



HRS4R REPORT 2020

SELF-ASSESSMENT

FOR

RENEWING THE “HR EXCELLENCE IN RESEARCH” AWARD AT UM



HR EXCELLENCE IN RESEARCH

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1 Organizational information

STAFF & STUDENTS	Full-time equivalent 2020 (data no. of persons)	2017 data	Progress over 2017
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research	2,690 (2,735)	2,620	+3%
Of whom are international (i.e. foreign nationality)	337 (342)	271	+24%
Of whom are externally funded (i.e. For whom the organization is host organization)	N/A	N/A	
Of whom are women	1,140 (1,158)	1,055	+8%
Of whom are stage R3 or R4 = researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1,669 (1,701)	1,700	0%
Of which are stage R2 = in most organizations corresponding with postdoctoral level	479 (489)	387	+24%
Of which are stage R1 = in most organizations corresponding with doctoral level	542 (545) <i>employed by UM</i>	533	+2%
Total number of students (if relevant):	49,687	46,300	+7%
Total number of staff (including management, administrative, teaching and research staff)	2,849 2,901	2,770	+3%

Research funding (figures for most recent fiscal year) €	156,330,856	141,073,197	+11%
Total annual organizational budget	383,756,146	376,794,973	2%
Annual organizational direct government funding (designated for research)	104,475,330	99,900,672	+5%
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations - including EU funding)	42,611,342	32,832,372	+30%
Annual funding from private, non-government sources, designated for research	9,244,184	8,340,153	+11%

Organizational profile

With over 49,000 students, 4,800 scientists, administrative and technical staff, the [University of Montpellier \(UM\)](#) encompasses a large community of knowledge which is acknowledged for its capacity to innovate in major education and research fields: Law, Economics, Management, Education, Engineering, Health, Sciences and Sports.

Carved into 800 years of history, UM is strongly embedded into its territory and firmly open to the world. As a world leader for research in Ecology, UM is recognized for its impact on major societal challenges in line with [I-SITE MUSE](#) 3 pillars: Feed – Protect – Care.

2 Strengths and weaknesses of your current practice

2.1 Ethical and professional aspects

Strengths and weaknesses

Strengths

UM is committed to promoting responsible and ethical research. Since 2016, measures for an open science policy have been implemented: adopting a [Charter for scientific publication signature](#) and a [Charter for scientific integrity](#) with a reference to C&C; systematic thesis publication; integral open archives ([HAL portal](#)); implementing the [Nagoya Protocol](#) in research projects. After creating an Ethics Committee and nominating a Vice-president of Ethics and Integrity in 2017, then an Officer-in-Charge for Research-Administration relations in 2019, UM is among the first ones in France to create in March 2020 an Ethics Advisory Commission to assess transfer requests of researchers who wish to start, or take part in, a business activity. Parallel to that, communication on Intellectual Property data and patent portfolio management are boosted with a specifically designed information system to be delivered in 2021 (Action 1).

As the University celebrates its 800th anniversary in 2020, it continues to disseminate its rich scientific and technical culture by carrying out actions on topical scientific themes, open to all public, and by producing innovative scientific dissemination devices that reach out to local schools and public institutions.

Internationalization efforts will continue, particularly in line with the expert assessors' recommendation at mid-term evaluation to place useful contents for foreign researchers on the institutional website: the amount of English-language information and documents will be increased internally and externally (action 3), and administrative departments that require foreign languages skills will be identified (action 4).

Social responsibility remains an essential axis of the University that is deeply committed to promoting diversity and fighting discrimination. (C.f. section 2.3 on Working conditions > action 12).

Avenues of improvement

A collective brainstorming session, organized in November 2019 with the UM academic and scientific community, made it possible to collect suggestions for improvement which were later translated into future actions for the period to come: researchers wished for a facilitated access to information, so UM offers to systematically promote successes with internal and external dissemination and to increase the exposure of the site's scientific community by deploying an online researchers' directory. To respond to the wish of researchers, especially early stage researchers, for increased exchanges and experience sharing on best practice between staff of all categories, the institution offers to organize workshops on Administrative/Technical and Administrative/Research issues, and to start a work group on R1-R2 researchers' specific needs (action 5). Despite UM's significant efforts to facilitate paperless procedures with the implementation of new tools, the scientific community's request for administrative streamlining remains strong. To respond to it, UM is committing to continue its paperless procedure and administrative streamlining efforts over the next period (action 6). Supervision of Joint Research Units (JRUs) by more than one organization implies that varied processes and management tools co-exist in JRUs' management, turning the latter into a highly complex process. Therefore, in line with the I-SITE MUSE target university, UM proposes to create a committee to work on harmonizing procedures and liaising with research organizations, on aspects that may be treated locally (action 7).

A list of acronyms and abbreviations used in this report is available in the Appendix section (appendix 1 – List of acronyms and abbreviations)

2.2 Recruitment and selection

Strengths and weaknesses

Strengths

French legislation and the institution's guidelines define a UM recruitment process that meets the requirements of the [Charter for Researchers and the Code of Conduct for the Recruitment of Researchers](#). As early as 2010, the University of Montpellier has implemented measures to ensure transparency and equal opportunities (digitization of applications, parity of Recruitment Committees, and more). In this area, the HR department has carried out specific communication actions towards selection committee presidents, to raise their awareness on possible selection bias, particularly with regards to minorities (a "Recruiting without Discrimination" brochure was produced in 2020). The Open Transparent, Merit-based Recruitment (OTM-R) policy has been part of HRS4R since 2017 and is fully and durably embedded in UM HRS4R strategy. In an effort to address the mid-term evaluation assessors' remark, job offers were made more visible on the institutional website (<https://www.umontpellier.fr/universite/travailler-a-lum>) and an English version of the page was created to allow better access to job offers to foreign candidates.

In line with its goal to increase international outreach and attractiveness, UM made improving welcoming services a main axis of the institution's 5-year strategic plan. An illustration of this decision, among other things, is the request of the "Bienvenue en France" certification which was granted to UM in February 2020 by Campus France, the French agency for promoting Higher Education, welcoming and international mobility. With the help of its international relations department and branch offices within each faculty and school, UM offers support and resources for hosted students and researchers: assistance in obtaining visas, welcome days and mentoring of foreign students, French as a Foreign Language courses, organization of "discovery regional outings". In addition to these services, foreign students and researchers hosted at UM can benefit from the services of [Service d'accueil International Etudiants / Chercheurs](#), the centralized service center shared by local higher education institutions that is home to the [Euraxess Occitanie Est](#) service center, present in Montpellier for over 15 years.

Avenues of improvement

Publication of the OTM-R charter (action 8), which will be extended to UM doctoral employment contracts in 2021 (action 10), will serve as an additional occasion for UM to carry out awareness-raising efforts for open, transparent merit-based recruitment, seeking to hire the best qualified candidates. Continued internal and external dissemination towards targeted audiences (candidates, members of selection committees) and training sessions on OTM-R principles will complete the OTM-R strategy which will be monitored via indicators from the annual social report (action 9). The production of a specific Post-doc recruitment guide will complete existing dispositions that already encourage recruiters to take all of a researcher's diverse missions (team, project or laboratory management; mobility; mentoring and supervision; training, and more) into account in their selection criteria when hiring, granting bonuses, or promoting staff (action 11).

2.3 Working conditions

Strengths and weaknesses

Strengths

Social responsibility is central in UM's engagement to promote diversity and fight discrimination. The "Gender Equality" bureau of "Quality of life" office within the DVC implements an annual action program for gender equality: events/workshops/meetings to boost women's professional lives during March; awareness weeks to fight discrimination based on disability, racism and anti-Semitism (appointment of a representative for secularism, racism and anti-Semitism), sexual orientation and gender identity (1st French university to sign the *LGBTQ de l'Autre Cercle* charter, UM participates in the annual Montpellier Gay Pride); a crisis hotline on gender-based or sexual violence since 2017.

A 2015-2020 disability master plan facilitated inclusion: the share of hosted disabled students and staff increased by 1% and 1.3%, respectively. 45 measures in UM 2020-2023 disability master plan and an HR Researchers' welcoming service, with specific attention for disabled staff, will extend UM efforts (Action 15).

Since 2015, working conditions improved thanks to deployed digital services (Action 13) and a Quality of Life at

Work annual action program, resulting from a 2015-created Psychosocial Risks steering committee study.

The "Career Support and Monitoring" bureau from the HR Department, dedicated to jobs/skills management and agents' career support, will carry out awareness-raising actions to invite all staff members (PhD students, Professors, Research-Professors, Researchers, and Administrative personnel) to develop a personalized career plan (action 19).

A monthly newsletter (>5,500 recipients) and access to Open4research research engine provide UM scientific community with a consolidated view on calls-for-projects. Since 2018, support systems exist for IUF laureates and ERC candidates (the latter is funded by I-SITE MUSE). UM keeps disseminating best practice on Intellectual Property with a new information system for optimized patent portfolio management and control, and awareness-raising actions including monthly INPI meetings since 2017 (Action 20).

Avenues of improvement

By year-end 2020, the University will implement a Gender Equality Plan with actions for the advancement/empowering of women (Action 12) to extend its engagement. UM gets additional resources by being selected for funding in national and international competitive calls in this domain (cf. par. on Strategic decisions in section 2.6)

Request for recognition and motivation emerged as key factors for researchers and staff. UM will develop a profit-sharing/value-creation scheme (individual/collective) for staff involved in UM-managed research contracts contributing to UM's reputation (Action 14). UM continues to promote education with an annual prize for education, following the I-SITE MUSE annual prize for innovation, set up in 2019 (Action 17).

Building up on evolving French regulations and I-Site MUSE impetus, which enabled hosting high-level scientists over the past 3 years (including 4 laureates of the French MOPGA program (Make Our Planet Great Again), UM is implementing an attractiveness policy for promising young researchers, post-docs and senior researchers (Action 16).

A communication plan on career advancement/tenure calendars and procedures (action 18) will meet the staff request for better apprehension of career and advancement opportunities.

Finally, monitoring of researchers employed by research organizations will be established within the I-SITE MUSE project to recognize their contribution to training as part of their mission (Action 21).

Remarks

About improving working conditions

For more than 10 years now, UM has been making significant efforts in the field of real estate. UM has been involved in *Opération Campus*, an ambitious national plan, supported by the *Caisse des Dépôts et Consignations (Banque des Territoires)*, the EIB (European Investment Bank), the Occitanie Region, Montpellier Méditerranée Métropole and the City of Montpellier, for the renovation and renewal of Higher Education and Research campuses on the Montpellier site. Combined with the University's real estate policy (€48M dedicated over the past period, including €17M in operations and €31M in investments), these efforts contribute to improving the working conditions and safety of students, staff, professors and researchers. In 2020, UM's total net floor area will reach 504,000 sq. meters, showing an increase of 5.25% since 2015 thanks to the creation of 26,500 sq. meters of additional net floor area.

In the coming period, a GREEN plan, aiming to reduce the institution's environmental impact and to promote eco-responsible actions, will complement this effort.

2.4 Training and development

Strengths and weaknesses

Strengths

The university's staff training policy is defined through a training plan (comprising a collective offer and support for individual requests). Individual schemes include specific training needs, validation of prior experience (validation des acquis de l'expérience, VAE), skills assessments, vocational training leave (*congé de formation*

*professionnelle, CFP**), period of professionalization through work-linked professional training, Personal Training Account (*Compte Personnel de Formation, CPF*). Training is also discussed during BIATS (Administrative and technical employees) employees' annual appraisal interviews.

This wide and varied training offer is accessible to permanent and contract-based employees. Managed by the "Career Support and Monitoring" bureau within the "Recruitment, Training and Support" office of the HR department, this offer is updated several times a year and disseminated through internal communication campaigns. In recent years, there has been a steady increase in the participation of research-professors, indicating the beneficiaries' real interest for the topic.

In addition to this offer, training sessions related to the institution's strategy and various planned projects (Open Data, Green Plan, nutrition plan, and more) will be developed and launched in the coming period (Action 22).

Numerous training courses and workshops for the University Research-Professors, particularly in the field of digital solutions are provided by the Digital Usage office (*Service des Usages du Numérique, SUN*) of the Digital and information system department (*Direction Système d'Information et du Numérique, DSIN*) that also publishes a monthly newsletter on Digital technology (*Newsletter du Numérique*). Moreover, within the framework of its I-SITE MUSE project, the University has created a Pedagogical Engineering Support Center whose mission is to accompany the University and its partners' teaching staff towards pedagogical transformation by delivering interdisciplinary workshops for the training of trainers, providing funding programs for innovative pedagogical projects, and disseminating good practices via capsules and videos.

Avenues of improvement

The HRS4R interactive workshop held in November 2019 revealed expectations from staff and researchers in terms of exchange and dialogue between employees and their managers. To meet this need, the institution will extend access to training sessions on managerial skills development to all heads of structures: departments, offices, research structures, educational structures, institutes, schools (Action 23).

** French legislation provides all employees with a Personal Training Account ([Compte personnel de formation \(CPF\)](#)) which allows for the capitalization of training credits that are transferable between the public and private sectors and that may be used throughout one's career. These credits may be used at the employee's request, with the administration's consent for requests relating to career development or vocational retraining projects.*

2.5 Have any of the priorities for the short- and medium term changed?

HRS4R's short- and medium-term priorities remain essentially the same.

Areas for improvement envisaged in the 2015 initial HRS4R plan comprised 42 objectives for the period 2015-2018 which recorded a 96% fulfillment rate, with 40/42 actions completed in whole or in part (cf. mid-term self-assessment report of 2017). Based on a survey of the UM scientific community and detailed cross-directional monitoring work, this interim assessment led to an updated action plan of 26 actions to be carried out or completed over the period 2017-2019.

This renewal self-assessment gives UM an opportunity to lighten the presentation of its action plan monitoring by removing 38 completed actions which, once achieved, correspond to long-term permanent measures and/or policies and become part of the University's usual operations (see Appendix 2 - List of permanent HRS4R actions). Such actions continue to be monitored and indicators regularly recorded, in line with UM's quality approach initiated in 2010 for ISO 9001 certification. Initially deployed on limited areas, this ISO 9001 certification voluntary approach should gradually help spread a quality culture in the institution and extend the scope of certification.

In September 2019, UM initiated its "HR Excellence in Research" award renewal process, based on cross-directional monitoring work and a collective brain-storming session.

Monitoring helped assess the fulfillment of actions from the previous plan (Appendix 3 - Fulfillment status of the 2017-2019 plan), revealing an overall fulfillment rate of 61% with 16/26 planned actions completed in whole or in part.

The Steering Committee chose to promote collective intelligence and wider involvement of UM's scientific community to actively prepare this renewal application: the Strategic group was enlarged for the duration of this renewal project and the number of represented researchers increased to 12 to include representatives of all 4 researcher categories (R1-R2-R3-R4) for each UM scientific field: Agriculture-Environment-Biodiversity (AEB); Bio-Health (BS); Chemistry; Maths-Informatics-Physics-Systems (MIPS); Social Sciences (SOC). In addition to the 9 scientists of the Strategic Group (the president and vice-presidents are also researchers or research-professors), this brings the share of scientists in the Steering Committee to 55%, with 21 researchers and research-professors out of 38 members.

An HRS4R interactive workshop was organized in November 2019 to generate proposals for the future action plan. UM invited an external expert, Ms. Isabelle Halleux, Director of Research at University of Liege and HRS4R exper-evaluator, to lead this one-day workshop. It enabled over thirty members of the Steering Committee (professors, research-professors, researchers, administrative employees, members of the governance) to reflect, exchange, share and discuss on staff expectations vis-a-vis HRS4R. 4 areas of potential HRS4R actions were identified: 1. Dialogue/Exchange/Sharing; 2. Recognition/Motivation; 3. Administrative streamlining; 4. Career development; conclusions were presented to President Philippe Augé and Executive Director of Administration Romain Jacquet and discussed collectively.

These proposals were translated into 10 objectives, arbitrated by the governing team. Added to the 13 remaining actions, they represent a total of 23 actions in the revised 2020-2023 plan, approved by UM Board of Directors on 14 December, 2020 (see Appendix 4 - HRS4R 2020-2023 Action Plan).

2.6 Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy?

Created in January 2015 with the merger of Universities of Montpellier 1 and 2, the University of Montpellier (UM) went through a restructuring process. Since the end of 2015, from an administrative point of view, the institution has been administratively organized into 13 departments and 7 services, regrouped around 5 themes: Research, Education, Institution life, Transversal departments and Heritage (cf. Appendix 5 – UM Organizational chart).

The structuring effort continued in 2016 when educational structures, research structures and doctoral schools were regrouped into 9 scientific departments whose role is to coordinate research and strengthen the link between research and training in a given thematic area.

Since March 2017, UM has been coordinating the I-SITE (Initiative-Science-Innovation-Territory-Economy) Montpellier Université d'Excellence (MUSE) project, selected for funding in the competitive call-for-projects of the French Investments for the Future program. This project gathers the forces of 16 partners towards a common ambition: create in Montpellier, by 2022, a university internationally recognized for its impact in the fields of agriculture, environment/ecology/biodiversity and health. Over the next period, UM will pursue its efforts and continue its transformation towards this target university which, for all its consortium members, will act as the academic partner they can establish strong ties with, and on which they can fully rely.

In January 2019, Philippe Augé was re-elected for 5 years as UM President. This reelection facilitates the steady implementation of the institutional strategy, including HRS4R. The majority of governing team members remained unchanged; however, its gender balance improved: in 2020, the governing team is comprised of 4 female Vice-Presidents and 10 male Vice-Presidents, representing 29% of female compared with 14% previously.

Are any strategic decisions under way that may influence the action plan?

The HRS4R action plan is determined by UM strategic orientations and the national context, marked by new regulations in line with C&C.

UM strategic orientations are linked to the common site policy, carried out within the framework of the I-SITE MUSE, which seeks to transform the University of Montpellier. By getting selected for funding in national and international competitive calls for projects, UM gets additional resources to implement its policies: for instance, by coordinating a work-package on inclusiveness for the CHARM-EU European University project, a European alliance involving UM and 4 others European institutions (U. Barcelona, SP; U. Utrecht, NL; U. College Dublin, EI; and University Eötvös Loránd (ELTE), HU). UM is the winner of the inter-ministerial fund in favor of professional equality, which financed the production of an awareness-raising brochure and training sessions for all supervisory staff (Springboard).

In 2015, the French government developed two certifications, as part of its general policy of promoting gender equality and diversity in the work place: both "Diversity" and "Gender Equality" awards invite public and private organizations to assess their human resources management procedures. UM is working towards acquiring these certifications.

The French Law of August 6, 2019 on the transformation of civil service makes it mandatory for institutions to offer training sessions on managerial skills development to all supervisory staff and to implement a Gender Equality Plan by the end of 2020. Actions related to these regulations are included in the 2020-2023 plan.

Likewise, a bill on multi-year research programming, planning an historic investment of 25 additional billion euros over the next 10 years, offers perspectives to raise salaries and promote the careers of higher education, research and innovation staff. These perspectives include: salary increase, tenure tracks procedures, rewarding a researcher's varied missions for career advancement, and increasing funds for research (+€450M by 2027).

3 Actions

1. . Research freedom ..2. Ethical principles ..3. Professional responsibility.. 4. Professional attitude
 5. Contractual and legal obligations 6. Accountability 7. Good practice in research
 8. Dissemination, exploitation of results.. 9. Public engagement ..10. Non discrimination
 11. Evaluation/ appraisal systems 12... Recruitment 13.... Recruitment (Code) 14... Selection (Code)
 15. Transparency (Code) ..16. Judging merit (Code).. 17. Variations in the chronological order of CVs (Code)
 18. Recognition of mobility experience (Code).. 19. Recognition of qualifications (Code) ..20. Seniority (Code)
 ..21. Postdoctoral appointments (Code) ..22. Recognition of the profession.... 23. Research environment 24.
 Working conditions..25. Stability and permanence of employment ..26. Funding and salaries
 27. Gender balance..28. Career development ..29. Value of mobility ..30. Access to career advice 31.
 Intellectual Property Rights 32. Co-authorship 33. Teaching 34. Complains/ appeals
 35. Participation in decision-making bodies .. 36. Relation with supervisors...37. Supervision and managerial
 duties 38. Continuing Professional Development...39. Access to research training and continuous
 development ...40. Supervision

3.1 Proposed actions

23 actions (including 13 **In Progress** and 10 **NEW**) comprise the new action plan for the period 2020-2023.

NB: Previously completed actions which, once achieved, correspond to long-term permanent measures and/or policies are removed from the updated action plan. However, they continue to be monitored and indicators regularly recorded (cf. Appendix 2 - List of permanent HRS4R actions).

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Deliver an Information System to collect and share Intellectual Property data	5. Contractual and legal obligations; 6. Accountability; 8. Dissemination, exploitation of results; 31. Intellectual Property Rights	Q1 2021	DIPA	IS Deployment
	Current Status	Remarks		
	In Progress			
Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination; deploy an on-line researchers' directory).	8. Dissemination, exploitation of results; 9. Public engagement	Q4 2023	SCOM	No. of published portraits, Hall of Fame delivery, on-line researchers' directory delivery
	Current Status	Remarks		
	NEW			

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Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Complete the offer of English-language information and documents (for internal and external use)	10. Non discrimination	Q1 2021	DRI	No. of translated webpages and documents
	Current Status	Remarks		
	In Progress			
Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Identify main administration departments and offices requiring foreign language skills	10. Non discrimination	Q2 2021	DRH	No. of identified departments/offices
	Current Status	Remarks		
	In Progress			
Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Facilitate dialogue, exchange and sharing on best practice among UM staff categories: create a work group on early stage researchers' specific needs(R1-R2); organize mixed workshops on Administrative/Technical and Administrative/Research issues	5. Contractual and legal obligations; 22. Recognition of the profession; 25. Stability and permanence of employment; 28. Career development; 36. Relation with supervisors; 37. Supervision and managerial duties	Q4 2021	DRED	"Early stage researchers" group creation date, and no. of meetings/year; launching date of mixed workshops, and no. of workshops
	Current Status	Remarks		
	NEW			
Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue paperless procedures and administrative streamlining efforts	24. Working conditions	Q3 2021	DSIN-DPIL	Newly deployed tools Tool usage rate
	Current Status	Remarks		
	NEW			

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Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Create a committee to work on harmonizing procedures and liaising with research organizations (on aspects that may be treated locally)	7. Good practice in research; 23. Research environment	Q3 2021	DRED/VPR	Committee creation date and no. of meetings/year; participating research organizations; topics treated per year
	Current Status	Remarks		
	NEW			
Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Publication of UM OTM-R charter (policy for Open, Transparent, Merit-based Recruitment)	10. Non discrimination; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code) 21. Postdoctoral appointments (Code)	Q4 2020	DRH	Publication on institutional website
	Current Status	Remarks		
	In Progress			
Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Disseminate & enforce OTM-R principles with training sessions (via UM's network of HR representatives) and monitor with indicators from the annual social report	12. Recruitment; 13. Recruitment (Code)	Q2 2021	DRH	# dissemination actions and workshops; # "Recruiting without Discrimination" brochures distributed;

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				social report indicators
	Current Status	Remarks		
	NEW			
Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Extend OTM-R policy principles to UM doctoral employment contracts	13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code)	Q2 2021	DRED	No. of doctoral positions published in line with OTM-R principles
	Current Status	Remarks		
	NEW			
Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Produce a specific Post-doc recruitment guide with selection criteria that include the diversity of a researcher's missions (team, project or laboratory management; mobility; mentoring and supervision; training and more) for hiring, bonus granting, and staff promoting purposes	13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code) 21. Postdoctoral appointments (Code)	Q3 2020	DRH	Publication of the Post-doc recruitment guide
	Current Status	Remarks		
	In Progress			
Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Continue efforts to achieve gender balance: implementing a gender equality plan	13. Recruitment (Code); 24. Working conditions;.27; Gender balance	Q1 2021	DVC	Social report
	Current Status	Remarks		
	NEW			

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Action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 13 Deployment of a series of digital services to improve exchanges, communication and data storage.	23. Research environment	Q2 2020	DSIN	Use rate of researchers' accounts
	Current Status	Remarks		
	In Progress			
Action 14 Develop a profit-sharing and/or value-creation scheme (individual and collective) for staff involved in UM-managed research contracts that contribute to the reputation of the University	26. Funding and salaries	Q3 2022	DRH	Publication of scheme and no. of beneficiaries
	Current Status	Remarks		
	NEW			
Action 15 Implement HR welcoming services for researchers, with specific consideration for staff with disabilities	10. Non discrimination; 24. Working conditions	Q4 2021	DRH	HR welcoming services implemented
	Current Status	Remarks		
	In Progress			
Action 16 Implement an attractiveness policy to attract and retain promising young researchers, post-docs and senior researchers (Chairs, tenure-tracks, arrival package)	26. Funding and salaries	Q3 2022	DRH	Publication of the policy; no. of attracted staff
	Current Status	Remarks		
	NEW			
Action 17 Continue promoting education: award annual prizes for education	11. Evaluation/ appraisal systems; 19. Recognition of qualifications (Code); 33. Teaching	Q1 2021	MUSE	No. of education prizes awarded to Research-Professors annually; No. candidates No. laureates (ratio)
	Current Status	Remarks		

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	In Progress			
Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Communication actions on career advancement/tenure calendars and procedures	13. Recruitment (Code); 15. Transparency (Code); 28. Career development; 39. Access to research training and continuous development;t 40. Supervision	Q3 2021	DRH	No. of communication actions
	Current Status	Remarks		
	NEW			
Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Raise awareness for all staff members (from PhD student to Professor, Research-Professor, Researcher, and Administrative personnel) to work towards a personalized career plan (with the support of the "Career Support and Monitoring" team in HR department)	28. Career development; 29. Value of mobility; 30. Access to career advice	Q1 2021	DRH	No. of supported staff/year
	Current Status	Remarks		
	In Progress			
Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Best practice on Intellectual Property: provide a shared and consolidated view on research projects and call-for-projects; optimize the monitoring, management and control of the patent portfolio	5. Contractual and legal obligations; 6. Accountability; 8. Dissemination, exploitation of results; 31. Intellectual Property Rights	Q2 2021	DIPA	Deployment and use rate of LEGISWAY software
	Current Status	Remarks		
	In Progress			

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Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Monitoring researchers employed by research organizations to recognize their contribution to training (MUSE project: liaising with research organizations to share/harmonize practices)	11. Evaluation/appraisal systems; 19. Recognition of qualifications (Code); 33. Teaching	Q1 2021	MUSE	Production of "Adjunct professor" charter & no. of researchers involved in more than 64 training hours/year
	Current Status	Remarks		
	In Progress			
Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Offer training sessions in line with the institution's strategic goals (Open Data, Green Plan, nutrition plan, and more)	38. Continuing Professional Development; 39. Access to research training and continuous development	Q4 2021	DRH	No. trained staff
	Current Status	Remarks		
	In Progress			
Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Training sessions on managerial skills development extended to all heads of structures (departments, offices, research structures, educational structures, institutes, schools...)	37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision	Q4 2021	DRH	No. trained staff
	Current Status	Remarks		
	NEW			

3.2 OTM-R

The extended version of the reviewed HR Strategy for the organization for the next 3 years, including the OTM-R policy must be published on UM organizational website.

URL*: <https://www.umontpellier.fr/en/articles/luniversite-de-montpellier-recoit-le-label-europeen-hr-excellence-in-research>

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

French legislation and the institution's guidelines define for the University a recruitment process that meets the requirements of the Charter for Researchers and the Code for the Recruitment of Researchers. As early as 2010, the University of Montpellier has been implementing measures to ensure transparency and equal opportunities (digitization of applications, parity of Recruitment Committees, and more). In this area, the HR department has carried out specific communication actions towards selection committee presidents, to raise their awareness on possible selection bias, particularly with regards to minorities (a "Recruiting without Discrimination" brochure was produced in 2020).

It is worth noticing that the proportion of staff recruited from minorities or abroad is increasing: compared to the previous period, the share of disabled students (2.31%) and staff (4.58%) welcomed by the institution has increased by 1% and 1.3%, respectively. Female employees, whose number increased by +8% up to 1,140 employees in 2019, representing 42% of UM workforce (compared with 1,055 employees and 40% in 2017). The number of R2 researchers rose significantly with 462 post-docs versus 387 in 2017, an increase of +24%. The I-SITE MUSE project effect, with the recruitment of researchers on MUSE-supported research projects, partially explain this increase. In 2019, the share of UM staff with foreign nationality went up 26% since 2017, representing 12.4% of total UM staff. The share of staff with foreign nationality reaches 24% when considering the total number of foreign researchers hosted at the University. The same goes for the proportion of candidates from outside the institution which has increased to over 55% over the last 5 years for the MCF-PR categories.

A comparison between 2017 and 2020 OTM-R self-assessments shows an increase in positive results with 22/23 (96%) responses considered positive in 2020 (Yes, rather; Yes; and Yes, absolutely), compared with 20/23 responses (87%) considered positive in 2017.

Since 2017, the Open Transparent, Merit-based Recruitment (OTM-R) policy has been part of HRS4R and it is fully and durably embedded in UM HRS4R strategy.

Production of the OTM-R charter was completed in 2020. It will be extended to UM doctoral employment contracts in 2021 (action 10). Publication of the OTM-R charter with this report (cf. Appendix 6 – OTM-R Charter) will present UM with additional occasions to carry out awareness-raising campaigns for an open transparent recruitment, in an institutional effort to hire the best qualified candidates.

Continued internal and external dissemination towards targeted audiences (candidates, members of selection committees) and training sessions on OTM-R principles will round out the OTM-R strategy which will be monitored via indicators from the annual social report (action 9). The production of a specific Post-doc recruitment guide will complete existing dispositions that already encourage recruiters to take into account the diversity of researchers' missions (team, project or laboratory management; mobility; mentoring and supervision; training and more) in their selection criteria when hiring, granting bonuses, or promoting staff (action 11).

4 Implementation

4.1 Implementation

General overview of the implementation process

The HRS4R strategy at the University of Montpellier is placed under the authority of President Philippe Augé, assisted by the Vice-President in charge of Research, Jacques Mercier, who, in his capacity as HRS4R Executive Manager, chairs the Steering Committee in charge of leading the HRS4R implementation and monitoring at UM.

The Steering committee comprises two groups:

- The Strategy Group is responsible for steering the implementation of HRS4R and meets twice a year, on average. It is comprised of 17 people and includes members of UM's governance (the President and Vice Presidents of: the Board of Directors; Research; Education and Student Life; International Relations; Social Responsibility; Value-generation and Industrial Partnerships; Dissemination of Scientific Culture; Ethics and Deontology; the Executive Director of Administration and two deputies respectively in charge of Human Resources, Budget and Partnerships (RHBP), and Strategic Analysis and Change Management (ASCC). Since 2018, the decision to include representatives of the scientific community in the Strategic group has made it possible to have one representative per category of researcher (R1- doctoral students, R2-post-doctoral students, R3-Associate-professors and R4-professors) in the group. 4 directors of central administrative departments (DRH, DRED, DIPA, DPIL) and the project manager are invited members.
- The Operational Group meets quarterly and executes, monitors and reports on the fulfillment of HRS4R to the HRS4R Executive Manager via the project manager. The Operational Group is comprised of about 15 people, with one HRS4R referent (who may be the director of the said department) per UM department involved, in this case the following departments: DRH, DRED, DRI, DFE, DVC, DIPA, DPIL, DAGI, DSIN, SCMPPS, SCOM, MUSE, DPI.

The composition of the Steering Committee gets updated to reflect the usual departures and arrivals in the life of any institution.

Temporary expansion of the Strategy Group during the "HRS4R award renewal" process (see Appendix 7 - Composition of the Expanded Steering Committee).

In September 2019, for the purposes of the final evaluation and the renewal application, 8 additional researchers were invited to join the 4 researcher representatives of the Strategic group in order to involve UM's scientific community in all its scientific fields (Agriculture-Environment-Biodiversity; Bio-Health; Chemistry; Maths-Informatics-Physics-Systems; Social Sciences). The scientific community is represented by 12 scientists, with approximately 3 representatives per researcher category (R1-R2-R3-R4).

General comments

The data on UM staff, presented in the first part of this report, take into account tenured and contract-based staff who work in the research structures and central administration departments within the University's research perimeter (DIPA, DRED, DCSPH, DRI, MUSE).

It is worth noting UM's overall outstanding performance over the period with a +11% general increase in research funds, soaring to +30% for competitive government-sourced funding, and a +3% FTE increase in the total number of Research staff. The latter particularly benefits women (+2 points) who now represent 42% of the staff (compared to 40% in 2017), R2 category researchers (462 post-docs compared to 387, that is an increase of +24% partially explained by the I-SITE MUSE project effect and the related recruitment of researchers on MUSE-supported research projects), and staff with foreign nationality whose 26% increase since 2017 is partially attributed to the institution's internationalization efforts, the reliability of the information and the inclusion of staff with dual nationality in the staff data extracted by the Steering Department (DPIL).

The specificity of the University of Montpellier is reminded here: from a Human Resources point of view, UM directly employs and manages the career path and skills of 2,900 employees out of the 4,600 members of the large UM-hosted research community. The remaining 1,700 agents comprise staff from research organizations managed by other supervising entities (CNRS, INSERM, INRAE, IRD, etc...) and hosted at UM in JRUs. In 2019, the number of researchers of foreign nationality hosted at UM reached 762. When added to the 342 researchers of foreign nationality employed by UM, they represent a total of 1,103 staff of foreign nationality within UM's scientific community (24% of total research staff).

The fact that UM employs 63% of this large hosted community partially explains a discrepancy noted by the expert assessors at the time of the interim assessment in 2017: the number of doctoral students of foreign origin then published on the website (50% of 1,800) was different from the number of UM-employed foreign researchers (271) mentioned in the 2017 report. It must be noted that not all 1,800 doctoral students registered at UM are on UM payroll: some doctoral students are either paid by other public or private organizations, or on scholarships (and hence do not appear in UM staff data). The data published on the institutional website now details these figures for greater clarity (1,761 doctoral students, 545 (31%) of whom are on UM payroll).

Communication and awareness-raising actions on the HR Excellence in Research award have contributed to the institution's objectives of international openness and increased attractiveness. These efforts, combined with the common site policy developed by the I-SITE MUSE initiative and particularly its targeted objective of creating by 2022 in Montpellier a university that is internationally recognized for its impact in the fields of agriculture, environment and health, have contributed to a significant and constant increase of the institution's outreach, both at national and global level. This is evidenced by UM's remarkable progression in international rankings over the period: for the fourth consecutive year, University of Montpellier ranks among the world leaders in Ecology (1st in the world 2018-2019, 2nd in 2017-2020) in the 2020 ARWU subject ranking. A significant breakthrough was also achieved in many subjects, with UM ranking in the top 100 universities in the world in oceanography, agricultural sciences (up to rank 25 instead of 42), water resources and biotechnology. Since 2016, UM went up +140 spots in ARWU global ranking (#180 in 2020 versus #320 in 2016). Innovation is a field where University of Montpellier regularly distinguishes itself: it ranks 1st French university in 2019 in the REUTERS ranking of the world's 100 most innovative universities (17th European and 44th global).

4.2 How will the implementation committee and/or steering group regularly oversee progress?

The HRS4R Steering Committee ensures the smooth implementation and monitoring of the HRS4R action plan at UM.

The Operational Group meets quarterly, which helps monitor the implementation of HRS4R and report to the HRS4R Executive Manager via the project manager. Minutes and conclusions are produced for every meeting. They are distributed to participants and shared with the members of the Strategy Group, for their information. Minutes and documents used during the meetings are filed in a shared directory on the common storage space dedicated to the HRS4R project on the UM server, and are accessible to the members of the Steering Committee. This process allows all members to keep informed on the good implementation of the action plan.

The Strategy Group meets twice a year, on average. Those meetings provide an opportunity to share updates on the HRS4R action plan implementation, to mention possible adjustments in the institution's strategy and, where appropriate, to make decisions related to corrective actions for potentially observed discrepancies.

The project manager works closely and regularly with the HRS4R Executive Manager. Additional work sessions with top governing members (President, Executive Director of Administration, HRS4R Executive Manager) are organized as needed.

Within the framework of the award renewal process alone, 13 meetings have been organized:

- 2 plenary sessions attended by both groups (launching the renewal process 27/09/2019 interactive workshop 12/11/2019);
- 5 meetings with project manager and top governing members (Executive Director of Administration, HRS4R Executive Manager) on 24/07/2019 25/07/2019 - 10/01/2020 - 07/02/2020 - 23/09/2020;
- The extended Strategy group met in plenary session on 2 other occasions (19/06/2020 23/10/2020);
- The Operational Group met in plenary session on four other occasions (08/10/2019 05/12/2019 - 25/02/2020 - 09/06/2020) and in sub-groups as often as necessary (over 15 times), in particular with HR department for drafting the OTM-R charter, DPIL for statistical and budgetary data extraction, or with Communication department for the layout and online version of the report;
- In addition, weekly half day work sessions have been set up since Q3 2019 between the HRS4R project manager and a part-time assistant who provides administrative support for the implementation of HRS4R.

Detailed tracking of planned actions was carried out to tally up actions fulfilled between March 2017 and March 2020, and to collect achievement indicators. Proposals for actions resulting from the interactive workshop were discussed collectively, then translated into 10 new actions, arbitrated by the governance and finalized with the members of the Strategic group during the 19 June 2020 plenary session. When added to the 13 actions that remain to be completed under the previous plan, they represent a total of 23 objectives in the revised HRS4R 2020-2023 action plan.

This collective cross-directional work-based methodology led to the production of this report, the OTM-R Charter and the revised 2020-2023 action plan. Presented to UM's Governance Committee (02/12/2020), then validated by the Board of Directors (14/12/2020), these documents are now published on the UM website in December 2020.

These collaborative methodology and monitoring process will be maintained for the next period.

4.3 How do you intend to involve the research community, your main stakeholders, in the implementation process?

At initial phase, several Research-Professors volunteered to participate in the Gap Analysis and contribute to the definition of objectives for the first action plan.

At mid-term assessment time, an electronic survey was conducted to collect contributions from the UM scientific community. The survey was addressed to UM research staff (3,114 people) and enabled the identification of areas for improvement that were taken into account in the 2017-2019 action plan.

Later in 2017, it was decided to include representatives of researchers in the Strategic group. 4 scientists (some of them elected by their peers in UM governing bodies) volunteered to represent their community and since Q2 2018, one representative per researcher category (R1-PhD student, R2-Post-doctoral fellow, R3-Assistant Professor and R4-Professor) have been invited to participate in the Strategic Group meetings, and received minutes and information related to HRS4R.

The Steering Committee chose to promote collective intelligence and wider involvement of UM's scientific community to actively prepare this end-of-cycle assessment and renewal application.

For the duration of the award renewal procedure, the Steering Committee is comprised of 55% of researchers or research-professors, with a total of 21 researchers and research-professors out of 38 members (12 representatives of the UM scientific community and 9 members of the governing team, including the president and all vice-presidents). Overall the percentage of representation of researchers for R1, R2, and R3-R4 are 0.6%, 0.6% and 0.9% respectively.

An HRS4R interactive workshop was organized in November 2019 in order to generate proposals for the future action plan. UM invited an outside HRS4R expert (Ms. Isabelle Halleux, Director of Research at the University of Liège, expert HRS4R assessor with the EC) to lead this one-day workshop. The workshop enabled over thirty members of the Strategic and Operational groups (professors, research-professors, researchers, administrative employees, members of the governing team) to reflect, exchange, share and discuss on staff expectations vis-a-vis HRS4R. The workshop helped identify 4 areas of potential HRS4R actions: *1. Dialogue/Exchange/Sharing; 2. Recognition/Motivation; 3. Administrative streamlining; 4. Career development.* At the end of the working day, the workshop results were presented to President Philippe Augé and Executive Director of Administration Romain Jacquet and were discussed collectively.

Translated into objectives, subsequently arbitrated by the governing team and validated by UM's governing body, these proposals represent 10 new actions in the revised action plan. Added to the 13 actions that remain to be completed and/or carried out from the previous plan, the number of objectives for the new 2020-2023 HRS4R action plan totals 23 actions (see Appendix 4 - HRS4R 2020-2023 Action Plan).

4.4 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.

UM's commitment to implement C&C principles paved the path for French universities. UM was France's first university and second national institution to be awarded the "HR Excellence in Research" award in 2015.

Since then, implementing HRS4R produced a set of institutional procedures reflecting this commitment, including: a specific recruitment procedure for the publication of "Research" positions on Euraxess job portal; a reference to C&C in internal regulations and in responses to national and international calls-for-projects; use of the "HR Excellence in Research" logo on the website, corporate documents and letterheads, and employees' electronic signatures; a toolbox on intranet with files and rules for logo use; sample text in French and English on UM's HRS4R commitment.

HRS4R is fully embedded in the institutional policy. Engagement of the highest level of governance in the composition of the HRS4R Steering Committee strongly illustrates that; so does the publication of UM OTMR charter and related series of awareness-raising and training actions for relevant internal audiences. The fact that HRS4R is at the heart of competitive national and international structuring projects, that were selected for funding, and for which University of Montpellier is a partner, also shows HRS4R embedding in the institution: for instance, UM coordinates a work-package on inclusiveness in the framework of the European University project Erasmus+ CHARM-EU, for which it partners with 4 other European institutions (U. Barcelona, SP; U. Utrecht, NL; U. College Dublin, EI; and Eötvös Loránd University (ELTE), HU). UM is also the winner of the inter-ministerial fund in favor of professional equality, which funded the production of an awareness-raising brochure and training sessions for all supervisory staff (Springboard).

UM contributes to the dissemination of the HRS4R policy

Since it received its award in March 2015, UM has contributed significantly to the dissemination and the promotion of HRS4R policy in France and Europe. Internally, 4 presentations were made to the scientific community and two articles were published (FORUM magazine and on the intranet (*Espace Numérique de Travail*, ENT).

Externally, President Philippe AUGÉ was invited in 2015 by the French Conference of University Presidents (CPU) to present UM's award-gaining process to his peers. The same year, Nathalie Modjeska, UM HRS4R project leader, was invited by the DG Research and Innovation of the European Commission to participate in a working group for the revision and strengthening of HRS4R (DG Research and Innovation Expert group on Strengthening HRS4R). Since then, she has been part of the expert assessors' group for the European Commission to evaluate applications for the "HR Excellence in Research" award (nearly 50 evaluations since 2015). She is also regularly invited to present UM's HRS4R experience at national and international level at the request of the French Ministry of Higher Education, Research and Innovation (MESRI), the CPU, the *Agence de Mutualisation des Universités et Etablissements d'Enseignement Supérieur ou de Recherche* (AMUE), Campus France and the EC: she has given 13 presentations, including 5 in France and 8 internationally (cf. Annex 8 - Table of external UM presentations on HRS4R).

4.5 How will you ensure that the proposed actions are implemented?

From the beginning, implementing HRS4R has been overseen by the Steering Committee and the two groups it comprises: the Strategic Group steers and arbitrates strategy orientations, while the Operational Group executes, implements, monitors and reports to the HRS4R Executive Manager via the project manager.

The involvement of the highest level of governance in the composition of the HRS4R Steering Committee also demonstrates the commitment to implement the HRS4R action plan, which is fully embedded in the institutional strategy.

Implementation of each action of the plan has been appointed to a specific team or department. Each team or department in charge of an action follows up and reports on its implementation during Operational Group meetings, particularly at assessment phase. When appropriate, a department in charge may further defines specific follow-up schedules to implement and monitor assigned actions (for example, DRH and OTM-R, DRED and research data, DVC and programs related to social responsibility). This organization allows the departments

to closely monitor the achievement of objectives that are within their scope of activity.

In order to facilitate information sharing and monitoring, a specific inter-departmental shared folder was created on the university's server and access was granted to members of both groups.

The regular Operational Group meetings are often attended by the HRS4R Executive Manager and minutes are produced to relay implementation progress and general project management. These minutes are shared with the Strategic Group for complete transparency, and are archived in the shared folder on the server. When major deviations from objectives are observed, they are reported to the HRS4R Executive Manager by the project manager and to the governance for arbitration.

The Strategy Group meets twice a year, on average. Those meetings provide an opportunity to share updates on the HRS4R action plan implementation, to mention possible adjustments in the institution's strategy and, where appropriate, to make decisions related to corrective actions for potentially observed discrepancies.

This methodology is based on cross-departmental collective work, regular monitoring of planned actions with collection of achievements and indicators, and storing information and data in a shared dedicated folder. It contributes to guaranteeing the implementation of the HRS4R project in the institution.

4.6 How will you monitor progress (timeline)?

In compliance with HRS4R recommendations and expectations, and since the initial phase, quarterly time targets have been set for every action in the UM HRS4R action plan. The same goes for the upcoming plan for the period 2020-2023.

Implementation is monitored on a regular basis and updates are made at the quarterly Operational Group meetings. This makes it possible to collectively track progress made with regards to the planned calendar, report to the governance team and, when applicable, adjust deliverable dates.

4.7 How will you measure progress (indicators) in view of the next assessment?

Just like an action's implementation is assigned to a specific department with a set quarterly target date, indicators are defined for every action of the HRS4R plan. Moreover, it is planned to monitor the implementation of OTM-R using specific indicators defined in the OTM-R diagnosis (see Annex 9 - OTM-R checklist 2020) and indicators from the University's annual social report (i.e. the proportion of Research-professor and Assistant-professor positions filled by competitive ranking exams or transfer).

In order to measure progress made towards a set objective, departments in charge of carrying out actions regularly track their related indicators, whose frequency may vary from case to case, via the designated referents. The latter are responsible for producing and saving the fulfillment justification in a specific file in the shared HRS4R project folder. To facilitate sharing and archiving, a specific coding has been determined to link the achievement or indicator justification to the action and the year.

The HRS4R team (Project Manager and Assistant) is responsible for verifying and compiling these indicators into a macro file, facilitating the consolidation of project progress measures, year after year.

Regular collection, coding, archiving and compilation are particularly useful for reporting to the Steering Committee and at evaluation phase.

At the time of the mid-term assessment, it was decided to add the codification of the "Civil Service Self-Assessment Framework" (Cadre d'Auto-évaluation des Fonctions publiques, CAF), a tool for public administrations in the European Union, to the monitoring and continuous improvement process of the University HRS4R. In compliance with the recommendations and reinforced requirements of the "HR Excellence in Research" award on HRS4R's continuous improvement process, the University wished to bring the monitoring of HRS4R in line with the evaluation approach it had been engaged in for several years.

Since 2017, HRS4R monitoring of each action includes a CAF rating which is done by assigning a letter to measure progress, as described below:

“Based on these observations, regarding this goal, one can say that:

D: There is no action, nor significant project contributing to this goal.

C: An action plan has been defined, preliminary discussions are ongoing.

B: An action plan has been defined and implemented.

A: An action plan has been defined and implemented. A follow-up of its implementation is in place and corrective actions are determined when required.

A+: The definition of an action plan, implementation process, monitoring and adjustment of achievements is part of a permanent cycle (continuous improvement process).

CAF ratings for the HRS4R actions in the 2017-2019 action plan are as follow:

- 4 A+
- 11 A
- 4 B
- 5 C
- 1 D

4.8 Additional remarks/comments

The year 2020 for UM was certainly impacted by the Covid-19 pandemic. The University managed to adapt and ensure continuity of its academic and research operations. It was able to swiftly organize work and distance learning, protect on-site staff and support partner companies while strengthening support for students facing difficulties.

For students

Maintaining academic activities was organized for about 50,000 UM students, with special attention paid to students with disabilities by the Disability Office of the DVC and SCMPPS.

Financial, digital and psychological support has been provided. Schools and institutes connected regularly with their students via social networks, website and emails in order to meet students' expectations and concerns.

When the lockdown started, the University and its educational structures started to plan student welcoming modalities for the start of the new 2020-2021 academic year. The implementation of tutoring for new high-school graduates was favored in order to secure their future academic career.

Investment to purchase equipment for distance learning was also decided and conceived as long-term pedagogical innovation tools.

For staff

Mid-March, when the lockdown started, a crisis steering committee was immediately set up around University President Philippe Augé to guarantee administrative and institutional operations and liaise with the Health, Safety and Working Conditions Committee (CHSCT). Remote working has been encouraged; support by DSIN facilitated the deployment of a secure and functional digital environment. For staff whose presence on site was required, recommended social distancing and protective measures were applied: masks, visors, and hydro-alcoholic solutions were provided. A detailed record of on-site staff was kept on a daily basis. Every staff-related decision or action was regularly communicated internally via e-mails and articles on the University intranet.

A plan to resume activities on site instead of remotely was activated as early as June 2020. UM staff came back on site progressively until full resumption (except for at-risk staff who kept working remotely). Virtual meetings remained the recommended collaborating method. Such meetings were made possible by increasing access and connecting means to rely on secure institutionally provided videoconferencing tools.

For research

Maintaining research activity during the crisis has proven to be crucial. In record time, the Montpellier scientific community was able to redirect on-going research projects to produce new knowledge on Covid. The I-SITE MUSE has provided exceptional funding, up to €250,000, enabling research teams to rapidly engage in research work for effective treatments, screening tests, identification of the virus origin and nature, and improvement of global health monitoring.

This experience illustrates the capacity of the University to adapt its activity and operational mode according to faced priorities and challenges, while paying extra attention to working conditions and preserving the health and safety of staff and students.

Similar adaptability is true for the HRS4R project if needed, as it is likely to evolve over the years in view of future legislation evolution and/or the University's strategic orientations.

Appendices

Appendix 1 – List of acronyms and abbreviations

Meaning of acronyms and abbreviations used in the report

AEB: Agriculture-Environment-Biodiversity

BIATS: staff category (engineers, administrative, technical, social & health, and library workers)

BS: Bio-Health

C: Researcher

CHSCT: Health and Safety and Labor Standards Committee (staff representative body within a public organization)

DAF: Financial Affairs Department

DAGI: General and Institutional Affairs Department

DCSPH: Scientific Culture and Historical Heritage Department

DFE: Education and Studies Department

DIPA: Innovation and Partnerships Department

DPI: Public Property Department

DPIL: Steering Department

DRED: Research and Doctoral Studies Department

DRH: Human Resources Department

DRI: International Relations Department

DSIN: Digital and Information System Department

DVC: Campus Life Department

E: Teaching staff

E/C: Research-Professor

ENT: Digital Work Space

I-SITE MUSE: Initiative Science-Innovation-Territories-Economy Montpellier University of Excellence

IUF: Institut Universitaire de France

MIPS: Maths-Informatics-Physics-Systems

MCF: Assistant professor

PhD: Doctoral student

PR: Professor

SCD: Documentation Department

SCMPPS: University Service for Occupational Medicine and Health Promotion

SCOM: Communication Department

SCUIOIP: University Service for Information, Orientation and Professional Insertion

SOC: Social Sciences

RH: Human Resources

UMR: Joint Research Unit

Appendix 2 – List of permanent HRS4R actions

CAF rating	Old action #	Achieved Action	When	Leading dept	Indicators	Indicators consolidated YTD (2015-2020)
A	I-1	In dissemination on HRS4R and C&C towards research units directors and doctoral schools, the Charter and Code are mentioned or presented for information	Q4 2015	DRED	Number of in-house presentations on C&C	4 presentations /C&C
B	I-2.1	In order to promote good research practice ethics, all Research Units are encouraged to use of Internal rules and regulations and assistance is offered in writing them for further harmonization	Q3 2019	DRED	# internal rules voted in Research Commission	7 internal rules voted in
A+	I-2.2	In order to promote good research practice ethics, the use of Thesis Assessment Committees and the signature of training plan (including a clause on value-generating) by PhD students become mandatory by the decree of 25/05/2016 (which replaces that of 7/08/2006)	Q2 2016 Q3 2018	DRED	# thesis committees # signed training plans	4,389 thesis committees; 1,479 training plans; 100% CSI & training plans signed in 1 st year
A	I-2.3	In order to promote good research practice ethics, the university set up an Ethical Committee for consultation, established a Charter of Scientific Integrity, created an ad hoc Commission and appointed a UM SI referent (Voted on 30 Jan 2017 by Board Council; communication + reference to the IS Charter in the Internal Rules for Reseach Units, platforms, and Doctoral	Q1 - Q2 2017	DRED	Nomination of Scientific Integrity referent Creation of Scientific integrity commission	(since 2017) Marie Christine SORDINO & Commission created
A+	I-3.1	In order to encourage doctoral students to apply professional responsibility, reference to Scientific Integrity charter and C&C is inserted in PhD registration documents and on-line (ENT), and training on this topic is provided via Doctoral schools and UM Doctoral College	Q3 2017	DRED	# thesis charters signed with C&C-reference on-line publication of documents on ENT and ADUM # training sessions offered by Doctoral Schools and Doctoral College # trained PhD students on the topic	100% thesis charters signed with C&C-reference; 19 training sessions; 867 PhD students trained on "Ethics and Scientific Integrity/Open Science" in French
A+	I-3.2	In order to increase researchers' awareness with regards to plagiarism and self-plagiarism, this message is conveyed early on as part of university curriculum (Bachelor and Master level); the examination charter includes penalties in case of plagiarism; this is also mentioned in the Scientific integrity charter and the University deployed a anti-plagiarism tool, made available to all students and teaching staff (COMPILATIO). This tool is free of use and available on the intranet; its use is to be generalized to all UM Doctoral schools	Q3 2015 Q1 2017 Q1 2018	DFE	Examination Charter since 2015 (penalties in case of plagiarism). # documents treated by COMPILATIO # cases sanctioned	91,427 docs treated by COMPILATIO; 88 cases sanctioned
A	I-5.1	Will to increase researchers' awareness for the interest of sharing IP and patent information with the Contract/Value-generation office of the Innovation and Partnerships department via laboratory visits, posting of articles on intra- and internet, development of an Information System for saving and sharing IP data (Q1 2021 deliverable), use of STEP and STAR applications, and signature of a thesis dissemination contract (SUDOC tool)	Q3 2015 Q1 2017	DIPA	# visited laboratories # articles published on Intellectual Property Delivery of PI and Patents IS # theses disseminated via STAR and % of internet dissemination (HAL)	14 lab visited + 1 plenary session; 2 published articles; 2,044 defended theses; 100% disseminated via STAR, of which 74% disseminated on internet (HAL)
A+	I-6	In order to raise researchers' awareness with regards to their obligations towards their employers and funders, the use of lab logbooks is generalized for all researchers of experimental scientific fields and the means to manage and monitor funding are increased (increase of staff in the Research support office of the Financial department, deployment of SINCHRO computer application, improvement of research credits use tracking (balance)	Q1 2015 Q2-3 2016 Q4 2017	DIPA	# distributed logbooks deployment of SINCHRO 01/07/2016 # SINCHRO users # Research support office FTE staff use rate of UM endowed research funds and call-for project allocated funds	3,716 distributed logbooks; SINCHRO Jul 2016; 444 Sinchro users; 98% use of UM endowed research funds; 100% use of call-for project allocated funds
A	I-7.1	To promote the notions of ethics and good practice in research within the faculties and departments, they are mentioned in the student assessment guidelines; initiation to research training modules are included in curricula at Master's level, training sessions are offered at Doctoral level by the Doctoral College (methodology, tools/research activity) and specific classes (animal experimentation, autoclave accreditation) offered at Bachelor's, Master's and Doctoral level.	Q4 2015	DFE	# participants to training modules offered by the doctoral college # agents trained on animal experimentation	781 participants; 178 agents trained on animal exp.

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CAF rating	Old action #	Achieved Action	When	Leading dept	Indicators	Indicators consolidated YTD (2015-2020)
B	I-7.2	To increase the research community's awareness on the value of occupational medicine, UM implements an annual training plan for prevention assistants and on Hygiene and Security; it developed a flyer on occupational medicine service, a welcome booklet on Hygiene and Security for new recruits; laboratory and individual workstation visits are organized by SCMPPS	Q1 2015	SCMPPS	# lab. visits # visited workstations # trained agents or training hours delivered # distributed flyers	Approx. 8 labs/year; 81 visited workstations; 23 trained agents & 76 training hours; flyer and welcome booklet created
B	I-8.1	Researchers' obligations (respect rules and ethical principles, obligation to train, supervision, results dissemination, security, IP protection) are reminded via a memorandum, the signature of a Thesis Charter and of a PhD Training plan (with a clause on value-generating) by the PhD student, the thesis supervisor, the research unit director and Doctoral school director. Exploiting results is encouraged via an inventors' profit-sharing scheme	Q1 2015 Q2 2016 Q4 2017	DIPA	# researchers benefiting from patent bonus or invention profit-sharing scheme	71 patent bonus or invention profit-sharing scheme
A+	I-8.2	In order to tag UM efficiently in results dissemination, the reference to UM (in UM funding allocation notifications), the use of university logo and the publication signature charter (5/12/2016) were made mandatory.	Q1 2015 Q4 2016	DRED	# UM publications/year # conferences/year # Call-for-project funding allocated/year Signature charter obedience rate	14,208 UM publications; 447 conferences; 74.30% Charter obedience rate (up 27% since 2015)
A	I-9.1	The institution encourage scientists to share and communicate on the science popularization efforts they undertake (taking advantage of the institution's website, digital resource center, museums, ...) The following are regularly organized: > Symposiums and conferences for the general public > cultural events > UM exhibitions "Regards croisés sur la lumière", "Anatomie de l'automate", ... > Open doors Days > Artist-in-residence on UM campuses > Creation of dissemination tools > Creation of an experts database (2016) > Internet Agenda: events announcement > Dissemination actions carried out by doctoral students or via the Research Commission > €15K/year in financial support to Génopolys > contract signed with "The conversation" (for the publication of articles by UM scientists with the help of experienced journalists; result dissemination) and with LUQU (Argus de la Presse)	Q1 2015	SCOM	# general public conferences selected by Research Commission (2015-16): 114 # Research Comm. funded events # Artist-in-residence stays/year # experts: 221 contacts since 2017 PhD Students registered for "My thesis in 180 seconds"	114 gen. public conferences selected by Research Commission; 3 Research Comm. funded events/year; 2 Artist-in-residence stays/year; 221 contacts in expert database; 12 PhD Students registered for "My thesis in 180 seconds"
A	I-9.2	> Website (feature stories for the general public) > Internal magazine (Forum) > External magazine (LUM) > Creation of a photo library (2016) > Press relations > Social networks (facebook, twitter, instagram, LinkedIn...) > Audiovisual production (production of training, institutional, campus life presentation videos)	Q1 2015	SCOM	# Internet articles # Forum Magazine/year (replaced by digital Newsletter in 2020) # LUM magazines: 3 issues/year (circ. 6,000) + on line publication in digital format # press releases # social networks followers: Facebook Twitter Instagram LinkedIn	>50 art/year; 16 Forum magazines circulated to 4,600 UM staff (replaced by digital Newsletter in 2020); 11 LUM magazine; 203 press releases; Followers: Facebook 43,008 (x1,5 vs 2017); Twitter 12,550 (x2 vs 2017); Instagram 7,023 (x4,4 vs 2015); LinkedIn 98,693
A	I-9.3	> Network of UM communication contact persons: management, organization of annual meetings, deployment of shared tools > Partnerships with universities, research institutions (COMUE, Campus Mag = Internet TV channel > Partnerships with cultural institutions, City of Montpellier, museums ... (Agora des savoirs, La Panacée contemporary cultural center: exhibitions, participation of scientists, ...	Q1 2015	SCOM	# network meetings/year # followers of UM YouTube channel	5 network meetings + 1 meeting per focused work groups; 1,960 followers of UM YouTube channel

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CAF rating	Old action #	Achieved Action	When	Leading dept	Indicators	Indicators consolidated YTD (2015-2020)
A	I-10.2	To promote internalization@home, university staff with foreign language skills and main administration departments and offices requiring foreign language skills are identified.	Q2 2015	DRH	ANNUAL # UM staff who received language training # UM staff with foreign language skills	467 staff with language training (since 2015); 142 staff with foreign language skills
A+	I-10.3	Deeply committed to promoting diversity and fighting discrimination, UM has appointed a focal point for secularism, racism and anti-Semitism, implements an annual program of actions for gender balance (Women's month, Springboard workshops, crisis hotline for gender-based or sexual violence) and awareness weeks to combat discrimination related to sexual orientation and gender identity, racism, anti-Semitism and disability (disability master plan).	Q1 2015	DVC	Appointed focal points # sessions # cultural events 1st French university to sign the LGBTQ de l'Autre Cercle charter in 2017 Victimization survey launched Report on Springboard workshops participation	Focal points since 2015: J.P. UDAVE A. Fichard-Carroll, Gender balance focal point; Annually: - Women's month - UM participation in Montpellier Gay Pride celebration - awareness week against discrimination based on sexual orientation and gender identity - LGBTQ charter signed 2017 - CRISIS research cooperation 2019-2021 - 62 Springboard participants since 2015
A+	I-10.4	Insert a reference to C&C in International Relations schemes for international scientists (amend guidelines to integrate C&C principles)		DRI	Validation of revised guidelines by UM governing bodies	Validation of revised guidelines
A	I-11	Assessment of UM 2015-2020 accredited course offer has been implemented since November 2016. Research units that host doctoral students are assessed by French high authority for Research and HCERES. It is carried out per grade level (Bachelor, Master, other diplomas), per specialty/path of study; per institutional main theme, via Thesis assessment committee for PhD students, every 5 years for PhD supervisors. Finally, doctoral students' activities and curricula are assessed by survey; training of supervisors by external trainers is assessed.	Q4 2015 Q2 2018 Q3 2019	DFE	# of HCERES assessed research units # Thesis assessment committees/year # assessed curricula (5/6 Doctoral Schools practice assessment)	69 HCERES assessed units; 560 Thesis assessment committees/year; 5/6 Doctoral Schools practice assessment
A	II-12.1	For harmonized recruitment practices, guidelines setting recruitment procedures and salary grids for all staff categories are produced, including an amendment to include publication of vacant positions on Euraxess jobs portal	Q3 2015 Q2 2017 Q3 2019	DRH	ONE-TIME Guidelines for the recruitment of non-tenured BIATS approved by Board of Directors 12 May 2017, updated July 2019, posted on intranet.	Non-tenured BIATS guidelines approved by Board of Directors 08/07/19; amendment for publication of vacant positions on Euraxess jobs portal approved and posted on intranet (12 May 2017)
A	II-13.1	Measures are taken at UM to ensure Open, Transparent, Merit-based Recruitment, to guarantee equal opportunities and recruitment of best qualified candidates. Hence, a reference to the Charter and Code was added in the Vade-Mecum for recruitment at UM; a specific HR procedure was developed for the publication of vacant positions on Euraxess jobs portal (dedicated generic email address drh-eurorecrut@umontpellier.fr); tracking of job posting duration for annual recruitment campaign.	Q4 2015 Q2 2017	DRH	ANNUALLY # job offers posted on Euraxess # received English language responses to calls-for-projects average duration of publication campaigns	79 job offers posted on Euraxess; 54 English language responses to calls-for-projects received (2015-2016); process ended in 2017. 1.5 month average duration for publication campaigns

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CAF rating	Old action #	Achieved Action	When	Leading dept	Indicators	Indicators consolidated YTD (2015-2020)
A	II-15	In line with UM OTM-R strategy, mention is added in job announcements on the possibility for potential candidates to receive feedback on their application strengths and weaknesses (duly justified decisions for tenured Research-professors' appointment; feedback on strengths/weaknesses for contract-based post-docs or research-professors, and upon candidate's request for contract-based BIATS).	Q1 2015	DRH	ONE-TIME template for non-tenured BIATS recruitment form ANNUALLY # posted vacancies % of non-filled vacancies	Template for recruitment form; 2,084 posted vacancies; 1% of non-filled vacancies in 2020
A	II-16	In line with UM OTM-R strategy, guidelines were written to emphasize the need to take into account all researchers' missions (management of teams, projects, research units; sectorial and geographical mobility; acting as supervisor and/or mentor; training), when dealing with recruitment, bonus, and promotion of staff. Job description, bonus and promotion guidelines take these missions into account (Research-professors). SCV office delivers information and awareness-actions to researchers on public/private brigdes; guidelines relating to Hourly Framework for Research (REH) was approved on 20/06/2016 and disseminated to Research Unit Directors (meeting 13 July 2016) + published on intranet.	Q4 2015	DRH	ANNUALLY # recruitment forms # EC recruited/year with consideration of these missions amendment to University guidelines guidelines for Hourly Framework for Research (REH) and Bonus for Research Supervision (PEDR = prime à l'encadrement doctoral et de recherche) Guidelines posted on intranet (approved 20/06/2016) # hrs of granted discharge/year # Research-professor beneficiaries # PEDR & CRCT (leaves of absence for Research / Thematic reorientation)	93 recruitment forms; 84 recruited E-C; 7,645 hrs of discharge granted to 243 E-C; 12 contracts for scientific transfer signed under UM management (YTD)
A+	II-18.2	UM's wish to recognize mobility experience is illustrated in the posting of testimonies on the EC portal (Mobility Tool) and via Moveon 4, a management and coordination tool for mobilities, actions, and cooperation of the <u>International Relations dept</u>	Q3 2015	DRI	# posted testimonies Deployment of Moveon 4 tool	5 posted testimonies 2 deployments of Moveon 4 tool
A	III-23.1	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM allocates appropriate funds to renovate/build facilities and comply with safety requirements (<i>Plan Campus</i>).	Q3 2015	DPI	Allocated budget Total UM area Newly created area	2019 total UM area 492,000 m ² (+3.4%)
A	III-23.2	To create the most stimulating research and training by research environment, and to provide the most adequate equipment, facilities, and potential for research, UM deploys a digital collaborative tool series (email, shared agenda = Zimbra) and a document management system (GED). Deployment of a series of digital services is planned for Q2 2020.	Q2 2015 Q3 2017	DSIN	# student Zimbra users # staff Zimbra users # user accounts % validation rate of user accounts by researchers	40,783 student Zimbra users; 7,643 staff Zimbra users; 2,489 GED user accounts; 74% validation rate of user accounts by researchers

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CAF rating	Old action #	Achieved Action	When	Leading dept	Indicators	Indicators consolidated YTD (2015-2020)
A+	III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SPMMS & Montpellier University Hospital (CHU M) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	Q1 2015 Q3 2017	DVC	# BOE beneficiaries # RQTH (state acknowledged disability status) PhD/post-doc recruitment rate about 100 cultural events/year # workshops types; # locations; # registered staff # reserved day-care spots	205 beneficiaries and 31 BOE recruitments since 2016; Following remote work campaigns, "télétravail Handicap" up from 6 to 11 staff members over 2016-2019; booklet "Life in the workplace" 2019; 100 cultural events / year; on average 5 workshops held/year; 22 sessions; 152 appointments; 500 registered; 17 reserved day-care spots (up 11 spots since 2016)
A	III-24.2	Every year, the University organizes a day of orientation for all newly recruited staff. An HR guide for new staff has been produced and published on intranet.		DRH	ANNUALLY # invited and participating new staff ONE-TIME Intranet articles: welcoming process HR guide	1,543 invited / 656 participants; Intranet articles: welcoming process & HR guide
A	III-25.1	To improve stability of working conditions for researchers, UM has developed guidelines that include the possibility of non-fixed term employment contract (CDI) for top category researchers (Cat A), and the change of status for 2nd degree teachers (PRAG) to assistant professors (MCF). The "Sauvadet" decree (Law of 2012 against job insecurity in research) for reserved tenured position was extended for 2 years in 2016, totalling 60 UM permanent tenured positions.	Q3 2015	DRH	ANNUALLY # recruited assistant-professors (MCF) # researchers/staff on non-fixed term employment contract (CDI) # Sauvadet tenured positions filled out	136 recruited assistant prof. (> 63% external to the university on average); 2 researchers on CDI; 45 filled Sauvadet tenured positions
A	III-26.2	In 2019, annual granting of Innovation Prizes was implemented by the I-SITE MUSE project via its Partnerships axis. 5 laureates were rewarded. Granting of Educational Prizes will be implemented in 2021.	Q2 2019	MUSE	# competing candidates # laureates	Innovation Prizes: 2 editions; 54 candidates; 10 laureates
A+	III-27	With an annually published social report, DPIL monitors indicators of the University gender balance	Q3 2015	DPIL	% Female vs Male in research % F vs M PhD students	Research staff: 2019: 46% F-54% M (F up 4 points since 2015) PhD students 2019: 47% F vs. 53% M (F up 1 point since 2016)
A	III-28	Awareness-raising actions are carried out for researchers on training programs that are specifically designed for them (skill management, Massive Open Online Courses, Individual Right to Training, sabbatical leave) via dissemination with the existing circulation list for all staff and educational /research unit, researchers + institutional list and via network of HR referents in research Units.	Q1 2015	DRH	ANNUALLY # training programs for researchers # trainees # leaves of absence for Research or Thematic reorientation (CRCT) # Personal Training Account (CPF)	75 training programs for researchers; 1,002 trainees; 93 CRCT; 0 CPF
B	III-30	Encourage researchers to consult the institution's 'Career Support and Monitoring' office by identifying target staff to be contacted and by delivering them career guidance and professional advancement interviews.	Q1 2015	DRH	ONE-TIME Organizational chart published on intranet ANNUALLY # completed interviews for Researchers and Research-professors	Organizational chart on intranet 15 Researchers and Research-professors interviews

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CAF rating	Old action #	Achieved Action	When	Leading dept	Indicators	Indicators consolidated YTD (2015-2020)
A+	III-24	UM implements numerous actions to improve its staff working conditions. The implemented students and staff support scheme (including for the disabled ones) was further developed with: a multi-annual Disability Master Plan (72 actions) as early as 2015 and renewed in 2020 (45 actions); support for leaves of absence for Research or Thematic reorientation (CRCT = Congés pour Recherche et Conversion Thématiques); creation of the office of Quality of life in the workplace (with a "Well-being in the workplace" team and "Gender balance" team); SCPMMS & Montpellier University Hospital (CHU M) joint-participation in national prevention campaigns; offer of Well-being and self-development workshops for employees; developing a psycho-social risks management and prevention plan; extension of social benefits to employees' family members and providing additional financial support for staff transportation within the framework of administrative ranking examinations; producing a flyer on Well-being in the workplace to provide support to staff facing difficult situations, and by increasing the number of UM reserved day-care spots in dedicated structures. The upcoming implementation of HR welcoming services for researchers, including specific consideration for staff with disabilities, will complete the scheme.	Q1 2015 Q3 2017	DVC	# BOE beneficiaries # RQTH (state acknowledged disability status) PhD/post-doc recruitment rate about 100 cultural events/year # workshops types; # locations; # registered staff # reserved day-care spots	205 beneficiaries and 31 BOE recruitments since 2016; Following remote work campaigns, "télétravail Handicap" up from 6 to 11 staff members over 2016-2019; booklet "Life in the workplace" 2019; 100 cultural events / year; on average 5 workshops held/year; 22 sessions; 152 appointments; 500 registered; 17 reserved day-care spots (up 11 spots since 2016)
A	III-24.2	Every year, the University organizes a day of orientation for all newly recruited staff. An HR guide for new staff has been produced and published on intranet.		DRH	ANNUALLY # invited and participating new staff ONE-TIME Intranet articles: welcoming process HR guide	1,543 invited / 656 participants; Intranet articles: welcoming process & HR guide
B	III-31.1	In order to promote good practice on Intellectual Property, existing guidebooks (Réseau Curie, H2020, IP Guide"...) are circulated for internal use and dissemination. An information system is being developed to provide a shared and consolidated view on research projects and call-for-projects and to optimize the monitoring, management and control of the patent portfolio (to be delivered Q1 2021)	Q3 2015	DIPA	circulation of guidebooks on IP IS deployment for shared and consolidated view on research projects and call-for-projects	4 guidebooks (SATT AxLR & Réseau CURIE) distributed to researchers
A+	III-32	Value creation potential and co-authorship publication activity are targeted among researchers in order to best assist these scientists with their result dissemination.	Q2 2015	DRED	% of publications resulting from European collaboration: % of publications resulting from international collaboration (OST data) # annual requests for priority patents	15.5% co-publi from Europ. collab on average; 60.3% co-publi from Int'l collab on average (OST data); 165 requests for priority patents
B	III-33.1	Training seminars on pedagogical techniques for research-professors and assistant professors offered by the HR department are regularly mapped out and updated in order to best meet the teaching staff's needs in this area. Training actions, workshops (Parlons des TICE à l'UM) and production of a Newsletter on Digital tools, carried out by the SUN (service des usagers du numérique of the DSIN = Office for Digital tools users), complete this offer.	Q3 2015	DRH	ANNUALLY # Training seminars on pedagogical techniques: 14 # new training actions since 2015 (MOOC) # trainees: 378 # TICE training sessions # TICE trained participants	58 Training seminars on pedagogical techniques; 877 trainees; 70 TICE training sessions; 846 TICE trained participants
A+	III-34	Appropriate procedures are in place within the institution to manage and prevent conflicts related to work, litigation and/or appeal (Specific mediation procedure for doctoral students, Scientific Integrity commission since 2017; implementation of a "Monitoring and psycho-social risks (PSR)" Commission within the framework of the PSR prevention plan; page created on intranet, specifically dedicated to unions (ENT) .	Q1 2015	DRED	# PhD student mediation cases/year space dedicated to unions on intranet	14 treated PhD mediation cases YTD; Conciliation commission created (2018)
A+	IV-40	To provide adequate support to young researchers in training (PhD students), administrative means for doctoral schools were strengthened as early as 2016. UM wishes to increase the number of HDR (HDR = Habilité à Diriger la Recherche) scientists, researchers with "Capacity to Supervize Research", and to strengthen training courses on Doctoral student supervision for HDR researchers (via external providers).	Q2 2015	DRED	target at least 1 FTE per Doctoral school # HDR defences/year # trained HDR researchers/year	1.6 FTE/Doctoral school 458 HDR defences 80 trained HDR researchers

Appendix 3 – Fulfillment status of the 2017-2019 plan

UM HRS4R Strategy Fulfillment status of the 2017-2019 plan (as of 31 March 2020)																				
		Initiation	Implementation	Deliverable	Permanent/continuous improvement	Status (A: Achieved; OG: On-going; TBA: To be achieved)	Permanent Action/continuous improvement	2017				2018				2019				Target date
CAF rating	Action No.	Text in red: rephrasing of action left to be completed in 2020-2023 HRS4R action plan						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Actions under Part I - Ethical and professional aspects (C&C items 1 to 11)																				
B	I-2.1	Extend the use of Internal rules and regulations to all Research Units and offer assistance in writing them for further harmonization				A	permanent													
A+	I-2.2	Extend the use of Thesis Assessment Committees to all Doctoral schools				A	permanent													
A	I-2.3	Suggest the creation of an Ethical Committee for consultation; creation of a Scientific Integrity (SI) commission				A	permanent	☑	☑											
A	I-3.1	Encourage doctoral students to adopt a scientific integrity attitude (reference to SI and C&C in Thesis charter and on internet + training via doctoral schools and doctoral College)				A	permanent			☑										
A+	I-3.2	Increase researchers' awareness with regards to plagiarism and self-plagiarism (convey this message early as part of curriculum: include a reference to plagiarism in Examination charter and Scientific Integrity charter; anti-plagiarism software made available)				A	permanent	☑				☑								
A	I-5.1	Increase researchers' awareness for the interest of sharing IP and patent information with the Contract/Value-generation office of the Innovation and Partnerships department				A	permanent	☑												
C	I-5.2	Develop an Information System for saving and sharing IP data (<i>Deliver an Information System to collect and share Intellectual Property data</i>)				OG														Q1 2021
A	I-6.2	Continue efforts undertaken to secure the financial management of funding for research (report on use Research Commission allocated funds: endowment and calls-for-projects)				A	permanent				☑									
B	I-8.1	Via a memorandum, remind researchers of their obligations : respect rules and ethical principles, obligation to train, to supervise, to disseminate results, security, IP protection)				A	permanent					☑								
B	I-10.1	Offer an English-language version of some administrative documents and forms (<i>Complete the offer of English-language information and documents</i>)				OG														Q1 2021
A	I-10.2	Create a reference list of university staff with language skills (<i>Identify main administration departments and offices requiring foreign language skills</i>)				OG														Q2 2021
A	I-11	Make course evaluation systematic (<i>training supervisors with outside trainers</i>)				A	permanent								☑				☑	
Actions under Part II - Recruitment (C&C items 12 to 21)																				
A	II-12	Establish specific guidelines for the recruitment of non-permanent researchers (i.e., post-docs)				A	permanent		☑											☑
A	II-13.1	Refer to the Charter and Code in the Vade-Mecum for recruitment at UM				A	permanent		☑											
C	II-13.4	Include OTM-R (UM strategy for Open, Transparent, Merit-based recruitment) (<i>Publication of UM OTM-R charter (procedure for Open, Transparent, Merit-based Recruitment)</i>)				OG														Q4 2020
C	II-16	Write a guideline document to emphasize the need, when dealing with recruitment, bonus, and promotion of staff, to take into account all of a researcher's missions (management of teams, projects, research units; sectorial and geographical mobility; acting as supervisor and/or mentor; teaching) (<i>Produce recruitment guidelines for Post-doc including selection criteria</i>)				A/OG														Q3 2021

UM HRS4R Strategy Fulfillment status of the 2017-2019 plan (as of 31 March 2020)

CAF rating	Action No.	Text in red: rephrasing of action left to be completed in 2020-2023 HRS4R action plan	Status (A: Achieved; OG: On-going; TBA: To be achieved)	Permanent Action/continuous improvement	2017				2018				2019				Target date
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Actions under Part III – Working conditions and Social security (C&C items 22 to 35)																	
A	III-23.2	Deployment of digital tools seeking to improve transfer, sharing and storage of data (<i>Deployment of a series of digital services</i>)	OG	permanent	→	→	→	→	→	→	→	→	→	→	→	Q3 2020	
	III-23.3	Attractive package for high-potential post-docs and recognized researchers (MUSE project) (<i>regrouped with III-26.</i>)	-													-	
A+	III-24	Further develop the support system that has been implemented for students and staff (including disabled ones) (<i>Implement HR welcoming services for researchers</i>)	A/OG	permanent	→	→	→	→	→	→	→	→	→	→	→	Q4 2020	
D:	III-26.1	Introduction of tenure-track positions for high-potential young assistant professors/researchers (<i>Implement a policy to attract and retain promising young researchers (Master level and up), post-docs and senior researchers (Chairs, tenure-tracks, arrival package) - MUSE</i>)	OG												→	Q3 2022	
A	III-26.2	Granting of 2 annual awards: “Inspiring Educator” and “Leading Innovator” awards (MUSE project) (<i>Award annual prizes for education (in addition to annual prizes for Innovation)</i>)	A/OG					→	→	→	→	→	→	→	→	Q1 2021	
B	III-30	Raise awareness for researchers to consult the “Career Support and Monitoring” team (<i>Raise awareness for all staff members (from PhD student to Professor, Research-Professor, Researcher, and Administrative personnel) to work towards a personalized career plan (with the support of the “Career Support and Monitoring” team in HR department)</i>)	A/OG	permanent	→	→	→	→	→	→	→	→	→	→	→	Q1 2021	
A	III-31	Best practice on Intellectual Property: (<i>Provide a shared and consolidated view on research projects and call-for-projects; optimize the monitoring, management and control of the patent portfolio</i>)	OG	permanent	→	→	→	→	→	→	→	→	→	→	→	Q4 2020 or Q2	
C	III-33.2	Introduction of a “Researcher-Professor” status to acknowledge the contribution to training of national Research Organizations’ research staff (MUSE Project) (<i>Monitoring researchers employed by research organizations to recognize their contribution to training (MUSE project: liaising with research organizations to share/harmonize practices)</i>)	OG													Q4 2020	
Actions under Part IV – Training (C&C items 36 to 40)																	
C	IV-39	Digitizing training modules via open data, open access, MOOCs, SPOCs (MUSE project) (<i>Offer training sessions in line with the institution’s strategic goals (Open Data, Green Plan, nutrition plan, and more)</i>)	OG		→	→	→	→	→	→	→	→	→	→	→	Q4 2021	
A+	IV-40	Reinforce administrative means for doctoral schools (1 FTE per Doctoral school; increase HDR; strengthen training courses on Doctoral student supervision for HDR researchers (via external providers))	A	permanent	→	→	→	→	→	→	→	→	→	→	→		
Assessment Actions																	
N/A	E2	External assessment at +5 years	OG												→	Q4 2020	

Appendix 4 - HRS4R 2020-2023 Action Plan

"Civil Service Self-Assessment Framework" (Cadre d'Auto-évaluation des Fonctions publiques, CAF)

D: There is no action, nor significant project contributing to this goal.

C: An action plan has been defined, preliminary discussions are ongoing.

B: An action plan has been defined and implemented.

A: An action plan has been defined and implemented. A follow-up of its implementation is in place and corrective actions are determined when necessary.

A+: The definition of an action plan, implementation process, monitoring and adjustment of achievements is part of a permanent cycle (continuous improvement process).

UM HRS4R Strategy Updated action plan 2020-2023



# action plan 2020-2023	CAF* rating	Old action # 2017-2019 plan	Items of the Charter and Code	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved; NEW)	C&C principles	Target date	Leading dept	Indicators	2020				2021				2022				2023			
									Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Actions under Ethical and Professional Aspects Part																								
1	C	I-5.2	Deliver an Information System to collect and share Intellectual Property data	OG	5 - 6 - 8 - 31	Q1 2021	DIPA	IS Deployment	Initiation				Deliverable				Permanent/continuous improvement							
2	C	NEW	Facilitate access to information on academic and scientific activities at UM (promote successes with internal and external dissemination; deployment of a on-line researchers' directory).	NEW	8-9	Q4 2023	SCOM	No. of published portraits, Hall of Fame delivery, on-line researchers' directory delivery	Initiation				Implementation				Deliverable							
3	B	I-10.1	Complete the offer of English-language information and documents (for internal and external use)	OG	10	Q1 2021	DRI	No. of translated webpages and documents	Implementation				Deliverable				Permanent/continuous improvement							
4	B	I-10.2	Identify main administration departments and offices requiring foreign language skills	OG	10	Q2 2021	DRH	No. of identified departments/offices	Initiation				Deliverable				Permanent/continuous improvement							
5	C	NEW	Facilitate dialogue, exchange and sharing on best practice among UM staff categories (Create a work group on the specific needs of early stage researchers (R1-R2); organize mixed workshops on Administrative/Technical and Administrative/Research issues)	NEW	5 - 22 - 25 - 28 -36-37	Q4 2021	DRED	"Early stage researchers" group creation date, and no. of meetings/year; launching date of mixed workshops, and no. of workshops	Initiation				Deliverable				Permanent/continuous improvement							
6	C	NEW	Continue to implement paperless procedures and administrative streamlining efforts	NEW	24	Q3 2021	DSIN/ DPIL	Newly deployed tools Tool use rate	Implementation				Deliverable				Permanent/continuous improvement							
7	C	NEW	Create a committee to work on harmonizing procedures and liaising with research organizations (on aspects that may be treated locally)	NEW	7 - 23 - 35	Q3 2021	DRED/ VPR	Committee creation date and no. of meetings/year; participating research organizations; topics treated per year	Initiation				Deliverable				Implementation							
Actions under Recruitment Part																								
8	C	II-13.4	Publication of the OTM-R charter (procedure for Open, Transparent, Merit-based Recruitment)	OG	10 - 13 - 14 - 15 - 16 - 17 - 18 - 19 - 20 - 21	Q4 2020	DRH	Publication on institutional website	Implementation				Deliverable				Permanent/continuous improvement							
9	C	NEW	Disseminate, enforce OTM-R principles through training sessions (via UM's HR officers network) and track indicators from the annual social report	NEW	12-13	Q2 2021	DRH	No. of dissemination actions and workshops; no. of "Recruiting without Discrimination" brochures distributed; social report	Initiation				Deliverable				Implementation							
10	C	NEW	Extend OTM-R principles to UM doctoral employment contracts	NEW	13 - 14 - 15	Q2 2021	DRED	No. of doctoral positions published in line with OTM-R principles	Initiation				Deliverable				Implementation							
11	C	II-16	Produce a specific Post-doc recruitment guide with selection criteria that include the diversity of a researcher's missions (team, project or laboratory management; mobility; mentoring and supervision; training and more) for hiring, bonus granting, and staff promoting purposes	OG	13 - 14 - 15 - 16 - 17 - 18 - 19 - 20 - 21	Q3 2020	DRH	Publication of the Post-doc recruitment guide	Initiation				Deliverable				Permanent/continuous improvement							

"Civil Service Self-Assessment Framework" (Cadre d'Auto-évaluation des Fonctions publiques, CAF)

D: There is no action, nor significant project contributing to this goal.

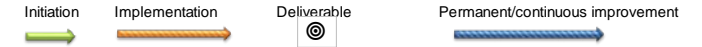
C: An action plan has been defined, preliminary discussions are ongoing.

B: An action plan has been defined and implemented.

A: An action plan has been defined and implemented. A follow-up of its implementation is in place and corrective actions are determined when necessary.

A+: The definition of an action plan, implementation process, monitoring and adjustment of achievements is part of a permanent cycle (continuous improvement process).

UM HRS4R Strategy Updated action plan 2020-2023

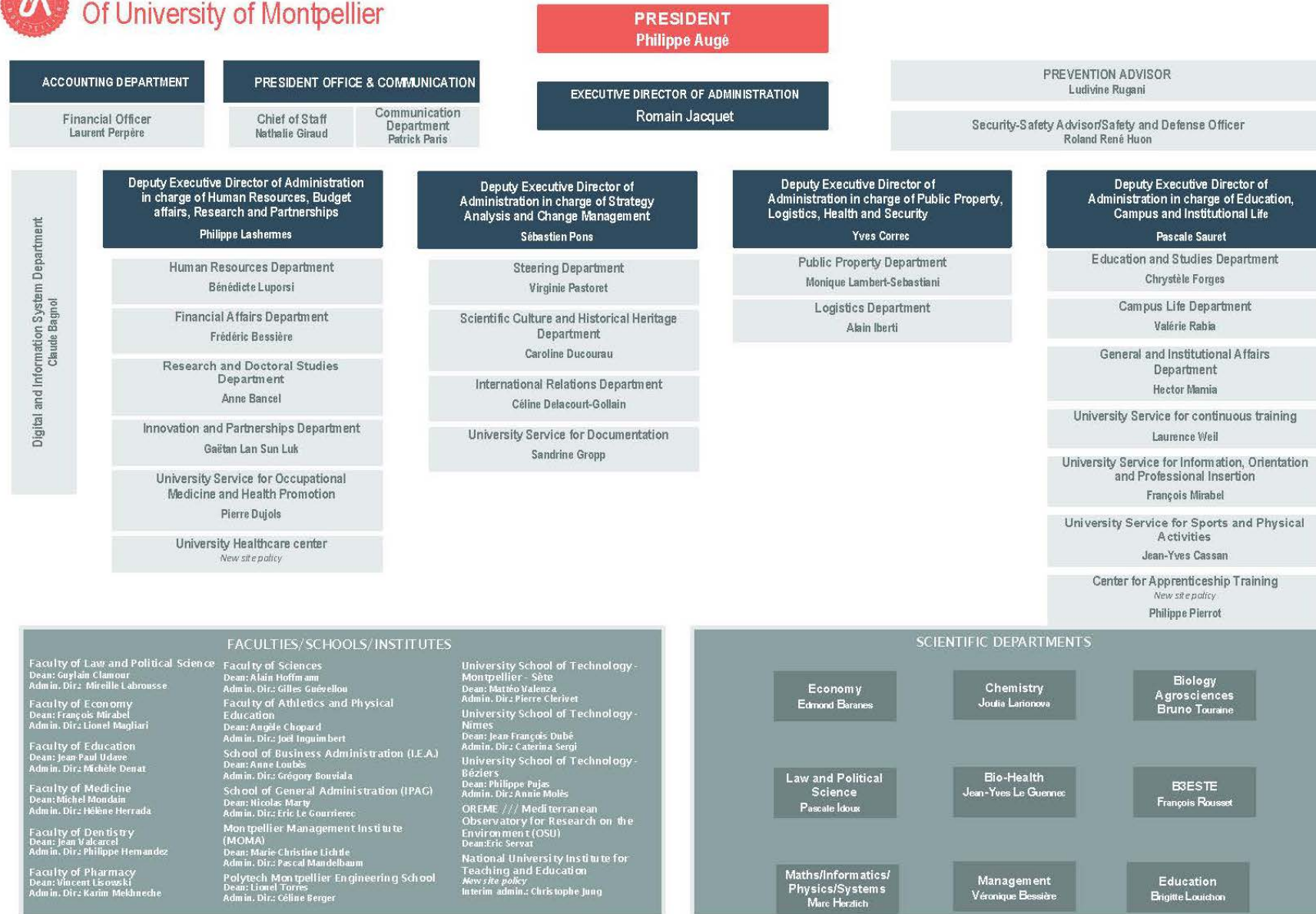


# action plan 2020-2023	CAF+ rating	Old action # 2017-2019 plan	Items of the Charter and Code	Status as of 03/2020 (A: Achieved; OG: On-going; TBA: To be achieved; NEW)	C&C principles	Target date	Leading dept	Indicators	2020				2021				2022				2023						
									Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
									Actions under Working conditions and Social security Part																		
12	C	NEW	Continue efforts to achieve gender balance: implementing a gender equality plan	NEW	13 - 24 - 27	Q1 2021	DVC	Social report	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
13	A	III-23.2	Deployment of a series of digital services to improve exchanges, communication and data storage.	OG	23	Q2 2020	DSIN	Use rate of researchers' accounts	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
14	C	NEW	Develop a profit-sharing and/or value-creation scheme (individual and collective) for staff involved in UM-managed research contracts that contribute to the reputation of the University	NEW	26	Q3 2022	DRH	Publication of scheme and no. of beneficiaries	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
15	A +	III-24	Implement HR welcoming services for researchers, including specific consideration for staff with disabilities	OG	10-24	Q4 2021	DRH	HR welcoming services implemented	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
16	D:	III-26.1	Implement a policy to attract and retain promising young researchers, post-docs and senior researchers (Chairs, tenure-tracks, arrival package)	OG	26	Q3 2022	DRH	Publication of the policy; no. of attracted staff	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
17	A	III-26.2	Continue promoting education: award annual prizes for education	OG	11 - 19 - 33	Q1 2021	MUSE	No. Research-Professors awarded with prizes for education/year; No. Candidates; No. laureates (candidates /laureates ratio)	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
18	C	NEW	Communicate on career advancement/tenure calendars and procedures	NEW	13 - 15 - 28 - 39 - 40	Q3 2021	DRH	No. of dissemination actions	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
19	B	III-30	Raise awareness for all staff members (PhD, Professor, Research-Professor, Researcher, and Admin.) to work towards a personalized career plan (with the support of the "Career Support and Monitoring" team in HR department)	OG	28 - 29 - 30	Q1 2021	DRH	No. of supported staff/year	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
20	A	III-31	IP good practice: Provide a shared and consolidated view on research projects and call-for-projects; optimize the monitoring, management and control of the patent portfolio	OG	5 - 6 - 8 - 31	Q2 2021	DIPA	Deployment and use rate of LEGISWAY software	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
21	C	III-33.2	Monitoring researchers employed by research organizations to recognize their contribution to training (MUSE project: liaising with research organizations to share/harmonize practices)	OG	11 - 19 - 33	Q1 2021	MUSE	Production of "Adjunct professor" charter & no. of researchers involved in more than 64 training hours/year	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
Actions under Education Part																											
22	D:	IV-39	Offer training sessions in line with the institution's strategic goals (Open Data, Green Plan, nutrition plan, and more)	OG	38-39	Q4 2021	DRH	No. trained staff	Initiation	Implementation	Deliverable	Permanent/continuous improvement															
23	C	NEW	Training sessions on managerial skills development extended to all heads of structures (departments, offices, research structures, educational structures, institutes, schools...)	NEW	37 - 38 - 39 - 40	Q4 2021	DRH	No. trained staff	Initiation	Implementation	Deliverable	Permanent/continuous improvement															

Appendix 5 – UM Organizational chart



Organizational Chart Of University of Montpellier





OTM-R CHARTER

Document	UM_OTM-R_Charter_EN.docx
Subject	UM OTM-R Charter // HRS4R award
Version	V1
Author	DRH
Contact	hrs4r-contact@umontpellier.frr
Creation date	14 December 2020
Modification date	-

UM OTM-R CHARTER¹

University of Montpellier is committed to supporting research and promoting excellence in Human Resources for research and education.

In 2015, UM developed a Human Resources Strategy for Researchers (or HRS4R) in order to bring its practices up to the standards set by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). Adopted by the European Commission (EC) in 2005, these two sets of standards and requirements aim to promote research careers in Europe.

For its commitment, the University of Montpellier was granted the “HR Excellence for Research” European award by the European Commission in March 2015. It is the first university in France to receive this label.

In addition to bringing greater national and international visibility and attractiveness to the institution, the award facilitates the granting of European funds in H2020 and contributes to securing European funds – about 10 million Euros annually – managed by UM (Article 32 of AGA).

HRS4R is fully embedded in the University strategy. As such, it is part of the Research strategy within the five-year institutional master plan. Consequently, UM central administration was reinforced with specific offices and departments in order to better disseminate and further implement C&C standards.

The HRS4R award attributed to University of Montpellier as early as 2015 is a testimony of the University’s commitment and actions to best align its practices with the standards of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

With this charter, the University of Montpellier chooses to inform researchers and all staff on this recruitment policy and [communicate on its Open, Transparent and Merit-based Recruitment process](#).

Exception to the recruitment process

Although the University of Montpellier fully adheres to the standards of the HR Excellence in Research award, some exceptions remain possible, notably for urgent recruitments under funded research programs that call for pre-identified scientists.

¹ OTM-R: Open Transparent Merit based Recruitment

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1. University employees

The University mostly employs tenured staff but it may also recruit employees on a contract basis.

- Tenured staff are civil servants that are recruited through competitive ranking exams to hold a permanent position in public service. France's civil servants employment conditions are regulated by law and decrees.
- Contract-based employees are recruited by the University under fixed-term public law contract to compensate for the absence of tenured staff, or to carry out special missions for which there is a lack of dedicated civil servant category, or while pending appointment of tenured staff.

The University personnel is organized into two main categories: education and research staff, and staff involved in facilitating and supporting the university's education and research activity.

1.1 Education and research staff

1.1.1 Tenured Research-Professors

University professors and assistant professors are permanent employees who actively take part in fulfilling a dual public service mission: education and public research. They participate in the elaboration and transfer of knowledge, ensure the supervision, counseling and orientation of students, and contribute to research work.

1.1.2 Fixed-term contract-based Research-Professors

Comprising:

- Temporary Education and Research assistants (*attaché.e.s temporaires d'enseignement et de recherche (ATER)*) carry out educational and research-related missions as part of their PhD studies or as preparation to enter the French Higher Education system via competitive ranking exams.
- Associate and visiting professors (*enseignant.e.s associé.e.s, PAST²*) are professionals who duly possess professional experience. They carry out Research-Professor missions, either part- or full-time.

1.1.3 Fixed-term contract-based Researchers

Comprising:

- Fixed-term contract-based researchers (post doctorate positions) are recruited to carry out research work.
- Fixed-term contract-based doctoral students are students who undergo training for, and through, research to gain a doctor's degree.

1.2 Support staff involved in education and research activity

This staff category is comprised of tenured and contract-based engineers, administrative, technical, social & health, and library workers (*BIATSS, bibliothèque, ingénieurs, administratifs, techniques, sociaux et de santé*) hired within the French Ministry of Higher Education, Research and Innovation, and the French Ministry of Education. They hold positions for various Higher Education Institutions in a variety of fields: research, research

² PAST: Temporary Associate Personnel

support, educational support, administration, student affairs, technical departments, preventative medicine, university libraries, and more.

They may be recruited at manager or engineer, assistant engineer, technician or supervisor, or employee level. These positions are organized into three civil servant categories:

- Category A: Manager status, open to Bachelor's graduates and up;
- Category B: Intermediate manager status, open to high school graduates and up;
- Category C: Employee status, open to certificate of vocational aptitude (CAP³) graduates and up.

2. The recruitment process

The recruitment of University tenured and contract-based staff is aligned with the public service main recruitment standards, which take into account a candidate's skills and competences. In addition, the University of Montpellier has embedded practices to fight discrimination and promote gender equality in its recruitment processes.

All recruitments are digitized on the university's or the Ministry's platform, depending on the type of recruitment, except for administrative and technical ranking tenure exams which are in the process of becoming fully digitized.

The recruitment process comprises five phases:

- a. Job publication
- b. Application process
- c. Selection (application assessment and interview)
- d. Results (validation by the University's governing bodies and dissemination)
- e. Job starting

However, specific recruitment processes may apply depending on the type of staff being hired.

Processes also vary whether the recruitment is permanent (tenured staff) or temporary (contract-based staff).

2.1 Recruiting education and research staff

Processes vary whether the recruitment is permanent (tenured staff) or temporary (contract-based staff).

2.1.1 Tenured staff

- Organizing recruitment at University of Montpellier

Recruiting tenured education and research staff is carried out via public service competitive ranking exams, by transfer or secondment within a single recruitment campaign: the synchronized session.

- a- All information related to jobs, applications, and results is available on the Ministry of Higher Education website: <https://www.galaxie.enseignementsup-recherche.gouv.fr/ensup/candidats.html>.

The following in-house organizational details of the recruitment process are managed by the University:

- b- Applicants registration campaign
- c- Selection committee confer to assess applications, interview and rank candidates

³ CAP: Certificate of vocational aptitude

- d- Results are validated by the University's governing bodies and disseminated to candidates via the Ministry online platform
 - e- Welcoming laureates (administrative file, greeting newly recruited staff, starting the job) upon final appointment choices of Ministry selected candidates and nominated Research-Professors
- Regulation and legal texts
 - [Décret n°84-431 du 6 juin 1984 fixant les dispositions statutaires communes applicables aux enseignants-chercheurs et portant statut particulier du corps des professeurs des universités et du corps des maîtres de conférences.](#)
 - [Arrêté du 13 février modifié 2015 relatif aux modalités générales des opérations de mutation, de détachement et de recrutement par concours des maîtres de conférences](#)
 - [Arrêté du 13 février 2015 modifié relatif aux modalités générales des opérations de mutation, de détachement et de recrutement par concours des professeurs des universités](#)

2.1.2 Contract-based staff

- Organizing recruitment at University of Montpellier

Recruitment is carried out in two ways:

- Via a recruitment campaign at the beginning of the academic year to fill job vacancies
- All year long to staff positions that become available during the academic year
 - a- All job offers are posted on the University institutional website: <https://www.umontpellier.fr/en/about-us/recruitments>
 - b- Applicants registration campaign: application calendar, procedures, job and academic/ research field description are available on [the University website](#) for each staff category and recruitment is carried out as follows:
 - c- Selection committee confer to assess applications, interview and rank candidates, except for Temporary Education and Research assistant (ATER) applicants whose selection is based on their application file assessment only.
 - d- Results are validated by the University's governing bodies and disseminated to candidates by the HR department
 - e- Welcoming laureates (administrative file, greeting newly recruited staff, starting the job)

Specificities of contract-based researcher and doctoral student positions

- Contract-based researchers are recruited all year long, in line with the recruitment process for research support staff (cf. par. 2.2.2 below)
 - The recruitment process for doctoral students on university-funded doctoral positions is specific to each doctoral school. It starts with the publication of the job offers on the doctoral school website (annual campaign, research project, application file and/or interview) and via specific scientific networks. In the long-term, UM wishes to promote their publication on Euraxess job portal as well.
- Regulation and legal texts
 - [Décret n°88-654 du 7 mai 1988 relatif au recrutement d'attachés temporaires d'enseignement et de recherche dans les établissements publics d'enseignement supérieur](#)

- [Article 954-3 du code de l'éducation utilisés principalement à l'université pour des contrats sur des missions d'enseignement \(ATE\)](#)
- [Décret n°85-733 du 17 juillet 1985 relatif aux maîtres de conférences et professeurs des universités associés ou invités.](#)
- [Cadre relatif au recrutement et à la gestion des personnels enseignants-chercheur.e.s et enseignants contractuels de l'UM.](#)
- [Décret n° 2016-1173 du 29 août 2016 modifiant le décret n° 2009-464 du 23 avril 2009 relatif aux doctorants contractuels des établissements publics d'enseignement supérieur ou de recherche](#)
- [Décret 2009-464 du 23 avril 2009 relatif aux doctorants contractuels des établissements publics d'enseignement supérieur ou de recherche](#)

2.2 Recruiting support staff involved in education and research activity

Processes vary whether the recruitment is permanent (tenured staff) or temporary (contract-based staff).

2.2.1 Tenured support staff

- [Organizing recruitment at University of Montpellier](#)

Recruiting tenured support staff (BIATS) is carried out via public service competitive ranking exams, by transfer or secondment.

Public service ranking exams, organized at national or regional level (school district level), comprise two selection phases (written test or application file, and interview) after which candidates are ranked by merit.

Laureates are appointed to higher education institutions by the local school district administration (*Rectorat*) or by the Ministry of Education, Research and Innovation, according to their ranking and appointment wishes. Internal ranking exams are subject to public service seniority conditions, while external ranking exams are subject to obtained educational degree conditions.

- a- All information related to jobs, applications, and results is available on
 - the Ministry of Higher Education website:

<https://www.enseignementsup-recherche.gouv.fr/pid24790/concours-et-recrutements-des-ingenieurs-et-personnels-techniques-de-recherche-et-de-formation.html>

- the *Rectorat* website:

<https://www.ac-montpellier.fr/cid87742/personnels-administratifs-sociaux-sante.html>

Most ranking exams are organized as follows:

- b- Applicants registration campaign
- c- They comprise two selection phases: Eligibility test (written test or assessment of application file) and admission test (interview)
- d- Publication of results, management of appointment wishes, appointment of laureates
- e- Welcoming laureates (administrative file, greeting newly recruited staff, starting the job)

Positions that become available by transfer or secondment are published on [Place de l'Emploi Public](#) and follow a two-phase recruitment process by a recruitment commission, with assessment of application files and interviews. Results are communicated to each candidate individually.

- Regulatory texts
 - [Loi n° 83-634 du 13 juillet 1983 portant droits et obligations des fonctionnaires](#)
 - [Loi n° 84-16 du 11 janvier 1984 portant dispositions statutaires relatives à la fonction publique de l'Etat](#)

2.2.2 Contract-based staff

- Organizing recruitment at University of Montpellier
 - a- All job offers are published on [UM institutional website](#) and, depending on their specificities, they are relayed on other websites, including: [Euraxess](#), [Linkedin UM](#), [Place de l'Emploi Public](#), [APEC](#), [Indeed](#), [Pôle Emploi](#)...
 - Most recruitments are organized as follows:
 - b- Job applications are submitted on the University dedicated recruitment platform
 - c- Assessment of applications by the recruiting structure, with the help of the HR department, enables to pre-select candidates who will be interviewed by a commission, comprised of members of the recruiting structure and a HR department staff
 - d- Results are communicated to each candidate by the HR department
 - e- Welcoming laureates (administrative file, greeting newly recruited staff, starting the job)
- Regulation and legal texts
 - [Décret n°86-83 du 17 janvier 1986 modifié, relatif aux dispositions générales applicables aux agents non titulaires de l'Etat](#)
 - [Cadrage relatif au recrutement et à la gestion des personnels contractuels de l'UM](#)

3. Greeting and integrating personnel

Job starting conditions are jointly determined with the laureate, the hosting structure and the HR department.

The welcoming procedure is facilitated and anticipated. Upon her/his arrival at UM, the newly recruited staff receives a welcoming guide and a digital passport that provides access to digital resources (institutional email address, intranet, ENT...).

In addition to that, every year, all newly recruited staff are invited by the University president for a day of orientation during which the institution's organization, its various support offices and their representatives are presented.

Training is available for recruited staff to ease their transition into their new job, to help them acquire new skills required by their position, or to progress.

The institution offers its staff the possibility to receive career support and advancement guidance from the dedicated office within the HR department: the "Recruitment, training and support" office in charge of these missions (career assessment, career boost training sessions, workshops on job search techniques).

The University pays special attention to these services for staff with disability. In this domain, the University implements actions from a master plan that seeks to facilitate the inclusion of employees with disability within the academic and scientific community.

Finally, all UM staff categories benefit from a variety of additional services such as: administrative restaurants, daycare and day-camp services, as well as privileged access to a wide cultural, sports and leisure offer.

UM contract-based doctoral students benefit from the above and also receive tailored welcoming and guidance services from their respective doctoral school. A welcoming day is jointly organized annually by UM Doctoral College and the doctoral schools, specific training is offered within the doctoral schools (scientific and technical training) and by the Doctoral College (professional and transferable skills training, to facilitate future job market penetration).

Several schemes are implemented to accompany PhD students and their supervisors during their thesis work, such as:

- A doctoral student charter;
- A training charter;
- The individual thesis monitoring committee;

A “Doctoral student supervision, support and problem prevention” scheme has also been implemented. It comprises 3 axes:

- 1) Training of supervisors;
- 2) Coach doctoral students who face difficulties during their PhD studies, and;
- 3) Commission for mediation and conciliation.

Appendix 7 - Composition of the Expanded Steering Committee)

❖ Strategic Group (16 members, 2 meetings/year – initiates implementation)

- **Philippe AUGÉ**, University President
- **Jacques MERCIER**, Vice-president in charge of Research (HRS4R Executive Manager)
- **Bruno FABRE**, Vice-president of the Board of Administration
- **Jean-Patrick RESPAUT**, Vice-president in charge of Education and Academic Life
- **François PIERROT**, Vice-president in charge of Value-generation and Industrial Partnerships
- **Patrick CARON**, Vice-president in charge of International Relations
- **Agnès FICHARD-CARROLL**, Vice-president in charge of the University's Social Responsibility
- **Isabelle PARROT**, Vice-president in charge of Scientific Culture Dissemination
- **Marie-Christine SORDINO**, Vice-president in charge of Ethics and Integrity
- **Romain JACQUET**, Executive Director of Administration
- **Philippe LASHERMES**, Deputy Executive Director of Administration in charge of Human Resources, Budget affairs, Research and Partnerships
- **Sébastien PONS**, Deputy Executive Director of Administration in charge of Strategy Analysis and Change Management
- **Thomas OGOR** (LPHI) representative for R1 category researchers – Early Stage Researcher (*PhD student, < 4 years' experience*)
- **Mathieu PANEL** (PHYMEDEXP) representative for R2 category researchers – Acknowledged Researcher (*post-doc or similar, > 4 years' experience*)
- **Isabelle BORIES-AZEAU** (MRM) representative for R3 category researchers – Established Researcher (*having acquired a level of independence in her/his research domain, Assistant professor level*)
- **Pascale IDOUX** (CREAM) representative for R4 category researchers – Advanced Researcher (*leader in her/his research domain, Professor level*)

Guest members (5 people)

Heads (or their representative) of the following departments:

- Human Resources Department
- Research and Doctoral Studies Department
- Steering Department
- International Relations Department

Project manager: Nathalie MODJESKA

❖ Temporary expansion of the Strategy Group (8 additional researchers invited during the renewal process)

In order to collect the contributions of the UM scientific community within the framework of the "HRS4R award renewal" process, the Strategy Group was temporarily expanded to best include researcher representatives for each researcher category for all UM scientific fields (AEB, BS, CHIMIE, MIPS, SOC):

Researcher category	Agriculture/Environment/Biodiversity	Bio-Health	Chemistry	Maths/Informatics/Physics/Systems	Social Sciences
R1 – Early Stage Researcher (PhD student, < 4 years' experience)		Thomas OGOR (DIMNP)		Robert RAPADAMNABA (IMAG)	Corentin LEBOEUF (DD)
R2 – Acknowledged Researcher (post-doc or similar, > 4 years' experience)	Paul SANDERS (ISEM)	Mathieu PANEL (PHYMEDEXP)	Guillaume LACONDE (IBMM)		
R3 – Established Researcher (having acquired a level of independence in her/his research domain, Assistant professor level)				Olivier STRAUSS (LIRMM)	Isabelle BORIES-AZEAU (MRM)
R4 – Advanced Researcher (leader in her/his research domain, Professor level)		Pierre-Emmanuel MILHIET (CBS)	Xavier GARRIC (IBMM) Gilles SUBRA (IBMM/College doctoral UM)		Pascale IDOUX (CREAM)

- ❖ **Operational Group** (14 members, meets quarterly – carries out and follows up on the fulfillment of HRS4R actions – reports to Executive Manager via the project manager)

The Operational Group is comprised of one HRS4R referent (who may be the director of the said department) per UM department involved mentioned below:

- Human Resources Department: Frédérique GERBOUIN
- Innovation and Partnerships Department: Léa MAZEL
- Research and Doctoral Studies Department: Magali PUECH
- Steering Department: Sylvie NAREJOS
- International Relations Department: Céline DELACOURT-GOLLAIN
- Campus Life Department: Valérie RABIA
- Digital and Information System Department: Adeline FABRIE
- Education and Studies Department: Chrystèle FORGES
- General and Institutional Affairs Department: Hector MAMIA
- Public Property Department: Monique LAMBERT-SEBASTIANI
- University Service for Occupational Medicine and Health Promotion: Monique BENEZECH
- Communication Department: Patrick PARIS
- MUSE Foundation: Magali ROUBIEU
- Project manager: Nathalie MODJESKA
- Support staff to project manager (HR Department)

Appendix 8 – Table of UM external dissemination actions on HRS4R

Date	Event	Organized by	Location	Participation	Speaker
31/03/2015	Web conference	MENESR, CPU and AMUE	FR	Presentation on “HR Excellence in Research” award Granting process - Presentation on UM’s award granting approach	N. MODJESKA
05/04/2015	Presentation on UM’s HRS4R award granting process	CPU	Paris, FR	Presentation on “UM’s HRS4R (Human Resources strategy for Research) award granting process”	Philippe AUGÉ
28/08/2015	2nd Symposium of the French Network for Research Directors of higher education and research institutions (Réseau des Responsables Recherche, R3-Sup)	R3Sup	Université de Toulouse 1 Capitole, Toulouse, FR	Presentation on “UM’s HRS4R (Human Resources strategy for Research) award granting process”	N. MODJESKA
11/05/2015	Conference on “Fostering attractive research careers – the role of the EU Human Resources Strategy for Researchers”	DG Research, CE ; Eurotech Universities ; European Regions Research and Innovation Network (ERRIN)	Catalonia Delegation to the EU, Bruxelles, Belgium	Presentation on “Implementing the HR strategy for Research (HRS4R) - The Université de Montpellier experience”	N. MODJESKA
29/10/2015	Info day HRS4R “How to comply with article 32 of the H2020 Grant Agreement”	DG Research, CE	DG Research, Brussels, Belgium	Discussion panel	N. MODJESKA
28/01/2016	HRS4R Mutual Learning Workshop “Attracting skilled researchers through a strengthened Human Resources strategy (HRS4R)”	DG Research, CE	DG Research, Brussels, Belgium	Steering of a workshop on “Training of researchers to support the planning of attractive careers”	N. MODJESKA
08/03/2016	Staff Mobility- Mobility of the Mind, How to develop a sustainable HR strategy?	Forum Flanders Knowledge Area	Brussels, Belgium	Presentation on “Implementing the HR strategy for Research (HRS4R) - The Université de Montpellier experience”	N. MODJESKA
12/05/2016	HRS4R Information Event	Ecole Centrale Lyon	Lyon, France	Presentation on UM’s HRS4R (Human Resources strategy for Research) process at University of Montpellier	N. MODJESKA
24/01/2017	Regional Workshop HRS4R “How to best attract talented researchers”	DG Research & Innovation, Czech and Slovak Ministries of Higher education	Central European Institute of Technology, Masaryk University, Brno, Czech Republic	Presentation on “ Tips and tricks to run a successful HRS4R award granting approach ” and steering of ‘HANDS-ON’ session ‘How to fill a gap-analysis? How to establish an action plan?’ workshop.’	N. MODJESKA
17/10/2017	Regional workshop HRS4R on “Better Research talent management for a better Bulgaria and Romania”	DG Research & Innovation, Bulgarian and Romanian ministries of Higher education and research	Office of the European Community representation in Bulgaria, Sofia, Bulgaria	Presentation on “Tips and tricks to make your implementation a success”	N. MODJESKA
23/01/2018 & 24/01/2018	“Sharing Experience to assess the strengthened HRS4R” Advanced assessors’ networking session for Mutual learning, exchange of good practice and preparing for site visits”	DG Research & Innovation	DG Research, Brussels, Belgium	Presentation on “How to manage a consensus in the case of diverging individual assessments?” and workshop to define guidelines for site visits	N. MODJESKA
29/01/2019	Ensuring Excellent Research by Investing in Researchers’ Talents, Skills & Career Development	DG Research & Innovation	DG Research, Brussels, Belgium	Presentation on “HRS4R positive impact: the University of Montpellier experience”	N. MODJESKA
08/07/2019	Campus France Research and Innovation Days	Campus France and French Ministry of Higher Education, Research and Innovation	Cité de la Science, Paris, France	Presentation on UM’s HRS4R process and Panel discussion on HRS4R	N. MODJESKA

Open, Transparent & Merit-based Recruitment for researchers

OTM-R

University of Montpellier- Self assessment

	Open	Transparent	Merit-based	2017 Answer: -- No -/+ Yes partially +/- Yes substantially	Suggested indicators (or form of measurement)	2020 Answer: -- No -/+ Yes partially +/- Yes substantially	Suggested action/indicator (or form of measurement) in new action plan
OTM R system							
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	-/+ Yes partially	[http://www.umontpellier.fr/universite/travailer-a-um/]	++ Yes completely	Publication of UM OTM-R charter on internet and intranet
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/- Yes substantially	Guidelines are available per type of recruitment and get updated annually (last update for tenured Research-Professors 22/02/2017)	+/- Yes substantially	Recruitment guidelines per staff category and "Recruiting without discrimination" brochure.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes partially	Information sessions for HR personnel are organized within the framework of HRS4R follow-up and implementation	-/+ Yes partially	No dissemination actions and workshops carried out
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes completely	Web-based tools for (all) the stages in the recruitment process are available: CAMPEC, GEST OF (UM will regroup them into one sole tool: OREC en 2018), SENORITA (for the Ministry of Education)	++ Yes completely	Deploy one sole tool for non-permanent staff



	Open	Transpa rent	Merit- based	2017 Answer: -- No -/+ Yes partially +/- Yes substantially	Suggested indicators (or form of measurement)	2020 Answer: -- No -/+ Yes partially +/- Yes substantially	Suggested action/indicator (or form of measurement) in new action plan
5. Do we have a quality control system for OTM-R in place?	x	x	x	-- No		-/+ Yes partially	Implement annual monitoring of indicators, including those of UM annual social report
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/- Yes substantially	Trend in the share of applicants from outside the institution (measure of the inner-recruitment rate for Assistant-professors & Research-Professors)	+/- Yes substantially	Trend in the share of applicants from outside the institution (% inner-recruitment rate for Assistant-prof. & Research-prof.)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+ Yes partially	Trend in the share of applicants from abroad	+/- Yes substantially	Trend in the share of recruited staff with foreign nationality
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	-/+ Yes partially	Trend in the share of applicants among underrepresented groups (42% women staff in 2015)	-/+ Yes partially	Trend in the share of applicants among underrepresented groups (% women staff)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes substantially	Trend in the share of applicants from outside the institution (measure of the inner-recruitment rate for Assistant-professors & Research-Professors)	+/- Yes substantially	Trend in the share of applicants from outside the institution (measure of the inner-recruitment rate for Assistant-professors & Research-Professors)
10. Do we have means to monitor whether the most suitable researchers apply?				++ Yes completely	Digitized recruitment process and job posting on various specific sites	++ Yes completely	Digitized recruitment process and job posting on various specific sites



Advertising and application phase							
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes completely		++ Yes completely	Job publication procedure established and included in job recruitment form
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		++ Yes completely		++ Yes completely	Job publication procedure established and included in job recruitment form
13. The EURAXESS job portal is used to make job vacancies visible to a large audience	x	x		++ Yes completely	- Share of job adverts posted on EURAXESS; - Trend in the share of applicants recruited from outside the institution/abroad	++ Yes completely	Share of job adverts posted on EURAXESS; Trend in the share of applicants recruited from outside the institution/abroad
14. Use of other job posting tools to advertise job vacancies	x			++ Yes completely		++ Yes completely	job posting on various job advertising tools (Linkedin UM, Place de l'Emploi Public, APEC, Indeed, Pôle Emploi, ...) and other specific sites
15. Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes completely	Complete digitization of recruitment procedure is foreseen for 2018, including for ITRF civil servants ranking exams.	+/- Yes substantially	In 2021, digitized ministry tool for ITRF ranking exams and deployment of one sole UM tool for fixed-term contract-based staff



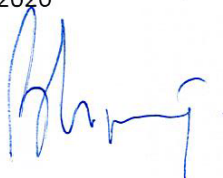
Selection and evaluation phase							
16. Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	Statistics on the composition of selection panels	++ Yes completely	Selection committee presidents' meetings
17. Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	Written guidelines	++ Yes completely	Written recruitment guidelines and rules specific to each staff category
18. Are the committees sufficiently gender-balanced?		x	x	++ Yes completely		++ Yes completely	Statistics on the composition of selection panels
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	+/- Yes substantially	Written guidelines (avenues for improvement for fixed-term contract-based staff)	+/- Yes substantially	Provide template of assessment form



Appointment phase						
20. Do we inform all applicants at the end of the selection process?		x		++ Yes completely		++ Yes completely Results are published or communicated to candidates
21. Do we provide adequate feedback to interviewees?		x		++ Yes completely		++ Yes completely Possibility for feedback is mentioned on job description
22. Do we have an appropriate complaints mechanism in place?			x	++ Yes completely	Statistics on complaints	++ Yes completely Number of complaints/year
Overall assessment						
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	x	x	x	++ Yes completely	Annual self-assessment of OTM-R process by HR department (Q1/year)	+/- Yes substantially Implement annual monitoring of indicators, including those of the social report

Date: December 2020

Signature:



Université de Montpellier
La Directrice des Ressources Humaines

Bénédicte LUPORSI

First Name/Last Name: Bénédicte Luporsi

Title: Director of Human Resources Department

