UNIVERSITÉ PARIS 1
PANTHÉON SORBONNE

HR EXCELLENCE IN RESEARCH

Paris 1 Panthéon Sorbonne University
HR Excellence in Research
June 2021

Implementation of the principles laid down in the

European Charter for Researchers

and the

Code for the Recruitment of Researchers

through the

European Human Resources Strategy for Researchers

HRS4R (Human Resources Strategy for Researchers)

The European Human Resources Strategy for Researchers, also known as HRS4R, is a methodology proposed to universities by the European Commission for the implementation of the principles defined in the European Charter for Researchers drawn up by the EU in 2005, to which the Code for the Recruitment of Researchers is associated.

The Charter sets out four main areas of action, broken down into 40 principles, which serve as a basis for the strategy developed by each institution:

- **Academic freedom and ethics**

- **Recruitment**

- **Working conditions and social security**

- **Research training**

These texts apply to all staff – permanent or temporary - involved in research activities, whether they are researchers or support staff..

Within the countries of the European Union, all establishments - public or private - carrying out research activities can undertake the process of obtaining the label, which has several advantages: improved international visibility, increased attractiveness in terms of recruitment and better positioning for obtaining European funding.

The implementation of the HRS4R strategy constitutes a multi-year work programme that supports the institution's Human Resources and Research Policy over the long term, since it is based on an implementation and regular evaluation process.

In 2007, the Paris 1 Panthéon-Sorbonne University unanimously voted in favor of implementing the principles set out in the European Charter for Researchers. In its 2019-2023 project, the university emphasized its determination to engage in the labelling process. This intention was reaffirmed by the Administrative Board in March 2019, and the process was set in motion by the letter of commitment signed in April 2019 by former President Georges Haddad. The university has had one year to submit a gap analysis of the institution's situation with regard to the principles of the charter and a two-year action plan, on the basis of which the label is requested.

The conception of the gap analysis revealed many actions in line with the principles of the Charter that had already been launched by the university. The application of national legislation and regulations (the status of the civil service and the various bodies of civil servants, regulations relating to non-permanent staff, etc.) already constitute a framework that is binding on universities for the management of their staff in all its aspects (recruitment, promotion, mobility, pay, etc.).

The University has also developed several initiatives such as the creation of an ethics commission, a mediation commission, a working group on Open Data, and a salary scale applicable to non-permanent staff. Furthermore, it has also set up an equality referent and a scientific integrity referent.

At the same time, it became apparent that many existing mechanisms had not been developed sufficiently to produce real effects in research activity. By facilitating their identification, the gap analysis made it possible to highlight the various sectors that require the mobilization of actors in order for the initiatives to produce effects.

Therefore , the HRS4R labelling process is in line with a process already undertaken by the Paris 1 Panthéon-Sorbonne University, which is in full agreement with the principles of the European Charter for Researchers.

41 proposals have been identified in the following areas:
- **Human Resources:** career management of professors, PhD candidates , non-permanent staff, remuneration, staff training, health and social action. The OTM-R (Open, Transparent, Merit-Based Recruitment) approach put forward by the EU in the framework of the HRS4R strategy aims more specifically to support the actions of universities in this area;

- **Research:** research professions, research environment (Research and Development Directorate, Ethics, Open Data, welcoming of international researchers, etc.);
- **Thesis and PhD candidate** (relationship with the internship supervisor , doctoral path, progress of the thesis).

Among these proposals, four will be more precisely identified as creation actions (in the sense of the methodology proposed by the EU):

- Guide for researchers (main principles, recruitment, promotion, mobility, positions, etc.);
- Guide to research jobs (from the manager to the director of the unit, including the documentalist, the person in charge of valorization, the person in charge of the website, etc.);
- Creation of training courses;
- Creation of positions or missions: HR career advisor, project engineer support staff, translator, legal support.

The modifications made to the initial submission in April 2020 were related to the working method and the level of accuracy of the actions intended in accordance with the evaluators' recommendations. The collegial work was carried out by the Research Vice-Presidency, in association with the Vice-Presidents of the areas concerned, including Human Resources, International Relations and other members of the Presidential team, the elected members of the permanent commission of the Research Commission, and members of the
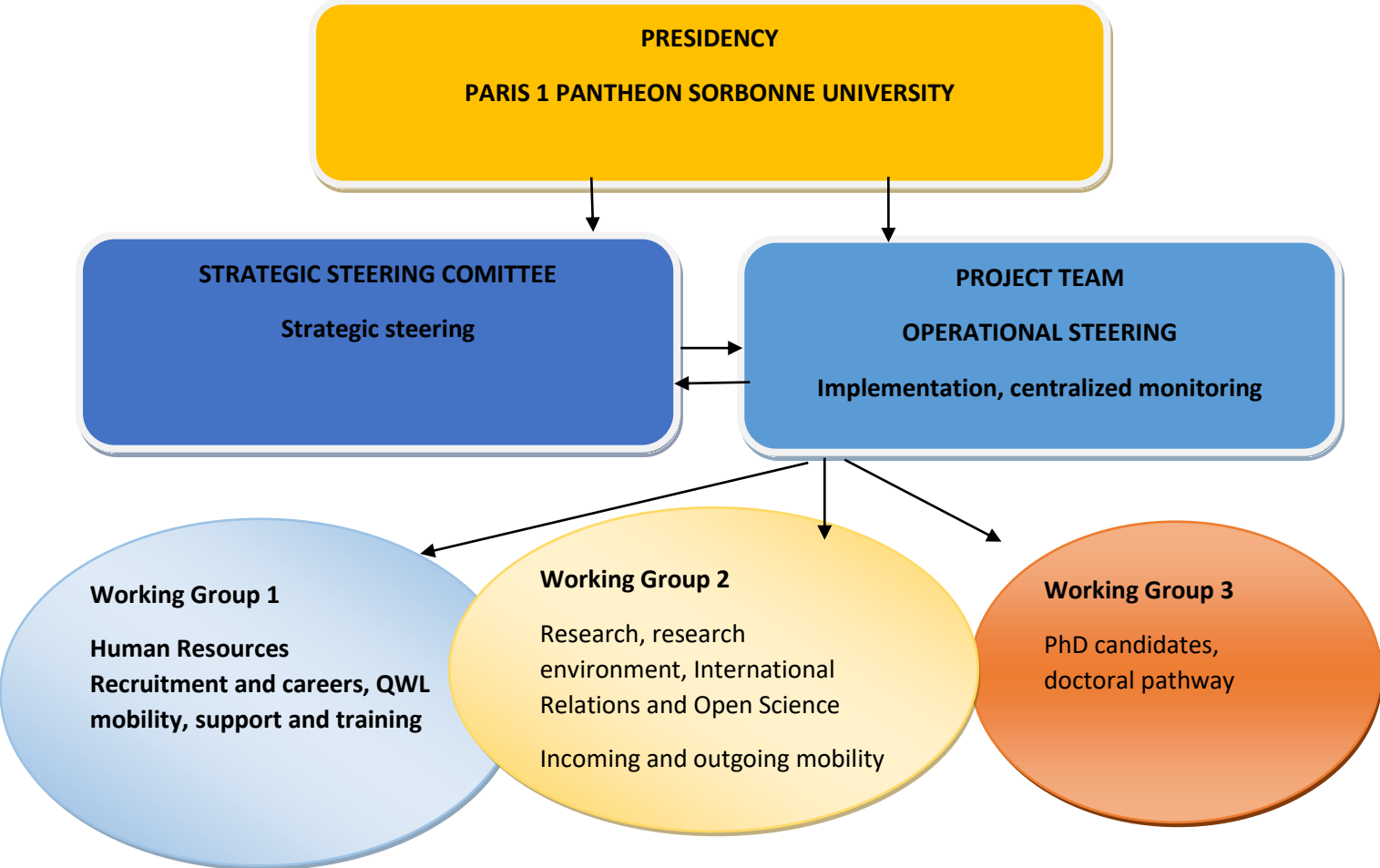
administration, including the Research and Development Department, which piloted the administrative set-up of the project. 18 people representing the plurality of actors worked for 2 months within collaborative workshops in order to present the project to the Administrative Board on June 16th 2021.This one approved the new application.

To carry out the action plan defined by the University, the Vice Presidents of Research, Human Resources and International Relations, the Director of the College of Doctoral Schools, the Research Commission and the College of Doctoral Schools, and all the central departments, including the Department of Research and Development, the Department of Human Resources, the Department of Projects and Forecasting and the Department of International Relations, will be particularly involved.

This transverse action will be steered by a strategic steering committee representing the plurality of actors concerned by the process of setting up the HRS4R label and a project team dedicated to operational steering, consisting of a project manager from the presidential team and a deputy, an administrative project manager and a deputy, and a steering data referent and a deputy.

The university community will be regularly involved, in particular through meetings of research units directors but also through presentations of progress reports to the Administrative Board.

Organization of the implementation phase

PRESIDENCY

PARIS 1 PANTHEON SORBONNE UNIVERSITY

STRATEGIC STEERING COMITTEE

Strategic steering

PROJECT TEAM

OPERATIONAL STEERING

Implementation, centralized monitoring

Working Group 1

Human Resources Recruitment and careers, QWL mobility, support and training

Working Group 2

Research, research environment, International Relations and Open Science

Incoming and outgoing mobility

Working Group 3

PhD candidates, doctoral pathway

| | DIAGRAM of implementation | | | | | | | | | | | |

N° action		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
	Human Resources											
	Researchers	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
1	Recall the basic rules for the exercise of the functions of research	■	■		■	■	■	■	■			
2	Recall the fundamentals of recruiting our researchers	■	■		■	■	■	■	■			
3	Disseminate as widely as possible in French and English	■	■		■	■	■	■				
	Young researchers	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
4	Simplify and make the recruitment of contractual staff more transparent (PhD, teaching assistant, post-doc, etc.).	■	■		■	■	■	■	■			
5	Better identify the actions of PhD candidates in order to promote them better: an assessment of the actions undertaken by the college of doctoral schools will be established	■	■		■	■	■	■	■			
6	Fight precariousness: develop the monthly payment of temporary workers.	■	■		■	■	■	■	■			
	Research support staff	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
7	Implement local support for our contractual staff in their professional careers.	■	■		■	■	■	■	■	■		
8	Make our salary policy visible	■	■		■	■	■	■	■	■	■	
9	Better communication of the Management Guidelines regarding recruitment	■	■		■	■	■	■	■			

#		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
10	Communicating transparently											
Attractiveness		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
11	Increasing the attractiveness of teaching and research activities											
12	Increase international attractiveness											
13	Increase international attractiveness											
Staff training		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
14	Implement local support for staff training and improve its visibility											
15	Expand the existing training offer: continue expanding the training offer by identifying the needs linked to the evolution of the research professions more precisely											
16	Develop international mobility											
Quality of work life		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
17	Psycho-social risks prevention											
18	Implement and display an inclusive disability policy based on the actions contained in the Disability Master Plan											
19	Improve well-being at work											
Strengthen research and project management support		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
20	Strengthen research and project management support at the level of central services											

#		1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
21	Strengthen HR missions	X	X		X	X	X	X	X	X		
	RESEARCH											
	Research careers	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
22	Draft research careers guide	X	X		X	X	X	X	X			
23	Professionalize local administrative and financial management	X	X		X	X	X	X	X	X		
24	Affirm the prerogatives of researchers in terms of financial and legal responsibility at all levels	X										
25	Improve the management of staff assigned to research support functions	X	X		X	X	X	X	X	X		
26	Create a category for researchers from our university 's doctoral schools who have no position in a research institution.	X	X		X	X	X	X	X	X		
27	Initiate a working group on the creation of research postdocs financed by the institution on specific topics defined by the institution	X	X		X	X	X	X	X	X		
28	Fight all forms of discrimination in recruitment	X	X		X	X	X	X	X	X		
	Research environment	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
29	Strengthen support for researchers in preparing responses to calls for projects	X	X		X	X	X	X	X	X		
30	Strengthen our research support on legal and intellectual property issues, particularly on photo credits	X	X		X	X	X	X	X	X		
31	Encourage open science practices	X	X		X	X	X	X	X	X		
32	Raise awareness on data protection rights among all actors	X	X		X	X	X	X	X	X		
33	Raise awareness on ethics and professional conduct among all involved actors	X	X		X	X	X	X	X	X		

34	Support all actors for the resolution of conflicts										
35	Ensuring well-being at work in a multi-campus university										
36	Promote and facilitate the accountability of researchers in our bodies										
37	Improve the conditions for hosting international researchers										
THESES AND DOCTORAL COURSES											
	Doctoral candidates and thesis	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
38	Improve the quality of service provided to our doctoral candidates throughout the doctoral process.										
39	Support our doctoral candidates throughout their doctoral studies. Strengthen the role of the individual monitoring committee										
40	Strengthen career support and skills development of our doctoral students through a programme of training through and for research, professional integration and soft skills.										
	HRS4R Communication	1T 2021	2T 2021		3T 2021	4T 2021	1T 2022	2T 2022	3T 2022	4T 2022	1T 2023	2T 2023
41	Strengthen internal and external communication on the university's HRS4R strategy.										