

The Interim Assessment of the “HR Excellence in Research” Award

Name of the Organisation under review:	University of Orléans
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1. KEY ORGANISATIONAL FIGURES

Staff and Students	FTE
<i>Total number of researchers: teacher/researchers, researchers, non-teaching contractual research staff, temporary teacher/research assistants (ATER), doctoral students</i>	1 115
<i>Of whom are international (i.e. foreign nationality)</i>	313
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation) *</i>	258
<i>Of whom are women *</i>	445
<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>	582
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level *</i>	110
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level *</i>	423 (17/01/2022)
<i>Total number of students</i>	19 220 (17/01/2022)
<i>Total number of staff (including management, administrative, teaching and research staff) *</i>	2 064 (on 31/12/2020)

Research Funding (2021)	€
<i>Total annual organisational budget</i>	<i>€171.0 million</i>
<i>Annual organisational direct government funding (designated for research)</i>	<i>€42.3 million</i>
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	<i>€10.1 million</i>
<i>Annual funding from private, non-government sources, designated for research</i>	<i>€1.1 million</i>
Organisational profile (a brief description of the organisation, max. 100 words)	
<p><i>The University of Orléans(UO), founded in 1306, is a medium-sized institution recognised as a multidisciplinary university. It is an internationally open university with 25 research units in which excellent research is carried out by top-level researchers, engineers and technicians.</i></p> <p><i>After the granting of the HR Excellence in Research award in June 2020, the UO joined the "ATHENA European University" alliance in July 2020. In addition to these two major projects, the UO is involved in international research programmes, educational partnerships through double degrees and the hosting of foreign researchers.</i></p>	

2. STRENGTHS AND WEAKNESSES OF CURRENT PRACTICE

Topics of the Charter and the Code	Strengths	Weaknesses
Ethical and professional aspects	<ul style="list-style-type: none"> - There is a system for ethics and scientific integrity with an identified committee (CIDR). This committee is led by a scientific integrity officer. An ethics officer has recently been appointed (member of the CIDR). https://www.univ-orleans.fr/en/univ/research/researchers-and-hdr/scientific-integrity-and-research-ethics-committee - The Thesis Charter incorporates aspects relating to scientific integrity and plagiarism. There is also a commitment by doctoral students to sign the charter. - A tool for checking plagiarism is available to all researchers. - There is a compulsory training course to raise awareness of scientific integrity and ethics over the course of the thesis. - A document setting out the rules for the funding of research contracts was drawn up and is communicated to the scientific officers when each research project is set up. - A "Data Protection Advisor" has provided advice and information on the regulations. A Data Protection Officer is currently being recruited to implement the data protection policy. - A Science and Society officer was appointed at the end of the 2021 year. 	<ul style="list-style-type: none"> - Some researchers still do not seem to be sufficiently aware of the integrity system, and it still needs to be more widely communicated. A specific letter on these aspects will be drafted and sent to all laboratory staff in the near future. (see action 54) - There is no "Scientific Integrity" training available to all researchers at the university. Awareness of scientific integrity will be included when training new teacher-researchers as soon as they join the institution, as of the start of the academic year 2022. (see action 5) Raising awareness of scientific integrity should also be extended to Master's students. The anti-plagiarism system needs to be improved. (see action 7) - A charter will be drawn up for all new arrivals and must be signed when starting the new position. (see action 5) - Due to the range of funding obtained for research projects, an update of the information guide on financial management of research projects is required. (see action 8) - The university has no Intellectual Property Charter - Communication about available actions in the field of research dissemination still needs to be improved. (see action 12)

<p>Recruitment and selection</p>	<ul style="list-style-type: none"> - The selection committees have guidelines relating to the way the selection process works and is organised. Their contents are published on the university's website under the heading "Recruitment". - Doctoral student recruitment committees are defined by the doctoral schools, which define the rules concerning composition of the committees and the conduct of interviews shared by all doctoral schools. - The recruitment procedures in place for the various categories of staff are set out in the OTM-R document, based on the main elements of the European Charter and Code. This document has been published on the university's website in the section "HR Excellence in Award" and it is provided to the selection committees. - The recruitment of staff with disabilities has gained visibility by adding a specific section about it on the university's website. - The recruitment procedure for contract researchers has been established. - All the university's job offers are published on Euraxess. The recommendations specified in the Charter and Code (selection criteria, environment etc.) has been added to the advertised job profiles. - All applicants receive a reply to their application - The Gender Action Plan has been drafted and will be implemented from 2021 to 2024. It stipulates that selection committees must be made aware of equality issues. (see action 56) - Professional interviews are held once a year for BIATSS staff. They highlight training needs and provide an opportunity for discussion on career development options. 	<ul style="list-style-type: none"> - The recruitment procedure for contract researchers has yet to be rolled out to all the university's laboratories. - Professional interviews need to be adapted for contract researchers within the laboratories, with an assessment to the research commission. This will make it possible to provide support for the staff member's future career plan. (see action 14)
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Working conditions	<ul style="list-style-type: none"> - The recruitment grid is in place for researchers' and BIATSS research contractors' salaries. - There is a space on the intranet for all the information required by newcomers (my first steps at the UO). There is a welcome day and a staff guide for newcomers. - The “social action policy” is available on the university website. - Implementation of remote working arrangements for BIATSS staff. - The university has set up a dispute mediation system to deal with conflicts. (see action 37) - Some laboratories have internal rules of procedure - There have been information meetings set up for teacher-researchers on their career development, and a specific section has been created on the website. - A Unit to combat Sexual and Gender-Based Violence was created in 2019. It will have its scope extended in 2022 to all forms of violence and discrimination. (see action 56) - The release from work for new teacher-researchers during the first two years has been renewed, in order to support and facilitate their research projects building. Furthermore, additional time off is granted in the first year to train them in teaching methods and to familiarise them with the university' environment. 	<ul style="list-style-type: none"> - There is room for improvement in terms of procedures for arriving and departing foreign staff and researchers (see action 29) - The notice periods for the renewal or non-renewal of researchers' contracts remain patchy. The procedure has yet to be put in place by the HR Department. (see action 33) - The support system for non-publishing researchers needs to be enhanced. (see action 36) - Internal rules of procedure need to be put in place for laboratories that do not have such a document. (see action 38) - The document on the rules governing animal and human testing has yet to be drafted. (see action 53) - Information meetings on career development for researchers should be extended to all groups of staff.
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<p>Training and development</p>	<ul style="list-style-type: none"> - Doctoral students' thesis monitoring committees are in place in all doctoral schools for all doctoral students in line with predefined procedures (see action 39). - There is an annual training course for thesis supervisors. - A survey of training needs carried out in the laboratories. - The doctoral student portfolio has been systematised for doctoral students. - The Establishment of Internal Contracts of Objectives and Means with the laboratories will facilitate discussion of the needs and expectations in terms of researchers' training. - It has been made systematic to provide management training for laboratory directors each time a new position is taken up. - Communication letters that are specific to the HRS4R have been put in place for researchers (see action 65). 	<ul style="list-style-type: none"> - The lack of a training plan in some laboratories. (see action 54). - Not all researchers in the early stages of their careers have a mentor (see action 49). - Support for the training of research support staff should be formalised and stepped up.
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Have any of the priorities for the short and medium term changed? (max. 500 words)

The overall objectives of the action plan remain unchanged. The actions' monitoring over time is essential in order to ensure the success of the project (regular monitoring with the people responsible for the actions, presentations to the steering committee and other bodies, etc.).

New actions have been included in the action plan to complement the institution's strategy in terms of equality, support for staff careers, support for international projects, development of international relations, etc.

The introduction with the laboratories of Internal Contracts of Objectives and Means in 2022 (not anticipated when the initial action plan was submitted) is an opportunity for the HR Excellence in Research project. A number of subjects will be dealt with, such as discussions about training and career support for researchers, the policy of exchanging international researchers, staff training, etc. This project is also overseen by the Chair of the Academic Council and by the Steering, Forecasting and Continuous Improvement Department, both members of the HRS4R project team, which makes it easier to ensure the implementation of the action plan.

The university is currently working on improving communication with researchers on the actions and procedures that have been put in place. Further to a survey sent to researchers in July and September 2021 and the analysis of the results, the steering committee has decided to set up a specific HRS4R communication tool, a regular letter intended to be sent out to all researchers.

In addition, in order to involve a greater number of researchers in implementing the action plan, the steering committee is considering setting up a user committee consisting of a panel of researchers.

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

There was a change of presidency in February 2021. The HR Excellence in Research award, which had previously been monitored by the Vice-President of the Supervisory Board (elected Rector), was taken over by the Chair of the Academic Council. This made it possible to ensure continuity in monitoring the implementation of the action plan. The composition of the steering committee was reviewed in the course of 2021 with a view to involving new people with political, scientific and administrative responsibilities.

Some of the heads of university departments involved in implementing the action plan have also changed, such as the Director of the Research and Partnerships department and the Director of Human Resources.

The Director of Human Resources post remained vacant between July 2021 and February 2022, which led to a delay in implementing some actions and a review of priorities. Furthermore, the recurrent periods of lockdown have led to an additional workload for the departments and made it more difficult to implement certain actions.

Are any strategic decisions under way that may influence the action plan?

The recent national reform entitled LPR (a law dedicated to research) includes new orders concerning the promotions or the introduction of a new salary system. This is currently leading to a wide-ranging examination of the career development of researchers within the bodies.

In addition, a number of governance appointments have made it possible to make progress on some of the strategic areas of the action plan:

- The appointment of a Vice-President for Equality and the Quality of Working Life*
- The appointment of a "Doctoral College" officer (organising consultation between the 5 doctoral schools in order to set up joint procedures for the entire doctoral college)*
- The appointment of a "Sciences for Society" officer*
- The appointment of a Scientific Integrity Officer*

The drafting of an equality plan in July 2021 with 50 or so actions will facilitate progress on a number of gender equality issues by 2024.

In addition, the introduction of Internal Contracts of Objectives and Means for the laboratories in 2022 will make it possible to enhance dialogue between the laboratory researchers, the laboratories' directors and the governance and will ease the implementation of the action plan in some areas.

As a result of the questionnaire sent to researchers in July 2021, then again in September 2021, it was decided to send a specific, regular communication to all researchers specifically on the HRS4R.

3. REVISED ACTION PLAN

The action plan for the HR Excellence in Research award, which was initially sent to the European Commission at the end of 2019, has been updated. It takes into account the changes of stakeholders, deadlines and amendments that occurred during the first phase of implementation. (2019 to 2022)

An assessment of each action planned during the initial phase has been carried out, indicating the status of the action (completed, in progress, extended, new) and a description of the state of progress.

This plan is regularly reviewed by the HRS4R COPIL and was the subject of an information point at the Board of Directors and the Research Commission in May 2022. It was also presented to the members of the Technical Committee and the Supervisory Board, who issued opinions on the document before it was sent to the European Commission for assessment.

Colour code:

Green: Completed

Purple: To be repeated on a regular basis

Blue: In progress

Red: Extended

Grey: New action

Orange: Expansion of the original action plan

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
1. Establish and distribute to all researchers a researcher's guide including the national charter of research professions and the Corvol report, the university's own system and the reference texts (in French and English versions)	1;2;3;32	T1 2020	Scientific Integrity Officer	Publication of the documents on the UO website	Completed	<p>The university has created a web page (in English and French) devoted to the scientific integrity and research ethics system. This page includes the committee set up at the university, the national charter of ethics and scientific integrity and the Corvol report.</p> <p>https://www.univ-orleans.fr/en/univ/research/researchers-and-hdr/scientific-integrity-and-research-ethics-committee</p> <p>In addition, in response to the questionnaire sent to researchers in July 2021, a series of letters to researchers has been set up. (see action 65)</p> <p>Raising awareness of research ethics will be one of the topics covered under this heading.</p>
2. Incorporate ethical and integrity issues into the theses charter	1	T1-T2 2021	Scientific Integrity Officer; Research and Partnerships Directorate	Publication of the documents on the Doctoral College website	Completed	<p>A paragraph on scientific integrity and plagiarism has been included in the thesis charter. (on page 5)</p> <p>The charter is shared by the organisations belonging to the Centre Val de Loire Doctoral College and has also been validated by the University of Tours and INSA.</p> <p>https://collegedoctoral-cvl.fr/as/ed/page.pl?site=CDCVL&page=charte_doctorat</p>

¹ Charter and Code principles considered in the gap analysis phase

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
3. Set up a Research Integrity and Ethics Committee (RIEC)	2	T1-T2 2019	Presidency	Approval in Research Committee Assessment of the project	Completed	<p>The Committee for Scientific Integrity and Research Ethics (CIDR) has been in existence at the University of Orléans since the end of 2018, following a vote in the Research Commission and the Board of Directors (23/11/2018).</p> <p>Its purpose is to provide advice and carry out awareness-raising actions in terms of scientific integrity. It also has a mission of mediation in situations of conflict.</p> <p>The committee can be contacted by any member of the university community, but also by people outside the institution.</p> <p>https://www.univ-orleans.fr/en/univ/research/researchers-and-hdr/scientific-integrity-and-research-ethics-committee</p>
4. Appoint a "Scientific Integrity" Officer	2	T1-T2 2019	Presidency	Officer's mission letter Communication about the officer's appointment	Completed	<p>The officer was appointed at the same time the CIDR was created.</p> <p>An ethics officer has recently been appointed (member of the CIDR).</p>
5. Establish actions to increase awareness in terms of "Scientific Integrity"	2	T4 2022	Scientific Integrity Officer	Written charter	Extended	<p>A charter will be prepared for all new arrivals and must be signed when they take up their posts.</p> <p>Awareness of scientific integrity will be included in the training given to all new teacher-researchers recruited from the start of the 2022 academic year.</p>

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6. Introduce a "Scientific Integrity" training course open to all staff	2	2019-2023	Scientific Integrity Officer	<p>No. of doctoral students attending training per year --> Target: at least once during the doctoral degree</p> <p>% of experienced researchers attending the training every 5 years</p> <p>Training included in the university's training catalogue</p>	In progress	<p>Training in ethics and scientific integrity is offered to doctoral students every year. It is compulsory for all doctoral students at least once before their thesis exam (verified before the thesis exam is approved). Between 100 and 150 doctoral students are enrolled each year</p> <p>The university is currently working on implementing a "Scientific Integrity" training course that will be open to all researchers and included in the university's training catalogue.</p>
7. Generalise the use of COMPILATIO to check documents before the thesis defence and for master reports.	3	<p>Theses: T4 2022</p> <p>Masters: T4 2022</p>	<p>Doctoral College Officer</p> <p>Directors of the Doctoral Schools</p> <p>Vice-Rector CFVU (Commission on Education and University Life)</p>	% of theses verified using COMPILATIO	In progress	<p>The COMPILATIO tool can be accessed by all researchers who wish to use it. In the course of the doctoral programme, awareness of plagiarism-related aspects is raised during the compulsory ethics training. As part of the on-site doctoral school meetings, supervisors are made aware of plagiarism. The thesis charter also includes a section on scientific integrity and plagiarism.</p> <p>Furthermore, the doctoral supervisor undertakes to raise the doctoral student's awareness of plagiarism. This commitment will be formalised in the documents required when theses are defended by means of a box to be ticked at the beginning of the next academic year.</p> <p>Concerning master's theses, it is necessary to raise awareness among students and course leaders about plagiarism. There will be a focus on this issue from the start of the 2022 academic year onwards in all Masters courses. In addition, a procedure will be provided to tutors.</p>

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
8. Draft a document to remind people about the rules on funding	4	2019	Research and Partnerships Division Vice-Rector for Research	Funding rules document finalised, published and sent to all researchers	Completed (to be updated)	The scientific director is provided with an information guide at the start of the project. Given the development of research project formats, this guide should be updated periodically.
9. Restructure the financial information system (SI) to give laboratory directors access to the financial reporting on the research projects. Implementation of more regular tracking and a reinforced process to substantiate expenditure.	6	T1 2021-T4 2022	Research and Partnerships Division	Automatic and regular dashboards for financial monitoring of agreements (% of projects monitored) How often the dashboards are sent out Target: To provide access to all research project leaders	In progress	Dashboards are in place and are sent to researchers automatically (one document per scientific officer and one document per laboratory). However, as it stands the data is not usable because a multi-year follow-up (3 years) needs to be set up. This project is currently ongoing. A test phase is planned with a group of laboratories. Implementation stages: Phase 1: Need definition/ presentation in the Research Committee and in the departments → Done Phase 2: Test phase in 4 laboratories → In progress Phase 3: Implementation planned → T4 2022
10. Define and implement the university's data protection policy	7	T1-T4 2023	Digital Vice-Rector Data Protection Officer	Presentation at the laboratories' general meeting (minutes) Communication on the UO website Sent to all UO staff List of actions undertaken by the Data Protection Officer to ensure compliance with the policy % of databases compliant with the data protection policy	In progress	A "Data Protection Advisor" has provided advice and information on the regulations. A Data Protection Officer is currently being recruited to implement the data protection policy. Indeed, the university has just obtained government funding to recruit a joint Data Protection Officer with INSA Centre Val de Loire. The first stage of the project consists of carrying out an audit of whether or not data processing complies with the GDPR obligations in order to draw up an action and information plan for all staff in early 2023. The Data Protection Officer will be responsible for drawing up an annual report.

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
11. Write and circulate the intellectual property charter	8	T1-T4 2023	Research and Partnerships Department Vice-Rector for Research	Publication and sending of the charter	Extended	<i>This action has been postponed because consultation is required with all of the laboratories' supervisory bodies.</i>
12. Formalise existing actions on the dissemination of research Define and display the institution's policy on the UO website	9	2022-2023	Vice-Rector for Research	Web page created	In progress	<p>A mapping of existing actions was carried out at the end of 2021.</p> <p>The University President appointed a Science and Society Officer at the end of 2021. Her mission is to structure scientific outreach activities at the university level and to drive the institution's policy in this area.</p> <p><u>Actions in progress:</u></p> <ul style="list-style-type: none"> - Promotion of scientific outreach activities via the UO's communication tools - Coordination of a network of partners (region, education authority, science centre, museums, etc.) - Communication about the scientific outreach mission among the missions of the teacher-researcher - Applying for the "sciences in bubbles" project with a UO doctoral student winning for the first time
13. Develop a resource that makes committee members aware of the following aspects: - non discrimination - judging merit - career breaks - ethics and conflicts of interest etc. They should be vigilant on these specific points during selection or promotion.	10;16;17	T2 2022	Chair of the Academic Council HR Director	Validation of the supadport in the Board % of committees that have used the material	Completed	<p>A meeting with all the chairpersons of the selection committees is held each year in April by the Chair of the Academic Council and the HR Director.</p> <p>There is a note and a guide on how selection committees work and are organised.</p> <p>In addition, a note on the methodology and criteria for assessing applications for the promotion of research teachers was drawn up in February 2022. It is made available to all research lecturers on the UO's intranet site.</p> <p>The material specifying the areas for vigilance in accordance with the Charter and the Code has been drafted and is in addition to the existing procedures.</p>

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
14. Introduction of a yearly professional interview (assessment and prospects) for contract workers	11;28;37	T4 2022	HR Director	% of professional interviews conducted among contractual staff (seniority > 1 year)	In progress	<p>The members of the Research Commission decided that contract research staff (with a seniority of over one year) benefit from a professional interview with their line manager in the laboratory once a year in accordance with the procedures communicated by the HR Director. A note on the implementation and a template for the interviews will be drafted by the HR Director to be implemented in the second half of 2022.</p> <p>An annual review of the interviews will be presented to the members of the Research Commission.</p>
15. Make proposals on how the Research Commission should be involved in monitoring the assessment of contract staff	11	T1-T2 2019	Vice-Rector for Research	Research Committee report	Completed	An annual review of interviews is to be presented to the Research Committee members.
16. Publish the selection criteria by type of recruitment (R1 to R4) on the university website and on Euraxess	12;13;15;21	<u>Teacher/Researchers:</u> T3-T4 2019 <u>Others:</u> T2 2022	Chair of the Academic Council HR Director	Target: 100% of offers published with selection criteria filled in	Completed	<p>As far as lecturers and ATERs are concerned, the selection criteria appear on the published offers.</p> <p>The new recruitment procedure for contract research staff does indeed include these criteria.</p>
17. Publish (in FR/EN) an online institutional recruitment policy that promotes the judgement of the candidate's value against known criteria, possibly differing by discipline (incorporating OTM-R)	12	T2 2022	Chair of the Academic Council	Recruitment policy published on the university website	Completed	<p>The OTM-R policy recommended by the HR Excellence in Research award has been formalised and published on the award's webpage. It can be accessed via the following link:</p> <p>https://www.univ-orleans.fr/en/hrs4r</p>
18. Add a specific section on recruiting staff with disabilities on the new UO website	12	2019-2020	CM Disability Officer HR Director	Visible section on recruiting staff with disabilities on the UO website	Completed	<p>The tab has indeed been created on the university website.</p> <p>https://www.univ-orleans.fr/fr/univ/universite/travailler-luniversite/personnels-administratifs-et-techniques/campagne-de-1</p>
19. Establish a system for monitoring HR indicators for contractual staff (to be defined)	12;20;21;22	T1 2023-T2 2023	HR Director	Indicator tracking file	Extended	<p>This action has been deferred, because the implementation of the recruitment procedure for contract staff will make it possible to centralise data on the recruitment of this population by the university's recruitment department, in conjunction with the other HR departments. Indicators for monitoring these staff can then be put in place (once the recruitment procedure is well-established).</p>

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
20. Publish all positions on EURAXESS and on the UO website (with details of the profiles and the working environment)	12;13;15	<u>Doctoral students:</u> T3 2019-T3 2022 <u>Post-Doctoral students:</u> T3 2020-T3 2024	Doctoral College Officer HR Director Doctoral School Directors	% of positions published on EURAXESS % of positions published on the UO website	Completed	All positions at the University of Orléans are published on Euraxess (teachers-researchers, researchers, PhD students, ATERs).
21. Make proposals for the minimum number of applications per published post and per section Apply the approved rules	13	<u>EC + Doctoral students:</u> T3 2019-T3 2022 <u>Others</u> T3 2020-T3 2024	HR Director Chair of the Academic Council	Decision on minimum no. of applications % of positions having reached the minimum number of candidates	In progress	This proposal is currently being studied by the Legal Department and will then be discussed by the Administrative Board and the Academic Council.
22. Establish and publish the composition of selection committees for all recruitment in an accessible way, e.g. on the university website	14	T3 2020-T3 2024	HR Director Chair of the Academic Council	Composition rules easily accessible via the university website	Completed	The selection committee composition is available on the university website. https://www.univ-orleans.fr/fr/univ/universite/travailler-luniversite/personnels-enseignants-et-chercheurs/enseignants-chercheurs
23. Define and publish recruitment procedures for externally funded doctoral students and contract researchers	15	T1 2019-T4 2022	Doctoral College Officer Doctoral School Directors Research and Partnerships Department HR Director	Procedures published	In progress	For contract researchers, the procedure will come into effect in the last quarter of 2022. For externally funded PhD students, the procedure is ready and applicable to all doctoral schools. The 2 processes will be implemented simultaneously, i.e. in Q4 2022. For contract researchers, please refer to action 27.
24. Implement a feedback procedure for all unsuccessful applicants	15	2021-2024	HR Director Chair of the Academic Council	Share feedback following interview 2021: All applicants receive feedback on their application	In progress	An automatic e-mail is sent for EC applications. Substantiated opinions are sent on request. Doctoral students are also informed of the outcome of their application.

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				2022 : Applicants receive substantiated feedback on their applications upon request 2024 : All applicants receive a standard mail concerning the outcome. All the interviewed applicants receive substantiated feedback on their application.		Since the beginning of the 2021 academic year, the reasons for refusal are systematically completed for ATERs and are sent to applicants upon request. As regards contract researchers, the new recruitment procedure provides for feedback to all applicants.
25. Create a grid for noting reasoned opinions following recruitment	15	2019	HR Director Chair of the Academic Council	Existing grid Yes/No 2020 Target: 100% of selection committees using the matrix	Completed	
26. Ensure that contractual staff pay is in line with their previous experience	20;22	T3 2019	HR Director Chair of the Academic Council	% of contractual staff with a salary that takes into account their seniority	Completed	The grid has been in place since the decision taken by the Supervisory Board in July 2020 and concerns all recruitments that have taken place since that date. The HR department carries out an individual analysis for each contractual employee in order to classify them according to this grid.
27. Put in place a recruitment procedure for contract researchers. Develop an e-tool for the recruitment process.	21	<u>The recruitment process implementation on:</u> T1 2019-T4 2022 <u>The development of the e-tool:</u> 2023-2025	HR Director	Publication of written procedures	In progress	The recruitment procedure has been established and provides for the succession of actions to be carried out as well as the stakeholders involved. It standardises recruitment practices for contract researchers and shares responsibilities during the different stages of recruitment. The procedure was presented to the steering committee. The test phase was launched with the trial laboratories.

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
28. Study the different options for offering additional income for PhD students with small grants Set up this system for the relevant PhD students	22	2019-2022	Vice-Rector for Research	Study carried out Yes/No	Completed	A document specifying a minimum income criterion of €1000 was voted in the Research Commission. In the vast majority of cases, the €1000 criterion is complied with. In other exceptional cases, a written commitment specifying the sources of personal funding is required. The Research Committee is systematically consulted in these cases.
29. Extend the reception procedures and health and safety procedures to all staff in the research units	23	T4 2022-T4 2023	HR Director	% of new arrivals in the year who received welcome documents	In progress	A working group called "Staff Welcome and Departure" is currently working on standardising the processes for all staff welcome and departure. The welcome booklet is sent to all new arrivals. Since the beginning of the 2021 academic year, there has been a web section on the intranet containing all the useful documents for new staff. With regard specifically to H&S procedures, there are professional risk identification sheets and these are signed by new arrivals.
30. Include information on entitlement to part-time working in the welcome booklet and on the intranet	24	T3-T4 2019	Communication	Information available in the university's welcome booklet	Completed	This information is now found in the staff welcome booklet.
31. Adapt and implement national procedures on remote working at the UO level	24	2023-2024	HR Director Chair of the Academic Council	Written procedure	In progress	The COVID-19 situation has sped up the implementation of this action. Remote working arrangements have been in place for BIATSS staff since Q1 2021.
32. Implement the monitoring of leave with the new software for BIATSS contractual research staff Enable all EC to use the software	24	2019-2024	HR Director	% of BIATSS contract staff using the annual leave software Target: 100% of BIATSS using the software 100% of EC having access to the software	In progress	All BIATSS (research support staff) on research contracts can use the annual leave monitoring software. However, the annual leave validation process and the communication campaign in the laboratories still need to be carried out for this group of staff. The work relating to access to the software for EC staff could be carried out at a later date.

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
33. Put in place a procedure to be applied no later than 2 months before the end of each contract	25	T3 2022-T1 2023	HR Director Chair of the Academic Council	No. of contracts renewed 2 months before the end date (or written commitment)	Extended	A procedure will be introduced to ensure that the legal notice periods are observed.
34. Make the social action policy clearly visible on the university website A social action policy should comprise the benefits to university staff in terms of : - sports and cultural activities - holidays for staff and their children - rights for disabled staff and parents of disabled children - social benefits etc.	26	2019	HR Director, Equality and Quality of Working Life VP	Policy published and accessible	Completed	https://www.univ-orleans.fr/fr/univ/universite/travailler-luniversite/laction-sociale
35. Implement the researchers' career monitoring	30	2019-2025 (ongoing depending on the ministry's agenda)	HR Director Chair of the Academic Council	1. 2022: 100% of EC are assessed by the CNU (National universities council) at least once every 5 years 2. 2022: interview of all researchers who have received recommendations from the CNU with Chair of the Academic Council	In progress (To be repeated on a regular basis)	Career development has been set up with a national calendar for all universities. A note is sent to all the teacher-researchers affected every year. Following the analysis by the CNU and the feedback from the Ministry, the research professors having received recommendations have a meeting with the chair of the Academic Council to determine the support measures to be implemented. Difficulty encountered: some CNU sections do not wish to examine the files.
36. Implement a support system for non-publishing ECs (teachers-researchers) in the context of career development	30	T4 2022-T4 2023	HR Director Chair of the Academic Council	% of ECs accompanied % of ECs who publish % of non-publishing ECs who become active	Extended	A change in the Academic Council's presidency has slowed down the procedure. A review within the Academic Council and with the laboratory directors will start in the second half of 2022 in order to identify the means of support and the procedures for implementation. The meetings for the Contracts of Objectives and Means (CIOM) which include the governance and management of each laboratory will help to identify non-publishing researchers for each laboratory (March-June 2022).

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
37. Set up an ombudsman scheme	34	T4 2021- T1 2022	Chair of the Academic Council	No. of calls for tender	Completed	<p>Since January 2022, the university has called on an external ombudsman when necessary.</p> <p>The HR department or the Anti-Violence Unit (CLV) identifies the need for mediation. This need is then followed by a call for tender in order to set up the mediation.</p>
38. Set up internal rules of procedures for each laboratory.	35	2022-2023	VP Research Legal Affairs Department HR Director Health & Safety department	% of laboratories with internal rules of procedures in place Target: 100% by end 2023	In progress	<p>Identifying laboratories that have put in place internal rules of procedures will be done during the CIOMs for research units (March-June 2022).</p> <p>The mixed laboratories (UO, CNRS) have standardised internal rules of procedures.</p> <p>The internal rules of procedures documents need to get implemented in the other laboratories.</p>
39. Set up the individual doctoral student monitoring committees	36	2020-2021	Doctoral College Officer Doctoral Schools directors	% of doctoral students monitored	Completed	<p>All doctoral students are monitored by one of the five doctoral schools within the university. The monitoring procedures are published on the Centre Val de Loire Doctoral College website.</p> <p>https://collegedoctoral-cvl.fr/as/ed/page.pl?site=CDCVL&page=ed549</p> <p>The way monitoring committees operate may vary from one doctoral school to another.</p>
40. Organise an annual day for thesis supervisors	36	T1 2021 (To be repeated on an annual basis)	Doctoral School Directors	<p>Date of the annual thesis supervisors' day</p> <p>% of tutors attending the meeting--></p> <p>Target: 100% of new tutors and 50% of experienced tutors</p>	Completed (To be repeated on a regular basis)	<p>The annual doctoral supervisors' day was held on 22 April 2021. This day provided an opportunity to discuss practical issues around doctoral student supervision.</p> <p>A seminar on the supervision of doctoral students was organised in conjunction with the Training Department on 28 January 2022.</p> <p>The aim of this seminar is to enable thesis supervisors to:</p> <ul style="list-style-type: none"> - develop a vision of doctoral student supervision that takes into account the sponsor's policy - adopt the recommendations of official texts - develop the autonomy of doctoral students - discover management skills and apply them to supervising doctoral students - professionalise their doctoral student recruitment

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
						<i>This training will be repeated every year as it has substantially satisfied the participants' expectations (based on the satisfaction survey results). It will be held in the form of 2 sessions per year. (T1 and T4)</i>
41. Make the creation of a doctoral student portfolio a systematic process that brings together the skills acquired during the thesis (general, specialised and cross-disciplinary skills) that is oriented towards career progression	36	2020-2022	Doctoral School Director of the Vocational Guidance and Integration Department	% doctoral students with a portfolio; Target: 100% by 2022	Completed	All doctoral students have a portfolio. Before defending their theses, it is compulsory for doctoral schools in the "Sciences and Technology" field. It is presented to each individual monitoring committee for doctoral schools in the "Humanities and Social Sciences" field
42. Boost the use of in-house seminars in laboratories (obligation to participate in all seminars for doctoral students with at least one annual participation)	36	2022	Vice-Rector for Research	% of doctoral students having attended internal seminars at least once a year	In progress	A survey was carried out among laboratories in order to assess the level of participation in laboratory seminars by doctoral students. Amongst the respondents, most of them have instituted mandatory participation of doctoral students in internal seminars (63%), and in 16% of the laboratories it is strongly recommended. There should be communication to all laboratory directors so that they systematically invite doctoral students to seminars.
43. Make an annual progress report with doctoral students standard practice in the form of a "doctoral students' day" with the laboratory's researchers	36	2020	Vice-Rector for Research	% of laboratories having introduced the annual progress review	Completed	Following on from the laboratory survey, over 80% of the laboratories that responded to the survey organise an annual doctoral student day.
44. Encourage new team leaders to attend management and project management training	37	T1-T2 2022 (to be repeated every year)	HR Director	Progression of the rate of EC/C staff having received at least 3 days of training Target: 100% of managers in 5 years	Completed (To be repeated on a regular basis)	The laboratories were asked to provide a list of the staff concerned at the end of 2021 so that the Training Department could provide them with personalised training. This approach is to be repeated every year. In addition, the setting up of CIOM laboratories from March to June 2022 will make it easier to report training needs. During each laboratory meeting, time will be set aside for discussion.

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
45. Make supervisory training mandatory for new directors and research team leaders	37	2021 (to be repeated every year)	HR Director	Progression of the rate of EC/C staff having received at least 3 days of training	Completed (To be repeated on a regular basis)	<p>The university is committed to offering support to each new laboratory director who has agreed to take on this role. It is essential to provide training in management to ensure success in this role.</p> <p>Title of the training course: Management for the Directors of faculties and units.</p> <p>This training was held on 2 and 3 December 2021.</p> <p>The next session will be held on 30 June and 1 July 2022. This training will be scheduled on an annual basis.</p>
46. Make researchers aware of the benefits of training	38	2019	HR Director, Chair of the Academic Council	Communication about awareness-raising activities % of researchers attending UO training courses Target: 20% in 2020 and +15% per year until 100% is reached	In progress (To be repeated on a regular basis)	<p>2021--> Raising awareness of researchers about doctoral student supervision via a webinar. (22 April 2021) A specific training catalogue for teacher-researchers has been set up by the Training Department.</p> <p>2022→ Raising of awareness among all researchers through the letter devoted to the training of research staff. Raising awareness via the CIOMs discussions, when time will be devoted to training.</p>
47. Identify researchers' training needs and update the training catalogue	39	T3 2021-T2 2022 (updated annually)	HR Director, Chair of the Academic Council Doctoral Schools Directors	Results of the survey	Completed (To be repeated on a regular basis)	<p>All joint laboratories (UO, CNRS) have a training plan indicating staff needs. The Training Department has carried out a survey of other laboratory needs.</p> <p>The 2022 internal training provision takes account of this feedback in order to meet collective needs.</p> <p>For the years to come, training needs may take the form of an annually revised training plan. (see action 54)</p> <p>Individual requests are examined by the training committee.</p> <p>Doctoral students' training needs are analysed by the doctoral schools that grant specific funding for these courses</p>

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
48. Establish a clear and uniform rule for the number of PhD students supervised by HdR (Accreditation to direct research)	40	2021	Doctoral College Officer Doctoral Schools Directors	Written rule % of HdR (Accreditation to direct research) complying with the rule	Completed	The following rule is in force: 3 full theses per supervisor.
49. Designate a mentor for each new researcher	40	T4 2022-T1 2024	HR Director, Chair of the Academic Council	100% of new entrants have a mentor Incorporation of the role of mentor into the internal regulations	Extended	This action is being implemented for all new UO entrants (with the exception of doctoral students).
50. Implement regular monitoring of the OTM-R	5;23;10 OTM-R	2023-2024	HR Director	Control procedure in place Yes/No Self-monitoring grid	Extended	The university's OTM-R policy has just been formally adopted and published on the website. The OTM-R monitoring procedure will be implemented in from 2022 to 2023 year.
51. Provide laboratory directors with the tools to monitor researchers' careers	30	2022	Unit Directors HR Director, Chair of the Academic Council	Documents sent to laboratories	In progress (To be repeated on a regular basis)	The laboratory directors are routinely consulted for their opinion on research professors' applications for promotion. As regards requests for CRCT (Leave for thematic research or conversion), CPP (Leave for teaching project) and delegation, the laboratory directors are informed of the timetable, the requests submitted by the EC and the results obtained. The CIOMs Laboratories will make it possible to carry out an assessment of practices in 2022 and to provide support for laboratory directors at the University of Orléans.
52. Create a section on the website devoted to the career development of researchers (mobility, training, research projects, contacts etc.)	28	T4 2022 - T1 2023 (content to be regularly added)	HR Department	Section created on the website	In progress (To be repeated on a regular basis)	A section on researchers' career development with all the notes and timetables. An annual update is planned: https://www.univ-orleans.fr/fr/univ/recherche/espace-chercheurs-et-hdr An annual general meeting with all full researchers was organised by the Chair of the Academic Council in March 2002 to discuss the recent changes in career and salary structure, and a FAQ section was also set up.

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
						<p><i>There will be an annual meeting organised to answer the full researchers' questions.</i></p> <p><i>In addition, further to the decisions of the Academic Council concerning researchers' promotion files, researchers who received a rejection could, if they so wished, benefit from an appointment to discuss their file with the Chair of the Academic Council (35 interviews arranged in 2021).</i></p>
53. Ensure that the rules on the subject of animal testing and "human parts" are passed on to the relevant laboratories	4	2023	Research and Partnerships Division Vice-Rector for Research	Document drafted	In progress	<p><u>Implementation schedule:</u></p> <p>Phase 1: Survey of available documents and needs → done</p> <p>Phase 2: Consultation with the laboratories concerned → done</p> <p>Phase 3: Drafting of documents and sending of rules to all relevant laboratories (2023)</p>
54. Introduce an annual staff training plan in each laboratory	39	2023	HR Director Chair of the Academic Council	100% of laboratories have an annual training plan	New action	
55. Implement an action plan for equality between women and men	10,27	2021-2024	Vice-President of Equality and Quality of Working Life	Publication on the website of the action plan Review of the actions	New action (Expansion of the original action plan)	https://www.univ-orleans.fr/fr/univ/universite/egalite-diversite/plan-dactions-pour-legalite-professionnelle-entre-les-femmes-et
56. Create a unit to combat violence	10	2019	Vice-President of Equality and Quality of Working Life	Review of the unit	New action (Expansion of the original action plan)	https://www.univ-orleans.fr/fr/univ/universite/egalite-diversite/cellule-de-lutte-contre-les-violences

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
57. Formalize a guide to support researchers in the construction of technology transfer structures (intellectual property, author rights etc.)	7,31	2024	Deputy Vice-President for Research Development	Written guideline	New action	
58. Set up a guide concerning the gathering and processing of ethical issues reports	2	2023	Scientific Integrity Officer	Written guideline	New action	In addition to the implementation of the Research Integrity and Ethics Committee.(see action 3)
59. Create a group of career advisors for researchers	28	T4 2022	Chair of the Academic Council	The approval of the advisors' missions by the Academic Council Number of researchers advised Target: 2022: Implementation for the new researchers 2023 : Extend to all the researchers	New action	
60. Establish an annual meeting on the researchers' career development	28	2022-2023	Chair of the Academic Council	The meeting's program and schedule The number of researchers taking part to the meeting	New action	
61. Implement a researchers' meeting day	23,24	2022-2023	VP for Research	The meeting day	New action	
62. Translate the welcome documents in English for international researchers	24, 29	2024	International Relations Department Vice President for International relations	Welcome documents translated	New action	

Action	Relevant principle ¹	Timing	Responsibility Unit	Indicators / Targets	Current Status	Remarks and comments
63. Implement actions in the aim to facilitate the integration of international researchers	24, 29	2023	International Relations Department Vice President for International relations	Review of the implemented actions	New action	Research works presentation Exchanges between international researchers
64. Implement training sessions for research support staff around HRS4R matter		T4 2022-T4 2024	HRS4R Project Team	Meeting with all the concerned staff Rising awareness of the managers	New action	This action will allow the training and the awareness of all the research support staff on the changes generated by the HR Excellence in Research award.
65. Send regular specific communication on the progress of the action plan to all researchers		T4 2021-T4 2025	HRS4R Project Team Communication Department Action managers	Information letter regularly sent out Annual questionnaire	New action	<p>A questionnaire was sent out to researchers in July 2021 to consult them about the implementation phase of the action plan.</p> <p>The results of this questionnaire showed that there is scope for improvement in terms of communication to researchers, both regarding the implications of the award and the actions implemented.</p> <p>In order to tackle this problem, the steering committee decided to set up a regular letter to be sent to all researchers to keep them updated on the progress of the action plan.</p> <p>Since the end of 2021, 3 letters have been sent to researchers on specific topics:</p> <ul style="list-style-type: none"> - the HR Excellence in Research award – its benefits and implications (in December 2021) - Researcher training – HRS4R recommendations and arrangements put in place by the university (early March 2022) - Doctoral students - monitoring, training, ethics etc. (June 2022) <p>The topics are selected in advance by the HRS4R steering committee.</p> <p>The letters sent to researchers can be viewed via this link: https://www.univ-orleans.fr/en/hrs4r</p>

Action	Relevant principle¹	Timing	Responsib le Unit	Indicators / Targets	Current Status	Remarks and comments
						<i>An annual review questionnaire will be offered to identify new needs and quantify how the scientific community's level of information is progressing..</i>
66. Implement a HRS4R « users' committee »		T4 2022-T4 2023	HRS4R Project Team	Meeting report The list of the committee's members	New action	<i>A call to the volunteer researchers has been made during the bodies presentations and when sending the third communication letter to all researchers.</i>

Comment on the implementation of the OTM-R principles (self-assessment phase):

The revised action plan and the OTM-R policy (open, transparent and merit-based recruitment policy) must be published on the institution's website.

URL: <https://www.univ-orleans.fr/en/hrs4r>

Since the HR Excellence in Research award was attained, a number of actions have been put in place to move towards an OTM-R policy.

The gap analysis carried out by the institution highlighted a lack of procedures concerning non-permanent staff.

Over the course of the two years since the award was delivered, the university's services have been working to develop a recruitment procedure for research contract staff that defines the roles of the players at every stage of the process (from the point at which the need to recruit is identified to the induction of the new staff). This procedure has now been finalised and is in the test phase with a sample group of laboratories. It will then be presented to the members of the university councils and circulated to all the staff concerned. The introduction will involve a support and training phase for the staff concerned by the recruitment process.

The university has adopted a strategy of advertising its vacancies more widely in order to attract the best candidates. Henceforth all the job vacancies are published both on the university website and on Euraxess. Furthermore, in order to ensure that the recruitment process is transparent, for all kinds of recruitment the composition of the selection committees is systematically published on the university website, and the recruitment process is carried out online.

The Equality Plan for professional equality between women and men (2021-2024) includes 50 actions in the following areas

- Addressing the pay gap between women and men*
- Ensuring equal access to bodies and jobs for both men and women*
- Fostering a balance between work and personal and family life*

- Preventing and dealing with discrimination, violence, bullying and sexual harassment, as well as sexist behaviour

The OTM-R recruitment policy describes the categories of staff recruited by the institution and the process for each kind of position. It has been published on the HRS4R webpage.

A monitoring system for this policy will be introduced in the course of 2023 and 2024.

4. IMPLEMENTATION OF THE ACTION PLAN

General overview of the expected overall implementation process of the action plan:

The implementation of the action plan is supervised by the project team consisting of the President of the Academic Council and the Project Manager for Steering and Quality.

The project team checks with the people responsible for each action to ensure that the action plan is being implemented in accordance with the planned procedures and timetable. To do this, the team members have a scoreboard for monitoring the action plan. The team centralises the procedures and deliverables of the actions submitted by the departments. It also prepares progress reports for the steering committee, the bodies and the stakeholders with managerial responsibilities within the university. In addition, information points are sent to all researchers regarding the progress of the actions scheduled in the action plan. Since late 2021, the team has been coordinating with the departments taking the lead in the actions and the communication department in order to devise and send newsletters to all researchers.

As regards the steering committee, its purpose is to make decisions concerning proposals to modify the action plan, to approve the deliverables and to make proposals for new actions to be implemented.

The steering committee is made up as follows: the Rector, Vice-Rector of the Board, the Chair of the Academic Council, the Vice-Rector of Research, the Vice-Rector CFVU (Commission on Education and University Life), the "Doctoral College" officer, Deputy Vice-Rector for "International Relations - Europe", the 4 Teacher Researchers, working group leaders during the gap analysis and action plan development phase, the General Director of Services (DGS), Deputy DGS for steering, quality and cross-functional tasks, Director of the Steering, Forecasting and Continuous Improvement Department (DPPA), Steering and Quality Project Manager (DPPA), Communications Director, Human Resources Director, Deputy Human Resources Director, Head of Skills Development and Recruitment, Director of the Research and Partnerships Department (DRP), Project Engineering, Partnerships and Promotion Manager (DRP).

The departments and divisions responsible for implementing the action plan organise the work with the relevant stakeholders, plan and monitor all tasks and provide the project team with deliverables.

Questions	Detailed and substantiated description (500 words max)
How have you prepared for the internal review?	<p><i>Self-assessment of the project's action plan began in June 2021 with individual progress reviews being carried out with the people responsible for the actions for each specific area. The discussions focused on the state of progress of the actions and the adaptations which needed to be made in order to develop the revised action plan over the next three years. The action leaders were asked to provide the project team with evidence of the successful completion of the actions in order to ensure that each stage could be tracked.</i></p> <p><i>In addition, as announced when the application was submitted, a questionnaire was sent to researchers in July 2021. The aim of this survey was to establish their awareness of the project and to seek their opinions on the actions implemented. The researchers were receptive to this questionnaire. Most categories of staff were represented (from R1 to R4: PhD students, researchers, ATERs, lecturers and professors). The answers were analysed and this gave rise to some very interesting conclusions for the project's future. For example, this meant that we realised that we needed to adjust the way we were communicating in order to develop a project culture within the research community.</i></p> <p><i>The results of this survey were presented to the Project Steering Committee on 22 October 2021. This led to a number of amendments to the action plan, as well as to the plan for communicating about the actions being implemented. As a result of this steering committee, it was decided that researchers should receive regular briefings on specific aspects of the project. A newsletter on specific themes which had previously been identified has since been sent out to all researchers, both to their individual work addresses and via the heads of the laboratories.</i></p> <p><i>The first newsletter was sent in December and covered the overall communication of the project. The second letter was about training and the third about the doctoral students.</i></p>

	<p><i>The HRS4R project was also included in the list of subjects to be assessed during the institution's self-assessment. As part of this, 7 working groups submitted their work, which was also used in the preparation of the HRS4R self-assessment.</i></p>
<p>How have you involved the research community, your main stakeholders, in the implementation process?</p>	<p><i>Annual progress reports were made to members of the university's bodies: Technical Committee, Research Commission and Supervisory Board. In addition, information updates have been incorporated into internal communication via channels such as the 'Com'nous' news feed (twice a year and from time to time on specific subjects).</i></p> <p><i>In addition, some actions are tested by a sample group of laboratories before being effectively rolled out to all researchers. For example, the recruitment procedure is currently being tested in three laboratories that regularly recruit contract researchers. This will make it possible to fine-tune the procedure before it is effectively rolled out to across all laboratories.</i></p> <p><i>In addition, researchers were able to participate in the implementation of the HRS4R action plan via the questionnaire, the responses to which were received between July and September 2021. As advised during the HRS4R days organised by the EC, a number of empty boxes were left open to enable researchers to express themselves.</i></p> <p><i>A number of researchers are also members of the HRS4R steering committee.</i></p> <p><i>Lastly, the generic address hrs4r@univ-orleans.fr means that staff views on the impact of the implementation of the action plan, their proposals for improvement and questions can be collected at any time.</i></p>
<p>Do you have an implementation committee and/or steering group regularly overseeing progress?</p>	<p><i>The project team carries out regular reviews with the people responsible for the actions in order to monitor the implementation of the action plan, while ensuring that the stakeholders have taken ownership of the actions and that the timetable is adhered to. It informs management and governance of the project's progress.</i></p>

	<p><i>The steering committee (COPIL) met on 22 October 2021 (state of progress of the actions, presentation of the results of the questionnaire and proposals for improvements, views on the recruitment procedure, etc.) and on 4 February 2022 (state of progress of the actions in progress, focus on the communication letters to researchers, focus on the institution's OTM-R document, presentation of the state of progress on the 2022 self-assessment)</i></p>
<p>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.</p>	<p><i>The implementation of the HRS4R approach is one of the objectives of the 2018-2022 Institutional Project.</i></p> <p><i>The action plan was approved by the Supervisory Board on 25 January 2019 and is now part of the university's strategic actions.</i></p> <p><i>The main people responsible for the HRS4R themes are: the Vice-President for Research, the Chair of the Academic Council (who is also part of the project team) and the Director of Human Resources. They are part of the HRS4R steering committee and regularly take part in progress meetings with the project team. HRS4R is supported at the institution's uppermost level and is one of the HR Department's strategic objectives.</i></p>
<p>How has your organisation ensured that the proposed actions would be also implemented?</p>	<p><i>On one hand, the project team regularly monitors the action plan in conjunction with the people responsible for the actions in order to ensure that the implementation is progressing as it is supposed to.</i></p> <p><i>On the other hand, the questionnaire sent to the researchers is an important tool for checking the feelings of the staff on the ground about the action plan.</i></p>
<p>How are you monitoring progress (timeline) ?</p>	<p><i>Each action manager has a table showing their own actions, the timetable and the indicators for measuring the result.</i></p> <p><i>The project team regularly consults these managers to check that implementation is progressing in line with the anticipated schedule.</i></p>

How will you measure progress (indicators) in view of the next assessment?	<i>The indicators are updated in different ways: with help from documents approved by the bodies and/or published, data collected from the relevant departments, the questionnaire sent to researchers and extracts from the information system.</i>
How do you expect to prepare for the external review?	<p><i>The time frame for the site visit is known in advance.</i></p> <p><i>We are already anticipating this phase by ensuring that the procedures put in place can be tracked and by communicating the site visit implications to the stakeholders involved in the actions.</i></p> <p><i>We will begin preparing for this visit in more depth about a year before by setting up a retro agenda shared with all stakeholders. In addition, we are currently thinking about setting up an extended user committee made up of researchers from level R1 to R4. This committee will be the driving force behind HRS4R verbal communication in the laboratories and will be able to give us feedback from researchers in the field on the way the action plan is implemented.</i></p>

Additional remarks/comments about the proposed implementation process :

The timetable for implementing the action plan has been impacted by the COVID situation (very markedly in 2020) as well as by the change of the Governance and Management Teams in 2021.