

ACTION PLAN

Case number: 2018FR309778

Name Organisation under review: UNIVERSITÉ BRETAGNE SUD

Organisation's contact details: Lysiane METAYER NOEL

SUBMISSION DATE: 06/07/2018

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	538
Of whom are international (i.e. foreign nationality)	92
Of whom are externally funded (i.e. for whom the organisation is host organisation)	60
Of whom are women	188
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	74
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	64
Of whom are stage R1 = in most organisations corresponding with doctoral level	158
Total number of students (if relevant)	10,000
Total number of staff (including management, administrative, teaching and research staff)	584
RESEARCH FUNDING (figures for most recent fiscal year) 2018	€
Total annual organisational budget	85,780,952
Annual organisational direct government funding (designated for research)	492,000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5,125,587
Annual funding from private, non-government sources, designated for research	1,919,016

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The multifaceted and enterprising Université Bretagne Sud (UBS) comprises three campuses, at Lorient, Vannes and Pontivy. It relies on the competences of its 900 employees, including 500 members of staff who teach or are teacher-researchers, to train some 10,000 students annually.

UBS comprises 14 research units, six of which are mixed research units. All of the research units are run jointly with other establishments. The mixed research units have CNRS personnel working at them.

UBS has identified fields of expertise revolving around four skills hubs in research and innovation:

- Man, Sea and Coast
- Digital,
- Materials and Energy
- Practices and Societies.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
<p>Ethical and professional aspects</p> <p>free text maximum 500 words</p>	<p>Ethics and scientific integrity are extremely important for UBS. The teacher-researchers and researchers' missions operate under a framework in French law. The French regulatory framework guarantees them full independence and freedom of speech in the performance of their functions.</p> <p>Scientific integrity is addressed from the moment young researchers begin their training. Doctoral students are offered a training module during the first year of their thesis preparation. A scientific integrity advisor and an ethics specialist were appointed in 2019. Awareness raising sessions are planned for all of the research personnel (from R1 to R4). UBS uses 'Compilatio', a plagiarism prevention tool. It is effective for the pedagogical field. However, many researchers are unfamiliar with it. Information and training sessions are to be organised.</p> <p>Where non-discrimination is concerned, UBS has appointed someone to spearhead the mission 'Gender Equality and the battle against all types of discrimination'. The mission coordinator is a university professor (R4) and her actions are supported by a network of colleagues and students, and by the University's communications department, human resources department and preventative medicine department. Since 2017, UBS has been actively engaged, through the signing of a charter and the implementation of campaigns, in working towards gender equality. In 2019, it amended its statutes to ensure that its governance team would be made up of at least 30% women and 30% men. Furthermore, UBS is determined to abide by the gender parity rules in its recruitment commissions and selection committees (the composition of the committees, as validated by the academic board, is restricted to teacher-researchers).</p> <p>UBS is committed to a recruitment and support policy aimed at people with disabilities. It is aimed at newly-recruited personnel whose disabilities may require special measures to be put in place, ahead of their start date, so that they can perform their functions normally. It is also aimed at employees who may encounter difficulties in performing their professional duties following an accident, illness or worsening of their health. To ensure they are able to continue working in the best possible conditions, UBS offers solutions adapted to their specific needs.</p> <p>As regards intellectual property, UBS has entrusted this responsibility to the Technology Transfer Acceleration Company 'Ouest Valorisation'. Many actions are undertaken by the Research and Partnership Department, which serves as the interface to provide a follow-up system and support for the researchers in their contractual or subsidised research. Information campaigns about procedures relevant to intellectual property will be conducted.</p> <p>Regarding data back-up, all data is recorded on the servers daily. All of the laptops are encrypted. However, it is necessary to select data archive which is currently exhaustive.</p> <p>The teacher-researchers' scientific publications are deposited in collections by laboratory. Teacher-researchers must save their scientific publications on the HAL open archive. This process would be worth strengthening.</p>

<p>Recruitment and selection</p> <p>free text maximum 500 words</p>	<p>In terms of recruitment, the conditions are transparent. There is a section on UBS's website called 'Jobs and Careers', which contains lots of information. The recruitment of researchers at UBS involves several categories:</p> <ul style="list-style-type: none"> - academic personnel, R3 and R4 researchers, - scientific personnel, R1 and R2 researchers, - technical personnel who may be recruited for research support functions. <p>Some of the establishment's recruitment, especially for teaching staff, is handled by the recruitment section of the human resources department. The aim is to ensure the professional and secure handling of the entire recruitment process. Scientific and technical personnel are recruited by the laboratories. Lastly, doctoral students are recruited by the doctoral schools.</p> <p>The wide variety of staff categories (tenured/non-tenured, teacher-researcher, researcher, doctoral student, engineer, technician) means that just as many different recruitment procedures are required, even if these are consistent within each category; and this is true regardless of the type of recruitment (permanent or temporary).</p> <p>The various recruitment procedures and documentary processes (request for permission to recruit and recruitment form processing) are available on the establishment's digital work environment to ensure maximum transparency and to assist the recruitment staff with processing.</p> <p>In order to clarify recruitment rules and procedures and, above all, assist the establishment's personnel, a recruitment charter is in the pipeline, which will bring all of the information related to recruitment together in one place: from the request for permission to recruit to the drafting of the job offers, publication and lastly the selection of the applicants. UBS has joined Euraxess and is committed to publishing its job offers on this platform as part of the HRS4R process.</p>
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<p>Working conditions</p> <p>free text maximum 500 words</p>	<p>To help new staff settle in, UBS organises an introductory day so they can familiarise themselves with the facilities, departments and equipment.</p> <p>This effort has been stepped up since UBS joined the EURAXESS in 2018; the network's primary mission is to provide support during mobility and facilitate the welcome given to foreign researchers. The welcome given to international researchers (teacher-researchers, researchers, doctoral and post-doctoral students) is a key factor in UBS's strategy of openness to international academia. The Research and Partnership Department supports international researcher activity through an office called the 'International Researcher Office'. It is perfectly positioned to provide liaison between the host laboratories and the incoming foreign scientists. Two colleagues are on-site (at Lorient and Vannes) to welcome the foreign scientists.</p> <p>UBS pays particular attention to welcoming teacher-researchers (R3) arriving for the first time, lightening their teaching duties by 32 hours, equivalent to tutorial classes, pursuant to decree 2017-854 of 9 May 2017.</p> <p>In addition to these measures targeting new staff, UBS is committed to implementing career development measures for personnel on fixed-term contracts. All administrative and technical personnel on fixed-term contracts benefit from an individual professional interview with their hierarchical superior.</p> <p>UBS recognises the qualifications of its BIATSS¹ and LRU contract² researchers, taking into account previous professional experience and the level of their diplomas by means of a grid approved by the board of directors.</p> <p>UBS has established a set of standards and rules for awarding bonuses for educational responsibility for administrative burdens. The aforementioned bonuses include:</p> <ul style="list-style-type: none"> • A steering bonus for networked scientific research projects, in the form of a discharge of teaching hours, is granted to teacher-researchers for certain research contracts where the minimum amount is €350,000 (to foster research activities); • A Doctoral Supervision and Research bonus (PEDR) is paid to teacher-researchers who have been ranked in the best 20% or 30% in their section by the CNU³, following assessment of their dossiers; • A patent bonus. This bonus consists of a lump sum to be divided between everyone involved in the invention, in proportion to their contribution. <p>The University practises an ambitious social and cultural policy aimed at its entire staff and encompassing such aspects as sport, catering and library access. In 2018, UBS implemented a quality of working life process.</p> <p>The University employs a preventative medicine specialist. Depending on each employee's professional and personal circumstances, ongoing medical surveillance is offered throughout their career. A medical check-up is also arranged for all new employees.</p> <p>Doctoral students are all assigned a supervisor who holds a diploma called an <i>Habilitation a Diriger de Recherches</i> (HDR), which properly qualifies them to supervise research. There is also an Individual Supervision Committee which supports doctoral students throughout their course and watches out for potential problems.</p>
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¹BIATSS: A grouping of particular types of French civil servants; B = librarians, I = engineers, A = administrative staff, T = technical staff, SS = healthcare and social workers

²LRU Contract: A type of fixed-term employment contract that universities are allowed to use under Article L-953-4 of the French legislation governing education.

³CNU: National Council of Universities

<p>Training and development</p> <p>free text maximum 500 words</p>	<p>The University offers a catalogue of training sessions and workshops for all of its personnel. Involving 300 trainees, the total annual investment for this measure amounts to more than €100,000. Teacher-researchers have the option of attending the training sessions offered but training specific to their needs will also be made available.</p> <p>UBS is jointly accredited for eight doctoral schools across the region under the auspices of the Université Bretagne Loire (UBL). To facilitate the management of doctoral students, UBS has created a single administrative welcome hub through the doctoral centre, under the auspices of the Research and Partnership Department. The doctoral centre provides welcome, administrative, financial and organisational support for actions related to doctoral training and associated bodies (office and board of the on-site doctoral centre). The doctoral centre works closely with the director of the doctoral centre. Working in coordination with UBL's doctoral school, UBS's doctoral centre provides a comprehensive range of scientific activities at establishment level, facilitates proximity with doctoral students, their supervisors and research units, and ensures the coordination of the on-site Doctoral Schools. Université Bretagne Loire provides doctoral students with numerous training opportunities as well as comprehensive training sessions organised by the Université Bretagne Sud's doctoral centre (Research and Partnership Department).</p> <p>However, the university must focus on developing training opportunities for new arrivals and researchers who take on new responsibilities, such as laboratory management or thesis supervision.</p>
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3. ACTIONS

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

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

*URL: <https://www.univ-ubs.fr/fr/recherche/strategie/label-hrs4r.html>
<https://www.univ-ubs.fr/en/research/strategy/hrs4r-label.html>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
Topic One: Scientific integrity and ethics				
Draw up an ethics charter	1	1T 2021	Ethics Specialist	Draw up an ethics charter and disseminate it to all UBS personnel Publish it on the UBS website
Create an area dedicated to ethics on the UBS website	2	3T 2019	Research and Partnership Department	Editing of the pages on the UBS website
Draft a document on the principles of scientific integrity and how to react if fraud is suspected.	2	1T 2021	Scientific integrity officer	Disseminate the document to all of the research units
Offer teacher-researchers and researchers the option of taking the 'Scientific Integrity' training arranged for doctoral students.	3	1T 2020	Scientific integrity officer	Number of participants attending the annual training
Write a vade mecum of good practices in scientific data storage	7	4T 2021	Information Systems Division	Disseminate the vade mecum to researchers (R1 to R4)
Organise awareness-raising campaigns about data storage for doctoral students	7	4T 2021	Information Systems Division	Annual information at the start of the doctoral academic year
Promote familiarity with and management of the COMPILATIO tool at meetings (research commission, management team) or through various platforms (research newsletter, international newsletter) and organise training sessions.	8	4T 2019	The University's Department of Pedagogy	Annual publication in the research newsletter and the newsletter for doctoral students (in English and French). Raise this point annually with the establishment's research commission. Number of participants attending training sessions.
Instigate automatic scientific data back-up	8	3T 2020	Information systems division	Implementation of procedure and

procedures with the Information Systems Division				scheduling of data back-up
Organise open data awareness-raising sessions	8	2T 2021	Central documentation department	Number of participants attending the annual training
Remind people of the rules for signing scientific publications	8	1T 2020	Central documentation department	Information in the newsletter and on the UBS website
Inform people about the 'BOE' law on obligatory employment of qualified beneficiaries and the means for recognition of status as a disabled worker.	10	4T 2019	Human resources division	Annual communication sent to all personnel at the start of the university year and creation of a poster demonstrating the means of 'Recognition of Status as a Disabled Worker'.
UBS will set up regular training sessions to enable researchers to become familiar with open science. UBS has included in its digital master plan the implementation of digital tools to enable data sharing (open data).	8	1T 2021	Central documentation department	Number of researchers participating in the trainings Number of digital tools
UBS gives all researchers information and ask them to deposit their publications or bibliographic records in this open archive every year.	8	1T 2021	Central documentation department	Deposit rate
UBS is committed to establishing parity within the institution. UBS will regularly propose an annual action plan	10	4T 2019	The manager for the project "Equality between women and men and the fight against all discriminations", and the referral network	Number of actions
Sensitize jury members to stereotypes	10	1T 2021	Human resources division	Sending a note to the jury

Topic Two: Researchers' career development and mobility				
Prepare information about the accumulation of activity (annual information campaign)	4	4T 2019	Human Resources Division	Annual communication sent to all personnel at the start of the university year
Communication at meetings specifically addressing expectations and internal rules	6	1T 2020	Research and Partnership Department	Number of sessions
Describe the assessment systems in the research newsletter	11	1T 2020	Research and Partnership Department	Annual information in the research newsletter
Information about the incentive bonus on expertise (intranet)	30	4T 2019	Research and Partnership Department	Updating of intranet pages Annual information in the research newsletter
Implement a procedure/charter for researcher recruitment including practical scenarios during recruitment	12 15	1T 2020	Human Resources Division	Writing the charter and publishing it on the intranet Implementation of scenarios for the 2020 teacher-researcher recruitment campaign Number of positions allowed for in the scenarios
Strengthen and promote the training plan for teacher-researchers	20	3T2020	Human Resources Division	Number of training sessions for teacher-researchers, number of teacher-researchers who attended training sessions.
Collate the different support mechanisms for the career progression proposed by the HRD in a single (digital) booklet (career supervision, PEDR, CRCT, etc.)	28	4T 2019	Human Resources Division	Uploading on to the intranet
Information about taking mobility into account for career development	29	4T 2020	Human Resources Division	Annual communication sent to teacher-researchers at the start of the university year
Inform people about the possibilities of obtaining funding for short periods of mobility abroad	29	4T 2019	Research and Partnership Department	Number of sessions, Number of informative articles in the research newsletter
Implementation of a teleworking protocol	24	2T 2021	Human Resources Division	Validation of the protocol by the UBS decision-making bodies (technical committee and board of directors)
Communicate regularly about (and abide by) the existence of a charter relating to the use of e-mails.	24	2T 2019	Human Resources Division	Drafting of a charter and communication by the Presidency to all staff

Based on the good practices already in place, write a standardised procedure for recruiting post-doctorals	12 21	2T 2020	Human Resources Division	Writing the charter and publishing it online on the intranet
Draft a charter on the supervision of young researchers	36 37 38	2T 2020	Human Resources Division	Writing the charter and publishing it online on the intranet

Topic Three: Integration of non-francophone researchers				
Develop and reinforce outreach activities in English and create dedicated social networks for them.	9	3T 2019	Research and Partnership Department	Number of documents translated into English. Implementation of a social network in English for anglophone researchers
Set up a research newsletter in English	9	2T 2020	Research and Partnership Department	Number of newsletters distributed in English
Systematise the publication of job offers on EURAXESS in English	10	1T 2020	Project leader	Number of job offers published
Translate the job offers and contracting information for researchers into English	13	2T 2020	Human Resources Division	Translation of job offers published on Euraxess Number of job offers published Sample versions of contracts in English alongside the French versions
Support the publication in English funded by the Bonus for the Quality of Research (proofreading)	39	2T 2020	Research and Partnership Department	Number of items proofread Allocated budget
Translate the official documents on internet or intranet into English	10	4T 2019	Human Resources Division	Number of documents translated

Topic Four: Supervision and Support

Prepare a welcome booklet for doctoral students, reminding them of their principles and obligations	4	2T 2020	Research and Partnership Department	Number of booklets distributed to doctoral students Uploading on to the UBS website
Publish a guide about the administrative, social and financial functioning of the thesis	7	2T 2020	Research and Partnership Department	Number of guides distributed to doctoral students Uploading on to the website
Collate all of the safety instructions for the new arrivals in a single booklet	23	4T 2021	Human Resources Division	Writing a welcome safety booklet to inform the new arrivals about the safety instructions
Organise information sessions for newly arriving teacher-researchers	28	1T 2020	Research and Partnership Department	Number of meetings Number of participants
Write a 'Laboratory Manager' guide	37	4T 2020	Research and Partnership Department	Number of guides distributed Uploading on to the website
Develop tutoring for young researchers	37	4T 2021	Human Resources Division	Number of tutorships implemented
Draft a charter on the supervision of young researchers	37	4T 2021	Human Resources Division	Number of charters distributed Uploading on to the website
Draw up a multi-year training plan for teacher-researchers, particularly in management-related fields.	38	4T 2021	Human Resources Division	Number of teacher-researchers who attended management training sessions.
Set up specific training for laboratory managers and team leaders when they take up their posts.	40	4T 2021	Human Resources Division	Percentage of teaching staff being assigned responsibilities and having received specific training

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

Publication of positions and applications

For staff on fixed-term contracts or permanent non-competitive contracts, and except for doctoral students with fixed-term contracts, all positions advertised have an employment profile. Positions are advertised internally and externally. Researchers may be recruited externally to enable high-quality institutional and individual recruitment. This goal contributes to those of the establishment in terms of development, branding and the desire for international expansion.

For the recruitment of doctoral students, the proposed theses are published on the server 'Thèse en Bretagne Loire' (Thesis at Bretagne Loire) or on other professional networks' servers.

In order to clarify recruitment rules and procedures and, above all, assist the establishment's personnel, a recruitment charter is in the pipeline, which will bring all of the information related to the recruitment procedure together in one place. Topic 2, development measure no. 5, principles 12 and 15.

For researcher positions on fixed-term contracts, the procedure for non-research staff will be applied to researchers employed on a contractual basis as required. Topic 2, development measure no. 12, principles 12 and 21.

Researcher positions (R2 to R4) are to be published on the EURAXESS platform. Topic 3, development measure no. 3, principle 10.

Simplified administration for applicants

For teaching staff, researchers, clerical and technical staff (except those employed through a competitive procedure), the only documents requested at the time of application are their CV, a cover letter, a copy of their diploma and, for doctorates, a viva report. Administrative supporting documents are only requested after the applicant has been chosen, in order to complete the recruitment phase and allow the contract or appointment document to be drawn up.

For competitive recruitments, the procedures are governed nationally. Applications are submitted as indicated on the UBS website. The items to be provided are determined by decree. For administrative and technical staff, applications must be submitted on the external platforms applicable to the relevant body.

For doctoral students, applicants are invited to fill in an online application and upload the relevant documents on 'Thèse en Bretagne-Loire'.

Selection and assessment phase

For all positions, a recruitment jury or selection committee or recruitment commission is set up. These juries are seen as key players in ensuring that applicants are all treated fairly and in combating all forms of discrimination.

Jury members are under obligation to be impartial, objective and neutral. A pre-selection of applicants is then carried out and those who seem to best meet the criteria of the post will be called to a face-to-face or remote interview, depending on their possibilities.

For teacher-researcher positions, a selection committee is set up to fill each individual position. It is not a permanent committee. The rules and procedures for setting up the selection committees are published on the intranet. Chairs of the selection committees are provided with information each year before work gets underway. Adapted procedures are implemented for the recruitment of teacher-researchers on fixed-term contracts.

Ad hoc selection committees or recruitment commissions will be set up for each recruitment as required. Topic 2, development measure no. 5, principles 12 and 15.

For the recruitment of doctoral students, an ad hoc recruitment jury interviews each applicant; a jury made up of several people including some not connected with the topic/subject of the thesis/research unit and possibly someone from the doctoral school and from the human resources division.

In general, whatever the type of position, the jury (comprising at least three members) must seek to ensure professional competence, gender equality and openness to people from elsewhere.

For the recruitment of permanent staff through competitive procedures, all of the applications received which fulfil the regulatory conditions will be reviewed by the jury. Applicants deemed admissible will then be interviewed by the jury.

For the recruitment of BIATSS staff on fixed-term contracts (except doctoral students), all of the applications received will be examined by the recruitment service.

For the recruitment of teaching staff on fixed-term contracts, all of the applications received will be examined by the recruitment centre of the human resources division (examination of admissibility) and by the recruitment service.

A pre-selection of applicants is then carried out and those who seem to best meet the criteria of the post will be called to a face-to-face or remote interview with the recruitment commission, depending on their possibilities.

For doctoral students: the pre-selected applicants will be interviewed, on the basis of their scientific profile and knowledge, by a jury comprising the director and professors of the doctoral school. The interviews may be face-to-face or conducted remotely depending on the applicant's availability.

All members of staff likely to be involved in competition juries or recruitment commissions will be offered training on 'conducting a recruitment interview'. Topic 4, development measure no. 8, principle 38.

Consideration of merit and potential

For all offers concerning either fixed-term contracts or permanent positions to be filled through a competitive procedure, the skills required for the position are published in the recruitment advertisement or the job profile.

For the recruitment of doctoral students: the decree of 22 February 2019 defines the skills of doctoral graduates and lists the doctorate in the national directory of professional certification.

Appointment phase

For the recruitment of permanent staff through a competitive procedure: all BIATSS applicants receive their results when the procedure is complete.

In the case of teacher-researcher positions, the reasons why an application has been unsuccessful will be given to applicant in question on request.

Applicants for fixed-term contractual positions and doctoral students will be sent an e-mail informing them of the outcome of their application.

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

URL: <https://www.univ-ubs.fr/fr/universite-bretagne-sud/strategie-organisation/emplois-carrieres.html>

<https://www.univ-ubs.fr/en/research/strategy/hrs4r-label.html>

4. IMPLEMENTATION

General overview of the expected implementation process: (1000 word)

The objectives of the charter and the code fully meet the policy of supporting excellence in the field of research at the Université Bretagne Sud (UBS). The intention is to boost the attractiveness and international renown of the University and enable it to obtain a good position on the European research scene.

Taking a voluntary, flexible but determined quality approach according to the model proposed by the European Union within the framework of the European Strategy for Human Resources for Researchers (HRS4R) provides a useful and effective framework for work already started in this respect.

UBS is developing a human resource strategy based on a review of its practices and will rely on the action plan, validated by its bodies. It is part of the approach proposed by the provisions contained in the charter and the code.

UBS has set out a methodology based on a collective approach, intended as a driving force and a means of leveraging intensive internal work. This methodology involved three stages:

- an in-depth internal review of the establishment, taking into account each person's strengths and weaknesses and the practices already in use. This internal review was carried out during the project committee's three sessions;
- consultation with the scientific community (over 500 people) via an online questionnaire;
- drawing up of an action plan taking into account the findings of the internal review and the questionnaire.

UBS relies on the support of the Université Bretagne Loire⁴ which facilitates the monitoring of the implementation of the HRS4R label. UBL is the hub for methodology exchanges and information sharing between its member establishments. Everywhere, the mobilisation is far-reaching and strong, both for the central services (human resources, research, international) and for the community of the researchers that is also consulted.

For UBS, the issues are:

- maintain its policy of excellence in the field of research;
- contribute to the establishment's international renown and its attractiveness;
- comply with Article 32a of the H2020 funding agreement (securing of funding).

Since 2010, UBS has been committed to accessing expanded skills and responsibilities and has gained autonomy in human resource management.

Relying on controlled and diversified recruitment, UBS is developing its human resource strategy in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Obtaining the label will bolster UBS in this dynamic and heighten its renown at national, European and international levels.

⁴ *The Université Bretagne Loire is at the centre of a cluster of seven universities, fourteen grandes écoles and three research bodies in Brittany and Pays de la Loire.*

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

Checklist	free text 500 words maximum/item
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The project committee will be replaced by a monitoring committee. It will be steered by the vice-president of the board of directors in charge of human relations (R4 researcher). The project leader will be replaced by a monitoring leader.</p> <p>The monitoring committee will be made up of the head of the Research and Partnership Department, the head of Human Resources, the person responsible for teaching staff, the person responsible for clerical and technical staff, and the people responsible for each topic in the action plan.</p> <p>This monitoring committee will become the unit responsible for implementing and regularly coordinating the process.</p> <p>The monitoring committee will meet at the end of each quarter. The head of the monitoring committee will ensure that the process runs smoothly.</p> <p>Four themed working groups (WG) will be set up, one for each of the main topics in the action plan;</p> <ol style="list-style-type: none"> 1. 'Scientific integrity and ethics' WG; 2. 'Researchers' career development and mobility' WG; 3. 'Integration of non-francophone researchers' WG; 4. 'Supervision' WG. <p>Each working group will have an appointed head. The WG heads will be charged with ensuring the successful implementation of the measures in their sphere of activity and reporting on the status of the implementation of the planned measures.</p> <p>Each themed group must be representative and include researchers from R1 to R4. The leaders of each themed group must report on their progress quarterly.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>In addition to the themed composition of the working groups.</p> <p>An extensive consultation will be conducted annually among R1 to R4 researchers, to obtain their opinions on the progress of the action plan. This digital consultation will be carried out using LimeSurvey questionnaires and the findings will be reported on at a public session.</p> <p>The findings of the consultation will be taken into account and will enable the action plans to be better adjusted to the wishes of the researchers.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The monitoring committee comprising members of the governance will take over from the project committee. It will be responsible for overseeing the start-up and deployment of the measures. It will attest to the above being carried out in a process of continuous improvement and will ensure compliance with the schedule set out in the action plan.</p> <p>The head of the monitoring committee is a university professor, Vice-president of the Board of Directors and First Vice-president of the Université Bretagne Sud. She is responsible for the establishment's human resource strategy. The implementation of the HRS4R methodology lies at the core of the human resource strategy. This measure is an integral part of the establishment's strategic project for 2017-2021. The project was adopted by the members of the Board of Directors of the Université Bretagne Sud on 13 October 2017.</p>

	<p>Obtaining the 'HR Excellence in Research' label is clearly defined as one of the establishment's goals in its multi-year contract with the French Ministry for Education, Higher Education and Research for 2017-2021: <i>'We must obtain the HRS4R (Human Resources Strategy for Research) label for the submission of European projects. The Research and Partnership Department will also step up its actions in support of teacher-researchers and researchers for the development of research and innovation at the university'</i> (page 9 of the establishment's project for 2017-2021); <i>'Human and financial resources are the keys to the development of the University'</i> (page 13 of the establishment's project for 2017-2021).</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The action plan will be drafted in the form of a Gantt chart.</p> <p>Internal and external assessments will be carried out by means of the dashboard used to record and monitor progress. The head of monitoring will ensure that information is recorded regularly and complies with the action plan. A quarterly progress report will be made to the monitoring committee.</p> <p>Internal assessment will be carried out in the university by the steerage support department responsible for process improvement. If it is found that the current indicators are no longer appropriate to the circumstances, they may be changed with the agreement of the themed group leaders.</p>
<p>How will you monitor progress (timeline)</p>	<p>If a report is required every two years to ensure internal monitoring of the action plan, organisation must be ongoing. On the one hand to monitor the scheduling and successful implementation of the measures, and on the other to make any necessary adjustments.</p> <p>The selection of indicators is intended to ensure effective monitoring. The head of monitoring will monitor the activities on a quarterly basis; two years after the launch of the action plan, she will send the European Commission a note listing the action plan schedule for the first two years, along with the indicators and the completion date of each measure.</p> <p>Only in the case of adjustments will a more detailed explanation be given. This information will be made public in accordance with the nature of the process.</p> <p>The head of monitoring will ensure that information is recorded regularly and complies with the action plan. She will make use of the Moodle collaborative open platform, a free web application open to all members of the monitoring committee.</p> <p>Internal and external assessments will be carried out by means of the dashboard used to record and monitor progress. Internal assessment will be carried out in the university by the steerage support department responsible for process improvement. A presentation of the internal and external assessments of the process will be made to each board.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>A public consultation will be organised with a view to better preparing the assessments. The measures already completed will be presented at the meeting. The head of monitoring is to prepare a summary report on the measures, which she will give to the monitoring committee.</p> <p>The process for the internal assessment due 24 months after submission of the dossier will be entrusted to the steerage support department responsible for process improvement. These assessments are conducted by agents not involved in the initial phase.</p>

	<p>A meeting will be scheduled before the assessment and they will be sent the pertinent documents in advance. The heads of the themed working groups will attend in order to answer any questions. The findings will be written up in an assessment report.</p> <p>The monitoring committee will draw up quarterly reviews to check that all is running smoothly so that it can conduct a reliable self-assessment after the first two years and have the necessary elements for presentation at the external assessments to be conducted four years after implementation.</p> <p>Internal and external assessments will be carried out by means of the dashboard used to record and monitor progress. Internal assessment will be carried out in the university by the steerage support department responsible for process improvement.</p> <p>A presentation of the internal and external assessments of the process will be made to the relevant Université Bretagne Sud bodies: the technical committee, the research committee and the board of directors.</p>
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Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

The margins for progress represent a total of 43 goals to be achieved in four years:

- 13 information campaigns that will serve to promote the practices in place;
- 6 formalisation measures that will allow the establishment's existing mechanisms to be formalised;
- 24 development measures for new mechanisms

The establishment's structure for communicating with staff is inefficient, which is detrimental to the measures implemented. Since many of the researchers are unaware of the measures, the new ones proposed in terms of development and formalisation are liable not to have the expected impact. This is why the information campaigns, which make up 33% of the measures in the action plan, will be given special attention. A dedicated cross-topic working group will be set up, encompassing all four topics. It will be led by the steering support department responsible for process improvement. Its job will be to ensure that the entire scientific community is kept abreast of the development and formalisation measures announced or already in place. This group will be responsible for the monitoring and visibility of the measures.

The Université Bretagne Sud's action plan is published on its website. It will be implemented according to the schedule indicated.

By obtaining the label, UBS will be able to demonstrate its desire to be an attractive university. UBS will assign a member of its clerical staff to monitor the implementation of these measures, dedicating 20% of his or her time to this dossier.