

Progress report –
Implementation of the HRS4R Strategy
of Université PSL

*Self-assessment after two years of
« HR Excellence in Research »*

2021 – 2023

Summary

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I. General information about Université PSL

“Sapere Aude” is the motto of Université PSL.

The vision of Université PSL was born out of the long intellectual and scientific history of its schools, which decided to join forces and build a common future to create a radical new institution. Wholly committed to excellence in education, training and research, PSL is a global university, which aims to reflect, represent and influence society today and the world of the future in all its diversity. The University's collegial ethos is a major asset, ensuring that dialogue takes place amongst all areas of knowledge, innovation and creativity in science, the humanities, social sciences, arts and engineering.

PSL offers an education led by the research carried out in its laboratories, while encouraging discussion and mobility between disciplines and across schools. Our University exercises critical thinking and fosters creativity. Students are selected on the basis of their potential and talent. The University champions equal opportunities and promotes social, cultural and geographic diversity, and students are guaranteed individual mentoring, small class sizes and personalized academic pathways. The PSL student community enjoys a rich network of student societies and makes the most of the many opportunities that Paris can offer. Whether they opt later for a career in senior management, academia, business, the artistic or cultural world or the non-profit sector, PSL students become citizens who are fully aware of their individual, social and environmental responsibilities.

PSL champions independent research and academic freedom. The range of our disciplines and the ways in which PSL approaches them lead to disruptive thinking and breakthrough innovations and ensure that our university can contribute to solving today's major problems and challenges. It has one of the world's strongest scientific environments. It maintains strong partnerships with leading international universities and pro-actively contributes to the global circulation of ideas, skills and talent.

PSL is active in promoting science, technology, knowledge and the arts in all sectors of society. We consider it essential to communicate to leaders in the public and private sectors the full importance of the scientific method and the urgency of engaging with the most up-to-date and rigorous research findings. Our approach is based on wide and effective scientific and cultural dissemination, innovation transfer, and the creation of new businesses. PSL also has a large and diverse worldwide community of alumni.

PSL is a responsible university. Our staff members have a public service role, and they contribute to national and international debates and the development of public policies. Our University encourages and values the social commitment of its students, both individually and through their student societies. Awareness of sustainable development goals is incorporated into all our research, teaching and other activities. We champion the value and importance of research integrity, and we are committed to an open data policy. Our human resources policy prioritizes quality of life at work, career development and inclusivity.

In 2022, PSL became a “Grand Etablissement” and reached the top spot in the Times Higher Education world ranking of universities under 50 years old.

PSL includes eleven schools: Collège de France, Conservatoire National Supérieur d'Art Dramatique - PSL, Dauphine - PSL, École nationale des chartes - PSL, École nationale supérieure de Chimie de Paris - PSL, École normale supérieure - PSL, École Pratique des Hautes Études - PSL, ESPCI Paris - PSL, Institut Curie, Mines Paris - PSL, Observatoire de Paris - PSL. PSL works closely with three research entities: CNRS, Inria, Inserm.

II. The HRS4R initiative at Université PSL

PSL has adopted a two-phase joint initiative that reflects the maturity and size of its component schools. That initiative draws on the experience of the schools (such as Institut Curie) and institutes (CNRS, Inria, Inserm) that have already obtained certification. To ensure the initiative can be carried out consistently across PSL and help its component schools exchange best practices and conduct technical transfers, a steering committee is supplementing and coordinating the work of the committees at each school. Each school is conducting a self-assessment and developing an action plan. The project managers from each school serve on an operations committee.

This collaborative approach yielded an action plan with 34 actions to be taken across the University.

Key dates:

- November 2018: HR Conference – Decision-making process – The heads of Université PSL schools and institutes approve the objective for the certification process and the procedures for its implementation (phases, appointment of the steering committee and project group).
- January 25, 2019: HRS4R initiative kick-off workshop – Université PSL.
- March 21, 2019: PSL Steering Committee meets.
- June 19, 2019: PSL Steering Committee meets.
- September 2019: End of gap analysis work.
- October 2019: PSL focus groups meet (to discuss mentoring and monitoring/observer programs).
- November 5, 2019: The PSL HR Conference approves PSL's joint actions.
- November 13, 2019: Université PSL issues a letter of commitment to the HRS4R initiative.
- December 17, 2019: PSL Steering Committee meets.
- June 16, 2020: The PSL HR Conference approves the Université PSL action plan.
- July 9, 2020: The plan is presented to the PSL Board of Directors.
- July 2020: PSL Charter of Academic Recruitment
- October 2020: Label awarded to Dauphine – PSL.
- January 2021: HRS4R awareness and information campaign, establishment of the address hrs4r@psl.eu for continuous updating and co-construction of the action plan.
- May 2021: Label awarded to Université PSL.
- June 2021: Label awarded to ESPCI Paris – PSL.
- June 26, 2021: Adoption by the Université PSL Board of Directors (“Conseil d'administration”) of the action plan for gender equality in the workplace.

Awarded by the European Commission, this label is based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers published in 2005 and is based on forty principles, divided into four themes:

- Ethical principles and professional responsibilities;
- Recruitment, career development, mobility;
- Working and safety conditions, professional environment;
- Training.

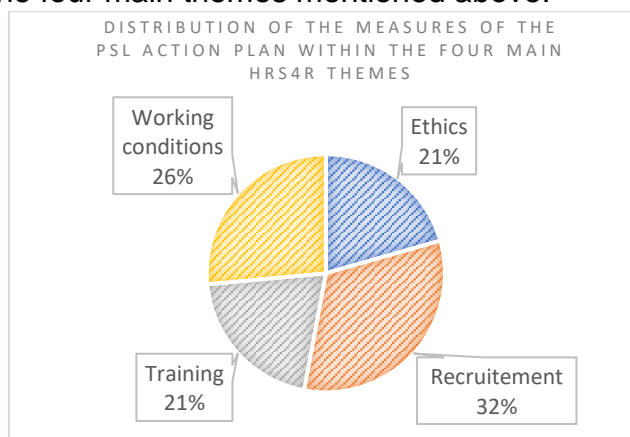
It is based on an action plan aimed at improving the working conditions of PSL's professors, researchers and teachers (Annex 2 - PSL's action plan), based on a gap analysis of these 40 principles. This approach is part of a common political will on the part of the heads of the component institutions of Université PSL. It gave rise to collaborative work that led to a consensus on several measures common to the whole of PSL University, complementing the action plans of each.

III. Intermediate assessment of the PSL HRS4R action plan

In June 2023, two years after being awarded the label, Université PSL carried out an interim assessment of the implementation of its HRS4R action plan. This stage precedes the award renewal assessment, which will take place in 2026.

A. Key figures

The HRS4R action plan of Université PSL includes a total of 34 measures. They are distributed around the four main themes mentioned above.



After two years of implementation, the progress of the action plan and its deployment is as follows:

- 15 measures effectively implemented
- 17 measures in the process of being implemented
- 2 measures extended and in the process of being implemented
 - The extended measures go beyond what was foreseen in the action plan.
- 1 new measure
 - The new measure was integrated into the action plan during the interim review.

44% of the action plan has been implemented two years after the label and most of the actions have been largely initiated.

B. Overview of the deployment of the HRS4R action plan

| N° | Actions | Principles | Timing | Responsible Unit | Indicators / Targets | Current status | Remarks |
|----|---|-------------------------|---------|---|--|----------------|--|
| 1 | Establishment of a PSL ethics committee for PSL | 2,3,7 | Q4 2020 | Vice President for Research and Graduate Education | Establishment of the committee: Yes/ No Target number of committee meetings per year : 1/p y | Completed | Establishment of a PSL deontology commission (included in article 11 of PSL's internal regulations) meeting at least once a year |
| 2 | 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 at supervisors. This action is common to all Université PSL components. | 1, 2, 3, 4, 5, 6, 7, 9, | s1 2021 | PSL Doctoral College; components doctoral schools and programs, PSL Internal School III | Number of training courses offered Number of trainees by category (PHD or other) Targeted number in 2023: 100% of new PhD trainees and 50 researchers trainees per year (excluding PhD students) | In progress | PSL doctoral college training courses offered in conjunction with the PSL Internal School At the centralized training level, the Research Department and the PSL doctoral college are developing a project to provide training in scientific integrity within PSL's graduate programs, with the support of PSL's CIP. The project consists in offering a hybrid training program, with a multi-disciplinary digital core module (audio, video, Mooc...) and workshops in small groups adapted to specific disciplinary needs and encouraging exchanges. Awareness-raising workshops for young PIs and senior researchers are currently being set up by PSL's Internal School. 271 doctoral students attended a scientific integrity training course offered by one of PSL's 29 EDs over the 2022/2023 academic year. 220 doctoral students attended a scientific integrity training course offered by the doctoral college over the 2022/2023 academic year. The aim is now to increase the participation of teacher-researchers other than doctoral students in these training courses. Communication campaigns have already been carried out, with good results |
| 3 | 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). | 2,3 | s2 2021 | PSL's Research Direction | Number of thematic charters (at least 5 before 2026) Target : at least 1 charter p.y Availability on the institution's intranet : yes/no | In progress | No thematic ethical charters Reorientation towards the introduction of ethical guidelines covering issues related to the different disciplines and providing guidance to teacher-researchers |
| 4 | 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 | q4 2020 | HR | Contract template modification including respect of integrity charter yes/no Number of tenured researchers having signed the Charter acknowledgement document Target : 100% of newly recruited researchers, starting from January 2021 | In progress | Integration of an article on scientific integrity and its respect in the contract of the contractual teacher-researchers not yet effective but to come Signature of the charter by tenured teacher-researchers and provision of awareness-raising documents not yet effective but to come |
| 5 | Development or strengthening of a policy towards Open Access, locally and in conjunction with Université PSL: • 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 (WG) 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 Target : % of open access PSL publications : at least 80% | In progress | Appointment of a referent Open Science for PSL. Adoption of the PSL University Open Science Charter on 5 May 2022 by the component institutions, including Dauphine: https://www.psl.eu/sites/default/files/Charte_science_ouverte_Universite-psl_Mai_2020.pdf Creation of an Open Science working group in early 2022. Different areas of work: Open access publications, Open research data, Open publishing, Open infrastructures, Open collaborative tools, Evaluation, Resources and support Various recommendations issued: Effective opening of a HAL-PSL portal grouping together the publications of the HAL portals of PSL members + within the SMS Sharing knowledge and documentation, a handful of establishments (including Dauphine) have responded to a MESRI AMI aimed at supporting researchers in managing their data; At least five awareness-raising actions per year : - Open Science awareness workshops dedicated to PhD students (2 times a year, to be developed); - Actions with teacher-researchers during events: Love Data Week and Open Access Week. Seed actions to be developed + responses to specific requests; - PSL awareness day for doctoral students on Open Science (once a year) - Research Data Gov deployment to be launched in spring 2023 |
| 6 | 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 Target : 100% (18/18) of graduate programs evaluated in 2023 | In progress | The evaluation for the first 3 years period will be held in november 2023. |
| 7 | Drafting and promotion of a research charter and an education charter of the Université PSL | 11 | s12021 | PSL Research and Graduate Education Direction | Research charter adopted: yes/no Education Charter adopted: yes/no | In progress | No research charter nor education charter of the Université PSL have been written yet |

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| 8 | Create and update a page dedicated to the HRS4R process on the French and English versions of Dauphine-PSL's website | 12 | q3 2020 | Communication Direction, HRS4R Coordinator | HRS4R page on PSL website : yes/no website page URL | Completed | The page dedicated to the HRS4R process was created on the PSL website: https://psl.eu/recherche/la-recherche-psl/hrs4r Regular update of the page, to highlight ongoing and completed actions in the framework of the PSL's HRS4R action plan |
| 9 | Creation of a common call for applications template 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. | 10, 12, 13, 15, 16, | Q4 2020 | PSL HRS4R Coordinator, dedicated PSL, HR working group (HRWG) | Template of Job description in French and English including the HRS4R dimension yes/no Target : 100% of calls for applications created using this template by 2022 | Completed | A common PSL call for applications model has been created for academic recruitment, by type of academic population: https://recrutement.psl.eu/en/nos-offres This model respects the Recruitment Charter and the Code of Conduct for the recruitment of researchers as well as the PSL Academic Recruitment Charter, but the link to the latter has not yet been integrated. It will be integrated soon |
| 10 | 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 : ADUMJ) | 13 | S2 2020 | HR Working Group PSL Communication Department PSL Managing Director PSL HRS4R Coordinator | PSL Recruitment Webpage's URL Number of offers published on this page Target : 100% of PSL contractual positions published on this website by 12.31.21 | Completed | Creation of a PSL website dedicated to recruitment, allowing in particular the publication of all calls for applications for contractual teacher-researchers positions within PSL University https://recrutement.psl.eu/nos-offres?keys=&type%5Bfiche_academique%5D=fiche_academique |
| 11 | 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 | PSL HR and IT Direction | Number of offers published on EURAXESS via PSL recruitment portal Target : 100% of PSL contractual positions published on Euraxess by 12.31.21 | In progress | Automatic transfer of all contractual job offers published on the joint PSL recruitment site to EURAXESS is not yet effective. Technical auditing underway to systematise this transfer from our platform to EURAXESS |
| 12 | Creation and implementation of a PSL Recruitment Charter integrating the Code of Conduct for the Recruitment of Researchers. | 10, 12, 13, 14, 16, 17, 18, 20, 27, 29 | S2 2020 | PSL HRS4R Coordinator, Dedicated PSL HR working group (HRWG) | Establishment and implementation of the PSL Charter: yes/ no Target : diffusion of the Charter to 100% of Selection Committee Members by 2022 | Completed | Recruitment Charter adopted at the PSL Board of Directors meeting in July 2020: https://psl.eu/sites/default/files/Charte_de_recrutement_academique_PSL_EN.pdf The Charter is diffused by the HRD to all members of selection committees before the start of recruitment |
| 13 | Systematic awareness-raising campaign of all members belonging to the selection committee or potential recruiters to cognitive biases, before the start of the recruitment procedure. This action is common to all Université PSL components. | 10, 12, 14, 16, 27 | s1 2021 | Vice President for Research / Education of PSL University components HR Directions of components PSL Internal School | Number of sensitization actions Number of recruiters sensitized Target : 50% of selection committee members sensitized in 2021, 80% in 2022 | In progress | Systematic awareness-raising of selection committee members and recruiters Also, systematic awareness-raising exchange by the HRD to selection committee members and recruiters Action linked to the action plan on professional equality between women and men |
| 14 | Inclusion of two referees (called "observateur" in French) into 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 Université PSL components. | 10, 16, 17, 18, 19, 20, 21, 27, 29 | s1 2021 | Dedicated PSL Working Group, composed of researchers and HR | Implementation of referees: yes/no Number of institutions having designated referees Target : 100% of institutions (9) by the end of 2021 | Extended | Before each selection or recruitment committee, information from the HRD requesting the presence of referees in the committee, in order to ensure compliance with the Recruitment Charter and of the Code of Recruitment and to avoid cognitive bias Future implementation of a document for each selection or recruitment committee, in order to monitor this indicator effectively |
| 15 | 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 Université PSL components. | 27 | S1 2021 | PSL HR and HR Directions of components | Number of institutions having set up the system Target : 100% of institutions (9) by the end of 2021 | In progress | PSL University is working on a process in order to be able to collect these information for every component. |

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| 16 | Establishment of selection criteria before every recruitment and formalization of these criteria in the form of a grid. This action is common to all Université PSL components. | 16, 17, 18, 19 | S1 2021 | Disciplinary sections or departments of the components, under the aegis of the VPs concerned | Number of institutions that have set up formalized recruitment grids Target : 100% of institutions (9) by the end of 2021 | In progress | Formalisation of clear recruitment criteria in our OTM-R policy (Recruitment Charter): experience acquired (research, etc.), chronological variation in career paths (non-penalising), mobility, training, qualifications, etc No effective implementation of grids. Work group on recruitment active and implementing an Applicant Tracking system for all PSL components (June 2023). The ATs will be a further step towards recruitment shared quality processes. The work group is also planning training programs dedicated to recruiters. |
| 17 | Provide foreign researchers with English translation of their employment contract | 13 | S1 2021 | PSL HR Direction | English translation of employment contract template : yes/no Target : 100% by the end of 2021 | In progress | Action yet effective for all COFUND Doctoral students : sworn translation presented with the contract. To be deployed more broadly for other type of contract. Explanation in english from an HRD member for every international recruitée not speaking French |
| 18 | Offer an English-language-version of administrative documents and forms | 13 | S1 2021 | PSL Communication and HR Directions | Number of translated administrative documents Target : 100% of main new administrative documents translated | In progress | The main form used for recruitment from HRD for all recruitée has been done. Further Action : work group between HRD & the Welcome Desk on translation of administrative documents from HR and others departments. Specific recruitment guide for Chaire Junior Professor has been elaborated in English and French by the Welcome Desk |
| 19 | Creation and implementation of a professional gender equality plan | 27 | s1 2021 | PSL CSR Vice President and working group with Equality referents of components PSL HR Direction | Gender equality Plan : yes/no | Completed | Action plan on professional equality between women and men adopted in June 2021: https://psl.eu/sites/default/files/2023-04/D%C3%A9lib%C3%A9ration%20n312021%20Plan%20d%27actions%20d%27%C3%A9galit%C3%A9%20professionnelle%20entre%20les%20femmes%20et%20les%20hommes.pdf Report to come on the implementation of the Action Plan |
| 20 | Creation, promotion and implementation of the Université PSL equality and diversity Charter | 10, 27 | S1 2021 | PSL CSR VP WG with Equality referents within PSL components | Presence of the Charter: yes/ no Target : Creation of a dedicated PSL Action Plan by the end of 2021 | Completed | No charter, action reoriented towards the development of a PSL equality-diversity action plan, adopted by the PSL Board of Directors in June 2021. Deployment in progress In addition, various actions are being deployed with dedicated communication actions: - PSL listening and monitoring unit against sexist and sexual violence (April 2021); - PSL action plan on professional equality between women and men (June 2021); - Equality/discrimination training via PSL's internal school; |
| 21 | 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 Target : 1 workshops in 2021, as a minimum 3 communication actions on this topic in 2021 | Completed | Effective organization and promotion of "Career workshops for teachers and researchers" (one workshop in 2021, one in 2022): https://psl-ecoleinterne.monportail.psl.eu/nfs/pslx-stp/documents/Atelier%20carriere%20EC.pdf Few participants for the first sessions, in spite of various communication actions (at least 3). Reinforcement to come. |
| 22 | Create and progressively implement a digital workspace in all PSL University's components 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 | 4,24 | s2 2021 | IT Direction Communication Direction of PSL and its components | Implementation rate of the digital workplace vs number of components Target : Implementation of the digital workplace in 100% of components (9) by the end of 2023 | Extended | 3 axes: • harmonize collaborative practices within Psl institutions and laboratories • Development of search engines allowing access to digital resources of research teams • Implement actions to ensure security and confidentiality around digital resources of research teams |
| 23 | Implementation and promotion of management training activities for Directors of Research structures. | 37, 40 | S2 2020 | PSL Internal School | Number of training actions (2 p year as a minimum) | In progress | Effective implementation and promotion of the training course "Enriching your managerial practices to develop your research team" for teacher-researchers, by the Internal School Postponed due to the low number of registrations, but effective deployment of a reinforced communication dedicated to this public, so that it can be held from 2022. Thus, already 14 teacher-researchers interested in the next session The "Management program" of the internal school is also open to teacher-researchers and other management training 18% increase in the number of teacher-researchers having participated in these courses between 2020 and 2021 |
| 24 | 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 | Number of PSL Visiting Fellows Target : 1 call for action p.year with at least 60 months of invitation p.y | Completed | Each year since 2021, PSL has launched a call for visiting professors for international professors invited for a stay of 3 to 6 months, during which they are recruited by a PSL institution. It has the obligation to offer a minimum of 11hCM of teaching. 2021 : 11 visiting fellows 2022 : 4 visiting fellows 2023 : 5 visiting fellows |

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| 25 | Offer a Welcome Desk, Euraxess accredited, service via Université PSL to welcome international researchers. It will offer, on an as-needed basis, French courses | 12 | S2 2021 | Welcome Desk PSL (for Student) PSL VP CSR/International Relations Office 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. Target : 100% of foreign researchers supported by the end of 2021 Number of French training classes implemented | Completed | International researcher advisor hired in October 2021 to welcome and provide non-academic administrative guidance to international researchers and their accompanying family members in accordance with the Euraxess Network Declaration of Commitment and in service of all PSL schools October 1, 2021 to May 22, 2023 160 doctoral students and researchers registered in ALFRED (French Euraxess Center case management tool) 203 online and in-person appointments Dedicated web page and checklists in English and French to inform international researchers about non-academic administrative requirements prior to arrival and throughout their stay, including visa and residence permit, social security and health care, housing search, and other daily life matters Coordination of PSL Welcome Desk language partner program (140 registrations and 97 matches) and distribution of 64 free licenses to a language learning platform to supplement FLE offerings provided by each PSL school and PSL's faculty and staff ongoing training program ("Ecole interne PSL") Regular social and cultural events for international researchers and their families Participation in PSL school and/or program-specific initiatives (pre-arrival webinars, presentations, stands) Coordination (workshops, mailing list, webinars) with PSL faculty and staff across PSL schools to communicate information and improve onboarding and support for international researchers |
| 26 | 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/ trainees of the Center for Teaching Excellence Target : 200 trainees p.year Number of teaching engineers Target : at least 12 by the end of 2021 | Completed | The Innovative learning design Center (final name of the service) is composed, in June 2023, of a director, 1 administrative assistant, and 13 learning designers. It is structured in 3 poles: * individual support for teachers on the development of their practices; * development of the PSL teaching community (training and informal times); * support for the use of techno-pedagogical tools (eg Moodle). The Center guided: 44 projects in 2021-2022 and 43 projects in 2022-2023. The Center has trained: * 2021-2022: 75 teachers, 3 PhD students and 74 administrative staff members, over 59 training sessions about pedagogical design and pedagogical tools. * 2022-2023: 46 teachers, 8 PhD students and 29 administrative staff members, over 36 training sessions about pedagogical design and pedagogical tools. The Center piloted the implementation of the LMS (Moodle) common to the 9 components of PSL in 2022. Considering our experience, to be more realistic, we aim to stabilize the number of trainees between 50 and 100 per year. |
| 27 | Plan Diversity and Equality events and training opportunities, to network and gain additional skills | 27, 29 | S1 2021 | PSL CSR VP Equality Referents, PSL Internal School | Number of diversity and equality events organized Target : 5 events per year by 2023 | Completed | Various training courses have been set up with the PSL Internal School (also in connection with axis 4 of the action plan: Fight against discrimination, sexist and sexual violence and harassment): - Raising awareness of equality and stereotypes; - Promote professional equality at work; - Preventing and fighting against discrimination at work as a manager |
| 28 | Continue training and awareness-raising on psychosocial risks and risk prevention for researchers and engineers in management positions | 28, 40 | S2 2020 | PSL Internal School | Number of training courses Target : 4 courses per year Number of participants | Completed | Various training courses have been set up as part of the PSL Internal School (9 at present): - Understanding gender-based and sexual violence as a manager; - Awareness of Psychosocial Risks; - Role of the manager in the prevention of Psychosocial Risks; - Prevention of moral harassment at work; - Preventing and fighting against discrimination at work as a manager; - Promoting professional equality at work; - Awareness of psychological fragility and risks - Prevention, help and support; - Forum Theatre - Sexist and Sexual Violence; - Mental health first aid Some twenty teacher-researchers have participated in these courses since 2021 New training courses related to risk prevention are continually being introduced Access to training courses on this topic on LinkedIn Learning |
| 29 | 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. | 39 | S2 2021 | PSL Internal School | Number of feedback forms received Delayed feedback for each training session yes/no Target : aiming towards 100% in 2022 | In progress | Not yet effective, but these evaluations are planned for the start of the 2022-2023 academic year, with all participants All comments will be taken into account in a logic of continuous improvement |
| 30 | 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. | 39, 4 | S2 2020 | PSL Internal School | Number of supervision and management tasks training courses Target : 10 actions per year Number of participants | Completed | Various training courses in training set up as part of PSL's Internal School for management and administrative functions, including: - Management program; - Enriching your managerial practices to develop your research team; - Doctoral supervision Participation rate of teacher-researchers to be improved, targeted communication actions multiplied 18% increase in the number of teacher-researchers having participated in these courses between 2020 and 2021 |
| 31 | Conduct an inventory of formal and informal mentoring practices in order to establish a common framework for PSL University | 28, 40 | S1 2021 | PSL's CSR VP / Research VP Research Direction PSL Internal School | Presence of the inventory: Yes/No | In progress | Dedicated academic project manager appointed at PSL but no inventory carried out for the moment |

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|----|---|----------|---------|--|---|-------------|--|
| 32 | Ensure a better communication of existing mentoring and supervision training courses and workshops through a synthetic communication document. | 30, 39 | S1 2021 | PSL Internal School | Communication material : yes/no Target : 3 communication actions on this topic in 2022 | In progress | Brochures sent to teacher-researchers (potential mentors and mentees), presenting the Young Researcher Mentoring training program; dedicated communication on the "Women and Science" mentoring pathway Information given at the welcome day and at the reception of new teacher-researchers by the HR VP and the Internal School Specific communication from the Internal School to teacher-researchers (emails listing the various training courses available), in advance |
| 33 | Constitution of a pool of PSL mentors | 28, 37 | S1 2021 | PSL's CSR VP/ Research VP, PSL Internal School | Number of mentors in the PSL pool Target : aiming towards 30 in 2022 | In progress | Launch on 8 March 2022 of the "Women and Science" mentoring scheme. 17 mentor-mentee pairs for the moment (benefiting young female PhD students) at PSL level, before future expansion No Dauphine mentors at the moment Constitution of a pool of PSL mentors dedicated to young researchers to come |
| 34 | Encourage researchers to follow training seminars on teaching techniques for research professors and assistant professors ²³ | 33,28,40 | S2 2020 | Innovative learning design Center PSL Internal School | Number of participants in teaching techniques courses Target : 100% of newly recruited junior TRs trained in this course in 2022, 25% increase in the total number of participants by 2022 | Completed | Creation of the Innovative Learning Design Centre (CIP) in May 2021 and stabilized in September 2022 to develop innovative practices in pedagogy guiding teachers or pedagogical teams. Dedicated training offer on teaching skills designed and animated by the CIP, organised around modules, workshops and seminars open to all teacher-researchers and doctoral students. In France, by law, during their first year, all new teachers must dedicated hours on pedagogical trainings. Therefore, at PSL, all new teachers follow the "Foundations of teaching and learning" training path, developed by the CIP. Moreover, this training path is open to all teachers. Deployment of a teaching assistant, PhD students guiding pedagogical teams to handle Moodle. Launch of a website dedicated to the CIP service offer (https://innovation-pedagogique.psl.eu/) Complementary training offer of the PSL Internal School. All new teacher-researchers are received by the head of the School in order to consider training courses adapted to their needs and profiles Considering our experience, to be more realistic, we aim to stabilize the number of trainees. |
| 35 | Internationalize the academic staff using different devices: Chaire junior Professor; IA Fellows, future deployment of Junior Research Chairs (JRC) | | S1 2024 | Research VP, Graduate Education VP, Research Direction, Graduate Education Direction, HR Direction | Number of international Academic among all academic staff 25% of international staff by 2025 | New | |

C. Strengths and axes of improvement

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.

In October 2018, Université PSL adopted its charter of scientific integrity. This is presented as a national version of the main international texts in this field: the European Charter for Researchers (2005); the Singapore statement on research integrity (2010); the European code of conduct for research integrity (ESF-ALLEA, 2011). It is also part of the reference framework proposed in the European HORIZON 2020 program for research and innovation. Two Scientific Integrity Advisors (RIS) from Université PSL have also been appointed. At that time, some of the institutions of PSL University had themselves designated their RIS. A scientific integrity committee has been set up to coordinate their actions. The RIS are the first contacts for research actors confronted with a question relating to scientific integrity.

A seminar, organized in March 2021, made it possible to lay the foundations of a common culture within the Committee. A second seminar, "Scientific integrity: from principles to facts", was organized at the Collège de France in October 2022, this time open to the entire Université PSL community. Since then, the situation has greatly improved. Each institution now has an RIS (the list of which is accessible on the PSL website <https://www.psl.eu/recherche/la-recherche-psl/integrite-scientifique>) and develops its own preventive actions and awareness campaigns.

Disparities nevertheless remain from one institution to another, particularly in terms of content and duration of trainings in scientific integrity. Several paths of progress have been identified: Development and harmonization of training in scientific integrity for students and doctoral students, but also for young researchers and thesis directors; Implementation of common documents and tools; Unification of response to student plagiarism; Recognition of the potential workload of the RIS, possible establishment of a discharge system or bonuses for the RIS; Consideration to be given to the question of conflicts of interest, in particular in research projects with private partners; Reflection to be conducted on the number of theses authorized per supervisor and on the duration of theses, with the understanding that disciplinary specificities must be taken into account.

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 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-PSL), 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](#), 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 concerning Open Access policies, broadening certain practices already well established in some of its institutions to all its component schools. 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 an Open Science charter in 2020, followed by the launch at the start of the 2020-2021 academic year of Hal PSL, a joint open archive portal.

The university is also actively working to promote the transfer of technology and knowledge to the socio-economic world. As a catalyst for economic growth, it encourages partnerships with private companies, investors and public bodies for its education and research initiatives. Emblematic industrial partners include Safran, Saint-Gobain, Sanofi, Servier, Arkema, OVH, 3DS, etc... . PSL has also created a successful student entrepreneurship programme, PSL Pépite, and provides researchers with access to a dedicated technology transfer team, PSL Valorisation, with a focus on breakthrough innovation and startup creation. PSL Valorisation also manages several funding mechanisms open to all innovative projects linked to the PSL ecosystem, including the PSL Innovation Fund, a seed fund dedicated to PSL deeptech startups, that raised over €76 million from public and private investors.

The inclusion of science in society is one of the four pillars of Université PSL's research strategy. The priorities in this area are proposed and implemented by the SMS (Shared Support Service) "Documentation and Knowledge-Sharing" office, overseen by the Research, Science and Society Vice-Presidency. This involves carrying out mediation actions: • which address major societal issues from a multidisciplinary angle; • closer to the research being done; • for the general public, schoolchildren and teachers, but also to promote the meeting between Research and Civil Society/Public Action/Economic and Social Sphere.

Since 2020, an emphasis has been placed on Open Science with membership to the French consortium Open Researcher and Contributor ID (ORCID), the appointment of an "Open Science" point of contact from Université PSL (Véronique Stoll, director of libraries at the Observatoire de Paris-PSL), and the Board's vote on a dedicated Charter. There is also a guide on the PSL Explore portal for developing a Data Management plan (<https://explore.psl.eu/fr/se-former/publier/comment-elaborer-un-plan-de-gestion-de-donnees-pgd>) as well as an Open Science barometer from

Université PSL; it thus appears that 76% of the scientific publications of Université PSL with DOI published in 2020 are open access. Beyond providing free access publications via the open archive HAL PSL, facilitating access to scientific data also presupposes the definition of a global strategy on a University-wide scale. This must lead to the definition of a data warehouse policy and broken down into an action plan. With this in mind, the first step should consist in carrying out an inventory because although many initiatives already exist, the situation is heterogeneous from one school to another. The objective is for Université PSL to be able to provide all of its schools with the expertise of those who are already engaged in pilot actions, such as the Observatoire de Paris-PSL (member of EOSC), Dauphine-PSL present within networks such as YERUn on open archives or EPHE-PSL, which hosted two training courses for doctoral students in 2022: “Properly Managing Thesis Data in SHS” (URFIST training from Paris, institute attached to ENC-PSL) and “Open Science Survival Kit for the PhD Student” (organized by the Doctoral College with speakers from the Observatoire de Paris-PSL, Dauphine-PSL, EPHE-PSL, ENS-PSL, MINES Paris-PSL and URFIST).

In this context, a “Data Workshop” working group was founded, and among other initiatives, developed a flash survey for researchers at Université PSL, the results of which were presented to the Research Committee in March 2023. The survey revealed that although two thirds of respondents (10% of response rate) have been made aware of research data management and a third has been advised to establish a data management plan, nearly 90% of respondents have not not been trained to do so. The survey will soon be supplemented by interviews with the respondents who agreed to be recontacted plus an inventory of all the initiatives and mechanisms existing at each institutional level.

As part of the actions of the Cofund AI4theSciences (Horizon Grant - Grant Agreement n. 945304) all publications must be open access. To facilitate this guarantee, the EC gives us the possibility of using the Open Research Europe (ORE) platform to publish from the research of doctoral students and/or actions implemented within the Cofund. In March 2021, Open Research Europe (ORE), the EC's open access publishing platform was launched.

- **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 has already resulted in the adoption of a multiyear disability plan, confirmed by the HR Conference of 2019. The plan promotes the development of actions to encourage the recruitment of people with disabilities, several of which have been rolled out since 2020.

Promoting diversity, the University deploys all its efforts to protect its employees and has been resolutely committed, for several years, to the promotion of diversity, in the fight against all forms of discrimination or sexist and sexual violences.

A Gender Equality Plan (GEP) was defined in the spring of 2021. It includes a section on the prevention and handling of gender-based and sexual violence (SGBV) cases, actualized, in particular, by an anonymous helpline at the service of all PSL schools. Further progress on information and training in this area is needed.

The PSL Helpline against harassment and violence¹ is a Université PSL shared service. It offers a safe space to talk and obtain information. Its purpose is to make it easier to report cases of sexual or gender-based violence, harassment, hazing or discrimination.

In May 2023, Université PSL requested funding from the Ministry of Higher Education and Research (MESR) for a “PSL IDEA Center” dedicated to these topics and to helping all PSL schools implement the multi-year action plan. The IDEA Center will help structure IDEA² policies already implemented in PSL schools and work together with PSL shared services such as PSL’s Internal School (“Ecole interne”), a faculty and staff ongoing training center, or the Innovative Learning Design Center.

PSL’s Internal School currently proposes many courses that offer training in promoting nondiscrimination, including in 2022, Transidentity Awareness, Dys Disorders Awareness, Understanding Sexist and Sexual Violence as a Supervisor and Inclusion of Persons with Disabilities.

- 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 five 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 evaluation began in September 2022 with the launch of a self-assessment report by PSL, which will be submitted on June 15, 2023, followed by a phase of visits (training, laboratories) and then the submission of a report by HCERES in spring 2024.

This system is completed by special bodies and other external and internal evaluation mechanisms specific to PSL (international Strategic Decision Committee, Academic Senate, regular evaluation of graduate Programs, consultative scientific boards...) and by a quality process that includes a set of sector-specific charters, notably in the areas of research and education.

As an example of internal evaluation of its programs, the management of PSL’s Graduate Programs is entrusted to the Research Committee and the PSL Training Committee, bringing together the Vice Presidents of the University’s schools.

¹ <https://psl.eu/en/helpline-against-harassment-and-violences>

² <https://www.psl.eu/universite/qui-sommes-nous/excellence-egalite-des-chances-et-diversite>

Individually, PSL (including the Research Committee and the Training Committee) manages the Graduate Programs through an action plan established between PSL and each Graduate Program. It specifies the goals and means for a period of three years. It sets the milestones on which the academic director of the Graduate Program and the PSL components concerned commit. The Academic Director of the Graduate Program reports annually to the Research and Training Committees on the progress of the project. On this basis, an annual global assessment of the Graduate Programs is presented by the Vice Presidents of Research & Training to the Academic Senate, to the PSL Management Board and to the PSL Strategic Orientation Committee. In addition to this annual monitoring, an in-depth evaluation of PSL graduate programs is carried out every three years. The evaluation relates to the milestones and goals set in the action plan, and is based in particular on the quality criteria defined specifically for the graduated programs. Following this evaluation, measures for improvement can be proposed and, if necessary, the map of graduated programs can evolve. This possible evolution must be done within the graduate program framework in which all Université PSL Master and PhD programs are organized. A first evaluation after three years will be implemented in the fall of 2023.

In September 2022, The University created an Operational Assistance and Quality Department. The 2020 human resources strategy adopted at the end of 2019 provides for the creation of three positions: a Data Manager who will work on research data in connection with the Research department, a position dedicated to data related to training and professional integration (monitoring of cohorts) and a Management Controller.

The project aims to transform this pre-figuration of a steering unit into a department in charge of coordinating the recovery and processing of all data, defining steering indicators and monitoring the University's overall quality assurance policy.

The first challenge is to have reliable data and indicators in order to structure reporting on PSL's areas of activity and be able to monitor the implementation of the strategy. Work is underway to create a common definition and ensure the harmonization of practices in all the areas monitored.

2. Recruitment and selection

In France, full professors are recruited following a specific legal process, intended to prevent any discrimination related to age, citizenship, language or ethnic origin. This system guarantees equal opportunity for all at the time of recruitment, even in the composition of selection committees, where parity is a requirement.

PSL now has an academic recruitment charter³ that recalls its commitments to respect the principles of the OTM-R and which is available on our website and systematically communicated to the members of the recruitment committee.

In the coming years, we must continue and complete the actions undertaken to improve in certain areas. For example, the selection criteria are not yet systematically formalized by the recruitment committees. Feedback is only partially given to

³ https://psl.eu/sites/default/files/Charte_de_recrutement_academique_PSL_EN.pdf.

candidates. Effective implementation of new actions must also be better formalized and monitored.

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.

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 concerning PSL's academic job offers was noted in the initial Gap analysis, as well as the fact that they were not systematically published on the Euraxess Job platform. All academic jobs are now published on Euraxess.

The PSL joint recruitment platform implemented at the end of the first semester of 2020 is used for every job offer.

An applicant tracking system will be implemented in July 2023 for a large number of PSL components institutions. The system will be used for all PSL open positions, including academic ones and will help implement more transparent procedures and improve the level of information of candidates and information regarding the recruitment procedures.

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

Launched in July 2017, the HR conference aims at recommending an allocation of all the positions within the scope of the University. The executive board now sets the number and distribution. This allocation of HR resources is determined in line with the University's strategy and budget. The 2019 HR conference enacted the principle of a multi-year recruitment program: instead of relying on the recruitment campaign, it now

relies on the Graduate Programs of PSL University, in order to establish a table three-year outlook of recruitment priorities by major research theme.

The AI4theSciences Cofund Doctoral Programme, supported by PSL University and the European Union's MSCA (Horizon Grant - Grant Agreement n. 945304), upholds the highest standards of research integrity, fundamental ethics principles, and the protection of individual well-being. By aligning with the EU's principles for human resources development in research and innovation, the AI4theSciences programme propels us one step further. It not only ensures transparent and non-discriminatory selection and recruitment processes but also strengthens career development aspects within PSL University. Through harmonized administrative management and a focus on career growth, AI4theSciences serves as a flagship project, exemplifying the transformative impact of EU projects on knowledge transfer and the advancement of our scientific community.

Specific programs have been developed, such as the PHD Track program, first launched in 2021. The program is based on a 5-year grant (a two-year grant followed by a 3-year PhD contract). 5 tracks were allocated in 2021, 7 in 2022 and 7 in 2023. PSL developed this method of recruiting the best international students as an important part of its Graduate programs.

PSL has been committed to the Chaire Junior Professor (Tenure Track) system since 2021. It is now fully integrated into the academic recruitment policy. The University has submitted a strategic note, in accordance with the request from its supervisory authority, with 4 requests per year over the next three years. Funding is provided for 3 to 6 years of tenure track by the State, with a grant of 200,000 euros from the national research agency.

The University obtained one Chaire Junior Professor in 2021, 4 in 2022 and 3 in 2023. This is a way for the University to develop its research strategy and, in particular, to develop its graduate programs and its training programs.

Internationalization: Particular attention should be given to the internationalization of teams within the University, mainly in the academic field. A new action is proposed for the coming years: a target of 25% of academics recruited abroad is achievable by 2025. This in itself is less a quota, which cannot replace academic criteria, than the expression of a clear ambition: to continue to have global influence on scientific discovery and technological innovation. To achieve such an objective, it is necessary to further improve the visibility of employment offers within Université PSL, in France and internationally.

3. Working condition

Université PSL is convinced that the availability of resources and the quality of the research environment form the bedrock for excellence in teaching and research⁴

⁴ <https://www.psl.eu/en/research/facilities-and-resources>

All PSL researchers benefit from the services of the teams working in the Departments of Research and Training, *PSL Valorisation*. 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).

Université PSL expanded its PSL Welcome Desk office to serve international researchers in addition to international students. Since October 2021, the office, with the addition of a staff member dedicated to this population, has provided non-academic administrative guidance to international researchers and their accompanying family members in accordance with the Euraxess Network Declaration of Commitment and in service of all PSL schools. To date, 160 doctoral students and researchers have registered in ALFRED (French Euraxess Center case management tool), and 203 online and in-person appointments have been conducted. Detailed checklists are available on the PSL Welcome Desk bilingual French-English web page to inform international researchers about non-academic administrative requirements prior to arrival and throughout their stay, including visa and residence permit, social security and health care, housing search, and other daily life matters. The service also coordinates a language partner program, the distribution of licenses to a language-learning platform and regular social and cultural events for international researchers and their families. Finally, the service supports colleagues across PSL by participating in PSL school and/or program-specific initiatives (pre-arrival webinars, presentations, stands) and coordinating with faculty and staff to communicate information and improve onboarding and support for international researchers (workshops, mailing list, webinars).

Regarding gender balance, a gender equality plan was adopted by PSL in June 2021⁵: Its deployment, which is underway, focuses on different areas such as equal access to jobs, pay gaps, work/life balance, etc.

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, fighting against 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 of recruitment.

⁵ <https://psl.eu/sites/default/files/2023-04/D%C3%A9lib%C3%A9ration%20n312021%20Plan%20d%27actions%20d%27%C3%A9galit%C3%A9%20professionnelle%20entre%20les%20femmes%20et%20les%20hommes.pdf>

The human resources strategy aims to promote shared values that reflect PSL's social responsibility in terms of human resources:

- Respect for gender equality,
- Promotion of diversity in all its forms: social origin, nationality, disability;
- Striving for quality of life at work

"Professionalizing and developing business skills while promoting Quality of Life at Work" is one of the priorities of the PSL Internal School strategic training plan.

PSL organized a series of workshops on the quality of life at work at the end of 2022, based on collective intelligence and a bottom-up approach. Around 100 staff members were in attendance. Seven working groups discussed obstacles and potential actions regarding the following topics : Onboarding, inclusion; multi-site organization, work-from-home, integration, multi-site, conviviality. The dialogue regarding these issues has continued in the form of dedicated working groups.

4. Training and development

In accordance with our HRS4R action plan, various new training courses have been introduced and others have been developed and promoted towards teacher-researchers, on various themes such as supervision, career management and learning design ⁶. The Innovative learning design Center ⁷, common for all PSL components, offers a wide range of services to develop innovative practices in pedagogy guiding teachers or pedagogical teams.

Since 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.

⁶ <https://innovation-pedagogique.psl.eu/sites/default/files/2022-09/%20Parcours%20pe%CC%81dagogique%202022%202023%20vf.pdf>.

⁷ <https://innovation-pedagogique.psl.eu/>.

The strategic training plan for PSL's Internal School is based on 6 orientations: 3 new axes have been created for 2022:

- 1/ Contribute to PSL's development as a world-class player
- 2 / Professionalize and develop professional skills by promoting Quality of Life in the workplace
- 3/ Develop a training program for researchers, lecturers, professors and teachers to promote pedagogical quality and research excellence.
- 4/ Use training to further strengthen the prevention of sexist and sexual violence and discrimination.
- 5/ Improve knowledge of PSL University and how it operates.
- 6/ Support staff and establishments after COVID 19

In 2022, The Internal School offers a wider range of training courses such as :

Career workshop for teacher-researchers and researchers; Becoming an expert in the media; Supervising doctoral students; Open science and research data; Scientific mediation in public speaking: masterclass "Imagining the outreach aspect of a research project"; Enriching your managerial practices to develop your research team; Preventing conflict situations and taking action through mediation; Raising awareness of psychological fragilities and risks; Promoting professional equality at work; Mental Health First Aid; Preventing moral harassment at work; Raising awareness of psychological fragilities and risks: Prevention, help and support; Dealing with sexist and sexual violence as a manager; Intercultural training to facilitate the reception of international students; Welcoming international doctoral students and researchers; Transidentity awareness; Awareness of Dys disorders; Welcoming a student with a disability

Tutoring and mentoring

Thanks to the work of its Doctoral College and the establishment of a [Thesis Charter](#) since 2018, 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.

To encourage and support young women scientists in the development of their careers as young researchers, PSL and a group of researchers have set up a Femmes & Sciences PSL mentoring program. 40 PhD students currently benefit from the supervision of 40 research mentors throughout the year, thanks to workshops, discussion circles, training and team meetings. These meetings are held monthly at PSL headquarters. 2023 is the second cohort. First limited to two institutions (Observatory-PSL and EPHE-PSL), the system now welcomes mentors and mentees from all PSL.

D. Focus on the OTM-R policy

The implementation of our HRS4R action plan has enabled us to make significant progress on the implementation of the OTM-R principles.

Among the actions already deployed to develop open, transparent and merit-based recruitment, the following can be highlighted, based on the four identified work areas:

- Implementation of an OTM-R system:

The adoption of an academic recruitment charter in July 2020 by PSL University and its component institutions, was a major step. This charter is available online ⁸, where a dedicated HRS4R / OTM-R page has been created, as well as on the PSL recruitment portal. The charter is systematically provided by the HRD to all members of recruitment committees before the start of the recruitment process.

In order to systematically make recruiters aware of cognitive biases, referents have been designated and trained within each discipline. They help to raise awareness among recruitment committee members at the beginning of each session.

The formalization of processes for associate professors and post-doctoral fellows remains to be implemented. Governance expects that these policies will promote greater harmonization of practices.

- Improvement of the announcement and application phase:

A common PSL call for applications template has been put in place for academic recruitment, by type of population: it reflects in its content the commitment of PSL to the OTM-R principles. A mention of this policy is made in the template but a link to the charter has yet to be integrated.

Academic offers are entirely centralized by the HRD. Offers regarding contractual teaching and research positions are published on the joint PSL recruitment website and Euraxess.

- Improvement of the selection, evaluation and appointment phase:

The systematization of replies to applicants for contractual teacher-researcher or doctoral positions, as well as the creation of an HR document on our recruitment process and its challenges, are actions that remain to be undertaken.

The applicant tracking system to be implemented in July 2023 will help HRD in that regard.

⁸ https://psl.eu/sites/default/files/Charte_de_recrutement_academique_PSL_EN.pdf.

Selection criteria are not yet systematically formalized by the recruitment committees and feedback is only partially given to candidates. Measures will be taken in this regard.

E. What are the contextual impacts on the deployment of the strategy?

Since PSL's HRS4R accreditation, several events have had a significant impact on the University's activities and therefore on its HR strategy.

External events, such as, the health crisis from the Covid-19 pandemic, to which we had to adapt collectively, and the war in Ukraine.

From an HR perspective, the event that most impacted the University's strategy was the adoption of the Research Programming Law (RPL) ⁹. This law adopted by the parliament at the end of 2020, has imposed itself on us.

It contributes, through various measures, whether in terms of salary, career or legislation (creation of Junior Chair Professor to offer attractive positions to more varied and high-level profiles, on a contractual basis), to reinforce the attractiveness and openness of recruitment and career development of teacher-researchers.

Thus, the implementation of the RPL since 2021 within our institution has had a strong and positive impact on the development of our HRS4R policy. This law often complements or reinforces our actions and policies (OTR-M policy, implementation of statistical tables, etc.) and has promoted dialogue with our researchers. Various large working groups, composed of teacher-researchers from all disciplines and all statuses, were set up at this time in order to reflect and work collectively on its implementation and, more broadly, on the working conditions of researchers.

The university's priorities regarding its HR strategy and the implementation of the HRS4R action plan remain stable. Some actions have been implemented at mid-term, even though some need to be consolidated. Others have been rethought considering our experience and the evolution of the institution's context.

In this context, the institution's main priorities are based on four main areas:

- The development of transparency and openness in recruitment;
- The revision of some recruitment processes
- The reinforcement of teachers-researchers's training;
- The development of Open Science and of training in ethics and scientific integrity.

IV. Implementation and monitoring of the University's action plan

⁹ <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000042738027>.

A. Preparation of the internal evaluation

Human resources policy is a major component of the strategy of PSL's governance. Throughout the process, the President of the University was kept informed of progress.

The HR director in collaboration with the Vice President Research, the Research support services, and the HRS4R Coordinator met periodically before the internal evaluation to address the methodology of the internal review.

Meetings with the HRS4R Coordinator for PSL and the HRS4R project manager of Dauphine University were organized to share best practices about the mid-term evaluation.

Working groups with the Head of Research Department, and Doctoral college Coordinator were held to report on the status of the actions concerned. A working group with the Welcome Desk (WD) manager and International researcher advisor was also held to collect the latest data concerning the WD's activity.

The HR Director followed the e-learning module on the interim assessment : <https://euraxess.ec.europa.eu/jobs/hrs4r/chapter-6/interim-assessment#videos> to understand the process, the timelines and the forms to fill in for this specific phase.

B. Implications for teachers-researchers

A working group dedicated to open science has been in place for several months under the aegis of the Director of Libraries. The Ethics and Scientific Integrity Committee is at the heart of the reflections on these issues, under the chairmanship of our Scientific Integrity Officer.

The subjects are then debated and submitted to the institution's decision-making bodies and regularly presented for information or adoption to the members of the University's Board of Directors.

HR information web conferences have also been set up by the new governance: open to all teacher-researchers, they allow regular sharing of information on ongoing reforms and actions as well as answering questions and debating (five conferences since October 2021). They help to adjust measures and/or their implementation accordingly.

Finally, the regular updating of the HRS4R page on the University's website will keep the community of teacher-researchers aware of the action plan's progress. In addition, a dedicated communication is planned at the HR conference of July 11th 2023, to share our mid-term self-evaluation report.

In June 2021, the HRS4R coordinator presented to the Research committee the initial HRS4R action plan and the preparation of the HR Conference of July 2021.

HRS4R actions presented as part of the research strategy at meetings of the Academic Senate. Each year, the research strategy and its evolutions, including an HR section in which the HRS4R label is integrated. The Academic Senate meetings examining the research strategy took place on March 4, 2021; January 20, 2022; February 2022; February 2023 and March 23, 2023.

C. Implementation committee

An HRS4R implementation committee was set up by the university after its accreditation. The composition of this committee is the same as the original steering committee, which was transformed following accreditation.

It is currently composed of several members of the University: Vice President for Research; Vice President of Education; the Managing Director ; the Director of Human Resources and the Director of Research; Doctoral College Coordinator. They all work on the deployment of the action plan.

This committee effectively drives and monitors the implementation of the actions provided for in the PSL HRS4R plan.

D. Integration of the HRS4R strategy into the University's overall strategy

The HRS4R action plan is fully integrated into the University's Strategy.

The strategy deployed also reflects specific objectives:

- Internationalization of the University ;
- Digitization of business ;
- Innovation in all areas;
- A culture of service to all students

Thus, the measures planned within the framework of HRS4R have an impact on the PSL's HR strategy, such as internationalization of research, human resources, social and environmental responsibility, digital technology.

Regarding the actions undertaken at the PSL University level, such as the elaboration of the academic recruitment charter, they involve consultation with all the representatives of PSL's component institutions, during key events such as the PSL HR conference.

E. Monitoring the implementation of actions and progress

The HR Director and The Research Director of PSL, in coordination with the PSL HRS4R coordinator directly monitor the implementation of the actions in the HRS4R plan and ensure that the main milestones are reached.

The HRS4R coordinator at PSL also ensures the proper follow-up of joint actions by reporting annually on the shared action plan's progress at the PSL HR conference. The next report will be held at the HR Conference in July 2023.

The HR Director, The Research Director, in coordination with the HRS4R coordinator will update the HRS4R action plan accordingly and share this information with the implementation committee, which will keep its current monitoring and evaluation duties, based on all the data collected.

HRS4R referents must now be identified in each of the departments involved (Human Resources Department, Research Department, PSL Internal School, IS, Documentation Department, etc.) and will be responsible for regularly reporting the relevant indicators and milestones (at least once a year), as well as all useful documents illustrating their actions and progress.

The structuration of the department dedicated to Quality assurance and steering Assistance (QASD) will help to build a monitoring tool to track our achievements in all areas covered by the action plan: ethics, recruitment, working conditions and training.

F. Preparation of the external evaluation

In order to prepare for the external review, it will be necessary to analyze the assessment report and its recommendations to adjust the updated strategy. The comments and recommendations from the review will be studied and submitted to the working group to work on adaptation and prioritize actions.

Regular coordination meetings with all stakeholders will help prepare for the external review, as will tracking of progress and difficulties, and analysis and monitoring of indicators.

In addition, it will be necessary to reflect on ways to increase awareness of the new processes in the communities and to ensure that they are effectively implemented. Making progress on this point will be a step forward in the perspective of the external review.

Similarly, communication about the HRS4R strategy should be intensified. It is necessary to consider ways of regularly providing information on the evolution and progress of the implementation of the strategy beyond the working groups and stakeholders.

Finally, feedback from Université PSL schools and research organizations that have already gone through the external review phase (Institut Curie, CNRS, and Dauphine - PSL) will be invaluable for this preparation.

V. Annexes

A. Annex 1 - Letter of commitment



B. Annex 2 - PSL's action plan

➤ Link to the action plan :

https://psl.eu/sites/default/files/PDF/PSL_HRS4R_Action_Plan.pdf