

Progress report –
Implementation of the HRS4R Strategy
of the University of Paris Dauphine – PSL

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

2020 – 2022

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I. General information on the Paris Dauphine – PSL's University

Created in 1968 under the aegis of Minister Edgar Faure, the University of Paris Dauphine - PSL is a public institution of a scientific, cultural and professional nature, under the authority of the Ministry of Higher Education, Research and Innovation. Since 2004, it has also had the status of a major institution.

The University is governed by [Decree No. 2004-186 of 26 February 2004](#). Specialised in decision sciences and organisations, its missions include

*"[...] a) To provide initial and continuing multidisciplinary training for managers in companies and administrations in the field of decision sciences and public and private organisations in their environment;
b) To develop research and technology in this field in conjunction with other French and foreign research and higher education organisations;
c) To contribute, through the dissemination of its educational and scientific output, to the development of scientific knowledge in this field; [...]"¹.*

In 2009, Paris Dauphine - PSL became the first French university to be awarded the European Quality Improvement System (EQUIS) label. It has since been regularly re-accredited.

At the beginning of the following decade, the University participated in the foundation of the Université Paris Science et Lettres, an experimental public institution, thus becoming one of the eleven component institutions. In 2022, PSL was ranked as the 40th best university in the world ².

II. The HRS4R initiative at Paris Dauphine - PSL

Since 2019, Université Paris Dauphine - PSL has been committed to the Human Resources Strategy for Researchers (HRS4R) approach (Annex 1 - Letter of commitment), in particular alongside all the component institutions of Université PSL. On 12 October 2020, it received the "HR Excellence in Research" label.

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

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

¹ Article 2 of Decree No. 2004-186 of 26 February 2004.

² <https://www.psl.eu/en/news/shanghai-rankings-2022-universite-psl-40th-worldwide>.

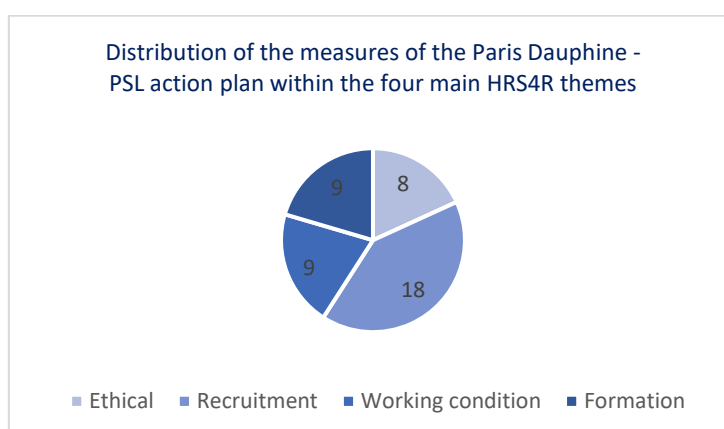
It is based on an action plan aimed at improving the working conditions of Dauphine's professors, researchers and teachers (Annex 2 - Paris Dauphine – PSL's action plan), based on a gap analysis of these 40 principles. This approach is part of a common political will on the part of the heads of the component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

III. Intermediate assessment of the Dauphine HRS4R action plan

In October 2022, two years after being awarded the label, Paris Dauphine - PSL carried out an interim assessment of the implementation of its HRS4R action plan. This stage precedes the external evaluation, which will take place in 2024 and which will decide on the possible renewal of the label.

A. Key figures

The HRS4R action plan of the University of Paris Dauphine - PSL includes a total of 44 measures. They are distributed around the four main themes mentioned above.



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

- 19 measures effectively implemented ;
- 20 measures in the process of being implemented;
- 4 measures extended and in the process of being implemented;
 - The extended measures go further than what was foreseen in the action plan.
- 1 new measure.
 - The new measure was integrated into the action plan during the interim review.

43% of the action plan is implemented two years after the label and most of the actions have been largely initiated

B. Overview of the deployment of the HRS4R action plan

	Actions	Principles	Timing	Responsible Unit	Indicators / Targets	Current status	Remarks
Ethics	Establishment of a PSL ethics committee for PSL	3, 10	Q4 2020	PSL University Research VP	Target number of committee meetings per annum :1/p.a Target : 1 charter in 2021, whose elaboration process will then be formalized and used as guidelines for charter elaboration	Completed	Establishment of a PSL deontology commission (included in article 11 of PSL's internal regulations) meeting at least once a year Concerning Dauphine only, formal creation and effective implementation of a research ethics committee at Dauphine on 8 April 2021 and appointment of a new scientific integrity referent in November 2021 (F. Forges). 3 meetings since the creation of the committee
	Encouragement for researchers to follow a training session on ethics: as it is already mandatory for doctoral students, creation of communication materials presenting this training as strongly recommended for supervisors of doctoral students, as an incentive for other researchers. Such communication materials could include email campaigns aimed towards supervisors. This action is common to all PSL University institutions	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	S2 2023	PSL Doctoral College Dauphine Doctoral School and doctoral programs Internal School PSL	Number of training courses offered Number of trainees by category (PHD or other) Targeted number : 50 trainees in 2022 (excluding PHD students)	In progress	PSL doctoral college training courses offered in conjunction with the PSL Internal School Development of a specific training offer at Dauphine in terms of scientific integrity, set up by the scientific integrity referent, the library's research support service and the SDOSE doctoral school at the start of the 2020-2021 academic year (one training course per year, lasting 12 hours). It is based on the following themes: scientific integrity issues, forms of misconduct, conflicts of interest, regulation of misconduct, open science and scientific integrity, etc. 40 PhD students have been trained in 2020-2021, 45 in 2021-2022 for Dauphine The objective is now to develop the participation of teacher-researchers other than doctoral students in these courses. Communication actions have already been carried out and are producing good results 2 teacher-researchers voluntarily participating in ethics training in 2020, 7 in 2021 and already 14 for the first part of 2022
	Draft thematic or disciplinary ethical Charters (e.g.: AI Charter), which will then be made available to every researcher (R1 through R4)	3	S2 2023	PSL's Research Office	Number of thematic charters Target : 1 charter in 2021, whose elaboration process will then be formalized and used as guidelines for charter elaboration Availability on the institution's intranet: Yes/No	In progress	No thematic ethical charters Reorientation towards the introduction of ethical guidelines covering issues related to the different disciplines and providing guidance to teacher-researchers
	Include an article in the contract of the contractual Teacher Researcher (TR)s indicating that they undertake to respect the integrity charter. For tenured TRs, integrate the charter into the administrative file, as well as a document to be signed ("Charter acknowledgement") attesting that they have read it and that they undertake to respect it. as well as a document requiring each TR's signature	2	S1 2023	HR	Contract template modification including respect of integrity charter: Yes/No Number of tenured TRs having signed the Charter acknowledgement document Target : 100% of newly recruited teachers, starting from september 2023	In progress	Integration of an article on scientific integrity and its respect in the contract of the contractual teacher-researchers not yet effective but to come Signature of the charter by tenured teacher-researchers and provision of awareness-raising documents not yet effective but to come

	<p>Development or strengthening of a policy towards Open Access, locally and in conjunction with Université PSL:</p> <ul style="list-style-type: none"> Creation of a working group on this subject by the referent for open science. Establishment of an inventory of the development of open science within PSL as well as the methods and tools available. Setting up actions to raise awareness of open science among researchers and doctoral students. Recommendation on the tools to be developed to improve the availability of PSL data and results 	8, 9	S1 2024	PSL Open Science referent and dedicated working group (WG) of PSL curators Dauphine's documentation department	<p>Establishment of a dedicated working group: Yes/No</p> <p>Number of awareness-raising actions implemented</p> <p>Target :</p> <p>5 communication actions in 2021 - 2022</p> <p>State of play and recommendation report: Yes/No</p>	In progress	<p>Appointment of a referent Open Science for PSL</p> <p>Adoption of the PSL University Open Science Charter on 5 May 2022 by the component institutions, including Dauphine: https://www.psl.eu/sites/default/files/Charte_science_ouverte_Universite_psl_Mai_2020.pdf</p> <p>Creation of an Open Science working group in early 2022. Different areas of work: Open access publications, Open research data, Open publishing, Open infrastructures, Open collaborative tools, Evaluation, Resources and support</p> <p>Various recommendations issued:</p> <ul style="list-style-type: none"> - At PSL level: effective opening of a HAL-PSL portal grouping together the publications of the HAL portals of PSL members + within the SMS Sharing knowledge and documentation, a handful of establishments (including Dauphine) have responded to a MESRI AMI aimed at supporting researchers in managing their data - At Dauphine level : open archive (BIRD), a HAL portal, a standard data management plan to support researchers <p>At least five awareness-raising actions per year :</p> <ul style="list-style-type: none"> - Open Science awareness workshops dedicated to PhD students (2 times a year, to be developed) - Actions with teacher-researchers during events: Love Data Week and Open Access Week. Seed actions to be developed + responses to specific requests - PSL awareness day for doctoral students on Open Science (once a
	<p>Via a memorandum, remind all researchers of their obligations and rights regarding IP protection, funding mechanisms, ethical principles, plagiarism... This document should complete the existing welcoming HR guide</p>	4, 5, 6, 31, 32	S1 2021	Research Support Office, HR Department, Support, social responsibility officer, PSL-Research Support Office	<p>Memorandum elaboration and diffusion: Yes/No</p> <p>Target :</p> <p>3 communication actions in 2021 on this memorandum (intranet article, newsletter campaign...)</p>	Completed	<p>No global memorandum but various reference documents (rights and duties of researchers) have been produced and are available on the intranet</p> <p>Possible additional documents or adjustments (continuous improvement)</p>
	<p>Structure an evaluation procedure for fixed-term TRs (for a 3-year fixed term contract, before renewal or transfer to a permanent contractual position)</p>	2, 11	S1 2024	HR/HR VP	<p>Establishment of the process: Yes/No</p> <p>Number of evaluations vs number of 3 year fixed term contract TR</p> <p>Target : 100% of fixed term contract TRs evaluated in 2022</p>	Extended	<p>Evaluation protocol for fixed-term teachers-researchers created and effectively implemented</p> <p>Needs to be further promoted, in terms of communication</p> <p>Future integration of an evaluation criteria relating to compliance with the integrity charter in the evaluation protocol for contractual teacher-researchers</p>
	<p>Establishment of a single point of contact for all researchers on data management, ethics, GDPR</p>	4, 5, 6, 31, 32	Q4 2022	Research Support Office, Integrity referent	<p>Existence and effectiveness of the contact point: Yes/No</p>	New	<p>Future deployment</p>

Recrutement

<p>Create and update a page dedicated to the HRS4R process on the French and English versions of Dauphine-PSL's website</p>	12	Q2 2020	Communication Department + Dauphine HRS4R Coordinator	<p>HRS4R page on website : Yes/No and URL</p> <p>Target : Use of this page as a monitoring and accountability tool, by updating it for each completed action in the Action Plan (at least 1 update per semester)</p>	Completed	<p>The page dedicated to the HRS4R process was created on the Dauphine website: https://dauphine.psl.eu/recherche/labellisation-hrs4r</p> <p>Regular update of the page, to highlight ongoing and completed actions in the framework of the Dauphine HRS4R action plan</p>
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Creation of call for applications template for academic recruitment. This job description would present more details about the terms and condition of the job, as well as Dauphine's respect of the principles of the Code of Conduct for the Recruitment of Researchers. This action is common to all PSL University institutions and will be implemented in each institution's HRS4R action plan	12, 13, 15, 16, 18	S1 2020	PSL HRS4R Coordinator, dedicated PSL, HR working group (HRWG)	Template of Job description in French and English including the HRS4R dimension: Yes/No Target : 100% of calls for applications created using this template by 2022	Completed	A common PSL call for applications model has been created for academic recruitment, by type of academic population: https://dauphine.psl.eu/dauphine/presentation-universite/recrutement This model respects the Recruitment Charter and the Code of Conduct for the recruitment of researchers as well as the PSL Academic Recruitment Charter, but the link to the latter has not yet been integrated. It will be integrated soon
Centralization of all contractual academic job offers published in the Human Resources Department (systematic transmission by every recruiting entity), excluding contractual doctoral fellowships	16, 17, 18, 19, 20	S2 2023	HR Research Support Office	Number of job offers published by the HRD/Number of contractual job offered in Dauphine Target : 50% of jobs published by the HRD in 2021, 70% in 2022	In progress	Centralization of all contractual academic job offers done for contractual teacher-researchers but not yet for postdoc. To come Awareness-raising carried out by the RSD so that all academic job offers are transmitted to the HRD and that publication is centralised
Implementation of a device/a page on the PSL website centralizing the publication of all Dauphine's calls for applications for contractual researcher positions within PSL institutions (Doctoral fellows already benefit from a centralized tool at PSL level: ADUM)	13	S2 2020	HR WG, PSL Communication Department, PSL Managing Director, PSL HRS4R Coordinator	Webpage's URL Number of Dauphine offers published on this page Target : 100% of contractual offers for Dauphine, excluding PHD offers, published on this site by 2022	Completed	Creation of a PSL website dedicated to recruitment, allowing in particular the publication of all calls for applications for contractual teacher-researchers positions within PSL University, including all those of Dauphine: https://recrutement.psl.eu/nos-offres?keys=&type%5Bfiche_academique%5D=fiche_academique
Systematic publication all contractual job offers on EURAXESS in addition to the job posting Dauphine or PSL page (for contracts longer than 3 months)	13	S2 2021	HR	Number of offers published on EURAXESS/Total Number of contract TR recruitments, excluding contractual fellowships Target : 80% of contractual offers for Dauphine, excluding PHD offers, published on EURAXESS by 2022	In progress	Automatic transfer of all contractual job offers published by Dauphine on the joint PSL recruitment site to EURAXESS is now effective, but some technical difficulties have been encountered Technical operation underway to systematise this transfer from our platform to EURAXESS
Participate in the creation and implementation of a PSL Recruitment Charter integrating the Code of Conduct for the Recruitment of Researchers	5, 12, 13, 14, 16, 17, 18, 20, 29	S2 2020	PSL HRS4R Coordinator, Dedicated PSL HR working group (HRWG)	Establishment of the PSL Charter: Yes/No Target : systematic diffusion of the Charter to Selection Committee Members, aiming towards 100% in 2022	Completed	Recruitment Charter adopted at the PSL Board of Directors meeting in July 2020: https://www.psl.eu/sites/default/files/PDF/Charte_de_recrutement_academique_PSL.pdf Effective diffusion by the HRD to all members of selection committees before the start of recruitment
Systematic sensitisation of all members of the selection committee or potential recruiters (e.g. members of the Management Board who could possibly assess mobility applications) to cognitive biases, before the start of the recruitment procedure. This action is common to all PSL University institutions	12, 14, 16, 17, 18, 19	S2 2023	HR VP/HRD PSL Internal School	Number of sensitization actions Number of recruiters sensitized Target : 50% of selection committee members sensitized in 2021, 80% in 2022	In progress	Designation and training of a cognitive biases referent per discipline (7 referents in total) Systematic awareness-raising of selection committee members and recruiters by the referents Also, diffusion of an awareness-raising note by the HRD to selection committee members and recruiters Action linked to the action plan on professional equality between women and men (Axis 4: Fight against discrimination, sexist and sexual violence and harassment)

Inclusion of two referees (called "Observateurs" in French) in the selection committees to ensure the respect of the Code of Recruitment, specifically regarding gender balance and anti-discrimination standards, as well as CV chronology, mobility and seniority. This action is common to all PSL University institutions	16, 17, 18, 19, 20, 21, 27, 29	S2 2023	HRD/VP RH Dedicated PSL WG, composed of researchers and HR	Implementation of referees: Yes/No Number of selection committees having designated referees/ total number of selection committees Target : 80% of committees in 2022	Extended	Before each selection or recruitment committee, information from the HRD requesting the presence of two referees in the committee, in order to ensure compliance with the Recruitment Charter and of the Code of Recruitment and to avoid cognitive bias Future implementation of a document attesting to the effectiveness of the system for each selection or recruitment committee, in order to monitor this indicator effectively
Creation and completion of statistical tables documenting the number of applications selected by selection committees members, by gender, at each stage of the process	27	S1 2021	HR	Number of statistical gender tables available Target : 80% of selection committees delivering these tables in 2022	Completed	HRD, in conjunction with the selection and recruitment committees, produces and complete these statistical tables and transmits statistical data in accordance with the regulations, and monitors it
Replication of gender equality measures developed within the mathematics laboratory and implementation in volunteer laboratories	27	S1 2024	Research VP Laboratories councils	Number of volunteer laboratories in the implementation of these measures Target - 3 research centers in 2022	In progress	Action not yet effectively implemented but reflection about deployment in the future
Systematize feedback to candidates (negative or positive response), especially for contract teacher-researchers and post-doctoral fellows	15	S1 2023	HR	Systematized feedback: Yes/No	In progress	Action not yet effective but deployment to come by HRD
Creation of a HR memorandum/document on the recruitment procedure, the deadlines to be respected, related complaints mechanisms and the associated risks (litigation) to be widely distributed to the concerned recruiters	14, 15	S1 2023	HR	Creation of the memo: Yes/No Communication of the memo to the recruiters: Yes/No Target : 2 communication actions in 2021 towards recruiters	In progress	Action not yet effective but implementation to come by HRD
Establishment of selection criteria for recruitment in each disciplinary section and formalization of these criteria in the form of a grid. This action is common to all PSL University institutions	16, 17, 18, 19	S1 2024	HR and Research VPs, dedicated working groups in each disciplinary section, composed of researchers	Formalization of a recruitment grid for each selection committee: Yes/No Target : aiming towards 50% of selection committee having formalized a grid in 2021, 70% in 2022	In progress	Formalisation of clear recruitment criteria in PSL's OTM-R policy (Recruitment Charter) : experience acquired (research, etc.), chronological variation in career paths (non-penalising), mobility, training, qualifications, etc. No effective implementation of grids
Formalize a procedure for appointing post-doctoral fellows, in particular a remuneration grid. Further improve their contract titles, ensuring that the position's missions are clearly stated, so that their professional experience can be easily recognized by future employers	21, 26	S2 2023	HR/Research Support Office/HR VP and Research VP/SAAP =PSL European Union calls for proposals service	Post-doctoral formalized recruitment process: Yes/No Remuneration grid: Yes/No	Extended	Formalisation of the procedure and remuneration grids set up by level of doctoral students, post-doctoral students and by discipline, but not applied by all. This leads to significant disparities between individuals (pay gaps). Reflection on a policy of harmonisation, while retaining flexibility to adapt to the realities of each discipline, and of valorisation for post-docs, with possible counterparts: reports, teaching, etc. Willingness also to develop international attractiveness
Build a clear and transparent procedure for the recruitment of PASTs (Associate Professors)	12	S1 2023	HR/HR VP	Associate professors recruitment procedure : Yes/No	In progress	Action not yet implemented but included in the HR roadmap for the period after the deployment of the Research Programming Law (2023-2024) Various new inputs identified: introduction of a more centralised procedure, evaluation criteria to be carried out in an objective way, etc.

Offer a Welcome Desk service via Université PSL to welcome international and Euraxess accredited researchers, including, on an as-needed basis, French courses	12	S2 2020	Welcome Desk PSL (Student) VPCSR/International Relations Office PSL PSL Managing Director	Recruitment of a person dedicated to welcoming international researchers : Yes/No Target : 1 person recruited in 2021 Number of foreign researchers supported by the Welcome Desk, once it will be implemented Target : 80% in 2022 Number of French training classes implemented	Completed	Support service for international teacher-researchers set up by the PSL Welcome Desk at the end of 2021/beginning of 2022, accredited by EURAXESS. Recruitment of a person dedicated to this new support service in October 2021 More than forty requests processed by the support service for international professors since its launch Visiting Fellows scheme to encourage the reception and mobility of international researchers Implementation of FLE courses via the PSL internal school
Provide foreign researchers with English translation of their employment contract	13	S1 2023	HR and DSR	English translation of employment contract template: Yes/No Target : 100% in January 2022	In progress	Action not yet effective but deployment to come by HRD
Offer an English-language-version of administrative documents and forms	13	S1 2023	Communication, HR and RSO	Number of translated administrative documents/Total Target : 50% in January 2022	In progress	Action not yet effective but deployment to come by HRD

Working conditions	Establish a professional gender equality plan	27, 29	Q4 2020	Dauphine Equality referent	Gender equality Plan : Yes/No Annual Gender Equality report	Completed	Action plan on professional equality between women and men adopted in June 2021, in force: https://dauphine.psl.eu/fileadmin/mediatheque/rsu/Communication_Plan_d_action_Egalite____professionnelle_-_UPD_17_05_21_-_Site.pdf Appointment of an equality referent (B. Delzangles) Report to come on the implementation of the Action Plan
	Participate in the creation and implementation of the Université PSL equality and diversity Charter	27, 29	Q4 2020	CSR VP PSL WG with Equality referents within PSL institutions	Presence of the Charter: Yes/No Creation of a dedicated Action Plan in 2021 Target : 3 communication actions on this topic in 2021	Completed	No charter, action reoriented towards the development of a PSL equality-diversity action plan, adopted by the PSL Board of Directors in June 2021. Deployment in progress In addition, various actions are being deployed: - PSL listening and monitoring unit against sexist and sexual violence (April 2021) - Dauphine watch unit (launched in 2018) - Dauphine action plan on professional equality between women and men (June 2021) - Equality/discrimination training via PSL's internal school - Appointment of LGBT+ referents (C. Achin and A. Jacquemart) and an equality referent (Delzangles) at Dauphine
	Organize and promote regular workshops to allow researchers to reflect on their professional background, skills and career aspirations	28, 29, 30	Q4 2020	PSL Internal School	Number of workshops Target : 1 workshops in 2021, as a minimum Number of participants Target : 2 communication actions, per annum	Completed	Effective organization and promotion of "Career workshops for teachers and researchers" (one workshop in 2021, one in 2022): https://psl-ecoleinterne.monportail.psl.eu/nfs/pslx-stp/documents/Atelier%20carriere%20EC.pdf Few participants for the first sessions, reinforcement to come General communication actions (Internal School campaign) and specific actions, directly addressed to teacher-researchers

Development of Research Leave or Thematic Conversion Leave (in French, Congé pour Recherches ou Conversions Thématiques, CRCT) mechanisms, financed by Dauphine, in order to boost the return to research projects for TeacherResearchers who are very committed to teaching and collective responsibilities or following a long absence	29	S1 2021	HR VP, HR Dedicated working group (including several researchers)	Existence of mechanisms: Yes/No Number of CRCT financed Targets : 4 CRCT financed by 2022 Communication actions: 2 in 2021	Completed	Effective implementation of Research Leave or Thematic Conversion Leave from the 2020-2021 academic year
Improve Dauphine's intranet for all agents (structure, visibility, accessibility), for instance by including dedicated and complete sections with information on career development, working conditions, recruitment policies...	29, 30	S2 2023	Communication Department	Updated intranet release in Q4 2020 : Yes/No User satisfaction survey in 2021, aiming towards a minimum of 60% satisfied or very satisfied users	Extended	Complete overhaul of the intranet, effective at the start of the academic year 2021 and for all staff (administrative and teacher-researchers) No satisfaction survey carried out for the moment Improvements to be made and to come on certain specific technical parameters (Landing page)
Implementation and promotion of management training activities for Directors of Research structures	37, 40	S1 2024	PSL Internal School	Number of Directors of Research structures following these training activities Target : 25% in 2022	In progress	Effective implementation and promotion of the training course "Enriching your managerial practices to develop your research team" for teacher-researchers, by the internal School Postponed due to the low number of registrations, but effective deployment of a reinforced communication dedicated to this public, so that it can be held from 2022. Thus, already 14 teacher-researchers interested in the next session The "Management program" of the internal school is also open to teacher-researchers and other management training 18% increase in the number of teacher-researchers having participated in these courses between 2020 and 2021
Plan Diversity and Equality events and training opportunities, to network and gain additional skills	27, 29	S1 2021	Equality Referents, PSL Internal School	Number of events organized	Completed	Various training courses have been set up within the framework of the PSL Internal School (also in connection with axis 4 of the action plan: Fight against discrimination, sexist and sexual violence and harassment): - Raising awareness of equality and stereotypes - Promote professional equality at work - Preventing and fighting against discrimination at work as a manager Training for members of the Dauphine watchdog unit
Creation and implementation of a specific "Teaching Project Leave", including a document presenting related procedures and eligibility measures	23, 33	S2 2020	HR/VP HR Dedicated Working group (with researchers)	Creation of the "Teaching Project Leave" mechanism and documentation: Yes/No Number of "teaching project leave" per annum 1 communication action in 2020	Completed	"Pedagogical leave" effectively deployed and dedicated application space on the Dauphine website, with some informations related procedures and eligibility measures: https://dauphine.psl.eu/dauphine/presentation-universite/recrutement/recrutement-des-enseignants-chercheurs-titulaires/conge-pour-projet-pedagogique-cpp#:text=The%20file%20is%20constituted%C3%A9%20%3A, and%20p%C3%A9ducationnel%20%C3%A0%20Paris%2DDauphine
Creation and implementation of "teaching bonuses" in order to increase teaching activities' attractiveness	26, 33	S2 2023	HR/VP HR Dedicated Working group (with researchers)	Creation of "teaching bonus": Yes/No Total sum of bonuses distributed, per annum	Completed	New updated hourly equivalence framework including the functional bonus (C2) adopted by the Governing Board on 11 July 2022. These are bonuses mechanisms to make teaching and research activities more attractive. Effective implementation from 1 September 2022 Evaluation of the implementation and deployment of additional bonuses at the start of the school year 2023-2024

Training	Increase researchers' awareness on the training program specifically designed for them (skills management, MOOC, Individual right for training, sabbatical leave)	38, 39	S2 2021	Professional Support Service	<p>Inclusion of pertinent information in Dauphine's welcoming leaflet for TRs</p> <p>Communication material provided by PSL's Internal School</p> <p>Number of communication actions > 3</p> <p>communications actions per annum</p> <p>Evolution of the frequency of use of the training program by researchers : minimum of 25% of TRs in 2022</p>	Completed	<p>Meeting of new teacher-researchers by the HR Vice-President and the Internal School at the start of each academic year, presentation of training offers of interest to them (training offers for teacher-researchers such as Enriching your managerial practices to develop your research team, Supporting teaching practices and digital uses, career workshops, etc.; and other general training)</p> <p>Communication dedicated to teacher-researchers (leaflets, notes) during the welcome day for new staff by the Internal School</p> <p>General communication actions (dedicated Internal School campaign, HR newsletter, general internal newsletters from Dauphine and PSL) and specific actions, directly addressed to teacher-researchers (e-mails to all teacher-researchers, by the Internal School or the Research Support Directorate)</p> <p>Information and support for teacher-researchers wishing to make use of their CPF by the Professional Support Service</p> <p>All the actions carried out are leading to good results : - 25% more enrolment and 98% more participation for teacher-researchers between 2020 and 2021 - For the first half of 2022, already 305 registrations and 542 hours of training for teacher-researchers</p>
	Continue training and awareness-raising on psychosocial risks and risk prevention for researchers and engineers in management positions	28, 40	S2 2020	PSL Internal School	<p>Number of training courses</p> <p>Number of participants</p>	Completed	<p>Various training courses have been set up as part of the PSL Internal School (9 at present):</p> <ul style="list-style-type: none"> - Understanding gender-based and sexual violence as a manager - Awareness of Psychosocial Risks - Role of the manager in the prevention of Psychosocial Risks - Prevention of moral harassment at work - Preventing and fighting against discrimination at work as a manager - Promoting professional equality at work - Awareness of psychological fragility and risks - Prevention, help and support - Forum Theatre - Sexist and Sexual Violence - Mental health first aid <p>Some twenty teacher-researchers have participated in these courses since 2021</p> <p>New training courses related to risk prevention are continually being introduced</p> <p>Access to training courses on this topic on LinkedIn Learning</p>
	Implement delayed evaluations for career management workshops, in order to assess the medium/long term impact. This action will be steered and implemented by PSL's internal school	29, 30, 39	S2 2022	PSL Internal School	<p>Number of feedback forms received</p> <p>Delayed feedback for each training session: Yes/No</p> <p>Target : aiming towards 100% in 2022</p>	In progress	<p>Not yet effective, but these evaluations are planned for the start of the 2022-2023 academic year, with all participants</p> <p>All comments will be taken into account in a logic of continuous improvement</p>
	Set up training courses in supervision (doctoral supervision, research team management) and management tasks (budget and requests for resources, legal risks...) via the Internal School	40	S2 2020	PSL Internal School	<p>Number of supervision and management tasks training courses</p> <p>Number of participants</p> <p>Target : 10% of TRs participating in such training courses in 2022</p>	Completed	<p>Various training courses in training set up as part of PSL's Internal School for management and administrative functions, including:</p> <ul style="list-style-type: none"> - Management program - Enriching your managerial practices to develop your research team - Doctoral supervision <p>Participation rate of teacher-researchers to be improved, targeted communication actions multiplied</p> <p>18% increase in the number of teacher-researchers having participated in these courses between 2020 and 2021</p>

Conduct an inventory of formal and informal mentoring practices in order to establish a common framework for Dauphine as well as PSL University	28, 40	S1 2024	PSL's CSR VP / Research VP, PSL Internal School	Presence of the inventory: Yes/No	In progress	Project correspondent appointed at PSL but no inventory carried out for the moment
Ensure a better communication of existing mentoring and supervision training courses and workshops through a synthetic communication document	30, 39	S1 2024	PSL Internal School	Communication material Target : 3 communication actions on this topic in 2022	In progress	Brochures sent to teacher-researchers (potential mentors and mentees), presenting the Young Researcher Mentoring pathway; dedicated communication on the "Women and Science" mentoring pathway Information given at the welcome day and at the reception of new teacher-researchers by the VP HR and the Internal School Specific communication from the Internal School to teacher-researchers (emails listing the various training courses available), in advance
Constitution of a pool of PSL mentors	28, 37	S1 2024	PSL's CSR VP / Research VP, PSL Internal School	Number of Dauphine mentors in the PSL pool Target : aiming towards 15 in 2022	In progress	Launch on 8 March 2022 of the "Women and Science" mentoring scheme. 17 mentor-mentee pairs for the moment (benefiting young female PhD students), before future expansion Constitution of the pool of PSL mentors to come
Encourage researchers to follow training seminar on teaching techniques for full professors and associate professors	40	S2 2020	PSL Internal School	Number of participants in teaching techniques courses Target : 100% of newly recruited junior TRs trained in this course in 2022, 25% increase in the total number of participants, by 2022	Completed	Creation of the Pedagogical Innovation Centre (CIP) in 2021 to develop innovative practices in pedagogy and individual or team support by pedagogical engineers Dedicated training offer: "Support course for teaching practices and digital uses" supported by the PSL internal school and developed by the CIP, organised around modules, workshops and seminars open to all teacher-researchers and doctoral students; Pédago Days All new teacher-researchers must follow the pedagogy course (100%), open to all teacher-researchers Deployment of the teaching assistant scheme (dedicated AAP) Launch of a website dedicated to the CIP service offer (https://innovation-pedagogique.psl.eu/) Complementary training offer of the PSL Internal School. All new teacher-researchers are received by the head of the School in order to consider training courses adapted to their needs and profiles 201 teacher-researchers participated in the different pedagogical trainings in 2020, 275 in 2021 and already 132 for the first half of 2022. Many more training sessions by the end of year
Creation of an OTM-R quality monitoring mechanism	12, 13, 14	S1 2024	HRS4R Coordinator and General Services Manager, as well as VP for Faculty	Description of the mechanism	In progress	Action not yet effective but to be developed

C. Strengths and axes of improvement

1. Ethical and professional aspects

French legislation largely protects the freedom of research and the intellectual property of researchers. Moreover, Dauphine-PSL was involved very early on in the implementation of actions aimed at promoting integrity and ethics in scientific research.

Indeed, Dauphine is a signatory of the French National Charter for Scientific Integrity, which includes most of the ethical points of the European Charter. Our university has appointed a new scientific integrity advisor in November 2021 ³ and has formalized the setup of an ethics and integrity committee that meets on a regular basis. In terms of doctoral training, a major effort to design common training modules dedicated to these issues has been completed and is being rolled out to all doctoral programs in 2022.

On professional aspects, the Research Support Department was created in 2018 to promote research support as well as to contribute to the awareness of researchers to professional attitude issues in research: it offers dedicated training and information regarding ethics, intellectual property and calls for projects.

However, even though the dissemination of standards and routines in these areas is progressing well within laboratories, efforts still have to be made to improve accessibility of information, overall communication of legislative texts towards researchers, as well as formal adherence to aforementioned principles. Although Dauphine is already a signatory of several key texts, we aim to ensure that every researcher formally and individually acknowledges and adheres to these principles.

- Dissemination of research:

The dissemination of research to the public has been at the core of the Dauphine project since its creation. The institution cultivates strong relationships and partnerships with socioeconomic actors, is strongly involved in public debate and regularly organizes events for the general public.

A PSL Open Science Charter was adopted on May 5, 2022 ⁴ by the component institutions, including Dauphine. Within PSL, the university is currently developing an ambitious open science policy, reinforcing its leadership in the dissemination of research. A working group was set up at the beginning of 2022 with multiple axes of study. First actions have already been implemented. In addition, numerous awareness-raising activities on Open Science are held each year for teacher-researchers.

³ <https://dauphine.psl.eu/dauphine/media-et-communication/article/nomination-dun-nouveau-referent-integrite-scientifique>.

⁴ [https://www.psl.eu/sites/default/files/Charte science ouverte Universite-psl Mai 2020.pdf](https://www.psl.eu/sites/default/files/Charte%20science%20ouverte%20Universite-psl%20Mai%202020.pdf).

- Non-discrimination:

In terms of non-discrimination, Dauphine has appointed several referents (particularly for gender equality, the inclusion of disabled or LGBT+ people). We also have a gender equality plan and a set of specific HR measures regarding the integration of people with disabilities. An action plan to ensure equality and diversity has also been developed at PSL level.

- Evaluation:

As a French university, Dauphine researchers must comply with the French research evaluation system. This system includes an external audit by a national organization (HCERES) of all the university's research laboratories at least every four years. As for the evaluation of full professors themselves, it is strictly regulated by French law and is carried out at the national level by a dedicated body, the Conseil National des Universités (CNU). In addition, Dauphine is EQUIS accredited by the European Foundation for Management Development (EFMD). This quality improvement system ensures a rigorous control and a broad evaluation of all our activities every five years, with a particular attention to the respect of diversity.

In addition, an evaluation procedure has been set up for contractual research professors.

2. Recruitment and selection

At Paris Dauphine-PSL, full professors are recruited following a process provided by law, intended to prevent any discrimination in terms of age, citizenship, language or ethnic origin. This system guarantees equal opportunity for all (French and EU nationals) at the time of recruitment, even in the composition of selection committees, where parity is a requirement. Regarding contractual professors, whose recruitment is not regulated at the state level, Dauphine has implemented a set of recruitment practices that guarantee transparency and equity, based on the same requirements and processes as for full professors.

We now have an academic recruitment charter⁵, reminding us of our commitments to respect the principles of the OTM-R, available on our website and systematically communicated to the members of the recruitment committee.

We have also designated and trained referents in each discipline on the issue of cognitive bias in recruitment. They contribute to the systematic sensitization of their colleagues, members of the recruitment committee, at the beginning of each process.

Finally, statistical monitoring tables on the proportion of women and men selected at each stage of the recruitment process are sent to committee members by the HR Department and are completed by them.

⁵ https://psl.eu/sites/default/files/Charte_de_recrutement_academique_PSL_EN.pdf.

The need to designate two observers in each committee to ensure compliance with the OTM-R principles is also systematically emphasized in a note to its members. However, we need to set up a specific control system to check that this is actually done.

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

The effective implementation of new actions (training on cognitive biases, setting up of observers, etc.) must also be better formalized and monitored.

Specific work on the recruitment procedures for some populations (post-doctoral researchers and associate professors) still needs to be done.

3. Working condition

Dauphine puts Quality of Life at Work at the core of its HR policies. A comprehensive action plan, initiated in 2019 - with a section specifically dedicated to researchers - is implemented and monitored regularly. In addition, Quality of Life at Work largely infuses the University's 2021-2024 Strategic Plan, which includes several measures on this topic.

Dauphine aims for excellence in the working conditions provided to researchers. The Dauphine Research Support Department and the PSL mutualised service dedicated to European calls for funding help all researchers within the institution. The University Library also plays a central role by providing researchers with over 200,000 works, assisting users with their documentary research and offering training on a variety of subjects as well as a virtual Q&A service called QoRAIL for economics and management sciences. Also, the intranet has been completely renovated for the start of the 2021 academic year, to facilitate access by staff - including teacher-researchers - to documents of interest to them. Adjustments are to come.

Thanks to national French labour laws, Dauphine researchers also benefit from social protection in the event of illness or accidents, and unemployment rights (whether they are French or foreign). In addition, Dauphine provides researchers with the means to balance their professional and personal lives by providing an on-site childcare center or by giving access to teleworking.

Furthermore, the PSL Welcome Desk has launched a support service open to all PSL teachers researchers ⁶, including the ones at Dauphine. Thanks to this service, which was effectively implemented at the beginning of 2022, more than forty teacher-researchers have been helped to prepare their stay in France, to deal with administrative formalities or to find accommodation.

⁶ <https://psl.eu/en/news/welcoming-international-researchers-psl-welcome-desk-extends-its-services>.

Regarding gender balance, Dauphine has a monitoring unit against discrimination and sexism. A gender equality plan was adopted by Dauphine in July 2021 ⁷: its deployment, which is underway, focuses on different areas such as equal access to jobs, pay gaps, work/life balance, etc. Our Equality Referent coordinates its implementation. As provided for by French legislation, parity in selection committees is respected and Dauphine chose to apply the same composition rule to selection committees for non-tenured faculty.

Career management is mostly done at the national level. However, Dauphine is taking proactively into consideration the most recent evolutions in legislation in order to improve researchers career mobility. A research reconversion leave, financed by the University, has thus been introduced from the 2020-2021 academic year as well as a leave for Pedagogical Projects ⁸. Moreover, Dauphine invests a substantial budget to help associate professors (lecturers) dedicate more time to research by granting them very favorable teaching discharges during their first three years.

A more accurate and attractive system of allowances has also been implemented in 2022 through the revision of the institution's activity framework and the introduction by law of a new system for tenured professors (called RIPEC in French).

4. Training and development

Recognised for its experience in its field, Dauphine's training department has been chosen to develop and build the training offer for all staff at the level of PSL University. Moreover, French legislation provides for a right to training for all. Access to training is thus facilitated.

That's why our institution has a complete training offer for its researchers, both on-site and online, via the Internal training school of PSL as well as its own training resources.

In accordance with our HRS4R action plan, various new training courses have been introduced and others have been developed and promoted towards teacher-researchers, on various themes such as supervision, career management and pedagogy ⁹. Regarding the latter, a Pedagogical Innovation Center ¹⁰, created by PSL and supported by Dauphine, offers a wide range of services to support teachers.

A compulsory training course about scientific integrity has also been introduced for doctoral students, in application of legal provisions. It has been in effect since the beginning of the 2020-2021 academic year.

⁷

https://dauphine.psl.eu/fileadmin/mediatheque/rsu/Communication_Plan_d_action_Egalite_professionnelle_UPD_17_05_21_-_Site.pdf.

⁸ <https://dauphine.psl.eu/dauphine/presentation-universite/recrutement/recrutement-des-enseignants-chercheurs-titulaires/conge-pour-projet-pedagogique-cpp>.

⁹ <https://innovation-pedagogique.psl.eu/sites/default/files/2022-09/%20Parcours%20pe%CC%81dagogique%202022%202023%20vf.pdf>.

¹⁰ <https://innovation-pedagogique.psl.eu/>.

Specific communication actions (brochures, group meetings or individual interviews, e-mails, etc.) have been set up by the Internal School, the Professional Support Service and the Research Support Department, so that teacher-researchers are more aware of the training opportunities available to them. These actions have already had a positive impact, since the number of teacher-researchers enrolled in training courses (all categories) increased by 25% between 2020 and 2021. Targeted communication will therefore be continued and stepped up.

In terms of supervision, in accordance with legislative provisions and the PSL Thesis Charter ¹¹, each doctoral student is assigned a thesis director, undergoes compulsory training and is regularly evaluated by a thesis committee.

Other researchers (grades R2 to R4), on the other hand, are not systematically mentored, although informal practices exist in some research centers. Formalization and promotion of mentoring still need to be developed at Dauphine-PSL, even though some programs, like “Women and Sciences” have been launched at PSL level ¹².

D. Focus on the OTM-R policy

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

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

- Implementation of an OTM-R system:

The adoption of an academic recruitment charter in July 2020 by PSL University and its component institutions, including Dauphine, was a major step. This charter is available online on the Dauphine website ¹³, where a dedicated HRS4R / OTM-R page has been created, as well as on the PSL recruitment portal and on our intranet. The charter is systematically provided by the HRD to all members of recruitment committees before the start of the recruitment process.

In order to systematically make recruiters aware of cognitive biases, referents have been designated and trained within each discipline. They help to raise awareness among recruitment committee members at the beginning of each session. A note on cognitive bias awareness is also systematically sent by the HRD.

¹¹ <https://collegedoctoral.psl.eu/wp-content/uploads/2018/04/Charte-des-theses-Avril-2018.pdf>.

¹² <https://www.psl.eu/en/news/women-science-psl-mentorship-program-support-young-women-their-science-careers-and-reduce>.

¹³ https://psl.eu/sites/default/files/Charte_de_recrutement_academique_PSL_EN.pdf.

Finally, statistical monitoring tables on the proportion of women and men selected at each stage of recruitment are sent to committee members by the HRD and are completed by them. The formalization of processes for associate professors and post-doctoral fellows remains to be implemented and is integrated into the Dauphine-PSL HR roadmap 2023. Governance expects that these policies will promote greater harmonization of practices, while maintaining the necessary flexibility to adapt to each discipline's realities.

- Improvement of the announcement and application phase:

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

Academic offers are entirely centralized by the HRD. Offers regarding contractual teaching and research positions are published on the joint PSL recruitment website. Their transfer to Euraxess is done manually and will soon be done automatically, even if some technical adjustments must be made to allow the system to function fully. The operation is in progress.

- Improvement of the selection, evaluation and appointment phase:

The systematization of replies to applicants for contractual teacher-researcher or doctoral positions, as well as the creation of an HR document on our recruitment process and its challenges, are actions that remain to be undertaken. They are on the HR roadmap for 2023-2024.

The requirement to assign two observers in every recruitment committee, to ensure compliance with the OTM-R principles is now notified by the HR department in a note to their members, sent systematically before the start of the process. However, a specific monitoring system should be put in place to check that this is implemented.

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

- Implementation of the OTM-R global assessment:

The working group in charge of implementing HRS4R integrates the OTM-R principles in its objectives and, more generally, in the implementation of its actions.

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

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

Among these various external shocks, the health crisis generated by the Covid-19 pandemic, to which we had to adapt collectively in an emergency, and the reception of student refugees since February 2022 due to the war in Ukraine.

From an HR perspective, the event that most impacted the University's strategy was the adoption of the Research Programming Law (RPL) ¹⁴. This law, elaborated by the French government and adopted by the parliament at the end of 2020, has imposed itself on us.

It contributes, through various measures, whether in terms of salary (evolution and extension of the allowance system), career ("repyramidage" to foster the promotion of senior lecturers to full professor) or legislation (creation of dedicated chairs to offer attractive positions to more varied and high-level profiles, on a contractual basis), to reinforce the attractiveness and openness of recruitment and career development of teacher-researchers.

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

Apart from these conjectural adjustments and in relation to exogenous shocks, there are no strategic decisions underway that could influence the HRS4R action plan of Paris Dauphine - PSL.

The university's priorities regarding its HR strategy and the implementation of the HRS4R action plan remain stable, despite the change in governance in December 2020. Some actions have been implemented at mid-term, even though some need to be consolidated. Others have been rethought considering our experience and the evolution of the institution's context. New actions have also emerged.

A few changes in method should be noted, even though they are limited. This is the case, for example, of PSL's equality and diversity charter, which was transformed into an action plan dedicated to this theme; or of the reorientation of thematic ethics charters towards ethical guidelines adapted to the various disciplines.

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

- The development of transparency and openness in recruitment;
- The revision of some recruitment processes (associate professors, post-doctoral fellows);

¹⁴ <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000042738027>.

- The reinforcement of teachers-researchers's training;
- The development of Open Science and of training in ethics and scientific integrity.

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

A. Preparation of the internal evaluation

Human resources policy is a major component of the strategy of the new governance, with a real focus on teacher-researchers, whether they are tenured or on contract. The Vice-President in charge of Human Resources is particularly committed to carrying out the institution's HRS4R roadmap, in collaboration with the research support services, the HR department and the HRS4R coordinator, who is now Dauphine's Managing Director.

In order to best prepare the internal review of the implementation of Paris Dauphine - PSL's HRS4R plan, the General Management relied on the various existing mechanisms - detailed in the answers below - that have been set up to regularly monitor the progress of the action plan.

The HRS4R implementation committee met in October 2021, May and September 2022 specifically to prepare the mid-term review. These sessions came in addition to the regular working meetings held with stakeholders and devoted to monitoring the action plan.

B. Implications for teachers-researchers

Working groups have been or are being set up on a regular basis in order to involve the research community or their representatives in the reflection on the implementation of actions or structuring HR policies related to our HRS4R approach (professional equality plan, system of allowances., implementation of junior professorships, procedures for examining researchers' promotions, setting up of cognitive bias referents, etc.) A working group dedicated to open science has been in place for several months under the aegis of the Director of Libraries. The Ethics and Scientific Integrity Committee is at the heart of the reflections on these issues, under the chairmanship of our Scientific Integrity Officer.

Working groups have been or are regularly set up to involve the research community or their representatives in the reflection on the implementation of actions or structuring HR policies linked to our HRS4R approach (professional equality plan, allowance system, procedures for examining researcher promotions, training of cognitive bias referents, etc.). A working group dedicated to open science has also been in set up for several months now under the supervision of the documentation service director. Moreover, Ethics and Scientific Integrity Committee is at the heart of the reflections on these issues, under the chairmanship of our Scientific integrity Officer.

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

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

Finally, the regular updating of the HRS4R page on the University's website will keep the community of teacher-researchers aware of the action plan's progress. In addition, a dedicated governance communication is planned at the end of the internal review, to share our mid-term self-evaluation report with our entire community.

C. Implementation committee

An HRS4R implementation committee was set up by the university after its accreditation in October 2020. The composition of this committee is the same as the original steering committee, which was transformed following accreditation.

It is currently composed, in particular, of several members of the governance - who are also professor-researchers at Paris Dauphine - PSL - such as the president of the university, the HR Vice-President, the Research vice-president, the equality and diversity Officer. The Managing Director and its project manager (who both coordinate the process), the Director of Human Resources and the Director of Research Support, as well as several of their staff members, are also members of the HRS4R implementation committee and work on the deployment of the action plan.

This committee effectively drives and monitors the implementation of the actions provided for in the Dauphine - PSL HRS4R plan, some of which are deployed jointly with PSL.

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

The HRS4R action plan is fully integrated into the University's Strategic Master Plan, which covers the period 2021-2024 and is directly driven by governance.

Thus, the measures planned within the framework of HRS4R have an impact on most of the nine axes of the master plan, such as research, human resources, social and environmental responsibility, digital technology or administrative simplification.

For example, the implementation of pedagogical leave or leave for research and thematic conversions (CRCT) for teacher-researchers was at the core of the Human Resources Department's roadmap; the implementation of a professional equality plan between women

and men was the main mission of the Equality Officer in 2021; the redesign and continuous improvement of the intranet is a priority for the communication and digital services; etc.

This integration of the University's HRS4R policy into the Strategic Master Plan allows its integration in all aspects of the governance team's roadmap. This facilitates and guarantees its effective deployment, its regular and precise monitoring and the allocation of the necessary resources. It also ensures the overall consistency of the governance team's HR strategy and a commitment at all levels of the institution.

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

E. Monitoring the implementation of actions and progress

The Managing Director and the Project Manager directly monitor the implementation of the actions in the HRS4R plan and ensure that the main milestones are reached.

As HRS4R coordinator at PSL level, the Managing Director can also ensure the proper follow-up of joint actions by reporting annually on the shared action plan's progress at the PSL HR conference.

Regular meetings are held with the main responsible departments to assess the progress of their deployment. These meetings also help to identify and resolve any difficulties encountered and to adjust the planning of actions and deadlines if necessary. The frequency of meetings between the referents and the project manager is determined according to the departments' involvement in the strategy, the number of actions they are responsible for, and the type of action to be implemented.

The Managing Director and the project manager will update the HRS4R action plan accordingly and share this information with the implementation committee, which will keep its current monitoring and evaluation duties, based on all the data collected.

Also, Dauphine-PSL has a department in charge of financial and organizational governance. It has introduced this year a shared management dashboard designed for the governance team. This tool will integrate the indicators of our HRS4R action, to ensure a regular and shared monitoring of the project.

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

A monitoring tool has also been set up by the HRS4R project manager to track our achievements in all areas covered by the action plan: ethics, recruitment, working conditions and training. For each action, they specify the project leaders and deadlines, updating them if necessary.

F. Preparation of the external evaluation

In order to prepare for the external review, it will be necessary to analyze precisely the assessment report of our mid term self-evaluation and its recommendations in order to adjust the updated strategy. The insights from the review of all these elements will be submitted to the Implementation Committee to validate the needed adaptation, both in terms of implementation strategy and actions to be taken.

Regular coordination meetings, two to three times a year, with all stakeholders will help prepare for the external review, as will tracking of progress and difficulties, and analysis and monitoring of indicators. All reference documents, follow-up tools and updated indicators will be systematically stored in a shared space such as SharePoint.

In addition, it will be necessary to reflect on ways to increase awareness of the new processes in the communities and to ensure that they are effectively implemented (in the recruitment area for example: appointment of observers, compliance with OTM-R principles, etc.). Making progress on this point will be a step forward in the perspective of the external review.

Similarly, communication about the HRS4R strategy should be intensified. It is necessary to consider ways of regularly providing information on the evolution and progress of the implementation of the strategy (intranet, mailing, reports...).

Finally, exchanges of practices and feedback with PSL University institutions and research organizations that have already gone through the external review phase (Institut Curie, CNRS, etc.) will be invaluable for this preparation.

V. Annexes

A. Annex 1 - Letter of commitment



European Commission
DG Research & Innovation
Open Innovation and Open Science
B-1049 Brussels
BELGIUM

Université Paris Dauphine-PSL
Place du Maréchal
de Lattre de Tassigny
75775 Paris Cedex 16
FRANCE

Paris, 1st of October 2019

Declaration of Endorsement of and Commitment to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code)

The Université Paris Dauphine-PSL, represented by its President, Isabelle Huault, fully endorses the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Many of these principles have already been implemented in our university.

The Université Paris Dauphine-PSL hereby declares its commitment to further implement these principles of Charter and the Code via the Human Resources Strategy for Researchers (HRS4R).

The Université Paris Dauphine-PSL not only supports the work and development of individual researchers, but also aims to maintain the high quality of research in general.

We strongly believe that implementing these principles of the Charter and Code will contribute to further develop the European Research Area.

Yours faithfully,

Isabelle HUAULT


President of Dauphine-PSL



Place du Maréchal de Lattre de Tassigny, 75775 Paris Cedex 16 – service.presidence@dauphine.psl.eu
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B. Annex 2 - Paris Dauphine – PSL's action plan

➤ Link to the action plan :

https://dauphine.psl.eu/fileadmin/mediatheque/label_hrs4r/Plan-Actions-Dauphine-09_20.pdf

HRS4R ACTION PLAN

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
ETHICS				
Establishment of a PSL ethics committee for PSL University.	3, 10	Q4 2020	Université PSL Research VP	Target number of committee meetings per annum 1/p/a Target : 1 charter in 2021, whose elaboration process will then be formalized and used as guidelines for charter elaboration
Encouragement for researchers to follow a training session on ethics: as it is already mandatory for doctoral students, creation of communication materials presenting this training as strongly recommended for supervisors of doctoral students, as an incentive for other researchers. Such communication materials could include email campaigns aimed towards supervisors. This action is common to all PSL University institutions.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	SL 2021	PSL Doctoral College Dauphine Doctoral School and doctoral programs Internal School PSL	Number of training courses offered Number of trainees by category (PHD or other) Targeted number : 50 trainees in 2022 (excluding PHD students)