

TOWARDS HRS4R



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Project summary

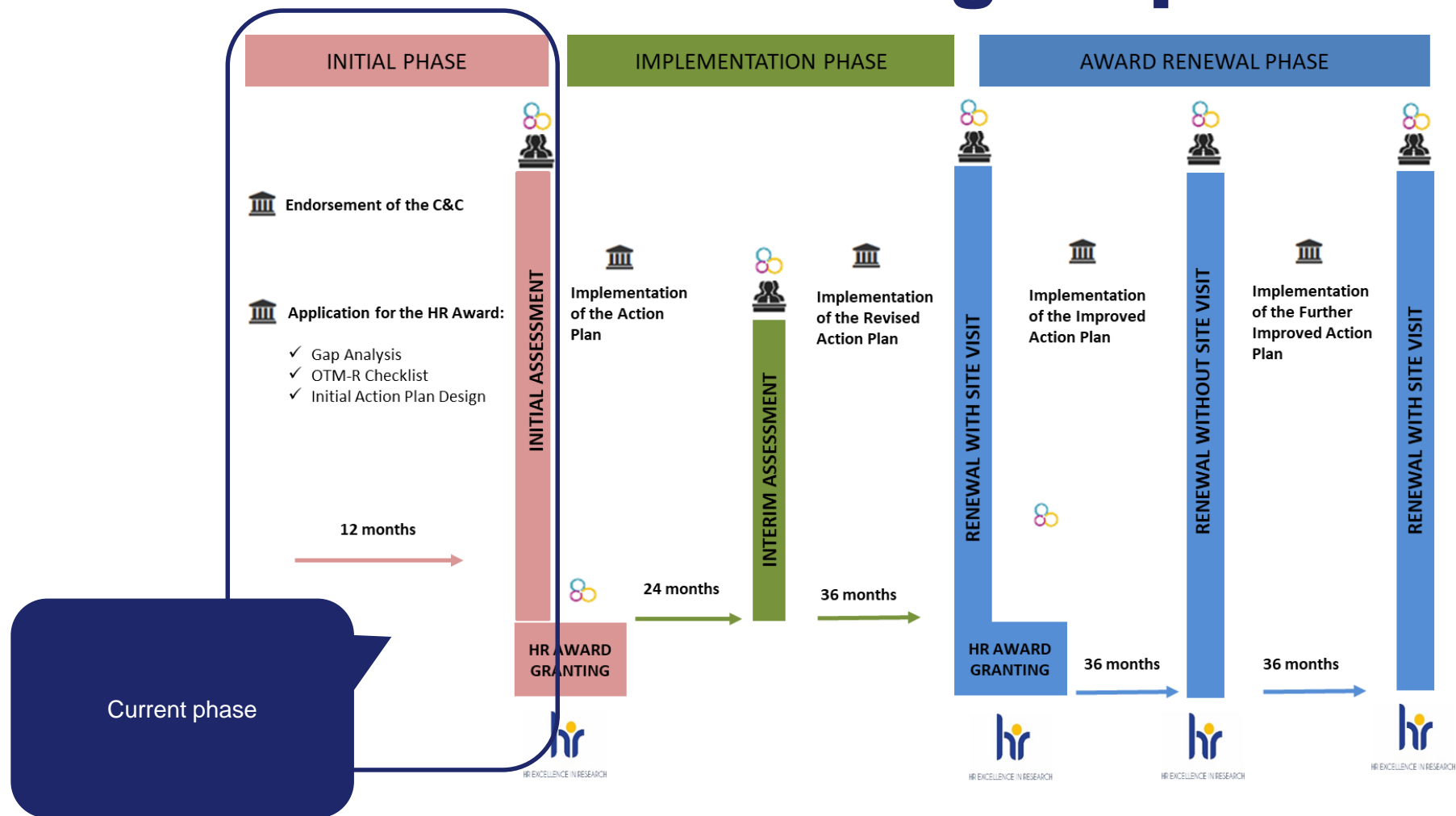
In November 2019, Sorbonne Université has embarked on a **European labelling process** to improve the HR management of teachers-researchers and researchers: Human Resources Strategy for Researchers (HRS4R). This label, issued by the European Commission, aims to support institutions and organisations working in the field of research in improving their practices in terms of working conditions, recruitment and ethics. Once awarded, it is a **guarantee of attractiveness** for research careers and for the university among researchers throughout Europe, it guarantees **equal treatment** in the different institutions and facilitates access to European research funds. These objectives are fully in line with the Sorbonne Université's policy in terms of support for research and its stakeholders.

The process of labelling requires a **self-assessment** of HR practices for doctoral students, PhD students, post-doctoral students, post-doctoral fellows, teacher-researchers. It is conducted around four main axes: human resources, working conditions, training and ethics.

Once the self-assessment has been carried out, an **action plan** must be constructed in order to enable Sorbonne University to improve its practices according to 40 principles defined in a European Charter for Researchers and a **Code of Conduct for Recruitment**.

Since January 2019, Sorbonne Université has been engaged in the initial phase of the process to obtain the label.

The HRS4R labelling steps



Application file

L'obtention du label à l'issue de la phase initiale n'est possible qu'après dépôt et évaluation des documents officiels détaillés ci-après.

1 The endorsement letter

When the institution is ready to participate in the process, the first step is to send a letter of commitment to the European Commission.

Signed by the President of Sorbonne University, it sets out both the approval of the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. It asserts the commitment to begin the procedure and to follow the indicated schedule.

2 The Gap Analysis

The purpose of the Gap analysis is to position the current situation of an institution's HR practices in order to determine an action plan to meet the 40 principles of the charter.

4 themes are covered: ethical and professional aspects, recruitment and selection, working conditions and social security, and training and development. After consultation with stakeholders and a representative community of researchers, the action plan is drawn up. Its implementation will be overseen by a dedicated committee.

Application file

L'obtention du label à l'issue de la phase initiale n'est possible qu'après dépôt et évaluation des documents officiels détaillés ci-après.

3 The OTM-R

Based on the principles of the European Charter, the OTM-R model aims to guarantee equal opportunities and career development for researchers.

The OTM-R model includes a list of questions covering the different stages of the recruitment process, from the job advertisement to the appointment phase.

Each specific question mentioned in the OTM-R checklist should be taken into account in the Sorbonne Université's self-assessment exercise.

4 The Action Plan

The action plan results from the internal analysis (Gap Analysis + OTM-R) and defines the actions that are targeted by Sorbonne Université in order to meet the principles of the label.

It sets out the institution's strategic vision in terms of priority areas and implementation steps to be undertaken over the next two years.

The actions listed in the HRS4R online form must be detailed so that the EU can assess the relevance of the action plan to move from the existing situation to the target situation at 2 years (interim assesment) and then 5 years (renewal with site visit).

The stakeholders in the governance and animation of the project

While the entire research community has been mobilised, the project has been more specifically steered and led according to the following organisation

Steering committee

- Gathered twice during the project (with the research VP, the HR VP, the Europe area VP, and a representative of each faculty)
- Establishes the strategic orientations, decides on possible arbitrations, validates the deliverables

Monitoring committee

- Gathered every 2 months (with the 3 research & valorisation directors, the 3 HR directors, the HR development director, the innovation and research director, the chief of the Phd Institute, the project managers)
- Contributes to the production of the deliverables and validates the materials to be submitted to Steering committee

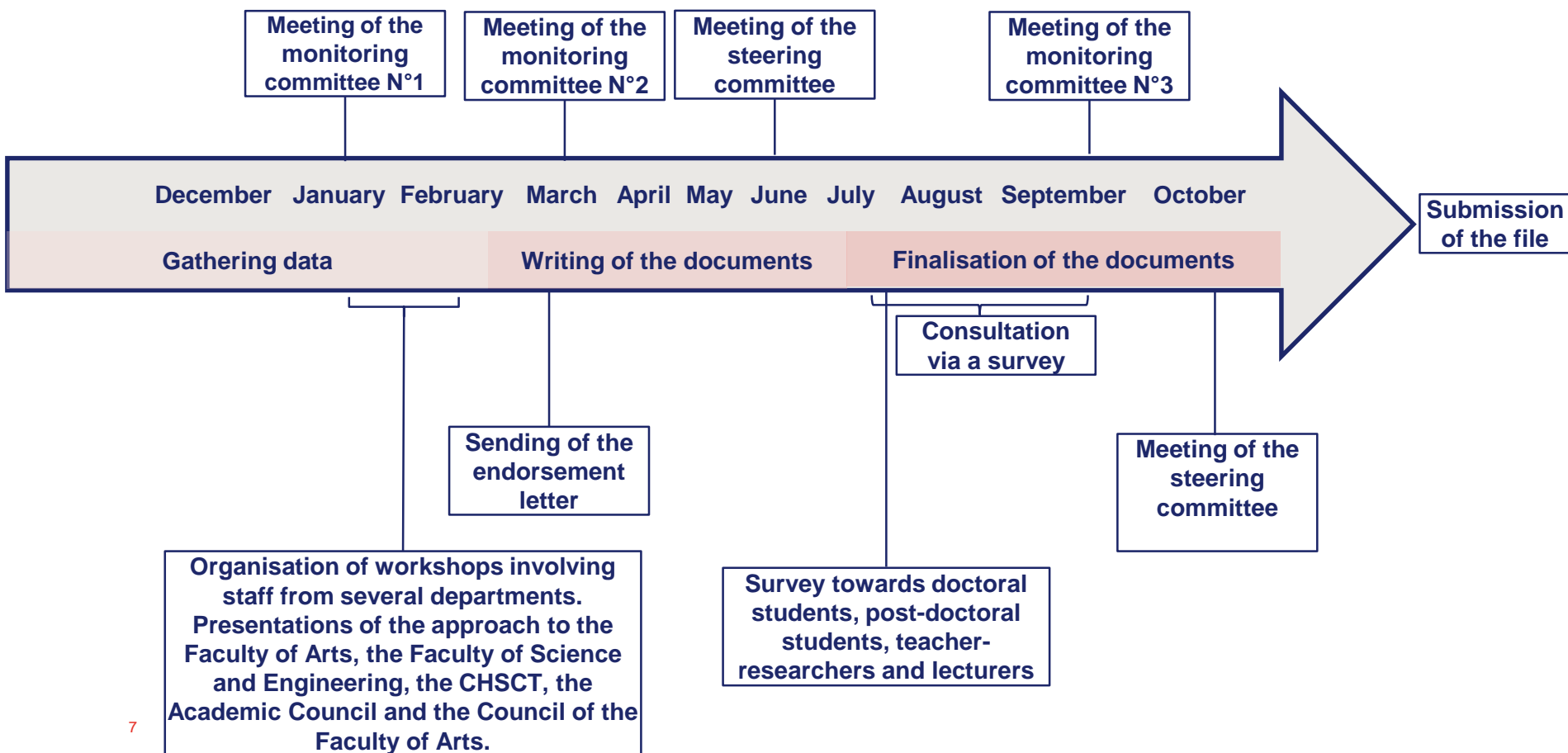
Contributors

- Gathered in specific workshops
- Gathering information for GAP Analysis and OTM-R
- Provide ideas for actions to be added to the action plan

Project Managers

Catherine Achard and Lucie Salvaudon

Project timeline



Self-assessment summary

The results of the self-assessment were very satisfying. Sorbonne Université already respects, totally or largely, a majority of the principles set out by the European Commission.

➤ **Working conditions**

- + The excellence of the working conditions of the research community is at the heart of the missions of Sorbonne Université. This is demonstrated, for instance, by the support of the DRI and the faculty DRVs during project development and follow-up, or in the definition of intellectual property.
- Through its action plan, Sorbonne is committed to facilitating the career mobility of its researchers by identifying all the appropriate institutional tools.

➤ **Training and development**

- + A complete training offer has been developed by Sorbonne Université for its researchers.
- However, it still seems to be unknown to the research staff. Efforts to centralise and synthesise the available information are planned.

➤ **Ethical and professional aspects**

- + Sorbonne Université has invested a great deal in this dimension, notably with the appointment of several Ethics, Deontology or Non Discrimination referents, the publication of the Equality Charter and the signing of the National Charter of Deontology for Research Professions. It has also made the Open Science policy a strategic priority.
- The legislation is not yet sufficiently known to researchers. An effort must be made to improve the accessibility of information and the overall communication of legislative texts.

➤ **Recruitment and selection**

- + Recruitment of permanent staff follows a regulatory procedure that ensures transparency and fairness.
- The diffusion of offers is still limited and the recruitment of contract workers is still too unclear.

The action plan

These results enabled the action plan to be developed. Detailing 23 actions that the University intends to implement, their timelines, and the stakeholders, this plan will be the guideline for improving HR practices over the next 2 years.

Noteworthy actions include :

- The **publication of a Recruitment Guide** including templates for job descriptions and a description of the recruitment process. It will also make academic recruiters aware of the cognitive biases leading to possible discrimination.
- The **creation of a post-doctorate charter** in consultation with the various UFRs.
- Promoting information on **mobility schemes** and defining procedures to formalise the status of teacher-researchers in mobility.
- The improvement of communication and diffusion around the notions of ethics, deontology and scientific integrity, without making the procedures to be respected more cumbersome.

The survey

The initial approach included the organization of two seminars in April with teacher-researchers. Due to the sanitary situation, these could not take place and were replaced by the conduct of a survey - in the form of a questionnaire - on the actions planned in the action plan.

This questionnaire asked each person to evaluate the level of relevance and urgency of the actions proposed by COPIL.

We surveyed the most representative panel possible, relying on unit directors to interview Sorbonne Université staff of different types and statuses (doctoral students, post-doctoral students, lecturers and professors). A total of 400 teacher-researchers received the questionnaire, and the answers collected remained anonymous.

As of 14 September, 175 complete responses had been received, a return rate of 44%. On average, respondents spent 10 minutes on the questionnaire

For each of the 23 actions, we asked respondents to rate the relevance and urgency of the action as follows: ++ (=very relevant/urgent), + (=important/urgent), - (not relevant/urgent), -- (=not relevant /urgent), or don't know.

The questions have been classified according to the 4 themes mentioned above. An overview of the answers is given in the next two slides.

Survey overview

The questionnaire consists of the following parts :

1. Introduction
2. Respondent profile
3. Evaluation of the actions (according to the main themes of the Gap Analysis)
 - A. HR
 - B. Working conditions
 - C. Training
 - D. Ethics
4. Evaluation of the HR procedures

Example of question

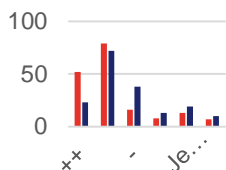
Mise à disposition d'outils d'aide au recrutement (1) : modèles de fiches de postes incluant les critères de sélection afin qu'ils soient transparents et accessibles pour tout candidat.

	--	-	+	++	Je n'ai pas d'avis	Sans réponse
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Urgence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

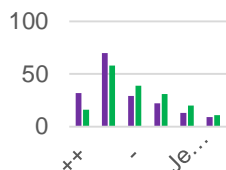
The survey - overall trends in responses by action

HR

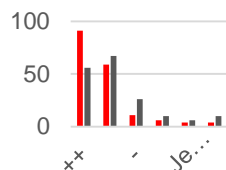
ACT 1



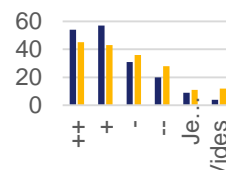
ACT 2



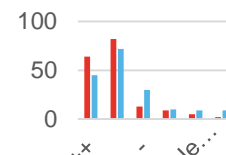
ACT 3



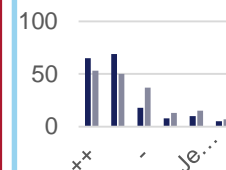
ACT 4



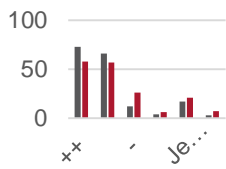
ACTION 5



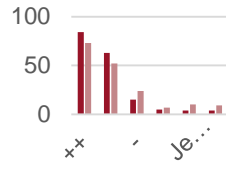
ACT 6



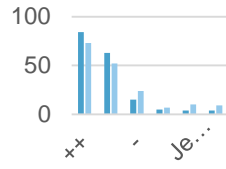
ACT 7



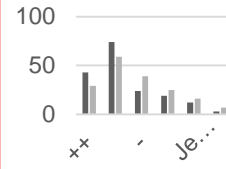
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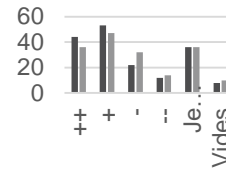
ACT 9



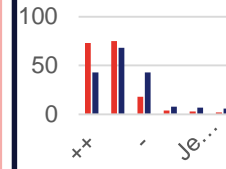
ACT 10



ACT 11



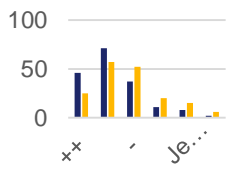
ACT 12



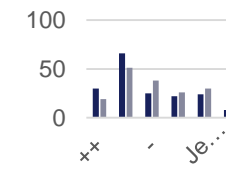
Working conditions

Training

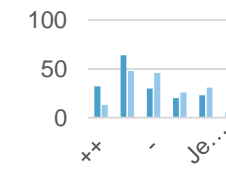
ACT 13



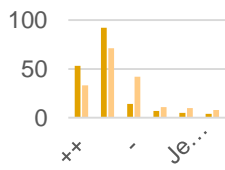
ACT 14



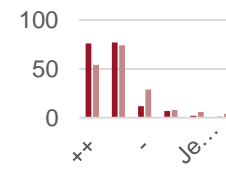
ACT 15



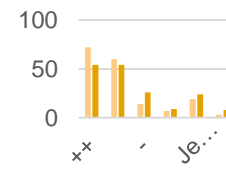
ACT 16



ACT 17



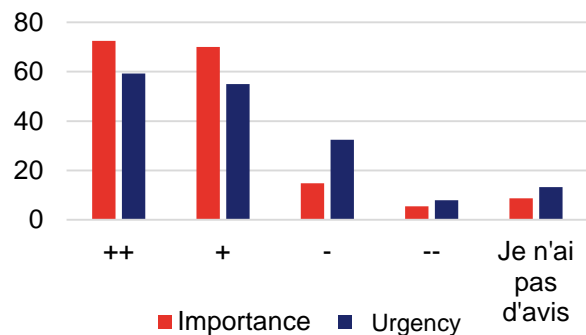
ACT 18



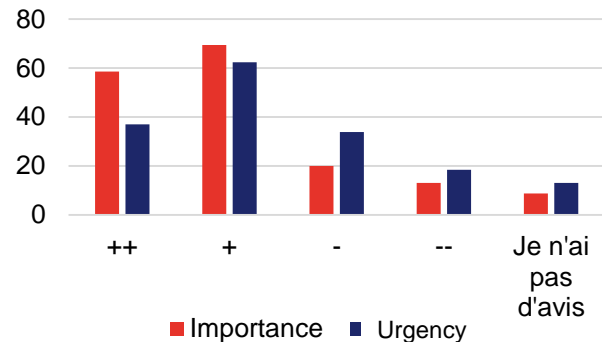
Ethics

The survey: answers (1/2)

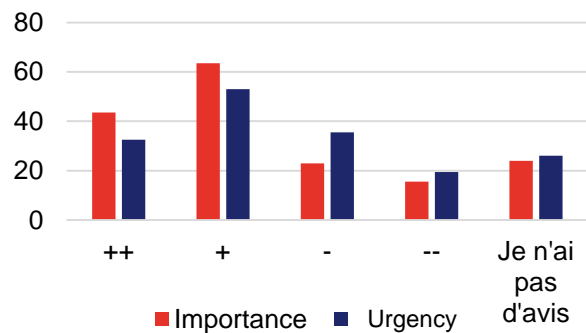
Average responses on working conditions



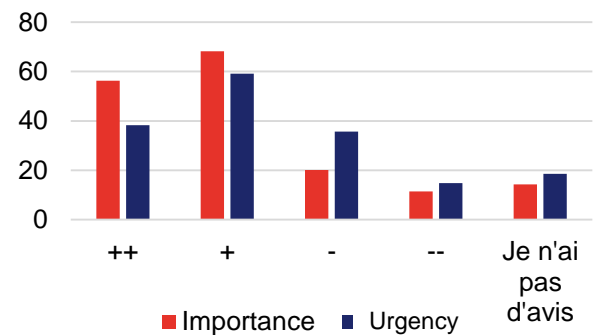
Average responses on HR



Average responses on training



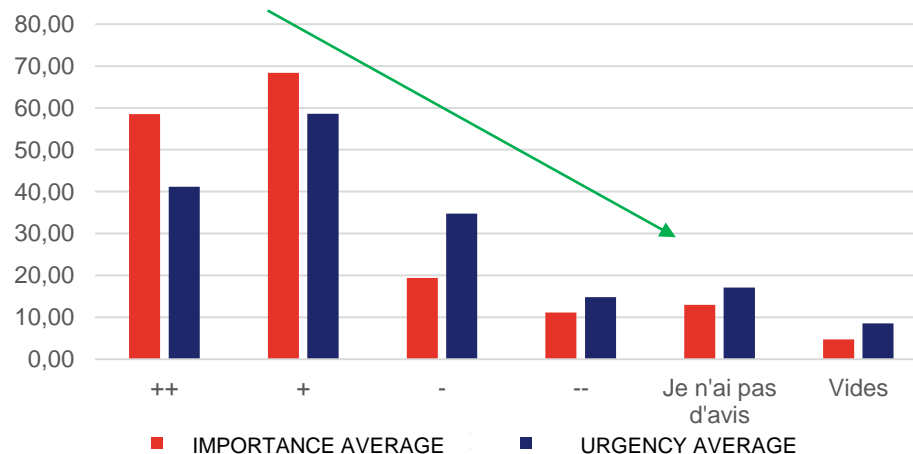
Average responses on ethics



The survey: answers (2/2)

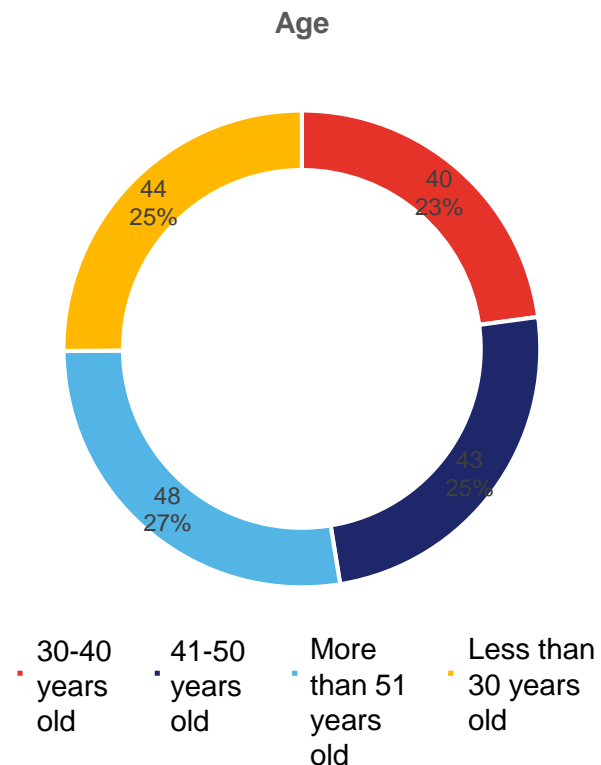
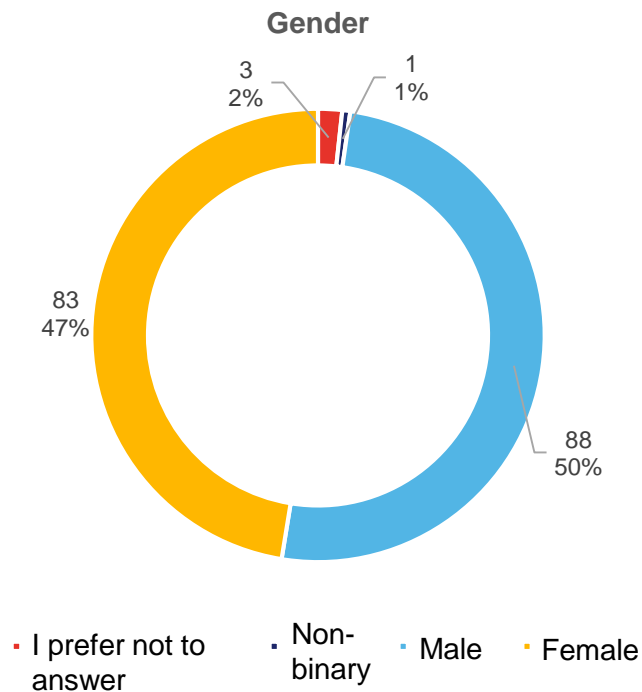
The general trend in responses shows a greater distribution of responses on the positive side ("++" and "+") than on the negative side, both in terms of relevance and urgency.

Overall, this is seen as an endorsement of the actions, as this is perceptible in the comments.



Trend in the distribution of responses

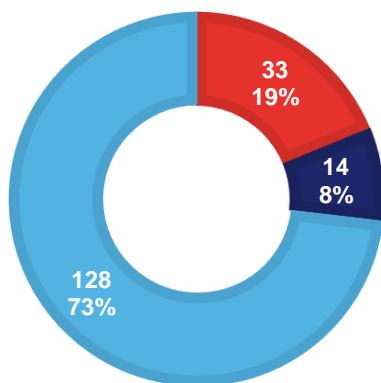
Focus on responses and respondent profiles - balanced responses overall (gender and age)



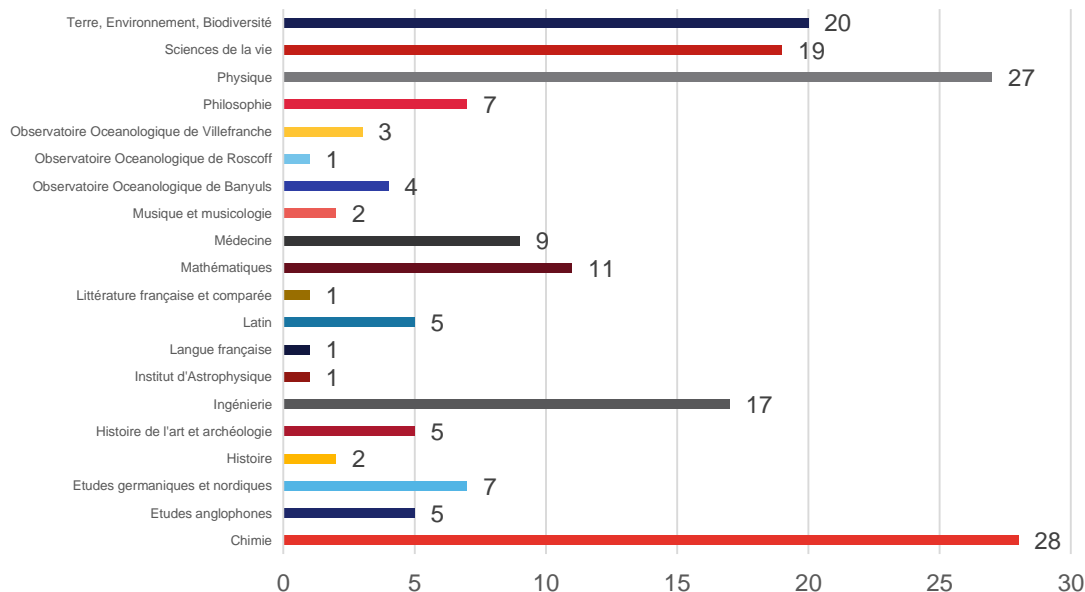
Focus on responses and respondent profiles - an imbalance Sciences- Humanities

FACULTY

- Lettres
- Médecine
- Sciences et Ingénierie



UFR

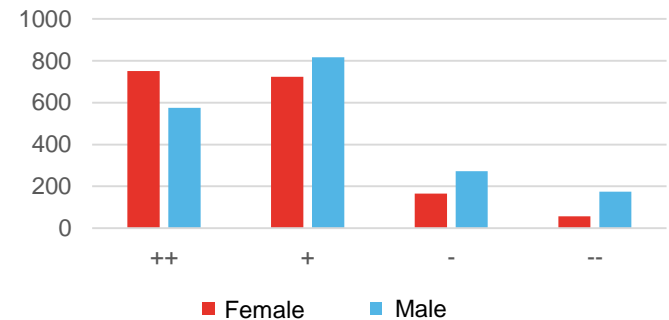


Responses by gender

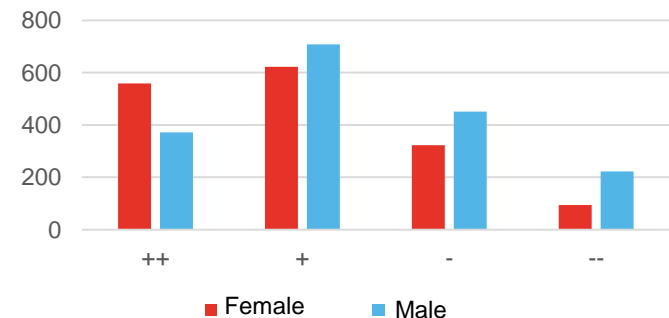
In the questionnaire as a whole, and more specifically in the ethics section, we observe disparities in response patterns between the genders. These disparities show that females tend to stress the importance and urgency, as males tend to express their opinions less strongly.

Both the urgency and the importance of actions are judged to be higher among women than among men. The responses " --" among men were more than twice as numerous as those of women.

Total responses by gender
(relevance)



Total responses by gender
(Urgency)



The next steps

The initial phase is coming to an end. After the last approvals by the stakeholders and the university's authorities, the documents will be officially filed on the Euraxess platform. If they are deemed sufficient by the European Commission, Sorbonne Université will be labelled, will have to implement its action plan and will be re-evaluated in 2 years time and again in 5 years time.

The implementation will be supervised by the current monitoring committee with Catherine Achard and Lucie Salvaudon as project managers.

The actions of the plan will be implemented according to the timetable specified in the same document and the research community will be regularly consulted and mobilised.

THANK YOU

