

In accordance with the UPPA Horizon 2030 strategy ("*UPPA à l'horizon 2030*") presented by the President to the Board of Directors on September 14th, 2017, "**Our ambition is to build a multidisciplinary university that is visible at national and international level, ensuring the balanced development of its various sites, disciplinary sectors and components, while playing a driving role in the socio-economic development of its territories**".

As part of this overall strategy, the label of excellence under the "Initiatives in Sciences, Innovations, Territories, Economy" (I-SITE) investment program for the future in the field of Energy and Environment Solutions (E2S) has set 10-year objectives which form the basis of its human resources (HR) policy:

1. Become an **attractive international reference in research**
2. Play an active role in social and economic vitality and diversity
3. **Attract international talent** to its competitive Masters and PhD programs
4. Set up a new type of organization to initiate a **dynamic of excellence**

The implementation of an open, transparent, and merit-based recruitment policy is at the heart of the UPPA's HRS4R strategy. It is perfectly in line with the axes of the global strategic "UPPA Horizon 2030" plan and highlights the will of the university, in alignment with its values, to contribute to the construction of the European Research Area through its commitment to the convergence of practices, according to ethical principles in terms of recruitment, professional trajectory, and quality of life at work.

Recruitment mechanisms (for doctoral candidates, post-doctoral researchers and contractual or visiting Teacher-Researchers) are directly linked to the implementation of the different instruments (Chairs, Hubs, Scientific Challenges, etc.) in the framework of the I-SITE project. They align with the HRS4R strategy, the principles of the OTM-R process, and contribute to increasing the drawing power of our university.

In February 2020, the UPPA's European Doctoral Programme in Energy and Environment (EDENE) project was selected within the framework of the H2020 MSCA COFUND-2019 call. This is a tribute to our best practices already in place and to our ambitions in terms of recruitment and career monitoring.

The success of these ambitious projects necessarily depends on the attractiveness of our institution and the recruitment of national and international talent: for this reason, OTM-R practices are a priority in our HRS4R action plan.

In addition, compliance with the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers is reinforced through the implementation of clearly defined procedures, recognized by the ISO 9001 certification of the two Doctoral Schools for the conduct of the doctoral process from the entry to the thesis to the defense. In addition, E2S UPPA is ISO 9001-certified for its calls for projects, including the recruitment process of researchers.

Excellent HR management is indispensable for attaining the strategic objectives pursued within the framework of UPPA Horizon 2030 and the I-SITE label. The considerations of occupational safety, health, and quality of life at work are complementary assets to ensuring the success of these objectives.

In this perspective, the Quality of Life at Work (QVT) Plan, adopted by the UPPA in 2019, promotes equal opportunities as well as excellent work relations, occupational health, content of work, employability of agents and their professional development, and the sharing and creation of common values. The QVT Plan is part of an HR policy that focuses on supporting individuals and working groups. The HRS4R strategy will reinforce it and extend it to the field of research.

For the implementation of the hybridization of the HRS4R strategy with the more global strategy of UPPA Horizon 2030, the university can rely on the recent reorganization and professionalization of the HR function developed in all its dimensions: management of staff and personnel, jobs management, and skills management.



The HRS4R Project

A project aligned with the strategic orientations of the UPPA

- The management team includes the Delegate Vice President of Human Resources whose role and missions have been reaffirmed and clarified since May 2016;
- The Recruitment Committee, a collegial advisory body competent for all contractual recruitment in the institution, was set up in January 2017;
- The position of "Department Head of the Human Resources Directorate" has evolved into that of "Director of Human Resources of the University" since September 2017;
- The position of "Career Development Counsellor" was created in 2018 to support, guide and accompany all personnel in their career paths;
- Since September 2018, a "Proximal Human Resources Management" system has been set up within the three Colleges, providing network management tools available to all the academic and research departments, decentralizing and professionalizing job management, monitoring of agents and general advice, skills management, development of procedures.
- In April 2019, a "Relations and Human Resources Cluster" was created, englobing the Human Resources Directorate and the Medical, Psychological, Social and Preventative Medicine Service. As its name indicates, this service emphasizes the importance of social relations at the university. Its scope reflects the logical convergence of the operational implementation of HR policies in the strict sense of the term with the UPPA's occupational health policy, including the improvement of working conditions.

The UPPA also intends to build on its strengths in terms of recruitment and support for doctoral candidates, in order to amplify the quality approach designed and implemented by the Center for Doctoral Studies. This undertaking, based on the notion of the "ideal doctorate" which defines, through a doctoral research project, a balance between the doctoral candidate and his/her thesis director (both a professional project and a personal project, which meets explicit objectives and expectations), has been presented and published as a best practice at the European level as of 2017. It meets the objectives of quality management in European doctoral education (EUA-CDE), and has led to an ISO 9001 quality certification as early as 2015.

Finally, the university will integrate the principles of OTM-R in the definition of its HR management policy in the light of developments linked to the reform of the French Public Service Transformation Act, leading up to the drafting of Management Guidelines, particularly with regard to recruitment and mobility, by December 31st, 2020.

