TEMPLATE 4: ACTION PLAN

Case number: 2018FR346120
Name Organisation under review: Université Toulouse III-Paul Sabatier (UT3), Toulouse, France
Organisation's contact details:
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SUBMISSION DATE: ……APRIL 2020………………………………………………………..

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2236
Of whom are international (i.e. foreign nationality)	317
Of whom are externally funded (i.e. for whom the organisation is host organisation)	700
Of whom are women	844
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	585
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	1071
Of whom are stage R1 = in most organisations corresponding with doctoral level	140
Total number of students (if relevant)	31 511
Total number of staff (including management, administrative, teaching and research staff)	4505
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	379,657,172
Annual organisational direct government funding (designated for research)	99,255,000 (2015)
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11,060,072
Annual funding from private, non-government sources, designated for research	
ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100*	

words)
One of the heirs to the University of Toulouse founded in 1228, the University Toulouse III-Paul Sabatier was officially created in 1969 as the grouping of the faculties of Health, Pharmacy and Sciences. It is now a first-rank French university, thanks to the renown of its research laboratories as well as its undergraduate, graduate and doctoral programs in Sciences, Health, Sports, Technology and Engineering. Within the University Toulouse III-Paul Sabatier, research is organized into five committees: Biology, Agronomy Biotechnologies and Health; Mathematics, Sciences and Technologies of Information and Engineering; Sciences of Matter; Universe, Planets, Space and Environment; Social sciences and Humanities.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	France's national regulations already provide for a number of mechanisms relating to research ethics and researchers' professional responsibility. There is even a European code of ethics. In clinical research, for example, protocols are rigorously governed by detailed ethical rules, patient protection committees and ethics committees. At local level, the Federal University also has a Research Ethics Committee (CER), whose competences were extended to all "research protocols involving the human person" in 2018. In addition, an "Open Science" initiative was introduced the same year by the Ministry of Higher Education, Research and Innovation and the Coordination of French Research-Intensive Universities (CURIF). Our Institution intends to become closely associated with it. In particular, it concerns the general public's access to scientific discoveries funded by public bodies. There are a good many local initiatives on scientific communication to society. Our students' social and civic commitment to popularising research subjects and work carried out in our laboratories is recognised in their degree supplement. However, there is considerable room for improvement in our Institution on sensitive points. Staff are not always aware of their rights and duties. In this respect, we are planning to produce a guide on civil servants' and similar staff members' rights and duties, adapted where necessary to the various categories of staff. Such information exists but is not centralised in a single, easily accessible document. Furthermore, our University is not equipped to respond to the growing number of questions on scientific integrity, a field not yet covered by the abovementioned CER. Nor is it committed to a proactive policy on open data, a situation that we intend to remedy. One of the goals of our University's Sustainable Development and Social Responsibility (SD&SR) "Green Plan" is to develop transdisciplinary research on the subjects of sustainable development and social responsibility, going beyond the limits of traditional academic disciplines. Here too, although the political will exists, there is still too little concrete commitment when we should be acting towards society in exemplary fashion.

Recruitment and selection	French regulations also impose strict rules on recruitment and selection of civil servants. Procedures have been dematerialised at national level (using Galaxie, BIEP and Web-ITRF web tools); vacant posts are therefore well publicised (even though not necessarily at international level as job offers are mostly in French) and jury composition is closely regulated, in particular in terms of minimum numbers of external members and gender parity. The situation is more disparate for contract staff, even though the so-called "Sauvadet" Act of 12 March 2012 provided directives for harmonisation of practices. In 2014, in order to redress these failings, Université Toulouse III-Paul Sabatier provided itself with an ambitious Charter on Contractual Posts providing a framework for recruitment of contract staff, including those involved in research. At the time, the project's managers developed the Charter with an eye on the future HRS4R initiative. Hence, reduction of job precarity was a major issue, with measures to limit abusive use of short-term contracts and setting a maximum number of postdoc years at the University (4 years). However, in view of the HRS4R initiative's goals, it is clear that there is considerable room for improvement. Job offers are not yet systematically published on the University's website (even though this is provided for by the Charter on Contractual Posts), procedures for recruitment of contract staff in laboratories are not open and transparent enough, and reports to candidates not selected are not always satisfactory. Furthermore, practices vary considerably from one group of disciplines to another, for cultural reasons in particular. Even for civil servants, it would appear that practices are not necessarily so rigorous, depending on profession. Although teacher-researcher selection committees are provided with a guide to best practices and applicant evaluation grids, no such tools exist for engineers and technicians, as nothing has been provided for at national level. Nor has the training of recruiters in order to make sure of transparent, open merit-based recruitments been fully thought out, even if such prerequisites are often implicit. These shortcomings must be made up for at our Institution, as provided for in our Action Plan..
Working conditions	Working conditions, health and safety are some of Université Toulouse III-Paul Sabatier and its components' constant concerns, in particular in the laboratories that it supervises or co-supervises. National regulations are particularly comprehensive, which does not necessarily prevent local specificities requiring special supplementary mechanisms. A "Prevention and Safety Department" makes sure of compliance with and implementation of regulations and also monitors implementation of the Action Plan in this field, drawing on an active network of prevention assistants. As regards working time, which is also regulated at national level, there is a local system for its organisation for BIATSS staff (full time spread over 4½ days), formalised by a text adopted by the Board of Directors in 2015. In addition, there are one-hour movable time slots for staff arrivals and departures. And finally, there are a great many local initiatives that help make our Institution more "human", including a crèche for staff members' young children and a dynamic "Common Social Action" Department. There is a special financial assistance mechanism, in the form of a loan, to help staff in difficulty. In addition to our occupational physician, we also employ a social worker, an occupational psychologist and a family and social economics advisor. Our campus also acts as the venue for a "Universi'terre" open-air market every Monday. We still lack ambition in some areas, however. The dilapidated state of various University buildings (door and window frames on the Rangueil campus, roofing on the UIT in Tarbes, the Faculty of Pharmacy's "casings", etc.) requires urgent action if our staff are to work in dignified conditions. The multiyear real-estate strategy scheme, which is currently

	being finalised, will plan out the responses to these pressing matters. It will also provide an overview of our strategy on major maintenance and renovation work. In terms of security, creation of five "*Zones à Régime Restrictif*" (ZRRs – Restricted Areas) in research units accommodated by our Institution is underway. We are lagging behind in deployment of telework and mean to catch up, starting with an analysis of the cost of its implementation.
Training and development	Université Toulouse III-Paul Sabatier has developed an ambitious professional training plan for all its staff, including its researchers. As regards non-tenured staff, the Charter on Contractual Posts provides for special support for each staff member, depending on their career path and professional plans. Training on jobseeking techniques is prioritised. As regards research professions, the plan provides for interviews with scientific experts and specialists in provision of support to human resources. Doctoral schools also ensure that PhD students enrolled at the University attend a certain number of professional training sessions every year, to be recorded in a credit system. The Training Division, which is attached to the Human Resources Department, recently developed a Pedagogy Support Service, which trains all the Institution's teachers. As a higher education institute entrusted with a mission of training and instruction (MFCA), our University delivers Validations of Acquired Experience (VAEs), including for its own staff, who may consequently enjoy recognition of levels of qualifications matching their professional experience. This is a special tool enabling our staff to access the best possible careers in the future, even though it is clearly not put to enough use at present.

However, we are aware that various laboratory contract staff, mostly those with postdoctoral contracts, are not adequately catered for by the Human Resources Departments Training Division. One reason for this is that their supervisors themselves are not necessarily aware of these questions. The present plan therefore provides for several targeted actions under the theme "Skills Development". The training courses directly linked to HRS4R actions will be identified as so in the training plan. They seek to raise researchers' awareness of the training offer intended for them, by better targeting audiences concerned and making sure that the required information gets to them expediently, while taking steps to expand the training in question. Special training sessions on staff recruitment and career development, contract staff in particular, are also provided for. Finally, we shall be introducing a system of advisors to lend support to new staff, of whatever status, in carrying out required administrative procedures and help them get to know the Institution better, its training offers and career development prospects. |

3. ACTIONS

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

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

*URL: https://www.univ-tlse3.fr/labellisation-qualite-rh-hrs4r

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

- **The timing given is the quarter by which the action should be completed.**

- **Responsible Units are:**
- **DSL: Research Support and Technology Transfer Office**
- **DRHDS: Human Resources and Social Development Division**
- **DFA: Finances and Procurement Division**
- **DPLPS: Infrastructure, Logistics, Prevention and Safety Division**
- **DSI: Information Systems Office**

Theme	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/ Target(s)
Communication and transparency	1- Introduce in coordination with administrative supervisors a template of internal rules of procedure. Publish the internal rules of procedures of research units on the university intranet.	2	4th trimester 2021	DSL	Percentage of research units with internal rules of procedures : 50% of mixed research units and 100% of university research units
Communication and transparency	2- Publish the reference regulatory texts on ethics on the university intranet: European Code of Ethics, Ethical and deontological charter of medicine and dentistry faculties, COMUE's Ethics Committee on Research	2	1st trimester 2021	DSL	Intranet page on professional ethics with links to the cited documents
Communication and transparency	3- Carry out awareness-raising actions on intellectual property and ethics	1 - 3 - 31	4th trimester 2020	DSL	Number of awareness-raising actions : 5 per year (1 per research committee)
Communication and transparency	4- Publish a document formalising the life-cycle of a research contract on the university intranet	4	2nd trimester 2021	DSL	Document with the life-cycle of a research contract formalised and published
Communication and transparency	5- Create a page on the university intranet dedicated to the regulatory information concerning researchers	5 - 24 - 34	2nd trimester 2021	DRHDS	Intranet page with regulatory information concerning researchers
Communication and transparency	6- Raise awareness amongst research units about laboratory notebooks	6	4th trimester 2020	DSL	Number of awareness-raising actions : 5 per year (1 per research committee)
Communication and transparency	7- Ensure data protection (in accordance with the General Data Protection Regulations) – Make an inventory of and upgrade to compliance research units databases	7	4th trimester 2020	DSL	Inventory of databases made Number of meetings of the data protection and security representatives network : 5 per year
Communication and transparency	8- Publish updated Contract workers Charter and guide for contract staff (simplified version of the charter) on the university	12 - 16 - 21- 22- 25 - 32 - 38	4th trimester 2020	DRHDS	Contract workers Charter Guide for contract staff Intranet page with charter on contractual posts and

	intranet				guide for contract staff
Communication and transparency	9- Publish job offers for PhD students, postdocs and BIATSS research staff on fixed-term contracts lasting over six months (BIATSS stands for library staff, engineers, administrative staff, technicians, service and healthcare staff), using dedicated websites: Euraxess Jobs (Link will be available on the University website – "Recruitment" section) or on Université de Toulouse's future website, with a minimum publication period prior to the opening of the position. Make recruitment procedures for contractual PhD students transparent.	12	1st trimester 2021	DRHDS	Percentage of research job offers published on Euraxess
Communication and transparency	10- Adopt and publish management of human resources guidelines : - Make recruitment procedures transparent (recruitment guide) - Aim for contractual staff loyalty, capitalise on acquired skills - Value mobility Communicate on individual provisions adopted pursuant to the management of human resources guidelines.	10 - 12 - 15 - 16 - 17 - 18 - 24 - 25 - 26 - 33	4th trimester 2020	DRHDS	Management of human resources guidelines adopted and published on the university website
Communication and transparency	11- Reinforce transparency regarding supplementary remuneration, especially invention patent awards and incentive awards	5 - 31	1st trimester 2021	DSL - DRHDS - DFA	Implementation of supplementary remuneration
Communication and transparency	12- Adopt and publish management of promotion and career development guidelines : Value mobility and transmission of knowledge	16 - 18 - 33 - 37	4th trimester 2020	DRHDS	Management of human promotion and career development guidelines adopted and published on the university wesite
Communication and transparency	13- Create a page on the university intranet dedicated to support and skills development services for researchers	28 - 30	4th trimester 2021	DRHDS	Intranet page dedicated to support and skills development services for researchers
Communication and transparency	14- Clarify the mediator mission	34	3rd trimester 2020	Presidency	Intranet page dedicated to mediator missions
Skills development	15- Improve recruitment skills by publishing a detailed recruitment guide for selection committees members	14 - 15	4th trimester 2020	DRHDS	Recruitment guide
Skills development	16- Offer awareness-raising actions based on the recruitment guide for recruiters, with particular attention to selection committees members	14	1st trimester 2021	DRHDS	Number of awareness-raising actions for committee selection members in the month before recruitment : 1 or 2 Vade mecum for selection committees members Number of reached persons
Skills development	17- Reinforce the training offer for research staff. Give greater visibility to the training unit	21 - 38 - 39	4th trimester 2021	DRHDS	Staff training plan with mixed training methods

	services.				
Skills development	18- Develop management skills. - Implement a charter for managers (welcome and integrate new staff, inform on staff career development)	3 - 24 - 28	3rd trimester 2021	DRHDS	Charter for managers
Skills development	19- Develop management skills – Make managers training compulsory	30 - 37	4th trimester 2021	DRHDS	Rate of trained managers: 50%
Research valorisation	20- Coordinate scientific communication actions to society in line with the university strategy	9	3rd trimester 2020	DSL	Number of communication actions organised by the university each year (see communication plan)
Research valorisation	21- Include representatives of PhD students on Research Committees; provide for one or two more committee election boards for these categories.	35	3rd trimester 2020	DSL	Research Committees statutes modified
Quality of work life	22- Reinforce quality of professional risks consideration in research units	7	2nd trimester 2020	DPLPS	Number of updated risk assessments
Quality of work life	23- Raise awareness and reinforce the quality of the university information systems security	7	3rd trimester 2020	DSI	Indicator on respect of the Information Systems Security Policy indicator introduced yearly by the responsible for Information Systems Security Awareness-raising actions through a yearly communication campaign introduced in collaboration with the responsible for Information Systems Security
Quality of work life	24- Implement teleworking for research BIATSS (BIATSS stands for library staff, engineers, administrative staff, technicians, service and healthcare staff)	24	3rd trimester 2020	DRHDS	Rate of staff able to telework
Professional equality	25- Establish an action plan for gender equality (state of play, and series of actions concerning recruitment, remuneration, and promotion)	10 - 12 - 27	2nd trimester 2021	DRHDS	Action plan for gender equality

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

> The HRS4R Action Plan is a natural component of Université Toulouse III-Paul Sabatier's quality approach. The open, transparent and merit-based approach to recruitment (OTM-R) in the field of research is in full accordance with the values promoted by the University's Presidential team, and with those of the previous team, which initiated the HRS4R strategy in 2015. The resulting

improvements will be of benefit to the Institution's entire human resources sector, not just to research alone. The Institution's commitment will form the subject of an adapted Communication Plan (**OTM-R system 1,2**). It will be maintained over the long term via regular self-evaluations (normally once a year) as well as on the occasion of the HRS4R Committee's tri-annual visits, provided for in the initiative (**OTM-R system 5,23**).

The project is also in line with our determination to dematerialise as many administrative documents as possible (**OTM-R system 4**), even though limited internal resources oblige us to prioritise actions in this area, with the focus in recent years being on the student population (enrolments, reenrolments, and digital workspace) and management of training (monitoring teaching hours and management of part-time staff). We hope to use the Euraxess portal (**OTM-R system 11-14**) to publicise our job offers in research when they are for positions lasting longer than 6 months (postdocs, engineers and technicians, teacher-researchers, tenured and contract staff). In particular, this will give all our job offers international visibility (**OTM-R system 6**). Regarding thesis funding offers, as doctoral schools already make a habit of publishing them on their websites, it did not seem pointful to ask them to do extra work, at least initially.

As regards selection committees, the Action Plan focuses on selection of contract staff, as there are already ambitious national regulations for recruitment of tenured staff, even though there is room for improvement. Recruitments will no longer be able to be carried out by a single person (**OTM-R system 16,17**), as may still be the case for recruitment of PhD students and postdocs funded on research contracts. We are therefore aligning ourselves with the rule adopted by the CNRS, which will help clarify the system in numerous research units under the joint supervision of UT3 and the CNRS. Grids for assisting with recruitment (**OTM-R system 19**) will help recruiters make sure that all applicants are treated fairly and that judgement of merit encompasses all aspects of the researcher's profession, at all levels, as proposed in the OTM-R Toolkit: quality and influence of research, ability to work in a team, capacity for management and/or supervision, international mobility, teaching experience, and experience of valorisation if pertinent. These grids will also enable *a posteriori* evaluation of how attractive our job offers are, by measuring applicants' levels, whether or not they are selected (**OTM-R system 10**). Recruiters will be trained in this approach (**OTM-R system 3**). In order to ensure transparency, we shall also take care to see that all applicants are informed following recruitment campaigns (**OTM-R system 20**), even if they have not been selected, and receive a detailed opinion that will help them improve their future candidacies (**OTM-R system 21**). Our Mediator will also be trained to handle appeals with the utmost professionalism (**OTM-R system 22**), and legal services mobilised.

We shall be continuing with our social policy, and endeavouring to integrate staff from disadvantaged groups (**OTM-R system 8**). Women's place in the research professions is also one of our University's concerns, and, among other things, we shall continue to ensure gender parity in selection committees (**OTM-R system 18**) and thesis juries, as we have already been doing for several years now.

With a view to further increasing our University's attractiveness, we shall continue to attach particular importance to working conditions, including in research laboratories (**OTM-R system 9**). The dilapidated state of a number of university building requires urgent action if our staff are to work in them with dignity. The multiyear real-estate strategy scheme, which is currently being finalised, will plan out the responses to these pressing matters. It will also provide an overview of our strategy on major maintenance and renovation work. In terms of security, creation of five "Zones à Régime Restrictif (ZRRs – Restricted Areas) in research units accommodated by our Institution is underway. We are lagging behind in deployment of telework and mean to catch up. More generally, staff are not always aware of their rights and duties. In this respect, we are planning to produce a guide on civil servants' and similar staff members' rights and duties, adapted where necessary to the various categories of staff.

> Whenever pertinent, the OTM-R Toolkit will guide our footsteps in ensuring open, transparent and merit-based recruitments.

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

> URL: under construction

4. IMPLEMENTATION

General overview of the expected implementation process:

> Formal work for obtainment of the "Excellence in Research" began in summer 2016, although our determination to commit to the initiative had been asserted in 2015 by Université Toulouse III-Paul Sabatier's previous President. A working group was set up (see "Gap analysis process" for its composition), facilitated by the Management and Subsidiarity Task Officer. It provided regular progress reports for approval by a steering committee composed of the Vice-Presidents concerned (Research, Human Resources, University Social Responsibility and International Relations) and heads of dedicated departments: Directorate-General of Services (DGS), Human Resources and Social Development Division (DRHDS) and Research Support & Technology Transfer Office (DSL) . Our Institution is more generally committed to a quality approach based on the drafting and regular monitoring of "roadmaps" for each activity field. The HRS4R initiative is a natural component of the approach.
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> In order to ensure the continuous implementation of the HRS4R Action Planaccording to schedule, a Monitoring Committee led by the Human Resources and Social Development Division (DRHDS) and the Research Support & Technology Transfer Office (DSL) has been created to follow the effective implementation of the Action Plan. The Monitoring Committee reports regularly to the Steering Committee which oversees the decision making and management of the initiative. The actions that are carried out are presented once a year to the elected bodies of the university: the Research Commission, in order to gather the opinions and vows of the scientific community and the Board of Directors, in order to establish the strategic guidelines of the project in full accordance with the university's policy.
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> As also detailed below, a number of factors will enable measurement of the project's state of progress and provision of an objective assessment to the President, the Board of Directors and then to European bodies. Various quantitative indicators will enable measurement of the progress of several of the initiative's key actions. Deliverables will also act as milestones marking the progress or achievement of actions. They take the form of internal procedures, texts (charters, guides and training plan) and decisions by the Board of Directors.
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> The implementation timeframe will enable us to have an overall idea of the project's progress. It is clear that several of the actions will require monitoring over time, often beyond the two years that the present Action Plan is set to last. We shall continue to take care to avoid any form of laxity inherent to deployment of projects as ambitious as this one is, as we strongly believe that the principles promoted by the HRS4R initiative will improve the operation and efficiency of our entire Institution over the long term, well beyond its research mission alone.

In a big university, the research activity involves a large number of actors at numerous levels, including the researchers themselves, of course, Research and Human Ressources Support Offices, components (TRUs and institutes) and their "research" commissions, the Academic Council, the Board of Directors and the Presidential team. They will all have to be mobilised over time if the project is to be completed successfully and benefit as many people as possible. Below, we describe how we shall proceed.

The fact that our main institutional partners (CNRS, INSERM, INRA and Toulouse INSA) have already obtained the "HR Excellence in Research" label and have started to implement their action plans will be of key importance, as we shall be making progress together in introduction of better practices across the Toulouse site as a whole, which numbers almost 8000 researchers within the meaning of the present context.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The project monitoring is structured as follows: - Monitoring Committee Composition: Strategy and Human Resources Development Office (3 people); Research Support & Technology Transfer Office (2 people); one Continuous Improvement Engineer Missions: Follow the effective implementation of the project; Ensure that the decisions of the Steering Committee are executed; Provide and update deliverables Frequency of meetings: monthly - Steering Committee Composition: Vice-President responsible for Research; Vice-President responsible for Human Resources; Vice-President responsible for International Relations; Head of Directorate-General of Services; Deputy Head of Directorate-General of Services responsible for Human Resources; Head of Strategy and Human Resources Development Office ; Head of Research Support & Technology Transfer Office; Head of International Relations; one laboratory Director. Missions: lead implementation of the project; approve the Monitoring Committee's proposals; ensure that the strategic guidelines of the University are respected Frequency of meetings: quarterly The Steering Committee reports once a year to the elected bodies of the university: - The Research Commission, in order to gather the opinions and vows of the scientific community. The Research Commission is composed of the elected representatives of teacher-researchers, researchers, research engineers and technicians, PhD students and institutional partners of the university. - The Board of Directors, in order to define the strategic guidelines of the project within the framework of the

	university's policy and to approve the evolutions of the Action Plan.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The scientific community of the university will be involved in the implementation process in multiple ways: • Via the annual presentation to the Research Commission, the representative body that is elected by the scientific community of the university; • Through the participation of the Vice-President responsible for Research and of one representative of the laboratories' directors to the Steering Committee; • Through the annual or bi-annual presentation of the Action Plan implementation during the general assembly of the laboratories' directors as well as during the general assembly of the laboratories' administrative managers; this allows them to participate actively to the process, to share their point on view as the target group and to discuss about their potential difficulties. Our main institutional partners are also stakeholders of these actions and are kept informed via the general assemblies of the laboratories to which they participate and through the meetings with the different administrative supervisors that we organise throughout the year.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The Steering Committee is composed of the highest level of the university's governance that is responsible for the general strategy of the university: the Vice-President responsible for Research and the Vice-President responsible for Human Resources. The new political team gives priority to the influence of the university's research activities as well as to the development of human resources. The actions proposed within the framework of the HRS4R label are in full accordance with these ambitions. Moreover, the university will draw on the actions defined within the framework of the label in order to structure its HR strategy in accordance with its management guidelines. It will especially focus on basing the recruitment process on OTM-R recommendations and extending the improvement of the quality of work life to the whole staff (example: teleworking).
How will you ensure that the proposed actions are implemented?	The Monitoring Committee will follow every month the progress made in the implementation of the Action Plan and will report it to the Steering Committee based on the indicators pre-identified in the Action Plan. To ensure the implementation of the actions, a monitoring dashboard will be created and shared by all the stakeholders.
How will you monitor progress (timeline)?	The Monitoring Committee ensures the respect of deadlines. If deadlines are not met, an analysis of the causes will be performed and a new calendar will be provided to the Steering Committee (Plan-Do-Check-Act method).
How will you measure progress	The Monitoring Committee is responsible for the

(indicators) in view of the next assessment?	production and the update of the indicators. The Steering Committee will provide the Board of Directors with a stage overview within the two years following obtainment of the "HR Excellence in Research" label. It will then propose a new 3-year Action Plan with a view to ensuring closer compliance with the principles enshrined in the Charter and the Code.

Additional remarks/comments about the proposed implementation process:

Since 2016, Université Toulouse III-Paul Sabatier (UT3) has reasserted its determination to make a lasting commitment to a quality approach, overseen by a dedicated Vice-President with the support of the Strategic Planning and Continuous Improvement Office, which will be monitored on a regular basis and assessments presented to the Board of Directors. The HRS4R initiative is very much a part of this scheme, as it follows the same rationale.

In the spirit of the HRS4R initiative, we mean to make a long-term commitment to improvement of our practices to the benefit of our researchers and all the University's staff and students.

As well as our institution, our main partners from the Toulouse site have also committed to the initiative or are set to do so in the years to come. This will enable us to reinforce the attractiveness and the influence of the site at an international scale by positioning us as an European centre of excellence.