

HRS4R ACTION PLAN - UNIVERSITE PSL

A/ Strengths and weaknesses of the current HRS4R practice:

1/ ETHICAL AND PROFESSIONAL ASPECTS

Integrity and professional attitude

French legislation provides a protective framework for researchers' freedom of research and intellectual property. As an invested and well-known French research and higher education institution, Université PSL wanted to make a strong commitment to taking action to encourage integrity and ethics in scientific research.

It therefore adopted the PSL Scientific Integrity Charter, which covers most of the ethical points contained in the European Research Charter. Two advisors were appointed to coordinate joint discussions with their counterparts in the components on the rights and duties of researchers in this area and develop actions to raise awareness of the issue. Training and workshops on ethics and scientific integrity are already regularly offered to doctoral students and researchers at Université PSL.

With regard to professional aspects, Université PSL provides all researchers with access to its research and graduate education support department, in addition to the departments and services within the components, as well as a shared service dedicated to supporting partnership activities (SAAP). These all help raise awareness among researchers with regard to matters concerning professional attitude, and provide them with support through discussion workshops, training and personalized assistance with calls for proposals.

That said, researchers in PSL component schools are still largely unfamiliar with the legislation on these issues and the various mechanisms in place. Efforts must be made to improve accessibility to this information within the university community.

An ethics committee was provided for in the university's internal rules in November 2019 and is in the process of being set up.

Dissemination of research

The public dissemination of research is a well-established practice at Université PSL; for a number of years now, its component schools have been fully engaged in public debate through its well-known cultural establishments (the Museum of Mineralogy at Mines de Paris-PSL, the Curie Museum at Institut Curie-PSL, visits by school groups to the Observatoire de Paris, and Espace Pierre-Gilles de Gennes at ESPCI Paris-PSL), by organizing major scientific cultural events (Night of Science at ENS), and by taking part in major national and international events (e.g. Science Festival, Nights of Museums, and Nights of Philosophy held in London, Berlin, and New York). This activity is further facilitated by the PSL knowledge dissemination website PSL Explore (<https://explore.psl.eu/en>), which provides access to 6 million documents housed in the component schools' libraries, archives and museums, as well as free access to hundreds of conferences, research films, MOOCs and virtual exhibitions.

Université PSL takes a proactive stance regarding Open Access policies, by broadening certain practices already well-established in some of its institutions to all its components. Based on an analysis of the existing situation, a special advisor was appointed to develop a common policy in this area. The first step in this strategy is the approval of a special charter in 2020, followed by the launch at the start of the 2020-2021 academic year of Hal PSL, a joint open archive portal that will

amass the archives of those components already in possession of such a tool, while enabling those without to take part in the process.

The university is also actively working to promote the transfer of technology and knowledge. As a catalyst for economic growth, it encourages partnerships with firms, investors and public bodies in its research initiatives: the PaRis Artificial Intelligence Research InstitutE (PRAIRIE) project obtained in response to the 3IA call for proposals in 2018 involves around 15 firms such as Amazon, Google, GE Healthcare, Facebook, Microsoft, Engie, PSA, Pfizer, etc.; and an interdisciplinary Beauty chair was launched with the L'Oréal Foundation in September 2019. It provides researchers with access to a special technology transfer team, "PSL Valorisation", as well as several mechanisms supporting business creation and innovation: the PSL Innovation Fund, the university's seed fund for start-ups within its ecosystem, exceeded its initial fund-raising target from public and private investors and currently totals €76 million.

Non-discrimination

PSL seeks to set an example with its policy of non-discrimination. To this end, it relies on a network of equality, diversity and disability advisors in its component schools, whose work already resulted in the drafting and adoption of a multiyear disability plan and an equality and diversity charter for Université PSL.

Evaluation

Like any higher education and research institution, PSL complies with the research evaluation system in effect. This system includes an external audit by a national body (HCERES) of all the research laboratories of Université PSL and its component schools at least every four years, giving rise to an integrated PSL evaluation report. This evaluation precedes the five-year contract that Université PSL signs with the State, in which the supervising ministry and PSL agree on the university's objectives for the forthcoming period.

This system is completed by special bodies and other external and internal evaluation mechanisms specific to PSL.

PSL's overall activity is evaluated once a year by a Strategic Decision Committee composed of 12 French or foreign scientific individuals external to the university, who are chosen for their internationally renowned expertise in the fields of science, literature, the arts, design, technology transfer and the dissemination of knowledge.

PSL's Academic Senate, composed of researchers, faculty members, lecturers, other personnel, students and alumni, either elected or appointed, issues an opinion on the organization of evaluation at Université PSL.

All PSL graduate programs (GPs) are subject to their own monitoring and evaluation tools. Each GP director draws up an annual report for the PSL Teaching and Research Committee, which includes the Vice President for Research and Graduate Education of PSL, as well as the vice presidents of each component school and representatives of the research institutes. This report includes a presentation of the GP's achievements and the monitoring indicators produced by PSL. In parallel to this, the consultative scientific board of each GP is asked to produce an evaluation report halfway through and at the end of each program, after 2/3 and 5 years respectively. Together, the annual reports and evaluation reports provide a basis for the annual overall evaluation of all GPs, which is presented to the Vice President of the Teaching and Research Committee of PSL's Academic Senate, responsible for research and graduate education.

Lastly, the quality process undertaken by PSL includes a set of sector-specific charters (research, education, diversity, and open science).

2/ RECRUITMENT



Almost all researchers at Université PSL are employed directly by its component schools or partner organizations, which are solely responsible for recruitment. The university's bylaws stipulate that "recruitment and human resources management are the responsibility of the component schools, coordinated by Université PSL".

Nevertheless, Université PSL, which manages a number of major joint projects in the field of research (COFUND, Laboratory of Excellence, etc.), guarantees compliance with national and European standards in terms of the recruitment and career management of the scientific personnel funded through its credits and, more generally, of all researchers. The human resources strategy of Université PSL clearly reflects this aim, jointly pursued with the component schools, to set up common guidelines and actions to ensure open, transparent recruitment based on merit, in accordance with the specific characteristics of each institution.

Young researchers (R1) can already benefit from the PSL Doctoral College which, since 2015, coordinates and implements the policy of the 29 doctoral schools of PSL's component schools, for which it confers accreditation or joint accreditation.

Recruitment by the component schools is also carried out in compliance with the procedures set out in the bylaws applicable to them. These bylaws seek to prevent any form of discrimination based on the age, citizenship, language or ethnic origin of candidates.

However, the gap analysis revealed certain weaknesses often applicable to both Université PSL and its components with regard to recruitment procedures.

A lack of visibility regarding PSL's academic job offers was noted, as well as the fact that they were not systematically published on the Euraxess Job platform. The creation of a joint recruitment platform at the end of the first semester of 2020 addresses this.

Work is still required regarding the formalization of selection criteria and awareness-raising among potential recruiters, particular in terms of cognitive bias.

Lastly, there are not yet any formal documents or set of measures that make it possible to verify compliance with all OTM-R principles, such as candidate mobility and the chronological variation of their CV, etc. The PSL academic recruitment charter adopted in 2020 will address this, but specific monitoring systems must also be put in place.

3/ WORKING CONDITIONS

Université PSL is convinced that the availability of resources and the quality of the research environment form the bedrock for excellence in teaching and research.
(<https://www.psl.eu/en/research/facilities-and-resources>)

All PSL researchers benefit from the services of the teams working in the Department of Research and Graduate Education, PSL Valorisation, and the shared service for European funding (the SAAP). The Research and Knowledge division also plays an important role, in coordination with all PSL libraries and museums, by providing access via the PSL Explore website to 68,000 journals, 530,000 e-books and around 30 databases. Tutorials are also made available, as well as a catalogue of unified research and access to all the digital resources of the component schools (including more than 1,200 digital theses).

In accordance with French labor law, all Université PSL researchers also benefit from social protection in the event of an accident or illness, as well as unemployment benefits (whether they are of French or foreign nationality).

In order to facilitate the recruitment and careers of staff with disabilities, PSL has drawn up and adopted a multiyear disability plan.

PSL also takes the issue of gender equality seriously, and hopes to work, alongside its component schools, within a favorable legislative framework (equal numbers of men and women on selection

committees, the combating of harassment and sexism, and the professional equality plan) and draw on its equality charter in order to go further still in terms of raising awareness and levels of vigilance on these issues, at each stage in recruitment.

4/ TRAINING AND DEVELOPMENT

Training

In 2018, Université PSL set up a shared group training service for all staff: the PSL Internal School. In conjunction with the Doctoral College, which specifically targets doctoral students, the Internal School offers a full range of tailored training, both in the classroom and online, to all researchers. In effect, the training of PSL teachers and researchers is one of the three priorities set out in its multiyear strategic training plan, in which particular attention is given to training in supervision and management, as well as in teaching. In fact, French legislation provides all workers with the right to receive training. Access to this training is thus facilitated.

However, despite the vast range of training available and a favorable regulatory framework, researchers remain largely unaware of the possibilities available to them: specific communication campaigns must be set up to ensure that researchers are better informed.

Supervision and mentoring

Thanks to the work of its Doctoral College and the establishment of a Thesis Charter since 2018 (<https://collegedoctoral.psl.eu/wp-content/uploads/2018/04/Thesis-Charter-PSL-April-2018.pdf>), Université PSL ensures compliance with the legislative provisions in force regarding the tutoring of PhD students. Each PhD student is thus allocated a thesis tutor, has access to tailored training, and is regularly assessed by a thesis committee.

As regards more experienced researchers (R2 to R4), informal mentoring practices exist in certain laboratories, but are not always accessible and are often not well-known. Tutoring must therefore be formalized and promoted within PSL.

B/ Actions :

In blue: actions common to the components of Université PSL

Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ETHICS				
Establishment of a PSL ethics committee for PSL University	3, 10	Q4 2020	Université PSL Research VP	Establishment of the committee: Yes/ No
Encouragement for researchers to follow a training session on ethics: as it is already mandatory for doctoral students, creation of communication materials presenting this training as strongly recommended for supervisors of doctoral students, as an incentive for other researchers. Such communication materials could include email campaigns aimed towards supervisors. This action is common to all PSL University institutions.	1,2,3,4,5,6,7,8,9,10	S1 2021	PSL Doctoral College Dauphine Doctoral School and doctoral programs Internal School PSL	Number of training courses offered Number of trainees by category (PHD or other)
Draft thematic or disciplinary PSL ethics charters in some research fields (e.g. artificial intelligence) that will then be made available to all researchers (R1 to R4).	3	S2 2021	PSL's Research Direction	Number of thematic charters

				Availability on the institution's intranet : yes/no
Include an article in the contract of non tenured researchers)employed by PSL indicating that they undertake to respect the integrity charter. For tenured researchers, integrate the charter into the administrative file, as well as a document to be signed ("Charter acknowledgement") attesting that they have read it and that they undertake to respect it.	2	September 2020	HR	Contract template modification including respect of integrity charter yes/no Number of tenured researchers having signed the Charter acknowledgement document
Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development or strengthening of a policy towards Open Access, locally and in conjunction with Université PSL: <ul style="list-style-type: none"> • Creation of a working group on this subject by the referent for open science. • Establishment of an inventory of the development of open science within PSL as well as the methods and tools available. • Setting up actions to raise awareness of open science among researchers and doctoral students. • Recommendation on the tools to be developed to improve the availability of PSL data and results. • Adoption of an Open Access Charter 	8, 9	S1 2021	PSL Open Science referent and dedicated working group of PSL curators	Establishment of a dedicated working group: yes/no Number of awareness-raising actions implemented State of play and recommendation report: yes/no Open Access Charter: yes/no
Implementation of a research quality procedure at PSL University involving regular internal evaluation of each of its graduate programs.	11	S1 2022	PSL Research and Graduate Education Direction Managing Director	Procedure developed: yes/no No. of evaluations conducted
Drafting and promotion of a research charter and a education charter of the PSL University	11	S1 2021	PSL Research and Graduate Education Direction	Research charter adopted: yes/no Education Charter adopted: yes/no

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
RECRUITEMENT				
Create and update a page dedicated to the HRS4R process on the French and English versions of University-PSL's website	12	Q3 2020	Communication Direction + HRS4R Coordinator	HRS4R page on website : yes/no and URL
Creation of call for applications template	12, 13, 15, 16, 18	S1 2020	PSL HRS4R Coordinator, dedicated	Template of Job description in French

for academic recruitment. This job description would present more details about the terms and condition of the job, as well as institutions' respect of the principles of the Code of Conduct for the Recruitment of Researchers. This action is common to all PSL University institutions and will be implemented in each institution's HRS4R action plan.			PSL, HR working group (HRWG),	and English including the HRS4R dimension yes/no
Implementation of a device/a page on the PSL website centralizing the publication of all calls for applications for contractual researcher positions within PSL institutions (Doctoral fellows already benefit from a centralized tool at PSL level : ADUM)	13	S2 2020	HR WG, PSL Communication Department, PSL Managing Director, PSL HRS4R Coordinator	Webpage's URL Number of offers published on this page
Systematic publication of all contractual job offers of researchers on the European portal EURAXESS Job (for contracts of more than 3 months) via the PSL recruitment portal	13	S2 2020	HR and IT Direction	Number of offers published on EURAXESS via PSL recruitment portal

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Creation and implementation of a PSL Recruitment Charter integrating the Code of Conduct for the Recruitment of Researchers.	5, 12, 13, 14, 16, 17, 18, 20, 29	S2 2020	PSL HRS4R Coordinator, Dedicated PSL HR working group (HRWG)	Establishment of the PSL Charter: yes/ no
Systematic sensitisation of all members of the selection committee or potential recruiters to cognitive biases, before the start of the recruitment procedure. This action is	12, 14, 16, 17, 18, 19	S1 2021	Vice President for Research / Education of components HR Directions of components PSL Internal School	Number of sensitization actions



common to all PSL University institutions.				
Inclusion of two referees (called "observateur" in French) in the selection committees to ensure the respect of the Code of Recruitment, specifically regarding gender balance and anti-discrimination standards, as well as CV chronology, mobility and seniority. This action is common to all PSL University institutions.	16, 17, 18, 19, 20, 21, 27, 29	S1 2021	HRD / VP RH Dedicated PSL WG, composed of researchers and HR	Implementation of referees: yes/no Number of institutions having designated referees
Creation and completion of statistical tables documenting the number of applications selected by selection committees' members, by gender, at each stage of the process. This action is common to all PSL University institutions.	27	S1 2021	PSL, and HR Directions of components	Number of institutions having set up the system

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Establishment of selection criteria before every recruitment and formalization of these criteria in the form of a grid. This action is common to all PSL University institutions.	16, 17, 18, 19	S2 2021	Disciplinary sections or departments of the institutions under the aegis of the VPs concerned	Number of institutions that have set up formalized recruitment grids
Provide foreign researchers with English translation of their employment contract	13	S2 2021	HR	English translation of employment contract template: yes/no
Offer an English-language-version of main administrative documents and forms	13	S2 2021	Communication and HR Directions	Number of translated administrative documents

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
WORKING CONDITIONS				
Creation and implementation of a professional gender equality plan	27, 29	S1 2021	CSR VP PSL and WG with Equality referents of components	Gender equality Plan: yes/no

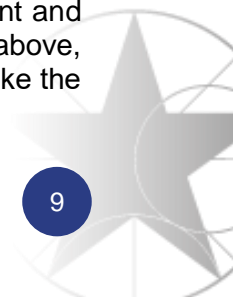


Creation, promotion and implementation of the Université PSL equality and diversity Charter	27,29	Q4 2020	CSR VP PSL WG with Equality referents within PSL institutions	Presence of the Charter: yes/ no
Organize and promote regular workshops to allow researchers to reflect on their professional background, skills and career aspirations	28, 29, 30	S1 2021	PSL Internal School	Number of workshops Number of participants
Create and progressively implement a digital workspace in all PSL University's component institutions to facilitate collaboration and networking. This internal communication tool will also allow all PSL researchers, regardless of their employer, to be aware of the resources and services available to them within PSL.	29, 30 et 4	S2 2021	IT Direction Communication Direction of PSL and its components	Implementation rate of the digital workplace vs number of components
Implementation and promotion of management training activities for Directors of Research structures.	37, 40	S2 2020	PSL Internal School	Number of Directors of Research structures following these training activities
Creation and promotion of the PSL Visiting Fellow scheme to encourage the mobility and hosting of international researchers.	29	Q4 2021	PSL Research and Graduate Education Direction	Visiting Fellows number
Offer a Welcome Desk, Euraxess accredited, service via Université PSL to welcome international researchers. It will offer, on an as-need basis, French courses.	29	S2 2021	Welcome Desk PSL (Student) VPCSR/International Relations Office PSL PSL Managing Director	Recruitment of a person dedicated to welcoming international researchers yes/no Number of foreign researchers supported by the Welcome Desk, once it will be implemented Number of French training classes implemented
Development and reinforcement of the PSL Center for Teaching Excellence dedicated to innovation in face-to-face and distance learning.	33	S1 2021	VP for undergraduate Education, dedicated working group PSL internal school	Number of actions of the Center for Teaching Excellence
Plan Diversity and Equality events and training opportunities, to network and gain additional skills	27,29	S1 2021	VP CSR Equality Referents, PSL Internal School	Number of events organized

Proposed ACTION S	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
TRAINING				
Continue training and awareness-raising on	28,40	S2 2020	PSL Internal School	Number of training courses, Number of participants

psychosocial risks and risk prevention for researchers and engineers in management positions				
Implement delayed evaluations for career management workshops, in order to assess the medium/long term impact. This action will be steered and implemented by PSL's internal school.	29, 30, 39	S1 2021	PSL Internal School	Number of feedback forms received Delayed feedback for each training session yes/no
Set up training courses in supervision (doctoral supervision, research team management) and management tasks (budget and requests for resources, legal risks...) via the Internal School.	40	S2 2020	PSL Internal School	Number of supervision and management tasks training courses Number of participants
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Conduct an inventory of formal and informal mentoring practices in order to establish a common framework for PSL University	28, 40	S2 2020	PSL's CSR VP / Research VP, PSL Internal School	Presence of the inventory: yes/no
Ensure a better communication of existing mentoring and supervision training courses and workshops through a synthetic communication document.	30, 39	S2 2021	PSL Internal School	Communication material
Constitution of a pool of PSL mentors	28, 37	S2 2021	PSL's CSR VP / Research VP, PSL Internal School	Number of mentors in the PSL pool
Encourage researchers to follow training seminars on teaching techniques for research professors and assistant professors	40	S2 2020	PSL Internal School	Number of participants in teaching techniques courses

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.



(free text, 1000 words maximum)

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:

(free text, 1000 words maximum)

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
How will the implementation committee and/or steering group regularly oversee progress?	free text 500 words maximum
How do you intend to involve the research community, your main stakeholders, in the implementation process?	free text 500 words maximum
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.	free text 500 words maximum
How will you ensure that the proposed actions are implemented?	free text 500 words maximum
How will you monitor progress (timeline)?	free text 500 words maximum
How will you measure progress (indicators) in view of the next assessment?	free text 500 words maximum

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

