

TEMPLATE 4: ACTION PLAN

Name Organisation under review:	Université d'Orléans
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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1083
Of whom are international (i.e. foreign nationality)	298
Of whom are externally funded (i.e. for whom the organisation is host organisation)	235
Of whom are women	393
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	252
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	70
Of whom are stage R1 = in most organisations corresponding with doctoral level	418
Total number of students (if relevant)	18 955
Total number of staff (including management, administrative, teaching and research staff)	1985
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	164 M€
Annual organisational direct government funding (designated for research)	43.6 M€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10.6 M€
Annual funding from private, non-government sources, designated for research	1.3 M€
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The University of Orleans was established in 1306, and is recognised as a major actor among the medium-sized, multidisciplinary universities (with around 19,000 students). The university's researchers, renowned for the quality of their research, work through the campus' 25 research units. Of these research units, 12 are in partnership with the National Centre for Scientific Research (CNRS).</p>	

The university, together with the big research organisations in the region (CNRS, BRGM, INRA), have developed close relations, coming together to create the Orleans Grand Campus in the south of the city, a space for collaboration devoted to scientific innovation.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects (max. 800 words)	<p><i>With regard to ethics, both in the strict sense and in terms of freedom in research, teacher-researchers (civil servants) and contract researchers (doctoral students, post-doctorate students, etc.) are in two virtually parallel situations. While independence and freedom in the exercise of their functions are part of the status of teacher-researchers, there is no written agreement on this subject for doctoral candidates (or for other contract staff).</i></p> <p><i>In contrast, doctoral students are most often made aware of ethics by doctoral schools, and are required to sign an ethics charter prohibiting plagiarism, whereas nothing is done in this respect for the teacher-researchers (civil servants).</i></p> <p><i>Moreover, the subject-specific freedom of teacher-researchers is underpinned by a procedure that enables inter-laboratory mobility for them.</i></p> <p><i>No concrete actions are in place as regards non-discrimination. However, the university has recently implemented the Multi-Year Disability Master Plan (voted by the Supervisory Board on February 23, 2018).</i></p> <p><i>The Research and Partnerships Directorate (DRP) negotiates agreements between private or public partners and the University of Orléans' research units and organises periodic information campaigns and workshops on national, sector-related or institutional regulations governing research conditions as well as when recruiting. However, in terms of accountability and financial transparency, the current organisation of the university's internal financial flows does not encourage financial transparency.</i></p> <p><i>With respect to the protection of research data, there are currently no regulations or institutional policies regarding electronic data, other than the legal obligations in place. On the other hand, the University of Orléans has a policy of distributing research results via free and open platforms such as 'Hyper Article en Ligne' (HAL) .</i></p> <p><i>Finally, given the complex issue of monitoring and evaluating researchers, the UO is in the process of setting up individual monitoring committees for doctoral students, but it has made no provision for a system of evaluation for contract researchers. Full researchers are appraised by the National Council of Universities (CNU).</i></p>

	<p><i>The Society for the Acceleration of Technology Transfer (SATT) and the Directorate of Research and Partnerships (DRP) assist researchers in developing and transferring their results to becoming industrial applications (patent filing, business creation, etc.).</i></p>
<p>Recruitment and selection</p>	<p><i>The institution complies with the national regulations in force for recruiting teacher-researchers (civil servants), who follow a defined recruitment process, enjoy a national salary scale, and their previous experience is taken into account in the selection process.</i></p> <p><i>All job offers for permanent staff are available on Euraxess.</i></p> <p><i>However, the positions available, the details of the recruitment process, the criteria and the composition of the selection committees are not published on the university website. To date, there are no requirements for a minimum number of applications per published position to ensure recruitment.</i></p> <p><i>For the recruitment of non-tenured researchers (doctoral, post-doctoral, contract researchers), the very wide range of different statuses makes it more complex to standardise procedures and has so far meant that it has not been possible to develop a policy for these posts on a university-wide basis.</i></p> <p><i>The university has not implemented any formalised, standardised procedures. Some doctoral schools have put in place well-defined rules for selecting recipients of institutional funding (from ministries, regions, etc.).</i></p> <p><i>Generally no feedback is given to applicants about their applications. However, candidates for a permanent teaching-researcher position can request and will receive feedback from the HR department.</i></p> <p><i>In the "Code of Conduct for the Recruitment of Researchers", the European Community recommends that candidates with diverse career paths or career breaks should not be penalised; however, linear career paths may unconsciously be given priority.</i></p> <p><i>Nevertheless, there is a table of equivalence for experience gained abroad that makes it easier to recruit researchers from different backgrounds. There appears to be greater tolerance for university professorships.</i></p> <p><i>The selection committees are responsible and competent for assessing merit. The institution does not provide any specific assistance on this matter.</i></p>

<p>Working conditions</p>	<p><i>As in the case of recruitment, the permanent researchers' working conditions are subject to strict national regulations.</i></p> <p><i>Their profession is effectively recognised, they benefit from stable employment and standardised salaries, set by ministerial scales. At the UO, full professors can also benefit from reduced teaching hours at the start of their careers, in order to allow more time for research work, and to enable them to integrate more easily into research teams. In addition, teacher-researchers with research responsibilities are subject to restrictions in terms of their supplementary teaching hours.</i></p> <p><i>In contrast, researchers on fixed-term contracts do not benefit from career guidance and their skills recognition is very unevenly reflected in terms of the salary policy. The lack of a national framework fosters disparity within the institution in all of these areas. Finally, contract renewals are not anticipated, and there is little opportunity for staff to move on to permanent contracts.</i></p> <p><i>Teleworking is very common among researchers, but to date it has not been officially recognised. Traditionally, there has been no tracking of researchers' working time. Similarly, despite the presence of a department devoted to social actions, the institution's social action policy is neither clearly stated by the establishment, nor are researchers really aware of it.</i></p> <p><i>Researchers are greeted at the welcome day organised by the university. In the course of this day, they are issued with the welcome booklet and the risk management booklet. However, there is no means of ensuring that researchers arriving throughout the year receive these documents.</i></p> <p><i>Regardless of their status, researchers are supervised and assisted by the institution in terms of health and safety at work. The "sole document" for assessing occupational risks is regularly updated by the Health and Safety Department. In addition, an occupational risk identification sheet is completed before the researcher begins work and then monitored on a regular basis.</i></p> <p><i>Regardless of their status, all researchers have the opportunity to take part in university councils (central councils, component or laboratory councils). However, it has been noted that post-doctoral fellows do not stand for election, probably because of the length of terms in relation to the length of their employment contracts. Some research units do not yet have clear rules on how the various laboratory councils are set up and how to conduct the voting (i.e. lack of statutes).</i></p> <p><i>For disputes, to date the University of Orléans does not have an ombudsman.</i></p>
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	<p><i>Finally, we have noted that the "Code of Ethics for Research Professions" (signed in 2015 by the Conference of University Presidents) has not been circulated and its recommendations have only been partially implemented.</i></p>
<p>Training and development</p>	<p><i>There are a number of ways in which UO researchers can improve and develop their skills. They can participate in internal, national and international seminars, conferences and symposia. Permanent teacher-researchers) also have the opportunity to take sabbatical leave for research purposes or a change of subject area, thus benefiting from an academic break to complete their research project.</i></p> <p><i>The university offers training courses for researchers, particularly in the fields of management, scientific communication, team management, etc.</i></p> <p><i>However, in reality, teacher-researchers (excluding doctoral students) attend very few of the training courses provided by the university. Researchers are unaware of their training rights and there has been no assessment of the existing offering to ascertain whether it corresponds to researchers' needs. These needs are not necessarily escalated, partly because researchers lack career interviews.</i></p> <p><i>Doctoral students also regularly participate in seminars in their research units and in national and international conferences.</i></p> <p><i>In each doctoral school, there is a day when doctoral students have the opportunity to present their thesis work. Training is offered by doctoral schools, sometimes in collaboration with external organisations such as the Science Centre. (ex: New Chapter of Theses)</i></p> <p><i>The Thesis Charter of the University of Orléans specifies the rights and responsibilities of doctoral students and their thesis director. However, the monitoring of doctoral students by thesis directors varies greatly depending on the field of study, the laboratory and the doctoral school.</i></p> <p><i>The phased introduction of thesis monitoring committees should make it possible to identify those doctoral students in difficulty early on (scientific, ethical, relational issues, etc.).</i></p> <p><i>However, for young researchers (post-doctoral students, young incumbents, etc.) their work is often accompanied/supervised by team leaders. This task is carried out on a voluntary basis and the tutor has received no specific training in order to perform it.</i></p>

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

<http://www.univ-orleans.fr/en/node/4028>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s emester) Start - End	Responsible Unit	Indicator(s) / Target(s)
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	Q1 2020	Scientific Integrity Referee	Publication of the charter on the UO website and distribution to all researchers Importance and Priority: medium
2. Incorporate ethical and integrity issues into the theses charter	1	Q1 2019-Q4 2020	Scientific Integrity Referee	Publication of the charter on the UO website Importance and Priority: medium
3. Set up a Committee on Research Integrity and Ethics (CIDR)	2	Q1-Q2 2019	Vice-Rector for Human Resources (VP RH)	Approval of the Research Committee Number of annual meetings Target: at least two meetings per year. Committee composition Evidence on implemented actions Importance and Priority: high
4. Appoint a "Scientific Integrity" referee	2	Q1-Q2 2019	VP RH	Nomination of the referee Communication on the nomination

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester) Start - End	Responsible Unit	Indicator(s) / Target(s)
				<i>Importance and Priority: high</i>
5. Establish actions to increase awareness in terms of "Scientific Integrity"	2	Q1-Q4 2020	Scientific Integrity Referee	List of actions Importance and Priority: medium
6. Introduce a "Scientific Integrity" training course open to all staff	2	Q4 2019	Scientific Integrity Referee	Training sessions entered in the UO Training Catalogue % entered/number of places available % of new researchers attending the training Target : 100 % by 2021 % of senior researchers attending the training every 5 years Target : 40% by 2022 Importance and Priority: medium
7. Generalise the use of COMPILATIO to check documents before the thesis defence and for master reports.	3	2021	Doctoral Schools' (ED) Directors Vice-Rector for Research	% of theses and master reports checked with COMPILATIO Target: 100% of theses and master reports checked via COMPILATIO software The target has been split into 2 steps: First step: reach 100% of the theses checked by the software within 3 years Second step: reach 100% for the master reports checking within 4 years. Importance and Priority: medium
8. Write a document as a reminder of the funding rules Ensure that the rules on the issue of animal testing and "parts" are transmitted to the relevant research units	4	2019	The Research and Partnerships Directorate (DRP) Vice-Rector for Research	Document on the funding rules drafted, published on the Internal website and sent to all researchers

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester) Start - End	Responsible Unit	Indicator(s) / Target(s)
				<p><i>Importance and priority: medium</i></p> <p><i>Documents on the issue of animal testing and human parts testing, published on the internal website and sent to all concerned researchers.</i></p> <p><i>Importance and priority: low (because the concerned research units have good knowledge and practice on the topic, it is only a need of formalism).</i></p>
<p>9. Restructure the financial information system (SI) to give laboratory directors access to the financial reporting on the research projects.</p> <p>Implementation of more regular tracking and a reinforced process to substantiate expenditure.</p>	6	2019-2020	DRP	<p><i>Automatic dashboards for the financial monitoring of agreements</i></p> <p><i>Number of projects monitored with the systematic reporting</i></p> <p><i>Indicator : % of projects with automatic financial dashboard</i></p> <p><i>Target: Provide an access to the automatic dashboard to all project managers</i></p> <p><i>Importance and Priority: high</i></p>
10. Define and implement the university's data protection policy	7	2020-2024	Vice-Rector Digital Data Protection Officer	<p><i>Presentation at the research units' General Assembly</i></p> <p><i>Evidence: The General Assembly Report</i></p> <p><i>Communication on the policy within the UO</i></p> <p><i>Send the policy to all staff</i></p> <p><i>The actions undertaken by the Data Protection Officer to ensure the</i></p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s emester) Start - End	Responsible Unit	Indicator(s) / Target(s)
				<p>implementation of the data protection policy</p> <p>% of databases in compliance with the data protection policy</p> <p>Target : 50 % compliant in 2022 and 100% in 2024</p> <p>Importance and Priority: high</p>
11. Write and circulate the intellectual property charter	8	2020	DRP Vice-Rector for Research	<p>Publication and dispatch of the charter</p> <p>Importance and Priority: medium</p>
12. Formalise existing actions on the dissemination of research Define and display the institution's policy on the UO website and enhance the communication on social media	9	2019-2020	Vice-Rector for Research	<p>Document written</p> <p>Publication of the policy on the UO website</p> <p>Importance and Priority: low because a lot of actions already exist. They just need to get formalized.</p>
13. Develop a resource that makes committee members aware of the following aspects: - non discrimination - judging merit - career breaks - ethics and conflicts on interest etc. They should be vigilant on these specific points during selection or promotion.	10;16;17	Q3 2020-Q3 2021	Vice-Rector for Human Resources HR Department (DRH)	<p>Validation of the support by the Supervisory Board</p> <p>Target (2021): up to 60% of committees using the medium (based on declarative data)</p> <p>Target (2022): up to 80% of committees using the medium</p> <p>Target (2023): 100% of committees using the medium</p> <p>Dissemination of the support on internal website and to each member of committee during a dedicated annual meeting</p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester) Start - End	Responsible Unit	Indicator(s) / Target(s)
				<i>Importance and Priority: medium</i>
14. Introduction of a yearly professional interview (assessment and prospects) for contract workers	11;28;37	2019-2022	Vice-Rector for Research DRH	% of career interviews carried out among contract workers <i>Importance and Priority: medium</i>
15. Make proposals on how the Research Commission should be involved in monitoring the assessment of contract staff	11	Q1-Q2 2019	Vice-Rector for Research	Research Commission Report <i>Importance and Priority: high</i>
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 (EC):</u> Q3-Q4 2019 <u>Others:</u> Q3-Q4 2020	HR Department VP RH	Publication of criteria % of job offers with criteria met Target : 100% by 2020 <i>Importance and Priority: high</i>
17. Publish (FR/EN) a web-based recruitment policy for the university that advocates assessing the candidate's value based on known criteria, possibly differing depending on the discipline (integrating the OTM-R)	12	Q1-Q4 2020	VP RH	Validation of the recruitment policy by the Supervisory Board <i>Importance and Priority: medium</i>
18. Add a specific section on the recruitment of staff with disabilities on the new UO website	12	2019-2020	Chief Strategic Officer for Disability DRH	Visible page on the UO website for the recruitment of disabled staff <i>Importance and Priority: medium</i>
19. Set up a system to monitor HR indicators for contract workers	12;20;21; 22	Q3 2019 - Q3 2020	DRH	List of indicators tracked <i>Importance and Priority: medium</i>
20. Publish all positions on EURAXESS and on the UO website (with details of profiles and working environment)	12;13;15	<u>Doctoral:</u> Q3 2019-Q3 2022 <u>Post-Doctoral:</u> Q3 2020-Q3 2024	DRH ED Directors	% of positions published on EURAXESS % of positions published on the UO website Target : 100 % <i>Importance and Priority: high</i>
21. Make proposals for a minimum number of applications per published position and per section Apply the validated rules	13	<u>EC + Doctoral:</u> Q3 2019-Q3 2022 <u>Others</u> Q3 2020-Q3 2024	DRH VP RH	Decision on the minimum number of applications % of posts having achieved the minimum number of candidates Target : 90% by 2020

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester) Start - End	Responsible Unit	Indicator(s) / Target(s)
				<i>Importance and Priority: low because the number of applicants is usually high. This rule will concern just few specific domains.</i>
<i>22. Establish and publish the composition of selection committees for all recruitments in an easily accessible space, such as the university's website</i>	14	Q3 2020-Q3 2024	DRH VP RH	<i>Composition rules easily accessed via the university website Importance and Priority: low</i>
<i>23. Define and publish recruitment procedures for externally funded PhD students and post-doctoral fellows</i>	15	2019-2020	ED Directors DRP DRH	<i>Procedures published Importance and Priority: high</i>
<i>24. Implement a procedure for responding to all unsuccessful candidates. Send reasoned decisions to all candidates upon request.</i>	15	2021-2024	DRH VP RH	<i>First target: All the candidates will receive a response to their application (2021) and reasoned feedback upon request (2022). Second target: All the candidates will receive reasoned feedback by 2024 Importance and Priority: medium</i>
<i>25. Develop a matrix for writing reasoned opinions after recruitment (by type of position)</i>	15	2019	DRH VP RH ED Directors	<i>Matrix exists Yes/No (by end of 2019) Target : 100% of selection committees using the matrix (in 2020) The matrix will be used by the selection committees' members to provide reasoned decisions which will be sent to the candidates afterwards. Importance and Priority: high</i>
<i>26. Ensure that contract workers' pay is in line with their prior experience</i>	20;22	Q3 2019	DRH VP RH	<i>% of contract employees with salaries</i>

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				<p>taking into account their seniority</p> <p>Target : 100% in 2019</p> <p>Importance and Priority: high</p>
27. Set up a contract staff recruitment procedure (encouraging geographical mobility, for example) based on the recruitment procedures for permanent staff	21	Q3 2020	Vice-Rector for Research ED Directors	<p>Publication of written procedures</p> <p>Proportion of candidates coming from overseas</p> <p>Publication of job offers on specific international sites</p> <p>Importance and Priority: medium</p>
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	<p>Study conducted Yes/No</p> <p>% of PhD students earning at least the minimal income (to define)</p> <p>Target : 100% by 2020</p> <p>Importance and Priority: medium</p>
29. Extend the reception procedures and health and safety procedures to all staff in the research units	23	Q3-Q4 2019	DRH	<p>% of newcomers who arrived over the year and received the welcome documents</p> <p>Target : 100% by 2020</p> <p>Importance and Priority: high</p>
30. Include information on part-time workers' rights in the welcome booklet and on the intranet	24	Q3-Q4 2019	Communication	<p>Information available in the university's welcome booklet</p> <p>Importance and Priority: high</p>
31. Tailor and implement Ministry procedures on teleworking across the UO	24	2019-2022	DRH VP RH	<p>Written procedure</p> <p>Importance and Priority: medium</p>
32. Implementation of the monitoring of leave with the new software for contract administrative staff working in the research field	24	2019-2021	DRH	<p>% of the research administrative staff using the annual leave software.</p> <p>Target 100% by 2019</p> <p>Importance and Priority: low</p>

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<p>33. Implement a process aiming the send of compulsory written notification regarding the renewal or non-renewal of the contracts no later than 3 months before the end of the contract.</p>	25	Q3 2019-Q2 2020	DRH VP RH	<p>No. of contracts renewed 3 months before the end date (written notice)</p> <p>Target : up to 50% of the contract researchers receive a written notification regarding the renewal or non-renewal of the contracts no later than 3 months before the end of the contract in 2020 and 100% by 2021.</p> <p>Importance and Priority: high</p>
<p>34. Consult the research commission for the recruitment of doctoral candidates who do not meet the minimum funding requirements</p>	26	2020-2021	DRP Vice-Rector for Research ED Directors	<p>Written procedure</p> <p>Importance and Priority: medium</p>
<p>35. Make the social action policy clearly visible on the university website</p> <p>A social action policy should comprise the benefits to university staff in terms of :</p> <ul style="list-style-type: none"> - sports and cultural activities - holidays for staff and their children - rights for disable staff and parents of disabled children - social benefits etc. 	26	2019	DRH VP RH	<p>Policy published in a visible location on the website</p> <p>Communication every semester to all staff via the internal newsletter</p> <p>Importance and Priority: low</p>
<p>36. Gradual implementation of career monitoring (in accordance with National University Council - CNU)</p> <p>Action explanation: The University should guarantee that all researchers are evaluated in accordance to the National University Council process at least every 5 years.</p> <p>The teachers-researchers willing to apply for a promotion must send a scientific report to the National University Council. For the other researchers, there is no obligation to do it.</p> <p>Today, the intended goal is the following: all researchers must send a report on their research works at least once every five years.</p>	30	2019-2022	DRH VP RH	<p>Target:</p> <p>Step one: 100% of teachers-researchers being assessed by the CNU at least once on the last 5 years by 2022</p> <p>Step two: 100% of the researchers having received a negative review from the CNU interviewed by the VP RH by 2023</p> <p>Step three: 75% of these researchers</p>

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<i>The Vice-President in charge of Human Resources will carry out individual interviews with those researchers who have received recommendations from the CNU.</i>				<i>receive a good review from the CNU (the next submission)</i> <i>Importance and Priority: medium</i>
<i>37. Implement a support system for non-publishing teachers-researchers as part of their career monitoring.</i>	30	2019-2023	DRH VP RH	<i>Nb of accompanied ECs after the CNU evaluation</i> <i>% of re-publishing ECs</i> <i>Written guidance</i> <i>Target: 75% of them will become active researcher.</i> <i>Importance and Priority: medium</i>
<i>38. Appoint an arbitrator</i>	34	Q1-Q2 2019	President	<i>Nomination of the arbitrator</i> <i>Number of cases processed per year</i> <i>Importance and Priority: medium</i>
<i>39. Establish standard statutes that each research unit should have available</i>	35	Q1 2020	Vice-Rector for Research Legal Affairs Department	<i>Standard statutes written</i> <i>% of research units with statutes</i> <i>Target : 80% implemented by 2020</i> <i>100% by Q1 2021</i> <i>Importance and Priority: medium</i>
<i>40. Phased implementation of individual monitoring committees for interns or doctoral students</i> <i>Today, all the doctoral schools implemented the individual monitoring for PhD students. The operating procedures are different from a doctoral school to another (as they are organised by scientific domains).</i>	36	2020-2021	ED Directors	<i>% of trainees or PhD students supervised</i> <i>Target : 100% before end of 2020</i> <i>Importance and Priority: high</i>
<i>41. Organise an annual day for thesis supervisors</i> <i>The day for theses supervisors aims to:</i>	36	Q1-Q2 2020	ED Directors	<i>Date for the annual day for thesis supervisors</i>

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<ul style="list-style-type: none"> - Provide common tools on the work progress - Remind the actual legislation - Communicate on specific training for such a position - Share the good practices within the UO etc. 				<p>% of supervisors attending the meeting</p> <p>Target : 100 % of new supervisors and 50% of senior supervisors attending the meeting.</p> <p>Importance and Priority: medium</p>
42. Systematically set up student portfolios for the doctoral fellows combining the skills they have acquired in the course of their thesis (general, specific, cross-curricular skills) which geared towards advancement	36	2020-2022	ED Directors DOIP	<p>% of PhD students having a portfolio</p> <p>Target : 100% in 2022</p> <p>Importance and Priority: medium</p>
43. Revitalise the practice of internal research units' seminars (requirement to participate in all seminars for PhD students with at least one annual contribution)	36	2020	Vice-Rector for Research	<p>% of PhD students who have participated in internal seminars at least once in a year</p> <p>Target : 100%</p> <p>Importance and Priority: medium</p>
44. Develop a general yearly progress report with the PhD students taking the form of a "PhD students' day" held in front of the research unit's researchers	36	2020	Vice-Rector for Research	<p>% of research units that have established the annual milestone point</p> <p>Target : 100%</p> <p>Importance and Priority: medium</p>
45. Standardise as far as possible the different doctoral schools' practices in terms of the supervision of PhD students	36	2020	Vice-Rector for Research	<p>Written procedure</p> <p>Importance and Priority: medium</p>
46. Encourage experienced researchers to follow training courses on team management and project management	37	2019	DRH	<p>Trend in the proportion of researchers who have received at least 3 days of training</p> <p>Target : 100% in 5 years</p> <p>Importance and Priority: high</p>
47. Make supervisory training mandatory for new directors and research team leaders	37	2019	DRH	<p>Target: 100% of new directors and research team leaders trained</p> <p>Importance and Priority: high</p>
48. Make researchers aware of the importance of training	38	2019	DRH VP RH	<p>Communication on the actions to increase awareness</p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester) Start - End	Responsible Unit	Indicator(s) / Target(s)
				% of researchers attending the UO's training Target: 20% in 2020 and then the number should grow by 15% per year up to 100%. Importance and Priority: medium
49. Set up some training courses in line with the UO's strategic development priorities Examples: team management, English language, scientific dissemination etc	38	2019	DRH VP RH	Training implemented Importance and Priority: medium
50. Define the qualifications required for each position (specifying the requirement to acquire these before taking up the post)	39	2020	DRH VP RH ED Directors	Requirement matrix completed Written procedure Importance and Priority: medium
51. Map researchers' training needs (to be completed in a matrix)	39	Q1-Q2 2019	DRH VP RH ED Directors	Results of the study Indicator: % of units' directors having sent the training needs Importance and Priority: high
52. Update the training catalogue by taking into account the matrix with the researchers training needs (see action 51).	39	Q1-Q2 2019	DRH VP RH ED Directors	Training catalogue updated Importance and Priority: high
53. Establish a clear and standardised rule for the number of PhD students under the supervision of HdR	40	2021	Vice-Rector for Research ED Directors	Written rule % of HdR complying with the rule Target : 90% (the doctoral schools should approve exceptions) Importance and Priority: medium
54. Assign a mentor to each early stage researcher to discuss research progress (within the research unit's internal rules)	40	2020	DRH VP RH	% of early stage researchers with a mentor Target 100% Importance and Priority: medium
55. Produce a recruitment guide in compliance with HRS4R	12	2021	DRH VP RH	Publication and circulation of the guide

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester) Start - End	Responsible Unit	Indicator(s) / Target(s)
	3;19 OTM-R			Importance and Priority: medium
56. Set up an online recruitment system for PhD students and post-doctoral students	13 4 OTM-R	2021-2022	Vice-Rector for Research ED Directors	Recruitment procedure 100% online Importance and Priority: medium
57. Set up regular monitoring of the OTM-R	13 5;23;10 OTM-R	2022	DRH	Control procedure in place Yes/No Self-check matrix Importance and Priority: medium
58. Implement a career interview for each researcher every 4 years carried out by research units' directors. The HR department will provide support and training on the matter to all research units.	30	2022	Research units' directors DRH VP RH	% of researchers interviewed by the director for career advise Target : 80 % by 2022 Importance and Priority: medium
59. Develop a section on the UO's website dedicated to the researchers' careers development (mobility, training, research projects, contacts etc.)	28	Q4 2020	DRH Communication	Section created on the website Importance and Priority: medium

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words)

Most OTM-R principles are shared within the university. However, a number of actions are still needed to address the weaknesses identified in the OTM-R checklist.

Permanent members of staff benefit from a process that is very closely regulated by French law. On the other hand, there is greater flexibility for contract staff, who represent a wide variety of different statuses such as PhD students, post-doctoral fellows, ATERs, etc.

To this end, there are ten actions included in the university action plan.

Among these actions, one of the key elements is the implementation of a recruitment procedure for PhD students (by doctoral school) and for contract staff, modelled on the recruitment procedures for permanent teacher-researchers. This will result in wider exposure of the vacancies, more fairness and greater appreciation of the geographical mobility of these staff members.

The opening of opportunities to as many people as possible will be achieved by publishing all posts on EURAXESS and on the UO website (with details of profiles and the working environment). Moreover, the addition of a section on the recruitment of staff with disabilities and under-represented categories of people will make it possible to target more effectively and attract these candidates.

Transparency of recruitment will be reinforced by publishing the composition of selection committees for all recruitment (in a place that is easy to access). In addition, the university will also produce a guide containing all recruitment procedures, thus making everyone aware of all the processes. The online recruitment procedure has been implemented for all staff with the exception of PhD and post-doctoral positions and post-doctoral. The objective is to achieve a 100% online process for all categories of staff by 2022.

As regards the post-recruitment phase, it is planned to set up a systematic feedback process for all unsuccessful candidates and to send substantiated opinions, upon request. This is already in place at the University of Orléans for teacher-researchers and will be extended to other types of recruitment (ATER, doctoral students, post-doctoral students).

Finally, a regular monitoring procedure will be implemented by the Human Resources Department in order to ensure that the OTM-R policy meets its objectives.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation of the Action Plan will be overseen by a working group called Project Coordination. It will be made up of the Project Leader (Quality and Organisation Project Manager), the Head of the Steering and Foresight Assistance Unit, and the Steering Assistance Officer.

Working together with the departments, chairpersons and management responsible for each action, this group will ensure that the action plan is implemented in the direction desired and according to the timeframe set out in the action plan. It will regularly inform the steering committee and the President of the university of the progression of the actions in the action plan.

The heads of the gap analysis and the action plan working groups will incorporate the steering committee (COPIL), in order to ensure a relationship between the action plan's design phase and its implementation phase.

The composition of the steering committee will be as follows: the four working group leaders, the General Director of Services (DGS), the Deputy in charge of human resources, the Deputy in charge of steering, quality and cross-functional duties, the Vice-Rector for Research, Vice-Rector for Human Resources, the Vice-Rector of the Supervisory Board, the Vice-Rector Digital, Chief Strategic Officer for Disability, the Director of Communication, the Scientific Integrity Advisor, the Chief Strategic Officer for International Relations, the Head of the Research and Partnerships Department, the Quality and Organisation Project Manager, the Steering Assistance Officer, the Head of the Steering and Foresight Support Unit, European Contracts Officer, the Directors of the 5 doctoral schools. The steering committee will meet twice yearly.

In addition, regular progress reports will be made to the university authorities and to all staff via internal communication channels, including the Com'nous magazine.

Plan to monitor the progress

The Project Coordination group has a detailed dashboard helping to monitor the process. This dashboard is updated regularly by contacting the actions responsible units. If a problem occurs in the implementation process (deadlines or other impediments), a common solution has to be found. If necessary, a dedicated meeting is organised with the HRS4R project manager.

Moreover, the steering committee will receive a reporting on the implementation process stage (including warnings on specific actions if necessary).

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p><i>The Project Coordination Group will regularly liaise with those responsible for the actions in order to monitor their implementation of the action plan, ensuring that the stakeholders have taken ownership of the actions and that the timetable is being adhered to. Management and governance will be informed of the project's progress.</i></p> <p><i>The Steering Committee (COFIL) will meet twice a year. During these meetings, the Project Coordination group will present the state of progress for each of the actions.</i></p> <p><i>COFIL may decide on the compatibility between the action plan and the actual implementation of the actions.</i></p> <p><i>If there are any obstacles to the implementation of the actions, the steering committee will have to make compromises and make proposals for solutions.</i></p> <p><i>The Project Coordination Group will ensure that those responsible for actions remain informed of the Steering Committee's opinions, decisions and suggestions.</i></p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p><i>Progress reports (one per year) will be presented to the university's bodies, the Technical Committee, Research Commission and Supervisory Board. In addition, there will be information points integrated into internal communication through channels such as the Com'nous magazine (twice yearly), sent out to all university staff.</i></p> <p><i>Moreover, the research units' directors made the commitment to include one information point on the HRS4R strategy and action plan at the yearly research units' General Assemblies. (all the researchers participate at the assemblies). The</i></p>

	<p><i>General Assemblies reports will serve as an evidence.</i></p> <p><i>A questionnaire will be sent to all researchers in which they will be able to give their opinion on how changes are being implemented in the research units. This will also be a way of ensuring that all researchers are aware of and can benefit from the different tools/actions that are being implemented.</i></p> <p><i>The generic address hrs4r@univ-orleans.fr will enable us to collect at any time the opinions of staff on the effects of the action plan's implementation and their proposals for improvement.</i></p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p><i>The implementation of the HRS4R approach forms part of the objectives in 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 persons in charge of the HRS4R topics are: The Vice President of Research, the Vice President in charge of Human Resources and the Director of Human Resources. They have all been involved in the working groups for gap analysis and action plan, are part of the steering committee and regularly participate in meetings with the project coordination team. They are convinced of the importance of implementing the HRS4R approach and have been designated as leaders for a large number of actions within the project.</i></p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p><i>On one hand, the monitoring of the action plan will be carried out by the Project Coordination team, which will be in permanent contact with the persons responsible for the actions, in order to ensure that the implementation is progressing in the way it should.</i></p> <p><i>On the other hand, the questionnaire sent to the researchers will be an interesting means of verifying the grassroots feelings of the staff affected by the action plan.</i></p>

<p>How will you monitor progress (timeline)?</p>	<p><i>After the action plan has been validated by the Supervisory Board, every action manager will receive a table showing his or her own actions, the timetable and the indicators for measuring the results.</i></p> <p><i>The Project Coordination team will have a tracking table to assess that the schedule is being met. He or she will regularly consult the managers to ensure that implementation is progressing in line with the anticipated schedule.</i></p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p><i>The indicators will be updated in different ways: using pending validated and/or published documents, data collected from the relevant services, the questionnaire distributed to researchers and data retrievals from the information system.</i></p> <p><i>In addition, the steering committee will carry out an internal review of the project on a semi-annual basis.</i></p>

Additional remarks/comments about the proposed implementation process: