



The University of Pau and the Pays de l'Adour fully adheres to the principles of the [European Charter for Researchers](#) and the [Code of Conduct for the Recruitment of Researchers](#), whose main themes are Ethical and professional aspects, Recruitment and selection, Working conditions, and Training and development.

In November 2020, the UPPA received the [Human Resources Excellence in Research \(HREIR\) Award](#), recognizing its commitment to developing a Human Resources for Research (HRS4R) policy, harmonizing researcher recruitment procedures and promoting the continuous improvement of its day-to-day practices.

This is all the more timely as the university is already involved in the UNITA alliance, which requires a common and shared framework for all partners in UNITA and its constellation.

The university is now in the **2-year Interim Assessment phase**. As part of this process, the initial action plan has been reviewed and updated and the Internal Review was submitted to the European Commission on 28 October 2022.

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## 1. Organisational Information

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	1188
<i>Of whom are international (i.e. foreign nationality)</i>	371
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	512
<i>Of whom are women</i>	606
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	273.5
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	178.5
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	593
<i>Total number of students (if relevant)</i>	14376
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	2245

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	
<i>Total annual organisational budget</i>	136 920 245
<i>Annual organisational direct government funding (designated for research)</i>	28 294 697
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	12 602 993
<i>Annual funding from private, non-government sources, designated for research</i>	5 957 081

<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>
<p>Created in 1970, the <a href="#">UPPA</a> is multidisciplinary and <a href="#">multisite</a>, accredited in 2017 as an I-SITE through the <a href="#">E2S UPPA</a> project, selected within the <a href="#">H2020 MSCA COFUND-2019</a> and a member of the <a href="#">UNITA European Universities Alliance</a> (2020). With 1700 staff members (53% female), its 14000+ students (15% international, 640 PhD) prepare 100 diplomas. Keeping with the HR Excellence in Research Award, the UPPA is a major player in the scientific and economic development of southern Aquitaine with <a href="#">19 research units</a>, <a href="#">34 high-level expertise chairs</a> and 9 joint research units associated with major research organizations (<a href="#">CNRS</a>, <a href="#">INRAE</a>, <a href="#">Inria</a>), institutional and industrial partners.</p>

## 2. Strengths and weaknesses of the current practice

### Ethical and professional aspects

#### STRENGTHS AND WEAKNESSES (maximum 500 words)

The UPPA maintains the strengths indicated during the initial phase.

The UPPA's [Ethics Committee](#) applies the principles set out in the [Charter of Ethics, Deontology and Scientific Integrity](#) adopted by the Board of Directors on 20 May 2021.

In application of the French law on the transformation of the public service in 2019, the action plan for professional equality was adopted by the Board of Directors on 15 April 2021, committing the institution to the implementation of 4 axes in adequation with the commitments of the Award:

- Axis 1: achieving equal access to jobs,
- Axis 2: reducing the gender pay gap,
- Axis 3: maintaining a balance between professional and personal life,
- Axis 4: renewing the prevention and treatment of acts of sexual and gender-based harassment and violence.

The plan was the subject of an initial evaluation presented to the Board of Directors in February 2022 in order to measure progress and the efforts to be expanded.

Several bodies within the institution have drawn up welcome and integration documents (e.g. internal regulations for laboratories), recalling the principles of ethics and professional responsibility; it remains to homogenise practices and propose an integration procedure and a harmonised welcome booklet at the institution level.

An evaluation grid to assess the involvement of teacher-researchers was adopted by the Academic Council in September 2021. This grid, available on the UPPA intranet, guarantees a fair reading of the career files and informs teacher-researchers of the criteria taken into account in career development.

The university's Open Science plan was adopted by the academic council on 17 December 2017. The Vice-President for Science With and For Society monitors this plan, which is the subject of an annual report to the Research Commission.

To encourage the scientific production of non-publishers, a guide created by a working group was adopted by the Research Commission in May 2022.

In June 2021, the Finance Directorate and the Internal Budget Controller drafted a note on actions to assist researchers in the financial framework of research projects. Support is also provided by the DRV.

Contributing to the objectives of compliance and ethical professional practices, in May 2022 the Board of Directors adopted a public purchasing policy in favor of sustainable purchasing, social purchasing and actions to support the disabled, and in March it adopted the university's mobility policy, available on the university's intranet.

The Medical, Psychosocial and Prevention Service (MPSP) and the prevention adviser to the President ensure good practices in the research laboratories based on the unique documents for the evaluation of professional risks. A new assessment of professional risks, drawn from the health and safety at work registers, was

presented to the CHSCT in July 2022. The corresponding action plans will be finalised before 31 December 2022.

Our staff are aware of the risks of cybercrime and equipped to respect GDPR and protect their scientific activity (economic intelligence). We still need to create a sheet summarizing the best practices on intellectual property and continue to raise awareness on these questions.

**REMARKS (maximum 500 words)**

In April 2022, the UPPA obtained the "[Science With and For Society](#)" (SAPS) Label, awarded for 3 years by the French Ministry of Higher Education and Research. In close collaboration with the research organizations present on site (CNRS, INRAe, Inria) and in partnership with the center of scientific, technical and industrial culture "[Sciences Odysée](#)," the UPPA is committed to six main challenges regarding the link between Science and Society. These challenges will serve as guidelines to steer the UPPA's future actions:

- Disseminate scientific culture on societal issues based on the five interdisciplinary missions that structure its scientific identity;
- Rely on the skills of its laboratories and its instrumental services center to develop a scientific mediation offer that is clear and adapted to all audiences;
- Open its campuses and laboratories to the public at large by involving them in the construction of knowledge;
- Implement shared strategies with its partners in the region and beyond to transfer the knowledge produced to society;
- Encourage its scientists and students to play a more important role in public life (public debates, dissemination of knowledge);
- To place the diversity of actions already carried out by its university community in an institutional context that encourages the sharing of experiences, the dissemination of good practices and the deployment of new initiatives.

These challenges are consolidated into four axes which group together the actions underway or to be developed:

- Sharing research issues with all audiences;
- Boosting the involvement of scientists and students in mediation, communication and initiation to the scientific process;
- Supporting scientists in public speaking to various audiences;
- To place the dialogue between scientists and citizens and the development of participatory science at the heart of the territory.

A fifth axis concerns the management of the label with the appointment of a vice-president for Science with and for Society (VP SAPS) and the evaluation of the impact of the actions implemented on the target audiences.

One modification brought to the Action plan concerns Action 30. Formerly, it was "Set up a specific mailing list to encourage non-permanent staff to stand for election to laboratory advisory boards." We determined that this was not the primary issue. Rather, it is important to encourage non-permanent staff to participate fully in laboratory life by informing them of engagement opportunities via the Interior Rules and Welcome Booklet. The timeline for this action was extended to correspond to that of Actions 33 and 34, especially regarding the publication of the Welcome Booklet.

## Recruitment and selection

### STRENGTHS AND WEAKNESSES (maximum 500 words)

A recruitment charter has been defined and is made available to the entire university community on the institution's intranet.

In order to emphasize the homogenization of recruitment practices for contract researchers, the President of the university sent a circular to the research community in April 2022, containing the recruitment charter, the application selection grid for contract researchers, as well as an attestation of compliance with the commitments of the charter to be signed by directors of research units for each contract researcher hired.

The recruitment guide is under construction; training in the use of the guide and in compliance with the rules of non-discrimination will be offered during 2023. In addition, some 20 administrative managers and teacher-researchers chairing selection committees received training in "preventing the risk of discrimination and bias in recruitment processes" on March 29 and 30, 2022.

The perpetuation of the I-Site (confirmed in March 2022), a label of excellence obtained by UPPA for its E2S UPPA (Energy and Environment Solutions) project, allows us to capitalize on systems and procedures that have proved their worth, in order to continue and extend the implementation of an open, transparent, merit and skills-assessment-based recruitment process.

The recruitment of the first two classes of doctoral students within the framework of the ambitious COFUND EDENE program is another example of the application of a demanding and structured recruitment procedure leading to high quality recruitments that respect the principles of the OTM-R. The exemplary recruitment practices applied to the COFUND EDENE program are also deployed in the framework of the [GREEN Graduate Program](#), a 5-year integrated Master's/PhD program of excellence linked to the research fields of energy and the environment with research-intensive training in multiple fields, which began in 2022-2023.

A [web page dedicated to recruitment at the UPPA](#) has been created and organized according to the target audience: administrative staff, technicians and engineers on the one side, teachers, professors, researchers and PhD students on the other. This page is regularly updated.

We are behind schedule with the feedback of the application evaluations and this is an objective for 2023.

The research laboratories of the SSH College have been restructured in order to respond to the double objective of satisfying a need for research on energy, environmental and societal transitions expressed at the local level and of taking up the challenges posed by E2S UPPA at the national, European, and international level on these themes. Consequently, the indicator of Action 19 has been updated to better reflect the support offered to researchers in SSH.

### REMARKS (maximum 500 words)

The departure in 2021 of the Career Development Counsellor (CEP), who was involved in the operational monitoring of the HRS4R project on the one hand, and more broadly in HR management on the other, has led to delays in the implementation of some actions relating to the recruitment process. This is particularly the case for the development of the recruitment guide. A new Deputy Director of HR was recruited in September 2022. Included in her responsibilities is the deployment and monitoring of the HR actions of the HRS4R action plan, and more particularly those relating to recruitment. The delayed actions are thus now ensured.

The CEP accompanied notably contract employees and post-doctoral students at the end of their contracts to

help them find a new job offer or to reorient them professionally. In order to meet the needs expressed by UPPA staff, an external service provider is currently providing this support. The Deputy Director of HR is in charge of managing career development requests.

At this time, we are focusing on translating various websites and documents into English alone rather than into English and Spanish, in order to gain in efficiency while still reaching a very broad international audience. Regarding Action 16, while not every job offer is published in both English and French, offers for jobs in English are published in English, and those for jobs in French are published in French. The reason for this is that the dissemination of job offers is generally time-sensitive and should in no way be blocked due to delays in translation.

### Working conditions

#### STRENGTHS AND WEAKNESSES (maximum 500 words)

The QWL plan adopted in 2019 is being deployed and the flagship actions implemented over the period are:

- Controlled deployment of teleworking within a defined regulatory framework with the development of video conferencing tools.
- Implementation of the disability master plan to take into account all forms of disability in the institution, with a significant success in terms of recruitment of disabled staff with a rate of more than 7% (when the legal rate is set at 6% and the average for universities is 3.5%).
- Articulation between the Occupational Risk Intervention Committee (CIRPS), the Sexual Harassment Intervention Committee (CIHS) and the Health, Safety and Working Conditions Committee (CHSCT) is well defined, along with their procedures.
- Alongside their standard service, the Medical Psycho Social and Prevention Service, available to all the institution's staff, visits the various campuses and intervenes to support work groups in difficulty or to help them progress.

These different actions are regularly communicated to all UPPA staff via the university's monthly magazine, the intranet space, mailing lists, *etc.*

In summary, the assessment of the 2019 QWL plan was presented to the CHSCT in July 2022, showing that 80% of the actions have been carried out in 3 years: 62 actions carried out, 11 actions in progress, 4 actions to come. In 2021, the HCERES evaluated the maturity of the HR policy and its QWL component very favorably.

Appointment in January 2022 of a Mediator to deal with any report of a "serious incident" on the one hand, and to resolve any situation likely to undermine fairness or respect for rights and freedoms within the institution on the other.

Following a study carried out with the doctoral schools, from now on and in order to ensure the smooth onboarding of doctoral students, the Individual Training Agreement will include a checklist with criteria for the reception of all new doctoral students, including the provision of the necessary equipment for their research work.

Two key actions relating to working conditions were defined in the initial Action Plan because they represent a major challenge for the institution:

- Action 1: the new remuneration policy for contract staff, to be deliberated by the Board of Directors

in October 2022. A guide summarising all the rules applicable to contract staff in the institution will be drawn up subsequently.

- Action 2: Monthly payment of teaching vacations, with the particular aim of limiting the economic and social fragility of temporary teaching assistants (ATV) who are doctoral students. On 1 September 2022, a note from the President was sent to the directors of colleges and departments. The monthly payment of temporary teaching hours is applicable to all doctoral ATVs whose services are equal to or greater than 20 teaching hours per semester. This experimental system will be evaluated at the end of the academic year.

The UPPA's gender equality plan guarantees equity in terms of salary levels, access to professional mobility and career development in order to improve working conditions.

### REMARKS (maximum 500 words)

Within the framework of the French State-Region Plan Contract (CPER), several buildings have been completed in 2020, 2021 and 2022, contributing to significantly improving the working conditions of our staff. We can cite as examples the regrouping of the university libraries on the Pau campus, improving security and ameliorating the functionality of the spaces at the service of students and staff, as well as renovations to sciences and humanities buildings and labs. Furthermore, to improve the thermal comfort of all, the entire campus has been connected to the brand-new Urban Heating Network in Pau, which is a source of renewable, locally-produced energy. On the Nive campus, two floors (approximately 800 m<sup>2</sup>) have been fitted out for the teaching and research activities of the 2EI College. Furthermore, IPREM II, a new building dedicated to scientific research (3,300 m<sup>2</sup>) was completed in May 2022. Nearly 50 million Euros will be invested in renovations and new buildings over 2022-2027.

The upcoming project to develop a harmonised onboarding procedure and welcome booklet will help to better communicate about working conditions and QWL at the UPPA.

Training and development

**STRENGTHS AND WEAKNESSES (maximum 500 words)**

In September 2021, the UNITA alliance launched the Re-UNITA - Research for UNITA project, with the objective of creating an environment conducive to the creation of innovative practices in the academic world. Specifically, under Work Package 3, which focuses on improving the training of researchers and gender equality, a formal mentoring program has been designed to be implemented in the Alliance's member universities. This is an internationally recognized practice for the advancement of women in academic careers.

To better structure and formalize exchanges between doctoral students and their thesis directors, the Individual Training Agreement is systematically used.

Since 2015, doctoral students have benefitted from an obligatory training to raise their awareness of ethical and deontological issues and working conditions. From September 2023 onwards, new recruits to the UPPA will systematically be able to access this training as well.

Concerning ongoing professional development, various training opportunities available to all employees are listed in a designated section of the UPPA intranet site. Furthermore, the role of the CEP, presented above, is also designed to contribute to ongoing professional development, as some of the support provided has allowed beneficiaries to undergo training.

A service within the HR Directorate is dedicated to managing the skills development plan (training plan). This service has designed a file for collecting training needs which is distributed to all staff and supervised by each department manager. This data is used to draw up the training plan and a summary of the actions carried out is communicated in the annual social report and to the representative bodies.

**REMARKS (maximum 500 words)**

No remarks.



## Internal Review implementation questions

### Have any of the priorities for the short- and medium term changed? (max 500 words)

Our strategy has not changed overall since 2017, but it has been strongly accelerated and affirmed with the increase in the visibility of specialised and interdisciplinary research, the intensity of the partnership with the socio-economic and cultural actors of the territory, as well as the attractiveness and international influence of UPPA, which constitute the very essence of the **target university, the trajectory of which is supported by the I-SITE "Solutions for Energy and the Environment" and will be fully deployed by 2027**. The fundamentals of the target university are supported by structuring projects obtained within the framework of Future Investment Programs or the UNITA European Alliance, while being part of a **societal responsibility** organised in three axes:

**Ensuring the well-being and quality of life of members of the university community** by making students active players in campus life, by conducting active policies of inclusion, equal opportunities and professional equality and by applying the best international standards in human resources management.

**Reduce our environmental footprint** by having a virtuous policy in terms of mobility, energy management, improving the environmental quality of our buildings and by making staff and students aware of the environmental impact of their use.

**Responding to societal issues** by conducting responsible, open and integrated research, which goes beyond traditional disciplinary boundaries to better understand the complexity of societal issues, showing its ability to understand these problems and provide sustainable, innovative and acceptable solutions, enlightening and involving citizens - and therefore students - in the challenges facing society. The key element is therefore that of a university signature broken down into interdisciplinary missions encompassing research, training and innovation and intended to develop an identity that is shared internally and visible externally.

The new element, which also strengthens our transformation since 2020, is the integration within the **European alliance Universitas Montium (UNITA)**. Promoting Romance languages, rural, cross-boarder and mountain territories, the UNITA alliance brings together the UPPA and the universities of Zaragoza (Spain), degli studi di Torino (Italy), Savoie Mont-Blanc (France), Beira interior (Portugal) and Vest din Timisoara (Romania), which collaborate in three privileged areas: renewable energies, circular economy and cultural heritage. In the construction of a European university, the Human Resources Excellence in Research Award is an asset for our university and a challenge to be taken up by all partners.

The implementation of our development strategy up to 2027 (target university, European university) is carried out through the elaboration of roadmaps in all areas of our missions. Thus, for each of them, an action plan with the definition of indicators and milestones is established and must allow us to follow our trajectory set for 2027, and that set for 2030. These two key elements require continuous adaptation and improvement of our operations at all levels and require the support of all stakeholders.

**Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)**

With the accelerated development of our University since 2017 and the significant increase in new projects, our HR practices are evolving. This is a particularly important area as we are seeing strong growth in the recruitment of contract research staff. While the recruitment of permanent staff is highly regulated at national level, our practices with regard to the European Charter for Researchers and the Code of Conduct for the Recruitment of Contract Researchers have been partially implemented. Obtaining the Human Resources Excellence In Research Award in 2020 led us to implement a general action plan in line with European standards, while respecting the national framework. Thus, we can give as an example some of our specific actions that are already effective:

- professional equality in the framework of the French law on the transformation of the civil service
- gender equality: the UPPA's 2021-2023 action plan for professional equality between women and men completes the existing measures to fight against discrimination, harassment and sexist and sexual violence,
- follow-up and support for students with disabilities: the UPPA brings together experts in their respective fields, including psychological support, medical information, help in finding internships, help with professional integration, information on sports practices, etc.
- the OTM-R policy to affirm our commitment to the values of openness, transparency and merit in recruitment, adapted to all recruitment of doctoral students, post-doctoral researchers, junior chair professorships and other contractual research staff,
- the homogeneity of recruitment practices with the drafting of a Charter and an OTM-R Recruitment Guide which defines the 3 key stages, namely the definition and dissemination of offers, the evaluation and the selection of candidates,
- the UPPA training plan to highlight what is being done and demonstrate equal access for all,
- incoming mobility managed via the International Welcome Desk, which is the university's Euraxess Center.

Our current challenge concerns the support missions of the CEP for permanent and contractual researchers, which was interrupted for a few months following the departure of the advisor, and has temporarily been replaced by an external service provider. The Deputy Director of Human Resources has taken over the responsibility of a number of HR actions, notably those that relied upon the function of the CEP.

**Are any strategic decisions under way that may influence the action plan? (max 500 words)**

Two main orientations currently reinforce, strengthen and surround the HRS4R Action Plan.

- Within the framework of its future “pluriannual contract of objectives and means” to be signed with the French Ministry of Higher Education and Research at the end of 2022, the commitment to a global strategy and Social Responsibility of Universities (RSU) policy, will allow the political action to contribute to the challenges of climate, sustainable development, change of mentalities and behaviours with 9 founding principles (accountability, transparency, ethical behaviour, recognition of the interests of stakeholders, respect for the principle of legality, taking into account international standards of behavior, respect for human rights, resilience and benevolence). The first axis of this RSU policy is perfectly in line with the principles and actions of the Award: "to ensure the well-being and quality of life of users and staff, in particular by applying the best international standards in the field of human resources management". Our RSU policy is inseparable from the university's strategy for 2027 towards the target university, for which the international, national and regional attractiveness of research, training and innovation is a priority issue served by the university's model human resources management.

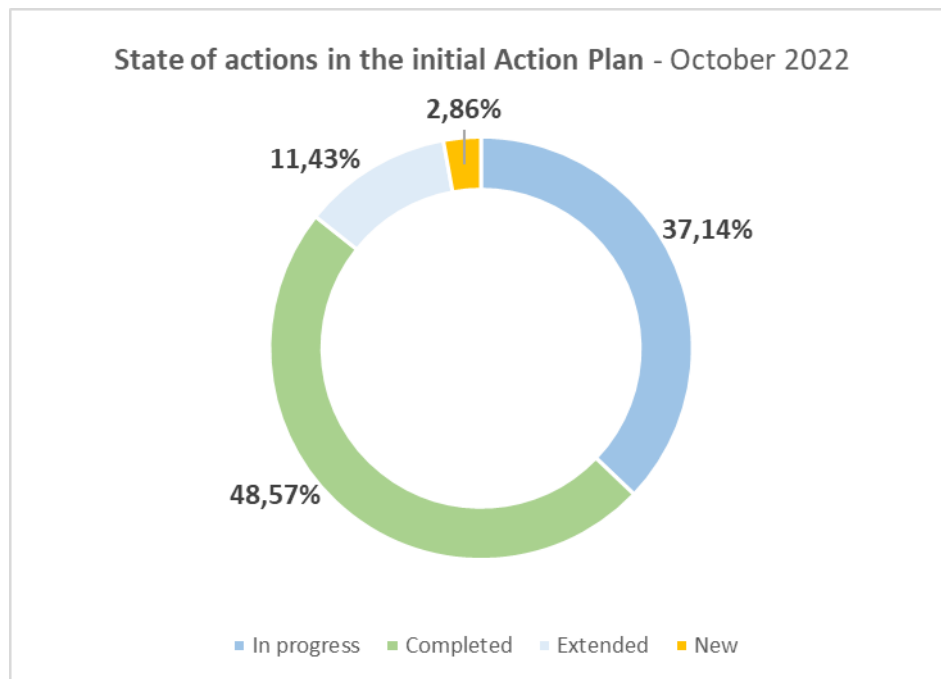
- Within the framework of the sustainability of the institution's activities according to an economic model in transition defined by a financial and employment stabilisation plan from 2023, and in a context requiring determined action in favor of sober development, the university's priorities will focus on regulating recruitment on the one hand and on improving the working conditions of current staff; in this respect, the Action Plan constitutes a basis for the development of measures to preserve the attractiveness of the institution, and the performance of relevant recruitment in a highly competitive environment.

### 3. Updated Action Plan (10/2022)

The Initial Action Plan laid out 35 actions to be carried out during the period of 2020-2025.

Of these 35 actions :

- **17** have been **completed**
- **13** are **in progress**
- **4** have been **extended**
- 1 action is **new** (has been reformulated)



**Action 1/ Harmonize the internal rules and regulations of the departments (colleges, laboratories, etc.) and propose a designated vademecum for foreign researchers.**
**1.1/ Translate the internal rules and regulations into English.**

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
1. Research freedom 2. Ethical principles	From January 2023 to December 2023	<b>Political supervision:</b> VP of Research <b>Operational management:</b> The Relations and Human Resources Cluster, in collaboration with research laboratory Directorates, Chief Financial Officers of the Colleges and Cluster Leaders	50% of interior rules and regulations harmonized and translated by the end of 2020 and 100% of interior rules and regulations harmonized and translated by December 2023	IN PROGRESS
<b>Remarks:</b>	On target for expected timeline of January 2023 - December 2023. (Translation into Spanish is not a priority at this time.)			

**Action 2/ Define the Project Financing Process in such a way as to properly identify the interactions between researchers and central services and thereby improve the financial monitoring of research projects.**

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
4. Professional attitude	From September 2020 to June 2021	<b>Political supervision:</b> VP of the Board of Directors <b>Operational management:</b> The Directorate of Operations and Ongoing Improvement	Process defined and operational	COMPLETED
<b>Remarks:</b>	Process defined and validated. Trainings in place for internal control of budgets and accounting for new hires (2022).			

**Action 3/ Train laboratory managers involved in research projects in the Financial Project Management process and the use of internal management resources.**

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
6. Accountability	January 2022: 1st training session, recurrent thereafter	<b>Political supervision:</b> VP of the Board of Directors <b>Operational management:</b> The Directorate of Operations and Ongoing Improvement, The Directorate of Finances	Monitor the number of staff trained	COMPLETED
<b>Remarks:</b>	Regular meetings held for managers of European research projects. For extra-European projects, trainings are offered regarding financial management and other tools.			

<b>Action 4/ Hold mandatory informational meetings to raise awareness among research stakeholders about the financial management of research projects.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
6. Accountability	January 2022 : 1st informational meeting, recurrent thereafter	<b>Political supervision:</b> VP of Operations <b>Operational management:</b> The Directorate of Operations and Ongoing Improvement, Research and Valorization Directorate, The Directorate of Finances	Monitor the number of participants in informational meetings	COMPLETED
<b>Remarks:</b>	The DRV, with participation of other services such as the financial and budgetary directorate, holds 1 to 2 meetings per year for project managers, engineers and researchers. These meetings, while highly recommended, are not mandatory.			

<b>Action 5/ Continue to communicate about the support provided by the Medical, Psychological, Social and Preventative Medicine (MPSP) service.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
7. Good practice in research	Beginning in September 2020 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Medical, Psychological, Social and Preventative Medicine Service	Number of messages and memos issued by the service via the university's listservs	COMPLETED
<b>Remarks:</b>	Monthly emails sent by the MPSP to the university community at large via listservs and the university newsletter to remind members of the services offered, contacts and availability, especially when the MPSP visits different campuses.			

<b>Action 6/ Homogenize uniform administrative documents (required by French regulations concerning the actions to be implemented for occupational health and safety precautions) and verify that each department has completed its own uniform administrative document.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
7. Good practice in research	From January 2023 to December 2023	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Security, Rescue and Safety Directorate	Number of uniform administrative documents prepared	IN PROGRESS
<b>Remarks:</b>	On target for expected timeline of January 2023 - December 2023			

<b>Action 7/ Create memo summarizing Best Practices regarding intellectual property</b>				
<b>7.1/ Raise awareness among university members about the stakes of data protection and security (GDPR).</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
7. Good practice in research	From September 2022 to December 2022: Creation of the memo From January 2023 to December 2023: Raise awareness about the stakes of data security	<b>Political supervision:</b> VP of the Board of Directors <b>Operational management:</b> The Chief Information Systems Manager and the Directorate of Legal Affairs	7. Creation and distribution of a “best practices” memo about intellectual property 7.1. Number of messages and memos issued regarding the RGPD	IN PROGRESS
<b>Remarks:</b>		On target for expected timeline		

<b>Action 8/ At least once a year, include an item in the Research Council’s agenda reminding researchers of the desirability of publishing in Open Access and on the E2S UPPA HAL portal.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
8. Dissemination, exploitation of results	Beginning in September 2020 and recurrent thereafter	<b>Political supervision:</b> VP of Research, The Research Council, VP SAPS <b>Operational management:</b> The Research and Valorization Directorate	Monitor agendas and minutes of Research Council meetings number of publications available via Open Access and referenced on the HAL portal of E2S UPPA.	COMPLETED
<b>Remarks:</b>		The university's Open Science plan was adopted by the academic council on 17 December 2021. It reaffirms the will of the university to make open science the default principle by generalizing open access to publications, opening research data and source codes produced by research. This plan is broken down into actions and objectives, monitored by the Vice-President for Science with and for Society, and is the subject of an annual report to the Research Commission.		

<b>Action 9/ Develop the Action Plan on Professional Equality within the framework of the French Public Service Transformation Act</b>				
<b>9.1/ Implement the Action Plan on Professional Equality within the framework of the French Public Service Transformation Act</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
10. Non discrimination 27. Gender balance	9/ From January 2021 to June 2021: drafting of the UPPA's 1 <sup>st</sup> Action Plan on Professional Equality 9.1/ Beginning in June 2021 and maintained on an ongoing basis: implementation of the plan	<b>Political supervision:</b> VP of Human Resources Secularism / Parity / Equality Task Officer <b>Operational management:</b> The Relations and Human Resources Cluster	9/ Defined Action Plan on Professional Equality 9.1/ Number of actions implemented pertaining to this Plan	COMPLETED
<b>Remarks:</b>	<p>The action plan for professional equality between women and men at the UPPA was adopted by the Board of Directors on 15 April 2021. It commits the institution to the implementation of 4 axes in perfect adequacy with the commitments of the HR Excellence in Research Award:</p> <ul style="list-style-type: none"> <li>- Axis 1: achieve equal access to jobs,</li> <li>- Axis 2: reduce the gender pay gap,</li> <li>- Axis 3: maintain a balance between professional and personal life,</li> <li>- Axis 4: renew the prevention and treatment of acts of sexual and gender-based harassment and violence.</li> </ul> <p>The assessment of the 2019 QWL plan was presented to the CHSCT on 7 July 2022: it shows that 80% of the actions have been carried out in 3 years: 62 actions carried out, 11 actions in progress, 4 actions to come. In 2021, the HCERES evaluated the maturity of the HR policy and its QWL component very favorably.</p>			

<b>Action 10/ Facilitate a focus group to stimulate and convince non-publishers to publish, as it is an important criterion in career assessment.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
11. Evaluation/ appraisal systems	From January 2021 to December 2021	<b>Political supervision:</b> VP of Research, The Research Council, Directors of the 3 Colleges <b>Operational management:</b> Research laboratory Directors	Focus group created and operational Number of meetings held Proposed actions	COMPLETED
<b>Remarks:</b>	<p>A working group made up of elected members of the research commission and representatives of the management of the three colleges was set up with the initial objective of encouraging the scientific production of non-publishers. The five meetings of the group led to the drafting of a guide of recommendations for non-producers which defines the notion of non-producer (which has replaced that of non-publisher), carries out a diagnosis by research unit and makes proposals in terms of career follow-up. This guide was adopted by the Research Commission on 12 May 2022.</p>			



<b>Action 11/ Draw up an Output Evaluation Grid to help assess the productivity of Teacher-Researchers and clarify their career options (premiums, promotions, research sabbaticals, etc.)</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
11. Evaluation/ appraisal systems 26. Funding and salaries	From January 2022 to June 2022	<b>Political supervision:</b> VP of Research, VP of the Commission on Academics and University Life, Restricted Academic Council, VP of Human Resources <b>Operational management:</b> The Human Resources Directorate, The Restricted Academic Council	Output Evaluation Grid defined and actively used	COMPLETED
<b>Remarks:</b>	An evaluation grid to assess the involvement of teacher-researchers (ECs) on the three aspects: research, training and investment in collective tasks, was established by a working group made up of elected members of the Academic Council and adopted by this same Council on 13 September 2021. This grid (available on the UPPA intranet) guarantees a fair reading of the career files and in fine makes it possible to enlighten the teacher-researchers on the criteria taken into account in career development. A feedback sheet on the strengths and areas for improvement of the files is sent to all candidates. For those who request it, feedback can be given during an interview.			

<b>OTM-R</b>				
<b>Action 12/ Draft our OTM-R Policy Charter to affirm our commitment to the values of Openness, Transparency and Merit during the recruitment process</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)	From September 2020 to March 2021: drafting of our OTM-R Policy	<b>Political supervision:</b> VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life, President's Cabinet <b>Operational management:</b> The Human Resources and Relations Cluster	UPPA OTM-R Policy Charter drawn up and sent to each research stakeholder	COMPLETED
<b>Remarks:</b>	UPPA's OTM-R Policy Charter drawn up and available to community members on our intranet			

<b>OTM-R</b>				
<b>Action 13/ Draw up an Open, Transparent, Merit-based Recruitment Guide that would define the three key stages of recruitment, which are definition and publication of job offers, the evaluation and the selection of candidates. This guide will be used for all recruitments to ensure consistency of hiring practices.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development	From September 2022 to December 2023	<b>Political supervision:</b> VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life <b>Operational management:</b> The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories	Recruitment Guide developed and operational	EXTENDED
<b>Remarks:</b>	Action initially planned for 04/2021 - 09/2022, delayed due to the departure in 2021 of the Career Development Advisor (CEP), who was involved in the operational monitoring of the HRS4R project on the one hand, and more broadly in HR management on the other. This has led to delays in the implementation of some actions relating to the recruitment process, in particular the development and use of the recruitment guide. The deputy HR director, recruited in September 2022 to ensure the deployment of the HR actions of the HR excellence in research action plan, and more particularly those relating to recruitment, is taking over the monitoring of the action plan and the delayed actions are now ensured.			

<b>OTM-R</b>				
<b>Action 14/ Train recruiters of research actors to use the Recruitment Guide and to respect its procedures (non-discrimination, transparency, fairness, etc.).</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 28. Career development	From September 2022 to December 2023 + training actions within the multi-year training plan	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster	Number of recruiters trained	EXTENDED
<b>Remarks:</b>	Action initially planned for 04/2021 - 09/2022, delayed due to the departure in 2021 of the Career Development Advisor (CEP), who was involved in the operational monitoring of the HRS4R project on the one hand, and more broadly in HR management on the other. This has led to delays in the implementation of some actions relating to the recruitment process, in particular the development and use of the recruitment guide. The deputy HR director, recruited in September 2022 to ensure the deployment of the HR actions of the HR excellence in research action plan, and more particularly those relating to recruitment, is taking over the monitoring of the action plan and the delayed actions are now ensured.			

<b>OTM-R</b>				
<b>Action 15/ Prepare a Recruitment Need Summary Form to be used by the Recruitment Committee to clarify the terms of the post (duration of contract, working conditions, hours, wages...)</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	From April 2021 to December 2021: Drafting of the Recruitment Need Summary Form	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster	Recruitment Need Summary Form drawn up and applied	COMPLETED
<b>Remarks:</b>	"Recruitment request" online process in place and available on the UPPA intranet for the recruitment of contract researchers and employees, as well as recruitment within the framework of doctoral contracts.			

<b>OTM-R</b>				
<b>Action 16/ Create a dedicated UPPA web page to centralize publication of all job offers, in French and in English when possible (transparency of job vacancies).</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	From September 2020 to March 2021	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Communications Directorate	Web page with regularly updated information	COMPLETED
<b>Remarks:</b>	The recruitment webpage has been created and is regularly updated online ( <a href="https://organisation.univ-pau.fr/fr/recrutement.html">https://organisation.univ-pau.fr/fr/recrutement.html</a> ). In the absence of an automatic translation service, offers are not systematically published in both French and English, however, the dissemination of job offers should in no way be blocked due to delays in translation. Offers for jobs in English are published in English, and for jobs in French are published in French. (Translation into Spanish is not a priority at this time.)			

**OTM-R**

**Action 17/ Create a Recruitment Evaluation Grid to be incorporated into the Recruitment Guide that takes into account the following elements in evaluating assessments of merit:**

- The candidate's overall experience
- Creativity and degree of independence
- Career gaps or detachment to another position
- Professional mobility (to another geographical region, another sector, public/private mobility...)
- Diversity of career path and recognition of qualifications such as teaching, publications, team management, transmission of knowledge, innovation and outreach, contribution to patents, development activities or inventions, awards and distinctions

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 29. Value of mobility	From May 2021 to December 2021	<b>Political supervision:</b> VP of Research, VP of Human Resources, VP of the Commission on Academics and University Life, VP of International Relations <b>Operational management:</b> The Relations and Human Resources Cluster	Recruitment Evaluation Grid defined and actively used	COMPLETED
<b>Remarks:</b>	Recruitment Evaluation Grid published and disseminated along with the OTM-R charter on the UPPA's intranet.			

**OTM-R**

**Action 18/ Ensure that all applications systematically receive a response: inform candidates of the expert committees' decisions and provide feedback regarding the motivations for these decisions.**

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)	Beginning in January 2022 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Research, VP of the Commission on Academics and University Life, VP of Human Resources <b>Operational management:</b> The Human Resources Directorate, The Restricted Academic Council	Monitor applications and keep track of feedback provided	EXTENDED
<b>Remarks:</b>	This action is one of the objectives of the Deputy Director of HR for 2023.			

<b>Action 19/ Strengthen support for project development in partnership research in the Social Sciences and Humanities to generate job offers.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
12. Recruitment 13. Recruitment (Code)	Beginning in January 2021 et and maintained on an ongoing basis	<b>Political supervision:</b> VP of Research, VP of Partnerships and Innovation <b>Operational management:</b> The Research and Valorization Directorate, the Directorate of the College of Social Sciences and the Humanities	Number of financed PhDs and research projects submitted and number awarded in Social Sciences and Humanities	IN PROGRESS
<b>Remarks:</b>	Indicator updated for pertinence: rather than "Number of partnerships created," the number of financed PhDs, the number of research projects submitted and those awarded in SSH are better indicators of support for project development in SSH.			

<b>Action 20/ Increase communication about the Career Development Counselor's missions and role.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development	Beginning in September 2020 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources, VP of Research <b>Operational management:</b> The Relations and Human Resources Cluster	Number of interviews conducted by the Career Development Counselor (CEP) and staff informed about her missions and role	IN PROGRESS
<b>Remarks:</b>	In 2019, the UPPA created the post of Career Development Counselor (CEP) in order to support contract researchers in the continuity of their professional career and in their reflection on their career path. This position is intended to benefit all the actors of the UPPA. On multiple occasions, the HR department communicated about the role of the CEP. To date, the CEP accompanied about sixty people in their career development, mobility or professional reorientation. Unfortunately, the CEP left the institution at the end of 2021; however, in order to meet the expressed needs, an external service provider is currently providing this support.			

<b>Action 21/ Simplify access to information on mobility, career transition and professional development opportunities:</b>				
<ul style="list-style-type: none"> <li>- <b>Improve publication of information on our institutional website</b></li> <li>- <b>Refer to the Career Development Counselor whose role is to guide employees in the development of their career path.</b></li> </ul>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development	Beginning in January 2021 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster, The Communications Directorate	Number of views of the page dedicated to mobility, career transition and professional development opportunities Number of interviews conducted by the Career Development Counselor	EXTENDED
<b>Remarks:</b>	<p>Before her departure, the CEP accompanied about sixty people in their career development, mobility or professional reorientation.</p> <p>In October 2022, the HR Directorate organized a seminar about career development opportunities for teacher-researchers.</p> <p>The publication of the webpage dedicated to mobility, career transition and professional development opportunities has been delayed and is now an objective for 2023-2024.</p>			

<b>Action 22/ Create a section in the Onboarding Checklist for doctoral candidates to ensure that they benefit from an adapted working environment and a monitoring of their research activities.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
22. Recognition of the profession 24. Working conditions	From January 2021 to March 2021	<b>Political supervision:</b> VP of Steering, Doctoral School Directors <b>Operational management:</b> The Center for Doctoral Studies	Completed Onboarding Checklist	COMPLETED
<b>Remarks:</b>	<p>A checklist with criteria for the reception of all new doctoral students, including the provision of the necessary equipment for their research work, is part of the individual training agreement for doctoral students.</p>			

<b>Action 23/ Implement information campaigns to promote all the measures related to working conditions and more specifically the Quality of Work Life plan.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
24. Working conditions	Beginning in September 2020 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Directorate of the Relations and Human Resources Cluster, The Communications Directorate	Information campaigns carried out	COMPLETED
<b>Remarks:</b>	<p>The actions of the QWL plan, adopted in 2019, are regularly communicated to all UPPA staff via the university's monthly magazine, the intranet space, mailing lists, etc.</p>			

<b>Action 24/ Clarify the remuneration policy for fixed-term contract workers</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
15. Transparency (Code) 26. Funding and salaries	From January 2021 to December 2021	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster	Compensation policy for fixed-term contract workers reviewed and clarified	IN PROGRESS
<b>Remarks:</b>	The new remuneration policy for contract employees has been drawn up and will be submitted to the Board of Directors for deliberation on 27 October 2022. A guide summarizing all the rules applicable to contract staff in the institution will be drawn up subsequently.			

<b>Action 25/ Pay adjunct assignments on a monthly basis</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
26. Funding and salaries	Beginning in September 2020 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources, VP of the Board of Directors <b>Operational management:</b> The Relations and Human Resources Cluster	Monthly payment set up for adjunct assignments	IN PROGRESS
<b>Remarks:</b>	As of 1st September 2022, the monthly payment of temporary teaching hours is applicable to all doctoral students who are temporary teaching assistants and whose services are equal to or greater than 20 teaching hours per semester. This experimental system will be evaluated at the end of the 2022-2023 academic year.			

<b>Action 26/ Define a Training Needs Gathering process that is more in alignment with employees' and research actors' expectations and plans.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
20. Seniority (Code) 28. Career development 39. Access to research training and continuous development	Beginning in September 2021 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life <b>Operational management:</b> The Relations and Human Resources Cluster, in particular the training and competitive exams division	Training Needs Gathering process defined	COMPLETED
<b>Remarks:</b>	Within the HR directorate, a service is dedicated to managing the skills development plan (training plan). This service has designed a file for collecting training needs which is distributed to all staff and supervised by each department manager. This data is used to draw up the training plan and a summary of the actions carried out is communicated in the annual social report and to the representative bodies.			

<b>Action 27/ Set up and facilitate a working group who will take on the question of career advancement of lecturers who are accredited to supervise doctoral research (MC HDR).</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
20. Seniority (Code) 28. Career development	From January 2021 to December 2021	<b>Political supervision:</b> VP of Research, VP of the Commission on Academics and University Life, VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster, The Directors of the Colleges	Proposal of a career development policy for lecturers who are accredited to supervise doctoral research (MC HDR)	COMPLETED
<b>Remarks:</b>	The career development policy for lecturers who are accredited to supervise doctoral research (MC HDR) was addressed via the evaluation grid for assessing the involvement of teacher-researchers (ECs) on three aspects: research, training and investment in collective tasks, established by a working group made up of elected members of the Academic Council and adopted by this same Council on 13 September 2021. This grid (available on the UPPA intranet) guarantees a fair reading of the career files and in fine makes it possible to enlighten the teacher-researchers on the criteria taken into account in career development.			

<b>Action 28/ Communicate about the support resources available to teaching faculty: - training catalogue of the University Training Service's ARTICE (a service providing Information Technology and Communication resources and guidance for teaching) - Scheme in place as of December 2019 providing a lightened teaching load in order to dedicate time to developing an innovative educational project (congés pour projet pédagogique, CPP)</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
33. Teaching	Beginning in September 2020 and maintained on an ongoing basis	<b>Political supervision:</b> VP of the Commission on Academics and University Life <b>Operational management:</b> The Directorate of Studies and Student Life, The Relations and Human Resources Cluster	Number of messages addressed to the university community by the University Training Service and ARTICE concerning their activities Number of memos sent by the Human Resources department concerning the leave for educational projects (CPP)	COMPLETED
<b>Remarks:</b>	Monthly mailings from ARTICE are sent to the university community at large about their full offering of services and about specific trainings that are offered. The university policy concerning the leave for educational projects (CPP) has been published on the institutional intranet.			



<b>Action 29/ Establish a Delegates Charter listing the role of the elected or designated representatives in various councils and committees to facilitate contact between these bodies and the university community at large. Have the Delegates Charter signed by each new representative at the beginning of his or her term of office.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
35. Participation in decision-making bodies	From January 2023 to August 2023	<b>Political supervision:</b> VP of the Board of Directors, President's Cabinet <b>Operational management:</b> The Directorate of Legal Affairs	Delegates Charter written, distributed and signed	IN PROGRESS
<b>Remarks:</b>		On target for expected timeline of January 2023 - August 2023		

<b>Action 30/ Encourage non-permanent staff to be fully involved in the life of the research unit of which they are full members, in accordance with the Interior Rules (pertaining to scientific and institutional life).</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
5. Contractual and legal obligations 9. Public engagement 35. Participation in decision-making bodies	Beginning in September 2023 and maintained on an ongoing basis	<b>Political supervision:</b> Deputy Directors of Research and Innovation of the three Colleges <b>Operational management:</b> The Directorate of Legal Affairs, the Relations and Human Resources Cluster, and the Research, International Outreach, Innovation and Partnerships Cluster, in particular the International Welcome Desk	Ensure that the Interior Rules and Welcome Booklet address the opportunities of non-permanent staff to participate in laboratory advisory boards and other activities. Welcome Booklet provided to each new non permanent hire.	NEW
<b>Remarks:</b>		Formerly: "Set up a specific mailing list to encourage non-permanent staff to stand for election to laboratory advisory boards." We determined that this is not the primary issue. Rather, it is important to encourage non-permanent staff to participate fully in laboratory life by informing them of engagement opportunities via the Interior Rules and Welcome Booklet.		

<b>Action 31/ Develop a monitoring tool (e.g. a dashboard) to formalize, on the one hand, the thesis director's expectations for the project and, on the other hand, the work done by the young researcher.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
36. Relation with supervisors 37. Supervision and managerial duties	From September 2021 to August 2022	<b>Political supervision:</b> VP of Operations, VP of Human Resources, Directors of the Doctoral Schools <b>Operational management:</b> The Center for Doctoral Studies, The Relations and Human Resources Cluster	Monitoring tool created and actively used	COMPLETED
<b>Remarks:</b>		A reflection has been carried out with the doctoral schools to structure the follow-up of the work of doctoral students. From now on, the Individual Training Agreement provides for the formalization exchanges between doctoral students and their thesis directors.		

<b>Action 32/ Promote the UPPA's Training Plan to highlight what is being done and to demonstrate equal access for all.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
39. Access to research training and continuous development	Beginning in September 2020 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Human Resources, VP Commission on Academics and University Life <b>Operational management:</b> The Relations and Human Resources Cluster, The Communications Directorate	Communication actions promoting the UPPA's Training Plan  Social indicators such as gender and employment status collected to verify the type of beneficiaries of the Training Plan	COMPLETED
<b>Remarks:</b>	A summary of the actions carried out by the service dedicated to managing the skills development plan (training plan) within the HR directorate is communicated in the annual social report and to the representative bodies.			

<b>Action 33/ Define a Welcoming and Onboarding Procedure recapitulating the key stages of arrival, taking up the position, support and review.</b>				
<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicators/Target(s)</b>	<b>Current Status</b>
3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains/ appeals 40. Supervision	From September 2022 to December 2023	<b>Political supervision:</b> VP of Research, VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories, The Research, International Outreach, Innovation and Partnerships Cluster, in particular the International Welcome Desk	Welcoming and Onboarding Procedure defined and implemented Conduct a survey of new hires to : - measure the level of satisfaction with the Welcome and Onboarding process - measure the level of awareness of the OTM-R principle, ethics and scientific integrity	IN PROGRESS
<b>Remarks:</b>	On target for expected timeline			

**Action 34/ Prepare a Welcome Booklet containing:**

- information on useful resources and contacts (for complaints / appeals / medical services / available equipment, etc.),

- an Onboarding Checklist to ensure that all steps are taken and documents provided, and

- a reminder of the applicable internal rules and regulations.

**34.1/ Translate the Welcome Booklets into English**

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains/ appeals 40. Supervision	From September 2022 to December 2023	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories, The Research, International Outreach, Innovation and Partnerships Cluster, in particular the International Welcome Desk	Information specific to each research structure and type of contract included in the Welcome Booklet  Onboarding Checklist in place to verify each step of the integration process and ensure that all necessary documents are provided  Welcome Booklet translated into English	IN PROGRESS

**Remarks:**

On target for expected timeline

**Action 35/ Train new hires on issues such as intellectual property rights, co-authorship, ethics, professional responsibility, among others**

GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status
2. Ethical principles 3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains/ appeals 40. Supervision	Beginning in September 2023 and maintained on an ongoing basis	<b>Political supervision:</b> VP of Research, VP of Partnerships and Innovation, VP of Human Resources <b>Operational management:</b> The Relations and Human Resources Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories	Number of new hires trained	IN PROGRESS

**Remarks:**

On target for expected timeline

Link to dedicated HREIR webpage

<https://recherche.univ-pau.fr/fr/labels/hrs4r.html>

### Comments on the implementation of the OTM-R principles

A recruitment charter and grid have been drawn up and made known to the entire university community. In April 2022, the president of the university communicated by email on the need to respect the commitments and practices contained in these two documents. These documents are also available on the institution's intranet.

The work on the charter made it possible to clearly identify the values that the institution wishes to defend in its recruitment policy. To give concrete expression to these commitments, the recruitment grids precisely define the evaluation criteria to be applied.

Moreover, the “projects of excellence” carried out by the institution, such as EDENE (COFUND) and E2S UPPA (I-Site), are naturally carried out in strict compliance with the principles of the OTM-R, for the recruitment of doctoral students as well as that of researchers. The university is committed to ensuring that the good practices of these two schemes are an inspiration for all recruitment in the institution.

Furthermore, the "Sciences with and for society" (SAPS) label, obtained in April 2022, testifies to the UPPA's will to make its research known, promoted and more widely supported by advertising its ambitions of openness and transparency for the benefit of society but also of all research actors.

The OTM-R policy recommended by the HREIR Award represents a major asset for framing our HR and recruitment policies at a time when the institution is moving towards projects of international scope and is joining forces with international partners.

An effort remains to be made concerning the translation into English (in real time) of job offers on the [internet page dedicated to recruitment](#). In the absence of an automatic translation service, offers are not systematically published in both French and English, however, the dissemination of job offers should in no way be blocked due to delays in translation. Offers for jobs in English are published in English, and for jobs in French are published in French. However, the subject of the translation of this page and more globally of the whole UPPA website is essential for the university and must therefore be addressed.

## 4. Implementation

### General overview of the implementation process

(max. 1000 words)

For more effective monitoring, an Operational Team, consisting of the Career Development Counsellor (from the Human Resources Directorate) and the Ongoing Improvement Project Manager (from the Directorate of Operations and Ongoing Improvement), accompanied by the VP for Steering for Political Support, divided the overall Action Plan by academic year; the idea was to respect the priorities set in the initial Action Plan and to concentrate on the most urgent actions.

Each action was associated with a field of activity corresponding to the major fields of expertise: research, human resources, international affairs and management.

In order to ensure not only the implementation of each action but also the communication about and appropriation of the action within the university, a political and operational coordinator was identified in line with the fields of expertise.

Regular monitoring was established for each field of action with the VPs and, whenever necessary, the operational leaders of the actions.

### Checklist with detailed description and justification

(max. 500 words)

#### **How have you prepared the internal review?**

On the basis of the initial Action Plan, we took up all the actions to be implemented over the period 2020-2022 and carried out regular reviews with the political and operational leaders of each action. The main stakeholders solicited for these regular reviews were the VP Research, the VP Board of Directors, the VP Steering, the DRI, the DRV, the HR director, the Center for Doctoral Studies and the Communications Directorate.

Over the period and depending on the subject, between 3 and 5 meetings were organised with the various stakeholders.

The COVID-19 pandemic inevitably impacted our Action Plan, certain actions becoming urgent (for example, radically modifying our work-from-home policies, developing our teleconferencing capacities) and others being delayed or adapted to the new context (notably, drawing up the recruitment guide).

#### **How have you involved the research community, your main stakeholders, in the implementation process?**

First of all, the Operational Team relied on the Vice-Presidents for Research, International, Board of Directors and Steering, who were the political bearers of actions within their respective areas of expertise. Their role was to communicate on the actions and, more broadly, on the Award, but also and above all to mobilise the key players for operational implementation.

The role of certain project managers, who are themselves teacher-researchers, has also been decisive in the acculturation of the university community: this is the case in particular of the scientific integrity and gender equality project managers.

Presentations were also organised in bodies where this seemed useful: this is the case for research commissions and college councils, for example. For example, a working group on the problem of non-producers was set up; similarly, another group worked on defining criteria for the promotion of research professors.

Departmental meetings were also an opportunity to present the approach and its expectations.

The UPPA respects European standards in the majority of tasks to accomplish within the framework of [Re-UNITA - Research for UNITA](#), whose objective is to facilitate an environment conducive to the creation of innovative practices in the academic world. The UNITA Alliance and all of its member universities share a common vision including the principles and requirements of the HREIR award, which is a major part of Re-UNITA's Work Package 3. Furthermore, UNITA's Work Package 5 entails creation of a common Welcome Booklet. The UPPA, together with the University of Zaragoza, have been identified as model institutions since, out of the 10 universities in the alliance, they are currently the only ones to enjoy the distinction of the HREIR Award.

### **Do you have an implementation committee and/or steering group regularly overseeing progress?**

Initially, the monitoring of the project was to be carried out by an extended Operational Committee and a Steering Committee: this initial choice was adjusted to be more compatible with the reality on the ground in a context of high activity where the actors are very solicited and have little availability.

As a result, and for greater flexibility, it was agreed that implementation would be monitored by the Operational Team. This Team regularly monitored the actions carried out, with the active contribution of the VP Steering, who was able to relay the monitoring elements whenever necessary during the various meetings of university bodies in which she participated and thus inform the members of the initially planned extended Operational and Steering Committees. Overall supervision is ensured during the steering committee meetings of the Relations and Human Resources Cluster, which involves the university board members and service managers.

### **Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?**

The HR Excellence In Research Award is part of UPPA's overall strategy.

It is fully integrated into the research strategy and the principles of the code and the European charter for the recruitment of researchers are applied in the framework of research projects. Indeed, as mentioned several times in this report, as a winner of excellence projects (I-Site, COFUND, ...) of European and international dimension and member of the UNITA alliance, more than ever the UPPA needs an HR policy consistent with its ambitions. It must ensure fairness in the face of increasingly varied and demanding recruitment targets.

Finally, the university deploys the HR Excellence In Research Award as part of its commitment to the social dimension of the "Societal Responsibility of Universities" policy, widely promoted in the framework of the multiannual contract with the French Ministry of Higher Education and Research.

### **How has your organisation ensured that the proposed actions would be also implemented?**

The Operational Team assigned to monitor the implementation of the actions and the VP for Steering :

- met once a month on average to check the progress of each action and, if necessary, to follow up with the operational promoters. For this purpose, the action monitoring table for each academic year was used to focus on the priority actions. For each action concerned, the political leader and the operational leaders were interviewed, either by video (due to the pandemic) or face-to-face. These exchanges made it possible not only to verify the proper implementation of the actions but also to adjust them if necessary to ensure their relevance.
- reported as needed to the members of the extended Operational Committee and the Steering Committee for validation and possible arbitration. However, the frequency of meetings initially planned was not able to be maintained due to the health crisis, combined with the change of management team in early 2021. This point should be improved in the coming period.

The Relations and Human Resources Cluster's steering committee is responsible for steering all HR issues and measures, including monitoring the HRS4R Action Plan and associated plans (gender equality, QWL, etc.)

### **How are you monitoring progress (timeline)?**

The action monitoring table for each academic year includes the implementation indicators for each action. As mentioned above, during exchanges with the operational managers, the progress of each action and the effectiveness of each indicator was completed and updated in real time.

This tool served as a support for the animation of exchanges, for the relaunching of the operational actors and for the correction of the initially-defined actions.

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

On the basis of the monitoring by academic year carried out over the first two years, a consolidated Gantt chart will be created in order to better visualise the progress of the actions and to measure the level of achievement of the objectives. This shared dashboard via a platform accessible to the main political and operational players will allow not only for effective communication with all the bodies concerned (Operational Committee, Steering Committee, other commissions, etc.), but also for a more rapid appropriation of the measures put in place.

### **How do you expect to prepare for the external review?**

Our preparation for the external evaluation will be based on the process we implemented for the academic accreditation evaluation by the French High Council for the Evaluation of Research and Higher Education (*Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur*, Hcéres), which occurs every five years. This process involved the participation of the teaching and research community at large and was most recently successfully carried out at the UPPA in 2021.

Furthermore, our membership in the UNITA alliance is a formidable opportunity, as it places us in a context of compliance with European Standards and Guidelines in direct connection with the HR Excellence In Research Award.

Through both Hcéres and UNITA, we have gained experience with self-evaluation processes and Quality Assurance, in preparation for external reviews.

We therefore know that the key factor to success is the federation of all research stakeholders and the university community at large. To that end, in order to prepare for the external review, as of December 2022 we plan to:

- Enact the Deputy Director of HR's new role as HREIR Project Manager,
- Update the members of the Operational and Steering Committees and determine the frequency of their meetings (following the renewal of the university management team),
- Confirm and/or nominate the political and operational managers for each action,
- Set up and regularly use a consolidated dashboard (such as a Gantt chart) to allow all major actors to have a global vision of the Action Plan and its implementation (beginning in 2023),
- Once per year, report to all the bodies concerned (Operational Committee, Steering Committee, university board, other commissions, etc.) about the advancement of the HREIR Award,
- Communicate about the advancement of the HREIR Award in a designated section of the university's annual activity report.

We feel that it is of the utmost importance to promote internal dialogue and share our best-practice models and achievements (including “success stories”) with the academic community, involving students and external stakeholders. We plan to share these elements with the university community at least once per year via a specific communication devoted to the UPPA's HRS4R and at every occasion lending itself to the promotion of the Award (Doctoral School onboarding meetings, Information day for new recruits to the university, etc.).

### Additional remarks/comments about the proposed implementation process

(max. 1000 words)

As mentioned above, the aim for the next three years will be to strengthen the methodology initially proposed in order to involve more and more the people in charge of the actions, the operational and steering committees.

In addition, the post of Deputy Director of HR was created in September 2022 to strengthen the HR department and take over the management and implementation of the HR Excellence In Research Award.

This decision confirms the institution's strong commitment to an ambitious HR policy that takes into account international issues.