

TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review:University of Strasbourg (Unistra)

Organisation's contact details: 4 rue Blaise Pascale, 67081 Strasbourg Cedex, France

Web link to published version of organisation's HR Strategy and Action Plan: ...
<http://www.unistra.fr/index.php?id=26360>.

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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	4323
Of whom are international (i.e. foreign nationality)	1411
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1649
Of whom are women	1856
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1501
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	260
Of whom are stage R1 = in most organisations corresponding with doctoral level	2346
Total number of students (if relevant)	48011
Total number of staff (including management, administrative, teaching and research staff)	5026
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	517.826.251
Annual organisational direct government funding (designated for research)	16.803.013
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13.248.798
Annual funding from private, non-government sources, designated for research	3.600.110
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Located in the heart of Europe, the University of Strasbourg is born on 1st October 2009 from the merger of the three former local universities. A leading European centre for training and research, the University developed strong French-German cooperation and is a privileged partner among Upper-Rhine universities. It forged many partnerships with European and international universities. Thanks to the worldwide reputation of its research teams, the University emerges among Europe's foremost research universities, is a founding member of the <i>League of the European Research Universities</i>, and home to 4 Nobel Prizes. Thirty H2020 projects are currently conducted at the University.	

2. NARRATIVE (MAX. 2 PAGES)

This Action plan is the result of many discussions between researchers, administrative staff and the University of Strasbourg's governance. The gap analysis was performed by a working group divided into 5 workshops and composed of both researchers and administrative staff: 4 workshops working on each of the four chapters of the Charter & Code, and one workshop in charge of conducting a survey addressed to a representative panel of the university's scientific community (880 researchers). The workshops were then brought together and their findings were compared and discussed. The results led to the proposal of actions.

The steering group, composed of members of the university's governance, prioritised the propositions in accordance with the institutional strategic plan, leading to the creation of the current Action plan, detailed hereinafter. This plan was validated by the University board on 09th May 2017.

Researchers were involved through participation to the working group, the survey, and the many presentations which were given in commissions, councils, etc., during which their feedback and concerns were extensively discussed and used, in order to adapt the action plan to their needs.

ETHICAL AND PROFESSIONAL ASPECTS

As a research university, the University of Strasbourg guarantees its scientific community, through its status, "full independence and the entire liberty of expression, essential to run their missions".

Despite the publications of a *Doctoral charter* and a *Charter of Deontology* – the latter also instigating the creation of a deontology committee – the university is still lacking an ethics committee. Nevertheless, Unistra is currently tackling this issue through the "Integrity" programme.

The university has developed structures to lighten the administrative burden of its researchers, giving them more time and freedom to conduct research (i.e.: Pôle unique d'ingénierie (PUI), Société d'accélération du transfert de technologies Conectus Alsace (SATT Conectus)). These support researchers with a range of issues such as professional responsibility and attitude, project management, funding research, intellectual property, contractual and legal obligations, etc.

The security of the information system suffers from limitations due to the size of the infrastructures and the ignorance of researchers, but maintains a high-level of security for all data gathered.

Unistra launched in late 2016 an open access platform, univOAK, expected to be linked to OpenAIRE in 2017. A deputy vice-president has been appointed to supervise public engagement activities organised at the university. However, these activities should be aimed more actively at youngsters in order to awaken the passion for science and research within them.

In order to fight discrimination, the university named in 2009 an Equality-Diversity mission officer. This mission evolved in 2017 into an Equality-Parity deputy vice-presidency. It was the first step in the right direction, but the university now needs to take a new step forward by further developing this mission and building a system around it. This officer also controls the respect of gender balance equality.

The main problem at Unistra regarding ethical and professional aspects lies in the lack of information communicated by the central administration to researchers. This issue was highlighted through the gap-analyses and the HRS4R survey ran in May 2016. However, the survey also showed that over 95% of the researchers who responded declared enjoying freedom of thinking, expression and self-determination of the best means to solve conflicts / problems.

RECRUITMENT

The recruitment of experienced researchers (R3-R4) complies with French regulation, giving little leeway to adapt the recruitment process to the specificities of the university and the position. The selection committee respects gender equality, and the whole procedure is made as open and transparent as possible although there is no clear OTM-R strategy implemented yet. For example, job offers still need to be translated into English and published on the Euraxess jobs portal.

Regarding PhD students (R1), the recruitment procedure is getting stricter with time. French regulation imposes more and more elements to guarantee that PhD students successfully complete their thesis, and the majority of doctoral schools are now demanding that young researchers benefit from funding for the duration of their thesis. Concerning PhD students recruited through programmes initiated by the Unistra (IdEx, Unistra's doctoral contract), each candidate is assessed by a selection committee, as done for R3-R4 researchers.

Finally, the recruitment of postdoctoral researchers (R2) is the least regulated procedure, as, apart from those funded by IdEx contracts, it is being run by the research unit without much knowledge or visibility from the central administration. The development of a clear procedure would improve the system, as it would allow the university to develop support and activities for this specific population.

WORKING CONDITIONS AND SOCIAL SECURITY

The University of Strasbourg has developed over the years a series of tools to recognise the importance of the work done by every member of its scientific community. For instance, newly recruited researchers (R1-R2) can in certain cases benefit from a « dispositif de reclassement à la nomination », to increase their salary in accordance with their previous professional experiences. Moreover, the « référentiel d'activités » is a tool emphasising some activities conducted by the researchers outside of the framework of their jobs and missions. It has been decided that the civil servants' salary grid could be applied to researchers on fixed-term contracts, they would therefore also benefit from career and salary developments. The pensions' office manages civil servants' pensions for the Alsatian research site, and has tied strong links with the CARSAT, which manages those of researchers on fixed-term contracts and/or those who have worked abroad.

The "Opération Campus" is a programme running through 2020 which objective is to modernise Unistra's infrastructures. The university has therefore seen the development of a central park on its main campus, and the building of new modern, practical and pleasant buildings over the past few years, with more to come. Initiated through the "Initiatives d'excellences (IdEx)", numerous research units have been equipped with state-of-the-art technologies, support services created (PUI...), research platforms designed, innovative research projects funded and staff recruited.

The university offers training sessions and finances researchers' participation to conferences and seminars to develop their skills, but does not further accompany them in their career development, mainly due to a lack of staff devoted to this task.

TRAINING

There are 2 lists of training sessions offered, divided between PhD students and other researchers. The thesis supervisor is required to possess a "Habilitation à diriger des recherches". This is not specifically required by French law but rather reflects the institution's regulations. It guarantees the expertise of the researcher in both supervising and conducting research. PhD students are supported by a doctoral school, in charge of their doctoral training and which is also involved in the resolution

of difficulties and/or conflicts which may arise throughout the course of the doctorate. This system has built a more secured environment for PhD students.

Regarding experienced researchers, training sessions can be picked from a list. However, these sessions do not cover many topics directly related to the scientific field. In compensation, the university allows credits for researchers to either organise events at Unistra or to be able to participate to these events outside the university.

3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

Title action	Targeted recommendation	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Development of a cross-cutting network between different services involved in the watch and protection against discrimination and harassment.	10, 27, 34	Winter 2018	Research department, HR department, Legal department (SAJ), Student services desk (SVU), Equality-Parity deputy Vice-president, University medical-psychological service (CAMUS), Psychologist	Development of a cross-cutting network Yes/No Network activity indicators: - Number of agents seen per year - Number of records followed per year - Number of training sessions organised
2. Writing of an online guide fitted with a search engine and aimed at the university scientific community, describing various administrative and technical aspects of research careers at the University of Strasbourg. Translation of the guide into English.	1, 5, 7, 8, 10, 11, 12, 15, 22, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33	Autumn 2017	HR department, Research department, Digital technology department (DUN)	- Writing of a guide Yes/No - Number of views of the guide per year
3. Translation of all job descriptions into English, addition of the language of instruction, and publication on the EURAXESS portal.	13, 15	Autumn 2017	HR department, Teaching departments, Translation referent	- Percentage of job descriptions translated into English - Addition of the language of instruction on job descriptions Yes/No - Percentage of job descriptions published on EURAXESS
4. Elaboration of an assessment grid for selection committees to replace the "fiche rapporteur".	16, 17, 18, 19, 20, 32	Autumn 2017	HR department, Teaching departments	- Elaboration of a grid Yes/No - Percentage of selection committees using the grid
5. Elaboration of a standardised procedure, specific to Unistra, for the recruitment and follow-up of postdoctoral and foreign researchers.	12, 21, 22, 25, 28, 30	Spring 2019	Research department, HR department, EURAXESS Services, Research Units	- Writing of a procedure Yes/No
6. Improvement of the attractiveness of research conducted at the University of Strasbourg by offering contractual researchers more adequate salaries with regard to their skills and which include seniority recognition and progression.	21, 22, 26	Spring 2019	Research department, HR department	- Writing of a procedure Yes/No - Introduction of a specific grid Yes/No
7. Development of an open recruitment process, transparent, based on merit (OTM-R), functional and compliant with the European Commission's recommendations.	#12 à #21	Spring 2019	HR department, Research department	- OTM-R policy in place Yes/No - Check-list completed Yes/No
8. Display of the composition of selection committees on the audition-room doors for the recruitment of teacher-researchers.	2	Autumn 2018	HR department, selection committee presidents	- Percentage of selection committees displayed on doors
9. Lightening of justification procedures at the Financial Justification Office (Research department) and at the Audit Office (Accounting agency).	6	In progress	Research department, Accounting agency	- Lightening of procedures Yes/No - Number of cases processed by the Justification Office - Number of cases processed by

				the Audit Office
10. Promotion of the open access platform: univOAK.eu.	8	In progress	Documentation department (SCD), Communication department (COM), Digital technology department (DUN), Research data and open science deputy Vice-president.	- Number of visitors on the univOAK.eu website - Volume of articles/data available
11. Formalisation of the follow-up of meetings between pupils ("collège" and "lycée") and teacher-researchers in order to promote the university and research (possibly in relation with the local education authority – <i>Rectorat</i>).	9	In progress	"Jardin des sciences », Research department, « Maison de la science Alsace », « Cordées de la réussite »	- Number of interventions in "collège" and "lycée" (secondary and high schools) - Number of pupils invited at the university
12. Raising of PhD students' awareness on issues regarding professional gender equity, and communicating those in the guide. Similar action towards members of the selection committees.	10, 27	In progress	Equality-Parity deputy Vice-president, ED 182	- Number of annual sessions aimed at PhD students on the subject - Number of participants and doctoral session filling ratios - Number of training sessions aimed at selection committee members - Number of participants and sessions filling ratios
13. Generalisation of laboratory notebooks in the relevant research units, presentation of results to members of the laboratory.	2	Spring 2019	Research department, Research units	- Percentage of targeted doctorates using laboratory notebooks
14. Generalisation of data and equipment (USB key, laptop, etc.) encryption. Run awareness campaign in the research units.	7	In the course of 2018	IT department (DI), Information System Services (SSI)	- Number of encrypted equipment - Number of visited research units
15. Addition of the economic intelligence training session to the staff training session list – on top of the one offered to PhD students – in order to make it available to members of the scientific community.	7	Autumn 2018	Public security-defense agent, Defense referent, HR department, Research department: Doctoral college – Unistra	- Number of researchers enrolled on the training sessions, by category - Number of training sessions on offer
16. Dematerialisation of the Temporary Lecturer and Research Assistant (ATER) recruitment procedure: possibility to upload application directly to an online platform.	13	In the course of 2021	HR department, IT department (DI), Digital technology department (DUN)	- Dematerialisation of the ATER recruitment procedure Yes/No
17. Feasibility study and experimentation of the role-play included in the recruitment process for teacher-researchers.	14, 16	Spring 2019	HR department	- Number of role-plays used during recruitment
18. Promotion of the Tenure track model for IdEx chair holders.	23	Autumn 2018	Research department, Future Investments Mission (MIA)	- Percentage of sustained projects after IdEx chair expiration
19. Offering of training sessions in English: Risk prevention, health and safety and the training sessions offered by the Project Engineering Centre (PUI). Promotion of the training sessions organised with the partners of the University (CNRS, UHA Inserm, etc.).	23	Autumn 2018	Prevention, security and environment service (SPSE), HR department	- Number of training sessions offered in English - Number of participants to the training sessions
20. Development of social action (ie. Reserved places in local nurseries).	23, 24	Spring 2019	Social action promotion service (SPACS)	- Dependant on the defined social actions
21. Mapping of existing research platforms and shared equipment.	23	In the course of 2019	Research department, Communication department (COM)	- Number of newly developed research platforms
22. Information and communication on recruitment	24	Autumn	HR department	- Percentage of disabled

conditions for disabled research staff; Development of teleworking with clear rules.		2017		research staff - Percentage of employees teleworking
23. Finalisation of the “accident at work and/or in service” procedure. Transmission of this procedure to researchers.	24	In progress	HR department	- Dissemination of the “accident at work and/or in service” procedure Yes/No - Addition of a chapter specific to teacher-researchers Yes/No
24. Introduction of compulsory meetings between PhD students and their supervisors.	36, 37	Autumn 2017	Research department	- Percentage of training conventions signed prior to next registration
25. Creation of training sessions boosting career development upon completion of the thesis. These training sessions will also be offered in English.	38	Autumn 2017	Research department	- Number of training sessions created - Percentage of those training sessions translated into English
26. Introduction of a new registration platform for PhD training sessions (“Amethis”).	38	Autumn 2018	Research department	- Registration platform replaced Yes/No
27. Identification of typical career paths in order to suggest the most appropriate training sessions one PhD student should follow to boost one’s career opportunities.	39	Autumn 2017	Research department	- Development of a list of typical career paths and related training sessions Yes/No
28. Support of PhD students in their career plan reflexions and on the procedures to follow: Presentation by PhD students, at mid-term, of their post-thesis plans.	39	Autumn 2017	Research department, Doctoral schools	- Percentage of training conventions signed prior to next registration
29. Training session on the use of DocPro and follow-up on its contribution to the integration into the world of work of newly qualified doctors.	39	In progress	Research department	- Agreement index to the question of DocPro’s contribution in the “Devenir des docteurs” survey
30. Display of internal regulations for each research unit needs to be improved (intranet, working spaces, labs, etc.)	2, 35	Autumn 2018	Research department, Research units	- Percentage of research units to have published their internal regulations on their intranet and in their working spaces.

As 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 your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

The Open, Transparent, Merit-based Recruitment procedure is a new issue at the University of Strasbourg. As we are currently going back to the drawing board in order to define a clear OTM-R Strategy, a number of existing elements which respond to some of the OTM-R principles can already be underlined, as well as a number of actions planned in the framework of the HRS4R Action Plan.

The HR department uses some recruitment e-tools, especially for the recruitment of teacher-researchers. In fact, the whole procedure has been dematerialised, meaning that candidates can

upload all documentation supporting their application on a dedicated platform. This procedure keeps the administrative burden for candidates at a low point. Moreover, the HRS4R Action plan includes an action that aims to dematerialise the recruitment procedure of ATER staff.

The HRS4R Action plan incorporates several actions regarding the issue of openness to the world and attracting foreign candidates: for instance, the translation into English of job offers and the publication of those on the Euraxess jobs website. As we already have an Euraxess Services centre at the University, adding a new Euraxess tool to the service of researchers will not be a problem. Some postdoctoral offers are already published on the Euraxess jobs portal.

Disabled research staff members are one of the most underrepresented groups at the University of Strasbourg. However, national regulation makes it now easier to recruit disabled researchers. We are going to communicate on this issue to make sure disability will not prevent from recruiting researchers anymore.

Selection committees are appointed and composed with respect to the French national regulation, which is in line with the OTM-R principles. However, the aftermath of these selection procedures could be better handled.

To conclude, the OTM-R policy may be new to the University of Strasbourg, but its principles are for the most part shared by the Unistra, and have been shared so far over a long period of time. Therefore, we are planning to conduct a thorough work on OTM-R principles in the next two years in order to propose to the European commission, when the time of the internal review comes, a detailed action plan introducing OTM-R principles within practices that are currently in place at the University.

4. IMPLEMENTATION (MAX. 1 PAGE)

- Do you have an implementation committee and/or steering group regularly overseeing progress?

The steering committee which has been overseeing the progress made during the gap-analysis, will be kept throughout the implementation process and will meet twice a year. Moreover, a project manager will remain focused on the HR strategy to make sure actions are being developed as they should, and to ensure that the different involved services, departments, etc., adopt the actions, so that the transition from the “before HRS4R” to the “after HRS4R” goes timely and as smoothly as possible.

- How do you involve the research community, your main stakeholders, in the implementation process?

They will be regularly informed on the progress made throughout the implementation process and will be surveyed to assess the progressive implementation of the action plan. Researchers were involved during the gap-analysis through the survey, their participation to the working group and the many presentations made during committees, commissions, councils, etc. They will remain key figures during the implementation process. A communication plan is currently being finalised. It will focus on representative bodies and institutional media, presentations to researchers, and many other actions to ensure everyone involved in the process is aware of its existence and its ins and outs.

- How will your organisation ensure that the proposed actions will also be implemented?

The Action plan was validated by the Research Commission, the Technical Committee and the University board (Conseil d'administration), it therefore enters the university's institutional strategic plan. The project manager is in charge of regular follow up of at the different administrative services and departments. The manager is also going to monitor the progress and implementation of the different actions all along the different yearly steps and report to the University central governance.

- Is there evidence of any alignment of the HRS4R with organisational policies? For example, is the HRS4R recognized in organisation's research strategy, overarching HR policy?

We are closing on this objective. As stated in the previous point, the HRS4R has entered the university's institutional strategic plan. As it is a cross-departmental project, it is also implemented into the different departments that are directly concerned by implementation of the research strategy (HR, Research, etc.).

- How will you monitor progress?

The indicators defined in the Action plan will be formalised more precisely and transmitted to the relevant services / departments, which will implement them so that to allow for monitoring, regular updates and provision of data when requested. The project manager will ensure the follow-up and gather regular relevant workshops. He will report on the progress made twice a year to the steering committee, and will write a yearly progress report based on these indicators to be presented to the university's and researchers' representative bodies.

- How do you expect to prepare the internal and external review?

Based on the conclusions of regular workshop meetings, the steering committee will assess the progress made, the possible proposals of modifications. This can lead to revision of the Action plan. These evolutions to the HR strategy will be registered in a yearly progress report and presented to the researchers before being validated by the aforementioned representatives.

The internal and external reviewers will get complete access to these reports, as well as to a synthesis of the comments made by researchers and the progress made during the period examined.

The type of survey we did for the gap-analysis will be launched again before each review. The results will be handed to the reviewers.