course cat-alogs. Target : - 10% increase in outgoing and incoming mobility per year, after one year the report diffusion - An increased by 10% of foreign researchers recruits or invited Indicators: - 80% of neo-R3/R4 and 30 per-sons of R3/R4 are trained per year, to reach in 5 years at least the quarter of our researchers trained. - Increase by 10% of the number of R1 to R4s' mobility in 3 years.	**20**

Implementation

General overview of the expected overall implementation process of the action plan

A Steering Committee and the Operational Committee (to be outlined and identified in the diagnostic phase) will meet regularly for the implementation phase, and up until at least the revision phase of the current Action Plan. Keeping these two committees will aid in transmitting knowledge and skills to the entire community (through their informal training sessions, communication, advice/expertise, etc.). For the implementation phase, the cross-disciplinary working groups and bilateral consultations (between the Operational Committee and different departments/governance bodies) will evolve into four thematic working groups. This evolution will allow for a more precise follow-up and analysis of the initiatives' impact.

Each of these groups/committees will have its own tasks and scope:

♦ The Steering Committee, which will bring together the Presidency and department heads/directors, (notably directors from the following departments and directorates: DSR within SAUR/SVR/CoED; DIPEFAS within the SPTE/HR Development Division; Quality Assurance, or DPABF; SERCI; DPO; General Service Deputy Directors, or DGSA; and General Services Department, or DGS) will meet once a semester in order to evaluate the completion of each initiative corresponding to the benchmarks mentioned in the Action Plan. In case of any deviation or delay, the Steering Committee will take corrective measures, together with the concerned departments (using what means they have at their disposal) as well as with the working groups in charge of implementing the initiatives. These measures may include prioritizing or rescheduling certain initiatives in relation to others (in particular, by taking into account the institution's other strategic projects going on, and any change in its current environment), or modifying/re-envisioning the planned initiatives in order to achieve the best possible impact on the community as a whole. Finally, the committee will check the benchmarks mentioned in the action plan and evaluate the progress.

♦ The current Operational Committee will be responsible for coordinating operations regarding initiative implementation. It will meet every trimester to ensure that the action plan runs smoothly (and on schedule) and the committee will make itself available to answer any "legal-administrative" questions regarding the HRS4R strategy at the institutional level. It will be expanded to include new members in order to acquire specialists with expertise in areas related to gaps identified in the Gap analysis, and in order to run thematic working groups which members will oversee.

♦ Based on the cross-disciplinary work that helped establish the Gap analysis, it was decided that thematic working groups will be formed, focusing specifically on the initiatives and their impact. The thematic working groups will bring together R1 to R4 researchers, as well as administrative staff. These groups will be in charge of setting up the initiatives and ensuring thorough supervision during the implementation process, in order to recommend rectifying measures to the Steering Committee in the case of obstacles. The thematic working groups will consist of :

  ♦ Ethics and Professionals aspects: DSR, VP CR, R1 to R4

  ♦ Recruitment and Selection: DIPEFAS, VP HR, R1 to R4

  ♦ Working Conditions and Social Security: DIPEFAS (Office for the Quality of Life and Health at Work, or QVST), VP RH, R1 to R4

  ♦ Training and Development: HR Development Division, CoED (DSR), VP CA and HR, R1 to R4

Furthermore, each strategy document (such as recommendations on reports, contracts, and charters for post-docs, the OTM-R policy, etc.) requiring a validation from university governance bodies will be presented and debated before validation. The university governance bodies will also receive regular updates on the progress of action plan initiatives.

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

As previously mentioned, the Steering Committee will meet every semester, twice a year. Its progress report will create an exchange of information on problems encountered during the implementation of initiatives and any potential corrective measures. The Operational Committee will meet every trimester, or four times a year, in order to verify the progress of initiatives as they correspond to the proposed schedule. The thematic working groups will meet on a more regular, long-term basis, and their meetings will be scheduled according to the initiatives currently being implemented. The thematic working groups will physically monitor initiative implementation on a "daily" basis and will analyze their evolution. Furthermore, the institution's governing bodies will also receive regular updates on the progress of action plan initiatives.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

The research community (R1 to R4) has been involved in every step of the process, starting with the presence of researchers in the expanded Steering Committee and Operational Committee, as well as through the participation of researchers in working groups (R1 and R2; R3 and R4), by distributing a questionnaire (R1 to R4) and by soliciting the following governance bodies: the Doctoral College (R1, R3, R4), doctoral candidates (through their representatives; R1), research unit directors and teams, (R3, R4), the Research Committee (R3, R4), Board of Teaching Departments (R3, R4), and the CA (R3, R4). This work format allowed for a cross-disciplinary reading of the gaps needed to be met between the principles of the European Charter & Code for Researchers and the institution's current practices. Now, in order to focus specifically on initiatives and their impacts, four thematic working groups will be set up, rather than cross-disciplinary groups (R1 and R2; R3 and R4), composed of researchers from R1 to R4, in addition to members of the Operational Committee and the administrative staff of relevant departments.

In addition, the university's governance bodies, containing R1 – R4 researchers, will be regularly consulted and informed of the progress regarding HRS4R strategy implementation.

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.

Obtaining HRS4R's "HR Excellence in Research Award" is one of the university's clear objectives laid out in its multi-year contract linking the university to the Ministry of Higher Education, Research and Innovation for the period 2020-2024. In addition, the gender equality plan aligns with European prerogatives, and therefore fully aligns with the Charter & Code concerns and principles. Finally, the recruitment policy, as it is currently (and traditionally) conducted, aligns with OTM-R principles. Although the OTM-R policy, as foreseen by the HRS4R approach, is not yet fully implemented, the university has always been aware of the principles of non-discrimination and inclusion, as well as the importance of career paths and career mobility for researchers.

Moreover, the institution's coordination of H2020 projects (with the European University and the European Reform University Alliance) and its participation in other H2020 projects (SC6, MSCA, SwafS, etc.) has bound the institution contractually to the European Commission through the application of Article 32 of the Grant Agreement.

How will you ensure that the proposed actions are implemented?

The current Action Plan has been defined and validated collectively (thanks to various university governance bodies and the participation of departments involved in the Steering Committee), and is based on realistic, measurable, and clear objectives/results.

The Operational Committee, in direct communication with the thematic working groups, will ensure the implementation and completion of initiatives. Every quarter, reviews will be carried out to verify that the schedule is being respected, to address any difficulties encountered, and to brainstorm how to navigate potential difficulties in the future.

Every six months the Steering Committee will evaluate the results of the initiatives in relation to the benchmarks mentioned in the Action Plan and will propose corrective measures in case of deviation.

## How will you monitor progress (timeline)?

Thanks to the implementation of a project monitoring tool (for example, implementation schedule), the Operational Committee will be able to track the implementation dates of proposed initiatives, as well as their completion. In addition, Operational Committee members' involvement in thematic working groups will make it easier to lead and monitor the initiatives ready to be implemented.

The Steering Committee will use this tool to track the progress of each initiative (those to be started / those underway / those completed) in order to assess the impact and quality of each outcome.

How will you measure progress (indicators) in view of the next assessment?

Alongside monitoring carried out on the dashboard, the completion of initiatives (in relation to their benchmarks) will be monitored first by the thematic working groups (who will offer recommendations and contextual elements) and then be verified by the Steering Committee, who will propose corrective measures, if necessary, for the next evaluation. In addition, a presentation on internal and external evaluations of the process will be made to all of the institution's governance bodies, some of whom will be able to vote on and thus validate new policies (for example, with regard to the OTM-R) at the institutional level, with the aim of implementing them in the future.

In addition, a practice evaluation, within two years of obtaining the label and for its renewal, could be carried out by the Agency of Exchange among Universities and Institutions (AMUE) if this evaluation is still offered at that time.
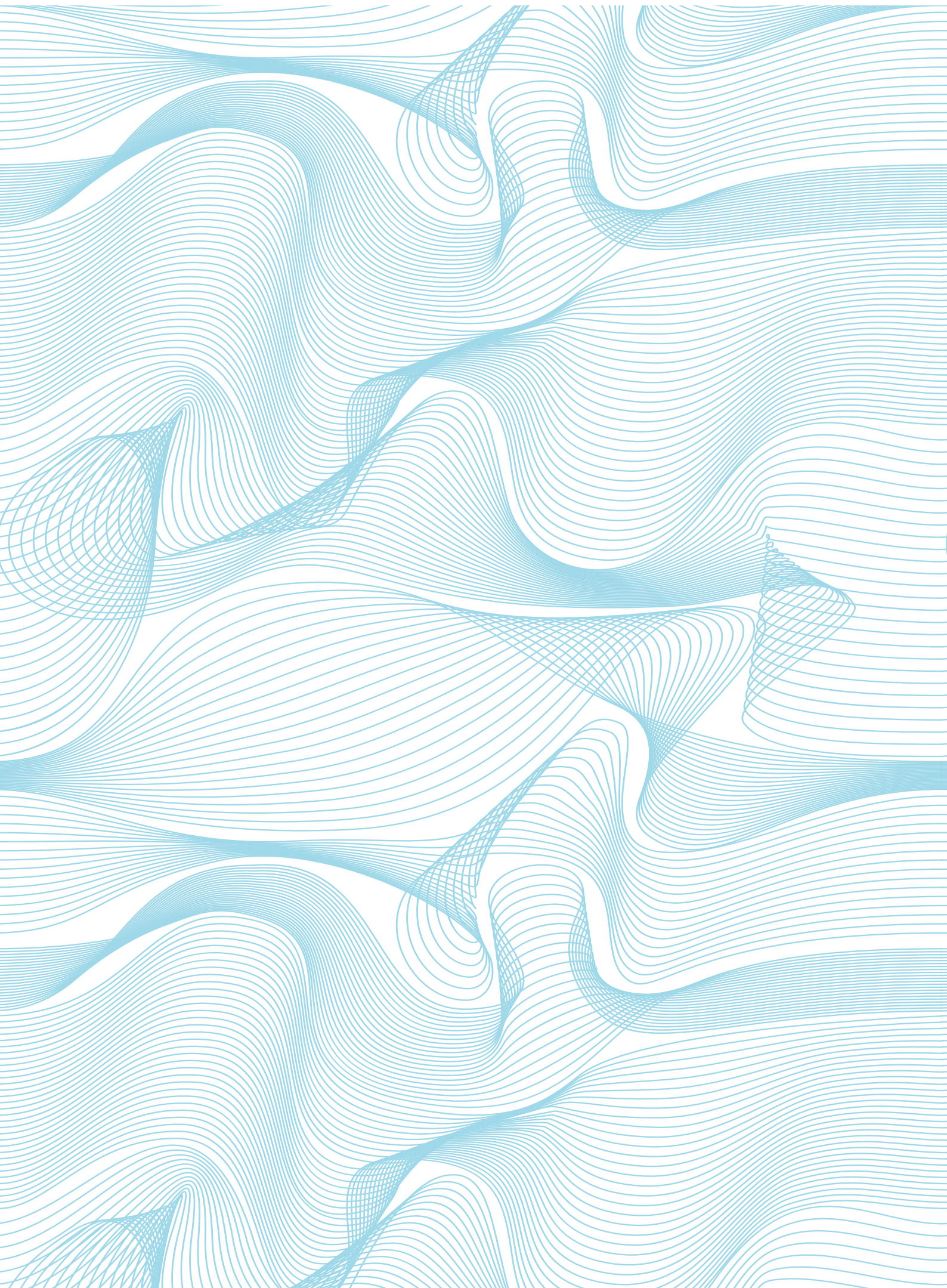
Open, Transparent and Merit-Based Recruitment

French legislation defines and regulates the recruitment and selection procedures for tenured research lecturers (ECs) in order to guarantee impartial treatment of candidates while respecting equality and non-discrimination. The way in which the selection committees in higher education operates is regulated by the Code of Education, which imposes specific practices: these are implemented via an employment campaign whose requirements, profiles, and recruitment criteria are decided and validated by the Paris 8 governance bodies (the Technical Committee, the Academic Council, the Administration Council, or CA). All of these elements are included in the initiation letter. The job descriptions are then published on Galaxie (a legal obligation), and members of a professional selection and examination committee are determined by national legislation, with attention given to equality, among other factors. This national framework meets with OTM-R principles, as well as university policies, because career mobility of any kind, be it employment changes or leaves of absence, etc., are structured around criteria defined by the governance bodies in accordance with the nature of the available position in question, and these criteria are made known to the candidates.

Beyond these aspects, which are in compliance with the law, the institution's recruitment policy currently in force are in line with the OTM-R principles. Our recruitment policy is posted on the university website, illustrating to applicants its commitment to openness, transparency and merit. This policy not only presents the legal framework for the selection and recruitment of tenured staff, but should also take into account all other types of contracts related to the work of researchers, from R1 to R4 (including temporary teaching posts, fixed-term contracts, and post-doctoral contracts). Nevertheless, after the assessment of the current procedures/practices in place within the university's recruitment offices during the Gap analysis, we have realized that this policy should be improved especially for fixed-term contracts for researchers. A guide for OTM-R recruitment (based on 2 key stages: definition and dissemination of the offers, and evaluation and selection of the candidates) will be concluded and included, as planned in action n°11. This guide will be used to ensure consistent recruitment practices, from advertising employment offers to recruitment, and will include a tutorial for posting offers on Euraxess in order to foster the use of Euraxess by the community.

The next step will be to train staff from the Personnel, Employment, Training and Social Action Department, while other staff involved in the recruitment process will be trained in the HRS4R strategy, on both OTM-R and Charter and Code principles. There will be numerous training sessions, which will serve to ensure the proper use of the "OTM-R tool-kit." These trainings will be based on the expertise of the HRS4R Operational Committee (internal training) and on external training courses provided by the Agency of Exchange Among Universities and Institutions (AMUE). Plus, thanks to our European University, we have decided, with our partners (some have already the HR logo) to created specific activities on HRS4R strategy in order to share good practices and tools.

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