

## ACTION PLAN

**Case number: 2020FR534458**

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

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### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
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.	43
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	114
Of whom are stage R1 = in most organisations corresponding with doctoral level	526
Total number of students (if relevant)	1971
Total number of staff (including management, administrative, teaching and research staff)	456
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	119 237 590
Annual organisational direct government funding (designated for research)	86 367 358
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	16 347 663
Annual funding from private, non-government sources, designated for research	4 396 853
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
The École normale supérieure is a public institution of a scientific, cultural and professional nature. A founding member of Paris Sciences et Lettres, which brings together 25 prestigious Parisian institutions, the ENS provides training of excellence leading to the various professions in teaching and research, and contributes to training through research. Each year, the ENS welcomes nearly 2,330 students, 1,350 teachers and permanent	

researchers who lead the scientific and pedagogical of the School's 15 departments and 29 research laboratories (17 Sciences and 12 in Humanities). The ENS is ranked between the 1st and 3rd French establishment in the major 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 is a signatory of the French National Charter for Research Integrity. This text is aligned with international standards in terms of ethics, scientific integrity and deontology: the European Charter for Researchers. This text includes articles on the reliability of research work, on the communication of research results, on freedom of expression, on responsibility in collective work, or training. French legislation recognises the complete independence and freedom of expression of teacher-researchers and researchers within their functions (both research and teaching) 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. Finally, the ENS is a signatory of the Charter of Scientific Integrity of the PSL group (Paris Sciences et Lettres). The establishment is also subject to recurring evaluation by the High Council for Research and Higher Education (HCERES). Since 2011, the ENS has been institutionally involved in reflections and actions related to equality in the education system with the PESU department (Programmes for School and University Equality). In addition, the institution has a voluntarist policy in terms of research and valorization which is based on the one hand on the mutualization of processes with PSL and on the other hand on its internal agility. This allows the institution to intensify its actions and to integrate all the dimensions of valorization (including notably partnership actions such as the creation of chairs, patents and licences and the creation of start-ups). This desire is reflected in particular by the direct operation via the Research Partnership Service (SPR), partnership actions and the setting up of collaborative projects, and by a very significant increase in the activities of the SPR.</p> <p>In addition, the ENS has made a considerable effort to strengthen and modernize its image with the general public as well as to develop the communication on its scientific production. Open access has become a key issue in the work of researchers, and</p>

	<p>events dedicated to it are developing (open access week, seminars, etc.), making it possible to disseminate the results of research within scientific communities.</p> <p>Finally, a Thesis Charter has been drawn up to formalise the rules governing the supervision and monitoring of publications and applications. A chapter is thus devoted to the respective commitments of the thesis director, the doctoral student, the director of the host research laboratory and the doctoral training manager. This charter defines these reciprocal commitments by recalling the deontology inspiring the regulatory provisions in force and the practices already tested in respect of the diversity of the PSL disciplines. Its purpose is to guarantee high scientific quality.</p> <p>Area for improvement: the ENS still has room for improvement in the field of ethics, the objective being to create an ethics committee at the level of PSL, and to develop and extend ethics training, as well as to improve the visibility of the actions undertaken (via a memorandum, charters).</p>
Recruitment and selection	<p>Here too, French regulations impose strict national rules on the recruitment and selection of civil servants. Part of the institution's recruitment is handled by the Human Resources Department. The aim is thus to professionalize and secure the entire recruitment process. The recruitment of scientific and technical staff is carried out by the laboratories. Finally, the recruitment of doctoral students is carried out by the doctoral schools in compliance with the regulations in force in the civil service. The variety of staff categories (tenured/non-tenured, teacher-researcher, researcher, doctoral student, engineer, technician) therefore requires as many different recruitment processes even if they are homogeneous by category, regardless of the type of recruitment (permanent or temporary).</p> <p>In order to clarify the rules relating to recruitment, and to disseminate as much information as possible, the Management decides each year on the open positions, in the light of the available budget. These recruitments concern all researcher profiles, and BIATSS, for both permanent and contractual profiles. Framework notes are drawn up annually and communicated to the laboratories and departments. They specify the timetable, the implementation modalities, and the selection criteria/principles, such as mobility, etc... The Ministry imposes a strict framework, both in the recruitment process and in the selection of candidates (BIATSS, academic teachers and researchers, ATER...). Guides (selection committee guide), internal training prior to each competition (BIATSS competition) reinforce the legal obligations of non-discrimination. Areas for improvement: Nevertheless, a part of the recruitment of contractual staff escapes this homogenization of recruitment, since there is no systematic and centralized publication of certain calls for applications. The future creation of a common recruitment portal for PSL members and the opening of a Euraxess account by</p>

	<p>the ENS should remedy this. The creation of a PSL recruitment charter will reinforce the institution's vigilance with regards to the different uses of the portal according to the different professions and disciplinary fields.</p>
<p>Working conditions</p>	<p>Working conditions, health and safety are a permanent concern of the ENS. While national regulations are very rich, many local specificities require special measures.</p> <p>The ENS benefits from a Prevention and Safety Department, which ensures the respect and implementation of regulations, as well as the follow-up of action plans in this field, relying on an active network of prevention assistants. Various measures are articulated and aim at taking working conditions into account: a medico-social monitoring unit bringing together human resources, occupational medicine and the social worker meets regularly to prevent difficult situations, a listening unit run by a service provider outside the ENS makes it possible to accompany students and staff in complete confidentiality, various communication supports relating to SPR have been developed and made accessible to the ENS community, a training plan dedicated to health and safety is drawn up each year....</p> <p>In addition, the ENS pays particular attention to social action, as demonstrated by the increase in the number of social workers permanences, the creation of a social action commission in charge of arbitrating exceptional aid to agents, or the regular raising of the social action ceiling, making it possible to open up the number of entitled beneficiaries. A comprehensive medical service (occupational doctor, nurse) completes the system. In addition, the ENS has been committed for two years to an action plan for the quality of life at work, the result of the consolidation of diagnoses established after surveys conducted throughout the ENS community. Four areas for improvement (regulation of the workload, clarity of employment policy, quality of the work environment, communication) have led to the identification of forty actions, which are fully in line with the principles of the HRS4R label. Finally, the establishment has a disability master plan, the monitoring of which is regularly presented to the relevant authorities. Indeed, it is essential to specify that social dialogue is an issue to which the ENS pays particular attention, with the aim of offering its personnel adapted measures, taking into account the needs of the field, and to inform them.</p> <p>The ENS benefits from a unique academic environment, location and heritage. Indeed, the ENS is undeniably a prestigious actor of research and training through research, with an identity recognized both nationally and internationally. The ENS positions itself very clearly in the training of the best students through research by allowing them to move towards research, senior civil service, teaching and business. The research units are at the heart</p>

	<p>of the training system. They are all placed under the co-supervision of the ENS and major research organisations. The laboratories are a support and action force, of exceptional level, fully involved in training through research.</p> <p>Areas for improvement: the ENS will have to pursue its voluntarist policy of welcoming agents with disabilities.</p>
<p>Training and development</p>	<p>Tenured or contractual, administrative or technical, library, teachers, teacher-researchers and researchers, can take advantage of the training offered by the in-house PSL Internal School. As a shared service supported by PSL, the Internal School is based on a strategic training plan jointly built with the institutions and its network of referents, in line with the strategic vision of PSL University, around three main axes: contributing to the development of PSL as a world-class player, professionalizing and developing professional skills by promoting Quality of Life at Work, developing a training offer for researchers, teacher-researchers and teachers in order to promote pedagogical quality and research excellence. Throughout the year, these major strategic axes are broken down into actions and internal school training courses, open to all, regardless of their status. At the same time, the ENS deploys its own training budget, which enables it to complete the PSL training offer.</p> <p>Areas for improvement: the multiplicity of training systems can sometimes seem complex for staff, and the institution must make an effort to communicate on its training offer.</p>

### 3. ACTIONS

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

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

\*URL: <https://www.ens.psl.eu/l-ecole-normale-superieure-psl/hrs4r-strategie-des-ressources-humaines-pour-les-personnels-de-la>

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:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<i>Free text -100 words max</i>				
<b>ETHICS</b>				
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"> <li>- Publication of the Ethics Charter on the institution's intranet</li> <li>- Distribution of a digitized Charter acknowledgment certificate, when signing the employment contract</li> </ul>	2	Q4 2020	Communication Department  HR Department	Publication of the charter on the intranet: yes/no  Distribution of the digitized Charter acknowledgment certificate: yes/no
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
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.				
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  Internal School PSL	Number of training courses offered Number of trainees by category (PHD or other)
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	PSL's Research Office	Number of thematic charters

				<i>Availability on the institution's intranet : yes/no</i>
Create and publish an information media on the missions and operation mode of the SPR ENS Department, as well as PSL's SAAP (European research projects funding and support services, within PSL and the ENS), in order to improve researchers' knowledge of the support available to them.	4	S1 2021	Communication Department	<i>Elaboration of the document : yes/no Distribution of the document : yes/no</i>
Development or strengthening of a policy towards Open Access, locally and in conjunction with Université PSL: <ul style="list-style-type: none"> <li>• Creation of a working group on this subject by the referent for open science.</li> <li>• Establishment of an inventory of the development of open science within PSL as well as the methods and tools available.</li> <li>• Setting up actions to raise awareness of open science among researchers and doctoral students.</li> <li>• Recommendation on the tools to be developed to improve the availability of PSL data and results.</li> </ul>	8, 9	S1 2021	PSL Open Science referent and dedicated working group (WG) of PSL curators Dauphine's documentation department	<i>Establishment of a dedicated working group: yes/no Number of awareness-raising actions implemented  State of play and recommendation report: yes/no</i>
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.	4, 5, 6, 31, 32	S1 2021	Research Support Office, HR Department, Support, social responsibility officer, PSL-Research Support Office	<i>Memorandum elaboration and diffusion: yes/no</i>
<b>RECRUITEMENT</b>				
Create and update a page dedicated to the HRS4R process on the French and English versions of Dauphine-PSL's website	12	Q3 2020	Communication Department + Dauphine HRS4R Coordinator	<i>HRS4R page on website : yes/no and URL</i>

Creation of call for applications template for academic recruitment. This job description would present more details about the terms and condition of the job, as well as Dauphine's respect of the principles of the Code of Conduct for the Recruitment of Researchers. This action is common to all PSL University institutions and will be implemented in each institution's HRS4R action plan.	12, 13, 15, 16, 18	S1 2020	PSL HRS4R Coordinator, dedicated PSL, HR working group (HRWG),	Template of Job description in French and English including the HRS4R dimension yes/no
Create and publish a Charter for contractual positions at the ENS, thus completing the future PSL Recruitment Charter.	12, 13 (+?)	S1 2021	HRD	Elaboration of the charter : yes/no  Publication of the charter: yes/no
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 > 20	S2 2022	HRD	Elaboration of the operating procedures : yes/no  Distribution of these documents : yes/no
Translate employment contract templates in order to improve information accessibility for foreign researchers, and in order to reduce the administrative burden imposed on applicants.	vérifier	S2 2021	HRD	Translation of contract employment templates: yes/no  Publication of these documents: yes/no
Implementation of a device/a page on the PSL website centralizing the publication of all Dauphine's calls for applications for contractual researcher positions within PSL institutions (Doctoral fellows already benefit from a centralized tool at PSL level : ADUM)	13	S2 2020	HR WG, PSL Communication Department, PSL Managing Director, PSL HRS4R Coordinator	Webpage's URL  Number of 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 2020	HR VP/ HRD PSL Internal School	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, composed of researchers	Formalization of a recruitment grid for each selection committee : yes/no
Offer a Welcome Desk service via Université PSL to welcome international and Euraxess accredited researchers, including, on an as-needed basis, French courses	12	S2 2020	Welcome Desk PSL (Student)  VP CSR/International Relations Office PSL	Recruitment of a person dedicated to welcoming international researchers yes/no  Number of foreign researchers supported by the Welcome Desk, once

			<i>PSL Managing Director</i>	<i>it will be implemented</i>  <i>Number of French training classes implemented</i>
<b>WORKING CONDITIONS</b>				
Publication and communication of the teleworking charter	24	Q4 2020	HR	<i>Communication of the charter : yes/no</i>
Establish a professional gender equality charter and related action plan, in compliance with French legislation.	27, 29	S1 2021	HR	<i>Gender equality Plan : yes/no</i>
Systematize the use and monitoring of gender statistics at every step of recruitment procedures, both for titular- and contractual positions.	27,29	S2 2021	HR + IT departments ?	<i>Creation of monitoring reports: yes/no</i>
Participate in the creation and implementation of the Université PSL equality and diversity Charter	27,29	Q4 2020	CSR VP PSL  WG with Equality referents within PSL institutions	<i>Presence of the Charter: yes/ no</i>
Organize and promote regular workshops to allow researchers to reflect on their professional background, skills and career aspirations	28, 29, 30	Q4 2020	PSL Internal School	<i>Number of workshops</i>  <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>
<b>TRAINING</b>				

<p>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	<p>Update of the dedicated webpage: yes/no</p> <p>Constitution of the list of training referees : yes/no</p> <p>Communication material provided by PSL's Internal School</p> <p>Number of communication measures, evolution of the frequency of use of the training program</p>
Continue training and awareness-raising on psychosocial risks and risk prevention for researchers and engineers in management positions	28,40	S2 2020	PSL Internal School	<p>Number of training courses,</p> <p>Number of participants</p>
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	<p>Number of feedback forms received</p> <p>Delayed feedback for each training session yes/no</p>
Set up training courses in supervision (doctoral supervision, research team management) and management tasks (budget and requests for resources, legal risks...) via the Internal School.	40	S2 2020	PSL Internal School	<p>Number of supervision and management tasks training courses</p> <p>Number of participants</p>
Conduct an inventory of formal and informal mentoring practices in order to establish a common framework for Dauphine as well as PSL University	28, 40	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 is part of a double quality approach, carried out by the ENS but also by PSL University, of which the ENS is a founding member. The approach for open, transparent and merit-based recruitment is an additional opportunity for the ENS to reinforce its involvement and the convergence of practices at the level of the PSL University. It will also allow the ENS to consolidate its human resources strategy in the service of research, while at the same time making it evolve and thus making it part of the overall policy of the institution and of the PSL University. The shared actions that are being undertaken will allow for improvements that will benefit the entire human resources department of the institution. Indeed, some actions will be taken in charge by PSL, others will require a local declination, and finally, some actions will be carried out directly by the ENS.

The visibility of the offers published by the ENS must be extended, through the creation of a Euraxess space for the ENS, which will make it possible to centralize recruitment offers, and to harmonize publications. Indeed, in addition to the traditional distribution channels (academic recruitments managed by national applications), it is important for the ENS to reinforce the visibility of its offers and to ensure the concretization of the actions envisaged in the OTMR. Similarly, in terms of concentrating the PSL offer, a common portal at the PSL level, a single place for presenting all the PSL HR offer for all its components, will facilitate access to advertisements for candidates. This site and its integration on the "recruitment" page of each member institution will concretize the commitment made by PSL and ENS in terms of HR strategy.

The need for open, transparent and merit-based recruitment has led PSL and the ENS to develop a charter, providing a more precise framework for recruitment activities, particularly for contract staff. Indeed, the selection committees involved in academic recruitment are governed by very precise regulatory requirements, both in terms of the constitution of the recruitment panel (composition, quality of members, etc.) and the selection of successful candidates (principles of equality of candidates and impartiality of selection committee members, etc.). The ENS has nevertheless decided to increase its vigilance with regard to the requirements of the OTMR by including two referees (known as "vigies" in French) in the selection boards in order to ensure compliance with the recruitment code, particularly as regards gender balance and anti-discrimination standards, as well as the chronology of CVs, mobility and seniority. These "vigies" or observers will also have an important role in preventing cognitive bias in recruitment processes. In addition, selection criteria for recruitment in each disciplinary section will be established and formalized in the form of a grid.

As for contract workers, the ENS has adopted a PSL Recruitment Charter (which has been submitted to the PSL and ENS Board of Directors in July), in the drafting of which the ENS has participated, and which incorporates the code of conduct for researchers. The ENS also participates in the creation and implementation of the PSL University Charter of Equality and Diversity. Finally, the drafting of a charter for contract workers, more specific to the ENS, will include the OTMR principles. The distribution of these three tools to recruiters will ensure that recruitment practices will respect the ethical and regulatory rules governing recruitment. The drafting and provision of "practical sheets" and tools to personnel recruiting on fixed-term contracts in particular will ensure that researchers are supported in their recruitment.



Thus, and in order to perpetuate the implementation of the HRS4R action plan, it will be supervised by the administrative services, and more particularly the Human Resources Department. Several quantitative indicators will make it possible to measure the progress of the project, and to objectify it to the Monitoring Committee (which will take over from COPIL). Deliverables (charters, guides, etc.) will also serve as milestones for the progress or completion of the actions.

The benefits of obtaining this label for the ENS are major and are part of its development strategy. The label is an undeniable asset to support the international attractiveness of the ENS, as well as to ensure the security of European funding. It also allows the ENS to be part of a voluntary process of continuous improvement of the working conditions of its entire academic community, which are at the heart of its activity. It guarantees that research and its specificities are at the heart of the institution's concerns, including in terms of HR.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The governance and monitoring of the HRS4R project is ensured by a steering committee, including political, scientific and administrative representation. As the action plan has been validated by COPIL and approved in due course, its follow-up will be ensured by a monitoring committee, which will take over this triple representation and will meet twice a year. The indicators detailed in the GAP Analysis will enable the progress of the work to be monitored.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The main intermediary actors, involved in steering or supporting the research activity, will be regularly questioned on the progress of the actions, and thus made accountable. A regular communication on the progress of the work will be made before the authorities (Board of Directors, technical committee...). It is also planned to regularly update the HRS4R dedicated web page, as well as to involve the ENS community via various distribution media (internal newsletter, intranet...). Working groups (in particular for the elaboration of the CDD charter) will allow to associate the scientific and administrative community, in the concretization of the steps already undertaken by the ENS. Finally, the actions carried out by PSL largely involve the scientific community, since researchers participate

	<p>in the majority of the actions: Vice-President Research for the creation of the ethics committee, creation of a working group on the open access policy, working group on the recruitment charter, for the inclusion of the "watchdogs" in the selection committees...</p>
<p>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.</p>	<p>The ENS is a signatory of the French National Charter for Research Integrity 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 deontology: the 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 HORIZON 2020 European research and innovation programme. Finally, the objectives contract for 2019-2023 develops in its specific ENS section the institution's firm commitment to the quality of recruitment of teacher-researchers and researchers working at the ENS, the second objective of which is to obtain the HRS4R label.</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 at the level of actions carried out jointly with PSL and at the ENS alone. These indicators can be measured quantitatively (number of training courses offered, number of trainees, number of selection committees with watchdogs, number of events organised, etc.). They are also materialized by the achievement (yes/no) of the deliverables listed in the action plan with regard to the implementation schedule of each action. We can thus mention the establishment of a recruitment charter, the presence of communication supports, the creation and distribution of an information document on the operating missions of the SPR ENS and SAAP PSL services, to be transmitted to all researchers, the creation of a web page dedicated to the HRS4R</p>

	process, the creation of a fixed-term contract charter...
How will you monitor progress (timeline)?	As described above, the steering Committee, which will meet twice a year, will have as its objective the monitoring of the implementation of the actions identified in the action plan. A scoreboard monitored by the Human Resources Department will ensure that information is regularly recorded and that it complies with the action plan.
How will you measure progress (indicators) in view of the next assessment?	A number of indicators are proposed in the action plan. Evaluations will therefore be carried out through the scoreboard used to record and monitor progress. The monitoring committee as described above will propose a progress summary to the Board of Directors within two years of obtaining the label and will adjust this action plan to bring it even closer to the principles of the Charter and the Code.

Additional remarks/comments about the proposed implementation process:

<p>(free text, 1000 words maximum)</p> <p>Ajouter le lien vers le plan d'action, une fois celui-ci publié.</p>
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