Internal review interim assessment HRS4R – Oct., 24 2023

1 – Organisational Information *(please provide an update of the key figures for your organisation)* **:**

STAFF & STUDENTS	Number of people (updated internal review)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1 900
- Of whom are international (i.e. foreign nationality)	157
- Of whom are externally funded (i.e. for whom the organisation is host organisation)	132
- Of whom are women	605
- Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	880
- Of whom are stage R2 = in most organisations corresponding with postdoctoral level	320
- Of whom are stage R1 = in most organisations corresponding with doctoral level	700
- Total number of students (if relevant)	29 506
- Total number of staff (including management, administrative, teaching and research staff)	2 476
RESEARCH FUNDING (figures for most recent fiscal year)	**Amount in € (updated internal review)**
Total annual organisational budget	234 000 000 €
Annual organisational direct government funding (designated for research)	67 270 000 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	20 000 000 €
Annual funding from private, non-government sources, designated for research	2 453 000 €

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)
The University of Tours is a public institution of a Scientific, Cultural and Professional nature (EPSCP) and aims for excellence in both its research and training activities. With seven traditional components (Training and Research Unit, known as UFR), two University Institutes of Technology (IUT), an internal Polytechnic Engineering Institute (EPU) and recently a Business Administration Institute (IAE), it offers all of the advantages of multidisciplinarity to its 30,000 students. With its 36 nationally and internationally recognised and accredited research units, it is the leading public research institution in the Centre-Val de Loire region, enabling Tours to assert itself as the regional capital of higher education and research.

2 – Strengths and weaknesses of the current practice :

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

	Strengths and weaknesses (originally)	Strengths and weaknesses (updated)
Ethical and professional aspects	**STRENGHTS :** **- considering and supporting developments of the research profession** In recent years, the research profession evolved considerably. The university has always supported these changes with differentiated measures. For example, it carries out strong actions around ethics and scientific integrity, and open science in a manner adapted to the population of doctoral students, researchers and teacher-researchers. In original ways, it supports the practices of enhancement and development of the diversity of research through the socio-economic and socio-cultural link. **WEAKNESSES :** **- modernizing practices for opening up and managing research data** Unfortunately, the development of "open science" actions remains too little developed within the institution. A clear policy for the management of research data must be proposed, taking care to create the link between researchers and support services, taking into account European and national recommendations. For example, the dissemination, use and dematerialisation (online only) of laboratory notebooks must be carried out. > action 5.2 / 5.3 : systematise the use of laboratory notebooks / dematerialisation to be implemented > action 6.2 : definition and implementation of a Data Management Plan (DMP) > action 8.1 : accelerate the development of the HAL open archive portal > action 9.1 : ensure a better communication and coordination of the actions/publications/events of the research towards the general public > action 9.4 : better dissemination of scientific culture to high schools with the regular intervention of PhD students	We have made good progress and are satisfied with the advancement of the work related to our weaknesses because all the relevant actions have been completed (5.2, 6.2, 8.1, 9.1, 9.3) with numerous tasks accomplished and significant work done, particularly in the areas of Open Science (OS) and Science With and For Society (SAPS). We are also striving to go even further in our strengths, including digital security, scientific integrity, ethics, and intellectual property, among others. The only remaining action is 5.3 regarding electronic laboratory notebooks, which is meant to follow up on 5.2. It has received special attention, with the creation of a working group, a survey for the Research Unit Directors, a comparative analysis of various electronic notebook solutions, and the selection of software. This software should now be made available to users by the Information Technology department in early 2024. Models for data management plans are now available, and a single point of contact has been established to provide the best possible support for researchers (action 6.2). **Remark(s) :** Although we are not experiencing any delays, the final deployment of electronic laboratory notebooks within the institution will likely take more time due to the complexity of the operation (access rights management, communication, tutorials, training, data storage, etc.), which is challenging to quantify and independent of the HRS4R group.

Recruitment and selection	**STRENGHTS :** **- ensuring transparent and fair conditions for the recruitment of its teacher-researchers and researchers** The University of Tours is fully in line with the regulatory framework for the recruitment of its lecturers and researchers. The procedures are established with an extensive legal framework, and shared by the university community, which must respect and implement them. Our practices include the non-permanence of committees, internal/external member parities as well as gender parities. Specific support for selection committees is in place, as is awareness of conflicts of interest during the recruitment process. Finally, the orientation of new research professors (as for all staff members) is carried out annually with an orientation day and the distribution of an associated booklet. This ensures fairness and ethics in the applied procedures and a genuine welcome for colleagues. **- opening up to Europe and the rest of the world** The University of Tours has made it a priority to open up internationally. Beyond the international rankings, in which it appears and that gives it visibility, it supports cooperation and mobility in Europe and throughout the world. It strongly supports the projection of its research labs towards European programmes. It advocates interculturality as a vector of knowledge and openness. To ensure its international projection, it has set up original tools. Moreover, to facilitate the monitoring of national and European research activities, it has updated its information systems via a number of tools shared between teachers-researchers and research support services. **WEAKNESSES :** **- opening and improving our recruitment procedures for various populations, including foreign researchers** If the recruitment of teacher-researchers is a strong point, the institution must make progress for the other research audiences it hosts. Access to recruitment opportunities is not optimal. There is a lack of communication and publicity about the selection criteria for applications, and a lack of translation into English of many recruitment offers. This does not allow a wider opening of the recruitment pool for the University of Tours. Recruitment of foreign researchers is not sufficiently developed within the establishment for these same reasons, despite a long experience of welcoming foreign staff. Overall, the UT must make an effort on the forms and procedures which too often remain in French by systematically translating documents and a bilingual agent must be hired for the reception of foreign staff in HR. This administrative and training support for foreign researchers must continue throughout their stay in Tours. > action 13.1 : development of a standard recruitment form, with translation into English + wider publicity of job offers (including through Euraxess) > actions 15.1 / 15.2 : transparency of recruitment procedures > action 24.1 : communication on existing aids, in particular the one-stop shop > action 28.3 : possibility of access to French language courses for foreign researchers and their spouses	This is the group of actions that we are least satisfied with and, in comparison to the other three, has the lowest progress rate : - Some actions have been completed or are well advanced, especially concerning the transparency of recruitment procedures and the operation/training of committees/selection boards. - Others are partially completed (13.1 and 24.1), although there is still considerable work to be done in both cases, particularly regarding the translation of recruitment-related documents into English. - Some actions are still in progress (15.1 and 15.2 ; see the detailed action table). As a result, special efforts are still needed to complete their implementation in preparation for the upcoming external evaluation. In particular, due to a reorganization of the Human Resources Department with several changes in roles and work scopes, the management of actions and their assignment to responsible individuals must be reviewed. **Remark(s) :** action 28.3 was removed in our revised response (2nd submission).

| Working conditions | **STRENGHTS :**
- improving working conditions and combating discrimination
The working conditions of researchers at the University of Tours are based on shared values of openness, non-discrimination, the development of gender equality and work-life balance, as well as access for all to vocational training.
The University of Tours has a strong policy with regard to social action and working conditions (training, teleworking, flexible working hours, holidays, etc.). Finally, the university is committed to combating all forms of discrimination, whether related to disability, gender or sexual orientation. It is a resolute campaigner in favour of gender equality (UN "Orange" label obtained in 2018).

WEAKNESSES :
- define and support the category of post-doctoral students
Among all categories of researchers, there is a lack of specific actions towards the post-doctoral public. Their status is not clearly defined and covers disparate tasks and degrees of responsibility, as well as their remuneration and career follow-up. The university wishes to put in place a clear definition and formalised procedures, allowing for the codification of their status and the monitoring of this possible population.

> action 21 : precise definition of the status of post-doctoral fellows with recruitment via a specific formalised procedure
> actions 23.1 / 24.2 / 24.4 / 25.1 / 26.1 : various actions targeting doctoral students in order to facilitate working conditions and training in their future professional development
> action 29.2 : encourage geographical mobility, particularly abroad for Ph.D students to get worldwide experience | We are reasonably satisfied with the progress of this group of actions, despite the heterogeneity in terms of completion :

- Some actions have exceeded our expectations, such as action 22.1, which involves the widespread use of dematerialized unique documents for doctoral students with content translated into English (a 36-months action), action 28.1 with the work of the doctoral school integration officer, and action 24.4, which expands the grants provided by the Rabelais Foundation and other foundations for doctoral students.

- Action 34.1, relating to gender equality, sexist and sexual violence, and other forms of discrimination, has been completed by the Equality Mission and can serve as an example in terms of monitoring, ideas, and the number of tasks accomplished.

- Others have been completed as expected (29.2, 27.2). Action 26.1 concerning the standardization of salaries was primarily achieved through national regulations that we applied but also through the institution's specific measures (raising the public service compensation scheme (RIFSEEP) for contractual research engineer (IGR) staff, restructuring the positions of MCU to PU, which also benefits action 27.1 – gender balance).

- Action 21.1 regarding post-doctoral researchers was not implemented to the expected level (even though the realization period is 33 months, so it was not considered an urgent priority).

- Action 24.2, aimed at improving the housing conditions for doctoral students, has not yet yielded results with the regional affiliates of the student service agency (CROUS). We may consider turning to private organizations offering accommodations as an alternative.

Remark(s) :
- For action 23.1, related to improving the welcome of new hires, especially doctoral students, through the definition of dedicated spaces on various sites to promote collaborative work, collegiality, interdisciplinarity, mutual assistance, and teacher-doctoral student collaboration, we are requesting an extension of the implementation period to 36 months due to the need for certain (significant) construction work (renovation of the library and Tanneurs buildings / construction of the Polytech building extension, which houses the three departments of the University Polytechnic School (EPU)).

- Action 24.3, initially aimed at introducing new working methods, has been rethought in line with our desire to promote initiatives in environmental and related social transformation (commuting, laboratories' carbon footprint, energy master plan, etc.), something we had not considered in our response in 2020-21, but its importance and urgency remain unquestioned. |

Training and development	**STRENGHTS :** **- training and support for doctoral students** The UT has long since implemented a significant number of actions to promote the training and support of doctoral students, particularly within the Centre Val de Loire doctoral college. In addition to the classic and legally enshrined actions aimed at this group of doctoral students, the UT has set up very concrete actions for the professional integration (PI) of doctoral students/doctors (180-second thesis competition, young entrepreneurs' competition, PI project manager and associated training plan, a special place dedicated to the search for the first job ("After fac by UT"). The UT also has training and follow-up actions on doctoral supervision with a view to the continuous improvement of practices (HDR* conference / workshops, Individual Thesis Follow-up Committee, limited number of theses per HDR, etc...). *HDR = habilitation of teacher-researcher to officially supervise PhD Students.* **WEAKNESSES :** **- supporting the first career steps of young teacher-researchers, reconciling teaching and research** Individual career support for researchers is not sufficiently deployed, which does not allow for clearly identified career development prospects. The personalised support systems to achieve this, support, listening and coaching, are not sufficiently substantiated and efficient. Moreover, too many young teacher-researchers do not take advantage of the facilities offered by UT to reconcile and harmonize their teaching and research activities. This can lead to a too early renunciation of research activity and to situations of "malaise". Although rare, efforts to take these situations into consideration and support them from the beginning of their career must be continued. The implementation of a 4-year mentoring programme for each new faculty will be one of the strong actions of the action plan. > action 25.1 : career support schemes offered > action 33.2 : pedagogical support via the Centre d'Accompagnement à la Pédagogie (CAPE) > action 33.3 : possible temporary release from teaching in order to better understand all aspects of the profession > action 37.4 : more complete and better monitored doctoral supervision > action 37.5 : in the event of difficulties, meeting/exchanges with the VP Research and Training > action 40.1 : mentoring of young teacher-researchers for 4 years, with designation of a resource person from outside the laboratory	As previously mentioned, we are generally satisfied with the progress of this group of actions, although there is still heterogeneity in terms of completion: - Some actions have exceeded our expectations in terms of tasks and/or deadlines. For instance, Action 37.5 in the area of management training for supervisors (a shared program with the University of Orléans), or Action 33.2, which encourages young Assistant Professors to attend teaching and pedagogy courses offered by the Center for Pedagogical Support and Expertise (CAPE). - Action 37.3 related to doctoral supervision is now completed and regularly organized: in year N, there is a conference, and in year N+1, practical workshops. It also includes two additional modules: recruiting and welcoming a doctoral student, and conflict prevention and management. - The adoption of management guidelines for newly appointed faculty and communication about temporary teaching relief constitute and finalize Action 33.3. - Action 40.1 concerning the mentoring of young Assistant Professors has made significant progress, including the organization of a specific international workshop, which was recorded and is accessible online at https://www.univ-tours.fr/recherche/hrs4r/mentoring-conference-for-newly-appointed-teachers-and-researchers. This has led to a proposed program validated by the university's governance, although the practical and financial details are still pending finalization within the university's presidency. **Remark(s) :** The action originally named 37.4 corresponds to the current 37.3 in the action plan, and the action 37.5 has been renamed as 37.4 in the revised response. Please note that there has been a slight rephrasing and modification in the title of Action 40.1, where the institution prefers to use the term "accompaniment" instead of "mentoring" and proposes a duration of 3 years instead of 4 years due to the financial cost.

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

Some short and medium-term priorities have indeed shifted, which explains why certain actions originally planned for 36 months are already completed, while others with a 24-months timeline or less are still in progress. As a result, our overall project progress rate under the project management tool GEPETO stands at 78% compared to the expected 74% at this stage. This rate helps offset delays in other areas.

To address this, we are requesting adjustments and extensions of deadlines ranging from 3 to 18 months for the affected actions. In our requests, we distinguish between two timeframes: the first due to the missed deadline (to reach 24 months), and the second added to complete the action (for example, action 3.3 initially planned for 15 months : 9 months to reach 24 months + an additional 3 months needed to conclude the action = a total extension of 12 months → so 27 months in total).

This also confirms the visionary statements of the European Commission, which had noted that our plan contained a significant number of actions and was, in general, somewhat "too ambitious".

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

The change in the presidential team that occurred at the end of 2021, coinciding with the obtention of the label, had little impact on the institution's HRS4R strategy. There was continuity in the pursuit and implementation of the HRS4R action plan as originally defined. At most, due to the need for the new leadership to familiarize themselves with the project, a few months of delay were incurred for some actions, resulting in them not being achieved within the initially announced timelines (as mentioned above).

Furthermore, the gradual exit from the lockdown resulting from the health crisis may have also disrupted and delayed the return to normal operation of the institution's services.

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

The Loire Val-Health project, led by the University of Tours, has been selected for a funding amount of €11.8 million over 8 years. It brings together all the healthcare stakeholders in the Centre-Val de Loire region to develop a shared strategy and structure, facilitate synergies among various ecosystem players, sites, and disciplines (including the humanities and social sciences), and aims to enhance the regional healthcare education offering through the creation of excellence programs (dual degrees) and European-labeled master's and doctoral programs. The year 2023 has also seen the success of several other projects, highlighting the collective momentum achieved by the University of Tours: the University Innovation Hub "Loire Valley Innov'" to promote innovation, the ASDESR project "Ambition Centre-Val de Loire" to support the development of European research projects and lifelong learning, the "Loire Val-Health" project to create an interdisciplinary alliance for human and animal health research and education, and the recognition of the NEOLAIA alliance as a European university in response to the call by the European Commission. All these projects contain specific actions directly related to HRS4R.

Furthermore, the University of Tours has recently joined the European COARA coalition (COalition for Advancing Research Assessment) to work towards a more qualitative assessment of its research.

Finally, the institution has made a commitment to actively participate in the ecological and social transition, as indicated in action 24.3.

3 – Actions (updated internal review) :

Actions	Timing	Progress	Current Status	Remarks
Ethical and professional aspects				
1.1 – Send the charter to all Unit Directors for display in the laboratories and distribute it electronically to all researchers, particularly newcomers, at the start of the academic year.	18 months	**100%**	**Completed**	Tasks carried out : - Posting the European Charter for Researchers on the HRS4R web page: https://www.univ-tours.fr/recherche/hrs4r/la-charte-europeenne-du-chercheur. - Providing information about the existence of the European Charter for Researchers and regularly disseminating the document to the entire community of researchers through the institution's newsletter.
1.2 – Formalise and include the principles of independence and freedom of research in agreements with industrial partners.	30 months	0%	In progress	Action scheduled for the first quarter of 2024.
3.1 – Ensure wider and regular disclosure on the issue of scientific integrity.	12 months	**100%**	**Completed**	Tasks carried out : - Appointment of two scientific advisors (one for Social and Human Sciences and the other for Biology, Health, and Technologies) following a vacancy of several months. Drafting of the mission letter. - Communication through newsletters. - Updating and improvement of the existing web page as part of the overall redesign of the UT Intranet site. - Implementation of a registry and monitoring table for actions and referrals to the Scientific Advisor. - Organization of an "Scientific Integrity" afternoon on 10/10/22 and a conference on plagiarism on 29/8/23. - Creation of a specific email address for referrals and information requests: integrite-scientifique@univ-tours.fr.

3.2 - Ensure that scientific integrity training is included in the institution's training plan for researchers, teacher-researchers and research support personnel.	12 months	**100%**	**Completed**	Tasks carried out : - Inclusion of a "Scientific Integrity in Research Professions" training in the 2022-2023 training plan at UT. - Implementation and access to the scientific integrity training through the training platform tool (GEFORP) : self-paced "fun-MOOC" training.
3.3 - Systematise the signing by newcomers of a charter on confidentiality, conflicts of interest and ethical rules, notably as a reminder of the rights and obligations in terms of intellectual property.	15 months → 24+3=27 months (updated)	0%	Extended	Due to the necessary involvement of numerous and diverse stakeholders (Data Protection Officer, General Data Protection Regulation referent, scientific integrity referent, business units, etc.), UT has, so far, been unable to identify the best lead for this complex and highly cross-cutting action. There has been a delay in completing this action, and a request has been made for a 9+3=12-month extension, totaling 27 months for its completion.
4.1 - Distribute the unit's internal regulations to each newcomer and put in place a document in order to validate that each member of the unit is well informed about them. Periodically (for example, when the unit is renewed) update and disseminate these rules. Finally, post these internal regulations in key places within the unit.	36 months	33%	In progress	Task carried out : - Dissemination and online posting of the model internal regulations for research units.
5.1 - Continue and strengthen existing mechanisms to prevent teacher-researchers from abandoning.	30 months	0%	In progress	Action scheduled for the last quarter of 2023.
5.2 - Reassert the importance of the systematic use and dissemination of laboratory notebooks.	21 months	**100%**	**Completed**	Tasks carried out : - Annual reminder of the importance of using laboratory notebooks during the Research Units (DU) assembly meetings (on 28-9-22 and 14-6-23). - Reinforcement of the message and encouragement parallel to the discussions and reflections on the digitalization of laboratory notebooks (cf. action 5.3), including the survey "laboratory notebooks needs" - Analysis of the responses to the "laboratory notebooks needs" survey aimed at lab personnel, including inquiries about current practices with "paper" notebooks.

				- Posting of the national document from Ministry of Higher Education Innovation and Research (MESRI) "the laboratory notebook : why using it ?"
5.3 - Accelerate and finalise the dematerialization of laboratory notebooks, by including them more globally and officially in the future Data Management Plan (DMP).	42 months	75%	In progress	Tasks carried out : - Creation of a working group on the subject - First meeting of the working group to to conduct a general assessment - Second meeting of the working group to determine the roadmap - Carrying out and launching a "laboratory notebooks needs" survey - Analysis of the survey responses regarding laboratory notebooks needs -Comparison of existing laboratory notebooks solutions in the market (sourcing and supplier consultations) - Presentation to the Working Group, Operational Steering Committee and Strategic Steering Committee
5.4 - Increase the awareness of researchers with regard to intellectual property and, insofar as possible, try to adapt it to the uses of laboratories and improve communication notably on the subjects of patent and profit-sharing bonuses. To this end, provide the institution's personnel with more systematic training on Intellectual Property (a conference on this subject is already proposed in the training plan for doctoral students).	15 months	**100%**	**Completed**	Tasks carried out : - Hosting an annual half-day conference for doctoral students: March 16, 2022 (Social and Human Sciences : 16 participants) and March 24, 2022 (Science and Technology : 15 participants). - Creation of the intellectual property and value development (C-valo) web page as part of the overall redesign of UT's Intranet site: UTNet launch on June 20, 2023. - Inclusion of a specific intellectual property section in the Research Units (DU) guide. - Implementation of a training session on "Understanding Intellectual Property" for teaching and administrative staff (June 2023). - Implementation of a training program on "Intellectual property : mastering the basics of Industrial Property" for teaching and administrative staff (June 2023).

5.5 - Using the OSCAR software, that lists all research projects with financial flows, improve the operation and use of automatic notifications (milestones, report submissions, audits, etc.) for better monitoring and increased responsiveness with regard to project management.	18 months → 24+6=30 months (updated)	66%	Extended	Tasks carried out : - Meeting of the internal working group dedicated to OSCAR software (January 2023). - Reactivation of the request for the automatic notification functionality with the national OSCAR working group, in collaboration with the University of Caen. It's worth noting that UT plays a role in proposing these requested improvements to the national working group, which is led by the University of Caen, the developer and creator of the OSCAR software. There has been a delay in completing this action, and a request has been made for a 6+6=12-month extension, totaling 30 months for its completion.
5.6 - Formalize, organise and systematise the drafting of project records that list points of vigilance.	18 months → 24+6=30 months (updated)	33%	Extended	Task carried out : - Organization of meetings with advice and points of vigilance provided at the start of each European project (FEDER, depending on the purpose and complexity). There has been a delay in completing this action, and a request has been made for a 6+6=12-month extension, totaling 30 months for its completion.
6.1 - Continue the development and roll-out of the OSCAR tool within the institution by allowing secure electronic signature, document archiving, etc... .	24 months → 24+12=36 months (updated)	60%	Extended	Tasks carried out : - Expansion of the OSCAR tool for monitoring projects even others than pure research - Establishment of the Transversal Project Engineering Service (SCRIPT) at the Directorate of Research and Valorization (DRV) to enhance project management support. - Implementation of a Business Objects (BO) environment introducing the coherence query functionality in the database. There has been a delay in completing this action, and a request has been made for a 12-month extension, totaling 36 months for its completion.

6.2 - Introduce Data Management Plan (DMP) models according to the disciplines ~~a Data Management Plan (DMP) for research~~ within the institution and assist researchers in setting up and monitoring DMPs and the associated data. Put the MSH conference on digital practices in the humanities and social sciences ~~on Data Management Plans~~ online.	21 months	**100%**	**Completed**	Tasks carried out : - Registration for training courses on "raising awareness of open science and data management plans" for doctoral schools - Participation in the Multiservice Data Workshops (AMI - Ateliers Multiservices Informatiques) - Implementation a one-stop shop for data management support - Membership of DMP-Opidor, an online tool to help create data management plans - Online conference on digital practices in the humanities and social sciences: https://www.msh-vdl.fr/seminaires/seminaire-msh-2020/ Please note that there has been a minor revision to the action's title.
7.1 - Develop training in occupational safety and increase the number of trained people, notably in relation to the specific features of the UT's laboratories (handling chemical products, radiation protection, electrical clearance, etc.). Secondly, provide the said training in English.	30 months	50%	In progress	Task carried out : - Expand and evolve the specific section on "preventing risks in laboratories" in the 2022-2023 training plan

7.2 - Improve and generalize information for the personnel on data protection, better inform users with regard to the obligations and solutions offered by the institution.	30 months	88%	In progress	Tasks carried out : - Development of a dedicated digital security (SECNUM) website, with regular updates and monitoring by the dedicated editorial committee. - Regular reminder and information emails sent to all staff by the cyber-security manager. - Production and distribution of a paper digital security poster. - Annual organization of "open office" days with the cyber-security manager. - Posting of an "I shouldn't have clicked" podcast. - Widespread organization of regular data workshops (4 sessions of 6 hours each per year) related to the digital security kit/course for the restrictive (ZRR) and protective (ZP) areas sensitive data research domain. - Inclusion of the kit/course in the training platform tool (GEFORP). - Implementation of General Data Protection Regulation (RGPD) training courses (levels 1 and 2: 7-3-23, 16-3-23, 6-6-23, and 13-6-23). - Organization of Cyber Month - European Cybersecurity Month.
7.3 - Develop a short module on IT security (20-30 minutes) for the research units. This module could be presented during the general meetings of the laboratories.	18 months → 24+6=30 months (updated)	75%	Extended	Tasks carried out : - Presentation on "Security Awareness" at the Directors of Units (DU) meeting on 28-09-2022. - Determination of the contents of the video (several 4-5 minute elements) and the choice of the provider (internal audio-visual service instead of a specialized company). - Creation, posting of videos in mini-MOOC/e-learning format, and dissemination of information to all unit staff, along with an evaluation questionnaire. There has been a delay in completing this action, and a request has been made for a 6+6=12-month extension, totaling 30 months for its completion.

8.1 - Improve the dissemination of an "open science" culture and continue the development of the institution's HAL open archives portal.	36 months	**100%**	**Completed**	Tasks carried out : - Administration of the HAL (Hyper Article Online) Univ Tours portal and support for researchers as part of the overall redesign of HAL platforms. - Inclusion of open science (including HAL) in the training offered to doctoral schools. - Strengthening the institution's support for HAL : 1) entering the new governance and financing scheme of HAL, 2) participating in co-construction actions with CasuHAL. - Structuring the open science working group at the university for the drafting of an open science charter. - Creation and posting of a specific open science website at UT : https://scienceouverte.univ-tours.fr - Membership in several Open Access initiatives, such as PeerCommunityIn (PCI) for 3 years. - Organization of a webinar presentation initiated by PCI (27-10-2022). - mandatory participation of doctoral students in the annual "open science" conference organized from September 2023, with the allocation of doctoral credits.
8.2 - Create, in conjunction with C-Valo, a digital showcase for the transfer of technology and know-how from the institution and the academic partners with whom it shares the supervision of the units.	33 months	0%	In progress	Action scheduled for the first half of 2024.

8.3 - Prepare the dissemination of the ORCID system within the research community and provide training relative to its operation, interest and purpose.	24 months	**100%**	**Completed**	Tasks carried out : - Contact with the national Open Researcher and Contributor ID (ORCID) consortium and information gathering. - Identification of UT faculty members with an Open Researcher and Contributor ID through High Council for Evaluation of Research and Higher Education (HCERES) tables. - Construction of a dedicated Open Researcher and Contributor ID web information page : https://scienceouverte.univ-tours.fr/orcid - Communication on the subject via UT newsletter. - Membership in the national Open Researcher and Contributor ID consortium (annual cost = 3155 euros) : option selected. - Awareness training on researcher identifiers on January 24, 2023. It's worth noting that the Common Documentation Service also provides training to doctoral students and researchers who request it for the creation of their Open Researcher and Contributor ID, which is then linked to their IDHal (researcher identifier in HAL) and IDRef (author identifier in the SUDOC database, which catalogs all publications held in French university libraries, particularly theses).

| 9.1 - Harmonise the practices of the units and better coordinate the actions and publications intended for the general public. | 30 months | 75% | In progress | Tasks carried out :

- Appointment of a mission officer and a Science With and For Society (SAPS) coordinator.

- Participation in the regional COS-ESRI (Strategic Orientation Committee for Higher Education, Research, and Innovation) Science With and For Society (SAPS) working group.

- Organized a Science With and For Society (SAPS) presentation meeting on July 1, 2022, with a call for Science With and For Society (SAPS) relay candidates.

- Created a directory of Science With and For Society (SAPS) relays.

- Presentation meeting about the Pole and its missions to associated services (Research and Valorization, Communication, Culture), Directors of Units (DU), and High Council for Evaluation of Research and Higher Education (HCERES).

- Organized the "Café des Sciences" at the Faculty of science and technology in 2022-2023.

- Organized " Science With and For Society Thursdays" (4 dates in June 2023) for all high education and research staff in the Centre-Val de Loire Region.

- Organized "Science Detours" : a public lecture on Artificial Intelligence on March 31, 2023.

- Organized Open House Days (JPO) on March 4, 2023.

- Participated in the national "Fête de la Science" event from October 6 to October 16, 2023.

- Launched a new complementary action : "Ma thèse en BD 2022" (My Thesis in Comic Book) with a 2nd edition already planned.

- Created a dedicated Science With and For Society (SAPS) section in the UT newsletter.

- Designed a Science With and For Society (SAPS) logo for better identification.

- Created a generic email address : saps@univ-tours.fr.

- Monitored and supported Kaléidoscope projects.

- Obtained 2 National Research Agency (ANR) - Science With and For Society (SAPS) projects (MEFO1 + MEFO2). |

9.2 - Regularly invite secondary school classes to the final of the "my thesis in 180 seconds" event. At the same time, carry the event on the UT's web channel.	30 months	**100%**	**Completed**	Tasks carried out : - Organized the regional MT180 (Ma thèse en 180 secondes) finals on March 16, 2022, with an invitation to students from Vaucanson High School. For your information, the official UT webpage for the 2023 edition (with a local final on March 6, 2023) is https://mt180.univ-tours.fr/ - Live-streamed the regional MT180 finals on March 16, 2022, at the following link: https://www.youtube.com/watch?v=-ahMiMmrvq.
9.3 - Draw closer to certain secondary schools and colleges by offering them the services of doctoral students, in order to improve the dissemination of scientific culture.	21 months	**100%**	**Completed**	Tasks carried out : - Appointment of a Science With and For Society (SAPS) mission manager and a SAPS coordinator. - Organization of "Sciences for All" in partnership with the Centre-Val de Loire Region, involving the regular participation of middle school students in research units. - Hosting the presentation of projects carried out by classes as part of Artistic and Cultural Education programs (Cité éducative). - Scientific partners for the classroom, including mentoring scientific projects in schools by doctoral students and staff. - Organization of "Science Detours": a public lecture on the theme of Artificial Intelligence on March 31, 2023, with the participation of students (4 high schools and 3 middle schools in the Orléans-Tours Academy, with a total of 321 students). The 4th edition is planned for April 5, 2024, still including students.
10.1 - More systematic English translation of documents intended for the personnel (employment contracts, circulars, information and awareness-raising documents, notably with regard to non-discrimination). Set up a one-stop shop for foreign researchers within the Human Resources Department.	30 months	20%	In progress	Task carried out : - Launch of English training workshops in 2023 for staff, with a second campaign launched on October 11, 2023, for the end of the year.

10.2 - Prepare, in connection with items 12 and 13 (open and transparent recruitment procedures), an awareness-raising document (in the form of a flyer) on non-discrimination and equality in recruitment. Also propose specific training on the issue of non-discrimination for members of selection committees and persons in charge of recruitment.	24 months → 24+6=30 months (updated)	87%	Extended	Tasks carried out : - Organization of an annual meeting specifically for the Presidents of selection committees - Writing and dissemination of the selection committee operating guide - Access to the online training module from the Ministry for members of competition juries - Implementation of a code of ethics with mandatory signature from each jury member - Systematic sending/dissemination of the Ministry's guide for members of competition juries - Access to the Ministry's impartiality detection grid - Adoption of the Guidelines for the Management (Lignes Directrices de Gestion - LDG) of the career development of faculty - transparency and equality component There has been a delay in completing this action, and an extension of 6 months is requested, for a total of 30 months.
10.3 - Extend to all personnel members, notably research personnel, what the institution has already put in place for students, namely an inclusive policy for transgender / LGBT people.	12 months → 24+6=30 months (updated)	42%	Extended	Tasks carried out : - Organization of a roundtable on "lesbian , gay , bisexual and transgender (LGBT), understanding and taking action" on May 24, 2022. - Production and online publication of 6 podcasts on the theme "queer perspectives." - Organization of Equality Week at UT from March 6 to March 10, 2023. There has been a delay in completing this action, and an extension of 12+6=18 months is requested, for a total of 30 months.

Recruitment and selection

12.1 - Update the charter for contract workers, notably by incorporating the recent law on the transformation of the civil service (in particular, the project contract).	30 months	25%	In progress	Task carried out : - Extension/change of the duration of fixed-term teaching contracts from 10 to 12 months (with an additional salary increase for permanent teaching positions + conversion of fixed-term management, administrative and research staff (BIATSS) contracts to permanent positions, including post-docs and anyone employed on a BIATSS position for over 4,5 years).
12.2 - Set up a mentoring system for newly recruited personnel members while promoting this mission.	18 months	**See action 40.1**		
13.1 - Work on the implementation of a standardised recruitment job sheet specifying the skills expected of candidates, which will also be translated into English. Also translate the website's recruitment section into English. Conduct a study to optimise the dissemination channels for job offers so that publications are systematised and thus disseminated to the widest possible audience (Euraxess, dedicated social networks, etc.).	18 months → 24+6=30 months (updated)	80%	Extended	Tasks carried out : - Construction and implementation of a standard recruitment form - Translation of the institutional recruitment webpage into English - Expansion of job posting platforms, with a focus on using the Euraxess platform for research personnel - Launch of English training workshops in 2023 for staff, with a second campaign started on 11/10/2023 for the end of the year There is a delay in completing this action, and an extension of 12 months is requested, making it a total of 30 months.
14.1 - Make it compulsory for each individual member to sign the commitment to declare conflicts of interest when serving on selection committee juries, in order to prevent any conflicts of interest that may arise.	12 months	**100%**	**Completed**	Tasks carried out : - Systematic signing of the "declaration of conflicts of interest" form by each member of the selection committee - Access to the Ministry's partiality detection grid

14.2 - Develop the training of selection committee chairmen and members with regard to recruitment, and ensure the best possible support. Systematise the holding of an annual meeting with committee chairmen in order to remind them of the measures and principles governing recruitment.	21 months	**100%**	**Completed**	Tasks carried out : - Organization of an annual meeting specifically for the Presidents of selection committees - Writing and distribution of the selection committee operation guide
15.1 - Define and publish recruitment procedures for externally funded doctoral students and post-doctoral students.	30 months	60%	In progress	Tasks carried out : - Constitution and meeting(s) of the working group - Analysis of the decree n° 2021-1450 of 4/11/2021 concerning the implementation of the post-doctoral contract - Adaptation of post-doctoral contract templates
15.2 - Provide the opinions of the selection committees at the request of the candidates, on the basis of a form completed by the jury presidents.	30 months	0%	In progress	Action scheduled for the last quarter of 2023.
19.1 - Systematically perform an interview with several recruiters, rather than just one, when recruiting contract agents.	18 months → 24+6=30 months (updated)	75%	Extended	Tasks carried out : - Provision of a "recruiters" guide informing about best practices in recruitment. - Provision of recruitment interview record templates. - Deployment of a dedicated recruitment tool with a workflow. Delayed completion of the task, with a request for an extension of 6+6 months, making it a total of 30 months.
21.1 - Establish a clear definition of the post-doctoral status and set up a formalised recruitment procedure for post-doctoral students with an explicit employment contract. Codify this status in the HR information system, so that this population can be clearly identified and monitored.	33 months	25%	In progress	Task carried out : - Codification/creation of the post-doctoral category in the Human Resources Information System (SIHAM).

Working conditions

22.1 - Accompany the doctoral student, from the start of the postgraduate cycle, with the help of a single dematerialized document, listing all of the student's activities and skills. This document is a constituent component of the thesis defence application file.	42 months	**100%**	**Completed**	Tasks carried out : - Implementation of the digital portfolio on ADUM (Accès doctorat unique et dématérialisé) platform : online access for the doctoral candidate to input information throughout their doctoral studies ; mandatory completion and submission of the document before the thesis defense. - Access to an English translation of the information contained in the portfolio.
23.1 - Continue improving the reception of personnel members, particularly doctoral students, by defining dedicated areas on our various sites in order to develop shared work, collegiality, multidisciplinarity, mutual aid, teacher-doctoral collaboration, etc... .	21 months → 24+12=36 months (updated)	40%	Extended	Tasks carried out : - Rehabilitation work on the Vialle building dedicated to research, including a shared workspace and common areas for collaboration. - Identification of existing shared "research" spaces on various sites. Delay in completing the action, with a request for a 15-month extension for real estate projects, making it a total of 36 months.
24.1 - Develop communication on existing aid and support systems: social action, the right to paternity leave, the Euraxess service centre and the DRV and DRH one-stop shops.	21 months	**100%**	**Completed**	Tasks carried out : - Creation/update of dedicated pages for existing aid and support programs during the comprehensive redesign of the Intranet : UTNet launched on June 20, 2023. - Organization of a "Public Sector Employment Campus : Careers and Professions" day at UT, with event registration as part of the Public Employment Fortnight in the Centre-Val de Loire Region from March 6 to 17, 2022. - Implementation of an annual welcoming day for new arrivals. - Commitment to structuring work as part of the Human Resources newsletter, with the supervision of a specific weekly editorial committee. - Support for researchers at the end of their contracts by providing information on their rights and career continuation possibilities. - Inclusion of a specific section in the recruitment form to better map profiles and personalize assistance and support.

24.2 - Improve the systems for doctoral students (social, reception, housing, etc.), by developing closer collaboration with the CROUS.	18 months → 24+6=30 months (updated)	50%	Extended	Task carried out : - Implementation of the research stay agreement, complementing the existing hosting programs for foreign doctoral students and researchers (Board Meeting on January 30, 2023). Delayed completion of the action, with a request for a 12-month extension, making it a total of 30 months.
24.3 - Launch a reflection group aimed at studying and implementing new working solutions, notably in research, while taking into account the specific features of the disciplinary themes and the implications for all of the institution's components.	30 months	80%	In progress	Tasks carried out : - Invitation of the UT Directors Units to the national webinar on February 15, 2023, organized by the "Labo1.5" research group titled : "Why and How to Initiate an Ecological and Social Transition in Laboratories ?" - Launch meeting of the Labo1point5 operation at UT, featuring testimonials from units already engaged in the initiative (CITERES, iBrain), and a demonstration of the carbon footprint assessment tool. - Initiation of a discussion on the theme of environmental ethics, with the establishment of 5 working groups : biodiversity, transportation and mobility, sustainable food, waste prevention and management, resources and energy. - Organization of recycling workshops at UT from June 8 to 15, 2023. - Mandatory institution-wide "climate fresco" seminar with collective workshops on ecological and social transformation (launched on June 8, 2023, with additional dates). - Promotion and development of remote working solutions at UT (telecommuting, video conferencing, etc.). - Creation of a dedicated page on UTNet and conducting a "mobility and transportation" survey as part of the university mobility plan. - Establishment of an ecological transition label within UT with a specific logo.

24.4 - Increase the amount of aid allocated by the Fondation Rabelais and/or develop actions to support doctoral students with other foundations.	18 months	**100%**	**Completed**	Tasks carried out : - Launch of the "ADI" 2022 campaign to support international doctoral students (primarily those in international joint supervision programs and ability to supervise researches (HDR)). This initiative is supported by an annual dedicated budget of 5,000 euros from the Rabelais Foundation. - Review of applications by the Doctoral Schools (ED). - Convening of an ad-hoc committee to assess the candidates. - Decision-making by the Rabelais Foundation's Management Board for the final allocation. - Disbursement of the 6 grants awarded, ranging from 400 to 1,000 euros each. - In parallel, the participation and support of doctoral students in the City of Tours Doctoral Thesis Prize. Additionally, there is an ongoing discussion regarding a potential future Rabelais Foundation Thesis Prize.
25.1 - Develop career support functions within the Human Resources Department, either by using temporary personnel or by calling on specialist bodies.	30 months	80%	In progress	Tasks carried out : - Appointment/arrival of a career and mobility advisor at the human resources department. - Implementation of individual and collective training programs using the training platform tool (GEFORP) (e.g., career development strategies). - Provision of a course on "support and counseling in mobility and career development" accessible through our online course platform CELENE. - Organization of a "public sector employment campus: careers and professions" day at the University, with event registration included in the framework of the two-week public employment promotion in the Centre-Val de Loire region from March 6 to March 17, 2023.

26.1 - For the purposes of a fairer and more coherent wage policy, undertake concerted action to avoid wage differentials and to better standardize the wages for equivalent positions.	21 months	**100%**	**Completed**	Tasks carried out : - For contractual doctoral students, implementation of the programming and research act (LPR) decree of December 26, 2022, aimed at revaluing and standardizing remuneration. - For university professors, application of the LPR with the implementation of the compensation scheme for teaching and research staff (RIPEC : 3 levels, expanding on the previous doctoral and research supervision bonus (PEDR) system) approved by the Board of Directors on March 6, 2023. - For research engineer (IGR) contract personnel, a revaluation of the public service compensation scheme (RIFSEEP) and the consolidation of grades (reducing from 3 grades to 2 grades). - For permanent and temporary academic staff, a redesign of salary grids and a transition to 12-month contracts instead of the previous 10-month contracts for temporary staff. - For primary and secondary school teachers, an increase in the higher education bonus (Prime d'Enseignement Supérieur - PES) by 26% following the decree of February 28, 2023 (Official Journal of March 5, 2023). - Implementation of 16 repyramiding possibilities (8 in 2023 and 8 for 2024); as discussed with labor unions, these repyramiding options should primarily be used in sections where the ratio between full professors (PU) and associate professors (MCU) is most unfavorable. Repyramiding is also employed to restore gender balance in the rank of full professors (action 27.1).
27.1 - Promote and specifically support women in their academic careers, as part of the professional equality plan adopted in April 2021.	12 months → 24+6=30 months (updated)	60%	Extended	Tasks carried out : - Adoption of Management Guidelines (LDG) for the promotion and valorization of the career paths of teaching and research staff. - Implementation of 16 repyramiding possibilities (8 in 2023 and 8 for 2024); as discussed with labor unions, these repyramiding options should primarily be used in sections where the ratio between full professors (PU) and associate professors (MCU) is most unfavorable (action 26.1). Repyramiding is also employed to restore gender balance in the rank of full professors. - Implementation of specific training programs on the promotion of diversity and equal opportunities.

				Due to delays in completing this action, a request has been made for an extension of 18 months, making it a total of 30 months.
27.2 - Carry out awareness-raising and encouragement actions for women to apply for management, laboratory, team or department positions.	12 months	**100%**	**Completed**	Task carried out : - Implementation of specific training programs on the promotion of diversity and equal opportunities.
28.1 - Insist, together with the integration officer of doctoral schools, on career development schemes inside and outside the institution.	18 months	**100%**	**Completed**	Tasks carried out : - Recruitment of a doctoral school integration officer on July 1, 2021, after a vacancy of one year. - Provision of professional integration support training through the training platform tool (GEFORP), covering topics such as entrepreneurship awareness, management initiation, understanding the corporate world, research and development, and recruiter expectations, as well as a Certificate in Entrepreneurship, Innovation, and Strategy. - Production of multiple presentation videos showcasing career paths for doctoral graduates. - Publication of a presentation in French and English on the College of Doctoral Schools' website outlining actions related to professional integration. - Organization of individual meetings with doctoral students and graduates. - Implementation of the "professional life passport" program to support young doctoral graduates from the university in their search for their first job. - Offering a specific "self-assessment of competences" training to doctoral students to help them identify the skills and knowledge acquired during their doctoral training. - Allocation of time for discussion and exchange on the topic of professional integration during doctoral student orientations.

29.1 - Improve information on mobility opportunities, with the use, for example, of the ERASMUS+ international mobility schemes, while adopting a more transversal approach with the help of specific summary sheets (internal/external mobility). Further encourage opportunities for the foreign mobility of doctoral students. Promote the thesis co-supervision system. Strengthen financial support via doctoral schools in order to promote support for mobility.	12 months → 24+6=30 months (updated)	87%	Extended	Tasks carried out : - Adoption of the Erasmus+ Charter for the period 2021-2027. - Establishment of an Erasmus+ policy and strategy declaration. - Launch of calls for applications for international mobility opportunities for management, administrative and research staff (BIATSS). - Expansion of the Erasmus+ program to include the possibility of mobility with universities in the Neolaia network, with additional funding sources to be secured. It also includes mobility options outside of Europe. - Promotion of co-supervision of doctoral theses and the development of specific procedures. - Regular presentation of the various mobility programs and opportunities to the Directors of Doctoral Schools. - Implementation of an agreement for research stays, complementing existing hosting programs for foreign doctoral students and researchers. A request for an extension of 18 months has been made due to a delay in the completion of this action, bringing the total duration to 30 months.
29.2 - Enhance and better recognise the mobility possibilities for teacher-researchers, researchers and BIATSS personnel members.	18 months → 24+6=30 months (updated)	66%	Extended	Tasks carried out : - Organization of a "Public Employment Campus : Careers and Professions" day at the UT, with the event's registration within the framework of the Public Employment Fortnight in the Centre-Val de Loire region from March 6 to March 17, 2022. - Appointment/arrival of a mobility and career advisor at the Human Resources Department, aimed at enhancing collaboration with the International Relations and Academic Cooperation Department (DRI) and formalizing corresponding mobility tools. A request for an extension of 12 months has been made due to a delay in the completion of this action, bringing the total duration to 30 months.

31.1 - Improve the quality of the information disseminated to beneficiaries when bonuses and profit-sharing are paid.	12 months → 24+6=30 months (updated)	0%	Extended	Action scheduled for the last quarter of 2023. Delay in completion of the action, with a request for an extension of a further 12+6=18 months, for a total of 30 months.
32.1 - Formalize and strengthen the coordination between the scientific integrity adviser, the Valuation and Innovation Partnership Service and the Legal Affairs and Assets Department, when dealing with questions from co-authors relating to publications and patents.	24 months → 24+6=30 months (updated)	66%	Extended	Tasks carried out : - Appointment of the scientific coordinator after a vacancy of several months. Drafting the mission letter. - Communication through the institutional newsletter. - Updating and improving the existing web page. Delay in completion of the action, with a request for an extension of a further 6 months, for a total of 30 months.
32.2 - Improve and develop the specific skills required in the area of copyright, and then train the personnel members.	24 months → 24+12=36 months (updated)	33%	Extended	Task carried out : - Implementtion of a training/awareness session on copyright issues for staff. Delay in completion of the action, with a request for an extension of a further 12 months, for a total of 36 months.
33.1 - Enhance the value of the teaching work and administrative responsibilities performed by Teacher-Researchers by means of a clear reference framework for the tasks performed.	30 months	**100%**	**Completed**	Tasks carried out : - Application of the compensation scheme for teaching and research staff (RIPEC) with the functional component C2, an allowance related to the performance of specific functions or responsibilities assigned to teachers-researchers (academic staff). - Addendum to the C2 component of the compensation scheme for teaching and research staff (RIPEC) and update of the Reference for Hourly Equivalences (REH) for research. - Approval of the terms for granting exemptions for research-related responsibilities (such as research unit leadership).

33.2 - Encourage young MCFs to take the teaching and pedagogical training courses provided by the CAPE (Pedagogical Support Centre).	24 months → 24+6=30 months (updated)	71%	Extended	Tasks carried out : - At the collective level, the continuation and potential improvement of existing programs for young teachers are as follows : conventional training with trainers (e.g., the 2022 offering with a significant number of 16 proposed courses) and the use of self-guided training. - Continuing to organize specific events, including one-time events (e.g., the study day on digital accessibility on 16/6/22) or recurring events (e.g., "pedagogical coffee sessions" at least 8 times a year, "digital snacks"). - Maintaining individual support through the Center for Pedagogical Support and Expertise (CAPE) on pedagogical matters, facilitating connections to pedagogical consultants as needed, whether in person or remotely. This includes implementing the Pedagogical Project Leave (CPP) as outlined in the Guidelines for Career Progression (LDG) for the promotion and enhancement of academic careers - support component. - Systematically using the teachers' mailing list to improve communication and visibility of the programs offered, whether through reminders, renewals, or new offerings. - As part of the redesign of the UT's Intranet site (UTNet), adapting the current page/portal to create a single web portal called "PEDAGOTHEQUE." - Evolving the training plan for new Assistant Professors (MCU) with redesigned modules. Delay in completion of the action, with a request for a further 6-month extension, for a total of 30 months.
33.3 - Enhance the teaching exemption offered to young teacher-researchers at the beginning of their careers, in order for them to have a better understanding of all aspects of the profession.	36 months	**100%**	**Completed**	Tasks carried out : - Adoption of the Guidelines for Career Management (LDG) concerning the promotion and enhancement of academic careers – component on support for newly appointed faculty members. - Regular communication and information on the topic. - Approval of the terms for granting release time for research purposes to second-year Assistant Professors.

34.1 - Training and information on violence and existing measures at the University of Tours. Make these training courses compulsory for newcomers, administrative and service managers, directors and personnel members with responsibilities.	12 months	**100%**	**Completed**	Tasks carried out : - Organization of a seminar on gender equality (combatting violence, discrimination, deconstructing gender stereotypes, professional equality, benevolence, co-parenting, and its implications) : preparation of the specifications / presentation to the Vice President for Equality and validation / Selection of the service provider(s) with the Administrative and Financial Department / Organization on March 23, 2023, for half a day. - Creation of an information campaign on sexist and sexual violence (SSV) : Creation of a flyer on sexist and sexual violence (SSV): drafting, validation, printing, and distribution / Establishment of a SSV support unit on June 1, 2022 / Selection/integration of the University into the national program to combat SSV by Ministry (with a grant of €10,000 for the production of awareness videos) / Launch of the communication and awareness campaign on sexist and sexual violence. - Redesign of the support system and implementation of the new system as of June 1, 2022 - support, prevention, and support cell in case of workplace conflicts and psychosocial risks: approval by the Board of Directors in January 2022 / Communication in newsletters + website + messaging from March to May 2022 / Training of members of the (new) support cell in May 2022 / Implementation on June 1, 2022. - Establishment of equality correspondents in academic departments, libraries, and services/directorates to inform and guide staff and students about the actions in place and the support mechanisms at the university : preparation of the mission letter / recruitment campaign in June-July 2021 / installation in October 2021 / two days of training in January and February 2022. - Training on equality and the fight against discrimination and stereotypes (included in the training plan - for all audiences): preparation of the specifications in March 2022 / search for the service provider in April-May 2022 / First session scheduled for November 10, 2022. - Organization of Equality Week at the University from March 6 to March 10, 2023.

34.2 - Train personnel members in positions of responsibility (administrative managers, deans, laboratory directors) on mediation and conflict management. Set up local conflict advisers who will be trained in mediation (action plan on psycho-social risks).	12 months → 24+6=30 months (updated)	50%	Extended	Task carried out : - Registration of specific training on mediation and conflict management for supervisory staff / staff in positions of responsibility. Delay in completion of the action, with a request for an extension of a further 12+6=18 months, for a total of 30 months.
Training and development				
36.1 - Set up tools to encourage complementary missions associated with the doctoral contract other than in the teaching field: dissemination of scientific culture, valuation, etc... .	36 months	0%	In progress	Action scheduled for the first half of 2024.
36.2 - Use the portfolios of doctoral students undergoing development on the ADUM platform in order to enable young doctors to display their skills online, in order to facilitate networking and career development.	24 months	**100%**	**Completed**	Tasks carried out : - Ensuring that the thesis supervisor has access to the digital portfolios of the doctoral candidates they supervise. - Improving the promotion of the portfolio to doctoral candidates and thesis supervisors as a tool to prepare for their professional integration. - Using the portfolio as a starting point for interviews between the doctoral candidate and the Doctoral School career advisor.
37.1 - Recall the possibilities for accessing more "generalist" training courses: knowing how to lead / conduct a meeting, the rights, ethics and obligations of public officials, practising good communication, better managing time and priorities, etc. At the same time, ensure better communication on the financial possibilities of paying for such training courses.	24 months	**100%**	**Completed**	Tasks carried out : - Launch of the 2023 English training workshops for staff members. - Access to the "management" training modules in training platform tool (GEFORP) : managing with empathy, preparing and conducting a meeting, project management workshops, change management, etc...
37.2 - Disseminate more widely and ensure greater accessibility of the PEDR (Doctoral and Research Management Bonus) explanatory document.	18 months	**100%**	**Completed**	Tasks carried out : - Institutional circular informing about the discontinuation of the doctoral and research supervision bonus (PEDR) (except for MCU-PH, PU-PH, and PRAG/PRCE) in favor of the new compensation scheme for teaching and research staff (RIPEC) system.

				- A complete overhaul of the Intranet with the aim of providing better visibility to the existing doctoral and research supervision bonus (PEDR) / compensation scheme for teaching and research staff (RIPEC) dedicated page : UTNet launch on June 20, 2023.
37.3 - In the field of doctoral supervision, continue to organising regular seminars to raise awareness of the professional responsibility of HDRs, according to the following schedule: conferences for as many people as possible on doctoral supervision in year N, followed by workshops for the exchange of practices on SHS/SST in small groups in year N+1.	12 months	**100%**	**Completed**	Tasks carried out : - Completion of practical workshops in June 2022. - Planning and organization of the conference for 2023 (December 9, 2022). - Implementation of two additional modules: recruiting and welcoming a doctoral candidate (on February 9, 2023) and conflict prevention and management (on January 13, 2023).
37.4 - With regard to the system for managing teacher-researchers in a situation of discomfort or "idleness", and for better traceability, prepare a written report of the meetings with the relevant VPs for traceability purposes. On the other hand, repair a follow-up over a period of 3 years, while recontacting the beneficiaries in order to better measure its effectiveness.	21 months → 24+9=33 months (updated)	50%	Extended	Tasks carried out : - Activation of two new initiatives at UT in 2022 : a conflict resolution and psychosocial risk prevention support unit and a unit to address gender-based and sexual violence (as per action 34.1). - Appointment/hiring of a mobility and career advisor in the Human Resources Department. - Establishment of regular bi-monthly meetings of a multidisciplinary committee to enhance coordination and review requests. Delay in completion of the action, with a request for an extension of 3+9=12 additional months, for a total of 33 months.
37.5 - Make management training mandatory for new unit directors (DUs) ; amongst other things, this would ensure alignment with the practices of the partner organisations CNRS, INSERM or INRAE.	24 months	**100%**	**Completed**	Tasks carried out : - Implementation of a comprehensive training program for supervisors, comprising three modules, in collaboration with the University of Orléans : • Module 1 : Doctoral supervision - general, on December 9, 2022. • Module 2.1 : Supervising doctoral students - conflict prevention, on January 13, 2023. • Module 2.2 : Supervising doctoral students - recruitment and onboarding, on February 9, 2023.

38.1 - Provide, for easier access to information and better readability, a web page dedicated to researchers, with links giving access to all important and useful information: recent calls for projects, national and international mobility procedures, training, PEDR, CRCT research and pedagogical CRCT, etc … .	21 months	**100%**	**Completed**	Tasks carried out : - Meetings and exchanges between the Research and Valorization Division (DRV), Human Resources Department (DRH), and Communication Department (DCOM) regarding the complete overhaul of UT's Intranet site, which is expected to result in improved visibility. - Working on a more organized, intuitive, and simplified homepage, featuring primarily links to relevant themes and/or key contact persons. - Creation of dedicated pages for researchers during the complete overhaul of the Intranet: UTNet launched on June 20, 2023. - Development and publication of a specific vademecum/guide for Unit Directors, but also accessible and usable by all staff.
39.1 – Improve the systematic identification of the training needs of teachers-researchers. ~~Appointing a training adviser for each research unit ; this would notably ensure better collaboration between the human resources and continuing education departments.~~	18 months	**100%**	**Completed**	Tasks carried out : - Updating the pages dedicated to the "training" theme during the complete overhaul of the Intranet : UTNet launched on June 20, 2023. - Access to all individual and collective training programs through the training platform tool (GEFORP). - Design and identification of a specific training programme for teachers-researchers, with prior mapping of needs. Please note that we removed the section aiming to designate a "training" contact person for each research unit, due to the availability of new digital tools that facilitate both better collection of training needs and easier access to training programs. Moreover, the already significant number of contacts/correspondents in laboratories assigned to other areas (safety, fire, psychosocial risks, violence, General Data Protection Regulation, etc...) leads us to believe that the idea would ultimately be counterproductive (excessive overlap).
40.1 - For young teachers-researchers, appoint a resource person from outside the laboratory, a professor, for a period of 3 years ~~4 years~~, whose purpose is to provide regular accompaniment / guidance ~~mentoring~~.	30 months → 30+6=36 months (updated)	83%	Extended	Tasks carried out : - Organization of a conference on "mentorship for newly appointed teacher-researchers and researchers" - Uploading conference videos and information/communication.

				- Consideration of the subject and proposal for a specific institution-wide action plan. - Validation by the Vice Presidents and/or UT governing bodies. - Meeting with the Center for Pedagogical Support and Expertise (CAPE) to ensure proper coordination of the program. There is no delay in this action, but an extension of 6 additional months is requested to allow more time for its completion, making it a total of 36 months. Common tasks and linkage with action 12.2. Note the adaptation and marginal reformulation of the title of the action.
40.2 - Communicate better on the possibilities for doctoral students to carry out teaching assignments.	24 months → 24+12=36 months (updated)	66%	Extended	Tasks carried out : - Specific communication to doctoral students on the subject at the beginning of each academic year. - Improved support in this process through a comprehensive training module. Delayed completion of the action, with a request for an extension of a further 12 months, for a total of 36 months.

OTM-R (Open, Transparent and Merit-Based Recruitment Policy) :

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

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

URL : https://international.univ-tours.fr/english-version/hrs4r

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

Comments on the implementation of the OTM-R principles (originally)	Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)
We intend, once the proposal is sent, to design a (re-)newed strategical steering committee which will included the existing categories of stakeholders, but also new ones, certainly such as the underepresented R2 category, and potentially representatives of other stake-holders, as we already have in the the board of directors. It will meet every 6 months. We also intend to define a pair of responsible persons for each task. One being from the political and one from the administrative ranks. They would ususaly be the heads of the business division lines, or a representative of. A ad hoc group of about 5 people, which was key in the sucess of reaching the actual state, will most likley be needed again. Consisting in the mission leader, the vice-president for research, the heads of the human ressource dept and research and valorization dept and the daily project manager, it met at very regular intervals, up to several times per week in the last months before submission. Let us call it the implementation committee. As reported in the OTM-R checklist, we do not have a traking system of our own progress as to the objectives of OTM-R yet. Designing and implementing such procedure and toolbox will be among our first priorities, which the latest national reglementation (7/08/2019) regarding public servants and public services will force us to do anyway.	In the same way that we have set ourselves the target of a bi-annual meeting for the Strategic Steering Committee (SCC or CPS in french), which is responsible for arbitration, the Operational Steering Committee (COPIL) meets very regularly, on average twice a month and often on a weekly basis, enabling exchanges and discussions to take place in order to monitor the progress of the action plan as closely as possible and to foster completions of the different tasks. Meetings dealing with specific points on the OTM-R or the various actions are set-up with the departments concerned. We have made significant progress in our OTM-R policy, in particular with : - The introduction of a standard recruitment form, - the broadening of the media used to publish job offers (e.g. systematic use of the Euraxess platform for research staff), - translation of the institutional recruitment page : https://international.univ-tours.fr/english-version/international-researchers-staff-support/working-at-the-ut - for selection committees : the annual meeting of selection committee chairmen, the drafting and distribution of a guide to the operation of selection committee, access to the Ministry's "bias" grid and the individual signing of a "declaration of interest" form by each member of the selection committee, - for the recruitment of contract staff, the provision of a "recruiters" guide and model recruitment interview minutes, - a fairer and more consistent pay policy, aimed at avoiding pay differentials and standardising pay for equivalent positions. However, a number of human resources documents still need to be translated into English and the project contract for contract staff still needs to be rolled out.

	In addition, the gender equality plan adopted by the UT in 2021 will also help to improve the OTM-R principles by : - preventing and dealing with discrimination in the broadest sense, - guaranteeing equal access to jobs and functions, - addressing the gender pay gap, - setting up equality correspondents in the components. It should be noted that we have a delay in setting up a system to monitor our progress in relation to the OTM-R objectives.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL : https://international.univ-tours.fr/english-version/international-researchers-staff-support/working-at-the-ut

<u>Open, transparent and merit-based (OTM-R) recruitment check-list :</u>

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the C&C. They are pre-set in the HRS4R E-tool and cannot be changed. No action is needed from institutions in their respect.

The difference between "+/- Yes substantially" and "-/+ Yes partially" ratings is that in the first case the volume of the remaining work to be done until completion is little as compared to the effort that has been put so far in that direction, whereas for "-/+ Yes partially", the remaining work is either the same in volume or more than what has been achieved.

For the "Suggested indicators" column, whenever the user hovers the mouse in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

	Open	Transparent	Merit-based	Answer	Remarks and suggested indicators (or form of measurement)
Have we published a version of our OTM-R policy online (in the national language and in English) ?	X	X	X	-/+ Yes partially +/- Yes substantially	**Originally :** The rules for the recruitment of the permanent/temporary staff are nationally defined, are public and can be found at : https://www.galaxie.enseignementsuprecherche.gouv.fr/ensup/candidats.html and https://www.place-emploi-public.gouv.fr/ Nevertheless, not all position are available on our website and most are only in French. Efforts will be done on this topic. Indicator : proportion of french / english announcements placed. **Update :** A "working at UT" web page detailing our HR policy is available in French : https://www.univ-tours.fr/l-universite/recrutement-1 but also in English on our international site : https://international.univ-tours.fr/english-version/international-researchers-staff-support/working-at-the-ut
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions ?	X	X	X	+/- Yes substantially	**Originally :** A recruitment guide for Teachers-Researchers exists as well as for administrative Staff. The guides are available on intranet. An English version will follow. Indicator : message of information to all Staff **Update :** For the recruitment of contract staff, a "recruiters" guide and model recruitment interview minutes are available.
Is everyone involved in the process sufficiently trained in the area of OTM-R ?	X	X	X	+/- Yes substantially +/+ Yes completely	**Originally :** Training courses are offered for Staff conducting recruitment interviews. In addition, all selection committee Chairs have an information meeting. Indicator : number of Staff following training in OTM-R. **Update :** Selection committee members have access to : - the Ministry's bias detection grid, - the Ministry's online training module for competition panel members, and can also draw on an internal guide to the operation of selection committees. In addition, a meeting of selection committee chairs is organised each year.

Do we make (sufficient) use of e-recruitment tools ?	X	X		-/+ Yes partially	**Originally :** Dematerialization of applications (partial or total). Teachers-Researchers : specific authorization for online interviews. Well implemented for R3+R4, wanting for R1 and R2. Administrative Staff : not allowed in the legal texts, except for non-permanent positions. Indicators : number of dematerialized applications and total number of applications. **Update :** Unfortunatly, no progress to report here.
Do we have a quality control system for OTM-R in place ?	X	X	X	-/+ Yes partially	**Originally :** No formal quality control system but all officers in charge of the OTM-R process ensure compliance with national statutory rules and specific institutional rules. **Update :** Unfortunatly, no progress to report here.
Does our current OTM-R policy encourage external candidates to apply ?	X	X	X	+/- Yes substantially	**Originally :** All open positions must be published on national or international web sites : https://www.galaxie.enseignementsuprecherche.gouv.fr/ensup/candidats.html and https://www.place-emploi-public.gouv.fr/ and EURAXESS. Well implemented for R3+R4, wanting for R1+R2. Indicator : number of external candidates. **Update :** Unfortunatly, no progress to report here.

Is our current OTM-R policy in line with policies to attract researchers from abroad ?	X	X	X	-/+ Yes partially +/- Yes substantially	**Originally :** To be further developed. Exisitng procedures via the invited professor program and Le Studium regional institution for high level invitees. Indicator : number of international candidates. **Update :** The UT has renewed its participation in the international THE ranking, in order to raise its profile and make itself more visible and attractive internationally. At European level, the university is involved in the NEOLAIA alliance, and was awarded the European University label in the European Commission's call for proposals. It recently joined the European COARA coalition (Coalition for Advancing Research Assessment) to work towards a more qualitative evaluation of its research. Mention should also be made of the convention / agreement for research stay aimed at facilitating the procedures for foreign doctoral students and researchers, as well as the thesis co-supervision scheme.
Is our current OTM-R policy in line with policies to attract underrepresented groups ?	X	X	X	-/+ Yes partially +/- Yes substantially	**Originally :** The recruitment policy is in line with the national rules applicable in this area : gender equality, reserved positions for differently abled candidates. Policy included in the official documents for recrutment. Indicator : number of candidates from underrepresented groups. **Update :** The UT has put in place a plan to achieve gender equality in the workplace by 2021.
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers ?	X	X	X	+/- Yes substantially +/+ Yes completely	**Originally :** This aspect belongs to one of the declared strenghth of UT. **Update :** UT has further improved its aid and support schemes, in particular by increasing the aid allocated via the Rabelais Foundation and other aid for doctoral students. More generally, it is also pursuing a fairer and more consistent pay policy, with a reduction in pay differentials for equivalent posts.
Do we have means to monitor whether the most suitable researchers apply ?				-/- No	**Originally :** To be in agreement with national rules, one can only monitor the number of applications, the number of interviewed candidates and selected candidates. **Update :** Unfortunatly, no progress to report here.

Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions ?	X	X		+/+ Yes completely	**Originally :** All advertised positions comply with official templates (incl. EURAXESS). **Update :** We can mention the use of the standard recruitment form too.
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit ?	X	X		-/- No	**Originally :** To be done. **Update :** Unfortunatly, no progress to report here.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience ?	X	X		-/+ Yes partially	**Originally :** This is done systematically only for Teacher-Researcher positions. Indicator : number of job advertisements posted on EURAXESS. **Update :** Unfortunatly, no progress to report here.
Do we make use of other job advertising tools ?	X	X		+/+ Yes completely	**Originally :** The use of national web sites is mandatory according to national rules : https://www.galaxie.enseignementsuprecherche.gouv.fr/ensup/candidats.html and https://www.place-emploi-public.gouv.fr/
Do we keep the administrative burden to a minimum for the candidate ?	X			+/- Yes substantially	**Originally :** Dematerialization of applications (partial or total). **Update :** Unfortunatly, no progress to report here.
Do we have clear rules governing the appointment of selection committees ?		X	X	+/+ Yes completely	**Originally :** Application of the national decree n° 84-431 on 6 June 1984. Indicator: statistics on composition of selection committees.

Do we have clear rules concerning the composition of selection committees ?		X	X	+/+ Yes completely	**Originally :** Application of the national decree n° 84-431 on 6 June 1984.
Are the committees sufficiently gender-balanced ?		X	X	+/+ Yes completely	**Originally :** Application of the national decree n° 84-431 on 6 June 1984.
Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected ?			X	+/- Yes substantially	**Originally :** An information meeting and a guide are available to the chairpersons and members of the selection committees + national rules of ethics and equality of opportunity. **Update :** Each member of the selection committee should now systematically sign the "declaration of links of interest" form.
Do we inform all applicants at the end of the selection process ?		X		+/- Yes substantially	**Originally :** Implemented for R1+R3+R4, wanting for R2. **Update :** Unfortunatly, no progress to report here.
Do we provide adequate feedback to interviewees ?		X		+/- Yes substantially	**Originally :** Implemented for R3+R4, wanting for R1+R2. **Update :** Unfortunatly, no progress to report here.
Do we have an appropriate complaints mechanism in place ?		X		+/- Yes substantially	**Originally :** Complaints mechanism available according to legal framework. **Update :** Unfortunatly, no progress to report here.
Do we have a system in place to assess whether OTM-R delivers on its objectives ?				-/- No	**Originally :** Currently not available. **Update :** Unfortunatly, no progress to report here.

4 – Implementation :

General overview of the implementation process (max. 1000 words) Originally	General overview of the implementation process (max. 1000 words) - Updated
Based on the internal analysis and in an effort to improve its practices, the University of Tours is proposing concrete actions that will be spread over the next 4 years.In line with the label's commitments, an initial evaluation report is planned after a period of two years, in the form of a self-evaluation carried out internally, the content of which will be conveyed to the European Commission. Nevertheless, because of the commitments made by the institution, and in the interests of efficiency, the project must be monitored continuously and regularly, both in terms of the timetable and deadlines and the chosen indicators, that are essential for measuring the achievement of the objectives.

To this end, as guarantor of the smooth running of the project, a half-yearly Strategic Steering Committee meeting will be held in order to review the progress of the implementation of the actions. Moreover, periodic meetings with the "business line" departments concerned and the Organisation and Steering Department (SOP) will be arranged in order to complete a specific dashboard of the actions, to examine the necessary adjustments and adaptations, and even to resolve any difficulties that may arise, under the coordination of the project leader.

A dedicated storage space on the server will be created and shared between the various members in order to facilitate the exchange and availability of the various documents. All of this will be managed with the use of a shared project management tool (GEPETO).

Moreover, the idea of an annual survey of teacher-researchers to gather opinions on the progress will complement the internal evaluation system. Finally, if necessary, the action plan could be adapted and improved as it is implemented, and any revised version would then be forwarded to the European Commission.

Of course, regular information will also be provided to the official bodies of the UT, such as the Board of Directors, the Research Commission and the Technical Committee. A short report will also be produced each year.

Regarding the external evaluation at the end of the four-year period, with the prior drafting of a more complete progress report, the designated experts will therefore benefit from the documents and materials of the entire elapsed period in order to give their opinion on the project's success and the confirmation of obtaining the "HR Excellence in Research" label. | The implementation and monitoring of the project are regularly discussed in the Operational Steering Committee (COPIL), with bi-weekly or even weekly meetings, depending on the current developments.

The relevant operational departments are also consulted at regular intervals to review the actions assigned to them and their progress. Some of them are systematically present at each COPIL meeting.

Furthermore, the project is presented annually to the institution's governing bodies:

- Social Administrative Committee (CSA)
- Research Committee (CR)
- Board of Directors (CA)

The shared project management tool (GEPETO) is updated as actions progress and as information and documents are collected. Accessible to all members of the university community via UTNet, it allows for an overview of completion and progress rates, either for the entire project or for each individual action.

Regarding the survey planned for the teaching-research staff, due to our delay, we found it too premature in the current (first) phase, and thus, we prefer to postpone it to the upcoming second deployment phase. |

How have you prepared the internal review ? (max. 500 words)

In addition to regular discussions and exchanges in the Operational Steering Committee (COPIL), the project's progress and the preparation of the self-assessment report were the subject of a dedicated meeting of the Strategic Steering Committee (CPS). Various aspects of our response were validated and arbitrated during this meeting. Furthermore, the report was subsequently presented to the following bodies:
- Social Administration Committee (CSA)
- Research Committee (CR)
- Board of Directors (CA)

During these meetings, various points of concern were discussed, such as the interface of electronic laboratory notebooks with existing systems and the welcoming and hosting of foreign students who do not have student status because they are registered at their home university. These issues were addressed as part of the project's implementation and its implications for various aspects of university operations.

How have you involved the research community, your main stakeholders, in the implementation process ? (max. 500 words)

We continue to face major challenges in recruiting doctoral candidates and postdoctoral researchers to actively participate in our project, despite multiple calls for applications and follow-ups within the institution. Additional difficulties inherent to this group include their high mobility and the fact that they may not always see the benefit of contributing within a framework that extends beyond the duration of their own contracts.

Do you have an implementation committee and/or steering group regularly overseeing progress ? (max. 500 words)

Very regular meetings (on average every 2 weeks for a minimum of 1 hour, sometimes weekly) of the operational steering committee known as COPIL (a smaller, more agile structure of 4-6 people) and twice a year of the Strategic Steering Committee (CPS).

Is there any alignment of organisational policies with the HRS4R ? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy ? (max. 500 words)
Several decisions or organizational policy actions are aligned with the HRS4R project: - Obtaining dedicated funding through dialogue with the Regional Education Authority. - Identifying and displaying a specific HRS4R training section in the training platform tool (GEFORP) : Personnel Training Management - platform for digital registration of professional training. - Integrating the project into the overall evaluation file of the institution by the High Council for Evaluation of Research and Higher Education (HCERES), with the recent on-site hearing of HRS4R project members by a specific committee.

How has your organisation ensured that the proposed actions would be also implemented ? (max. 500 words)
Following the prior identification of the business units to be involved in the project, one or more action leaders have defined the tasks/milestones necessary to complete their action(s) within the prescribed deadlines. In addition to the regular follow-up meetings of the Operational Steering Committee (COPIL), the project coordinator meets them regularly to assess the progress and, if necessary, provide follow-up if any delays or difficulties are observed.

How are you monitoring progress (timeline) ? (max. 500 words)
In addition to regular meetings with the relevant business units (as mentioned earlier), the project coordinator manages and enters/updates all the information using the project management tool, GEPETO. This tool is shared and freely accessible within UTNet for the entire university community. It allows for detailed tracking of each action individually and by action group, attaching relevant documentation, and provides alerts for any potential delays in execution.

How will you measure progress (indicators) in view of the next assessment ? (max. 500 words)

The UT has primarily focused on implementing and deploying actions, neglecting the measurement of quantitative indicators (in contrast to binary indicators, which are more easily identifiable and manageable). Therefore, special and reinforced attention will be given to quantitative indicators starting in 2024.

How do you expect to prepare for the external review ? (max. 500 words)

We intend to run a trial external review one year in advance with external referees selected in other universities, some being in charge of the HRS4R implementation in their home institutions.

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

We note that certain crucial aspects of the HRS4R strategy's implementation have been significantly facilitated by having a dedicated person in charge for the past year (e.g., actions 7.2, 8.1, 8.3, 9.1, 33.2, and 34.1).

Actions identified as significant weaknesses, such as "mentoring for early-career researchers", "post-doctoral status", or tasks related to translating content/documents into English, would benefit from receiving the same type of support to ensure their long-term existence and to help us better adhere to our objectives and commitments. The same observation also applies to the deployment of electronic lab notebooks (action 5.3), where a functional administrator is essential for the project's smooth operation. This has led to a proposed program validated by the university's governance, although the practical and financial details are still pending finalization within the university's presidency.