

ACTION PLAN

Case number: 2020FR534458

Name Organisation under review: Ecole Normale Supérieure (ENS) 29 rue d'Ulm - 75230 Paris CEDEX 05

Organisation's contact details: Anaïs GILBERT

Email: hrs4r@ens.psl.eu

Office Telephone: 01.44.32.29.40

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1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	3863
Of whom are international (i.e. foreign nationality)	786
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1125
Of whom are women	1521
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	235
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	41
Of whom are stage R1 = in most organisations corresponding with doctoral level	641
Total number of students (if relevant)	1971
Total number of staff (including management, administrative, teaching and research staff)	951
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	129 350 870
Annual organisational direct government funding (designated for research)	91 028 007
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	15 899 961
Annual funding from private, non-government sources, designated for research	3 961 397
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The Ecole normale supérieure (ENS) is a public institution of higher education and research. As a founder member of PSL, institution which gathers 25 Parisian prestigious institutions, ENS provides excellent training through research, leading to various teaching and research professions. The ENS - PSL welcomes nearly 2500 students each year and employs 521 teachers and researchers, as well as 430 administrative and technical staff distributed among	

the 15 departments and the 32 joint research units. Generally speaking, the ENS's position is between the 1st and third 3rd French institution according to the international rankings.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>The ENS has signed the French National Charter for Research Integrity. This Charter is well aligned with the main international text in this field: the European Charter for Researchers (2005). This Charter includes articles about reliability of research work, communication of research work and freedom of expression, responsibility in collective work, impartiality and independence in assessment and expertise, collaborative work and plurality of activities, training. In addition, French legislation recognizes the full independence and freedom of expression of teacher-researchers and researchers in the exercise of their teaching and research duties, subject to the reservations imposed on them, in accordance with university traditions and the provisions of the Education Code, by the principles of tolerance and objectivity. To conclude, ENS has also signed the Scientific Integrity Charter of the PSL entity (Paris Sciences et Lettres). Trainings and workshops have been frequently proposed to the researchers and Ph.D community. Since 2011, ENS is officially involved in reflexions and concrete actions aiming to increase the educative system's equality in collaboration with the specific PESU department (Programmes pour l'Egalité Scolaire et Universitaire).</p> <p>Furthermore, ENS conducts a proactive policy regarding the valorisation of ENS ethical actions by, on the one hand, coordinating and mutualizing PSL's process, and, on the other hand, leaning on intern agility. This allows it to both intensify its actions and to embrace all aspects of valorisation (included partnership actions as creation of chairs, brevets, license, and start-up). The proactive policy is incarnated by the SPR's (Service Partenariat de la Recherche) direct intervention into organizing partnership actions and collaborative projects and a significant increase of SPR's activities, as reflected by the volume of activities for one year (+60% between 2015 and 2016). Thus, SPR's expertise is well-known since the SAAP (Service mutualisé dédié à l'activité partenariale) has been a complete member of the 5</p>

	<p>coordinated departments of PSL and fully dedicated to coordinate and uniform partnership actions.</p> <p>In addition to this, ENS made a huge effort to reinforce and modernize its public image and develop its own scientific production. Open access becoming an essential issue, a series of events (Nuit des sciences, semaine de l'open access, workshop) took place to release scientific results and contributions to all community. Through PSL, ENS voted a dedicated Charter in 2020 and implemented it thanks to an archive portal, initiated at the start of the academic year in 2020.</p> <p>A Charter focused on thesis had been deployed to formalize general rules about publications and the management and supervision of their evaluations. A chapter is dedicated to specific implications of the supervisor, PhD student, laboratory director and the professor in charge of the research school. The Charter defines the reciprocal commitments of people mentioned above, recalling ethics principles which inspired effective legal dispositions and practices already experimented in the respect of each scientific field in PSL.</p> <p>Improvement axis: However, despite these provisions, there is a lack of formal adherence to the ethical principles and commitments made by ENS by its researchers. Indeed, although the researchers work in respect of the ethical standards and comply with the dispositions in place, a formalization of the ethical aspect of their work is to be carried out. ENS identified different possibilities to improve ethical principles' respect despite the creation of an ethics committee at the scale of PSL and the appointment of an ethical referent by the ENS director in 2021. The referent oversees reinforce and deploy largely ethical trainings and improve visibility of company's actions. If researchers had already been sensibilized to participate to those trainings, an effort must be focused on a better diffusion of information to the whole community.</p>
Recruitment and selection	<p>French regulations also impose strict national rules regarding recruitment and official's selection process. Human Resources Department is in charge of a part of the process. The main purpose is to professionalize and secure the whole recruitment process; scientific and technical staffing is laboratory's scope, whereas doctoral recruitment is provided by doctoral schools, according to the national process of public service. The diversity of profiles (permanent/contractual, PhD student and teacher-researcher, researcher, engineer) needs a specific recruitment process for each profile even if some profiles are similar by category, independent of the recruitment process (permanent or contractual).</p>

	<p>To clarify the recruitment process and to diffuse as much information as possible, the ENS direction decides each year on the open job, in view of the available budget. These recruitments concern the whole researcher's profile, administrative and permanent and contractual profiles. A framework paper is written annually and communicated to the laboratory and departments which specifies the agenda, deployment modalities, selection criteria as well as geographic mobility. The French Ministry imposes strict rules on the selection process and application (BIATSS, teacher-researchers, ATER...). Guidelines and workshop pre-examination (BIATSS one) reinforce legal rules based on the non-discrimination principle.</p> <p>Nevertheless, if selection committees already follow strict rules regarding recruitment, they cannot prevent their cognitive biases. Thus, the trainings launched in 2021 related to cognitive biases for members of the selection committees must be widely deployed. Furthermore, since the beginning of 2021, ENS has launched an awareness campaign related to cognitive biases for members of the selection committee, to be undertaken before starting the recruitment process.</p> <p>Besides, some of these recruitment processes lack transparency, particularly the recruitment of contract researchers. Indeed, there are no formal selection criteria nor evaluation grids allowing to pay attention to criteria such as the mobility of candidates, the chronological variation of their CV, etc. No feedback is systematically given to the candidates. They have to request feedback by their own means. The recruitment of contract researchers, not managed at State level, is operated by the labs. Each lab recruits its researchers when a new project emerges. The recruitment process, particularly for contract researchers, needs to be formalized and standardized. Although this allows laboratories to be agile in their recruitment, it does not allow for a uniform mode of operation. Moreover, recruitment is not initiated by the HR department, which makes the centralization of recruitment data and recruitment management difficult.</p> <p>To systematically publish at PSL-level the job offers non-regulated by academic rules (contractual staff), ENS joined the common portal created by PSL at the end of the 2020 first semester. It was necessary to end the non-systematic diffusion of job offers.</p> <p>Finally, according to the results of the survey delivered to the entire researcher community in April 2021, ENS is committed to develop actions asked by researchers as providing employment contracts in English for a better non-French speaker integration and creating guidelines for Best Practices for contractual recruitment at ENS.</p>
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Working conditions	<p>Working conditions, health and safety are a permanent concern for the ENS. Although the national regulations are very extensive, many local specificities require measures.</p> <p>The ENS can count on a Prevention and Safety Department, which ensures the respect and the implementation of the regulations, as well as the follow-up of the action plans in this field, relying on an active network of prevention assistants. Different measures are articulated and aim at taking into account the working conditions: a medico-social watch unit gathering human resources, occupational medicine and the social worker meets regularly to prevent difficult situations, a listening unit held by an external service provider to the ENS allows to accompany students and staff in all confidentiality, various communication supports related to RPS have been elaborated and made accessible to the ENS community, a training plan dedicated to hygiene and safety is elaborated every year, etc. The above-mentioned action plan for gender equality includes an important section on the fight against sexist and sexual violence, harassment and discrimination, and many actions are to be implemented over the next three years. In addition, the ENS pays particular attention to social action, as demonstrated by the increase in the number of social assistant's offices, the creation of a social action commission in charge of arbitrating exceptional aid to agents, or the regular increase in the social action ceiling, allowing the number of entitled beneficiaries to be increased. An extensive medical service (occupational physician, nurse, occupational psychologist) completes this system.</p> <p>Areas for improvement: While the proportion of women and men is well respected among administrative staff (management positions, promotion or higher salary negotiations), the same is not true for research professors. Therefore, the ENS must ensure that it implements a proactive policy of equal access to teaching and research positions and improves the participation of women in research projects and programs that allow for additional remuneration.</p> <p>Similarly, and if the ENS has adopted a telework charter in 2021, it will have to implement the actions adopted in the framework of the above-mentioned equality plan, to offer its staff a better articulation of lifetimes, notably by developing mechanisms aiming at informing on the reconciliation of lifetimes and their professional impact.</p>
Training and development	<p>Permanent or contractual employees, administrative or technical staff, library staff, teachers, professors, and researchers, can take advantage of the training offered by the PSL Internal School. As a shared support service of PSL, the Internal School is based on a strategic training plan developed jointly with the institutions and its network of referents, in line with the strategic vision of PSL University to contribute to the</p>

	<p>development of PSL as a world-class player, to professionalize and develop professional skills by promoting Quality of Life in the workplace, and to develop a training program for researchers, teacher-researchers, and professors in order to promote pedagogical quality and research excellence.</p> <p>These major strategic lines of action are implemented throughout the year in internal school training programs and courses, open to all, regardless of their status. The ENS also deploys its own training budget which allows it to complete the PSL training offer.</p> <p>Areas for improvement : While administrative staff are well versed in lifelong learning, it is more rare for research professors to learn about their professional practices. Their training will focus more on the technical aspects of their field than on how to teach, supervise doctoral students, manage, or develop their careers. The diversity of training programs can sometimes seem complex to staff, and the institution must try to communicate the training offer. Following the above-mentioned survey of the research community, the ENS is committed to continuing training and awareness-raising on psychosocial risks and risk prevention for researchers and engineers in managerial positions, and to encouraging researchers and engineers to take part in training programs and to encourage teacher-researchers to participate in training on pedagogical techniques, notably on distance learning methods.</p>
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3. ACTIONS

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

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

*URL: [HRS4R - Stratégie des ressources humaines pour les personnels de la recherche | ENS \(psl.eu\)](https://www.psl.eu/fr/strategie-des-ressources-humaines-pour-les-personnels-de-la-recherche)

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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>				
ETHICS				
ENS : Ensure the best distribution possible for PSL's Ethics Charter, in order to improve accessibility to and knowledge of related Ethics and Scientific Integrity principles <ul style="list-style-type: none"> - Publication of the Ethics Charter on the institution's intranet - Distribution of a digitized Charter acknowledgment certificate, when signing the employment contract concerning data confidentiality, plagiarism protection and ethical principles appropriated. 	2, 7	S1 2022	Communication Department HR Department of ENS in collaboration with PSL's Research Office	Publication of the charter on the intranet: yes/no Distribution of the digitized Charter acknowledgment certificate: yes/no
ENS : Communicate PSL's Ethics Charter, as well as any pertaining document to pertinent representative authorities	2	Q4 2020	ENS HRS4R Coordinator	Distribution of the Charter: yes/no
Establishment of a PSL ethics committee for PSL University	3, 10	Q4 2020	Université PSL Research VP	Establishment of the committee: Yes/ No
ENS : Participate and contribute to the actions and policies related to the work of all ethics, scientific integrity, and deontology referents at PSL level and in collaboration with other PSL institutions.	2, 3, 4	Q4 2022	HR Department of ENS / Direction of ENS	Number of actions: Number of participations of an ENS representative in PSL meetings or bodies
Encouragement for researchers to follow a training session on ethics: as it is already mandatory for doctoral students, creation of communication materials presenting this training as strongly recommended for supervisors of doctoral students, as an incentive for other researchers. Such communication materials could include email campaigns aimed towards supervisors. This action is common to all PSL University institutions.	1,2,3,4,5,6,7,8,9,10	S1 2021	PSL Doctoral College Dauphine Doctoral School and doctoral programs	Number of training courses offered Number of trainees by category (PHD or other)

			<i>Internal School PSL</i>	
Draft thematic or disciplinary ethical Charters (e.g.: AI Charter), which will then be made available to every researcher (R1 through R4).	3	S2 2021	<i>PSL's Research Office</i>	<i>Number of thematic charters</i> <i>Availability on the institution's intranet: yes/no</i>
ENS : Create and publish an information media on the missions and operation mode of the Service Partenariat Recherche of ENS (SPR), as well as PSL's SAAP (European research projects funding and support services, within PSL and the ENS), to improve researchers' knowledge of the support available to them.	4	S1 2022	<i>SPR, HR Department of ENS and PSL</i>	<i>Elaboration of the document: yes/no</i> <i>Distribution of the document on the Intranet: yes/no</i> <i>Percentage of projects submitted with SPR assistance by project type</i>
Development or strengthening of a policy towards Open Access, locally and in conjunction with Université PSL: <ul style="list-style-type: none"> • Creation of a working group on this subject by the referent for open science. • Establishment of an inventory of the development of open science within PSL as well as the methods and tools available. • Setting up actions to raise awareness of open science among researchers and doctoral students. • Recommendation on the tools to be developed to improve the availability of PSL data and results. 	8, 9	S1 2021	<i>PSL Open Science referent and dedicated working group (WG) of PSL curators Dauphine's documentation department</i>	<i>Establishment of a dedicated working group: yes/no</i> <i>Number of awareness-raising actions implemented</i> <i>State of play and recommendation report: yes/no</i>
ENS : Via a memorandum, remind all researchers of their obligations and rights regarding IP protection, funding mechanisms, ethical principles, plagiarism...This document should complete the existing welcoming HR guide. Organize an ethics awareness day	4, 5, 6, 31, 32	S2 2022	<i>SPR, HR Department of ENS</i>	<i>Drafting of the Charter</i> <i>Number of communication of the Charter: yes/no</i> <i>No. of participants in the awareness days</i>
RECRUITEMENT				

ENS : Create and update a page dedicated to the HRS4R process on the French and English versions of ENS-PSL's website	12	Q3 2020	Communication Department + ENS HRS4R Coordinator	HRS4R page on website: yes/no and URL
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Creation of call for applications template for academic recruitment. This job description would present more details about the terms and condition of the job, as well as Dauphine's respect of the principles of the Code of Conduct for the Recruitment of Researchers. This action is common to all PSL University institutions and will be implemented in each institution's HRS4R action plan.	12, 13, 15, 16, 18	S1 2021	PSL HRS4R Coordinator, dedicated PSL, HR working group (HRWG),	Template of Job description in French and English including the HRS4R dimension yes/no
ENS : Create and publish a Charter for contractual positions at the ENS, thus completing the future PSL Recruitment Charter.	12, 13	S1 2023	HR Department of ENS	Elaboration of the charter: yes/no Publication of the charter: yes/no Number of people aware of the charter at the time of recruitment
ENS : Create operating procedures and templates for contractual positions, thus completing the future Charter. These documents will be aimed towards any researcher participating in the recruitment procedures.	12,13	S2 2022	HR Department of ENS	Elaboration of the operating procedures: yes/no Distribution of these documents: yes/no
ENS : Translate employment contract templates to improve information accessibility for foreign researchers, and to reduce the administrative burden imposed on applicants.	12,13	S2 2022	HR Department of ENS	Translation of contract employment templates: yes/no Publication of these documents: yes/no Number of transmissions of the document

Implementation of a device/a page on the PSL website centralizing the publication of all ENS's calls for applications for contractual researcher positions within PSL institutions (Doctoral fellows already benefit from a centralized tool at PSL level: ADUM)	13	S2 2020	HR WG, PSL Communication Department, PSL Managing Director, PSL HRS4R Coordinator	Webpage's URL Number of offers published on this page
Participate in the creation and implementation of a PSL Recruitment Charter integrating the Code of Conduct for the Recruitment of Researchers, as well as the most recent legislative changes concerning contractual positions and recruitment within public service.	5, 12, 13, 14, 16, 17, 18, 20, 29	S2 2020	PSL HRS4R Coordinator, Dedicated PSL HR working group (HRWG)	Establishment of the PSL Charter: yes/no
Systematic sensitisation of all members of the selection committee or potential recruiters (e.g. members of the Management Board who could possibly assess mobility applications) to cognitive biases, before the start of the recruitment procedure. This action is common to all PSL University institutions.	12, 14, 16, 17, 18, 19	S2 2022	Internal School PSL / Deputy scientific Director / SRH	Number of sensitization actions Number of recruiters sensitized / Specific focus on number of members of selection committees sensitized vs total number of members of selection committees
Inclusion of two referees (called "vigies" in French) in the selection committees to ensure the respect of the Code of Recruitment, specifically regarding gender balance and anti-discrimination standards, as well as CV chronology, mobility, and seniority. This action is common to all PSL University institutions.	16, 17, 18, 19, 20, 21, 27, 29	S1 2021	HRD / VP RH Dedicated PSL WG, composed of researchers and HR	Implementation of referees: yes/no Number of selection committees having designated referees/total number of selection committees
Establishment of selection criteria for recruitment in each disciplinary section and formalization of these criteria in the form of a grid. This action is common to all PSL University institutions.	16, 17, 18, 19	S2 2021	HR and Research VPs, dedicated working groups in each disciplinary section,	Formalization of a recruitment grid for each selection committee : yes/no

			<i>composed of researchers</i>	
Offer a Welcome Desk service via Université PSL to welcome international and Euraxess accredited researchers, including, on an as-need basis, French courses	12	S2 2020	<i>Welcome Desk PSL (Student)</i> <i>VP CSR/International Relations Office PSL</i> <i>PSL Managing Director</i>	<i>Recruitment of a person dedicated to welcoming international researchers yes/no</i> <i>Number of foreign researchers supported by the Welcome Desk, once it will be implemented</i> <i>Number of French training classes implemented</i>
Conception and use of statistics tables to enhance gender proportion on each recruitment process based on the number of applications selected by the selection committee. = action 36 dans action plan	13,15,8,27	S1 2022	<i>HR Department of PSL and HR Department of ENS</i>	<i>Production of statistics by each committee: yes/no</i>
WORKING CONDITIONS				
ENS Publication and communication of the teleworking charter	24	Q4 2020	<i>HR Department of ENS</i>	<i>Communication of the charter: yes/no</i> <i>Number of agents benefiting from home-office</i>
ENS Establish a good practices charter in favour of a balance between professional and personal life = action 37 in action plan	24,25	S2 2022	<i>HR Department of ENS</i>	<i>Development of the Charter : yes / no</i> <i>Publication of the charter: yes/no</i>

ENS Establish a professional gender equality charter and related action plan, in compliance with French legislation.	27, 29	S1 2021	HR Department of ENS	Publication of the Gender equality Plan: yes/no Diffusion of the plan and its regular update
ENS Mention, on all job description, ENS's involvement in favor of professional gender equality = action 38 in action plan	27,29	S2 2021	HR	Mention of job description: yes Number of job descriptions published with this mention (target : 100%)
ENS Systematize the use and monitoring of gender statistics at every step of recruitment procedure, both for titular- and contractual positions.	27,29	S2 2021	HR + IT departments	Creation of monitoring reports: yes/no Increase in the number of populations tracked by these statistics (target 100%)
ENS Establish a support and advice system for new parents in order to inform them of their rights to better balance private and professional life (appointment after maternity or adoption leave, cross-information on the impact of parenthood on social benefits etc ...)= action 39 in action plan	24, 25	S2 2022	HR	Creation of an informative document: yes/no Number of interviews conducted in relation to the number of new parents

<p>ENS Develop communication about action on gender equality's theme and concretize the gender equality issue as a full part of the ENS's project in:= action 40 n action plan</p> <ul style="list-style-type: none"> - Integrating professional gender equality's aspect in all projects - Systematically collecting gender statistics and report them in the annual social report 	27, 29, 10	2022-2023	HR	<p><i>Large diffusion of the plan: yes/no</i></p> <p><i>Number of presentations in diverse governance's instance</i></p> <p><i>Update of the RSU (annual social report) : yes/no</i></p> <p><i>Increase the number of women receiving project grants</i></p>
<p>ENS Create a website page focus on ENS's involvement about the fight against sexual and gender-based violence, discriminations and harassment and complete materials published on the Intranet (video, good practices guidelines, official documentation from French authorities, association's documentation...)= action 41 in action plan</p>	10,24,27	S2 2022	HR + department of communication	<p><i>Creation of the website: yes/no</i></p> <p><i>Material update</i></p> <p><i>Number of visits to the web page</i></p>
<p>ENS Elaborate a poster and digital campaign in the ENS's offices (flyer, screens, social networks...) focus on the fight against sexual and gender-based violence, discriminations, and harassment = action 42 in action plan</p>	10, 24,27	S1 2022	HR and department of communication	<p><i>Poster and digital campaign: holding yes/no</i></p> <p><i>Number of listening units or reporting mechanisms</i></p>
<p>ENS Participate in the creation and implementation of the Université PSL equality and diversity Charter</p>	27,29	Q4 2020	CSR VP PSL WG with Equality referents within PSL institutions	<p><i>Presence of the Charter: yes/ no</i></p>
<p>Organize and promote regular workshops to allow researchers to reflect on their professional background, skills and career aspirations</p>	28, 29, 30	S22022	PSL Internal School	<p><i>Number of workshops</i></p>

				<i>Number of participants</i>
Implementation and promotion of management training activities for Directors of Research structures.	37, 40	S2 2020	PSL Internal School	<i>Number of Directors of Research structures following these training activities</i>
Plan Diversity and Equality events and training opportunities, to network and gain additional skills	27,29	S1 2021	Equality Referents, PSL Internal School	<i>Number of events organized</i>
TRAINING				
<p>ENS : Increase researchers' awareness on the training program specifically designed for them (skills management, MOOC, Individual right for training, sabbatical leave) by creating a central page on the institution's website, presenting all available classes as well as training procedures. The use of the newsletter will also be improved in order to reduce the number of communications and clarify its content.</p> <p>This page will also include information on PSL's Internal School, as well as a list of all training referees within the institution's laboratories and research units.</p>	38, 39	S2 2021	Professional Support Service	<i>Update of the dedicated webpage: yes/no</i> <i>Constitution of the list of training referees: yes/no</i> <i>Communication material provided by PSL's Internal School</i> <i>Number of communication measures, evolution of the frequency of use of the training program</i>
Continue training and awareness-raising on psychosocial risks and risk prevention for researchers and engineers in management positions	24,28,40	S2 2021	PSL Internal School	<i>Number of training courses,</i> <i>Number of participants</i>
Implement delayed evaluations for career management workshops, in order to assess the medium/long term impact. This action will be steered and implemented by PSL's internal school.	29, 30, 39	S1 2021	PSL Internal School	<i>Number of feedback forms received</i> <i>Delayed feedback for each training session yes/no</i>

Set up training courses in supervision (doctoral supervision, research team management) and management tasks (budget and requests for resources, legal risks...) via the Internal School.	40	S2 2020	PSL Internal School	Number of supervisions ang management tasks training courses Number of participants
Conduct an inventory of formal and informal mentoring practices to establish a common framework for ENS as well as PSL University	28, 40	S2 2020	PSL's CSR VP / Research VP, PSL Internal School	Presence of the inventory: yes/ no
Ensure a better communication of existing mentoring and supervision training courses and workshops through a synthetic communication document.	30, 39	S2 2021	PSL Internal School	Communication material
Constitution of a pool of PSL mentors	28, 37	S2 2021	PSL's CSR VP / Research VP, PSL Internal School	Number of mentors in the PSL pool
Encourage researchers to follow training seminars on teaching techniques for research professors and assistant professors	40	S2 2020	PSL Internal School	Number of participants in teaching techniques courses

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

The HRS4R action plan takes place in a double quality approach, carried by ENS but also by PSL university, to which ENS is a founder member. The process for an open recruitment, transparent and merit-based, is another opportunity for ENS to enhance its implication and the merging of the process with PSL university. This will also fortify the human resources strategy for research while taking it to another level and allowing it to be part of the global politic of the establishment and the PSL University. These mutualized actions that are being undertaken will enable enhancements that will profit all the human resources channel. Some of the actions will be undertaken by PSL, whilst others will necessitate local adaptation, and finally, other action will be led directly by ENS.

The visibility of the offers published by ENS is extended and broadened by the creation of an Euraxess space for ENS, which will allow to centralize the recruitment offers and harmonized the publications. Besides the traditional diffusion-channel (academic recruitments handled by national applications), it is important for ENS to strengthen its own visibility and to ensure the completion of the tasks thought by the OTMR. The concentration of offers through one access portal, presenting all the offers of PSL and its components will facilitate the accessibility for candidates. This website and its integration on the "recruitment" page of each partner university, will materialize the engagement done by PSL and ENS in terms of HR strategy.

The necessity to lead open recruitments, transparent and merit-based has brought PSL and ENS to develop an internal chart, driving the recruitment activity, especially for contract worker. The selection committees participating in the academical recruitments are directed by thorough regulatory prescriptions; both in terms of jury (composition and quality of the members) and in selection of the laureates (equality and impartiality of the members of the selection jury). ENS, nonetheless, has decided to reinforce its alertness when it comes to OTMR prescriptions, by including two specialists (called "observers") in the selection committee, to guarantee the respect of the recruitment code especially when it comes to gender-equality and discrimination, as well as the CV chronology, the mobility and seniority. Those observers will also have an important role, in helping to prevent cognitive bias in the recruitment process, in addition to the prevention delivered at the first committee reunion. More over, selection criterion will be established and put into grids for the recruitment of each discipline.

As for contract workers, ENS has adopted a PSL chart of recruitment, a redaction to which they have participated and that integrates the researcher's deontology. ENS actively participates in the redaction of the equality and diversity chart of PSL. Nonetheless, the redaction of a chart for the contract workers specific to ENS, will integrate the OTMR principles. The diffusion of the three supports to recruiters will enable and ensure the integrity and the ethical concerns of the procedure. The redaction and access to « practical guides » for the CDD recruiters will help ensure and guarantee the professional support to researchers during a recruitment process.

The formation plays a central role in the pursuit of the initiatives and good procedures set in adequations with the OTMR's criterion, and to help deploy the attractivity component in all its dimensions (formation, development). Thereby, the internal school, the PSL service dedicated to the lifelong learning and collective learning of all the staff of the partner universities, relies on a strategical plan of

formation co-built by the establishments and their networks, in harmony with the strategic vision of the PSL university.

The offered formations will allow to organize and promote regular workshops to give researchers the opportunity to reflect on their professional career, skills, and their aspirations. It has been found necessary to plan equality and diversity formation, to build up networks, promote exchanges around these topics. Formations around cognitive bias found in genre issues will also be offered and proposed to recruiters of academical field first, and then will be extended to all recruitments.

To comfort and keep the attractivity of our establishment, ENS will keep focusing on the working conditions. For instance, the deployment of remote working (in addition and out of the spectrum of the sanitary crisis) has been effective since 1/7/21 and is a great testimony of the concrete actions taken by ENS for the life quality. This action plan was built with social partners and the whole of the ENS community (pupils, administration, teachers, researchers) has promoted four axes of work (Regulation of the workload, clarity of the politics of ENS, quality of the working environment, communication) split into 42 concrete actions.

Lastly, the production of statistics will enable the control of the quality of the OTMR's practice and to ensure their daily adaptations. The social report of the establishment, produced each year, boast with a new report on the equality and parity, strong of 33 actions, that will be reviewed by the authorities each year through a waybill.

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

URL: <https://psl.eu/recherche/la-recherche-psl/hrs4r> (see the document signed by PSL's members « Charte du Recrutement académique » voir le document « charte du recrutement académique »)

4. IMPLEMENTATION

General overview of the expected implementation process:

During the preparation of the HRS4R application report, the ESPCI, the ENS-Paris, Université Paris Dauphine as well as PSL were helped by a consulting firm with experience in structural and organizational transformation of different companies and public institutions.

A steering committee for the HRS4R approach has been created at PSL level, in addition to the local committees of the establishments. This committee determined in particular, on the basis of the diagnoses established in the three pilot establishments (ENS, ESPCI, Dauphine), a certain number of actions likely to be implemented jointly at the level of the PSL University in order to respond to the weaknesses identified during the inventory.

While actions common to PSL (such as the "observers" system, mentoring, the dissemination of academic position offers, etc.) have been defined, others find their materialization only within the ENS.

Internally at ENS, a steering committee (see gap analysis process) was set up and regularly informed of the progress of the project. An implementation committee is set up to oversee the progress.

Thus, the actions and the HRS4R approach are conducted at two levels: by the ENS itself and by PSL, depending on the possibility of mutualizing actions. For instance, the recruitment e-tool and the Ethics charter will be done at PSL-level. Therefore, two steering committees will work in parallel, the first at PSL-level (level 1) including the other members of PSL participating in the HRS4R approach (ESPCI and Université Paris Dauphine), the second one at the ENS-level (level 2) for the actions led directly by the ENS. The action plan defines the actions, the level of these actions (level 1 and level 2), the timeline and the indicators which allow the project manager to follow.

Several quantitative indicators will enable the measure of the project's progress, and to objectify it to the monitoring committee. Deliverables (charters, guide, etc.) will also serve as milestones for the advancement or completion of actions.

Finally, aware that the research community could not be sufficiently mobilized, especially following the health crisis, the ENS decided to resubmit its action plan after having consulted and widely informed the community. The concrete result is the revision of the action plan, to take into account the remarks or proposals for action made by the researchers.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>Two implementation committees will be put in place : one at PSL level and the other at ENS level. The project manager of the ENS implementation committee will also be part of the PSL implementation committee, as was the case during the initial evaluation phase and the completion of the Gap Analysis.</p> <p>The ENS implementation committee will be composed of the same members as the steering group which oversaw the progress made during the gap analysis. It will meet twice to thrice a year. The members of this implementation committee are representatives from administrative departments (HR department, SPR...) and from Research Units.</p> <p>The project manager (HR deputy director) will ensure that all actions are being developed according to the action plan and the schedule, thus steering the implementation. The project manager will coordinate the different working</p>

	groups according to the different items of the action plan
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The main intermediary actors involved in the management of the research activity, or in support of this activity, will be regularly questioned on the progress of the actions, and therefore held accountable. Regular communication on the progress of the work will be made to the authorities and the research community (Board of Directors, technical committee, etc.). Regular updating of the HRS4R web page is also planned, as well as the involvement of the ENS community via various dissemination media (internal newsletter, intranet, etc.). Working groups (in particular for the development of the CDD charter, or for the implementation of the gender equality action plan) will allow the scientific and administrative community to be involved in the implementation of the steps already taken by the ENS.</p> <p>A communication regarding the HRS4R process will be done and delivered through institutional media and presentations to researchers through meetings. During these meetings, the actions already carried out will be presented to the teacher-researcher community, as well as the relevant indicators. This will serve as an opportunity for them to be able to suggest ways of improvement, which will then be discussed by the implementation committee.</p> <p>Finally, the actions carried out by PSL largely involve the scientific community, since researchers participate in most of the actions: Vice-president for research for the creation of the ethics committee, creation of a working group on policy in favor of 'open access, working group on the recruitment charter, for the inclusion of "observers" in selection committees.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's	<p>The ENS is a signatory of the French Charter for Research Ethics. This charter applies to all researchers who are members of the institution.</p> <p>This text is aligned with international standards in terms of ethics, scientific integrity and professional</p>

<p>research strategy, as the overarching HR policy.</p>	<p>conduct: European Charter for Researchers (2005); the Singapore Statement on Research Integrity (2010); the European Code of Conduct for Research Integrity (ESF-ALLEA, 2011). The charter is part of the reference framework proposed in the European HORIZON 2020 program for research and innovation. Finally, the site contract for 2019-2023 develops in its specific ENS section the establishment's resolute commitment to the quality of the recruitment of teacher-researchers and researchers working at the ENS and whose objective n ° 2 is 'obtaining the HRS4R label.</p> <p>In addition, the ENS management team (Director, Deputy Directors, Director General of Services) regularly discusses the progress of the action plan in its weekly meetings. Finally, the ENS recognizes the importance of the principles that constitute this label by making its HR policy converge with the HRS4R principles: academic recruitments, action plan for professional equality between women and men, master plan for disability, etc. All documents HR strategies are developed in accordance with HRS4R principles.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The indicators described in the action plan will make it possible to measure the progress of the project, both in terms of actions carried out jointly with PSL and only at ENS. These indicators can be measured in figures (number of training courses offered, number of trainees, number of selection committees with observers, number of events organized, etc.). They also materialize in the achievement (yes / no) of the deliverables listed in the action plan with regard to the implementation schedule for each action.</p> <p>Furthermore, a strong involvement and coordination with PSL, ever since the beginning of the project at PSL scale, has been a keystone in the elaboration of the action plan. Coordinated actions, especially when decided at PSL-scale, have already been created taking into consideration the most</p>

	pragmatic and practical way to ensure rapid and coherent implementation within each institution.
How will you monitor progress (timeline)?	A dashboard monitored by the Human Resources Department will ensure the regular recording of information and its compliance with the action plan. Each working group will implement the related actions. The project manager will be responsible of the work organisation, project steering and the mission to be performed. The implementation committee will oversee that work and report the progress made based on the indicators and timeline. The indicators will be formalised and communicated to the working groups. Once a year, feedback regarding the implementation of the action plan will be communicated to the direction of the ENS.
How will you measure progress (indicators) in view of the next assessment?	A number of indicators are proposed in the action plan. The evaluations will therefore be carried out using the dashboard used to record and monitor progress. The implementation committee will oversee the work and report on the progress made based through the indicators defined in the action plan.

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

Ajouter le lien vers le plan d'action, une fois celui-ci publié.