

HUMAN RESOURCES STRATEGY FOR RESEARCHERS AT SCIENCES PO

IMPLEMENTATION OF THE PRINCIPLES OF THE EUROPEAN CHARTER FOR RESEARCHERS AND CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS

Sciences Po adopted the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in 2006. These texts define the roles, responsibilities and rights of researchers and of their employers, and aim to improve recruitment and working conditions for researchers in Europe.

In an effort to enhance its international attractiveness and pursue its policy of supporting excellence in research, Sciences Po decided to join the other members of Sorbonne Paris Cité University (USPC) in committing itself to the voluntary quality assurance approach proposed by the European Union as part of the European human resources strategy for researchers (HRS4R). This stems from a collective desire to coordinate our efforts, share the best practices of the institutions involved and develop efficient actions as part of a researcher recruitment strategy.

This provided an opportunity to conduct an in-depth analysis of our institution: we identified our strengths and weaknesses and created an action plan specific to Sciences Po. We therefore submit this individual demand for an “HR Excellence in Research” award to the European Commission for evaluation. But we also commit to coordinating the development of listed measures with those that other Sorbonne Paris Cité University members seek to implement. USPC includes 8 French institutions of higher education and research (New Sorbonne University – Paris III, Paris Descartes University, Paris Diderot University, Paris 13 University, EHESP, INALCO, IPGP, Sciences Po) and 5 French research organizations (CNRS, INED, INRIA, INSERM, IRD) that work together towards shared goals. Legally, it is a Community of universities and higher education institutions (COMUE) whose statutes were approved by the decree of 30 December 2014. (For a detailed description of the USPC COMUE see annex 3, p.)

NB: a glossary with all acronyms is available at the end of this document (annex 5).

I. Why pursue an HRS4R approach at Sciences Po?

A. Contextual elements: the specific role of research at Sciences Po

Sciences Po is a unique institution that has some characteristics that are specific to the French “Grandes écoles”¹ (competitive entrance and registration fees set by the institution) and many

¹ A “grande école” is, according to the French Ministry of National Education, Higher Education and Research (MENESR), an “institution of higher education that recruits its students through a competition and provides high-level training” and is under the authority of a ministry that might be different from the MENESR.

aspects that are shared with other French universities (issuing of PhDs, a high number of students, post-BAC access without preparatory classes, an organization of studies in compliance with the Bologna process...). Sciences Po's governance model is also particular because on the one hand it is partly based on the *Fondation nationale des Sciences politiques* (FNSP), a private foundation that is responsible for the major strategic planning and administrative and financial management of Sciences Po, and on the other it is partly based on the *Institut d'études politiques de Paris* (IEP), a public scientific and professional institution that is in charge of training, research and documentation.

Since the creation of its first research centre at the beginning of the 1950s, and the constitution of a body of researchers with private-sector status and remunerated by the FNSP beginning in the 1960s, Sciences Po has positioned its research ambitions and presence in France and abroad on the global research map. This positioning has markedly amplified and strengthened over the past few years. Sciences Po now places research at the very heart of the institution's strategy and has implemented a policy that matches its ambitions: an ambitious and deliberate recruitment policy based on career development terms that are compatible with both the French system and international systems, the development of global partnerships, encouragement to publish in foreign languages, contributions to the public debate and understanding of our society, procurement of external funding from major national and European bodies, as well as foundations, economic and public partners, etc.

This has led to growth in Sciences Po's research and teaching community, as well as the coexistence of a wide variety of statuses.

- Indeed, some of the members of this community are under private contracts and entirely managed by Sciences Po.
- Others are staff assigned by the Ministry of National Education, Higher Education and Research (MENESR), with Sciences Po contributing to their management via recruitment decisions, some of the promotions awarded, and the allocation of bonuses for doctoral and research supervision (PEDR). In order to better manage its faculty and better control the HR budget, Sciences Po will soon enter the process called Responsabilités et Compétences Elargies (enlarged responsibilities and competences) of the 2007 act: Sciences Po, instead of the ministry, will manage MENESR positions and their related payroll.
- Finally, others are CNRS staff members affiliated with the joint research units² of Sciences Po and the CNRS, but whose careers Sciences Po does not manage in any way.

² In France a joint research unit is an administrative entity created by the signing of a contract between an institution of higher education and one or many a national research institutions, with all these institutions allocating financial and human resources to the unit.

Table 1. Workforce as of 31 December 2015 (student body size at this date around 13,000 students)

Status	Categories	Number (headcount)
Research and pedagogical staff under private contracts		
	Lecturers	3633
	Research assistants	40
	Early-stage Researchers <i>Including early-stage researchers with a work contract</i>	343 66
	Post-doc research assistants	20
	FNSP researchers	29
	FNSP research professors	46
Teaching staff and/or researchers with civil servant status		
	MENESR	90
	<i>Incl. PAST</i>	10
	<i>Incl. PRAG</i>	22
	CNRS	59

The remainder of this report will focus on community staff members who perform research activities, that is, all the categories listed in the table above, except for part-time lecturers, secondary school teachers teaching at a university level (PRAG), and part-time affiliated professors (PAST³). This staff, which we will henceforth refer to as Sciences Po's research community, pursue their activities in ten⁴ research centres⁵:

- six Sciences Po - CNRS joint research units: CERI, CEVIPOF, CEE, CSO, the department of economics, and OSC;
- a joint service unit: CDSP;
- three hosting teams: CHSP, the legal research centre and médialab.

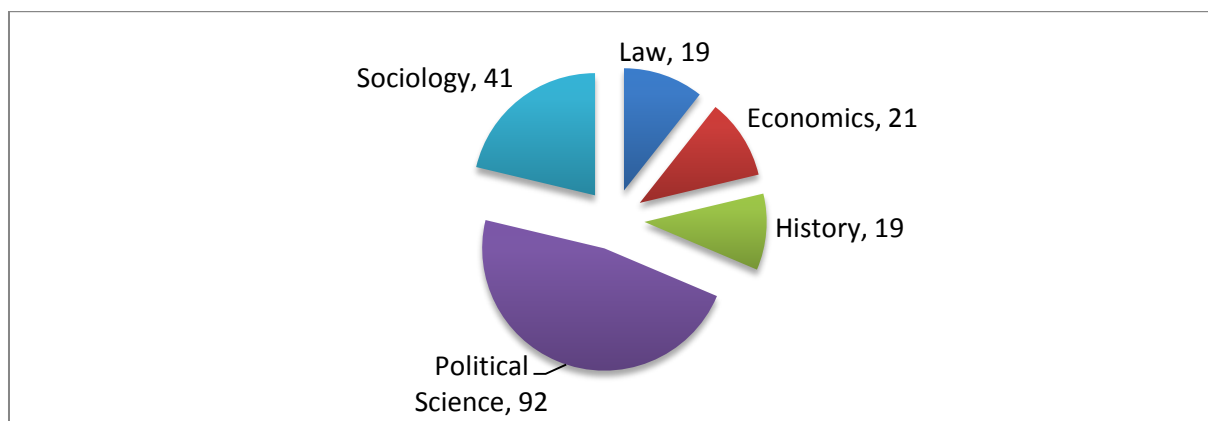
Sciences Po has five leading disciplines: law, economics, history, political science, and sociology. Since 2010 these disciplines have been organized into departments. Permanent members of the research community must choose to be affiliated with one of these departments. They therefore have a double affiliation: their research centre, which is also their daily workplace, and a department responsible for training, general orientations of the discipline and teaching assignments.

³ PAST (Professeurs associés temporaires) are professionals that are employed part-time by a higher education institution and work part-time as professionals.

⁴ <http://www.sciencespo.fr/recherche/en/content/research-centers>

⁵ Some academics have a double "research" affiliation: they are members of a centre and partly affiliated with one of Sciences Po's two crosscutting programs: LIEPP labex (laboratory for the evaluation of public policies) and MaxPo, which is the product of an agreement between Sciences Po and the Max Planck Society. Because of the OFCE's particular status, its staff is not considered in this document.

Distribution of the permanent research staff by department as of 31 December 2015

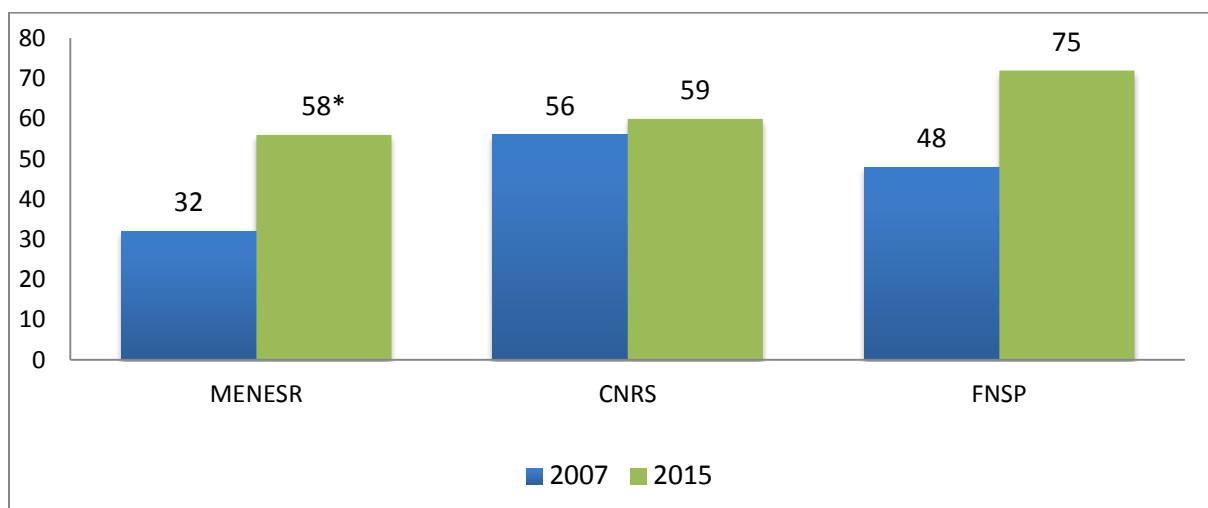


B. An overhaul of Sciences Po's HR strategy, which led to a complete overhaul of systems and procedures

The placement of research at the heart of Sciences Po's strategy and the transformation of Sciences Po into an international research university specialized in the humanities and social sciences, led to a major overhaul in the management of Sciences Po's research community, as defined above.

First, significant efforts have been made to increase the number of permanent faculty members. As Sciences Po's student body grew from 3,500 fifteen years ago to close to 13,000 today, an increase in the number of teachers and/or researchers was needed, even though it was impossible to match the student growth rate, resulting in a permanent faculty body that remains relatively modest in relation to the number of students. However, the growth is clear:

Evolution of Sciences Po's research community between 2007 and 2015, by status



*Note: the increase in MENESR staff is partly attributable to positions previously used for other assignments (particularly guest professors)

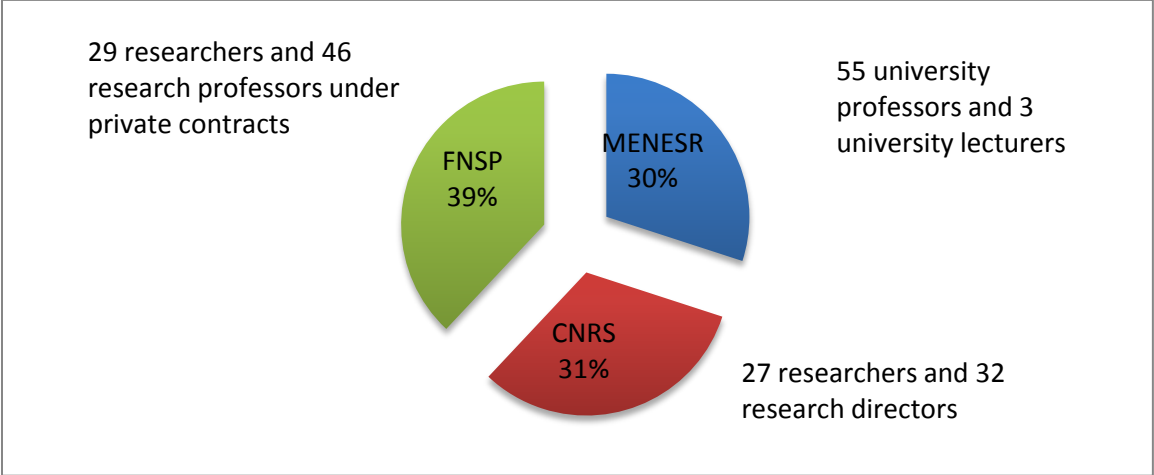
This significant quantitative effort was accompanied by a significant qualitative effort. Posted vacancies to be filled clearly display Sciences Po's commitment to excellence and the desire to attract

the best candidates, regardless of nationality or country and institution of origin. To this end, a first review of recruitment procedures was conducted. They were consistent with the LRU (law on the freedom and responsibility of universities) procedures of 2007, but included additional requirements: presence of at least one foreign colleague on selection committees and of at least on representative of another discipline; public research seminars given by candidates invited for an in-person meeting, in addition to the interview they then have with the selection committee. Furthermore, a more attractive remuneration package was implemented for private sector staff members.

The number of professors of foreign nationality and/or who wrote their thesis abroad and/or previously worked at a foreign institution has clearly increased. The share is especially high among research professors recruited for FNSP research professor positions (as assistant associates or full professors) since their creation in 2009, totalling 68% if the two Frenchmen with dual citizenship are included (61% without them). In comparison, even though this share is still higher than the French average, only 37% of university professors recruited over the same period were foreign nationals (including two with dual citizenship).

Beginning in 2009, Sciences Po decided to experiment with a new career organization inspired by the US tenure track system for permanent employees with FNSP status. The latter had previously been recruited as researchers, directly accessed permanent employment, and pursued a career structured in two parts: first, as a researcher, and then the possibility of being promoted to a Vice President for Research position. Since 2009, FNSP academic staff members have been recruited as assistant professors (or untenured professors). In order to gain employment security after a period of six years they must submit to a process to obtain “tenure”. This allows them to become associate professors, and then be promoted to full professors. In addition to their research activities they are required to teach. Sciences Po’s permanent faculty therefore now consists of university professors and lecturers, CNRS researchers, FNSP researchers and tenure track FNSP research professors.

Composition of the permanent research community by status as of December 2015



This evolution in FNSP career development was accompanied by the creation of a centre for academic HR within Sciences Po’s human resources department, allowing for a professionalization of recruitment procedures while following national legislative procedures for civil servant employees. Gender equality and disability policies were also developed at this time.

What started as an experiment became a Sciences Po policy that has been pursued in recent years. Since 2013 most recruitment and career procedures for Sciences Po's permanent faculty have been settled, leading to the drafting of a document that defines the status of staff members with private contracts and lists all the procedures applicable to them, and where relevant, to academic staff with MESR status (for example: sabbatical leaves, management of promotions...). This document was submitted to various Sciences Po bodies (see infra) and approved by the FNSP Board of Directors on 11 February 2016.

This reflection was part of the same dynamic that, during this same period, led to the reshaping of Sciences Po's governance statutes and the appearance of decrees on the IEP and FNSP at the end of 2015 and beginning of 2016.

The compatibility of statutes and procedures applying to the permanent faculty with national rules and international practices were a constant concern to ensure that:

- Private sector staff at Sciences Po could be considered equivalent to university professors and lecturers, which is the case since 2014,
- And that recruitment and career management processes in place be both understandable to foreign candidates, and compatible with the French system as well as with international practices.

Particular emphasis was also placed the convergence of missions between members of a permanent research community with particularly varied statuses. Thus, a teaching incentive bonus was created to encourage FNSP and CNRS researchers to take a teaching load equal to that of MENESR research professors; the teaching loads of FNSP research professors and MENESR research professors are also exactly the same; their recruitment procedures are similar and are compiled in a recruitment guide that is accessible online; access to sabbatical leave is granted according to the same rules for all staff members with a mandatory teaching load; hosting and working conditions are identical for all, regardless of status, and each staff member is given an office, a computer, and access to the internet and the library... This drive for convergence is also reflected in the opportunity provided to FNSP researchers to request a transition from researcher status to that of research professor as associate of full professor after undergoing a demanding evaluation procedure that does not always yields a positive response.

Of this group, CNRS staff members are in a particular situation since their careers are entirely managed by the CNRS. However, the teaching incentive bonus is available to them as well (requiring the same number of teaching hours as a MENESR research professor). Moreover, a procedure was established to allow Sciences Po's permanent faculty and director to vote on whether to accept a CNRS researcher's transfer request to join one of the research units – a procedure that does not exist at other French universities and that ensures all conditions (research excellence for the researcher, and material hosting conditions for Sciences Po) are met.

Sciences Po has thus continuously sought to combine the demands linked to national legislative measures with the demands linked to competition rules in the academic labour market, to draw on the best from the private sector and the best from the public sector to implement an ambitious and bold academic human resources management policy.

C. Early-stage researchers are truly integrated into Sciences Po's research community

Notable developments have also been achieved with regard to early-stage researchers. First, Sciences Po decided to limit the number of early-stage researchers in order to limit the ratio of early-stage researchers per thesis supervisor, and also to improve their chances of finding employment corresponding to the education level of PhD graduates. At the same time, a policy was put in place aiming to only enrol PhD applicants who secured funding for their doctorate. This was enabled by adding funding from Sciences Po (16 in 2015 for example) to doctoral contracts (19 newly awarded in 2015). Thanks to other PhD scholarship opportunities (CIFRE⁶, Ile de France scholarships, etc.) and additional doctoral contracts funded via the USPC's "excellence initiative"⁷ (international contracts, Cofund or double culture⁸) or the Interdisciplinary Laboratory for the Evaluation of Public Policies (LIEPP) laboratory of excellence⁹, the goal of enrolling fully-funded PhD students has been achieved since 2013, which is exceptional for the humanities and social sciences.

Furthermore, Sciences Po's ambition is to offer a position to all early-stage researchers in their research unit of affiliation in order to link them as closely as possible to the life of this unit and provide them with a working space like that of all other Sciences Po researchers. This goal has almost been achieved for all funded early-stage researchers, even though in some research units the dedicated space is an open space without an assigned position. Sciences Po's facility development plans (recent acquisition of a new building that will be available in 2020) should lead to a considerable improvement of this situation in the future.

Sciences Po's doctoral school also offers financial aid to cover a share of expenses for transportation, participation in conferences and short research stays. Many possibilities for exchanges with foreign institutions exist, in addition to dual degree programs for example with Northwestern University, Columbia University and the University of Cologne (*Max Planck Institute for the Study of Societies*).

Finally, Sciences Po's research units are very mindful of their doctoral training programs. Most of them now have a handbook for early-stage researchers, many have defined the rights and duties involved in doctoral studies and established specific monitoring and supervisory procedures. Sciences Po's early-stage researchers also have access to the training catalogue of the professional training centre for PhD students (CFDIP)¹⁰, a shared USPC service that offers over 210 trainings on useful and very practical knowledge on pursuing careers requiring a high level of qualification across all sectors. Since 2015 a thesis monitoring committee meets at the end of each early-stage researcher's first year of doctoral studies.

⁶ CIFRE - Conventions Industrielles de Formation par la REcherche – provides a subvention to any firm recruiting a PhD candidate in collaboration with a public research unit. The CIFRE are completely funded by the MENESR.

⁷ Instrument of the French "Investing in the future" program to support multidisciplinary higher education and research groups with world-class excellence potential, obtained after a selection process led by an international jury.

⁸ The international contracts are dedicated to foreign early researchers, the COFUND are doctorates funded by the COFUND European programme and the double culture are doctorates in which two institutions of USPC are involved or interdisciplinary doctorates.

⁹ Instrument of the French "Investing in the future" program to support the research of teams of excellence on a given research topic, obtained after a selection process led by an international jury.

¹⁰ <http://cfdip.uspc.fr/fr/>

D. The HRS4R strategy as an assessment and framework tool for Sciences Po within USPC

1) For Sciences Po

The HRS4R strategy was immediately seized as an extremely valuable opportunity, ten years after the overhaul of our human resources strategy, to assess the changes that have occurred, to finalize them, and especially to verify that the whole system has stabilized and contributes to the institution's overarching strategy.

We are well aware that the policy undertaken will not be able to fully overcome certain statutory and regulatory constraints. For example, salary policies cannot converge, and the terms and pace of evaluations remain specific to each statute.

But this does not mean that progress is not possible or desirable. The HRS4R strategy therefore provides an opportunity to identify gaps and determine what actions need to be implemented.

2) For USPC

The HRS4R strategy allowed USPC to conduct an in-depth analysis of the strengths and weaknesses of each member and of current practices, and to develop an action plan to deploy.

Given Sorbonne Paris Cité University's ambitious research plans, it faces many challenges linked to researcher recruitment, career management, mobility, and continuous training.

The creation of a USPC college of doctoral schools and the joint recruitment of "international" or "dual culture" junior researchers in addition to the recruitment campaigns of the European INSPIRE project, the winner of a COFUND call for projects under the Horizon 2020 framework program for research and innovation, led the COMUE institutions to start a process of deep reflection on research recruitment. Research programs promoting multidisciplinary approaches, support provided to USPC chairs of excellence to attract high-level researchers internationally, and the long-term community-wide guest program all strengthen this dynamic.

While USPC institutions recruit their own research staff, USPC helped promote a shared approach to talent management closely aligned with the most recognized quality standards, by encouraging high-quality recruitment processes, enhancing the attractiveness of campus life, and opening career development opportunities, for example through continuous training for the COMUE's researchers and research professors.

The common approach of Sorbonne Paris Cité University member institutions to HRS4R helps strengthen our capacity for action on behalf of an overarching strategy.

E. Methodology

1) Sciences Po's internal approach

Since the developments and policies presented in the two preceding sections were conducted by mobilizing ad hoc working groups over the past two years, we convened a task force limited to the Research Department and HR Department of Sciences Po (in particular the centre for academic HR) to conduct the gap analysis. The task force drew on the conclusions and assessments of produced by the working groups to identify the degree of progress and to build an HRS4R action plan.

Reflection on the management of Sciences Po's permanent and academic staff members has been underway for a long time and the drafting of an HRS4R self-evaluation document provided an opportunity to create a synthesis of the various consultation and reflection processes that were completed.

Thus, various consultation and reflection processes were implemented depending on the categories involved.

Career working group

For permanent staff members, a working group consisting of a dozen of representatives of the various statuses (MENESR professors, FNSP researchers, FNSP research-professors and CNRS researchers) and the five disciplines present at Sciences Po regularly met in 2014 and 2015. It reviewed all the procedures (promotion, evaluation, emeritus) conducted at the institution and finally produced a document covering all of them ("Provisions applicable to FNSP researchers and research professors", referred to as DACCE FNSP in the self-analysis). The representatives of this group were in charge of consulting their peers in their respective status, disciplines, centres and to represent the positions of their peers in the working group.

Some of these processes are specific to certain categories (for example, obtaining tenure), while others apply to all the statutes (for example, granting university sabbatical leaves).

The main procedures (in particular those related to the tenure track) have been presented to the Scientific council of Sciences Po each time an agreement was achieved in the working group.

At the same time, the five academic departments (law, economics, history, political science and sociology) conducted an internal reflection to define the criteria for obtaining tenure. Thus, while the working group defined procedures and principles that are identical from one discipline to the next, the criteria maintain their disciplinary specificities and were added to the document on procedures.

The DACCE FNSP document was then presented to the academic senate (assembly of Sciences Po's permanent research community) in June 2015. After further revisions, it was discussed by the Scientific Council¹¹ in December 2015, and finally approved by Sciences Po's Board of Directors on 9 February 2016.

¹¹<http://www.sciencespo.fr/%C3%A0-propos/gouvernance-budget#L%27IEP%20de%20Paris>
<http://www.sciencespo.fr/%C3%A0-propos/gouvernance-budget/conseil-scientifique-de-liep-de-paris>

Reflection groups on new Sciences Po statutes

The reflection on the management and career of the Sciences Po faculty staff developed in parallel to the transformation of Sciences Po statutes. Two working groups followed each other to fuel this reflection. The first one, which included representatives of Sciences Po's administration, members of the research community and external members, was tasked with creating Sciences Po's new statutes. One of the objectives of these new texts was notably to increase the research community's participation in Sciences Po's governance. This translated into a greater number of academic representatives on FNSP's Board of Directors and IEP's executive board, and into the election of an early-stage researcher to the executive board, and of three early-stage researchers to the Scientific Council. A postdoctoral early-stage researcher is also now a representative in the latter. In December 2015 and January 2016 the government published a decree approving the FNSP's statutes¹², as well as the decree on IEP Paris¹³. Another reflection group met after the publication of the decrees to prepare Sciences Po's internal regulation. Once again, it included representatives from the research community and allowed for a reaffirmation of the research community's role in Sciences Po's governance, and the role of various bodies in career management.

Measure to improve doctoral studies

For early-stage researchers, the Doctoral School's full executive committee (which includes research unit directors, the heads of research Masters programs, and representatives of early-stage researchers, as well as the director of the Doctoral School) provides an opportunity to reflect on doctoral studies and the situation of early-stage researchers. In 2015 the latter completed a questionnaire survey; the results were presented to the full executive committee and led to several decisions.

Summary produced by the task force

A task force limited to members of Sciences Po's Research Department and HR Department conducted a synthesis of the work of these various consultative mechanisms in order to perform the self-analysis and determine the action plan.

This synthesis was submitted to Sciences Po's disability and equality officers, heads of the Doctoral School and Department of research resources and information, as well as to the member of our Europe research operations centre (MAPS). Their comments and suggestions were incorporated before the document was presented to several members of Sciences Po's executive committee¹⁴, the COMEX, and passed by Sciences Po's scientific council, a body that represents Sciences Po's research community and governs research, on 5 July 2016.

2) An approach based on the shared methodology proposed by USPC

The improvement of institutions' practices with regard to researcher recruitment, mobility, and careers is a shared goal of USPC member institutions. At a meeting held on 23 September 2015, the eight USPC institutions of higher education and research consequently decided to establish a

¹² <https://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000031740005&categorieLien=id>

¹³ <https://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000031872907&categorieLien=id>

¹⁴ <http://www.sciencespo.fr/%C3%A0-propos/gouvernance-budget/comit%C3%A9-ex%C3%A9cutif#Les%20membres%20du%20Comit%C3%A9%20ex%C3%A9cutif>

common methodology to implement the European human resources strategy for researchers. The expected knock-on effect of this approach is a distinctive feature of our application. The analyses and definition of our action plans are conducted in the same spirit as the HRS4R approach, with its collective advancement of the European Union's recruitment of researchers.

A USPC lead task force was immediately formed and met seven times between October 2015 and April 2016 (15 October 2015; 9 December 2015; 29 January 2016; 4 February 2016; 12 February 2016; 10 March 2016; 14 April 2016).

It included:

- Alexis Bozet, academic human resources department, Sorbonne Nouvelle University – Paris III
- Maria Pereira Da Costa, Tenured lecturer and Vice-President of the Paris Descartes University council
- Anne Kupiec, Professor and Vice-President for Human relations at Paris Diderot university
- Christophe Fouqueré, professor at Paris 13 University
- Imane El Hamdi, in charge of research contracts department at EHESP
- Étienne Boisserie, tenured lecturer at INALCO
- Frédérique Metzeldard, in charge of European contracts at IPGP
- Bénédicte Barbé, in charge of research governance and academic recruitment at Sciences Po
- USPC representatives:
 - Amélie Antoine Audo, General directorate at Sciences Po, HRS4R project manager
 - Charles Desfrancois, Professor, USPC deputy head of research
 - Axel Leisenberg, USPC European officer

In addition to these permanent members, representatives of interested parties have occasionally participated in the task force's sessions, depending on the topic of the meeting:

- Thomas Coudreau, director of the USPC College of Doctoral Schools
- Members of the USPC *European Research Network*

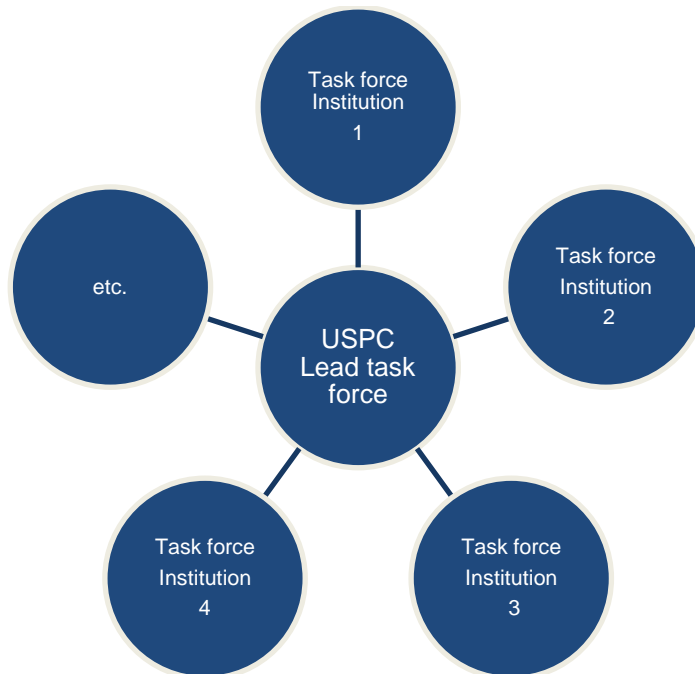
The composition of the task force at the USPC level includes different types of actors representing the range of different groups of professionals working in our institutions:

- researchers and et research professors;
- administrative personnel, especially human resource experts;
- elected members of university bodies;
- representatives of institution task forces.

Organization

The representatives of institutions on the USPC lead task force are also the project's coordinators at their respective institutions. This organizational structure ensures on-going information sharing between:

- the USPC lead task force that is responsible for the initiation of a collective process, promoting common action and creating templates *and*
- the task forces within each institution that perform internal analyses of strengths and weaknesses with regard to the Charter and Code, and that define the institution's action.



Specific missions

The specific missions of the USPC lead task force were:

- initiation of the collective process;
- sharing of good practices already in place at the institutions and the USPC;
- contact with the European Commission and Ministry of Higher Education and Research in France to clarify open points;
- creation and dissemination of common documents for the internal analysis and the action plan.

II. Summary of the self-analysis: strengths and weaknesses, in accordance with the principles of the charter and of the code

The self-analysis conducted by the core task force revealed a very close match between the recommendations of the charter and code and projects proposed and collectively discussed by Sciences Po's administration over the past few years with regard to academic human resources.

While the national regulatory framework on recruitment largely fulfils the provisions set out in the Code of Conduct for the Recruitment of Researchers, it should be noted that **Sciences Po has specified recruitment procedures that go beyond the national legislation, especially with regard to the constitution of selection committees, in order to meet both equity, openness, transparency and non-discrimination requirements and strategic objectives set by the institution in terms of internationalization and academic recruitment excellence.** Furthermore, Sciences Po's administration made the choice to apply its recruitment system to all recruitments within the permanent faculty, including permanent academic staff with private sector status, as conveyed in the "Provisions applicable to FNSP researchers and research professors" (discussed in the academic senate, adopted by the Scientific Council in December 2015 and then by the Board of the Directors in February 2016), and in the annually updated recruitment guide (see annexes X and X).

The analysis of the working conditions and the research environment of the academic community also testifies to the importance of research in the institution's strategy. As a fully recognized but numerically small community by the standards of the university, **Sciences Po's permanent faculty benefits from an effective guidance and support system that reinforces and guarantees the principles of responsibility, compliance with contractual and legal obligations, and the dissemination of results to peers and the general public:** a dedicated centre for academic HR in the human resources department, including three full-time employees, administrative staff in each research unit (at least a general secretary, an executive assistant and a manager, and often a communications officer and event manager as well), a unit to assist with project development including three research department staff members, a service dedicated to research needs in the department of research resources and information (responsible for the Spire open archives and the research data management project), a committee responsible for connecting research and information system management to quickly respond to researchers' specific IT needs (servers networks, job postings, computing machines, virtual office, specific software).

In terms of institutional working environment, the self-analysis enabled the identification of focal points concerning, in particular, the fluidity of the validation circuit for submitting project applications, contracts, consortium agreements, etc. and researchers' information on data protection and intellectual property; more broadly, this raises **the issue of the acculturation of teams from the financial department and legal affairs department to problems and agendas specific to research.** The **professional training of research staff** also needs to be monitored, especially the learning of French for permanent staff recruited abroad. This is key to ensuring quick and successful integration in the institution and in their research unit, as well as in their personal life. The research department and human resources department will have to focus on identifying tools to quickly resolve this problem. Failure to do so would imperil the international academic recruitment strategy.

Another element that highlights the importance of research in the institution is **the dominant role of academics in the process to reform Sciences Po's statutes** both in the working groups formed with a view to drafting legislative measures and internal regulations, and in the new bodies (or overhauled bodies) resulting from this reform: all the boards experienced a consolidation in their academic representation, and early-stage researchers and postdoctoral early-stage researchers gained a larger number of seats.

The drafting of an ethics code specific to research and applicable to Sciences Po's whole research community will address a gap and help complete Sciences Po's efforts to secure all the attributes of a world-class research university in the social sciences. **This ethics code, to be drafted by a group of researchers that is currently being formed, will enable the incorporation, through their development and adaptation, of the principles of the European Charter for Researchers**, especially in terms of ethics, professional responsibility, intellectual property and non-discrimination.

With regard to the latter point, **in 2013 Sciences Po established a comprehensive and diversified gender equality strategy**. More specifically, it signed the Ministry of Higher Education and Research's gender equality charter, recruited a gender equality officer who produced a 2-year action plan, drafted a roadmap for all the departments of Sciences Po, created a sexual harassment monitoring mechanism, and established information sessions on sexual harassment and appeals processes. This implementation of concrete measures is based on an in-depth study of the dynamic and structure of inequalities in a comparative report developed as part of the European EGERA program. Funded by the European union ("science and society" section of FP7) and led by Sciences Po in association with 7 partners, EGERA aims to promote and achieve structural changes enabling gender equality and consideration of issues linked to gender in higher education and research. The challenge for the officer is to pursue efforts in such a way that it can implement a very ambitious action plan without omitting any of the relevant populations, supported by the actions that are currently being pursued collectively within the USPC gender equality network, of which she is a member. After a placing a particular emphasis on the student population, the focus will be academic careers beginning in 2017.

With regard to non-discrimination, Sciences Po has also established an **ambitious policy to consider disability in all of its dimension and implications**. Since 2008, the disability officer has been working to improve facility and content accessibility, keep disabled staff employed, and raise awareness in all Sciences Po communities. She coordinates the work agenda for making Sciences Po's facilities compliant, in accordance with an Accessibility Agenda that will be submitted to the Paris Prefecture in September 2016. The challenge for Sciences Po is to guarantee access to the workspaces for all, including to the offices where researchers work, while bearing in mind that part of the research units and researcher offices will be moved to a new building.

III. The human resources strategy for researchers at Sciences Po over the next 4 years: an ambitious action plan that contributes to the institution's strategy

A. Summary of the action plan

The action plan that Sciences Po proposes to implement includes 29 actions that are of different magnitudes but that all contribute to enhancing the attractiveness of researcher careers and of recruitment and working conditions for researchers at Sciences Po.

A preliminary action that is not explicitly mentioned in the action plan but on which all the actions depend consists of ensuring that **research and its specificities remain at the heart of the attention of all the operational departments**, and that research developments, especially with regard to internationalisation, funding and evaluation, are taken into account and understood by all the researchers' contacts and partners in the institution. This preliminary action is a part of the dissemination of the Sciences Po administration's strategy throughout the institution, and is mainly led by the **research department, which initiated the HRS4R process and is the guarantor of its implementation, as it is for the whole action plan.**

Three types of actions

While the self-analysis shows that principles of the charter and of the code are already mostly in place at Sciences Po, the 29-point action plan includes **14 development actions**. Most of them will require either the mobilization of task forces that would meet over several months and include researchers, or the mobilization of several departments on subjects that will first need to be placed on their agenda of priorities.

Of these 14 actions, the most important one, with regard to the work involved, the time needed, the subjects addressed and the skills to mobilize (but also the progress expected) is **the drafting of a research ethics code**. The Research Department's efforts will mainly focus on the mobilization and leadership of a group of researchers and heads of relevant department heads with a view to adopting this code in 2018.

The action plan also includes **13 formalization actions**: this means that Sciences Po is already involved in these issues in one way or another, but that their resolution requires additional efforts. These actions are seemingly less difficult and mainly involve coordination between various departments and the research department.

Finally, the action plan includes **2 communication actions**, which mark the end of several months of work and can be implemented by the end of 2016.

Six guiding lines

These actions are organized in six main lines, reflecting the four principles included in the *Charte européenne du chercheur* and the *Code de conduite pour le recrutement des chercheurs* (four first guidelines) but also focusing on specific aspects of these principles (axes 5 and 6).

1. Recruitment and career development
2. Ethical and professional aspects
3. Working conditions
4. Professional training
5. Diversity policy (parity between men and women, disability plan...)
6. Support for doctoral programmes

A crosscutting and collective plan

While the research department and human resources department (particularly the unit in charge of the academic human resources, the centre for academic HR) as well as the Doctoral School are mainly affected by this action plan, it appears that **all Sciences Po departments, at very different levels of responsibility, will be impacted, concerned and mobilized by the action plan**. This crosscutting aspect is both a measure of the solidity of the results when they are achieved, and a source of difficulty in implementing the plan.

The **Scientific Council**¹⁵, a deliberative body in charge of research issues and composed of representatives of the academic community, will be involved, in addition to various task forces set up for some of the objectives in order to collect additional opinions and ensure the dissemination of work underway. It should be noted that according to Sciences Po's new statutes, the Scientific Council is a body that represents Sciences Po's whole academic community, including all statuses. The subjects addressed in plenary session are relayed throughout the community, as elected representatives and full members ensure the dissemination of discussions and bear responsibility for gathering feedback from the members they represent.

The **Doctoral School Board**¹⁶ will also be consulted. Finally, the **FNSP Board of Directors**¹⁷ will provide an opinion on several actions defined in the plan, especially those concerning ethics.

Risk analysis

Analysis of risks and potential problem areas suggests that when certain actions concern **more than 2 departments** (besides the research department) they will have to be monitored more closely and take into account the possibility that unanticipated new projects in partner departments might appear and lead to a reordering of priorities in these departments.

The research department is deeply involved in this process, but will also have a particularly **heavy planned workload** to manage in 2017: implementation of a new research information system, coordination of the HCERES¹⁸ evaluation campaign (research units, institution, USPC COMUE), and participation in the complete overhaul of Sciences Po's accounting information system.

¹⁵ <http://www.sciencespo.fr/%C3%A0-propos/gouvernance-budget/conseil-scientifique-de-liep-de-paris>

¹⁶ <http://www.sciencespo.fr/ecole-doctorale/fr/content/le-conseil-de-lecole-doctorale>

¹⁷ http://www.sciencespo.fr/%C3%A0-propos/gouvernance-budget#La_FNSP

¹⁸ The Haut Conseil à l'Évaluation de la recherche et de l'enseignement supérieur (high council for the evaluation of research and higher education) is a national body in charge of the evaluation of training programs, research units, higher education and research institutions, and territorial consortiums. <http://www.hceres.com/>

Furthermore, **staff changes** could have an impact of some of plan's actions: beginning in 2019 several of Sciences Po's current research unit heads will be replaced; the director of the Doctoral School is retiring in 2017.

When the action plans of all USPC member institutions are known, an action coordination system should be implemented, actions that could be pursued together should be identified and good practices shared, and a joint timetable of commitments made should be created to enable monitoring of their completion.

Some of USPC's member universities announced in June 2016 that they would study the possibility of merging. Such a decision could affect deadlines for the implementation of common actions.

These elements were taken into account in the action plan and implementation timetable but still create genuine risks in the implementation of the defined actions. If such a difficulty emerged, an adapted procedure would be created to gather the actors involved (directors, researchers, various staff members) and propose either a timetable change or a new course. Input from relevant bodies would then be sought. The action plan would accordingly be changed and made public on the institution's website.

Evaluations

The Vice President for Research, in conjunction with the human resources department, is responsible for monitoring the timetable and proper implementation of the actions, and will make any necessary adjustments. She and her team will also be responsible for the action plan's follow-up, on the basis of the indicators defined for each scheduled action. She will monitor follow-up of activities each trimester with the help of the HRD's academic centre, and will report on the project's progress each semester, at meetings with unit directors, department heads, and general secretaries of research units on the one hand, and with the Scientific Council and executive board¹⁹ of Sciences Po on the other.

Two years after launching the action plan, the Vice President for Research will send the European Commission a short one-page note with the two-year action plan timetable, including the indicator and date of action completion in an additional column. This information will be made public.

Four years after the launch of the action plan, a short but more in-depth report will seek to demonstrate the institution's progress with regard to the initial objectives, and to underscore the realization of the initial action plan. In accordance with the procedure, it will be subjected to peer review.

B. Detailed table of the action plan

¹⁹<http://www.sciencespo.fr/%C3%A0-propos/gouvernance-budget/comit%C3%A9-ex%C3%A9cutif#Les%20membres%20du%20Comit%C3%A9%20ex%C3%A9cutif>

Actions required	Guiding lines	Action type	When	Who	Indicators
A1: disseminate the text on “Provisions applicable to FNSP researchers and research professors” (DACCE FNSP): translate it, disseminate it on the research webpage, and provide hard copy upon signing of work contract	Recruitment and career development	Communication	T3-T4 2016	RD, HRD (centre for academic HR), external service provider for translation	Text translated, available on the research webpage and provided at each signing of work contract
A2: produce a research ethics code, have it adopted by Sciences Po bodies, and disseminate it	Ethical and professional aspects	Development	T4 2016 – T1 2018	RD, LAD, DG, GS, SC, task force including researchers	Ethics Code produced, approved by authorities, and disseminated to the permanent academic community
A3: establish a Sciences Po ethics committee (institutional level).	Ethical and professional aspects	Development	T4 2016	DG, GS	Committee members appointed and known
A4: produce a Sciences Po ethics charter, have it adopted and disseminate it (institutional level).	Ethical and professional aspects	Development	T4 2016 – T1 2018	LAD, DG, GS	Ethics Charter produced, approved by authorities, and disseminated to all actors concerned
A5: ask research unit directors to customize the thesis charter (terms of supervision for doctoral studies) for their own research unit, while ensuring the consistency of any resulting texts.	Support for doctoral programmes	Formalization	T1 2017	RD, heads of research units	A meeting of unit heads devoted to this issue, a report taking stock of each unit head’s plans, ensuring the consistency of produced texts.
A6: improve the signature circuit of research contracts or conventions	Working conditions	Formalization	T2 2017 – T4 2017	RD, research units, LAD, FD	A new signature circuit approved by the operational departments involved and adopted by the actors involved.
A7: initiate reflection on optimizing the service provided by Sciences Po’s DPO without increasing resources	Ethical and professional aspects	Formalization	T3 2017- T2 2018	RD, research units, LAD, ISD (particularly the Informatics and Freedom officer), RRID	Meetings held with the various departments involved, in conjunction with research centres, with a view to listing good practices and recommendations.
A8: continue the work of the group project on research data with a view to producing a recommendation guide and study on data storage options	Ethical and professional aspects	Development	T1 2016 – T4 2019	RRID (particularly the research and digital tool support service), ISD, RD	A recommendations guide in place and disseminated A feasibility study on the creation of a database provided to the department
A9: produce an analysis to define the HR implications of a research exploitation approach	Recruitment and career development	Development	T3-2019-T3 2020	HRD, LAD, ad hoc group of researchers, RD	A task force involving the researchers and departments mentioned in the adjacent box created and meetings held, a defined work plan, a study (including recommendations if possible) produced.
A10: visibly post the compulsory submission request on Spire adopted by the direction of Sciences Po. Continue training/informing researchers about open access	Ethical and professional aspects	Communication	T1 2017 – T4 2020	RRID (research and digital tool support service), ISD, RD	Compulsory submission request visible on Spire. Training and information sessions scheduled and completed.

Actions required	Guiding lines	Action type	When	Who	Indicators
A11: continue efforts to implement the action plan promoting gender equality, with a particular focus on academic careers	Diversity policy	Development	T1 2017 – T4 2020	GS (particularly the Gender Equality officer), DG, DC, RD, HRD	Progress report produced; actions on academic careers implemented with qualitative assessment
A12: include a statement about Sciences Po's commitment to gender balance and diversity in job postings	Diversity policy	Formalization	T4 2016	HRD (academic centre), RD, selection committee presidents	Job postings systematically note that Sciences Po promotes gender balance and diversity in its recruitments
A13: continue efforts to implement the disability plan	Diversity policy	Development	T1 2017 – T4 2020	GS (particularly the disability officer), DG, HRD, DC	Progress report and qualitative assessment produced
A14: follow changes in national rules and practices, transpose them into Sciences Po's recruitment guide, disseminate the updated version of the recruitment guide, and monitor its implementation.	Recruitment and career development	Formalization (permanent improvement action)	T1 2017 – T4 2020	HRD (centre for academic HR), RD	A regularly updated (and annually revised) recruitment guide reflecting legislation in force, with systematic dissemination (mail, online) of the updated version.
A15: harmonize thesis enrolment and reenrolment procedures across the centres and disciplines.	Support for doctoral programmes	Formalization	T1 2017-T1 2018	DS (department of doctoral studies), research units, RD	The departments, directors of doctoral studies, and research units produced harmonized procedures for thesis enrolment; new procedures posted online by the Doctoral School.
A16: assess the tenure track in 2020 (average number of years of the tenure track, number of tenures denied, outcomes for APs denied tenure, nationality of tenure-track assistant professors, etc.)	Recruitment and career development	Development	T2 2020 – T4 2020	RD, research units, departments (particularly the department of economics), HRD (academic centre)	Tenure track evaluation indicators are defined and produced for the purpose of producing a note assessing the tenure track at Sciences Po since its overhaul in 2015.
A17: clarify ATER (Early-stage researchers with a up two years fixed public contract at Sciences Po) recruitment at Sciences Po (content of the offers and selection criteria)	Recruitment and career development	Formalization	T1-T2 2017	Departments, HRD (academic centre), RD, SC	Departments' selection criteria jointly defined and discussed during a Scientific Council meeting.
A18: produce a plan for settling researchers in the new facilities in cooperation with the research department and for successfully moving under the best possible conditions.	Working conditions	Development	T1 2017-T4 2020	DGSP, GS, RD, research units	A timetable of consultative meetings between the team responsible for setting up the new facilities and the Research Department (including the research units), a disseminated rollout plan, move completed (Risk: scope of the work to be completed still remains unknown).
A19: modify the DS Charter in accordance with the conclusions of USPC's doctoral college, of which Sciences Po's DS is a member; also ensure the systematic presence of women in the juries and monitoring committees	Diversity policy	Development	T1 2017-T4 2017	DS, RD, Board of the DS, research units	Doctoral Charter modified and adopted by the Board of the DS (and SC). Changes in the charter are taken into account in the charters of the research units.

Actions required	Guiding lines	Action type	When	Who	Indicators
A20: initiate training and incentive efforts to encourage Masters and college students to prepare a PhD in disciplines where female students have a smaller presence (economics, history).	Diversity policy	Development	T3 2017 – T4 2020	GS (particularly the Gender Equality officer), DS	Program to raise awareness (information, incentives) available and implemented (number of sessions, number of participants).
A21: ensure that all tenure-track assistant professors take advantage of a mentorship system that was established in 2015.	Recruitment and career development	Formalization	T1 2017-T4 2020	RD, research units	Up-to-date list of mentors for each assistant professor.
A22: follow up on the establishment of monitoring committees at the Doctoral School as part of the implementation of the ruling of 25 May 2016 setting the national framework for training and the conditions for awarding a national PhD degree.	Support for doctoral programmes	Formalization	T1 2017 – T3 2017	DS, RD	Annual assessment form monitoring committees.
A23: request a compendium of information on intellectual property from the Legal Affairs Department for the purpose of including this issue in the research ethics code.	Ethical and professional aspects	Development	T1 2017 – T4 2017	LAD, RD, task force on the research ethics code	At least one meeting between the LAD, RD and task force responsible for drafting the research ethics code for first discussions and prospects for action.
A24: identify a LAD contact person able to answer simple questions or provide referrals to external qualified resources.	Ethical and professional aspects	Formalization and communication	As soon as possible	LAD, RD	A contact designated, known and recognized
A25: ensure that the annual review of the pedagogical activity framework for Sciences Po's permanent faculty takes into account the priority emphasis on research while respecting the law and the institution's objectives with regard to permanent faculty involvement in teaching	Working conditions	Formalization	T1 2017; T1 2018; T1 2019 ; T1 2020	DSE (service for teachers), HRD (centre for academic HR), RD, department heads, SC	Annual revision of the framework is effective once approved by the Scientific Council in plenary session.
A26: approach COMUE to assess the trainings completed by Sciences Po academics thanks to SAPIENS, CFDIP or RRE. Establish follow-up indicators for completed trainings. If necessary in light of the results, develop a communication action on existing trainings and ways to benefit from them.	Professional training	Formalization and communication	T4 2017	HRD, RD, SAPIENS and CFDIP for the COMUE	Data on trainings completed via SAPIENS and the CFDIP known to Sciences Po's HRD. Concurrently, communication action on proposed trainings.
A27: add a step in the project development process and ensure that a senior researcher would provide a review.	Ethical and professional aspects	Formalization	T1 2017	RD (MAPS cell)	For each project recorded by MAPS, verification with the PI that the project was reviewed by a senior researcher.
A28: establish HRD/RD/research unit task force to identify researcher expectations with regard to continuous education.	Professional training	Development	Beginning in T3 2018	HRD, RD, a group of researchers	Task force met; work plan formalized and group assessment with recommendations
A29: ensure that foreign researchers who come to Sciences Po are systematically evaluated for their French proficiency and provided customized and intensive training to enable quick integration in France.	Professional training	Development	Beginning in T1 2017	HRD	Evaluation completed for all recruitments of a foreign researcher; training in French completed in a timely manner. An annual evaluation must be produced.

Annexes

Annex 1 Endorsement letter

SciencesPo

Monsieur Carlos MOEDAS
European Commissioner for Research, Science
and Innovation
European Commission
200 rue de la Loi
1049 Brussels
BELGIUM

Paris, 18th July 2016

Object: Declaration of Commitment to the Principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and Intention to Requesting the "HR Excellence in Research" award

Dear Sir,

Sciences Po, constituted by the Fondation Nationale des Sciences Politiques (FNSP) and the Institut d'Etudes Politiques (IEP) de Paris, wishes at this time to reiterate its formal commitment to support the "*European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*", expressed for the first time on December 21, 2006, by the signature of a declaration of accession.

We accept the general values, principles and requirements of the European Charter and Code. If our research policy is oriented towards them since 2006, we commit ourselves to carry out the necessary steps to further improve our process and practices.

By showing intends to request the "HR Excellence in research" award, Sciences Po wishes to give today a formal turn to its commitment. We thereby wish to contribute towards a European Research Area with a Human Resources strategy for Research that supports excellence in research.

Yours faithfully,


Frédéric MION

Frédéric Mion
DIRECTEUR
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Annex 2 Timetable for the implementation of the action plan

■ Communication
 ■ Development
 ■ Formalisation

Guiding lines	2016		2017				2018				2019				2020				
	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	
Recruitment and career development	A1																		
			A9																
			A14																
																		A16	
			A17		A21														
Ethical and professional aspects		A2																	
	A3		A4																
			A7																
			A8																
			A10																
			A23																
	A24		A27																
			A6																
Working conditions			A18																
			A25				A25					A25					A25		
Professional training			A26				A28												
			A29																
Diversity policy			A11																
	A12		A13																
			A19				A20												
			A15																
Support for doctoral programmes			A5																
			A22																

Annexe 3 Members of the Sciences Po bodies and working group involved in the HR strategy for researchers at Sciences Po

Sciences Po's Board of Directors

The members of the Science Po's board of directors are:

- The Vice-president of the **Conseil d'État**
- The President of the IEP council and the president of the board of directors of the Sciences Po alumni association
- A professor of the **Collège de France**
- Three representatives of the non academic FNSP staff, among them a representative of the executive body, one from the non executive staff and the secretary of joint consultative committee
- Three elected representative of the permanent faculty staff
- An elected representative of the IEP adjunct teaching staff
- Two elected representatives of the IEP students
- A representative of the employees' unions and one the employers' unions.
- Ten members of the **fondateurs** belonging to academia, public sector, the economic world or donators of the FNSP.

The scientific council:

In plenary session, 39 members sit at the scientific council.

Twenty are not elected, among them the president of Sciences Po and the following members:

- The vice-president for research
- The vice-president for studies and academic affairs
- The director of the graduate school
- The directors of each of the ten research units
- The president of the OFCE and another member of the OFCE designated by the OFCE
- The director of one of the research programmes (MaxPo, LIEPP)
- The director of each department when he/she is not a director of a research unit simultaneously

Nineteen are elected and among them a post-doc and three early researchers and:

- Ten professors
- Five lecturers.

In a limited format, only the members with a statute of professor or lecturer can sit.

The executive committee of Sciences Po COMEX)

The members of the COMEX are:

- The president of Sciences Po
- The delegate director
- The director for International affairs
- The director for strategy and development
- The director of the department of Communication
- The director of the department of General Services and Property
- The director of the executive training department
- The director of the financial department
- The director of the Human Resources Department
- The director of the Information Systems Department
- The director of the Legal Affairs Department

- The director of the Research resources and information department
- The general secretary
- The vice president for research
- The vice-president for studies and academic affairs

The council of the graduate school

The members of the council of the graduate school are:

- The president of Sciences Po, the director of the graduate school, the Vice President for research,
- Four members of the faculty staff who are in charge of the doctoral programmes designated by the executive committee of the graduate school,
- Five directors of a research unit, designated by the president of Sciences Po under the proposal of the vice president for research,
- Four external members from the economic sector designated by the president of Sciences Po under the proposal of the director of the graduate school,
- Four external members from the academic sector designated by the president of Sciences Po under the proposal of the director of the graduate school,
- A representative of the staff of the graduate school, elected by his/her peers
- Five elected representatives of the early researchers

Working group on the FNSP academic staff

This group met in 2014 and its members were

- Twelve academics (MENESR, CNRS, FNSP faculty staff members)
- Three members of the research department including the vice president for research
- A member of the HRD

Working group on the new status of sciences Po

This group worked on the internal rules and regulations and was composed of:

- The general secretary,
- The president and the vice president of the IEP council
- The president of the scientific council
- The president of the conseil de l'article 7
- The president and the vice president of committee for student affairs
- The vice president for research
- The vice president for studies and academic affairs
- A representative of the non academic staff

Annexe 4 Presentation of the Sorbonne Paris Cité University (USPC) COMUE

Sorbonne Paris Cité University (USPC) includes 8 French institutions of higher education and research (New Sorbonne University – Paris III, Paris Descartes University, Paris Diderot University, Paris 13 University, EHESP, INALCO, IPGP, Sciences Po) and 5 research organizations (CNRS, INED, INRIA, INSERM, IRD) that work together towards shared goals. Legally, it is a Community of universities and institutions (COMUE) whose statutes were approved by the decree of 30 December 2014.

USPC supports research and training efforts in the pursuit of excellence that live up to the values shared by all member institutions:

- Ensure the quality of education, and thereby the success of students and their professional integration;
- Strengthen the research excellence and international attractiveness of the best doctoral students and researchers;
- Tackle societal issues by encouraging interdisciplinary academic interaction.

Thus, the USPC has high-level scholarly expertise in various sectors, and a powerful collective capacity for action to enhance the visibility and attractiveness of world-class research.

The USPC framework for action

Four aspects guide the USPC's actions:

- the internationalisation of training and research: a preference for international partnerships, foreign language training, mobility schemes, attractiveness and hosting of students and of professors;
- new pedagogical methods combining digital and classical teaching;
- the interdisciplinary cooperation that is essential to resolving major societal challenges by mobilizing training and research;
- campus live, involving students and staff.

These strategic priorities are slowly helping to build a new university model, drawing on globally renowned institutions, in order to better equip them as a group to tackle future societal challenges. Sorbonne Paris Cité University's activity complements that of its member institutions; it aims to facilitate convergence between them and enhance the effectiveness of their actions.

Human resources policies

At the heart of the efforts pursued as part of the ambitious research plans of Sorbonne Paris Cité University are researchers and research professors at all stages of their careers. Challenges linked to researcher recruitment, career management, mobility and training issues abound.

The creation of a USPC college of doctoral schools and pooled recruitment of young researchers responding to "international" or "dual culture" postings, in addition to the recruitment campaigns of the European INSPIRE project – the winner of a COFUND call for projects under the Horizon 2020 framework programme for research and development – led COMUE institutions to give deep thought to academic recruitment. Since research programmes favour multidisciplinary approaches, the support provided to USPC chairs of excellence to attract high-level researchers internationally, and

long-term invitations extended to researchers via a USPC programme, reinforce this dynamic at the USPC level.

While USPC member institutions directly recruit their academic staff, the USPC seeks to promote a shared talent management policy that follows recognized quality standards as closely as possible, by encouraging quality recruitment processes, enhancing the attractiveness of campus life and opening career development opportunities, for example through the development of a continuous education program for COMUE researchers and research professors.

Annex 5 Acronyms and glossary

CDSP : centre de données socio-politiques, Sciences Po and CNRS research unit

CEE : centre d'études européennes, Sciences Po and CNRS research unit

CERI : centre de recherches internationales, Sciences Po and CNRS research unit

CEVIPOF : centre de recherche politique de Sciences Po, Sciences Po and CNRS research unit

CFDIP : Centre de formation des doctorants aux initiatives professionnelles , USPC training center for early researchers

CHSP : centre d'histoire de Sciences Po

CIFRE : Conventions industrielles de formation par la recherche, industrial partnership aimed at training by making research

CNRS : centre nationale de la recherche scientifique, national center for scientific research

COMUE : communauté d'universités et d'établissements, consortium of higher education and research institutions created by the 2013 higher education act

CSO : centre de sociologie des organisations, Sciences Po and CNRS research unit

DACCE : Dispositions applicables aux chercheurs et aux chercheurs-enseignants de la FNSP, Provisions applicable to FNSP researchers and research professors

DC: Department of Communication

DG: Directorate General

DGSP: Department of General Services and Property

DPO: Data protection officer

DS: Doctoral School

DSE: Department of studies and education

EHESP : Ecole des hautes études de la santé publique, higher education institution in public health

FD: Financial Department

FNSP : Fondation nationale des Sciences politiques

GS: General Secretariat

HRD: Human Resources Department

IEP : Institut d'études politiques de Paris

INALCO : Institut national des langues et civilisations orientales, national institute of oriental languages and civilizations

INED : institut national d'études démographiques, National **institute** for **demographic** studies

INRIA : institut national de recherche en informatique et en automatique, **National Institute for Research in Computer Science and Control**

INSERM : institut national de la santé et de la recherche médicale, national institute of health and medical research

IPGP : institut de physique du globe de Paris, Institute of earth physics of Paris

IRD : institut de recherche pour le développement, Research **Institute** for **Development**

ISD: Information Systems Department

LAD: Legal Affairs Department

LIEPP : laboratoire d'évaluation des politiques publiques, interdisciplinary research programme on the evaluation of public policies

LRU : Loi pour Liberté et responsabilités des universités de 2007, 2007 higher education act

MAPS : mission d'appui aux projets scientifiques de Sciences Po, Sciences Po office for the development of research contracts

MaxPo : programme de recherche Sciences Po et Société Max Planck, Sciences Po and Max Plack society joint research programme

MENESR : Ministère de l'éducation nationale, de l'enseignement supérieur et de la recherche, Ministry of education, higher education and research

OSC : observatoire sociologique du changement, Sciences Po and CNRS research unit

PAST : Professeurs associés, half-time faculty with a professional activity

PEDR : primes d'encadrement doctoral et de recherche, bonuses for high achievement in research and doctoral training

PRAG : Professeurs agrégés du second degré, high school teachers who passed the national exam called « agégagtion du secondaire » and active at higher education institutions

RD: Research Department

RRID: Research resources and information department

SAPIENS: Service d'Accompagnement aux Pédagogiques Innovantes et à l'enseignement numérique de Sorbonne Paris Cité, Support for innovative and digital pedagogy

SC: Scientific Council

USPC : université Paris Sorbonne cité