

EURAXESS

Internal Review

Case number

2019FR471137

Name Organisation under review

Université de Strasbourg

Organisation's contact details

4 rue Blaise Pascal, Strasbourg, 67081, France

1. Organisational Information

Please provide an update of the 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 *	5671
Of whom are international (i.e. foreign nationality) *	1572
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	1692
Of whom are women *	2228
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	2568
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	658
Of whom are stage R1 = in most organisations corresponding with doctoral level *	2408
Total number of students (if relevant) *	50822
Total number of staff (including management, administrative, teaching and research staff) *	5679
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	535631178
Annual organisational direct government funding (designated for research)	426146123
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	18189923
Annual funding from private, non-government sources, designated for research	2860325

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, Unistra 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 League of the European Research Universities, and home to 5 Nobel Prizes. 47 H2020 projects are currently conducted at the University.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Strengths and Weaknesses (Initial Phase)**Strengths and Weaknesses (Interim Assessment)**

- The main issue at Unistra regarding ethical and professional aspects lied 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. In order to tackle the lack of information, we published in February 2018 the University of Strasbourg Researcher's guide, with complete information about career management, health & handicap issues, and support to research. The guide is currently available only in French on the University of Strasbourg's intranet, but the English version is currently being edited. This guide is divided between 3 chapters : Career management ; Health, handicap and home working ; Support to researchers. 18 items are discussed in this guide, such as recruitment, career development, mobility, teaching, handicap, open access, etc, with more items set to be added in 2020.
- 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 was still lacking an ethics committee in 2016. Accordingly, Unistra created an Ethics committee for Research in 2018, which has since studied over 50 applications. Its scope focuses on non-interventional research projects involving the human person.
- In addition, Unistra also nominated a referent for scientific integrity, "Référént intégrité", and entrusted him with the mission of developing new actions related to ethics, deontology and integrity, specifically designed for every stage of research: students, PhD students and researchers. This referent relates on Ofis, the national French office for scientific integrity launched in March 2017.
- 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 structures 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 lack of knowledge of researchers on this subject, but maintains a high-level of security for all data gathered. Despite the will to perform new actions on this matter, Unistra had to withdraw from some. If awareness was successfully raised amongst Research units directors, some of

whom invited Unistra's manager of IT security to give a talk inside of their respective units, we had to postpone the training session on Economic intelligence because of a lack of registration from researchers.

In order to fight discrimination, the university named in 2009 an Equality-Diversity mission officer. In 2017, the University of Strasbourg promoted this mission to an Equality-Parity deputy vice-presidency. The next step was then to create a network to fight against discrimination. This goal was achieved in July 2018 when the Administration Board validated the creation of a network fighting against sexual harassment, sexism and homophobia. Since 2018, this network edited many documents such as a "booklet of references" and leaflets, and started campaigns to raise awareness on these issues.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

Strengths and Weaknesses (Initial Phase)**Strengths and Weaknesses (Interim Assessment)**

- The recruitment of experienced researchers (R3-R4 according to the EU classification) complies with French regulation, giving little leeway to adapt the recruitment process to the specificities of the university and the position. The composition of the selection committee respects gender equality, and the whole recruitment procedure is made as open and transparent as possible while the HR Direction is starting to implement an Open, Transparent, Merit-based Recruitment (OTM-R) strategy. As an improvement, the composition of the selection committees is now made available to the candidates, as it is displayed on the doors of audition rooms. Moreover, while most open positions are already connected to the Euraxess website, the complete translation to English and upload to Euraxess Jobs of job offers for teacher-researchers positions available each year at Unistra is set to start in 2020. In addition, an updated selection grid, which will list more OTM-R and HRS4R principles still absent in the grid in current use, will be edited in 2020.
- Regarding PhD students (EU classification R1), the recruitment procedure is getting stricter with time. French regulation imposes more and more elements to guarantee that PhD students are under conditions allowing them to successfully complete their thesis, and the majority of doctoral schools (écoles doctorales) are now requiring 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 fellowships), selection committees take place and assess recruitment of each candidate.

Finally, the recruitment of postdoctoral researchers (R2) is the least regulated procedure, with autonomy given to the laboratories and the absence of general rules. A working group is gathered to address this issue. The HR Direction has taken over the supervision of this action, and improvement can be expected soon. In parallel, another working group has started to meet in 2018 over the possibility to create a "Tenure track-like" recruitment model for brilliant young researchers. Although it found interesting leads, the group is currently facing difficulties to achieve its work mainly due to French regulation.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

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Strengths and Weaknesses (Initial Phase)**Strengths and Weaknesses (Interim Assessment)**

- The University of Strasbourg has developed over the years a series of tools to recognise the quality and 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 as additional load to their missions. This "référentiel" is currently undergoing evolutions in order to cover more activities than so far.
- The "Opération Campus" is a programme running through 2020 which the objective to modernise Unistra's infrastructures. The university has therefore seen the development of a central park on its main campus, and the building of a large series of new modern, practical and pleasant buildings over the past few years, with more to come, including research institutes, as well as a large library (The Studium, to be opened in 2021). A "Maison des personnels" opened its doors in 2019
- Initiated through the "Initiatives d'excellence (IdEx)" and "Laboratoires d'excellence (LaBex)", numerous research units have been equipped with state-of-the-art technologies, support services (PUI...), research platforms designed, innovative research projects funded and staff recruited. Following the way paved by these initiatives, the University of Strasbourg will start the "Intituts thématiques interdisciplinaires" in 2021, a new programme through which it will help finance high level interdisciplinary research projects and corresponding innovative training programs at both master and PhD levels. This programme thus will help creating tighter bridges between the training of students and the research world.
- The University of Strasbourg and its partners CNRS and Inserm created in 2018 a training programme dedicated to their new Research units' directors (which will be further developed below in the "Have any of the priorities for the short- and medium term changed?" part). One of the training sessions offered aimed at the improvement of managerial approaches, which is expected to lead to better relations between researchers.

The university offers training sessions and finances (through its research units) researchers' participation to conferences and seminars in order to develop their skills.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

Training and development*



Strengths and Weaknesses (Initial Phase)**Strengths and Weaknesses (Interim Assessment)**

- 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 the recruitments, the organization of the doctoral training. The school is also involved in solving difficulties and/or conflicts which may arise throughout the course of the doctorate. This organization has built a more secured environment for PhD students. All doctoral schools are members of the Doctoral college that defines general rules and the global strategy for PhD training. The College has strengthened the accompaniment of the students with thesis committees, meeting the PhD student halfway through their thesis, helping them with advices on career development and reflection on the professional path they want to walk in. It includes also a strong follow-up of the scientific achievements and allows for discussion with the PhD adviser. Moreover, new training sessions given in English have been implemented to better cooperate with the international character of the doctoral training. The doctoral college is now trying to “tag” existing training sessions which are relevant for different career paths, eventually creating labels (ie. Academic career, private corporation research career, etc.).

Regarding experienced researchers, training sessions can be picked from a list opened to every employee of the university. 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. We tried to add a training session specifically designed for researchers, on economic intelligence, but it did not meet any success. However, we are not giving up on this action and are actually thinking about a way to reshape it in a more attractive event for research (conference, etc.).

Strengths and Weaknesses (Award Renewal, max 500 words) ***Remarks (max 500 words)**

Have any of the priorities for the short- and medium term changed? (max 500 words)

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

Are any strategic decisions under way that may influence the action plan? (max 500 words)

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

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

Proposed ACTIONS

Proposed ACTIONS

Action 1

Development of a cross-cutting network between different services involved in the watch and protection against discrimination and harassment.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	Winter 2018	Equality-Parity deputy Vice-presidency	https://www.lactu.unistra.fr/index.php?id=28450&utm_source=lactu_165 -
27. Gender balance			Leaflets and a booklet of references Network activity indicators : -
34. Complains/appeals			Number of agents seen per year - Number of cases followed per year - 2 training sessions organised/year
Current Status	Remarks		
COMPLETED	Created on July 2018, launched in September 2018, this network is only just starting, no statistics available yet. Documentation is available on Unistra's intranet 2 training sessions/year are being organised at the University.		

Proposed ACTIONS

Action 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.

GAP Principle(s)

**Timing (at least
by year's
quarter/semester)**

**Responsible
Unit**

**Indicator(s)
/ Target(s)**

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
5. Contractual and legal obligations			
7. Good practice in research			
8. Dissemination, exploitation of results			
10. Non discrimination			- Guide accessible from Unistra's intranet - 3 chapters, 18 items, with more to come in 2019.
11. Evaluation/ appraisal systems		Research and Valorisation Direction	
12. Recruitment	Autumn 2017		
15. Transparency (Code)			
22. Recognition of the profession			
23. Research environment			
24. Working conditions			
26. Funding and salaries			
27. Gender balance			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
29. Value of mobility			
30. Access to career advice			
31. Intellectual Property Rights			
32. Co-authorship			
33. Teaching			
Current Status	Remarks		
COMPLETED	French version is available since February 2018, the English version is in progress		

Proposed ACTIONS

Action 3

Translation of all job descriptions into English, addition of the language of instruction, and publication on the EURAXESS portal.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	Autumn 2017	HR Direction	- Percentage of job descriptions translated into English
15. Transparency (Code)			- Addition of the language of instruction on job descriptions
			- Percentage of job descriptions published on EURAXESS

Current Status

Remarks

IN PROGRESS

Expected to be in place for the recruitment campaign of teacher-researchers 2020. Data only available afterwards.

Proposed ACTIONS

Action 4

Elaboration of an assessment grid for selection committees to replace the "fiche rapporteur".

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)			- New updated grid -
18. Recognition of mobility experience (Code)	Autumn 2017	HR Direction	Percentage of selection committees using the grid
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
32. Co-authorship			
Current Status	Remarks		
IN PROGRESS	Expected to be in place for the recruitment campaign of teacher-researchers 2020. Data only available afterwards.		

Proposed ACTIONS

Action 5

Elaboration of a standardised procedure, specific to Unistra, for the recruitment and follow-up of postdoctoral and foreign researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
21. Postdoctoral appointments (Code)			
22. Recognition of the profession	Spring 2019	HR Direction	Written procedure
25. Stability and permanence of employment			
28. Career development			
30. Access to career advice			

Current Status	Remarks
IN PROGRESS	Action taken over by the HR direction, new working groups will start in 19-20

Proposed ACTIONS

Action 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)			- Written procedure -
22. Recognition of the profession	Spring 2019	HR Direction	Introduction of a specific grid for contract
26. Funding and salaries			researchers

Current Status	Remarks
IN PROGRESS	Action taken over by the HR direction, new working groups will start in 19-20

Proposed ACTIONS

Action 7

Development of an open recruitment process, transparent, based on merit (OTM-R), functional and compliant with the European Commission's recommendations.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)			
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)	Spring 2021	HR Direction	- OTM-R policy in place - Updated checklist
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
21. Postdoctoral appointments (Code)			
Current Status	Remarks		

Proposed ACTIONS

		Current Status	Remarks		
		IN PROGRESS	Action taken over by the HR direction, new working groups will start in 19-20. The OTM-R checklist has been updated		
Action 8					
Display of the composition of selection committees on the audition-room doors for the recruitment of teacher-researchers.		GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		2. Ethical principles	Autumn 2018	HR Direction	- 100% of committees composition displayed on interview rooms' doors in 2018
		Current Status	Remarks		
		COMPLETED	In place since the 2018 teacher-researchers recruitment campaign		

Proposed ACTIONS

Action 9

9. Lightening of justification procedures at the Financial Justification Office (Research department) and at the Audit Office (Accounting agency).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
6. Accountability	Winter 2018	Research and Valorisation direction, Accounting agency	- Signed agreement - 74% of all ANR-funded projects are now justified on time, while it could take years before the signing of the agreement.
Current Status	Remarks		
COMPLETED	The agreement on the lightning of justification procedures was signed in September 2018 between the Research and valorisation direction and the Accounting agency.		

Proposed ACTIONS

Action 10

Promotion of the open access platform: univOAK.eu.

GAP Principle(s)

**Timing (at least
by year's
quarter/semester)**

**Responsible
Unit**

**Indicator(s)
/ Target(s)**

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results	Autumn 2018	Service of libraries, Service of Communication,	- Number of visitors since 02/02/2019 : 77037 views, 846 downloads - Number of uploads on univOAK : • 2018 : 2825 • 2019 : 6720 - Who is uploading on univOAK ? • 2018: 256/2825 uploads by researchers (9%) • 2019: 2102/6720 uploads by researchers (31%) - 15 presentation sessions (19h in total) to

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			researchers, total attendance of 216.
Current Status	Remarks		
COMPLETED	Promotion of univOAK is ongoing, with presentation of the platform to commissions and boards within the university, but also with communication towards the scientific community and the general population. An helpdesk has been developed to help researchers publish on univOAK. A week of the open access is organised each year at unistra, and unistra's data center is being completed, and should be working in 2020. Aside of these actions of promotion, we also financed the acquisition of goodies. Data on the use of univOAK will come later, as it is just starting to being used..		

Proposed ACTIONS

Action 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 – Rectorat).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	Summer 2020	"Jardin des sciences", Research and Valorisation direction	- Interventions in "collège" and "lycée" (secondary and high schools) - Pupils invited at the university - Reservation of labs visits through the university's website.
Current Status	Remarks		
COMPLETED	The "Jardin des sciences" (Sciences garden) is organising meetings between researchers and pupils at school, and collecting requests to visit laboratories.		

Proposed ACTIONS

Action 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	Winter 2021	Equality-Parity deputy Vice-president	- Number of annual sessions aimed at PhD students on the subject -
27. Gender balance			Number of participants and doctoral session filling ratios - Number of training sessions aimed at selection committee members - Number of participants and sessions filling ratios

Current Status

Remarks

Proposed ACTIONS

	Current Status	Remarks
	EXTENDED	This action was postponed to the second part of the implementation phase as the main target was to first achieve action #1 (network fighting against discriminations), which used the majority of the workforce available on the subject

Action 13

Generalisation of laboratory notebooks in the relevant research units, presentation of results to members of the laboratory.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Spring 2019	Research and Valorisation Direction	Written procedure

Current Status	Remarks
EXTENDED	Labs notebooks are of general use wherever they are required, the new question raised is now how to properly archive them.

Proposed ACTIONS

Action 14

14. a) Generalisation of data and equipment (USB key, laptop, etc.) encryption. b) Run awareness campaign in the research units.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Winter 2018	IT Direction, Information System Services (SSI)	- Number of encrypted equipment (frozen) - Visits of research units

Current Status	Remarks
IN PROGRESS	The generalisation of encryption of all devices is not currently feasible, as it requires too much workforce. It is currently frozen. Presentation on the subject were made to the research commission and to the conference or research units directors. A dozen directors requested a specific presentation within their unit.

Proposed ACTIONS

Action 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.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research		Summer 21	Public security-defense agent, Information System Services (SSI)	- 4 people registered (no researcher) - 1 training session offered but postponed
Current Status		Remarks		
EXTENDED		Organised in April 2018, this training session was postponed because of a lack of registration. It might be reshaped as a conference in the future.		

Proposed ACTIONS

Action 16

Dematerialisation of the Temporary Lecturer and Research Assistant (ATER) recruitment procedure: possibility to upload application directly to an online platform.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	Winter 2021	HR Direction	- Dematerialisation of the ATER recruitment procedure Yes/No
Current Status	Remarks		
IN PROGRESS	Action planned for the 2nd part of the implementation phase.		

Proposed ACTIONS

Action 17

Feasibility study and experimentation of the role-play included in the recruitment process for teacher-researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	Spring 2019	HR Direction	0 role-play used during the 2019 teacher-researchers recruitment campaign
16. Judging merit (Code)			

Current Status	Remarks
IN PROGRESS	The HR vice-president presented the possibility to do role-play at the beginning of the 2019 teacher-researchers campaign, but no selection committee tried it.

Proposed ACTIONS

Action 18

Promotion of the Tenure track model for IdEx chair holders.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
23. Research environment	Autumn 2018	Research and Valorisation Direction, HR Direction	- Number of "tenure track-like" proposed to promising postdoc researchers.	IN PROGRESS	Slowed down by French regulation, a working group is still trying to create such model. However, this tenure track-like model is now being designed for very promising R2 reasearchers (postdoc researchers) instead of IdEx chair holders.

Proposed ACTIONS

Action 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.).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	Autumn 2018	HR Direction	- 2 targeted training sessions to be offered in English + those of the PUI - Number of participants to the training sessions

Current Status	Remarks
IN PROGRESS	2 existing training sessions + those proposed by the PUI were targeted to be offered in English too, as of the 19-20 Academic year.

Proposed ACTIONS

Action 20

Development of social action (ie. Reserved places in local nurseries).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment 24. Working conditions	Spring 2019	Social action promotion service (SPACS)	Expected report
Current Status	Remarks		
IN PROGRESS	A project manager was hired in January 19 to conduct an analysis on the needs of childcare at Unistra, and draft an action plan towards the end of 2019.		

Action 21

Mapping of existing research platforms and shared equipment.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	Winter 2019	Research and Valorisation direction	- Number of labelled research platforms
Current Status	Remarks		
IN PROGRESS	A project manager was hired in January 19 to conduct this mapping and develop the platform		

Proposed ACTIONS

Action 22

Information and communication on recruitment conditions for disabled research staff; Development of teleworking with clear rules.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Autumn 2017	Research and Valorisation direction, HR direction	- Percentage of disabled research staff Charte du télétravail de l'Université de Strasbourg
Current Status	Remarks		
COMPLETED	Information available in the online guide (action #2) and promotion ran by the "Cellule handicap". Teleworking available at Unistra since January 2019		

Proposed ACTIONS

Action 23

Finalisation of the “accident at work and/or in service” procedure. Transmission of this procedure to researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Winter 2017	HR direction	- Dissemination of the “accident at work and/or in service” procedure on unistra's intranet, through email communication and in the guide - Addition of a chapter specific to teacher-researchers
Current Status	Remarks		
COMPLETED	The procedure was achieved in 2017 and has since been relayed through emails, and can be consulted on unistra's intranet and in the researcher's guide.		

Proposed ACTIONS

Action 24

Introduction of compulsory meetings between PhD students and their supervisors.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	Autumn 2017	Doctoral College	- Every PhD student and their supervisor are signing the new convention on doctoral studies.
37. Supervision and managerial duties			
Current Status	Remarks		
COMPLETED	This item has been integrated to the new convention signed by every PhD students and their supervisors		

Proposed ACTIONS

Action 25

Creation of training sessions boosting career development upon completion of the thesis. These training sessions will also be offered in English.

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development		Autumn 2017	Doctoral College	- 5 new training sessions created and translated into English
Current Status		Remarks		
COMPLETED		5 new training sessions available also in English		

Proposed ACTIONS

Action 26

Introduction of a new registration platform for PhD training sessions ("Amethis").

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	Autumn 2018	Doctoral College	- Complete catalogue of training sessions offered to PhD students managed through Amethis.
Current Status	Remarks		
COMPLETED	Amethis was launched in 2018, the complete catalogue of training sessions offered to PhD students is now managed through it. An agent is dedicated full-time to the implementation and management of the platform.		

Proposed ACTIONS

Action 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
39. Access to research training and continuous development	Winter 2020	Doctoral College	Development of a list of typical career paths and related training sessions

Current Status	Remarks
IN PROGRESS	The implementation of the new Amethis platform has taken all workforce available on PhD training, therefore this action is delayed for the second part of the implementation phase.

Proposed ACTIONS

Action 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
39. Access to research training and continuous development	Autumn 2017	Doctoral College	Every PhD student and their supervisor are signing the new convention on doctoral studies
Current Status	Remarks		
COMPLETED	The supervision of the PhD student is now more thoroughly detailed in the new convention on doctoral studies.		

Proposed ACTIONS

Action 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
39. Access to research training and continuous development	Autumn 2018	Doctoral College	Agreement index to the question of DocPro's contribution in the "Devenir des docteurs" survey to come
Current Status	Remarks		
COMPLETED	This new training sessions has been offered since 2018. Its impact will be evaluated later through the "Devenir des chercheurs" survey (3 years after completion of the PhD).		

Proposed ACTIONS

Action 30

Display of internal regulations for each research unit needs to be improved (intranet, working spaces, labs, etc.)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Spring 2020	Research and Valorisation Direction	- 100% of the Research units have an internal regulation. - Written procedure to improve the quality of these regulations.
35. Participation in decision- making bodies			
Current Status	Remarks		
IN PROGRESS	The inventory ran on regulations showed every Research units had one. However, before displaying them, the unistra decided to improve the general quality of these. It is a work in progress.		

Proposed ACTIONS

Action 31

ADDED ACTION TO THE ORIGINAL ACTION PLAN
Creation of training sessions for new Research units directors, in partnership with CNRS and Inserm

GAP Principle(s)

**Timing (at least
by year's
quarter/semester)**

**Responsible
Unit**

**Indicator(s)
/ Target(s)**

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom			
2. Ethical principles			
5. Contractual and legal obligations			
6. Accountability			
8. Dissemination, exploitation of results			
10. Non discrimination			- 4 training sessions organised -
12. Recruitment	Spring 2018	Research and Valorisation Direction, HR Direction	47 participants.
13. Recruitment (Code)			- Total attendance : 91
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
22. Recognition of the profession			
23. Research environment			
24. Working conditions			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment			
26. Funding and salaries			
28. Career development			
32. Co-authorship			
35. Participation in decision- making bodies			
36. Relation with supervisors			
37. Supervision and managerial duties			
40. Supervision			
Current Status	Remarks		
COMPLETED	5 training sessions organised in partnership with Inserm and CNRS : Team management, HR management, , Health & Security Prevention and Project porting.		

Unselected principles:

3. Professional responsibility 4. Professional attitude

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *: <https://www.unistra.fr/index.php?id=26360>
(<https://www.unistra.fr/index.php?id=26360>)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The HR direction made a thorough study of the OTM-R, and many of these principles are already being respected at Unistra. For all other principles, and if there is currently no action planned in the HR4SR action plan to address the issue, the HR direction made proposals, as listed in the OTM-R Action plan attached to this document as annex 1.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Please be aware that your OTM-R policy should be ‘embedded’ into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

General overview of the implementation process: (max. 1000 words)

The implementation process is working on different gears.

Soon after the University of Strasbourg received its “HR Excellence in research” certification by the EU, the HRS4R project manager was offered a new position within the University as part of his career development, and although he still remains the HRS4R coordinator, his time devoted to the project decreased. Accordingly, the whole project was reorganised in order to assign to each services the actions it would have to implement. This process took time because it required meetings and transfer of information, but also required new ways of cooperation between services, which delayed somewhat the implementation process.

A majority of actions are now completed, but some actions, mainly HR-related, are taking more time and are slowed down because of national regulation (or lack of regulation), as for instance the development of a tenure track-like recruitment model, or the creation of a new procedure to recruit postdoctoral researchers.

The PhD-related actions are almost all completed by now, with only one to be finalized.

It was decided to postpone some actions to the second part of the implementation phase in order to focus on key actions, as for instance the edition of an online guide for researchers, which gathers information on many subjects researchers were complaining not being able to easily access ; or on building a more open and transparent recruitment procedure for teacher-researchers, with job offers translated into English and a new selection grid set to be put in place for the 2020 teacher-researchers recruitment campaign.

However, since the reassignment of the actions between several services, the project has taken a big leap forward and is now moving faster, as many actions should be completed by the end of the 19-20 Academic year. The time freed by the completion of these actions will be dedicated to the remaining ones, especially on the OTM-R policy.

It is very positive to see that everybody involved in the process is truly dedicated and trying their best to complete each action. Although it was not easy at the beginning to get the different services involved to work together, this project is now working full steam because of the bonds that people of those services created between them, which can already be considered as a success. Moreover, the project has never lacked any political support and remains as one of the top priorities of the Unistra, which has even devoted ~100k€ so that the actions could be carried out.

In conclusion, the revised action plan does not evolve much from the initial action plan, as it will focus on completing the actions still in progress or in stand-by, and reshaping the 2 actions on notebooks storage and economic intelligence training session for researchers, which need a redesign but should not be cancelled, as the University of Strasbourg thinks they are important for researchers.

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

Note:Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

The project manager first made an advancement report of the project in collaboration with everyone involved in the implementation of the actions, then the steering committee met in June in order to discuss the progress made since the last meeting and the future of HRS4R at the University of Strasbourg. It was clear to everyone that this subject was important and should be supported as it always was. The committee took the decision to change some ongoing actions and asked the HRS4R manager to prepare new ones according to their expectations.

The renewed action plan and this report were first submitted to the vice-president in charge of Research and PhD training, and then to the Research Commission which gave their agreement to submit the complete review to the EU Commission.

How have you involved the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

It was agreed with the representatives of the researchers at the Research Commission when we presented the initial plan in early 2017 that the burden of the implementation should not rest on the researcher's shoulders. We therefore decided not to involve researchers in this phase of the project, as it was the role of the administration to ensure progress. We limited the participation of the researchers to a yearly presentation of the progresses made, at the Research Commission of the University.

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



Detailed description and duly justification (max. 500 words)

The steering group is meeting twice a year.

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



Detailed description and duly justification (max. 500 words)

The alignment of organisational policies with the HRS4R is starting to take shape, as the HR Direction is now in charge of the implementation of HR related actions, it simplifies the fusion of the HRS4R principles and the HR policy.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

The steering committee meets twice a year, the HRS4R manager is regularly meeting with the agents/services in charge of the implementation of actions, we designed and now follow roadmaps for each action.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

We are gathering data and indicators and we compare them to the set targets. We then discuss the advancement and reassert the requirement to complete each action.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

We are gathering data and indicators and we compare them to the set targets. We then discuss the advancement and reassert the requirement to complete each action.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

First, the survey ran in 2016 through the Scientific community of the University of Strasbourg will be relaunched in order to collect new ideas for actions and assess the impact the HRS4R action plan has on scientists daily professional life.

In the meantime, we will keep collecting data and indicators to prove the action plan has successfully been implemented and propose new actions for the “award renewal phase”.

Then, together with involved services, we will gather new working groups to compare HRS4R expectations, scientists inputs and collected data, in order to propose a revised action plan. A report will also be written at the same time.

This action plan and report will be approved by the steering group, then submitted to the relevant commissions and boards, before being submitted to the EU external experts.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)