HRS4R

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

2022 MID-TERM SELF-ASSESSMENT

HUMAN RESOURCES AND SOCIAL DEVELOPMENT DEPARTMENT
Strategy Management and HR Development
Strategic Support and HR Studies Unit

PREAMBLE

Since 2005, as part of the European Research Area programme, the European Union has promoted the European Human Resources Strategy for Researchers, known as HRS4R. This strategy aims to improve the practices of European institutions to **create an attractive, supportive and stimulating research environment** in Europe. The objective is to attract the world's top researchers and encourage young people to pursue careers in science.

To achieve this ambition, the European Commission adopted the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which set out 40 principles structured around the following 4 main themes:
- ethics and professional responsibility,
- recruitment, career development and mobility,
- working conditions and working environment,
- researcher training.

Research institutions are encouraged to adopt this continuous improvement process. If their commitment to the process meets the requirements set by the European Commission, they can be granted the **European "HR excellence in research" award**.

The University of Toulouse III Paul Sabatier is committed to a strong quality policy and operates according to the objectives of the HRS4R strategy, which provides a useful framework for self-analysis and monitoring.

The term "researcher" is to be understood in its broadest sense, regardless of the status (student, PhD student, technician, engineer, post-doctoral student, faculty members, contract or permanent researcher, etc.).

The University of Toulouse III - Paul Sabatier received the award in July 2020.

Two years on, the aim is to conduct a mid-term self-assessment and review the institution's strengths and weaknesses with a view to adjusting the actions to be carried out in the years to come.

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1. General information on Université Toulouse III - Paul Sabatier (UT3)

Université Toulouse III - Paul Sabatier (UT3) is a higher education and research institution which focuses on Science, Technology and Health (STS). It currently ranks among the top French universities in the Shanghai subject ranking. With a budget of over €400M, it has more than 4,200 staff, including 2,500 teaching and/or research staff. It supervises 64 research structures (including 41 joint research units), has over 36,500 students and 6 component structures (Faculty of Science and Engineering, Faculty of Health, Faculty of Sport and Human Movement Sciences, two University Institutes of Technology and the Midi-Pyrénées Observatory). It is based in 4 departments and 8 cities and is spread over 11 sites. Its real estate assets represent a total surface area of 388,656 m² for a land area of 264 ha.

RESEARCH STAFF	Workforce
Total number of researchers	2,430
Of which are international researchers (foreign nationals)	476
Of which are financed from own resources	267
Of which are women	923
Of which are R3 (MCF) and R4 (PR) researchers	556 PR and 933 MCF
Of which are R2 researchers (ATER, post-docs)	394
Of which are R1 researchers (PhD students)	547
Total number of students	35,605
Total number of staff	

FINANCING OF RESEARCH	Euros
UT3 total annual budget	€415,805,372
Budget allocation from the French Ministry for Research	€119,451,127
Public funding obtained on projects	€26,795,371
Private funding obtained on projects	€6,005,951

2. Strengths and weaknesses of current practices

2.1 Ethical and professional aspects

UT3 is committed to supporting and raising awareness of mediation, ethics and professional conduct in research and teaching. To achieve this, the Board of Directors voted on 12 April 2021 to create a dedicated advisory body: the Mediation, Ethics and Professional Conduct Unit. The aim of this unit is to provide information and advice and implement preventive measures in a context of neutrality, impartiality, probity, dignity, integrity, secularism and non-discrimination.

A dedicated manager and an officer have been appointed for these issues:
- A manager for ethics, professional conduct and scientific integrity in research and teaching. Their role is to set up and implement anti-plagiarism software, an authors' charter for scientific publications, and awareness-raising and training activities. It also includes processing requests concerning breaches or allegations of breaches of ethics and professional conduct in conjunction with the Mediation, Ethics and Professional Conduct Unit.
- A professional conduct officer in charge of preventing conflicts between individuals. This involves informing people of the texts governing the life of the university and the rules of professional conduct concerning, among other things, research ethics (rules for the publication or presentation of results), respect for hierarchy, rules for the accumulation of functions, secularism, etc.

As recommended by the French National Charter for Professional Conduct, "professional conduct rules should be integrated into training programmes, in particular Master's and PhD programmes, and the acquisition of this knowledge should be considered an integral part of the command of the specific field of research". Ethics and integrity are one of the eight areas of training offered by the doctoral school, which targets all PhD students on the academic site. In addition, the University offers a university diploma on "Ethical Reflection in Health", which aims to build connections, especially with the doctoral schools, through its events. A training course on "Ethics in Research" is also offered in the training plan for UT3 staff. Ad-hoc awareness-raising actions are carried out on request. The University also offers a cycle of conferences on mediation, ethics and professional conduct for a wider audience. Anti-plagiarism software is gradually being deployed, starting with PhD theses with the aim of extending it to 2nd-year Master's internship reports at a later stage.

UT3 is also one of the founding partners of the UNESCO Chair on "Ethics, Science and Society", the main objectives of which are to:
- Promote an integrated system of research, training, information and documentation in the fields of ethics and the science-society nexus;
- Facilitate collaboration between top-level researchers, university professors and higher education institutions in Europe and North America, as well as in "Global South" actions in Africa or Asia, for example.

A web page on mediation, ethics and professional conduct has been created on the UT3 website (https://www.univ-tlse3.fr/mediation-ethique-et-deontologie). It contains the schedule of conferences organised, general information on mediation, ethics and professional conduct (definitions, etc.) and digital resources (charters, etc.).

UT3, along with its academic partners, is also committed to the development of open science and free access to research results through the creation of an "open science" department and a cross-disciplinary "research data administration" unit, which have already worked with research structures to set up the submission of open science publications and raise awareness of this subject among those involved in research.

One of the major obstacles to the harmonisation of practices relating to ethics, professional conduct and

scientific integrity is UT3's large size in terms of its own or hosted staff and its broad spectrum of disciplines and therefore practices. This increases the time needed to transmit information and implement new practices.

2.2   In terms of recruitment

French regulations impose strict national rules on the hiring and selection of public-sector employees. The procedures are dematerialised at national level (Galaxie, Place de l'emploi public, and Web-ITRF online tools) and positions are therefore guaranteed to be advertised (even if not necessarily internationally, as they are mainly advertised in French), while the composition of selection panels is regulated, particularly in terms of the minimum number of external experts and gender ratio. Considerable work remains to be done on the upstream phase, i.e. the definition of job profiles.

National Management Guidelines (LDGs) relating to mobility were issued by the supervisory Ministry in 2019. UT3 also adopted its own Mobility Management Guidelines on 21 September 2020. This made it possible to define the main recruitment principles at both national and local level. There is a strong emphasis on transparency and non-discrimination in access to jobs.

An awareness-raising guide on parity and equal opportunities is available to research professor selection committees in certain laboratories and teaching departments, as well as candidate evaluation grids. Similarly, a practical guide to ITRF competitive recruitment processes, for the use of panel chairpersons and members, is distributed to all recruitment selection panels.

The French Law of 6 August 2019 on the Transformation of the Civil Service provides for new recruitment processes for fixed-term contracts. A guide to good practice in publishing without discrimination was published by the DGAFP. In 2014, UT3 adopted an ambitious Charter for contract staff, which aims to provide a framework for the recruitment of contract staff, including research staff. This charter is currently being updated to include the three new types of contract: permanent contracts for scientific work, fixed-term contracts for projects and post-doctoral contracts.

However, there is a significant margin of progress with regard to the objectives of the HRS4R policy.

Considerable work has been done to set up support for recruitment. The creation of a dedicated department in October 2019 allowed this activity to be structured. A recruitment validation committee was also set up. Job offers processed by the Recruitment Department are systematically published on the University's website. A guide has been written for all recruitment panel members and candidates. In addition, the recruitment process and the relevant tools are available on the University's intranet page. Recruitment training has been set up for all staff (panel members, HR) to ensure transparency and compliance with regulations.

However, work still needs to be done on clarifying the procedure for laboratories. Currently, not all job offers go through the recruitment department and are therefore not impacted by the new procedure put in place. This concerns recruitment from the research units' own resources (direct research contracts in particular), which requires a high degree of responsiveness.

2.3   In terms of working conditions

Working conditions and health and safety are a constant concern of UT3 and its component structures, particularly in the laboratories which it supervises or co-supervises. Its "Prevention and Safety Department" ensures compliance with regulations and their implementation and the monitoring of action plans in this area, with the support of an active network of prevention assistants.

Concerning working hours (1,607 hours per year), a local working-hours arrangement is in place for BIATSS technical, administrative and support staff (full time spread over 4.5 days), who have a choice of different weekly working hours (39hr10mn, 38hr15mn or 37hr20mn) in correlation with the number of days of annual leave they are entitled to (55, 50 or 45 days). In addition, staff have flexible arrival and departure times of ± two hours.

Lastly, teleworking was introduced at UT3 in 2021, with its implementation accelerated by the health crisis (from 50 teleworkers at the beginning of 2021 to 550 teleworkers at the end of 2021, with a target of 800 in September 2022). Support is available through training for managers and teleworkers, infrastructure (VPN, softphone, remote-access server) and equipment provided to each teleworker (laptop, headset, screen, etc.).

Many local initiatives contribute to making the institution more people-centred. A creche is available for the young children of staff and students. A dynamic "Joint Social Action Service" offers a variety of services to staff. An exceptional financial aid scheme, in the form of a loan, supports staff in difficulty. An open-air market called "Universi'terre" is held on the campus every Monday.

In addition to the occupational physician, the University employs a social worker, an occupational psychologist and a social and family economy advisor. However, we must strengthen the occupational health service, which is too small in relation to the scope of its responsibility. A recruitment process is underway for an occupational physician and nurses in order to reinforce the staffing of this service.

The University works to prevent psycho-social risks (PSR) through training for managers, including in laboratories. In the laboratories supervised by UT3, research staff can follow management training courses that include PSR prevention.

In the event of a declared PSR, special treatment of the situation is planned by the occupational physician and the HRD, as part of an emergency treatment circuit. Derogatory measures may be taken in this context to allow staff mobility within the institution.

Furthermore, during reorganisations within the University, particular attention is paid to PSR with vigilance in terms of the quality of work organisation, updated job descriptions and the relevance of the work assigned. Where necessary, support and counselling units are set up during these reorganisations. The University also has a permanent hotline for cases of harassment and discrimination.

In terms of the university's social responsibility, UT3 has a charter for gender equality (updated in 2018) and has been a signatory of the LGBT+ charter ("L'Autre Cercle" charter) since 2018. In 2021, it adopted its Gender Equality Action Plan.

The University also benefits from the skills of a mediator to intervene in the event of conflicts between students and administrative bodies or between staff of the institution.

A guide for new staff is given to all new staff at the annual induction day. As well as disseminating the above information, it presents the key figures for research within the institution, promotes the University's research mission and provides information on the organisation of research at the University and on staff training.

UT3 offers its research professors and researchers a dynamic research environment, benefitting from the attractiveness of the Toulouse area which is a favourable breeding ground for research interactions. This allows the University to build multiple partnerships with different socio-economic actors. It also covers a wide range of themes and is therefore an environment conducive to the development of interdisciplinary collaborations, enabling it to respond to current societal challenges. The development of partnerships is supported by its membership in competitiveness clusters.

Interdisciplinarity is also encouraged through incentives such as earmarked PhD contracts, inventories of

interdisciplinary collaborations and time set aside for exchanges on this topic during meetings of the Research Commission and the Directorates. A "Springboard" call for tender was launched in 2021 (budget of €200,000 in 2022) to support emerging or interdisciplinary projects.

Since 2021, the University has also provided a platform for its laboratories for seeking funding, called Open4Research.

A "Major Projects for the Future" unit has been set up within the University to coordinate the institution's key projects. The obvious target is, on the one hand, the financial security of major projects (assistance in setting up and management) and, on the other hand, the increase of own resources. UT3 is also stepping up its promotion drive with a view to boosting its national and international reputation by supporting the development of such projects (EUR, ERC, Labex, etc.), which concern both research and training, in both application and fundamental aspects. Innovation and entrepreneurial projects are supported by another of the institution's schemes: the Catalyst. This scheme has set up programmes to increase awareness about innovation and entrepreneurship among staff and PhD students and hosts and supports some sixty business-creation projects each year.

The dynamism of research at UT3 is also reflected in the number of its publications, for which it is a top-ranking French university (IPERU, Leiden keyword analysis, Shanghai academic subject rankings, etc.)

UT3 also promotes the international mobility of its young researchers, with an annual budget of €30,000 dedicated to a call for tender on international doctoral mobility and Erasmus programmes, among others.

These elements are all factors of attractiveness for researchers. However, the remuneration levels offered may negatively impact the recruitment of research staff, as they are low in relation to the skills sought. Work is underway to find the funds to improve these salaries. In addition, the process for awarding inventors' bonuses (invention patent bonus and profit-sharing bonus) was implemented at the end of 2021 and the 10-year adjustment was made. Lastly, allowance schemes and pay scales on recruitment are under review with a view to their increase.

Finally, the dilapidated state of certain buildings is one of the institution's notable weaknesses. This requires urgent action to ensure that our staff are able to work in suitable conditions. The guidelines of the 2019-2023 multi-annual land and buildings strategy were adopted to respond to these urgent issues. Work has already been carried out in some cases, and more will be done in accordance with another land and buildings strategy running to 2030.

The University has a €6-million annual budget dedicated to Major Maintenance and Renovation work (GER).

It has also received €8.9 million as part of the French Recovery (France Relance) Plan for renovation work to improve the energy efficiency of buildings.

In 2019, the improvement in the University's finances also made it possible to recommence the Toulouse Campus Plan, which had been frozen since 2016, and three new buildings dedicated to research have either been built or will soon be built. Finally, in terms of security and safety, five research units within our institution are classified as restricted areas (ZRR) and it is possible that other units will be classified as such in the future.

2.4   In terms of training

UT3 offers a professional training plan to all its staff, including its researchers.

In line with the University's strategy and ambitions, Focus 1 of the University's staff training plan is titled "a

university recognised for its research and innovation". The objective is to accompany developments in science, technology and regulations to enable research professors, researchers and administrative and technical staff to conduct their research work in a competitive and rapidly changing context by:

• Assisting the development of scientific skills among staff to support research (researchers, research professors and technical and scientific staff);
• Developing knowledge of research funding options (national or European agencies, companies, International and European project management and engineering, etc.);
• Securing the regulatory aspects of contracting;
• Supporting newly appointed research unit directors in taking up their positions;
• Developing techniques to promote research (scientific communication, media training, social media, etc.).

The doctoral schools ensure that PhD students enrolled at the University participate in a certain amount of professional training each year, measured by a credit system.

The Skills Unit in UT3's HR and Social Development Department supports all staff, especially contractual laboratory staff, in their professional development. Management training sessions are held throughout the year to raise awareness of these subjects among supervisors and managers. Specific training on issues concerning staff recruitment and career development, particularly for contract staff, is also planned.

UT3 still needs to improve the support it provides to contract research staff at the end of their contract. In particular, support must be developed for PhD students to help them enter the professional world at a level commensurate with their degree (CV and interview preparation, highlighting skills developed, etc.).

In addition, the University's research laboratories are often jointly supervised by EPSTs (CNRS, INSERM, INRAe, IRD), EPSPCs (Toulouse INP, INSA Toulouse, etc.) or EPICs (ONERA, CNES, etc.). We must improve coordination with these joint-supervision bodies in terms of developing skills among laboratory staff.

2.5   Contextual elements impacting the HRS4R strategy

🔸 Changes in the institution's priorities in the short or medium term:

Since the start of 2021, UT3 has been very much involved in a joint reflection process with all higher education and research institutions and national research organisations on the evolution of our academic site, in particular in response to the "ExcellencES in all its forms" PIA4 CFP.

The Toulouse Initiative for Research Impact on Society (TIRIS) project aims to optimise the area's top-level education and research ecosystem to contribute to the emergence of a major research university of international renown. It will be built by the institutions and organisations that wish to partake in the project and will reflect the ambition, territorial anchorage and international visibility of the Toulouse site while respecting individual diversities.

https://objectif-2022.univ-toulouse.fr/presentation-synthetique-du-projet-tiris/

🔸 Circumstances that have had an impact on the HRS4R:

The Covid-19 health crisis had several impacts on the University's activity. On the one hand, the crisis slowed down research activity, with periods of lockdown hindering research work in the laboratories, and many seminars and scientific conferences had to be cancelled. On the other hand, this period of remote working accelerated the introduction of teleworking at the University. The roll-out of the French Recovery Plan to support R&D among companies affected by the crisis linked to the pandemic has also been an opportunity to consolidate our partnership relations, particularly in the form of skills sponsorship.

In addition, the French government made research a major focus with the Research Programming Law of 24 December 2020, which aims to restore budgetary growth to French research between 2021 and 2030 to create opportunities for strengthening its position on the international stage. This law sets out three main aims: better finance and evaluate public research, improve the attractiveness of research careers and place science in an open relationship with society in general. For example, it has led to an increase in research staff salaries, created a new balance between EPSTs and EPSCPs, generated more promotion positions for lecturers, created three new types of contract (permanent contracts for scientific work, fixed-term contracts for projects and fixed-term post-doctoral contracts) and strengthened gender equality in the workplace.

In April 2021, UT3 reviewed the organisation of its research with the creation of directorates to make the definition and implementation of the research strategy more efficient by entrusting it to its laboratory directors. The research structures are all organised around the five subject areas:
-Human & Social Activities (ACTIHS),
-Biology, Agronomy, Biotechnology and Health (BABS),
-Mathematics and Science and Technology of Information and Engineering (MST2I),
-Materials Science (SdM),
-The Universe, Planets, Space and the Environment (UPEE).

Lastly, the University has adopted a new 2021-2026 multi-annual contract with four focuses, one of which is dedicated to research.

This recent wave of contractualisation has allowed changes to be made to the structure of certain research units (creation, mergers, etc.) and the renegotiation of site and research unit mix agreements. In the framework of the site agreement with the CNRS, a steering and monitoring committee for this agreement has been set up in partnership with the CNRS, UT1 Capitole, UT2 Jean-Jaurès, Toulouse INP, INSA Toulouse and the ComUE UFTMiP. The framework mix agreements with INSERM and IRD have also been finalised. The one with INRAe is just starting.

🔱 Strategic decisions that may affect the action plan:

The strategies developed in the field of research, both at national and institutional level, are consistent with the actions proposed in this action plan. The TIRIS response to the PIA4 call for proposals has created a context of strong interdisciplinarity for our site, at the interface between STS and the Humanities, which we must support.

3. Action plan

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
Communication and transparency						
1- Create a template for by-laws with the supervisory bodies - Publish the research units' by-laws on the University's intranet	2	Q3 2022	DSL	50% of UMRs and 100% of URUs have by-laws	In progress	Final negotiation underway on certain points concerning the regulations between the CNRS and UT3, but overall agreement reached. Concerning INSERM, the by-laws are up to date
2- Publish the reference documents on ethics on the University's intranet: European code of ethics, ethics charter for medicine and odontology, ethics committee for ComUE research	2	Q1 2021	DSL	Intranet page on professional ethics with links to the documents mentioned	Completed	Documents published on the UT3 website
3- Create a Mediation, Ethics and Professional Conduct Unit	2 - 3	Q2 2021		Board of Directors' decision on the creation of the unit	New Completed	Creation of a Mediation, Ethics and Professional Conduct Unit (cMED) with the aim of providing information and advice and implementing preventive measures in a context of neutrality, impartiality, probity, dignity, integrity and secularity
4- Fight plagiarism	2 - 3	Already in place for PhD thesis papers, planned for the beginning of the school year for 2nd-year Master's internship reports		% of theses tested with the anti-plagiarism software	New In progress	Deployment of anti-plagiarism software (initially for science theses, planned extension to 2nd-year Master's internship reports) and training actions (with the aim of having a self-assessment MCQ to complete)

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
5- Raise awareness on intellectual property and ethics	1 - 3 - 31	1 - 3 - 31 Q4 2020	DSL	5 awareness-raising actions per year	Completed	Awareness-raising carried out by the DSL's legal affairs officers in the research units. Awareness-raising activities on ethics are also carried out by the ethics officer
6- Publish a document formalising the life cycle of a research contract on the University's intranet	4	Q2 2021	DSL	Research contract process formalised and published	Completed	Published on the intranet: research section
7- Create a dedicated page on the University's intranet site with all the regulatory information concerning public-sector researchers	5 - 24 - 34	Q3 2022	DRHDS	Intranet page with regulatory information for public-sector researchers	In progress	Information concerning teachers-researchers has been published on the UT3 intranet. Current regulatory changes must be added, in particular those linked to the Research Programming Law
8- Raise awareness of the Laboratory Notebooks (Cahiers de Laboratoire)	6	Q4 2022	DSL	Number of awareness-raising actions: 5 per year	In progress	The dematerialised Laboratory Notebook is currently being tested by INSERM. UT3 is waiting for INSERM's response in order to carry out an awareness-raising action on this type of Laboratory Notebook
9- Ensure data protection (in application of the GDPR) - Identify and bring laboratories' databases into compliance	7	Q4 2022	DSL	Census of databases - five meetings held by the network of Data Protection and Security Officers	In progress	A GDPR officer has been identified within the DSL to carry out this action

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
10- Publish the updated Charter for Contract Staff and a Guide for Contract Staff (simplified version of the Charter) on the University's intranet	12 - 16 - 21- 22- 25 - 32 - 38	Q3 2022	DRHDS	Charter for Contract Staff Guide for Contract Staff Intranet page with the Charter for Contract Staff and the Guide for Contract Staff	In progress	Work is underway at UT3 to overhaul the HR policy for contract staff. This includes the Guide for contract staff, the amounts of remuneration on recruitment, the changes in remuneration for permanent staff and the procedure for making contracts permanent
11- Publish job offers for PhD students, post-docs and fixed-term contracts for BIATSS support staff and research staff for a period of more than six months on the dedicated websites: Euraxess Jobs (with a link from the University website - recruitment section) or on a future website for the University of Toulouse, with a minimum period of publication before the job opening	12	Q3 2022	DRHDS	Percentage of research jobs published on Euraxess by UT3	In progress	100% of the offers managed by the recruitment department are published on the University's website and other dedicated websites. However, not all job offers currently follow the same procedure. Communication targeting the laboratories must be carried out so that they all follow the planned procedure
12- Make the recruitment process for PhD students transparent	12	Q4 2022	DRHDS	Publication of the processes on the UT3 website	In progress	Information is available in the section on "Understanding the University / Joining us" on the University's website - This information is to be completed

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
13- Adopt and publish the HR policy Management Guidelines (LDG): - Make recruitment processes transparent (recruitment guide) - Seek to retain contract staff, capitalise on acquired skills - Promote mobility - Communicate on individual decisions taken in application of these guidelines	10 - 12 - 15 - 16 - 17 - 18 - 24 - 25 - 26 - 33	Q4 2020	DRHDS	Adoption and publication of the HR policy Management Guidelines on the University's website	Completed	The Management Guidelines for mobility and promotion have been adopted and published by the University. An annual report is made to the authorities.
14- Increase transparency on ancillary remuneration, in particular invention patent bonuses and profit-sharing bonuses	5 - 31	Q4 2021	DSL - DRHDS - DFA	Implementation of the remuneration	Completed	The backlog of incentive and invention patent bonuses was largely cleared by the end of 2021. A new procedure has been put in place by the DSL, DFA, HRD and DSC to manage these bonuses in the best way possible and establish bi-annual payments: in April and November
15- Improve the transparency of the compensation system for research professors	5-31	Q2 2022	DRHDS	Adoption and publication of the RIPEC management guidelines	New	The compensation system for research professors has been reviewed in the framework of the Law on Research Programming. The University must adopt its management guidelines on the compensation system for research professors, which will detail the principles, criteria and methods of attribution and the amounts of the different component structures' compensation systems

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16- Adopt and publish management guidelines for the promotion and enhancement of career paths on the University's website: promote mobility and knowledge transfer	16 - 18 - 33 - 37	Q4 2020 and Q2 2022	DRHDS	Adoption and publication of the management guidelines for the promotion and enhancement of career paths on the University's website	Completed and extended	The promotion guidelines were adopted by the Board of Directors on 8 March 2021 and published on the University's intranet. Following the publication of the Research Programming Law in December 2021, a paragraph must be added to this document concerning the derogatory procedure for the advancement of lecturers in the professorial workforce (repyramidage)
17- Create an intranet page on coaching and skills development for researchers	28 - 30	Q4 2022	DRHDS	Intranet page on HR support and skills development	In progress	An intranet page on HR support and skills development exists. A specific insert should be created for research professors
18- Make the mediator's role clearer	34	Q3 2020	Presidency	Intranet page on the mediator's role	Completed	An information page has been produced with the UT3 mediator and posted on the intranet, under the Campus/Mediation section
19- Conduct global communication on support for the submission of calls for proposals, including facilitation devices for the submission of calls for proposals: disclaimer, etc. Put in place regular presentation the DSL's service offer to the Research Directorates	6 - 23	Q4 2022	DSL	Communication plan	New	
20- Rework the modalities of hosting a research project in the laboratories	18 -23 - 29	Q4 2023	DSL	Hosting policy defined	New	

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
21- Put in place a procedure for the labelling and granting of funds to technology and expertise platforms in order to highlight them and make the process of allocating resources more transparent	23 - 26	Q4 2022	DSL	List, labelling criteria and funding arrangements for technology and expertise platforms	New and in progress	
22- Develop the procedure for distributing and awarding PhD contracts to adapt to the new dynamics of the institution's eco-system	26	2024	DSL	Updated procedure	New	
23- Put in place a procedure for processing business creation applications by UT3 staff	2 - 3 - 8 - 29	Q4 2022	DSL	Procedure	New	
Skills development						
24- Improve recruitment skills by publishing a detailed recruitment guide for selection committee members	14 - 15	Q4 2020	DRHDS	Recruitment guide	Completed	The recruitment guide has been produced and is available online on a dedicated intranet page

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
25- Propose awareness-raising actions for recruiters using the recruitment guide. Particular attention should be paid to selection committees	14	Q1 2023	DRHDS	1 or 2 awareness-raising actions in the month preceding recruitment for COS; Handbook for COS members; Number of people made aware	In progress	The first training action, on "Managers, the keys to successful recruitment", was held in October 2021. The target audience of this training is the staff in charge of recruitment
26- Develop the training offer for research - Make the service offer of the Skills Department visible	21 - 38 - 39	Q4 2021	DRHDS	Staff training plan including mixed training modalities	Completed	The UT3 multi-year training plan includes specific training for research. It is available on the University's intranet
27- Develop managerial skills - Set up a managers' charter (welcome and integrate new staff, provide information on career paths, etc.)	3 - 24 - 28	Q3 2023	DRHDS	Managers' Charter	Not started	To date, this project has not been able to be carried out due to the priorities of the institution. A request for support from the supervisory Ministry will be submitted at the end of 2022 as part of the Strategy and Management Dialogue
28- Develop managerial skills - Make managerial training mandatory	30 - 37	Q3 2023	DRHDS	Number of managers trained per academic year	In progress	Management training courses are offered as part of the collective training programme: training for new managers and advanced training. New in 2022-2023: "co-development workshops" will be offered to research professors at the beginning of the 2022-2023 academic year. These courses are increasingly popular but are not yet compulsory

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/Target	Status	Comments
29- Set up a call for tender on Doctoral Mobility funded from the research budget	18 - 29	Q1 2022	DREIC	Structuring of the call for tender	New and completed	Call for tender launched in January 2022 (1st edition) – Budgetary envelope of €30,000
Promoting research						
30- Coordinate scientific communication actions targeting society in line with the institution's strategy	9	Q3 2020	DSL and DCCE	Number of events organised each year by the University (see communication plan)	Completed	Network of communication officers in laboratories, website in English. Publication of the ethics, integrity and professional conduct page on the UT3 website. Monthly newsletter. Participation in the French Fête de la Science festival, Researchers' Night, My Thesis in 180 Seconds. Participation in the Exploreur editorial board. Openness programme: evening screening of a film with a conference held the next day in connection with the film. Relay of scientific press releases. Relay in the Paul Sab weekly journal (not only scientists). Hosting events, especially with schoolchildren: "faites de la science" (beginning of April 2022), mathematics congress. Major openness actions: with the Academy of Sciences and the Société des Belles Lettres (older audience). Social media: via Twitter and Linkedin, where research information is disseminated; Facebook and Instagram for students. Filming of science videos for wider audiences. YouTube channel with filmed lectures. Participation in the UFTMiP CST board. Participation on 2018-2019 projects with the UFTMiP in the ANR CFP

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/ Target	Status	Comments
31- Include PhD student representatives in the Research Cluster Committees; provide for one/two additional college(s) in the committee elections for this/these category(ies).	35	Q3 2020	DSL	Status of committees changed	Abandoned	Action not carried out because the cluster committees no longer exist following a reorganisation of the institution's research governance. Directorates have been set up which include the Directors of the Research Units rather than elected members
32- Put in place actions to develop open-science publication	8	Q2 2022	SCD		New and completed	The SCD assists research professors and researchers with open-archive submissions. Awareness-raising activities on open science are carried out. HAL collections are created for the laboratories. A procedure for submitting open science publications has been formalised for the laboratories. The French open science barometer has been applied to UT3. Two open science officers have been appointed within the institution and have been identified at national level (SCD Director and VP for RSU)
Quality of life at work						
33- Strengthen the quality of the consideration of professional risks in research units	7	Q2 2020	DPLPS	Number of DUERPs updated	Completed	67% of DUERPs are up to date (44 laboratories with a DUERP less than 1 year old); 7% of DUERPs are not up to date but are less than 3 years old (5 laboratories); and 28% of DUERPs are over 3 years old (17 laboratories)
34- Strengthen awareness and the quality of the security of the University's information systems (component structures and laboratories)	7	Q3 2020	DSI	Awareness-raising actions; Indicator of the level of compliance with the PSSI recommendations. to be addressed with VP for Digital Technology	Completed	Actions to raise awareness are carried out via the network of Data Protection and Security Officers. In addition, the Information System Security Managers ensure that ISS is taken into account in the institution's IS projects. Actions to raise awareness among unit directors are carried out in ZRR laboratories

ACTION	Charter / Code Principle	Deadline	Department(s) concerned	Indicators/ Target	Status	Comments
35- Implementation of the teleworking scheme for research staff (BIATSS)	24	Q3 2020	DRHDS	Percentage of staff who can telework	Completed	Teleworking has been in place within the University since January 2021. A gradual ramp-up of the scheme is underway, with a target of full implementation in 2024.
Professional equality						
36- Draw up a Gender Equality Action Plan (inventory and proposed actions in terms of recruitment, remuneration and promotion)	10 - 12 - 27	Q2 2021	DRHDS	Gender Equality Action Plan	Completed	The Professional Equality Action Plan was adopted by the University's Board of Directors on 14 December 2020 and has been published on the University's website (https://www.univ-tlse3.fr/egalite-femmes-hommes-et-lutte-contre-les-discriminations-2)

https://www.univ-tlse3.fr/labellisation-qualite-rh-hrs4r

🞃 Open, Transparent and Merit-Based Recruitment (OTM-R)

The University has adopted tools to professionalise its recruitment processes, in particular to guarantee open, transparent and merit-based recruitment (formalisation of the recruitment charter, training for recruiters, standardised documents to help in the selection of candidates).
Work is being done to attract more foreign researchers and dematerialise the recruitment process.

https://intranet.ups-tlse.fr/recrutement-au-fil-de-l-eau/

4. Implementation of the HRS4R approach

4.1 Overall assessment of action plan implementation

The main focus of the governance's policy strategy is the promotion and transfer of the research developed at UT3. The aim is to attract top-level researchers to boost the excellence of research carried out within the institution and to develop partnerships.

This objective is also core to projects to further unify institutions on the Toulouse site in order to gain visibility at the European and international levels.

The perpetuation of the HRS4R approach is a priority and is one of the institution's major projects for the coming years, as well as being a key milestone in our 2021-2026 multi-year contract with the French State.

The HRS4R approach is part of a global approach to take the institution toward greater transparency (IS for opposable data and robust indicators) and new management processes (formalisation of processes: procedures, roadmaps, continuous improvement). UT3 is developing its quality approach through all its projects (consultation, support, monitoring).

To date, 54% of the actions in the original HRS4R plan have been completed and 11 new actions have been added.

4.2 Preparing the self-assessment

The monitoring committee has monitored the actions in the plan regularly since the achievement of the award in July 2020.
The members of the monitoring committee liaise with the different actors concerned (DCCE, DPLPS, Mediator, professional conduct project manager, SCD, etc.) to make sure the different actions are carried out.

The mid-term evaluation was prepared by the monitoring committee (6 meetings).

The work carried out was presented to the project steering committee (2 meetings) for validation and ruling.

This mid-term evaluation was then presented to the Institution's Technical Committee, Research Commission and the Board of Directors before being sent to the European Commission.

4.3 Involvement of the research community and key stakeholders

The involvement of research actors is reflected in the composition of the monitoring committee: the Laboratory Support Department (DSL), which directly supports and accompanies the research units, is joint administrative leader of the project along with the HR Department. In addition, the Vice-President for Research and an ISO 9001-2015-certified laboratory director are involved in the steering committee. Moreover, 5 COPIL members are researchers or research professors involved in the governance of the University.

HRS4R-related information is presented during meetings with the laboratory administrators and to the Research Directorates.

The project is also shared within the University's individual components, which are consulted at each stage of the project.

Lastly, the project is included in documents outlining the institution's major projects, including the multi-annual contract in which it is indicated as key milestone 2 of the "structuring and steering high-level research" objective.

4.4   Project management

The monitoring of the action plan and the preparation of the mid-term evaluation are carried out at operational level by the monitoring committee.
It is composed of equal numbers of representatives from the Human Resources Department (DRHDS) and the Laboratory Support Department (DSL)

DSL:
Director of the DSL (position currently under recruitment)
Head of the Research Steering Unit: Carole Matthia
Head of the Continuous Improvement and Monitoring of Research Resources Department: Camille Briet

DRHDS:
Acting Director of Human Resources and Social Development: Laure Sudre
Head of the Skills Development Unit: Claudine Morel
Head of the Strategic Support and HR Studies Unit: Pauline Brunel

The Directorate for Strategy and Continuous Improvement (DASAC) provides methodological support for the project.

Initially, we planned monthly meetings for the action plan's monitoring committee and quarterly meetings for the steering committee.
However, this time frame was too ambitious in view of the institution's overall project and the health crisis, and the meetings were spaced out.

At a more strategic level, a specific steering committee was set up for the project, composed of the Vice-President of the Research Commission (Jean-Pierre Jessel); the Deputy Vice-President responsible for Human Resources (François Martin); the Deputy Vice-President responsible for Operational Management and Quality (Véréna Poinsot) the Deputy Vice-President responsible for Social Responsibility at the University (Florence Sèdes), the Adviser for Institutional Affairs (Jean-Luc Rols); the Director of CIRIMAT (Christophe Laurent) and the Deputy Director General of Services (Patrice Bernouin).

The role of the steering committee is to ensure the political support of the project and to make the necessary decisions.

Finally, the University's Technical Committee and the Board of Directors are consulted at every stage of the project on the documents sent to the European Commission.

4.5 Integration of the HRS4R strategy into the institution's overall strategy

Promoting research is a priority of the institution's political strategy. Our academic site hosts entities of most French national research organisations (including all the national institutes of the CNRS). In terms of HR, it is the second largest research site in France after Paris, which has earned it a reputation as an intensive research university. Within this site, UT3 employs the second largest number of public-research staff after the CNRS and ahead of ONERA.

This major role in "Toulouse-based" research is highlighted in the document titled "*Ambitions 2020-2030 de la gouvernance de l'Université*" (2020-2030 Ambitions of the University's governance), in which the No.1 ambition is for a "university recognised for its research and innovation" (See *1.1 A university that enjoys a high profile and is attractive, thanks to its research, 1.2 A university that supports top-level research through its organisation and monitoring* and *1.3 A university driving innovation*).

In addition, the HRS4R label constitutes key milestone 2 of the objective for "structuring and steering high-level research" in the institution's 2021-2026 multi-year contract. The institution desires to build a major research university that is a catalyst for the site's research dynamics and encourages fundraising.

4.6 Checking that the proposed actions are being implemented and monitoring progress

Implementation of the actions

The strong policy of support for the HRS4R label ensures the implementation of the plan's actions.
With this support at the highest level of the institution, the departments in charge of implementing the different actions have been able to include them in their work plan.
The actions detailed in the roadmap are monitored by the monitoring committee which collects the supporting documents and liaises with the different project leaders to ensure the actions are carried out or to help resolve any issues.

Monitoring deadlines

During its meetings, the monitoring committee reviews the state of progress of the plan's actions. It checks the implementation deadlines using a table indicating each action and deadline. If necessary, the institution sends a reminder to the actors in charge of the action.

Monitoring indicators

The indicators are monitored by the monitoring committee. The indicators are produced either directly by members of the monitoring committee or by the departments concerned who send them to the monitoring committee.

4.7 Preparation for the external evaluation in 2025

Firstly, the feedback from the European Commission on the mid-term evaluation will be analysed, shared and taken into account in view of the external evaluation in 2025. Corrective action will be taken where necessary.

In addition, the monitoring committee will continue to meet regularly to review the implementation of the action plan and coordinate its implementation. The steering committee will meet regularly to make the necessary rulings and validations.

The aim is to carry out an annual self-assessment of the action plan until 2025, to be shared with the different research actors within the establishment. Particular attention will be paid to analysing the reasons for abandoning or adjusting any actions in the plan.

ANNEX

OTM-R (Open, Transparent and Merit-Based Recruitment) checklist

	Open	Transparent	Merit-based	++ Yes, fully +/-Yes, mainly -/+ Yes, partly -- No	* Indicators or measures
OTM-R system					
1. Have we published our OTM-R recruitment policy online (FR and EN versions)?	x	x	x	Yes, partly	The UT3 Recruitment Charter has been published on the intranet in French
2. Do we have an in-house guide that clearly outlines the OTM-R procedures and practices for all types of researcher positions?	x	x	x	Yes, mainly	We have several documents: In-house guide for selection committees; Mobility and recruitment charter; Recruitment support tools; ITRF competitive process guide.
3. Have the people involved in the OTM-R process received sufficient training?	x	x	x	Yes, partly	Training courses are held at the university: "RH staff responsible for recruitment" course "Keys to successful recruitment for managers" course However, it has been observed that participation in these courses is quite low (10 trainees per year)
4. Are we making (sufficient) use of e-recruitment tools?	x	x		Yes, partly	We use national tools for competitive processes (Galaxie and Web-ITRF) but we do not as yet have dedicated recruitment software.
5. Have we put in place a quality control system for OTM-R?	x	x	x	No	
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, mainly	We publish all our job offers on several job boards (UT3 Internet, Place emploi public, social media, etc.), on laboratory websites and via European and international scientific networks. In parallel, work has been carried out on the presentation of job offers to make them clearer and more attractive. A project to improve the pay scales of contractual staff is also underway.
7. Is our current OTM-R policy in line with policies for attracting foreign researchers?	x	x	x	Yes, partly	A procedure for publishing offers on Euraxess is being developed to attract more researchers from abroad.
8. Is our current OTM-R policy in line with policies for	x	x	x	Yes, mainly	- Specific recruitment procedures for disabled

attracting under-represented groups?					people - PACTE policy to facilitate access to public-sector careers (young people under 25 or people over 45 without qualifications) - The following statement is included on all job offers: "The university implements an equality policy excluding all discrimination. The university encourages all applications from women and men according to their qualifications." - Signature of the "l'Autre cercle" LGBT+ charter
9. Is our current OTM-R policy in line with policies for attractive working conditions for researchers?	x	x	x	Yes, mainly	Work is underway to improve the remuneration of researchers, in line with national policies: Improvement of PhD students' salaries, overhaul and improvement of the compensation schemes for research professors (RIPEC), procedure for the payment of inventors' bonuses (invention patent bonus and profit-sharing bonus) implemented at the end of 2021
10. Do we have the means to check that the most suitable researchers are applying for the available positions?					The presentation and content of job descriptions has been reviewed to better target specific profiles. Specific actions are carried out to identify key profiles (seminars, conferences, etc.)
Publication of offers and the application phase					
11. Do we have clear guidelines and forms for advertising positions (e.g. Euraxess)?	x	x		Yes, mainly	This information is shared in the mobility LDG and via the different sites used for recruitment (Galaxie, Web-ITRF, Place de l'Emploi public, social media, Doctoral school sites)
12. Do job offers include all the information (or links) from the list provided in the OTM-R report?	x	x		Yes, mainly	Published job offers always include: the name of the recruiting organisation and place of work, the job title, the desired start date, the expected skills, desired professional experience, required knowledge, number of positions available, the status (public-sector, permanent contract or fixed-term contract) The salary is not specified in the offer, nor are the prospects for professional and career development.
13. Do we use the Euraxess platform to ensure that our job offers reach a wide range of researchers?	x	x		Yes, partly	Some job offers are already published on Euraxess and a procedure to facilitate this is being developed.

14. Do we use other tools to publish job offers for researchers?	x	x		Yes, fully	Galaxie, Web itrf, PEP, social media (Linkedin, etc.) laboratories' websites, doctoral schools' websites
15. Do we work to simplify the administrative process for candidates?	x			Yes, mainly	Recruitment processes are governed by the regulations for competitive recruitment. For as-and-when recruitment, applicants are simply required to send a CV and a covering letter, prior to a possible interview.
Evaluation and selection phase					
16. Do we have clear rules on the creation of selection committees?		x	x	Yes, fully	The creation of selection committees and panels is governed by the regulations for competitive recruitment processes (research professors and BIATSS) and the rules for nominating panel members for as-and-when recruitments are given in the recruitment charter.
17. Do we have clear rules on the composition of selection committees?		x	x	Yes, fully	The composition of selection committees for research professors and panels for BIATSS competitive application processes is governed by regulations: - BIATSS competitive application process: minimum 5 members + 1 substitute; at least two external members - research professor competitive process: 8 to 16 members; at least 50% external members - minimum 3 members for as-and-when recruitment - gender parity encouraged in all cases
18. Are the committees composed of equal numbers of men and women?		x	x	Yes, fully	Parity respected for all competitive process panels for BIATSS and research professors subject to feasibility
19. Do we have clear guidelines to help selection committees judge applicants' merits in order to recruit the best candidates?			x	Yes, partly	Documents are available to recruiters (pre-selection table; candidate evaluation grids), but formalised reports are still too brief.
Appointment phase					
20. Are all applicants informed of the outcome at the end of the selection process?	x			Yes, fully	A response is sent to each applicant.
21. Do we give adequate feedback to the people we hear from?	x			Yes, partly	More detailed feedback is provided at the applicant's request.
22. Do we have an adequate system in place for appeals and complaints?	x			Yes, fully	Action implemented on the basis of a study carried out by the institution's legal department.
Overall analysis					

				Yes, partly	The regulations for public-sector staff require an evaluation 6 months after the employee takes up the post. The evaluation at the end of the probationary period for contract staff must be improved. For research professors, a decision on tenure is made after one year (profile-based)
23. Do we have a system in place to assess whether the OTM-R process is meeting its objectives?					