

Human Resources Strategy for Research at the University of Franche-Comté

Implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

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1 Foreword

As early as 1287, Otto IV, then count of Burgundy which at that time included Franche-Comté, had the idea to found a university in the region. But it was only in 1423 that the Duke Philip the Good inaugurated in Dole the so-called "Université des deux Bourgognes" (University of the two Burgundies) for the Duchy of Burgundy, the current administrative region of Burgundy, and the County of Burgundy, the current Franche-Comté. It consisted of three faculties: theology, canon and civil law and medicine. In 1691, Louis XIV transferred the University from Dole to Besançon, where it was then possible to study also arts. In 1845, at the beginning of the academic year, under massive pressure from local figures, Paris voted the necessary credits and the faculty of sciences could finally start working. From then on, the University kept on growing with its diversity.

The University of Franche-Comté (UFC) is nowadays a human-sized multidisciplinary university that includes medicine studies (22,358 students and 2,468 staff members), located in 5 cities all over Franche-Comté: Besançon, Belfort, Montbéliard, Vesoul and Lons-le-Saunier. All major disciplinary fields are taught: basic and applied sciences, health, technology, arts, humanities, languages, language sciences and linguistics, social sciences, sports sciences, law, economics and management.

In order to become a "major university", UFC has to face two main challenges:

- having an international visibility based on the excellence of its research and teaching,
- contributing to local and national development and growth.

UFC intends to reach these ambitious objectives in an international context characterized by the entrance of developed countries into a knowledge economy. The fierce competition and the increased collaborations between research and higher education systems, and a highly evolving national context, locally led in 2015 to the creation of a federation of higher education institutions in the region, the so-called "Communauté d'Universités et d'Établissements Université Bourgogne-Franche-Comté" (COMUE) and to the merge of Burgundy and Franche-Comté administrative regions in 2016.

For this purpose, the University of Franche-Comté:

- has been structured in collegiums: these collegiums are meant to strengthen the leadership of Franche-Comté in key enabling technologies in order to bring competitiveness to Europe (advanced materials, photonics, nanotechnology, advanced manufacturing systems). They are also built to tackle the current challenges our society is facing in environment, energy, transport, information and communication, as well as in health and well-being. The collegiums cover the following disciplinary fields:
 - basic sciences and engineering sciences;
 - natural sciences, environment and territory;
 - legal sciences, economics and management;
 - human sciences and humanities;
 - health and sport sciences.
- reorganizes its research units (also called research teams) in the fields of health and human and social sciences;
- participates in the development of COMUE Université Bourgogne Franche-Comté;
- contributes to the development of territorial innovation;
- strengthens its partnerships with Swiss institutions of higher education. The creation of the collegium SMYLE in 2013 is the first step to a French-Swiss territory devoted to intelligent microsystems engineering. This structure crossing over Jura mountains borders and planned to combine research, training and entrepreneurship, involves two major research units: the FEMTO-ST Institute and the Microengineering Institute (IMT, Institut de Microtechniques) of the École Polytechnique Fédérale de Lausanne (EPFL) and their authorities: the University of Franche-Comté (UFC), the National School of Mechanical and Microengineering (ENSMM), Belfort-Montbéliard University of Technology (UTBM), the École Polytechnique Fédérale de Lausanne (EPFL) and the National Centre for Scientific Research (CNRS).

In order to achieve these objectives, the UFC has decided, since 2012, to strengthen its human resources policy.

2. UFC process towards European “HR Excellence in Research” acknowledgment

2.1 Context

Since 2005, the European Commission has issued recommendations for researchers, employers and funders from public and private sectors. Moreover, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers aim to make research a more attractive career and to spread good practice. The UFC has officially endorsed the Charter and Code principles on 19 June 2007. Since 2010, the European Commission awards the European logo "HR Excellence in Research" to institutions effectively implementing a human resources strategy for research, including the principles of the Charter and the Code. After analysing the UFC strengths and weakness compared to the Charter and the Code, a plan of action has been developed in order to start the "HR Excellence in Research" process for acknowledgment.

The 22 July 2013 law on higher education and research has significantly modified the traditional balance of the university governing bodies: transferring the competences of the Board of Administration to the Academic Council, removing certain competences of the university president in favour of the Board of Administration, establishing a faculty director's council. The University of Franche-Comté has anticipated many of these developments, setting up of collegial bodies:

- a Council of Deans that associates representatives of research. This council contributes to a more effective/efficient management of the institution and greater sharing of responsibilities, the closest possible to academic activities;
- an Annual Congress that gathers all representative bodies.

Moreover, the creation of collegiums materializes the project of increasing synergy between teaching and research, promoting internal transdisciplinarity to major fields of teaching and research, and strengthening the links between academic activities and the economic and social needs of the country.

2.2 UFC's process towards the award

The process aims at:

- developing UFC excellence policy in research;
- participating in the construction of the European Research Area;
- contributing to the institution's international influence and attractiveness.

The institution's voluntary commitment into bringing its processes up to the standards set by the Charter and Code is based on the 5-step tool provided by the European Commission: the 5-step "Human Resources Strategy for Researchers" (HRS4R):

1. Internal gap analysis of UFC current practices and processes compared to the 40 Charter and Code principles involving research key players;
2. Publication on the institution's website of the plan of action to be implemented based on the main results of the internal analysis with definition of milestones to reach and progress indicators to monitor;
3. Assessment and acknowledgement of the HR Strategy for Research by the European Commission, followed by the award of the “HR Excellence for Research” logo;
4. Implementation of the HR strategy and self-assessment after 2 years;
5. External evaluation: at least every 4 years, and renewal of logo award.

2.3 Steering committee composition

In order to stress the importance of this process for the university, Professor Fabrice Lallemand, Vice-President for Human and Financial Resources formed a steering committee.

This Committee is composed of representative panel of University's staff (teachers and administrative staff, permanent and temporary staff) :

- Members of UFC management team:
 - Pr. Lamine BOUBAKAR, Vice-President for Research and Knowledge Transfer between Research and Teaching
 - Mr. Christophe de CASTELJAU, General Director of Services
 - Mr. Stéphane CROVELLA, Deputy General Director of Services, Human Resources Director
 - Pr. Fabrice LALLEMAND, Vice-President for Human and Financial Resources
 - Dr. Frédéric MUYARD, Vice-President for Education and Student Life
- Administrative staff:
 - Dr. Samuel AMET, Research Office
 - Ms. Aurelia BAUMENT, Lawyer, Research Promotion and Knowledge Transfer Department
 - Mr. Cedric CASTOR, Head of the Department of International Relations and Francophony
 - Ms. Stephanie DJERIOUI, International mobility officer, Research Promotion and Knowledge Transfer Department
 - Ms. Mary Jo FERNANDEZ, Head of Human Resources Office For Academic Staff
 - Ms. Nicole GAUME, Head of Talent Management Office
 - Ms. Christiane GRILLIER, Head of Research Office
 - Ms. Laura PFLUGER, EU Affairs Manager, European Projects Office
- Heads of Doctoral Schools:
 - Pr. Philippe LUTZ, Head of the Engineering Sciences and Microengineering Doctoral School
 - Pr. Nadine BERNARD, Deputy Head of the Environment and Health Doctoral School and representing Belfort and Montbéliard faculties (North of the region)
- Representatives from various scientific areas:
 - Pr. France MARCHAL-NINOSQUE, Vice-Dean for Research at the Arts and Social Sciences Faculty
 - Dr. Fabienne MOUGIN-GUILLAUME, Senior Lecturer at the Sport Sciences Faculty
 - Dr. Laurence RICQ, Head of Lifelong Learning Office
 - Dr. Frédéric SPAGNOLI, Head of Applied Modern Languages Department, Belfort-Montbéliard Faculty
 - Dr. Catherine TIRVAUDEY, Dean of the Economics, Law and Management Faculty
 - Pr. Macha WORONOFF, Vice-Dean of the Medical and Pharmaceutical Sciences Faculty
- 2 coordinators:
 - Mr. Thierry BLOND, Head of Steering and Management Control Office
 - Mr. François PARDO, Head of Monitoring Payroll and Internal Human Resources Control Office

Members of the steering committee had supported the creation of working groups within their department or laboratory to conduct reflection on the forty items of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers which have been assigned to them to perform the Gap Analysis work between current practices of our establishment and the recommendations of the Charter and Code.

The committee met six times between October 8, 2015 and February 10, 2016 to summarize the information collected and carried out by each in its field and its department

2.4 Methodology

The UFC process for acknowledgment follows the several steps recommended by the EU (steps 1 and 2 of the process described at point 2.2):

- Presentation of the HRS4R process and approval by the governance in June 2015;
- Presentation and assessment of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers to all interested departments and offices in July 2015;
- Constitution of the Steering Committee in October 2015;
- Distribution of the forty items amongst the administrative staff according to their area of specialization for analysis using the reference regulatory frameworks provided by the Conference of University Presidents (CPU) and the Ministry of National Education, Higher Education and Research in October 2015;
- Analysis and assessment of the UFC existing processes, comments and proposals from all interested departments and offices;
- Writing of the gap analysis document by the various departments and offices;
- Discussion on the proposals drawn up in the document by the Steering Committee on November 2015;
- Proposal of actions to be undertaken from the gap analysis document;
- Check of the coherence of both documents, the gap analysis document and the plan of action, by a committee of specialists;
- Approval of the two documents by the Steering committee in January 2016;
- Presentation of the chosen strategy to the governance and then to several governing bodies for approval;
 - Committee on Research of January 12, 2016 (discussion)
 - Committee on Research of January 19, 2016 (approval)
 - Committee on training and student life of January 19, 2016 (discussion and approval)
 - Technical Committee of February 4, 2016 (discussion and approval)
 - Board of Directors of February 29, 2016 (discussion and approval).Those several governing bodies include representatives of all categories of staff (teachers and administrative staff, temporary and permanent staff, PhD students), students and external experts.
Therefore, validation by these bodies induces a broad consultation of the university community
- Translation of documents;
- Plan of action published on the University of Franche-Comte institutional website.

3 Results of the internal gap analysis

3.1 Strengths

The internal self-assessment shows that most of the principles are already implemented at different stages. UFC has been indeed committed, since 2012, to strengthen its human resources policy by:

- **Accompanying and facilitating staff career development:** the career length and the ongoing professionalization of public service in a more and more accepted "career approach" must result more training opportunities, including trainers training, offered by the institution to its staff. For instance, the creation of SUN-IP, the Office for Digital and Educational Innovation ("Service universitaire du numérique et de l'innovation pédagogique"), at the end of 2014, is meant to help teaching staff to learn and to be trained on innovative technologies in education. UFC gives particular attention to newly recruited research and teaching academic staff by reducing of 64 hours/year the request of teaching. UFC also encourages their integration into the academic community with meetings on the first day of contract and a five-day training session. Beyond these specific measures for new comers, the University pays particular attention to the internal mobility of permanently-contracted staff and has starting working on the career development of temporary-contracted staff. In 2016, the University of Franche-Comté will allow specific funding to staff willing to start new career for them to assess their skill.

- **Fighting against all kinds of discrimination at work:** the University of Franche-Comté intends to fight against all kinds of discrimination at work. UFC's training plan include increasing awareness and promoting best practices for gender parity, especially for governing bodies, heads of departments and offices and to all staff. A particular attention to training is paid by the Higher institute for training teachers and education staff ("École Supérieure du Professorat et de l'Éducation"), trainee teachers are systematically made aware of the concept of gender and of the importance of fighting against stereotypes. The University of Franche-Comté is committed, in partnership with the University of Geneva to an interregional project called "Laboratory of equality". A regional convention about equality of girls and boys in the educational system was signed on 22 April 2014.

The employment rate of workers with disabilities is higher than the average in French Higher Education Institutions (2.8 per cent) but it is still below the legal threshold. The University of Franche-Comté is committed to strengthening its welcoming policy by acting firstly on the managers and teams awareness and secondly on the coherence of disabled workers support. A single coordinator for staff and students will be appointed.

In 2010, the UFC signed the French Diversity Charter (the so-called "Charte de la diversité"), which aims at fighting against social, geographical and cultural discrimination. From then on, the University of Franche-Comté is committed to ensure non-discrimination in recruitment and career development.
- **Improving staff working conditions and developing medical and social support: as a result the institution has decided to :**

 - implement of a psychosocial risk prevention plan which allows it to understand the different work realities based on consultative joint commissions. The plan is regularly adjusted in order to take into account the regular controls subjects to recommendations integrated in the risk assessment form (the so-called "Document Unique").
 - structure preventive medicine and social assistance through a medical-social service allowing a better legibility of tasks assigned to the prevention doctor and to the social assistant. These two persons are now working full time. This structure tends to make communication between social-medical and HR services, especially when monitoring staff exposed to occupational hazards. It will be complemented by an increase of the budget allocation for exceptional assistance to workers in trouble.
 - create in 2012 a listening group where every kind of staff can talk about difficulties and problems.
 - start the project of implementing Hygiene and safety commissions in all research units of the university. These commissions will allow to relay the actions of the hygiene, safety and working conditions committee (CHSCT) and also to facilitate its use.
 - provide staff children with a leisure centre without accommodation during the summer.
- **Consolidating the human resources and management steering tools:** the generalization of common tools such as the class schedules software or the integration of teaching hours in the payroll software to all faculties is now finished. The institution has got powerful steering and management tools and continues with the process of deconcentrating some of them to faculties to improve communication during the employment campaigns preparation. In this respect, the implementation of the next Human Resource Management System (HRMS) contract is expected to be even more efficient.
- **Strengthening legal security, ensuring transparency and improving the quality of academic and administrative staff recruitment:** the University governance relies on the principles of collegiality, transparency and subsidiarity. Particular attention is paid to the recruitment process of academic staff (teaching and research). Guidelines are addressed to all recruitment committee presidents in order to ensure transparency and fairness in the recruitment process. Priority is given to gender parity taking into account any possible career interruption. The University of Franche-Comté has also been innovative when making mandatory a teaching exercise during the interview in the recruitment process of lecturers. This measure has definitely improved the quality of recruitment.

The UFC is trying to develop social dialogue as the organization of eleven public debates on working conditions proofs. These debates were organized by the Vice-President for Human and Financial Resources and by the Director of the Human Resources Department. The information gathered is then used to the creation of the plan of action to improve the staff working life quality.

In order to promote the diffusion of culture as well as scientific and technical information to UFC staff members but also to a wider audience, the University created in 2012 a "Science, Art and Culture" centre to promote the diffusion of culture by:

- coordinating the scientific popularization actions within the institution (Fête de la Science, European Night of Researchers, European year);
- producing scientific theme exhibitions (holograms, Lux);
- wide spreading scientific culture (knowledge agora, open-day).

The Department of International Relations and Francophony (DRIF) with the support of the Centre of Applied Linguistics (CLA), an internationally recognized centre of expertise, implement the institution's international policy. The DRIF and Research Promotion and Knowledge Transfer Department coordinate their actions to increase the international visibility and to better receive international researchers. In this context, the university has acquired software for the management of international relations that will be operative on September 2016 and that will allow to manage incoming and outgoing staff mobility as well as European and International cooperation on a shared basis (DRIF, Research Promotion and Knowledge Transfer Department, faculties and research units).

Furthermore, since November 2005 already, the University of Franche-Comté has decided to create a EURAXESS services centre (<http://valorisation.univ-fcomte.fr/pages/fr/menu4200/reseau-euraxess---accueil-des-chercheurs-etrangeurs/le-reseau-euraxess-16341.html>) following the initiative of the European Commission, which launched the EURAXESS network in June 2004. This initiative was born from the desire to implement a European research policy based on scientific excellence, competitiveness, innovation and cooperation. Its challenge is to avoid the division of the research efforts made on promoting cooperation between European and international scientists. By creating the EURAXESS network, Europe has a nationally-declined tool whose purpose is to promote the career of researchers and facilitate their international mobility.

Since its creation, the EURAXESS services centre of the UFC offers personalized help to its research units and its researchers:

- for all administrative formalities (reception agreement, visas, residence permits, steps in prefecture and OFII (the French Office for Immigration and Integration, "Office Français de l'Immigration et de l'Intégration"), social security, health insurance / housing, bank account openings, help for social services applications, etc.)
- for finding accommodation (student residence, hotel residences and hotels apartments, private rentals, etc.) and, secondly, contracting a lease (guarantee deposit advanced by the EURAXESS Service Centre);
- to assist children education and partner cultural immersion;
- for filling income statements and giving general information about French tax system;
- and for answering all the other questions that the researcher and his family may have about their stay in Franche-Comté.

Moreover, the UFC provides international researchers visiting Besançon for short periods (from a week up to 90 days) with a house and 3 apartments.

3.2 Avenues for improvement

The internal gap analysis has shown avenues for improvement that are classified according to the departments/offices and to the type of action (Communication, Formalization and Development). They are presented in the table below with the planned deadline (short or mid-terms goals), the responsible of the action as well as the various progress indicators to monitor. In line with the gap analysis structure, these conclusions are divided into 4 sections:

- I – Ethical and Professional Aspects (items 1 to 11)
- II – Recruitment (items 12 to 21)
- III – Working conditions and social security (items 22 to 35)
- IV – Training (items 36 to 40)

Key to abbreviations used in the tables below

ATER = Attaché Temporaire d'Enseignement et de recherche / Research and Teaching Temporary Attaché
CAC = Academic Council
CHSCT = Comité d'hygiène, de sécurité et des conditions de travail/ Health, Safety and Working Conditions Committee
CNRS = Centre national de la recherche scientifique / National Center for Scientific Research
DIR Labos = Directeur de laboratoires / Research Units Directors
DPI = Direction Patrimoine Immobilier / Public Property Department
DRH = Direction des Ressources Humaines / Human Resources Department
PAST = Professeur assistant/ Part-time Assistant Professor
UFC = Université de Franche-Comté (Besançon) / University of Franche-Comté (Besançon)
SAIC = Service d'activités industrielles et commerciales / Commercial and Industrial Activities Office
VP for Education = Vice-président formation et vie étudiante / Vice-President for Education and Student Life
VP for Research = Vice-président recherche : Vice-president for Research
VP HR = Vice-président ressources humaines / Vice-President for Human Resources
ZRR = Zone à régime restrictif / Strict Security Regime Area

Three types of actions:

C = Internal **Communication** to better promote current practices.

F = **Formalization** of existing practices.

D = **Development** of new internal rules and/or practices.

I – Ethical and professional aspects (items 1 to11)

Item	Number	Action	Type	Deadline	Responsible	Indicator
1. Research freedom	I-1	Forward the Charter and the Code and/or the summary written by the UFC to all researchers and academic staff	C	Q3 2016	VP for Research / Research Dpt / Dir Labos	Report from Research Units Assemblies
2. Ethical principles	I-2	Forward the 2015 French National Charter for Research Integrity to staff working in research (researchers, Phd and postdoc students, and administrative staff)	C	Q3 2016	VP for Research / Research Dpt / Dir Labos	Report from Research Units Assemblies
3. Professional responsibility	I-3.1	Inform researchers at early stage of their research in order to prevent them from spreading information without a confidentiality agreement and to encourage such behaviour among Phd students (it is planned to publish a guidebook in english with the Charter and the Code in annex)	C	Q3 2017	SAIC legal office	Publication of the guidebook on UFC intranet
	I-3.2	Appoint an Intellectual Property officer in charge of increasing researchers' awareness on Intellectual Property	D	Q3 2016	VP for Research/ Research Promotion and Knowledge Transfer Department	Appointment of the officer
	I-3.3	Make documentation on research law available	C	Q3 2017	Research Promotion and Knowledge Transfer Department	Propose to UFC libraries to buy specialized literature

4. Professional attitude	I-4.1	Increase research units directors' awareness on the need to following-up agreements (deadlines and documentary proofs to be given)	C	Q2 2017	Research Promotion and Knowledge Transfer Department	Report research units directors conference
	I-4.2	See IV-38				
5. Contractual and legal obligations	I-5.1	Harmonize research units internal rules	F	Q2 2018	Law Office	Research Units internal rules
	I-5.2	Better inform researchers on the possibilities of knowledge transfer from public to private sectors	C	Q3 2017	Research Promotion and Knowledge Transfer Department	Training and information days
	I-5.3	Draw up complete and suitable instructions for patenting	F	Q2 2017	Research Promotion and Knowledge Transfer Department	Approval from the Research Committee
	I-5.4	See I-3				
6. Accountability	I-6	See I-2				
7. Good practice in research	I-7.1	Formalize with « safety data sheets » requirements from CHSCT on research projects presenting significant risks	F	Q1 2018	CHSCT	Approval of data sheets by the CHSCT
	I-7.2	Write down significant risks in risk assessment forms	F	Q1 2018	Dir Labos	Approval of risk assessment forms by the CHSCT
	I-7.3	Create strict security regime areas within research units classified as sensitive	D	Q4 2016	President of the UFC	Decision to create the areas
8. Dissemination and exploitation of results	I-8.1	Increase the visibility and access to researchers production within the OPEN ACCESS archives	F	Q3 2017	Research office	Number of uploaded publications
	I-8.2	See I-3				
9. Public engagement	I-9	Write components for « Science in society » projects	F	Q4 2017	Sciences, arts and culture office	Presentation to the Academic Council
10. Non discrimination	I-10.1	Include a training module on the fight against discrimination in a managers training session (directors of faculties, research units, chief officers)	D	Q3 2016	DRH	Achievement of the training session
	I-10.2	Appoint an officer responsible for disabled persons	D	Q3 2016	President of the UFC	Appointment of the officer
11. Evaluation / appraisal systems	I-11.1	Implement a group working on quality to accompany teaching staff	D	Q3 2016	VP for Research/VP for Education	Presentation of an activity report to the CFVU
	I-11.2	Associate collegiums to the assessment process and follow-up of research, teaching and promotion activities	D	Q1 2017	VP for Research	Reports of collegiums' meeting

II - Recruitment (items 12 to 21)

Item	Number	Action	Type	Deadline	Responsible	Indicator
12. Recruitment	II-12					
13. Recruitment (Code)	II-13.1	Systematically translate into English job descriptions with a special attention to job requirements	F	Q4 2017	DRH	Publication of job descriptions in English
	II-13.2	Wider spread permanent and temporary jobs offers (PAST, ATER, Engineers)	D	Q4 2017	DRH	Publication on the UFC website
14. Selection (Code)	II-14	Formalize an annual meeting with all the recruitment committees' presidents in order to explain all operational modalities	F	Q3 2016	DRH	Attendance report of the annual meeting
15. Transparency (Code)	II-15					

16. Judging merit (Code)	II-16	Add to the annual guidance letter sent from the UFC president to the members of recruitment committees, the following wider criteria : - knowledge transfer ; - innovation ; - dissemination and promotion activities ; - multidimensional careers.	F	Q3 2016	DRH	Guidance letter
17. Variations in the chronological order of CVs (Code)	II-17	See II-16				
18. Recognition of mobility experience	II-18.1	Formalize a process for outgoing mobility outside the Erasmus + program	F	Q3 2017	DRIF	Approval by the Academic Council
	II-18.2	Formalize a welcome process for foreign researchers (funding, arrival...) through the EURAXESS Services Center	F	Q3 2017	Research Promotion and Knowledge Transfer Department	Approval by the Academic Council
	II-18.3	See II-16				
19. Recognition of qualifications (code)	II-19					
20. Seniority (Code)	II-20					
21. Postdoctoral appointments (Code)	II-21					

III – Working conditions and social security (items 22 to 35)

Item	Number	Action	Type	Deadline	Responsible	Indicator
22. Recognition of the profession	III-22					
23. Research environment	III-23	Set up with the CHSCT a list of staff members particularly exposed to risks	F	Q2 2018	DRH/ prevention doctor	Approval of the list by the CHSCT
24. Working conditions	III-24.1	Draw up a guidebook for all academic staff presenting all possible working time arrangements in order to accommodate research activities and family and private life	F	Q2 2018	DRH	Approval from the Board of Administration
	III-24.2	Increase the accessibility rate of premises up to 80% by 2020	D	Q2 2018	DPI	Analysis of the rate by the technical committee stat
	III-24.3	Make sure that the status of elected representative is validated by the board of administration	F	Q3 2016	VP RH	Approval of the status by the Board of Administration.
	III-24.4	Elaborate and communicate information related to the different structures enabling students to re-focus or deepen their research activities (research leaves, periods reserved to develop new research interests, CNRS research periods...)	C	Q4 2017	DRH	Information Day
25. Stability and permanence of employment	III-25					
26. Funding and salaries	III-26	See III-29				
27. Gender balance	III-27.1	Increase jury members' awareness on the stereotypes issue with the making of a video (Interreg project)	C	Q2 2018	DRH	Training for members of jury
	III-27.2	Integrate the equality dimension in the training plan: training sessions on recruitment / training sessions on management	D	Q4 2017	DRH	Achievement of the training session

	III-27.3	Integrate in the formation plan of accompanying staff for the writing of dossiers and researchers selection interviews	D	Q3 2017	DRH	Achievement of the training session
28. Career development	III-28	Select and train certain staff members within the research units to accompany the development of researchers careers	D	Q2 2018	DRH	Selection and training of certain staff members
29. Value of mobility	III-29	Make sure that all foreign researchers recruited by the university are affiliated to social security and, if needed, to register at the nearest social security centre with the help of a partnership between the Human Resources Office and the EURAXESS Office	D	Q1 2017	DRH/ Research Promotion and Knowledge Transfer Department	Creation of an administrative procedure
30. Access to career advice	III-30					
31. Intellectual Property Rights	III-31	See I-3.2				
32. Co-authorship	III-32.1	Communicate using international documents on the ethics of coauthorship	C	Q2 2017	Research Office/ Communication Office	Actions to increase staff awareness
	III-32.2	Widen the use of Research Units logbooks	D	Q2 2018	Research Promotion and Knowledge Transfer Department	Listing logbooks
33. Teaching	III-33					
34. Complaints/ appeals	III-34.1	Improve the knowledge of the alert procedure with a communication action directed towards all staff members	C	Q1 2017	CHSCT/ DRH	Actions to increase staff awareness
	III-34.2	Implement an internal process describing the ways one can call the Law Office and for information the legal process	F	Q2 2018	DRH/ Law Office	Approval by the Board of Administration
35. Participation in decision-making bodies	III-35	See I-11.2				

IV – Training (items 36 to 40)

Item	Number	Action	Type	Deadline	Responsible	Indicator
36. Relation with supervisors	IV-36					
37. Supervision and managerial duties	IV-37	See IV-38				
38. Continuing Professional Development	IV-38	Create a training pack for Researchers and Research Units Directors (to increase awareness on intellectual property, funding of research...)	D	Q2 2018	DRH, Research Promotion and Knowledge Transfer Department and Research Department	Achievement of the training session
39. Access to research training and continuous development	IV-39					
40. Supervision	IV-40					

4 Human Resources Strategy for Research at the University of Franche-Comté

4.1 Goals

The UFC is developing a strategy in human resources based on the analysis of its practice (internal gap analysis) and on the plan of action approved by its governing bodies, a plan that follows the Charter and Code principles.

These identified avenues for improvement represent a total of 42 goals to be reached within the 4 years:

- 1 Request for acknowledgment by the European Commission of this plan of action (step 3 of the process described part 2.2)
- 10 Communication actions: internal communication actions in order to to promote current practices
- 15 Formalization actions : transcription of existing practices for formal implementation
- 14 Development actions : creation and development of new internal rules and/or practices
- 1 internal self-assessment including a survey among UFC's research community, after 2 years (step 4)
- 1 external assessment, after 4 years (step 5)

A table presented in appendix of this document summaries all actions to be implemented as well as the provisional calendar of achievement.

4.2 Implementing the strategy

The governing bodies of the University of Franche-Comté approve the process conducted by the steering committee and described in this document. The derived plan of action will be published on the institutional website of the university.

Under the responsibility of the Board of Administration, the strategy's implementation will carry out by a Monitoring Committee headed by the Vice-President for Human Resources. The General Director of Services and its deputy will choose as members, representatives of the interested administrative services, namely: the Human Resources Department, the Research Office, the Research Promotion and Knowledge Transfer Department, the International Relations and Francophony Department with the help of the Steering and Monitoring Office.

5 Conclusion

Since 2010, the University of Franche-Comté has been steadily committed to improving its human resources policy. The creation of collegiums contributes to the structuring effort of the institution by better linking teaching-research-promotion and knowledge transfer. As early as 2007, the UFC has signed declaration of endorsement of the European Charter and the Code for Researchers principles in order to ensure national and international visibility to its open positions.

The current work on the HRS4R logo continues this commitment and is part of the institution wider strategy to improve the visibility and performance for teaching, research and promotion. It also shows the determination of the UFC to develop its quality-based human resources strategy for researchers and therefore to contribute to the growth of the European Research Area.

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Annex 1: Planning

ID	Action	Start date	End date	Type of action	Timeline											
					2016	2017			2018			2019			2020	
					T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
1	Plan HR&R UFC	01/06/2016	06/07/2018													
2	I Ethical and professional aspects	01/06/2016	29/06/2018													
3	I-1 Forward the Charter and the Code and/or the summary written by the UFC to all researchers and academic staff	01/06/2016	30/09/2016	Communication												
4	I-2 Forward the 2015 French National Charter for Research Integrity to staff working in research	01/06/2016	30/09/2016	Communication												
5	I-3.1 Inform researchers at early stage of their research in order to prevent them from spreading information without a confidentiality agreement	01/06/2016	29/09/2017	Communication												
6	I-3.2 Appoint an Intellectual Property officer in charge of increasing researchers awareness on Intellectual Property	01/06/2016	30/09/2016	Development												
7	I-3.3 Make documentation on research law available	01/06/2016	29/09/2017	Communication												
8	I-4.1 Increase research units directors awareness on the need to following-up agreements	01/06/2016	30/06/2017	Communication												
9	I-5.1 Harmonize research units internal rules	01/06/2016	29/06/2018	Formalization												
10	I-5.2 Better inform researchers on the possibilities of knowledge transfer from public to private sectors	01/06/2016	29/09/2017	Communication												
11	I-5.3 Draw up complete and suitable instructions for patenting	01/06/2016	30/06/2017	Formalization												
12	I-7.1 Formalize with « safety data sheets » requirements from CHSCT on research projects presenting significant risks	01/06/2016	30/03/2018	Formalization												
13	I-7.2 Write down significant risks in risk assessment forms	01/06/2016	30/03/2018	Formalization												
14	I-7.3 Create strict security regime areas within research units classified as sensitive	01/06/2016	30/12/2016	Development												
15	I-8.1 Increase the visibility and access to researcher's production within the OPENACCESS frame	01/06/2016	29/09/2017	Formalization												
16	I-9 Write components for « Science in society » projects	01/06/2016	29/12/2017	Formalization												
17	I-10.1 Include a training module on the fight against discrimination in a managers training session	01/06/2016	30/09/2016	Development												
18	I-10.2 Appoint an officer responsible for disabled persons	01/06/2016	30/09/2016	Development												
19	I-11.1 Implement a group working on quality to accompany teaching staff	01/06/2016	30/09/2016	Development												
20	I-11.2 Associate colleagues to the assessment process	01/06/2016	30/03/2017	Development												
21	II Recruitment	01/06/2016	29/12/2017													
22	II-13.1 Systematically translate into English job descriptions with a special attention to job requirements	01/06/2016	29/12/2017	Formalization												
23	II-13.2 Wider spread permanent and temporary jobs offers (PAST, ATER, Engineers)	01/06/2016	29/12/2017	Development												
24	II-14 Formalize an annual meeting with all the selection committees' presidents in order to explain all operational modalities	01/06/2016	30/09/2016	Formalization												
25	II-16 Add to the annual guidance letter sent from the UFC president to the members of recruitment committees wider criteria	01/06/2016	30/09/2016	Formalization												
26	II-18.1 Formalize a process for outgoing mobility outside the Erasmus + program	01/06/2016	29/09/2017	Formalization												
27	II-18.2 Formalize a welcome process for foreign researchers through the EURACCESS Services Center	01/06/2016	29/09/2017	Formalization												
28	III – Working conditions and social security	01/06/2016	06/07/2018													
29	III-23 Set up with the CHSCT a list of staff members particularly exposed to risks	01/06/2016	29/06/2018	Formalization												
30	III-24.1 Draw up a guidebook for all academic staff presenting all possible working time arrangements	01/06/2016	06/07/2018	Formalization												
31	III-24.2 Increase the accessibility rate of premises up to 80% by 2020	01/06/2016	29/06/2018	Development												
32	III.24.3 Make sure that the status of elected representative is validated by the board of administration	01/06/2016	30/09/2016	Formalization												
33	III-24.4 Elaborate and communicate information related to the different structures enabling students to re-focus or deepen their research activities	01/06/2016	29/12/2017	Communication												
34	III-27.1 Increase jury members' awareness on the stereotypes issue with the making of a video	01/06/2016	29/06/2018	Communication												
35	III-27.2 Integrate the equality dimension in the formation plan: recruitment formations / management formations	01/06/2016	29/12/2017	Development												
36	III-27.3 Integrate the equality dimension in the training plan: training sessions on recruitment / training sessions on management	01/06/2016	29/09/2017	Development												
37	III-28 Select and train certain staff members within the research units to accompany the development of researchers careers	01/06/2016	29/06/2018	Development												
38	III-29 Make sure that all foreign researchers recruited by the university are affiliated to social security	01/06/2016	30/03/2017	Development												
39	III-32.1 Communicate using international documents on the ethics of coauthorship	01/06/2016	30/06/2017	Communication												
40	III-32.2 Widen the use of laboratories' logbooks	01/06/2016	29/06/2018	Development												
41	III-34.1 Improve the knowledge of the alert procedure with a communication action directed towards all staff members	01/06/2016	30/03/2017	Communication												
42	III-34.2 Implement an internal process describing the ways one can call the Law Office and for information the legal process	01/06/2016	29/06/2018	Formalization												
43	IV Training	01/06/2016	06/07/2018													
44	IV-38 Create a training pack for researchers and directors of research units	01/06/2016	06/07/2018	Development												