

### 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>	960
<i>Of whom are international (i.e. foreign nationality)</i>	338
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	526.7
<i>Of whom are women</i>	412
<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>	155.4
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	229.6
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	577.75
<i>Total number of students (if relevant)</i>	14136
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	2198
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	
<i>Total annual organisational budget</i>	134 588 930
<i>Annual organisational direct government funding (designated for research)</i>	27 106 557
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	7 684 174
<i>Annual funding from private, non-government sources, designated for research</i>	6 438 066
<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 (excluding health sciences) and <a href="#">multisite</a> (five campuses). Accredited in 2017 as an I-SITE through the <a href="#">E2S UPPA</a> project, the UPPA has three Colleges (STEE, SSH, EEI), 1500 staff members (40% female) and 13,500 students (15% international) who prepare over 100 diplomas. International-level scientific research is carried out in its <a href="#">20 research units</a> (including partnerships with <a href="#">CNRS</a>, <a href="#">INRAE</a>, <a href="#">Inria</a>). The UPPA supports <a href="#">entrepreneurship</a>, <a href="#">international openness</a>, <a href="#">scientific and technical culture</a>, and quality of life at work. The UPPA's <a href="#">EDENE project</a> was selected within the H2020 MCSA COFUND-2019 call, fully in keeping with our HRS4R strategy.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

### Thematic heading of the Charter and Code : Ethical and professional aspects

**STRENGTHS :** (1. Research freedom / 2. Ethical principles /3. Professional Responsibility / 4. Professional Attitude/ 5. Contractual and Legal Obligations / 6. Accountability / 7. Good Practices in Research/ 10. Non-discrimination)

The French regulatory framework stipulates many rules concerning the themes of freedom of research, ethical principles, professional responsibility, non-discrimination and exploitation of results.

With regard to transparency, responsibility and commitment to society on the use of public funds, French law requires a permanent and regular control by an independent state body, the French national Court of Audit (*Cour des Comptes*). The university has set itself up to optimally comply to these external rules.

At the UPPA, all researchers are fully informed on their obligations in this regard, as they are mentioned in their employment contract, as well as in the circulars available on the university's intranet.

In addition, training in ethics and scientific integrity is mandatory for all those involved in research (provided in French and English).

Two Task Officers have been appointed:

- One in charge of Secularism/Parity/Equality, whose missions are to ensure the application of the principle of secularism within the institution (according to a Secularism Charter) and to contribute to the development of a policy of equality between women and men set out in an action plan. Gender balance is important to the university and women make up 40% of its work force, a ratio that is higher than the national average in France.
- One in charge of Scientific Integrity, whose main missions revolve around three core functions:
  - \* An oversight function to ensure that the institution promotes and provides a framework for the respect of scientific integrity.
  - \* Functions to prevent and deal with breaches of scientific integrity with the establishment of an alert system including mediation for all conflict situations related to research activities
  - \* A reporting function on non-compliance files handled with a confidential annual report to the parties involved

At the request of the Research Council, an *ad hoc* ethics committee has been set up within the university and meets when necessary to deal with problems related to a given field. It is composed of experts to accompany the Vice-President of the Research Council.

In order to detect possible plagiarism, the UPPA has acquired software for detecting similarities and has set up a plagiarism prevention and detection service.

On the principle of intellectual property, an article is included in each research contract and internship agreement.

When a research project is launched, project teams are set up within the institution to assist the researcher with the means of implementing the project.

**WEAKNESSES :** (9. Public engagement/11. Evaluation/ appraisal systems)

The performance of researchers is evaluated mainly through promotions or bonuses. Regarding the doctoral supervision and research bonus (*la prime d'encadrement doctoral et de recherché*, PEDR), the evaluation is national and the criteria are known, as they are posted by the divisions of the French National University Council (*Conseil National des Universités*, CNU). The number of annual promotions is limited both at the national “*concours*” (competitive exam) level and at the local level. In the context of our pluridisciplinary university, evaluation criteria of applications should be more clear and homogeneous.

Non-publishing researchers should be encouraged to increase the value of their research output by publishing, an essential asset for the evaluation of their career file.

Research actors could be made more aware of the “Financial Project Management” process. This will make it possible to identify interactions between researchers and central services and thus improve the financial monitoring of research projects.

**Thematic heading of the Charter and Code :** Recruitment and selection

**STRENGTHS :** (12. Recruitment / 13. Recruitment (Code) /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))

The French regulatory framework pertaining to the recruitment of Teacher-Researchers led to the implementation of recruitment processes with the existence of Selection Committees mobilized for each recruitment.

In the same regard, the recruitment of Temporary teaching and research assistants (*Attachés temporaires d'enseignement et de recherche*, ATERs) and doctoral candidates are carried out within a structured framework.

The E2S UPPA project team, who regularly recruits doctoral candidates and post-doctoral researchers within the framework of different instruments (Chairs, Hubs, Scientific Challenges, etc.), has streamlined its recruitment processes in line with the regulatory framework already in place for Teacher-Researchers.

French regulatory texts require the use of practices that promote fairness, transparency and neutrality in the recruitment process.

In other words, for research stakeholders (Teacher-Researchers / ATERs & doctoral candidates / post-doctoral researchers / researchers who are part of the E2S UPPA project), our best practices apply to the different stages of recruitment:

- circulation of job postings,
- evaluation and selection of candidates
- providing feedback on application evaluations

The project evaluators of our H2020 COFUND EDENE project highly appreciated these measures, which are already in place.

**WEAKNESSES :** (12. Recruitment / 13. Recruitment (Code) /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))

However, there is still some heterogeneity in recruitment practices for **fixed-term contract researchers** (e.g., post-doctoral researchers funded by sources other than E2S UPPA) that needs to be reconsidered.

For example, contract researchers who are already with the UPPA are not systematically informed of the publication of job postings within a reasonable time frame. Moreover, the conditions in the laboratory for open fixed-term positions are not clearly specified.

Finally, not all laboratories evaluate the skills of candidates to fixed-term contract research positions in the same way and according to a homogeneous process.

### Thematic heading of the Charter and Code : Working conditions

**STRENGTHS :** (22. Recognition of the profession / 23. Research environment / 24. Working conditions/ / 27. Gender balance)

Working conditions within the UPPA are very satisfactory on the whole, be it with regard to documentary resources, technical and experimental resources, or human and social aspects:

- The main Social Sciences and the Humanities (SSH) research tools are based on documentary resources. Through its Common Documentation Service (*Service Commun de Documentation, SCD*), the UPPA offers access to a particularly rich range of documentary resources, along with specialized libraries.
- The experimental tools available to UPPA research units are at the cutting edge of innovation and allow, among other things, the characterization of matter in all its forms on a scale ranging from nanometers to kilometers. In obtaining the I-SITE label, the UPPA has given itself the means to coordinate and increase its experimental equipment in order to improve the attractiveness of its research through the creation, in January 2018, of the ["UPPA-Tech" Instrumental Services Centre](#).

The latter, at the service of the 16 instrument platforms, offers a range of high-level scientific and technical services to meet the needs of academic research at the local, national and international levels, as well as to respond to the demands of socio-economic players.

It provides access to cutting-edge equipment and expertise divided into autonomous technical platforms via collaboration, service provision and training contracts.

- With regard to its human and social aspects, the UPPA has defined and implemented several measures to improve well-being at work.

As a flagship action of our human and social strengths, we will focus on the implementation of our Quality of Work Life (*Qualité de Vie au Travail, QVT*) plan. This plan lists the actions already in place or in the process of being deployed and also mentions the new actions that make it possible to promote a work organization adapted to the workloads and skills of each individual. In addition, the plan guides supervisors to take better account of working conditions, improve communication and regulate information. Finally, it allows special attention to be paid to the occupational health of the university's personnel.

## The UPPA's HRS4R Action Plan

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The QVT plan is part of the occupational risk prevention policy, particularly with regard to psycho-social risks, including:

- dedicated administrative bodies,
  - a unit for listening to and dealing with situations of presumed harassment and sexist and sexual violence,
  - work-life balance measures,
  - primary prevention systems to analyze and regulate the workload in a participatory manner.

This plan is articulated with the university's Disability Policy.

In addition, the UPPA has created the position of Career Development Counsellor (Conseillère en Evolution Professionnelle, CEP). Her role consists in providing personalized advice, guidance and support to all university employees and research actors who are wondering about their career plans and/or paths, regardless of employment status. The objective is to promote the development and securing of the professional career of each staff member and researcher in order to maintain his or her employability.

In addition, an [International Welcome Desk](#) (IWD) was opened in March 2018 following the launch of the E2S UPPA project E2S UPPA within the framework of the I-SITE label and funding. The IWD assists all international students, researchers and employees in their various procedures (administrative, social, housing, etc.) to guarantee the best possible welcome within our university and our region. An "International Student Guide" has been drawn up and is given to each new arrival.

The quality of our [campuses](#) offering green spaces, along with the large offering of [sports and cultural activities](#), are undeniable assets to promote well-being in the workplace.

Finally, in February 2020, the "[European Doctoral Programme in Energy and Environment \(EDENE\)](#)" project, carried by the UPPA, was selected within the framework of the H2020 Marie Skłodowska-Curie Action COFUND-2019 call. This reflects our good practices already in place, our ambitions in terms of recruitment (transparency, equality, merit, etc.) and career monitoring.

In order to adapt to the new context in the face of the health crisis at COVID 19, the university has put in place tools to ensure remote work for all staff when justified. In addition, the President circulates all information useful to the operation of the institution on a weekly basis via the internal messaging system. Finally, a survey concerning the supervision of doctoral candidates and post-doctoral researchers was conducted in order to measure working conditions in this new context.

Feedback from these different measures will be analyzed and any necessary actions will be taken.

### **WEAKNESSES :** (25. Stability and permanence of employment /26. Funding and salaries)

Pour autant, selon les disciplines, les avis recueillis lors des réunions et/ou des groupes avec l'ensemble des contributeurs, divergent concernant les conditions matérielles plus précisément la disponibilité de locaux, l'accès aux plateaux...

Les avis restent unanimes sur la bonne qualité du volet humain et social.

Concernant la stabilité de l'emploi, et plus précisément le renouvellement des contrats à durée déterminée, un effort particulier est à fournir en termes de communication et de transparence.

Enfin, le poste de CEP récemment créé n'est pas encore suffisamment connu des acteurs de la recherche.

### Thematic heading of the Charter and Code : Training and development

#### **STRENGTHS :** (39. Access to research training and continuous development)

Tout agent de la fonction publique, permanent ou contractuel, a le droit à la formation. A cet effet, une palette de différentes formations (récurrentes ou occasionnelles) est proposée par le service de l'UPPA. Elle est enrichie par des formations proposées par nos partenaires des organismes de recherche (INRAE, Inria, CNRS) ou d'autres agences nationales de formation.

D'autre part, les agents peuvent bénéficier des formations spécifiques liées au développement de leurs compétences, proposées au niveau local, régional ou national. Elles peuvent être prises en charge par la formation continue de l'UPPA ou par le laboratoire.

Egalement, l'école doctorale des science sociales et humanité et l'école doctorale des sciences exactes et leurs applications ont élaboré une offre de formation sur mesure à destination des doctorants, mais aussi pour des directeurs de thèse qui encadrent les jeunes chercheurs.

Cette offre de formation est complète et aborde une grande diversité de thématiques :

- en lien avec la posture du chercheur (éthique, intégrité, responsabilité professionnelle...)
- sur les engagements réciproques entre le doctorant et son directeur de thèse
- sur la méthodologie de gestion de projets

La taille humaine de notre université favorise les échanges entre doctorants et directeurs de thèse qui estiment mutuellement leurs relations privilégiées.

Le budget du plan de formation a été doublé l'année dernière pour atteindre 100 000€, afin de dynamiser le développement des compétences de l'ensemble des acteurs de l'université.

#### **WEAKNESSES :** (40. Supervision)

Il faudra cependant veiller à ce que cet effort budgétaire ayant permis d'élargir l'offre de formation soit connue de tous.

On s'attachera également à améliorer le processus de « collecte des besoins de formation » des acteurs de la recherche.

Bien que les relations doctorants/ directeur de thèse soient très positives, les doctorants notent quelques axes d'amélioration possibles en matière d'accompagnement, tels des outils de suivi des travaux, des entretiens réguliers de point d'étapes.

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

### 3. ACTION PLAN

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
1/ Harmonize the internal rules and regulations of the departments (colleges, laboratories, etc.) and propose a designated <i>vademecum</i> for foreign researchers. 1.1/ Translate the internal rules and regulations into English and Spanish.	2. Ethical principles	From January 2023 to December 2023	<b>Political supervision:</b> VP of Research <b>Operational management:</b> The Human Resources and Relations 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 June 2021
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.	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, Self-Assessment and Ongoing Improvement	Process defined and operational
3/ Train laboratory managers involved in research projects in the Financial Project Management process and the use of internal management resources.	6. Accountability	January 2022: 1st training session, recurrent thereafter	<b>Political supervision:</b> VP of Operations <b>Operational management:</b> The Directorate of Operations, Self-Assessment and Ongoing Improvement, The Directorate of Finances	Monitor the number of staff trained
4/ Hold mandatory informational meetings to raise awareness among research stakeholders about the financial management of research projects.	6. Accountability	January 2022 : 1st informational meeting, recurrent thereafter	<b>Political supervision:</b> VP of Operations <b>Operational management:</b> The Directorate of Operations, Self-Assessment and Ongoing Improvement, The Directorate of Finances	Monitor the number of participants in mandatory informational meetings
5/ Continue to communicate about the support provided by the Medical, Psychological, Social and Preventative Medicine (MPSP) service.	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 listserves
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	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

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own uniform administrative document.				
7/ Create memo summarizing Best Practices regarding intellectual property 7.1/ Raise awareness among university members about the stakes of data protection and security (GDPR).	7. Good practice in research	<i>From September 2022 to December 2022 : Creation of the memo From January 2023 to December 2023: Raise awareness about the stakes of data security</i>	<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
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.	8. Dissemination, exploitation of results	<i>Beginning in September 2020 and recurrent thereafter</i>	<b>Political supervision:</b> VP of Research, The Research Council <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.
9/ Develop the Action Plan on Professional Equality within the framework of the French Public Service Transformation Act 9.1/ Implement the Action Plan on Professional Equality within the framework of the French Public Service Transformation Act	10. Non discrimination 27. Gender balance	<i>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</i>	<b>Political supervision:</b> VP of Human Resources Secularism / Parity / Equality Task Officer <b>Operational management:</b> The Human Resources and Relations Cluster	9/ Defined Action Plan on Professional Equality 9.1/ Number of actions implemented pertaining to this Plan
10/ Facilitate a focus group to stimulate and convince non-publishers to publish, as it is an important criterion in career assessment.	11. Evaluation/ appraisal systems	<i>From January 2021 to December 2021</i>	<b>Political supervision:</b> VP of Research, The Research Council <b>Operational management:</b> Research laboratory Directors	Focus group created and operational Number of meetings held Proposed actions
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.)	11. Evaluation/ appraisal systems 26. Funding and salaries	<i>From January 2022 to June 2022</i>	<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 Board	Output Evaluation Grid defined and actively used
OTM-R 12/ Draft our OTM-R Policy Charter to affirm our commitment to the values of	12. Recruitment 13. Recruitment (Code)	<i>From September 2020 to March 2021: drafting of our OTM-R Policy</i>	<b>Political supervision:</b> VP of Human Resources, VP of Research,	UPPA OTM-R Policy Charter drawn up and sent to each research stakeholder

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Openness, Transparency and Merit during the recruitment process	14. Selection (Code) 15. Transparency (Code)		<i>VP of the Commission on Academics and University Life, President's Cabinet</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster</i>	
OTM-R 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.	12. Recruitment (Code) 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development	<i>From April 2021 to September 2022</i>	<b>Political supervision:</b> <i>VP of Human Resources, VP of Research, VP of the Commission on Academics and University Life</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories</i>	<i>Recruitment Guide developed and operational</i>
OTM-R 14/ Train recruiters of research actors to use the Recruitment Guide and to respect its procedures (non-discrimination, transparency, fairness, etc.).	12. Recruitment (Code) 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 28. Career development	<i>From September 2022 to August 2023 + training actions within the multi-year training plan</i>	<b>Political supervision:</b> <i>VP of Human Resources</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster</i>	<i>Number of recruiters trained</i>
OTM-R 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...)	12. Recruitment (Code) 13. Recruitment (Code) 15. Transparency (Code)	<i>From April 2021 to December 2021 : Drafting of the Recruitment Need Summary Form</i>	<b>Political supervision:</b> <i>VP of Human Resources</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster</i>	<i>Recruitment Need Summary Form drawn up and applied</i>
OTM-R 16/ Create a dedicated UPPA web page to centralize publication of all job offers, in French, in English, and in Spanish (transparency of job vacancies).	12. Recruitment (Code) 13. Recruitment (Code) 15. Transparency (Code)	<i>From September 2020 to March 2021</i>	<b>Political supervision:</b> <i>VP of Human Resources</i> <b>Operational management:</b> <i>The Communications Directorate</i>	<i>Web page with regularly updated information in French, English, and Spanish.</i>
OTM-R 17/ Create a Recruitment Evaluation Grid to be	14. Selection (Code)	<i>From May 2021 to December 2021</i>	<b>Political supervision:</b> <i>VP of Research, VP of Human Resources,</i>	<i>Recruitment Evaluation Grid defined and actively used</i>

<p>incorporated into the Recruitment Guide that takes into account the following elements in evaluating assessments of merit:</p> <ul style="list-style-type: none"> <li>- The candidate's overall experience</li> <li>- Creativity and degree of independence</li> <li>- Career gaps or detachment to another position</li> <li>- Professional mobility (to another geographical region, another sector, public/private mobility...)</li> <li>- 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</li> </ul>	<p>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) 29. Value of mobility</p>		<p><i>VP of the Commission on Academics and University Life, VP of International Relations</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster</i></p>	
<p>OTM-R 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.</p>	<p>14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)</p>	<p><i>Beginning in January 2022 and maintained on an ongoing basis</i></p>	<p><b>Political supervision:</b> <i>VP of Research, VP of the Commission on Academics and University Life, VP of Human Resources</i> <b>Operational management:</b> <i>The Human Resources Directorate, The Restricted Academic Council</i></p>	<p>Monitor applications and keep track of feedback provided</p>
<p>19/ Strengthen support for project development in partnership research in the Social Sciences and Humanities to generate job offers.</p>	<p>12. Recruitment 13. Recruitment (Code)</p>	<p><i>Beginning in January 2021 et and maintained on an ongoing basis</i></p>	<p><b>Political supervision:</b> <i>VP of Research, Delegate VP of Research Partnerships and Transfer of Technologies</i> <b>Operational management:</b> <i>The Directorate of the College of Social Sciences and the Humanities</i></p>	<p><i>Number of partnerships created in Social Sciences and Humanities</i></p>
<p>20/ Increase communication about the Career Development Counsellor's missions and role.</p>	<p>21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development continue</p>	<p><i>Beginning in September 2020 and maintained on an ongoing basis</i></p>	<p><b>Political supervision:</b> <i>VP of Human Resources, VP of Research</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster</i></p>	<p><i>Number of interviews conducted by the Career Development Counsellor and staff informed about her missions and role</i></p>

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

	29. Value of mobility 30. Access to career advice 38. Développement professionnel			
21/ Simplify access to information on mobility, career transition and professional development opportunities: <ul style="list-style-type: none"> <li>- Improve circulation of information on our institutional website</li> <li>- Refer to the Career Development Counsellor whose role is to guide employees in the development of their career path.</li> </ul>	20. Seniority (code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 28. Career development continue 29. Value of mobility 30. Access to career advice 38. Développement professionnel	<i>Beginning in January 2021 and maintained on an ongoing basis</i>	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Human Resources and Relations 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 Counsellor
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.	24. Working conditions	<i>From January 2021 to March 2021</i>	<b>Political supervision:</b> VP of Operations, Doctoral School Directors <b>Operational management:</b> The Doctoral Schools	Completed Onboarding Checklist
23/ Implement information campaigns to promote all the measures related to working conditions and more specifically the Quality of Work Life plan.	24. Working conditions	<i>Beginning in September 2020 and maintained on an ongoing basis</i>	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Directorate of the Human Resources and Relations Cluster, The Communications Directorate	Information campaigns carried out
24/ Clarify the remuneration policy for fixed-term contract workers	15. Transparency (Code) 26. Funding and salaries	<i>From January 2021 to December 2021</i>	<b>Political supervision:</b> VP of Human Resources <b>Operational management:</b> The Human Resources and Relations Cluster	Compensation policy for fixed-term contract workers reviewed and clarified
25/ Pay adjunct assignments on a monthly basis	26. Funding and salaries	<i>Beginning in September 2020 and maintained on an ongoing basis</i>	<b>Political supervision:</b> VP of Human Resources, VP of the Board of Directors <b>Operational management:</b> The Human Resources and Relations Cluster	Monthly payment set up for adjunct assignments

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<p>26/ Define a Training Needs Gathering process that is more in alignment with employees' and research actors' expectations and plans.</p>	<p>20. Seniority (code) 28. Career development 39. Access to research training and continuous development</p>	<p><i>Beginning in September 2021 and maintained on an ongoing basis</i></p>	<p><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 Human Resources and Relations Cluster, in particular the training and competitive exams division</p>	<p><i>Training Needs Gathering process defined</i></p>
<p>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).</p>	<p>20. Seniority (code) 28. Career development</p>	<p><i>From January 2024 to December 2024</i></p>	<p><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 and Relations Cluster, The Directors of the Colleges</p>	<p><i>Proposal of a career development policy for lecturers who are accredited to supervise doctoral research (MC HDR)</i></p>
<p>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 within the) - Scheme in place as of December 2019 providing a lightened teaching load in order to dedicate time to developing an innovative educational project (<i>congés pour projet pédagogique, CPP</i>)</p>	<p>33. Teaching</p>	<p><i>Beginning in September 2020 and maintained on an ongoing basis</i></p>	<p><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 Human Resources and Relations Cluster</p>	<p><i>Number of messages addressed to the university community by the University Training Service and ARTICE concerning their activities</i></p> <p><i>Number of memos sent by the Human Resources department concerning the leave for educational projects (CPP)</i></p>
<p>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.</p>	<p>35. Participation in decision-making bodies</p>	<p><i>From January 2023 to June 2023</i></p>	<p><b>Political supervision:</b> VP of the Board of Directors, President's Cabinet <b>Operational management:</b> The Directorate of Legal Affairs</p>	<p><i>Delegates Charter written, distributed and signed</i></p>
<p>30/ Set up a specific mailing list to encourage non-permanent</p>	<p>35. Participation in decision-making bodies</p>	<p><i>Beginning in September 2020 and maintained</i></p>	<p><b>Political supervision:</b></p>	<p><i>Number of representatives of non-permanent staff elected</i></p>

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

staff to stand for election to laboratory advisory boards.		<i>on an ongoing basis</i>	<i>Deputy Directors of Research and Innovation of the three Colleges</i> <b>Operational management:</b> <i>The Directorate of Legal Affairs</i>	
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.	36. Relation with supervisors 37. Supervision and managerial duties	<i>From September 2021 to August 2022</i>	<b>Political supervision:</b> <i>VP of Operations, VP of Human Resources, Directors of the Doctoral Schools</i> <b>Operational management:</b> <i>The Doctoral Schools, The Human Resources and Relations Cluster</i>	<i>Monitoring tool created and actively used</i>
32/ Promote the UPPA's Training Plan to highlight what is being done and to demonstrate equal access for all.	39. Access to research training and continuous development	<i>Beginning in September 2020 and maintained on an ongoing basis</i>	<b>Political supervision:</b> <i>VP of Human Resources, VP Commission on Academics and University Life</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster, The Communications Directorate</i>	<i>Communication actions promoting the UPPA's Training Plan</i>  <i>Social indicators such as gender and employment status collected to verify the type of beneficiaries of the Training Plan</i>
33/ Define a Welcoming and Onboarding Procedure recapitulating the key stages of arrival, taking up the position, support and review.	3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains/ appeals 40. Supervision	<i>From September 2022 to June 2023</i>	<b>Political supervision:</b> <i>VP of Research, VP of Human Resources</i> <b>Operational management:</b> <i>The Human Resources and Relations 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</i>	<i>Welcoming and Onboarding Procedure defined and implemented</i> <i>Conduct a survey of new hires to :</i> <i>- measure the level of satisfaction with the Welcome and Onboarding process</i> <i>- measure the level of awareness of the OTM-R principle, ethics and scientific integrity</i>
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.	3. Professional Responsibility 4. Professional attitude 6. Accountability 23. Research environment 31. Intellectual Property Rights 32. Co-authorship 34. Complains/ appeals 40. Supervision	<i>From September 2022 to June 2023</i>	<b>Political supervision:</b> <i>VP of Human Resources</i> <b>Operational management:</b> <i>The Human Resources and Relations 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</i>	<i>Information specific to each research structure and type of contract included in the Welcome Booklet</i>  <i>Onboarding Checklist in place to verify each step of the integration process and ensure that all necessary documents are provided</i>

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

34.1/ Translate the Welcome Booklets into English and Spanish			<i>particular the International Welcome Desk</i>	<i>Welcome Booklet translated into English and Spanish</i>
35/ Train new hires on issues such as intellectual property rights, co-authorship, ethics, professional responsibility, among others	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	<i>Beginning in September 2023 and maintained on an ongoing basis</i>	<b>Political supervision:</b> <i>VP of Research, Delegate VP of Research Partnerships and Transfer of Technologies, VP of Human Resources</i> <b>Operational management:</b> <i>The Human Resources and Relations Cluster in collaboration with the Directors of the Colleges and the Directors of the research laboratories</i>	<i>Number of new hires trained</i>

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

### 4. IMPLEMENTATION

The Steering Committee and the Operational Committee as identified in the diagnostic phase will be maintained for the implementation phase.

Each will have a specific role, defined below:

- **The HRS4R Steering Committee will meet biannually to oversee and arbitrate the implementation of the Action Plan according to the announced schedule.**

To do so, it will verify the indicators mentioned in the Action Plan and evaluate progress.

If necessary, it will arbitrate the priority of actions in relation to the institution's other strategic projects and any changes in its environment.

It will also define and allocate the resources needed to implement the actions.

- **The Operational Committee will monitor the implementation of the actions defined in our Action Plan.**

To ensure the success of this implementation, we have endeavored to set up an Operational Committee representative of the entire research community as defined in Template 1 "GAP ANALYSIS -PROCESS".

To ensure the deployment of the Operational Committee's actions, it was decided to :

- Appoint a pair of Operational Coordinators, namely the Career Development Counsellor (from the Human Resources Directorate) and the Ongoing Improvement Project Manager (from the Directorate of Operations, Self-Assessment and Ongoing Improvement). The mission of this pair is to coordinate the Operational Committee, to monitor the progress of the actions, to understand the difficulties encountered, to report them to the Steering Committee, to ensure the necessary means for the implementation of the actions and to implement the Action Plan.
- Appoint members of the Operational Committee as action managers or "rapporteurs" of the action managers.
- Appoint a political supervisor and an operational manager for each action of the Action Plan. This will contribute to ensuring not only the implementation of each action (operational manager) but also the communication about and appropriation of the action within the university (political supervisor).
- Hold a meeting of the Operational Committee every quarter to monitor the general progress of the Action Plan's implementation as well as the ownership of the project by the research stakeholders.

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

The Steering Committee will oversee the progress of the Action Plan, kept up to date by the Operational Committee.

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

Once per quarter, the Operational Coordinators will convene the Operational Committee, assess the progress of each action and update the Action Plan.

Two meetings per year will be held with the Steering Committee in order to take stock of progress, discuss sticking points and adjust the Action Plan if necessary.

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

Our Action Plan has been designed to involve a political supervisor and an operational manager for each action:

- the political supervisor, being necessarily a research actor, will communicate regularly within the different research units and Colleges,
- the operational manager, being either an administrator in direct interaction with research actors or a researcher him/herself, will set up representative working groups (including members who are R1, R2, R3, & R4) to deploy the action.

Every six months, the VP of Research will include an item on the Research Council's agenda regarding the progress of actions carried out under the HRS4R label. Likewise, an adapted communication will be distributed within the Commission on Academics and University Life, the Board of Directors, during the meetings of the Doctoral Schools' Councils and the three Colleges (STEE, EEI, SSH). Each of these bodies will ensure the dissemination of information and will forward new proposals to the Operational Committee. In addition, updates will be published on a regular basis in *Le Mensuel de l'Université*, the UPPA's internal newsletter sent to all faculty and staff members.

We will be vigilant in planning our actions according to the availability of political supervisors and operational managers, who have already been asked to participate in the external evaluations for HCERES and for the I-SITE Label in 2021. Consequently, major actions will be scheduled from the 2nd half of 2021 and simpler actions will be planned as of the 2nd half of 2020.

### **How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.**

The funding of the MSCA COFUND-2019 project is a good lever for the application of OTM-R principles and for sharing and disseminating these principles within the university.

Similarly, the implementation of the E2S UPPA project provides a structuring framework for improving practices in terms of recruitment, career development and working conditions.

In this context, the HRS4R label has its rightful place.

HRS4R is recognized in the institution's research strategy, as evidenced by its integration in the operational plan of the Research, International Outreach, Innovation and Partnerships Cluster, drawn up in September 2019.

## The UPPA's HRS4R Action Plan

Presentation of our organization, its strengths and weaknesses with regard to the criteria of the HRS4R Label and the implementation of our Action Plan.

In line with our "UPPA Horizon 2030" strategy, the university wishes to professionalize its Human Resources process (recruitment, working conditions, career development and values) beyond the research sector alone by extending it to the hiring of all administrative personnel.

### **How will you ensure that the proposed actions are implemented?**

Each operational manager will organize working sessions related to the subject of the action with the relevant contributors.

They will report to the Operational Coordinators who are responsible for monitoring the progress of the actions and their indicators, in accordance with the Excel flowchart.

A report drafted during the quarterly meetings of the Operational Committee will provide feedback regarding general progress.

### **How will you monitor progress (timeline)?**

The Operational Committee will monitor the date of implementation of the proposed actions and ensure that they are carried out in a timely manner.

The Excel flowchart, used in project management, will enable the Operational Coordinators to monitor the progress of the various actions on a regular basis.

The Steering Committee will use this tool to track the progress of each action: actions yet to be started/actions in progress/actions completed.

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

A dashboard summarizing the indicators for each action will be drawn up to monitor the progress of each action.

At the biannual meetings, the Steering Committee will take into account the results of the HRS4R Action Plan and compare them with the institution's overall strategy to ensure that all projects are in alignment. This will allow for the adjustment of ongoing actions and the definition of new actions if needed.

In the medium and long term, this will enable the establishment to acquire human resource management tools.

Additionally, a staff satisfaction survey with reference to the HRS4R criteria could be carried out. This would allow us to compare staff members' perceptions before and after the implementation of the HRS4R Action Plan and, in so doing, we could determine whether or not the situation has improved over the 4 types of criteria.